

CITY OF CONCORD

2004 ANNUAL REPORT

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APR 13 2006

CONCORD, NH





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MAYOR'S MESSAGE
2004 Inaugural Remarks

Past Two Years:

1. We got the Sears Block torn down and found good partners to work with on redevelopment of the site, and we appropriated the funds required to build a new parking garage there.
2. We acquired the Penacook Mill and set the groundwork for eventually rehabilitating it and the surrounding area. This was our most difficult decision, and I appreciate all of you who had the vision to support that effort.
3. We made a decision to appeal the lower court ruling on the Richmond Co. development of the South End rail yards. And we prevailed, keeping an unwanted and unnecessary big box retail development out of the South End.
4. We made a strong commitment to open space preservation by changing a long standing policy on allocation of the Land Use Change Tax.
5. We restored Engine Company No. 1 to our Fire Department.
6. We initiated a major neighborhood improvement program in the oldest neighborhood of our city, the Rumford School Area.
7. We made a major investment in economic development infrastructure by funding and getting under construction the extension of Regional Drive.
8. We dealt well with two major unexpected crisis's which were thrown at us. First, we found a way to absorb the state passing off \$650,000 of additional retirement system costs to the City without passing it on to our taxpayers. Second, we took the bold step of eminent domain and kept the Rolfe Barn here as an historic resource rather than letting it be shipped off to Sun Valley.
9. Lastly, we kept u the high level of municipal services which Concord residents and businesses are used to – while limiting increases in the municipal tax rate to less than 2.5% per year.

This is a record we can all be proud of. We did not do it by ourselves, of course. We have an excellent city staff led by a fine management team and hundreds of city employees who work hard every day at their jobs. I than the city manager; his department heads, and all city workers for the hard work done each day to make sure that Concord is a great community to live, work and play in.

Next Two Years:

So what will the next two years bring. Let me share with you what I think some of our priorities should be and what the major challenge will be.

1. Solid Waste/Recycling – First on our agenda will be to complete unfinished business from last year by developing a solid waste and recycling program, which the community will support. I hope that we can find a way, as part of that program, to offer weekly curbside recycling to our residents.
2. Open Space Preservation – Second, we must make a significant commitment to preserve important open spaces by providing the Conservation Commission with an immediately available funding source, which they can rely on when major targets of opportunity arise. We are one of the few communities in the region openly welcoming new housing, and this places our valuable natural resources under tremendous pressure from development. Concord has one of the largest land areas in the State. We have enough land to both accommodate new housing demand and to preserve large tracts of contiguous open spaces for the future. But we must make sure the housing demand for land in the next several years does not gobble up the land, which should be permanently preserved.

Soon, I will be proposing that City Council pass a major bond issue to provide the funding resources needed to accomplish this purpose. This is not innovative, as some 30 other municipalities in New Hampshire have already done this. The precise amount and the inter-relationship with the Conservation Acquisition Fund have yet to be determined, but the amount recommended will likely be in the \$2 to \$4 million range.

To those who might suggest we cannot afford this, I say we cannot afford not to do this. It will be an investment, which our residents can directly relate to and benefit from. On the scale of things, we must note that traffic projects like Regional Drive, Langley Parkway, and Manchester Street, which are actually business development projects, each cost in the \$4 to \$6 million dollars range. It is time to put our long range debt and our priorities into something all of our future residents can benefit from, as we did when we rebuilt all of our swimming pools a few years ago.

3. Downtown – Third, we must continue to work closely with and support the Main Street Program as it develops its vision for Downtown Concord. Once the Main Street Group develops its objectives for downtown infrastructure and building renovations, we must be prepared to support those objectives with a significant capital commitment. Our downtown is the heart of our city and, as many have said, the Main Street of our state. It is a significant part of our tax base, and we must invest more in the downtown than simply building a parking garage there.
4. The Opportunity Corridor – Fourth, we must continue to work towards the redevelopment of the Opportunity Corridor. This is a goal that will require both patience and persistence. We must closely follow the Opportunity Corridor Master Plan which is about to get underway and assure that what comes out of that is a realistic and achievable vision.
5. Redevelopment Authority Task Force – The key to redeveloping the Opportunity Corridor will be the establishment and capitalization of a Redevelopment Authority as recommended by the joint City and Chamber of Commerce Task Force, which we

appointed two years ago. I expect, by March, to have in front of the City Council the specific actions required to establish and capitalize the Authority.

6. Ethics Ordinance – A major piece of unfinished business from the last two years is the adoption of an Ethics Ordinance. Later tonight I will ask council to appoint an Ethics Committee to be chaired by Councilor Bill McGonagle. This committee will be charged with reporting out a recommended ethics ordinance during the term of this council.
7. Communications – One of the things we in Concord City Government must work on improving is our communications with our people when specific projects or specific problems which touch neighborhoods arise or when major policy proposals are formulated. Towards that end, I will also be recommending later tonight that a Communications Committee be established. This idea comes from Councilor Doris Ballard, and she has agreed to chair the Communications Committee.
8. Continue to Plug Along – Finally, in the next two years we must not lose sight of the projects we have already started. The completion of Regional Drive and Langley Parkway; developing the plan for the Penacook Mill; moving forward with the Sears Block Redevelopment; developing the plans for the Loudon Road and Fisherville Road/North State Street Corridors; and finishing up our Master Plan must all remain high priorities.

The Challenge:

The major challenge we will face in the coming year will be to deal with something largely out of our control. There are going to be tremendous pressures placed on residential property taxes due to the confluence of three things out of control:

- 1) The shift in tax base from commercial properties to residential properties caused by the growth in value of our residential properties far out pacing the growth in value of our commercial properties will continue. This is not necessarily a new phenomenon, but the new assessment laws which arose from the creation of the statewide property tax make it an annual event, rather than a decennial event – and the rapid escalation of housing values makes the overall impact much larger on homeowners than in the past. Essentially, we are being forced by the State to revalue every year, rather than every ten years or so. In these economic times, that is good for businesses but bad for homeowners.
- 2) Significant reductions in the state school aid coming back to Concord as a result of the legislative changes last year to the State Education Property Tax will greatly affect our taxpayers;
- 3) An increased County Tax Assessment, arising mostly from burden shifting at the State level of government will also hit us.

All of these factors could cause the typical Concord homeowners tax bill in 2004 to increase by \$500 to \$750, before the impact of 2004 budgets are added.

The dilemma we face is that we cannot bring city government to a halt because of irresponsible leadership at the state level, which shifts society's duties to local and

county government while claiming to be reducing everybody's taxes. We are not alone in this dilemma. The ultimate solution is public awareness and the ballot box. We must make our residents understand what is happening, and, politically, we must join forces with other communities to try and bring an end to irresponsibility.

Notwithstanding this, we must face reality. Our budget for Fiscal Year 2005 is going to have to be a lean one. This will be our major challenge during the coming year. We are going to have to be creative; we are going to have to be disciplined; we are going to have to be prudent; and we are going to have to communicate with our people about what is happening in the larger picture.

With these thoughts, I wish everyone here the very best as all of us work together to serve the residents of our city during the next two years.

Michael L. Donovan
Mayor

CITY MANAGER'S MESSAGE

January 2004

The Fiscal Year 2003-2004 saw a mixture of progress in achieving City Council's new high priority goals, new services and programs, hotly debated concepts, and major planning efforts.

Progress on City Council's new FY2005-2006 High Priority Goals is summarized below:

- Prepared request for proposals for consultant to assist in the Fisherville Road/North State Street corridor improvements and have completed survey work for the Loudon Road corridor improvements;
- Requested that the Planning Board indicate their interest in pursuing a residential growth management ordinance;
- Worked with the State to determine the feasibility of the City acquiring the Legislative Parking Deck to expand downtown parking;
- Prepared a request for proposals for consultant assistance in updating our Water Master Plan to address future source requirements;
- Working to secure hundreds of acres of property in the Merrimack River floodplain and in the general area of Penacook Lake for future preservation and protection;
- Prepared a request for proposals for a solid waste master plan;
- Increased Police presence in downtown;
- Launched the Opportunity Corridor master planning process and the Economic Development Master Plan process;
- Purchased, continued to clean-up, and are beginning to seek a development partner for the redevelopment of the Penacook Mill;
- Assisting in the redevelopment of the Blue Cross Blue Shield Building and implementing the development agreement for the redevelopment of the old downtown Sears site;
- Breaking ground on Regional Drive and continuing to move Langley Parkway development forward through the permitting process and court challenges.

Other success to celebrate during this period that did not show up originally as a City Council goal included:

- Implementing the Motor Vehicle Municipal Agent program that enabled the City to process the state portion of the motor vehicle registration at City Hall (saving many extra trips for our customers);
- Demolition of the Coastal Concrete tower that served as an eyesore for anyone traveling on I-93;
- Launching our multi-year Master Plan update program;
- Initiating extensive renovations to Keach Park with the City's first irrigated play field, with public planning for White, Merrill, Garrison, and Rollins Parks;
- Achieving environment-friendly Class A sludge at the Wastewater Treatment Plant, customer friendly parking meter debit cards, air conditioning at the Library, and motor vehicle registration and water and sewer bill payment over the Internet;
- Enjoying increased recycling at the drop-off centers, receiving significant Homeland Security Grant funding, seeing a medical office building added to the Horseshoe Pond development district, and launching a far ranging but successful city-wide property valuation update.

Concord's rapid growth in the 1990's continues strongly today. Much of what you read above is due to the impact of that growth and the desire for it to continue but only in ways that will enhance this community.

David J. Anderson
George Allen
Richard A. Allen
George W. Anderson

Barbara Anderson
David A. Anderson
Thomas Anderson
George Allen
George W. Anderson
George W. Anderson

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CITY COUNCIL

The legislative authority of the City of Concord is vested exclusively in the fifteen-member City Council, which is elected in odd-numbered years, consisting of one Mayor elected for two years; four Councilors at-large elected for four years; and ten ward Councilors elected every two years. Regular meetings of the City Council are held on the second Monday of each month. The Council held twelve regular meetings, 4 recessed and 11 special meetings and passed 88 ordinances, 149 resolutions and adopted a \$38.5 million, twelve-month budget covering the fiscal year 7/1/2003 to 6/30/2004.

Fiscal Year 2004 Goals:

- Sears Block
- Regional Drive Construction
- Loudon Road Corridor Program
- New Downtown Parking Garage
- Restoration of Engine Company #1
- Fisherville Road/North State Street Corridor
- Stickney Avenue Garage Site Development
- Continued Support of Main Street
- Develop Proposals to Address Affordable Housing
- Develop a "Progressive" Zoning Ordinance
- Water System Planning, Supply, Storage, and Conservation
- Expand Street Paving/Rehabilitation Program
- Penacook Tannery Development
- Building Langley Parkway
- Solve the High School Generated Parking Program
- Information Technology Department
- More Police Presence Downtown

BOARDS AND COMMISSIONS

Beaver Meadow Golf Course Advisory Board

Bob Vachon, Chair
Betty Hoadley
Frances Hunt
Dave Silva
Jim Kinhan
City Councilor Kipp Cooper

Board of Assessors

George Bean
Richard L. Towle
George W. Hildum, III

Building Board of Appeals

Gerard R. Blanchette
Richard Burpee
Philip Spurr
Thomas P. Avallone
Peter J. Welch
Clayton Higgins**

Conservation Commission

Christopher "Kit" Morgan, Chair
Roderick B. Cyr
Terrence "Terry" Frost
Bruce Gilday
James E. Owers
Edwin Robinson
Stephanie Vaine
City Councilor Marjory Swope
Deborah Merritt**
Stefan Matlage**

Everett Arena Advisory Board

Nicholas Wallner, Chair
Michael Gfroerer
Robert H. "Obie" Barker, Jr.
Tom Brown
Gerry Blanchette
Brian Troxler
City Councilor William McGonagle
City Councilor Keith Allberg

Heritage Commission

Elizabeth Durfee Hengen, Chair
Christopher Carley
Thomas Avallone
Lorrie Carey
Robert V. Johnson, II
Michael Tardiff
Barbara Kuhlman Brown P.B. Rep.
City Councilor Michael Little
James McConaha**
William Potter**

Library Board of Trustees

Elizabeth Hamlin-Morin
Eleanor Stark
Jeffrey Kent
Steven Hengen
Paula Miner
Susan Leidy
Frank Kenison
Inez McDermott
Albert Shamash

Licensing Board

City Manager
Police Chief
Fire Chief

Personnel Appeals Board

Ellie Harrison
Cecile Blakeslee Hartigan
John Sullivan

Planning Board

Gerald L. Drypolcher, Chair
Barbara Kuhlman Brown
Claudia Boys Walker
John Swope
Gerard R. Blanchette
Timothy Golde
City Councilor William McGonagle
Leon LaFreniere**

Recreation and Park Advisory Committee

Nancy DeStefano
Margaret Barry
Joseph Quinn
Debra Lee Naylor
Susan Erickson
Jeanne Brissette
Lucy St. John
Shawn LaFrance
Barbara Jean Stokes
City Councilor Kipp Cooper
Bill Whitmore, CSD
Richard Chandler, MVSD
Walter Sweet, Honorary Member
Recreation Director

Taxicab Licensing Board

City Manager
Planning Director
Police Chief

Trustees of the Trust Funds

Timothy Woodman
Lisa Biklen
Michael T. Aiken
City Treasurer

Zoning Board of Adjustment

Christopher N. Carley, Chair
Christopher Miller
David Gross
Tara Reardon
Nicholas Wallner
Leslie J. Ludtke**
Dennis Tewksbury**
Tim Thompson**
Gerry Little**
Bryan Gould**

**Alternate Member



City of Concord, New Hampshire

SERVICES DIRECTORY

If you have a question about...	City Office and/or Department to Call	Name of non-city business to contact	Phone Number
Ambulance Billing Questions		Concord Hospital	228-7117
Animal Problems/Complaints-Domestic	Police Department		225-8600
Animals – on ice/endangered	Fire Department		225-8669
Assessing Information	Assessing Department		225-8550
Auto Registration	Collections Department		225-8540
Beaver Meadow Golf Course	Golf Course Superintendent	Pro Shop	228-8954 225-7033
Birth Certificates	City Clerk's Office		225-8500
Block Parties	City Clerk's Office		225-8500
Building Permits	Code Administration		225-8580
Burning Brush/Fire Permits	Fire Department	South End Station Manor Station Central Station Heights Station	225-8664 228-2702 225-8659 225-8654
Bus System/CAT (Concord Area Transit)		Concord Area Transit	225-1989
Business Development Division	Community Development		225-8595
Business Licenses	Code Administration		225-8580
Cemetery Information	General Services		225-3911

Channel 17 (Municipal Access Channel)		CCTV – Concord Community Television	226-8872
Children's Library Services	Concord Public Library		230-3690
City Auditorium Rental Information	General Services		230-3851
City Clerk	City Clerk's Office		225-8500
City Controller	Finance Department		225-8560
City Council Meetings	City Clerk's Office		225-8500
City Engineer	Engineering Division		225-8520
City Manager	City Manager's Office		225-8570
City Solicitor	City Solicitor's Office		225-8505
City Treasurer	Collections Division		225-8540
Code Administration	Community Development		225-8580
Community Centers	Recreation Department		225-8690
Community Development	Community Development		225-8510
Community Gardens on Clinton Street		State Division of Forests and Lands	271-3456
Concession Stand Licensing	Code Administration		225-8580
Concord Public Library	Concord Public Library		225-8670
Concord School District		Superintendent's Office	225-0811
Conservation Commission	Planning Division		225-8515
Construction Permits	Code Administration		225-8580
Court Payments and Fines		Concord District Court	271-6400
Crime Prevention	Police Department		225-8600

Current Land Use	Assessing Department		225-8550
Cutting Timber	Assessing Department		225-8550
Data Processing	IT Department		225-8597
Dead Animals in Public Right of Way	General Services Department		228-2737
Death Certificates	City Clerk's Office		225-8500
Demolition Permits	Code Administration		225-8580
Driveway Permits, New	Code Administration		225-8580
Driveway Permits, alterations to existing	Engineering Division		225-8520
Dog Licenses	City Clerk's Office		225-8500
East Concord Community Center	Recreation Department		225-8690
Elections Information	City Clerk's Office		225-8500
Employment with the City	Personnel Department		225-8535
Everett Arena	General Services Department		228-2784
Excavation of Gravel/Sand	Assessing Department		225-8550
Finance Department	Finance Department		225-8560
Fire Department (emergency)			911
Fire Department (non-emergency)	Fire Department		225-8650
Fire Hydrant Problems	General Services – Water Division		228-2737
Fire Prevention	Fire Department		225-8651
Food Service Licensing and Inspection	Code Administration		225-8580

Friends of Concord Public Library	Concord Public Library		230-3682
Friends of Penacook Branch Library	Penacook Branch Library		753-4441
Garbage Collection	General Services Department		228-2737
General Licensing	Code Administration		225-8580
General Services Department	General Services Department		228-2737
Green Street Community Center	Recreation Department		225-8690
Grounds Maintenance Park Maintenance	General Services Department		228-2737
Hazardous Substances	Fire Department		225-8514
Hazardous Materials Disposal	Fire Department		225-8514
Heights Community Center	Recreation Department		225-8690
Heritage Commission	Planning Division		225-8515
House Address Numbers	Engineering Division		225-8520
Housing Code	Code Administration		225-8580
Housing Inspection Program	Code Administration		225-8580
Human Services Department	Human Services Department		225-8575
Ice Arena	General Services Department		228-2784
Insurance Claims	Finance Department		225-8560
Job Openings	Personnel Department		225-8535
Juvenile Delinquency Prevention/Diversion	Police Department		225-8600
Landfill/	General Services		228-2737

Transfer Station	Department		
Landlord/Tenant Problems	Code Administration		225-8580
Legal Department	City Solicitor's Office		225-8505
Library Administration	Concord Public Library		230-3682
Library Information (Reference Desk)	Concord Public Library		225-8590
Life Safety Code Administration	Code Administration		225-8580
Marriage Licenses	City Clerk's Office		225-8500
Memorial Field – Scheduling	Recreation Department		225-8690
Memorial Field – Maintenance	General Services Department		228-2737
Missing Juveniles	Police Department		225-8600
Motor Vehicle Registration	Collections Division		225-8540
Motor Vehicle Titles	Collections Division		225-8540
Motor Vehicle Violations	Police Department		225-8600
Noise Complaints (day)	Code Administration		225-8580
Noise Complaints (night)	Police Department		225-8600
Oil Recycling	General Services Department		224-0890
Parking	Police Department		225-8600
Patching of City Streets and Sidewalks	General Services Department		228-2737
Peddlers and Vendors Licensing/Complaints	Code Administration		225-8580
Penacook Branch Library	Penacook Library		753-4441
Personnel Department	Personnel Department		225-8535

Planning Division	Community Development		225-8515
Playground Maintenance	General Services Department		228-2737
Police Department (emergency)			911
Police Department (non-emergency)	Police Department		225-8600
Potholes	General Services Department		228-2737
Property Assessment	Assessing Department		225-8550
Property Tax Exemptions	Assessing Department		225-8550
Public Health	Code Administration		225-8580
Public Properties	General Services		225-8691
Public Works (General Services)	General Services Department		228-2737
Purchasing Department	Purchasing Department		225-8530
Raffle Licensing	Code Administration		225-8580
Real Estate Tax Bill	Collections Division		225-8540
Recreation Department	Recreation Department		225-8690
Rental Housing Inspections	Code Administration		225-8580
Restaurant Inspection and Licensing	Code Administration		225-8580
Road Conditions	General Services Department		228-2737
Rooming House Inspection and Licensing	Code Administration		225-8580
RV Waste Disposal	General Services		225-8691
Sand/Salt Operations	General Services Department		228-2737

School Board		Superintendent's Office	225-0811
Septage Waste Disposal	General Services		225-8691
Septic Systems	Code Administration		225-8580
Sewer Emergencies	General Services		225-8691
Sidewalks	General Services Department		228-2737
Signs/Sign Code	Code Administration		225-8580
Signs, Street or Traffic	General Services Department		228-2737
Site Development Permits	Planning Division		225-8515
Snow Removal	General Services Department		228-2737
Solid Waste Recycling	General Services Department		228-2737
Special Assessment Information	Assessing Department		225-8550
Special Exceptions (Land Use)	Code Administration		225-8580
Steam Condensate Bills	General Services Department		228-2737
Stop Sign Request	Engineering Division		225-8520
Street Cleaning	General Services Department		228-2737
Street Excavation Permits	Engineering Division		225-8520
Street Fair Licensing	Code Administration		225-8580
Street Light Repair		Unitil	224-2311
Street Location	Police Department		225-8600

Street Maintenance	General Services Department		228-2737
Street Sweeping	General Services Department		228-2737
Street Trees	Planning	Groundwork Concord	225-8515 224-3710
Subdivision Regulations/Applications	Planning Division		225-8515
Swimming Pools/ Public Pools	Recreation Department		225-8690
Swimming Pool Inspections/Permits	Code Administration		225-8580
Tax Bills	Tax Collection Office		225-8540
Tax Maps	Assessing Department		225-8550
Tax Collection Office	Collections Division		225-8540
Taxicab Inspection and Licensing	Code Administration		225-8580
Tennis Courts/Lessons	Recreation Department		225-8690
Tennis Courts/Maintenance	General Services Department		228-2737
Tire Recycling			224-0890
Titles, Vehicles	Tax Collection Office		225-8540
Traffic Lights	Fire Department		225-8669
Traffic Signs	General Services Department		228-2737
Trash Collection	General Services Department		228-2737
Tree Branches/Spraying	General Services Department		228-2737
Tree Planting Program		Groundwork Concord	224-3710
Underground Storage Tanks	Fire Department and Engineering Division		225-8651 225-8520
Universal Commercial	City Clerk's Office		225-8500

Code (UCC) Filings			
Variances	Code Administration		225-8580
Vendors - Mobile Food License & Inspection	Code Administration		225-8580
Wastewater Treatment Plant (Hall Street)	General Services		225-8691
Water/Sewer Bills	General Services		225-8695
Water Treatment Plant	General Services		225-8696
Welfare Department	Human Services Department		225-8575
West Street Ward House	Recreation Department		225-8690
Wild Animals (Suspected Rabies)		NH Fish and Game Department	271-3361
Wild Animals (Nuisance)		NH Dept of Agriculture – Wildlife Services	223-6832
Yard Sale Permits	Code Administration		225-8580
Zoning	Code Administration		225-8580

City of Concord, New Hampshire City Departments

ADMINISTRATION

City Manager Duncan Ballantyne225-8570
Assistant City Manager Thomas J. Aspell, Jr.....225-8570

ASSESSING

Dir of Real Estate Assessments Kathryn Temchack.....225-8550

COMMUNITY DEVELOPMENT

Director Roger Hawk225-8515
Code Administrator C. Hamilton Rice225-8580
City Engineer Martha Drukker225-8520
City Planner Doug Woodward225-8515

FINANCE

Director James R. Howard225-8560
Purchasing Agent Douglas B. Ross225-8530
Treasurer Michael Jache.....225-8540
Real Estate Tax Accounting Manager Dawn Foss225-8540

FIRE

Chief Christopher Pope.....225-8650

GENERAL SERVICES, 311 N. State Street

Director Chip Chesley	228-2737	
Highways	Grounds	Operation and Maintenance Facility
Sidewalks	Cemetery	Recreation Facilities
Snow and Ice Control	Park Maintenance	Equipment Services
Street Cleaning	Public Properties	Water Supply
Storm Sewer	Airport	Wastewater Treatment
Solid Waste	Municipal Complex	

HUMAN SERVICES, 247 Pleasant Street

Director Jacqueline Whatmough..... 225-8575

LEGAL

City Solicitor Paul Cavanaugh225-8505

LIBRARY, 45 Green Street

Director Pat Immen225-8670

PERSONNEL

Director Norm O'Neil225-8535

POLICE, 35 Green Street

Chief Jerome Madden225-8600

RECORDS

City Clerk Janice Bonenfant.....225-8500

RECREATION

Director Carolyn Tracy225-8690

ASSESSING DEPARTMENT

The Assessing Department is responsible for providing the citizens of Concord with an equitable and accountable real estate based assessment program; the fair administration of state statutes and programs governing property assessment; and a well run organization that is fiscally responsible and sensitive to the public's needs.

Facts and Figures

Building permits measured/listed	756
Sales reviews conducted	787
Deed changes processed	1,719
New parcel reviews conducted	250
New construction reviews conducted	186
Appeals: BTLA & Superior Court	67
Equalization Ratio	72.8%
Tax Base	\$2,324,877,700

Assessing Department figures are based upon the tax year, April 1, 2003 - March 31, 2004.

COMMUNITY DEVELOPMENT DEPARTMENT

The Community Development Department serves to establish a customer service oriented development assistance and review process that provides for necessary safety, environmental and community concerns in a well coordinated, timely, predictable and cost efficient and effective manner.

Notable

Administration

- Assured effective coordination and management of the community Master Plan update.
- Worked with the I-93 Bow to Concord Planning Committee to maximize City's goals.
- Initiated the Opportunity Corridor Mater Plan.
- Implement Phase One of the computerized permit processing and tracking system.
- Oversaw the needs assessment and a conceptual design for a heights Community Center.
- Initiated a customer satisfaction survey to determine the quality of Community Development services to the real estate development community and assist in determining areas of needed improvement.
- Continued to assist Concord Area Transit in maximizing current ridership, planning for future service expansion, and determining their role in a multi-model strategy.

Business Development Division

- Sear's Block: Completed environmental/structural analysis, acquisition, remediation, demolition and temp parking and site prep. RFP for Developer. Developer selected. Negotiations underway.
- Tannery: Completed environmental/structural analysis, negotiated acquisition agreement for Penacook Mill and 4 surrounding properties, secured the property and stabilized the main historic building. Administered HUD \$500,000 grant and City appropriation. Completed USEPA, NHLCHIP, and Plan New Hampshire grant application. Received approval notice for \$500,000 LCHIP grant.
- Conducted 92 visits with local businesses and industries and conducted follow-ups.
- Continued to edit and update Business Development section of City's Web Page.
- Provided staff assistance to DCI for successful application for designation as a NH Main Street Community. Assisted new Main Street Executive Director on various committees.
- Worked with 2 separate developers leading to one signing purchase option on BC/BS property.
- Worked with Chancellor for USNH and College for Lifelong Learning to analyze locations to consolidate 5 functions in Concord.
- Negotiated \$162,400 land lease w/annual escalator clause for NHARNG Aviation Support Facility.
- Negotiated right-of way across NHARNG military reservation for Regional Drive to be connected to Old Turnpike Road at Airport Road.
- Assisted Concord Hospital in \$30M Oncology Cancer Care addition, MRI addition to Pillsbury Building & 327 car parking garage creating 400+ new medical jobs.
- Worked with CCA, CCMS, Chamber, Main Street Concord, NHDRED and a consortium of Merrimack County communities on combining resources to formulate a joint marketing strategy.
- Major projects include Hospital, former Concord Savings Bank building, Primex expansion, D'Amante new law offices, Concord Litho, Outback, Ruby Tuesdays, Heritage Harley-Davidson, Centennial Senior Center, St. Paul's, St. Peter's Chapel, NHARNG, NH Walker Bldg.,
- Completed financial feasibility study for Red River Theatre alternative movie proposal.
- Completed appraisals of the seven properties, 730 acres, owned by PSNH at Garvins Falls.
- Contracted Consultant to determine feasibility of Down Town Market Rate Housing.
- Assisted UNH students in researching report "An Economic Analysis of Concord, NH and Case Study of Concord Hospital".
- Prepared Scope of Work for Request for Proposals for consultant update of Economic Development Strategy for Master Plan.
- 164 new homes, 25 multifamily units and 7 new mobile homes added to Concord's workforce housing.
- Population grew by 482, Labor force grew 614, unemployment rose from 2.4% to 2.7%.
- Tax base potentially increased by 1.76% based on building permits issued.
- Prepared presentation and assisted Redevelopment Authority Task Force consultant in reviewing options for need for a Redevelopment Authority.

- Managed Rolfe Barn Eminent Domain acquisition, environmental assessment, real estate appraisal.

Building and Code Division

- Ordinances updating the City's building related Codes were adopted. On July 14, 2003, the 2000 International Building Code, the 2000 International Residential Code, the 2000 International Mechanical Code, the 2000 International Plumbing Code, the 2000 International Fuel Gas Code, the 2000 National Fire Protection Association Life Safety Code, and the 2002 National Fire Protection Association National Electric Code were all adopted. On September 15, 2003, the 2000 International Fire Code was adopted.
- On July 14, 2003, the City's Sanitary Food Code was updated with the adoption of the 2001 United States Food Code.
- The second of three phases of the design and implementation of the "Permit Tracker" software program was completed. (Phase 1 of "Permit Tracker" was completed in FY2003.) The software features completed to date include (1) zoning, planning, permit and inspection input screens, (2) fee schedules, fee calculations and deposit interface with the Collections Office, (3) printing of all Code permits and the Certificates of Occupancy upon release of required approval fields, (4) inspection scheduling, inspection tracking and inspection data capture interface, (5) conversion of 1994 to 2003 Code permit data, and (6) Zoning Board and Planning Board history input screens and new case multi-field interface.
- Adoptive Ordinances were prepared, public hearing were held, and on August 11, 2003, the Code Divisions license and permit fee increases for Food Service Establishments, Tattoo Parlors and artists, Convalescent Homes, Theatres and Entertainment, Amusement Centers and Devices, Taxicabs and Drivers, Billiard Parlors, Sexually Oriented Businesses, Peddlers and Vendors, Recycling Facilities, Rooming Houses, Building construction, Signs, Electrical installations, Fire Prevention systems and concerns, Plumbing installations, Mechanical and Fuel Gas installations, and Zoning Appeals were adopted.
- The second and third steps to increase the Code Divisions license and permit fee increases were adopted. (The first adjustment in XX years was adopted in FY02.) Effective on February 10, 2003 and again on August 1, 2004, the Code Divisions license and permit fee increases for Food Service Establishments, Tattoo Parlors and artists, Convalescent Homes, Theatres and Entertainment, Amusement Centers and Devices, Taxicabs and Drivers, Billiard Parlors, Sexually Oriented Businesses, Peddlers and Vendors, Recycling Facilities, Rooming Houses, Building construction, Signs, Electrical installations, Fire Prevention systems and concerns, Plumbing installations, Mechanical and Fuel Gas installations, and Zoning Appeals were increased.
- An updated status of Building, Zoning, and related Codes plus Staff expertise, experience and capabilities related to Building Code Administration and Construction oversight was submitted to the Insurance Standards Organization (ISO). This has resulted in a one step improvement in rating that should translate into a small savings in insurance premiums for property owners of new buildings within the City.
- The goal of having at least one person who has taken and passed a food handler certification course on staff at every food service establishment in the City and inspection of 80% of all food service establishments in the City on a 3 to 4 month recurring basis have been achieved.

- Completed plan reviews and inspections for 739 building permits (with a construction value of \$97,200,000), 818 electrical permits, 237 fire prevention permits, 555 mechanical permits and 439 plumbing permits.
- The Zoning Board heard 88 zoning cases including appeals for 173 variances, 11 special exceptions, 4 rehearing requests, 4 administrative appeals and 18 equitable waivers.
- Contract funding for mosquito control program to address the threat of West Nile Virus was discontinued after two years.

Engineering Division

- Capital projects completed include Keach Park Improvements, SCADA Improvements, South End Sidewalks and Traffic Calming Improvements, Heights Fire Station Fuel System Replacement, Airport Electronic Gate system, purchased new snow removal equipment (snow blower and sweeper) with Federal funding for the airport, Bicentennial Square Water main replacement project, Reconstructed sanitary sewer mains on Rolfe and Cross Street in Penacook and lined sanitary sewer mains on Cross, Community, Summer and Dolphin Streets in Penacook (total of 6000 feet of improved mains).
- Design projects completed include Sanitary Sewer replacement project on Fairbanks, Palm, Penacook, Steeple View, Bonney and a portion of Fisherville Road, Keach Park pavilion and Storage shed, Airport Free Product Recovery System Mitigation project, Conceptual improvements plans for the North State Street Corridor and the Garvin's Falls water and sanitary sewer study.
- Cleaned and lined 10,620 feet of water mains on North State Street and reconstructed 12,150 feet of water mains on Pembroke Road.
- Coordinated and administered Langley Parkway design plans and permitting.
- Developed and implemented a permit tracking system to administer reviews of the private development permit process.
- Initiated a Geographic Information System (GIS) Master Plan, completed transferring all paper records of the municipal water and sewer main lines and appenditures into an electronic database and GIS mapping management program.
- Private development site plans and subdivisions totaled seventy-seven.
- Private developments which completed public improvements and were accepted to the municipal street network include: Timberline Drive; South Commercial Street (portion of); Hayward Brook Drive; Rosewood Drive (portion of) ; Millennium Way; Groton Drive (portion of); Bainbridge Drive; Emerson Road; Thackeray Road; Kipling Circle; Pekoe Drive; Max Lane; Oscar Boulevard; Appaloosa Run; Palomino Court; Shenandoah Drive; Reserve Place; Cemetery Street (portion of); Marion Street (portion of); Mulberry Street; Ryan's Way; Eldridge Street (portion of) and Lamprey Lane.

Planning Division

- The Master Plan Update was initiated with public forums, consultant studies, and committee assignments, all established and directed by the Planning Board. The Master Plan will address all statutorily requisite sections as follows:
 - The Transportation Section of the Master Plan includes a multi-modal component Vanasse Hangen Brustlin (VHB) was retained to assist the

- Planning Board. Problems with the calibration of the regional traffic model, which is being handled by the consultants to NHDOT, have slowed progress on this section.
- The Planning Board appointed a Housing Committee to assist in developing a Housing Section. The Central New Hampshire Regional Planning Commission has apprised the Committee of the statutory requirements concerning the regional fair share of affordable housing and changes in the methodology for evaluating the same. The City's economic development consultant has provided an economic perspective on housing needs.
 - The Planning Board asked the Recreation and Parks Advisory Committee to assist in developing the Recreation Section. The Committee has developed a statement of goals and policies. The consultant assistance of William Hoffman, Landscape Architect, has been retained to help to update the inventory of parks and facilities and assess the current deficiencies and future needs.
 - The Conservation Commission is assisting on the Open Space Section for which new wetland mapping is being prepared by the James Sewall Company.
 - The Economic Development Advisory Committee is assisting on the Economic Development Section. Bonz and Company are providing consultant assistance to this effort.
 - The Heritage Commission is assisting on the Preservation Section. Fitzgerald and Halliday are providing consultant assistance to this effort.
 - A community survey was conducted in May and June of 2004 by the NorthMark Group and the results are being compiled.
- The Abbott-Downing neighborhood revitalization Plan was completed and implementation has been initiated including the following components:
 - Roadway resurfacing improvements have been completed along with sidewalk paving, and the installation of curbing and traffic calming devices.
 - 65 new street trees were planted by Groundwork Concord and the City.
 - The Abbott-Downing Neighborhood Association was formed.
 - A comprehensive housing improvement program was initiated with seventeen housing units having been fully renovated. Sixteen more are currently under construction and the remaining fourteen will be completed in FY 2005.
 - Groundwork Concord was selected to assist the City in evaluating the current physical condition of Bicentennial Square; ascertaining public opinion relative to the improvements needed in and desired for the Square; and developing a plan for the same. A proposed plan was presented to, discussed with, and approved by the Recreation and Park Advisory Committee, the Design Review Committee, and the Planning Board, and presented to the City Council.

Conservation Commission

- As part of the Master Plan process, the Conservation Commission had two public meetings, participated in two public forums, and participated in several other Master Plan preparation meetings to identify issues and concerns relative to open space in the City of Concord. Commission developed a draft of a map of future open space.
- The Commission has worked with landowners and other conservation and land protection organizations to identify and seek funds from Federal, state and other

sources to protect open space resources. Particular emphasis was placed on a cooperative and creative effort to preserve land in the floodplain in East Concord.

- The Commission acquired a trail connection from Oak Hill through a new development on Snow Pond Road. They have worked with Groundwork Concord in completing the link along the Merrimack River from Loudon Road to the NH Technical Institute trail system. The Commission also received open space and trail rights in a cluster subdivision westerly of Birchdale Road adjacent to Turee Brook and other City open space.
- 64 street trees were planted with 100% survival rate. Another 50 bare-root trees were planted under the Groundwork Concord program in the Abbott-Downing neighborhood, and these had a slightly lower survival rate.

Forestry Program

- Boundaries were blazed and painted on the Broken Ground property.
- A second bridge was constructed on the trail on the Mack lot, trail signs were installed on the Oak Hill property, and the viewing platform with the related handicapped access trail were completed on the Riley property adjacent to the Hoit Road Marsh.
- The annual brush hogging of the Penacook Lake Road and Runnells Road lots was completed, as was a timber sale on the Batchelder Mill Road Property.
- The Jim Hill Kiosk and trail off of Runnells Road have been installed. This was installed in honor of James Clark Hill and paid for by his family.

Community Development Department Grants

- Two CDBG applications were filed: one for CHA for \$11,800 and another for FRIENDS Housing for \$5,100.
- In an effort to seek non-CDBG funding for other priority city programs, a calendar of regularly scheduled grants was created and the Foundation Center's list of new RFPS was reviewed weekly, with any grant of interest being forwarded to the appropriate City department.
- Renovations were initiated on 47 units of housing in the South End for which an additional \$275,000 in HOME funds was awarded by NHHFA. In addition, 8 RLF loans were closed in 2004.
- Assisted in briefing of members of federal representatives' staff on Concord's funding needs and assistance in securing grant funding.

FINANCE DEPARTMENT

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

The Purchasing Division strives to obtain the optimal value for the taxpayer through a process of acquiring goods and services and disposing of surplus personal property that timely meets the needs of city departments in conformance with the City Charter and ordinances, while encouraging competition in a fair, open, ethical and efficient manner.

The Information Services Division guides the process of attaining city and departmental missions and business plans through identification, application, and management of value-driven technological business resources. Information Services insures the safety and availability of, and return on, investment in the City's intellectual capital.

Notable

Control and Treasury Division

- Completed a refunding of the general obligations bonds dated January 15, 1994, that provided a \$170,000 savings to the City and School District.
- Completed a bond sale in which the City sold \$9,265,000 in general obligation bonds at a true interest rate of 3.5278%.
- Began accepting electronic checks and credit cards for payment of motor vehicle renewals over the Internet and by telephone through the EZ motor vehicle program.
- Became a municipal agent for the State of NH Department of Safety, which enabled our customers to do their entire registration without going to the DMV, and provided the City with additional revenues in the form of agent fees.
- Maintained current bond ratings: Moody's Investor Service – AA2 and Standard and Poors – AA.
- Received the GFOA's Certificate of Achievement for Excellence in Financial Reporting for the City's 2003 CAFR which complied with GASB Statement No. 34.
- Installed new capital asset software program and completed the conversion of all assets with the exception of roads.
- With the assistance of the City's MIS Users Group, completed preliminary evaluation of financial computer system replacement versus upgrade.

Purchasing Division

- Registered the City as a member of the US Communities Government Purchasing Alliance, a non-profit, nationally sponsored intergovernmental purchasing consortium with over 7,000 members in all 50 states that offers competitively solicited contracts to state, county and local government agencies. Our participation has already increased our discount for the purchase of office furniture by 6%.
- Provided links for all city departments and division, via the City's Intranet, to: (a) our database summarizing 95 major contracts negotiated and managed by the Purchasing Division; (b) all State of NH contracts that the City is eligible to "piggyback" on; (c) all US Communities contracts that the City is eligible to "piggyback" on; (d) the order form for city business cards; (e) the results of the 2004 Purchasing survey; and (f) a summary of the Purchasing Division Policies and Procedures.
- In conjunction with the Personnel Department, established a procedure to ensure that the City's Purchasing Policies and Procedures are explained, where appropriate, to new employees.

Information Services Division

- IT staff assisted the City in obtaining approval to become a State Municipal Agent. This offered residents the ability to renew their vehicle registration for both the city and state portion at City Hall. The program also provided the City with a new revenue source.
- IT provided technical support during the conversion to the new Police Computer-Aided Dispatch System for which IT and Help Desk technicians received letters of recognition and received mention in the Concord Monitor.
- By changing vendors, the City cut its annual Internet Service costs by 50% (\$10,000 savings) and reduced pager service costs.
- The IT staff assisted the Library with the replacement of the new circulation system, the HVAC installation and installed time management utility on the public access PCs.
- IT staff installed a server that expands the City's web presence and functionality offering features as enhanced security for the City web server, reduces the management time required in monitoring Internet usage and transmitting text messages to pagers from the desktop.

FIRE DEPARTMENT

The Fire Department serves to protect the lives and safety of the citizens by providing fire prevention and education, response to fire, medical and hazardous materials incidents as well as other emergency assistance requests. The Fire Department maintains a Communications Center, which dispatches emergency calls for the City of Concord and seventeen other communities who comprise the Capital Area Mutual Fire Aid Compact. The Department maintains the City's municipal fire alarm and traffic signal systems.

Notable

- Installed laptop computers into all emergency apparatus with critical GIS software, building pre plans, Haz-Mat information, and reporting software. These units are upgradeable to allow for units to receive real time incident information from dispatch. This project was made possible through the Federal U.S. Fire Administration Fire Act Grant program.
- Purchased and put into service a Mobile Safety House to enhance our delivery of public fire safety education programs. This project was made possible through the Federal U.S. Fire Administration Fire Act Grant program.
- Purchased palm-type devices and had an inspection software program developed to enhance the Fire Prevention staff's ability to complete inspections more efficiently. This project was made possible through the Federal U.S. Fire Administration Fire Act Grant program.
- Successfully negotiated with American LaFrance to release CFD from a contract for the purchase of an engine company. This took significant coordination and staff time from CFD, Purchasing, and Fleet Services.
- Purchased two engine companies. We purchased two demo apparatus and were able have the apparatus delivered and placed into service quicker than building these units from the ground up.

- Reviewed and updated our structure fire response profiles and added an additional company designated as the Rapid Intervention Company. (Firefighter safety) This takes us one step closer to meeting national standards and the NH DOL statues.
- Promoted and trained eight new supervisors and upgraded the Life Safety Officer position to that of Fire Marshal which is now an exempt position.
- Devoted a significant amount of administrative time participating in the traffic calming projects proposed for the City.
- Worked with the City's Recreation Department to hold our first annual Fire Safety Day during Fire Prevention Week. Various public safety agencies participated in this event.
- Obtained grant funding from the State of N.H. Office of Emergency Management for the purpose of purchasing and installing a new fixed generator at the Heights Station.
- Conducted multiple live fire training sessions per battalion.
- All Company Officers have attended a Hazardous Materials Decontamination instructor-training program. This program had emphasis on weapons of mass destruction.
- All Emergency Services employees have participated in weapons of mass destruction, chemical protective Developed and implemented a program where emergency services companies are assisting with place of assembly inspections.
- Members voluntarily participated in an evaluation program for the replacement of self-contained breathing apparatus.

SERVICE INDICATORS	2002	2003	2004
1. Total Emergency Calls for Service	6,064	6,323	6,800
a. EMS Calls	3,929	3,982	4,068
b. Haz-Mat	82	80	105
c. Residential Structure fires	50	38	54
d. Commercial Structure fires	18	14	24
2. Percent BLS Response within 4 minutes	71	71	71
3. Percent Fire Response within 4 minutes	71	70	73
4. Quick Access Plans Completed	***	20	22
5. Fire Safety Inspections Completed	1300	1,288	441
6. Alarm Systems Monitored	n/a	n/a	789
7. Master Box plug in/plug out	n/a	n/a	293
8. Public Education hours/person	n/a	n/a	3,490

GENERAL SERVICES DEPARTMENT

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

Notable

Highway and Utilities Systems Division

- Completed the Coldplane/Overlay Paving CIP project #78 as approved in the FY 2003 budget which included portions, or all , of Allison, Beaver, Broadway, Carter, Chesley, Concord, Downing, Fayette, Grove, Jefferson, Laurel, Monroe, Myrtle, Perley, Pierce, Pillsbury, South Main, Thompson, Thorndike and Wall Streets. Also completed the sidewalks in the same area that were part of the CIP project #17.

Grounds Division

- A cemetery fee structure survey was completed of the surrounding towns.
- Cemetery Rules and Regulations have been updated.

Public Properties Division

- The Division assumed the booking duties of the City Audi. With the web based booking system purchased by the Friends of the Audi, the Division is able to improve the level of service to the Audi users since bookings can now be done 7 days a week 24 hours a day over the web site.
- Installed electric service at Bi-centennial Square to facilitate production of outside events sponsored by Recreation and Downtown Inc.
- Formed an internal facility users committee to improve overall communication between Departments and the Properties Division in relationship to facility issues.

Administration

- Participated in a nationwide survey of water and sewer utilities. Results will be released through American Water Works Association.
- Developed an internal backflow/cross connection program Program has been taken back from the private sector. The result has been a more effective program with greater program control and more revenue.
- The water metering and billing functional areas established a Pay-By-Phone and a Pay-Online utility payment option in conjunction with Citizens Bank and the Finance/Collection Department.

Arena

- Moved the pro shop to a central location on the west end of the arena for better access and customer service.
- Moved the maintenance shop to the east end of the arena for safety and to consolidate maintenance area.

Airport

- Increased deicing operation, which reduced airport closures due to icing conditions.
- Completed reconstruction of Runway 12/30.

- Completed construction of Snow Removal Equipment Building.
- Received new Sno-Go snow blower, 14-foot tow behind sweeper, and 1-ton chemical spreader obtained with FAA grants. Spreader was received in January and put directly into service. Other equipment received after winter season. Will be put into service next winter season.
- Security gates operators installed at 4 sites through FAA grant. Card operated system to be monitored by FBO.

Golf Course

- The Golf Course driving range will be completed and ready for use by June 15, 2004
- The golf pro and concession contracts have been reviewed and renewed.
- Marketing efforts have increased for the function room and the golf course through increased exposure on radio, website, television, and print media. Green fee revenues are being tracked through a zip code database to assess geographic coverage.

Water & Sewer

Wastewater

- Complete the preliminary design of the Hall Street Wastewater Treatment Plant SCADA System.
- Complete construction of improvements to the chlorination system at the Hall Street Wastewater Treatment Plant.
- Initiated construction of Penacook Wastewater Treatment Plant Upgrade.
- Continue to monitor and track Wastewater Division performance versus contractor cost on a monthly basis.

Water

- Experience no exceedances of the Safe Drinking Water Act standards level.
- Rebuild two remaining rapid sand filters.
- Complete phase 2 of SCADA improvements.
- Complete Water Conservation and Sustainable Yield Water Supply Plan.

Vehicle Maintenance Division

- Performed internal operator training on U.S. Department of Transportation Commercial Drivers License requirements.
- Administered U.S. Department of Transportation Drug and Alcohol Testing Program including annual supervisory training program.
- Received Hazardous Waste Coordination Certification from the NH Department of Environmental Services and implemented changes in waste material management practices to achieve 'Low Quantity Generator' status.
- Worked closely with the Personnel Department completing revisions of Standard Operating Procedure 27 and Standard Operating Procedure 28 relative to Commercial Motor Vehicle Operators Drug and Alcohol Policy.

HUMAN SERVICES DEPARTMENT

The Human Services Department relieves and maintains Concord's economically disadvantaged citizens by providing basic food, shelter, and medical assistance until they are eligible for other public benefit programs.

Notable

- Director worked with Red Cross emergency services manager to co-facilitate an all day conference on the needs of the elderly.
- Concord Human Services partnered with Capital Region Food Program in the Holiday Food Basket Project and 717 families in Concord received these bountiful baskets.
- Friends Emergency Housing Director and Concord Human Services Director presented information to Concord High School students on homelessness and the local impact.
- Concord Human Services was able to send more than 50 boys and girls to summer camps through the generosity of NH Charitable Foundation and Concord Junior Service League.
- The generous community members, churches, businesses and other organizations also helped Concord Human Services to provide Christmas toys to 75 families.
- Donated Thanksgiving baskets were delivered to more than 84 families.
- Members of Temple Beth Jacob provided dried goods, chicken and meat for our food pantry all year long and Capital Region Food Program provided a monthly distribution of food staples so that we could issue food baskets

LEGAL DEPARTMENT

The Legal Department has two missions. Statutory and common law defines these missions. In the State of New Hampshire, a municipality has only those powers granted to it by the Legislature. Every action of a municipality must be justified by those powers. The mission of the City Solicitor is to insure that all actions of the City are within the powers granted to it by the Legislature and to foster the accomplishments of the City's goals and objectives within this legal framework. The mission of the City Prosecutor is to prosecute those persons charged with violating state or local law within the City. The Prosecutor also has a paramount duty to the legal system to see that in the course of prosecution, justice is done.

Notable

- City Solicitor's Office prepared and filed an amicus curiae brief in the case of *State v. Hofland*, an appeal from the Concord District Court challenging the City's overnight parking ordinance.
- City Solicitor's Office obtained in superior court a dismissal of an appeal from a decision of the Zoning Board of Adjustment in *IERE Holdings v. City*. The City Solicitor's Office also settled on terms favorable to the City the case of *Sigel v. City*, which was an appeal from a decision of the Code Administrator.
- Prosecutor's Office maintained internships with students from Franklin Pierce Law Center, the University of Denver Law School. The office also maintained 3 paralegal internships from NH Technical Institute.

- Prosecutor's Office expanded its trial dockets to five days per week as mandated by the Concord District Court.

Service Indicators

<u>Indicator Description</u>	<u>Actual 2003</u>	<u>Actual 2004</u>	<u>Estimated 2005</u>
1. Tax Lien Mortgages (Research at Registry)	750	750	800
2. Tax Deed-Mortgages (Research at Registry)	150	115	150
3. Tax Title Searches for Property to be Deeded	30	50	60
4. City Dept/Board Requests for Legal Services	850	1,070	1,200
5. Bankruptcy Matters (Claims/Monitoring)	65	70	80
6. Title searches for property acquisition, sales, lot consolidations	n/a	80	90
7. Administer financial guarantees for city projects and developments	200	380	380
8. Concord Criminal Dispositions and Hearings	13,473	15,116	16,627
9. Loudon Criminal Dispositions and Hearings	992	1,028	1,130
10. Bow Criminal Dispositions and Hearings	938	1,128	1,249
11. Dunbarton Criminal Dispositions and Hearings	84	111	122
12. Concord Juvenile Dispositions and Hearings	970	1,287	1,415
13. Loudon Juvenile Dispositions and Hearings	28	27	30
14. Concord Administrative License Suspensions	185	154	170
15. Bow Administrative License Suspensions	29	26	29
16. Dunbarton Administrative License Suspensions	1	0	1

LIBRARY DEPARTMENT

The Library provides informational, cultural, educational and recreational resources and services to the people of Concord. The Library cooperates with other libraries and educational, cultural, community and municipal agencies and institutions.

The mission of the Concord Public Library is to provide informational, cultural, educational and recreational resources and services to the people of Concord. The library seeks to accomplish its mission through prudent management and development of its resources, and by providing access to a broad range of materials and services to meet the present and future needs of the community it serves. The library's core services are the following: assistance in the location and use of library materials; selection of new books and audiovisual materials; acquisition, cataloging and processing of these materials for the public's use; programs for children, teens and adults to promote books and reading; and loaning of library materials.

Notable

- Completed relocation of service points on Main Floor in order to improve customer service. The Reference Desk was moved closer to the front door and reference librarians are answering many more questions. The public PCs on the Main Floor were moved from the Ruth May Room to the Reference Room, and a study area created in

their place. The new book shelving was rearranged in anticipation of the creation of a new seating area.

- Began using the new library automation system from Innovative Interfaces, Inc. to check out books in December 2003. The new online catalog with its graphical user interface was made available to the public a few weeks later. Staff also began using the new module for acquisitions that makes available in the online catalog information about titles that are on order. And staff began using the new system to check-in magazines, which is more efficient than the manual paper system used previously, and which makes available information in the online catalog about the expected arrival date of the next issue of a magazine.
- Substantially completed installation of new HVAC system.
- Installed new fluorescent lens covers at Main Library, which significantly brightened the public and staff areas. Installed new blinds at the Penacook Branch Library, which provided better control of lighting (especially near the computers), and heating and cooling.
- Provided leadership and staff assistance to the community event “Concord Reads” for a second year. The selected title was *Empire Falls* by Richard Russo.
- Implemented rudimentary management software for Main Floor public PCs to provide time management. This basic level system demonstrated the need to upgrade to a more sophisticated software package for time management, print management, and patron authentication for cardholders.

PERSONNEL DEPARTMENT

The Personnel Department works in partnership with its customers in supporting the mission of the City by establishing and implementing responsive human resource services which result in the recruitment, development, and retention of a highly qualified, diverse, well trained and motivated workforce by emphasizing open, honest and meaningful communication at all levels of the organization. This is accomplished within the framework of merit and collective bargaining processes, with due regard for equal employment opportunity, individual integrity, the provision of a safe work environment and the fiscal constraints imposed by the taxpayers through the City Council.

Notable

- Began negotiating contracts with AFSMCE, CPPA, IAFF 1045 and UAW.
- Completed negotiations with IAFF 1045 and UAW.
- Processed 1,052 personnel actions.
- Facilitated and provided consultation for 46 recruitments.
- Provided leave administration services and consulted with City departments for 21 short-term disability, 2 long-term disability and 90 worker’s compensation claims.
- Recovered \$1076.87 for submission from the State’s Job Modification Program regarding workstation improvements, resulting from work-related incidents.
- Coordinated various employee training programs including the Basic and Advanced Supervisory Practices, Ethics and Integrity, Managing Conflict Seminar, Purchasing Process Training, and various loss prevention workshops to include: Snowplow Safety, Slips, Trips & Fall Prevention, Risk Management a Coverage Overview, Trenching &

Excavation Safety, Back Injury Prevention, Chainsaw Safety,. Provided additional training in the areas of performance evaluations, employee assistance program, youth employment, employee orientations and recruitment briefings.

- Provided training support to departments by facilitating, coordinating, or documenting over 596 individual training programs employees attended.
- Continued to achieve reduced health care cost increases through joint labor-management initiative, the Health Benefits Review Team and facilitated the transition to CIGNA Healthcare for most City Employees
- Continued to expand the number of programs offered and participants in the City's Wellflex program. Program activities included: Summer Walking, Fall Into Winter, March Into May, Heart Health, Choosing a Healthier Lifestyle, Weight Watchers, Vision, Body Fat, Cholesterol, Blood Sugar, and Blood Pressure Screenings, Nutrition Programs, Health Risk Appraisals, Breast Cancer Awareness, Carbo Lite, No More Games (Weight Management) Parenting and Choose to Change.
- Revised various policies and procedures including the City's Nepotism Policy, Drug & Alcohol Testing and Procedures for Requesting Leave.
- Continued to provide support and leadership to the City's Joint Loss Management Committee. Received the Primex Risk Management Award for 2003; lauded for our effective safety committee and our ongoing commitment to professional development and training as well as our commitment to the health and safety of employees, residents, and visitors. Reviewed and updated City Hall's Building Evacuation Plan and JLMC building inspection form.
- Reviewed and documented 140 City Supervisory Accident/Loss reports for committee review and performed follow-up action on various JLMC recommendations.
- Coordinated City's participation in the first ever Primex Risk Management Institute
- Started an electronic safety suggestion box.
- Participated with the Public Access Subcommittee in the development of various web initiatives including.
- Coordinated the initial City-Wide Employee Retention Survey and tabulated all results

POLICE DEPARTMENT

The mission of the Police Department is to protect life and property, maintain order and attempt to resolve the community's needs by coordinating the required resources.

Notable

- Installed video monitoring equipment at Police Headquarters/City Hall, Fire HQ, and the Hutchins Street water treatment plant and access control equipment at Police Headquarters to increase security.
- Continued the successful JOLT program which allows monitoring of juvenile offenders who may be violating terms of release and other sanctions.
- Completed the homicide investigation of the two Gehring children, which was probably the most complex this organization has ever undertaken. The investigation involved a nationwide search for the children and the apprehension in California with the assistance of many other law enforcement organizations.

- Completed the renovation of the booking facility and locker room area in the basement of Police Headquarters.
- Participated in an investigation with the Drug Enforcement Administration and Immigration and Customs Enforcement involving marijuana smuggling out of Canada. Members of our Drug Unit developed a target in Concord. The investigation resulted in the indictments of three individuals and the seizure of over \$65,000.
- Indicted a man on seven counts of Attempted Murder and one count of Arson for his attempt to murder the residents of a rooming house located on N. Spring Street. The defendant targeted registered sex offenders who had been released back into the community.
- Collaborated with the Attorney General's office on two significant Internet crimes investigations resulting in arrest of a man from Florida and Concord for perpetrating fraud over the Internet.
- Arrested a Concord woman at a local hotel for solicitation over the Internet.
- Concluded two robbery investigations that occurred at separate McDonalds restaurants (S Main and Fisherville Road) within the same month. Suspects were arrested in each incident and they were successfully prosecuted by the US Attorney's office. The Fisherville Road incident involved the robbery and brutal beating of a maintenance worker during a burglary. This case was resolved with both defendants pleading to significant prison sentences.
- Concluded a two year investigation into the sexual assault of a juvenile at the Comfort Inn with the arrest of a Concord man. He was arrested for sexually assaulting the juvenile while in the women's locker room shower.
- Downtown Area Command officers partnered with several agencies to perform a "Clean-up Day" of the railroad yard on Storrs Street. This has dissuaded the homeless population from setting up camps.
- Worked with several senior housing communities to increase the safety and comfort levels of their residents via a number of presentations by Patrol officers.
- Completed the second in an ongoing series of WMD exercises involving many city and area public safety and service agencies. This exercise also resulting in the activation of the City's Emergency Operation Center.
- Obtained for the City over \$267,000 in Federal Homeland Security grant money and worked in conjunction with several city departments in order to develop a plan to improve our ability to prevent and respond to acts of terrorism.
- Implemented the IMC computer aided dispatch and records management system department wide for all dispatching and report writing functions.

SERVICE INDICATORS

<u>Indicator Description</u>	<u>Actual FY01</u>	<u>Actual FY02</u>	<u>Actual FY03</u>	<u>Projected FY04</u>
1. Total Calls for Service	34,072	39,028	44,909	45,186
2. Part I Crimes	1,705	1,644	1,726	1,684
▪ Murder	0	1	0	0
▪ Rape	26	15	27	23
▪ Robbery	12	19	24	26
▪ Aggravated Assault	16	9	14	10
▪ Burglary	152	106	189	177
▪ Larceny	1,406	1,423	1,399	1,381
▪ Auto Theft	74	66	67	64
▪ Arson	19	4	7	7
3. Part II Crimes	7,190	7,092	6,917	6,785
▪ Assault	478	441	507	456
▪ Criminal Mischief	779	789	789	779
▪ Sex Offenses	89	97	86	89
▪ Drug Offenses	273	258	333	342
▪ Disorderly Conduct	3,043	2,977	2,678	2,666
▪ Criminal Trespass	83	90	154	154
▪ Criminal Threatening	261	276	276	282
4. Non-Criminal Calls	24,090	30,292	36,266	36,229
▪ Traffic Accidents	2,331	2,422	2,746	2,885
➤ Fatal	0	1	0	0
➤ Personal Injury	295	331	331	360
➤ Property Damage/Hit & Run	1,994	2,036	2,347	2,452
➤ Pedestrian/Bicycle	42	54	67	74
▪ False Alarms	1,941	1,935	1,989	1,924
▪ Follow-Up Investigations	5,021	5,881	5,758	5,637
▪ Directed/Foot/Bicycle Patrols	2,317	4,387	5,120	5,853
▪ Traffic Summonses Issued	4,090	5,769	6,370	6,688
▪ Traffic Warnings Issued	2,654	5,082	7,925	8,717
5. DWI Arrests	170	202	309	283

RECORDS

The City Clerk insures the preservation of documents, vital records, and historical records; provides City Council agendas, correspondence, minutes and maintains indexed actions of the Council and provides election services for the City of Concord.

Notable

- Eighty percent of forms available through the Clerk's office are currently available to customers on the city's website.
- Staff continues to work with the Bureau of Vital Records, keeping abreast of Vital Record program enhancements in order to assure proper processing of records and great customer service.
- Implemented internal improvements to the Council agenda process resulting in a more efficient agenda preparation process.
- An internal records management committee was established with a charge of developing a citywide records management process to address the retention of records in accordance with State guidelines as well as address the need to improve current storage needs.

Elections

- Staff has developed a final draft of a City of Concord Elections Manual for ward officials.
- Staff posted election results on the City's web page for the November 2003 Municipal Election and the January 2004 Presidential Primary on election night allowing immediate accessibility of election results.
- Staff worked effectively with local, statewide and national news media providing up to the minute election results for all elections held.
- Staff appeared on multiple airings of local CCTV shows providing residents with information about registering to vote, absentee ballots, polling locations and election hours.
- Staff worked with City Councilors and Election officials in Wards Four and Eight to relocate the polling locations for those wards to better serve the residents of the city, notifying affected residents, by mail, of the polling location changes within their wards.
- Staff held multiple voter registration sessions at local nursing homes as well as at Concord High School allowing easier voter registration for many residents, as well as faster turnaround for absentee ballot requests.

The City Clerk's Office conducted a municipal election on November 4, 2003 and a Presidential Primary on January 27, 2004. The City Clerk's Office provided early morning voting for registered voters who were leaving the City prior to 8:00 a.m.

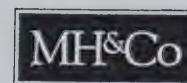
RECREATION DEPARTMENT

The Recreation Department is responsible for providing a diversified program of year round activities for people of all ages and abilities. The Department also schedules all outdoor athletic fields, four community centers and the City Auditorium.

Notable

- Active involvement with downtown recreational programming in cooperation with Main Street Concord.

- Increased participation by Rumford School and Abbott-Downing Neighborhood Association in recreational programs such as block party, youth basketball and KYDS festival.
- Initiated a successful teen summer camp program to serve youth in grades 6-8.
- Recruited, trained and supervised 365 volunteers who contributed a total of 8,426 volunteer hours for various programs and events.
- Participated in the city wide master plan, five park mini master plans and the Heights Community Center feasibility study.
- Received a \$30,000 grant to implement a Type II diabetes prevention program known as Hearts 'N Parks.
- Completed the Community Recreation Opportunity matrix with a searchable web link.
- Expanded involvement with the Merrimack County Diversion Program through placement of youth in community service programs.



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INDEPENDENT AUDITORS' REPORT

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

We have audited the accompanying financial statements of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information of the City of Concord, New Hampshire, as of and for the year ended June 30, 2004, which collectively comprise the City's basic financial statements as listed in the table of contents. These financial statements are the responsibility of the City of Concord's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinions.

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information of the City of Concord, as of June 30, 2004, and the respective changes in financial position and cash flows, where applicable, thereof and the respective budgetary comparison for the General Fund for the year then ended in conformity with accounting principles generally accepted in the United States of America.

The management's discussion and analysis, appearing on the following pages, is not a required part of the basic financial statements but is supplementary information required by the *Governmental Accounting Standards Board*. We have applied certain limited procedures, which consisted principally of inquiries of management

regarding the methods of measurement and presentation of the required supplementary information. However, we did not audit the information and express no opinion on it.

Our audit was made for the purpose of forming opinions on the financial statements that collectively comprise the City of Concord, New Hampshire's basic financial statements. The introductory section, supplementary statements and schedules, and statistical tables are presented for purposes of additional analysis and are not a required part of the basic financial statements. The supplementary statements and schedules have been subjected to the auditing procedures applied in the audit of the basic financial statements and, in our opinion, are fairly stated in all material respects in relation to the basic financial statements taken as a whole. The introductory section and statistical tables have not been subjected to the auditing procedures applied in the audit of the basic financial statements and, accordingly, we express no opinion on them.

In accordance with *Government Auditing Standards*, we have also issued our report dated December 1, 2004 on our consideration of the City's internal control over financial reporting and on our tests of its compliance with laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* and should be considered in assessing the results of our audit.

Melanson, Heath + Company P.C.

Nashua, New Hampshire
December 1, 2004

CITY OF CONCORD, NEW HAMPSHIRE

STATEMENT OF NET ASSETS

JUNE 30, 2004

	Governmental <u>Activities</u>	Business-Type <u>Activities</u>	<u>Total</u>
ASSETS			
Current:			
Cash and short-term equivalents	\$ 31,063,431	\$ 11,291,972	\$ 42,355,403
Investments	23,302,467	-	23,302,467
Receivables, net of allowance for uncollectibles:			
Property taxes	20,766,341	-	20,766,341
Accounts	1,359,475	-	1,359,475
User fees	-	920,935	920,935
Departmental and other	182,244	-	182,244
Intergovernmental	-	533,268	533,268
Loans	667,272	-	667,272
Interest	106,946	-	106,946
Other assets	295,061	26,102	321,163
Noncurrent:			
Receivables, net of allowance for uncollectibles:			
Intergovernmental	-	635,588	635,588
Capital assets:			
Land and construction in progress	17,190,903	1,202,533	18,393,436
Other capital assets, net of accumulated depreciation	<u>36,489,623</u>	<u>129,551,705</u>	<u>166,041,328</u>
TOTAL ASSETS	131,423,763	144,162,103	275,585,866
LIABILITIES			
Current:			
Accounts payable	1,864,347	1,300,776	3,165,123
Retainage payable	333,013	314,682	647,695
Accrued liabilities	536,793	360,021	896,814
Deferred revenues	21,549,087	37,529	21,586,616
Notes payable	-	4,634,975	4,634,975
Taxes collected in advance	13,147,645	-	13,147,645
Other current liabilities	920,820	71,941	992,761
Due to other governments	4,629	-	4,629
Current portion of long-term liabilities:			
Bonds payable	3,127,173	2,573,435	5,700,608
Other liabilities	1,355,596	143,224	1,498,820
Noncurrent:			
Bonds payable, net of current portion	22,959,963	20,312,845	43,272,808
Other liabilities, net of current portion	<u>829,858</u>	<u>-</u>	<u>829,858</u>
TOTAL LIABILITIES	66,628,924	29,749,428	96,378,352
NET ASSETS			
Invested in capital assets, net of related debt	32,237,423	104,744,370	136,981,793
Restricted for:			
Grants and other statutory restrictions	721,258	-	721,258
Permanent funds:			
Nonexpendable	6,956,476	-	6,956,476
Debt service	-	1,168,856	1,168,856
Unrestricted	<u>24,879,682</u>	<u>8,499,449</u>	<u>33,379,131</u>
TOTAL NET ASSETS	\$ <u>64,794,839</u>	\$ <u>114,412,675</u>	\$ <u>179,207,514</u>

See notes to financial statements.

CITY OF CONCORD, NEW HAMPSHIRE

STATEMENT OF ACTIVITIES

FOR THE YEAR ENDED JUNE 30, 2004

	<u>Expenses</u>	<u>Program Revenues</u>		
		<u>Charges for Services</u>	<u>Operating Grants and Contributions</u>	<u>Capital Grants and Contributions</u>
Governmental Activities:				
General government	\$ 5,082,881	\$ 2,657,221	\$ 142,296	\$ -
Public safety	15,065,307	1,351,556	102,421	-
General services	11,858,860	233,590	-	2,781,319
Community development	2,580,356	1,468,925	1,680	-
Leisure and information services	2,038,410	367,464	-	-
Human services	1,069,489	34,169	-	-
Employee benefits	273,821	-	-	-
Interest	1,098,847	-	-	-
Miscellaneous	1,032,980	-	-	-
Total Governmental Activities	40,100,951	6,112,925	246,397	2,781,319
Business-Type Activities:				
Water	4,628,608	4,768,605	-	-
Sewer	5,094,614	4,710,144	67,487	-
Solid waste	3,131,745	1,675,944	-	-
Other	1,127,928	1,273,595	-	-
Total Business-Type Activities	13,982,895	12,428,288	67,487	-
Total	\$ 54,083,846	\$ 18,541,213	\$ 313,884	\$ 2,781,319

**General Revenues, Transfers &
Permanent Fund Contributions**
 Property taxes
 Penalties, interest and other taxes
 Grants and contributions not restricted
 to specific programs
 Investment income
 Miscellaneous
 Transfers, net
 Permanent fund contributions

Total general revenues, transfers,
and contributions

Change in Net Assets

Net Assets:

Beginning of year, restated

End of year

See notes to financial statements.

Net (Expenses) Revenues and Changes in Net Assets

<u>Governmental</u> <u>Activities</u>	<u>Business-</u> <u>Type</u> <u>Activities</u>	<u>Total</u>
\$ (2,283,364)	\$ -	\$ (2,283,364)
(13,611,330)	-	(13,611,330)
(8,843,951)	-	(8,843,951)
(1,109,751)	-	(1,109,751)
(1,670,946)	-	(1,670,946)
(1,035,320)	-	(1,035,320)
(273,821)	-	(273,821)
(1,098,847)	-	(1,098,847)
(1,032,980)	-	(1,032,980)
(30,960,310)	-	(30,960,310)
-	139,997	139,997
-	(316,983)	(316,983)
-	(1,455,801)	(1,455,801)
-	145,667	145,667
-	(1,487,120)	(1,487,120)
(30,960,310)	(1,487,120)	(32,447,430)
26,732,772	-	26,732,772
627,012	-	627,012
3,645,776	301,456	3,947,232
1,030,007	117,515	1,147,522
636,327	12,427	648,754
(866,090)	866,090	-
368,034	-	368,034
32,173,838	1,297,488	33,471,326
1,213,528	(189,632)	1,023,896
63,581,311	114,602,307	178,183,618
\$ 64,794,839	\$ 114,412,675	\$ 179,207,514

CITY OF CONCORD, NEW HAMPSHIRE

GOVERNMENTAL FUNDS

BALANCE SHEET

JUNE 30, 2004

	<u>General</u>	<u>Nonmajor Governmental Funds</u>	<u>Total Governmental Funds</u>
ASSETS			
Cash and short-term equivalents	\$ 13,711,073	\$ 17,352,358	\$ 31,063,431
Investments	2,163,325	21,139,142	23,302,467
Receivables:			
Property taxes	20,867,409	-	20,867,409
Accounts	-	1,335,835	1,335,835
Departmental and other	207,075	-	207,075
Loans	-	667,272	667,272
Interest	106,946	-	106,946
Due from other funds	6,912,335	-	6,912,335
Inventory	161,794	-	161,794
Other assets	115,242	18,025	133,267
TOTAL ASSETS	\$ 44,245,199	\$ 40,512,632	\$ 84,757,831
LIABILITIES AND FUND BALANCES			
Liabilities:			
Accounts payable	\$ 781,168	\$ 1,084,372	\$ 1,865,540
Retainage payable	-	333,012	333,012
Other liabilities	920,820	-	920,820
Deferred revenues	21,613,767	667,272	22,281,039
Payments collected in advance	-	9,957	9,957
Taxes collected in advance	13,147,645	-	13,147,645
Due to other funds	-	6,912,335	6,912,335
Due to other governments	4,629	-	4,629
TOTAL LIABILITIES	36,468,029	9,006,948	45,474,977
Fund Balances:			
Reserved for:			
Encumbrances	783,027	3,618	786,645
Inventory	161,794	-	161,794
Perpetual (nonexpendable) permanent funds	-	6,956,476	6,956,476
Tax stabilization	2,000,000	-	2,000,000
Unreserved:			
Designated, reported in:			
General fund	832,349	-	832,349
Undesignated, reported in:			
General fund	4,000,000	-	4,000,000
Special revenue funds	-	11,439,627	11,439,627
Capital project funds	-	12,792,394	12,792,394
Debt service	-	313,569	313,569
TOTAL FUND BALANCES	7,777,170	31,505,684	39,282,854
TOTAL LIABILITIES AND FUND BALANCES	\$ 44,245,199	\$ 40,512,632	\$ 84,757,831

See notes to financial statements.

CITY OF CONCORD, NEW HAMPSHIRE

GOVERNMENTAL FUNDS

STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES

FOR THE YEAR ENDED JUNE 30, 2004

	<u>General</u>	Nonmajor Governmental <u>Funds</u>	Total Governmental <u>Funds</u>
Revenues:			
Property taxes	\$ 26,587,165	\$ 559,897	\$ 27,147,062
Licenses and permits	1,072,522	-	1,072,522
Intergovernmental	3,181,068	1,959,231	5,140,299
Charges for services	3,180,395	1,861,688	5,042,083
Investment income	317,525	712,482	1,030,007
Contributions	-	1,065,740	1,065,740
Miscellaneous	806,123	775,979	1,582,102
Total Revenues	<u>35,144,798</u>	<u>6,935,017</u>	<u>42,079,815</u>
Expenditures:			
Current:			
General government	3,607,699	1,468,435	5,076,134
Public safety	15,047,387	-	15,047,387
General services	6,014,020	-	6,014,020
Community development	2,561,361	-	2,561,361
Leisure and information services	2,039,864	-	2,039,864
Human services	1,071,539	-	1,071,539
Employee benefits	273,821	-	273,821
Miscellaneous	757,920	275,061	1,032,981
Debt service			
Principal	2,392,263	415,000	2,807,263
Interest	759,857	215,125	974,982
Capital outlay	-	9,660,162	9,660,162
Total Expenditures	<u>34,525,731</u>	<u>12,033,783</u>	<u>46,559,514</u>
Excess (deficiency) of revenues over expenditures	619,067	(5,098,766)	(4,479,699)
Other Financing Sources (Uses):			
Bond proceeds	-	4,829,750	4,829,750
Proceeds of refunding bonds	3,642,517	-	3,642,517
Payment to refunded bonds escrow agent	(3,642,517)	-	(3,642,517)
Transfers in	2,214,298	2,316,453	4,530,751
Transfers out	(3,693,543)	(1,599,987)	(5,293,530)
Total Other Financing Sources (Uses)	<u>(1,479,245)</u>	<u>5,546,216</u>	<u>4,066,971</u>
Net change in fund balance	(860,178)	447,450	(412,728)
Fund Balance, at Beginning of Year	<u>8,637,348</u>	<u>31,058,234</u>	<u>39,695,582</u>
Fund Balance, at End of Year	<u>\$ 7,777,170</u>	<u>\$ 31,505,684</u>	<u>\$ 39,282,854</u>

See notes to financial statements.

CITY OF CONCORD, NEW HAMPSHIRE

STATEMENT OF REVENUES, EXPENDITURES, AND OTHER FINANCING SOURCES AND USES -
BUDGET AND ACTUAL - GENERAL FUND - BUDGET BASIS

FOR THE YEAR ENDED JUNE 30, 2004

	<u>Budgeted Amounts</u>			Variance with Final Budget
	<u>Original Budget</u>	<u>Final Budget</u>	<u>Actual Amounts</u>	<u>Positive (Negative)</u>
Revenues:				
Taxes	\$ 26,032,369	\$ 26,032,369	\$ 26,529,146	\$ 496,777
Licenses and permits	954,360	954,360	1,072,522	118,162
Intergovernmental	3,178,341	3,178,341	3,181,068	2,727
Charges for services	3,172,528	3,327,528	3,180,395	(147,133)
Investment income	341,340	341,340	317,525	(23,815)
Miscellaneous	662,199	662,199	806,124	143,925
Total Revenues	34,341,137	34,496,137	35,086,780	590,643
Expenditures:				
General government	3,689,077	3,736,344	3,601,132	135,212
Public safety	15,354,696	15,354,696	15,060,654	294,042
General services	6,303,240	6,308,240	6,162,136	146,104
Planning and development	2,634,161	2,784,161	2,574,610	209,551
Leisure and information services	2,118,014	2,118,014	2,035,465	82,549
Human services	1,116,625	1,116,625	1,070,213	46,412
Employee benefits	620,000	610,133	371,068	239,065
Debt service	3,380,655	3,380,655	3,175,860	204,795
Miscellaneous	833,470	836,070	739,151	96,919
Total Expenditures	36,049,938	36,244,938	34,790,289	1,454,649
Other Financing Sources (Uses):				
Transfers in	2,277,426	2,317,426	2,214,298	(103,128)
Transfers out	(2,505,625)	(3,569,488)	(3,669,803)	(100,315)
Budgetary use of fund balance	1,937,000	3,000,863	3,000,863	-
Total Other Financing Sources (Uses)	1,708,801	1,748,801	1,545,358	(203,443)
Excess of revenues and other financing sources over expenditures and other financing uses	\$ <u>-</u>	\$ <u>-</u>	\$ <u>1,841,849</u>	\$ <u>1,841,849</u>

See notes to financial statements.

CITY OF CONCORD, NEW HAMPSHIRE

PROPRIETARY FUNDS

STATEMENT OF NET ASSETS

JUNE 30, 2004

	Business-Type Activities Enterprise Funds					Governmental Activities Internal Service Fund
	Water Fund	Sewer Fund	Solid Waste Fund	Nonmajor Funds	Total	
<u>ASSETS</u>						
Current:						
Cash and short-term equivalents	\$ 5,718,939	\$ 4,004,858	\$ 1,046,230	\$ 521,945	\$ 11,291,972	\$ -
User fees, net of allowance for uncollectibles	377,314	392,854	134,609	16,158	920,935	-
Intergovernmental receivables	-	533,268	-	-	533,268	-
Inventory	7,934	-	-	-	7,934	-
Other assets	6,887	-	-	11,281	18,168	-
Total current assets	6,111,074	4,930,980	1,180,839	549,384	12,772,277	-
Noncurrent:						
Intergovernmental	-	635,588	-	-	635,588	-
Capital assets:						
Land and construction in progress	284,454	539,173	186,200	192,706	1,202,533	-
Other capital assets, net of accumulated depreciation	66,528,686	61,327,302	-	1,695,717	129,551,705	-
Total noncurrent assets	66,813,140	62,502,063	186,200	1,888,423	131,389,826	-
TOTAL ASSETS	72,924,214	67,433,043	1,367,039	2,437,807	144,162,103	-
<u>LIABILITIES</u>						
Current:						
Accounts payable	396,695	439,805	385,104	79,172	1,300,776	-
Retainage payable	192,364	119,241	-	3,077	314,682	-
Accrued liabilities	194,522	156,972	-	8,527	360,021	-
Deferred revenue	-	-	1,452	36,077	37,529	-
Notes payable	-	4,634,975	-	-	4,634,975	-
Other current liabilities	33,800	37,811	-	330	71,941	-
Current portion of long-term liabilities:						
Bonds payable	1,345,803	1,154,707	-	72,925	2,573,435	-
Compensated absences	63,803	52,017	3,657	23,747	143,224	-
Total current liabilities	2,226,987	6,595,528	390,213	223,855	9,436,583	-
Noncurrent:						
Bonds payable, net of current portion	12,566,712	7,011,133	-	735,000	20,312,845	-
Total noncurrent liabilities	12,566,712	7,011,133	-	735,000	20,312,845	-
TOTAL LIABILITIES	14,793,699	13,606,661	390,213	958,855	29,749,428	-
<u>NET ASSETS</u>						
Invested in capital assets, net of related debt	54,078,675	49,372,454	186,200	1,107,041	104,744,370	-
Restricted for debt service	-	1,168,856	-	-	1,168,856	-
Unrestricted	4,051,840	3,285,072	790,626	371,911	8,499,449	-
TOTAL NET ASSETS	\$ 58,130,515	\$ 53,826,382	\$ 976,826	\$ 1,478,952	\$ 114,412,675	\$ -

See notes to financial statements.

CITY OF CONCORD, NEW HAMPSHIRE

PROPRIETARY FUNDS

STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN FUND NET ASSETS

FOR THE YEAR ENDED JUNE 30, 2004

	Business-Type Activities Enterprise Funds					Governmental Activities Internal Service Fund
	Water Fund	Sewer Fund	Solid Waste Fund	Nonmajor Funds	Total	
Operating Revenues:						
Charges for services	\$ 4,768,605	\$ 4,710,144	\$ 1,675,944	\$ 1,273,595	\$ 12,428,288	\$ -
Other	215	5,987	-	6,225	12,427	-
Total Operating Revenues	4,768,820	4,716,131	1,675,944	1,279,820	12,440,715	-
Operating Expenses:						
Operating expenses	2,313,694	2,947,266	3,131,745	957,065	9,349,770	-
Depreciation	1,697,805	1,709,003	-	138,947	3,545,755	-
Other	54,794	43,075	-	67	97,936	-
Total Operating Expenses	4,066,293	4,699,344	3,131,745	1,096,079	12,993,461	-
Operating Income (Loss)	702,527	16,787	(1,455,801)	183,741	(552,746)	-
Nonoperating Revenues (Expenses):						
Intergovernmental revenue	-	67,487	-	-	67,487	-
Investment income	60,488	52,953	-	4,074	117,515	-
Interest expense	(562,315)	(395,270)	-	(31,849)	(989,434)	-
Other non-operating income	190,283	111,173	-	-	301,456	-
Total Nonoperating Revenues (Expenses), Net	(311,544)	(163,657)	-	(27,775)	(502,976)	-
Income (Loss) Before Transfers	390,983	(146,870)	(1,455,801)	155,966	(1,055,722)	-
Transfers:						
Transfers in	-	190,000	1,456,350	23,740	1,670,090	-
Transfers out	(327,475)	(391,625)	-	(84,900)	(804,000)	(103,311)
Change in Net Assets	63,508	(348,495)	549	94,806	(189,632)	(103,311)
Net Assets at Beginning of Year, as restated	58,067,007	54,174,877	976,277	1,384,146	114,602,307	103,311
Net Assets at End of Year	\$ 58,130,515	\$ 53,826,382	\$ 976,826	\$ 1,478,952	\$ 114,412,675	\$ -

See notes to financial statements.

CITY OF CONCORD, NEW HAMPSHIRE

PROPRIETARY FUNDS

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED JUNE 30, 2004

	Business-Type Activities Enterprise Funds					Governmental Activities Internal Service Fund
	Water Fund	Sewer Fund	Solid Waste Fund	Nonmajor Funds	Total	
Cash Flows From Operating Activities:						
Receipts from customers and users	\$ 4,762,747	\$ 4,727,007	\$ 1,690,493	\$ 1,149,801	\$ 12,330,048	\$ -
Payments to vendors and employees	(1,855,689)	(2,872,953)	(2,851,445)	(930,371)	(8,510,458)	-
Net Cash Provided By (Used For) Operating Activities	2,907,058	1,854,054	(1,160,952)	219,430	3,819,590	-
Cash Flows From Noncapital Financing Activities:						
Transfers in	-	190,000	1,456,350	23,740	1,670,090	-
Transfers out	(327,475)	(391,625)	-	(84,900)	(804,000)	(103,311)
Other non operating income	190,283	178,660	-	-	368,943	-
Net Cash Provided by (Used For) Noncapital Financing Activities	(137,192)	(22,965)	1,456,350	(61,160)	1,235,033	(103,311)
Cash Flows From Capital and Related Financing Activities:						
Proceeds from issuance of bonds and notes	3,236,175	1,476,029	-	139,925	4,852,129	-
Proceeds from refunded bonds	125,604	482,259	-	-	607,863	-
Acquisition and construction of capital assets	(2,425,978)	(1,235,391)	-	(178,704)	(3,840,073)	-
Principal payments on bonds and notes	(1,119,785)	(1,061,084)	-	(59,000)	(2,239,869)	-
Payment to escrow agent for refunded bonds	(121,200)	(465,000)	-	-	(586,200)	-
Interest expense	(562,315)	(395,270)	-	(31,849)	(989,434)	-
Net Cash (Used For) Capital and Related Financing Activities	(867,499)	(1,198,457)	-	(129,628)	(2,195,584)	-
Cash Flows From Investing Activities:						
Investment income	60,488	52,953	-	4,074	117,515	-
Net Cash Provided by Investing Activities	60,488	52,953	-	4,074	117,515	-
Net Change in Cash and Short-Term Equivalents	1,962,855	685,585	295,398	32,716	2,976,554	(103,311)
Cash and Short-Term Equivalents, Beginning of Year	3,756,084	3,319,273	750,832	489,229	8,315,418	103,311
Cash and Short-Term Equivalents, End of Year	\$ 5,718,939	\$ 4,004,858	\$ 1,046,230	\$ 521,945	\$ 11,291,972	\$ -
Reconciliation of Operating Income to Net Cash Provided by (Used For) Operating Activities:						
Operating income (loss)	\$ 702,527	\$ 16,787	\$ (1,455,801)	\$ 183,741	\$ (552,746)	\$ -
Adjustments to reconcile operating income (loss) to net cash provided by (used for) operating activities:						
Depreciation	1,697,805	1,709,003	-	138,947	3,545,755	-
Changes in assets and liabilities:						
User fees	(6,073)	10,876	15,305	(5,383)	14,725	-
Inventory	3,059	-	-	-	3,059	-
Other assets	(6,886)	68,695	-	(2,432)	59,377	-
Accounts payable	335,283	263,633	279,701	26,165	904,782	-
Compensated absences	710	(1,247)	599	(1,392)	(1,330)	-
Other liabilities	180,633	(213,693)	(756)	(120,216)	(154,032)	-
Net Cash Provided By (Used For) Operating Activities	\$ 2,907,058	\$ 1,854,054	\$ (1,160,952)	\$ 219,430	\$ 3,819,590	\$ -

See notes to financial statements.

ORDINANCES

Ordinances passed in FY2004:

Amended the zoning map of the zoning ordinance.

Amended the Personnel Class Specification Index; deleting Circulation/Children's Services Manager and adding Children's Services/Community Relations Manager.

Amended the Code of Ordinances, Title I, General Code; Chapter 13, Public Health; Article 13-5, Sanitary Food Code.

Amended the Building and Housing Codes by adopting the 2000 Editions of the International Building Code and the International Residential Code.

Amended the Electrical Code by adopting the 2002 Edition of the National Fire Protection Association, National Electrical Code.

Amended the Building and Housing Codes by adopting the International Mechanical Code 2000 Edition.

Amended the Building and Housing Codes by adopting the NFPA101 Life Safety Code/2000.

Amended the Plumbing Code by adopting the 2000 Edition of the International Plumbing Code.

Adopted the International Fuel Gas Code 2000 Edition.

Added One-Way Street on Marion Street from Mulberry Street to 100' northerly, south.

Amended the electrical permit fee schedule.

Amended licensing fees for amusement devices and amusement centers.

Amended licensing fees for billiard parlors.

Amended licensing fees for convalescent homes.

Amended licensing fees for dealers in junk, salvage materials, and recycled materials.

Amended the food service license fees.

Amended licensing fees for peddlers.

Amended the licensing fees for rooming houses, dormitory rooms, and rooming units.

Amended licenses for sexually oriented businesses.

Amended licenses for tattoo parlors and artists.

Amended licensing fees for taxicabs and taxicab operators.

Amended the mechanical permit fee schedule.

Amended the plumbing permit fee schedule.

Amended sign fees.

Amended licensing fees for theatres, shows, exhibitions, and dances.

Amended the zoning application and hearing fees.

Amended the permit fees for excavation work, encumbering highways, and for driveways.

Amended the building permit fee schedule.

Amended the fire prevention permits, inspection, and plan review fee schedule.

Amended the Code of Ordinances, Title IV, Zoning Code; Chapter 28, Zoning Ordinance; Article 28-5, Supplemental Standards; Section 28-5-20, Retail Sales of Gasoline.

Amended the zoning map of the zoning ordinance.

Amended the Code of Ordinances, Title I, General Code; Chapter 6, Recreation and Parks; Article 6-1, rules and Regulations; Section 6-1-3, Conduct Prohibited in Parks; subsection (d), Municipal Golf Course.

Amended the Building Code by adopting the International Fire Code/2000.

Deleted Two Hour (between the hours of 7:00 a.m. and 6:00 p.m., Monday through Friday) Parking on East Street, Penacook (parking lot) on both sides from South Main Street, Penacook to 160' easterly head in 45 degrees opposite; east head in 90 degrees opposite South Main Street. Added Two Hour (between the hours of 7:00 a.m. and 6:00 p.m., Monday through Friday) Parking on East Street, Penacook (parking lot) from Village Street to 138' easterly head in 45 degrees opposite; east head in 90 degrees opposite Village Street. Added Ten Hours on East Street, Penacook (parking lot) from Village Street, 158' easterly to Village Street, 318' easterly head in 90 degrees adjacent to East Street.

Added Stop Intersection at Cherry Street and Marion Street, both.

Added Stop Intersection at Groton Drive and Godbout Drive, easterly intersection, both.

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

Amended the Code of Ordinances, Title III, Traffic Code; Chapter 18, Parking; Article 18-1, Stopping, Standing, and Parking; Section 18-1-22, Parking Prohibited during Winter Emergency.

Amended the Code of Ordinances, Title I, General Code; Chapter 5, Public Works; Article 5-7, Solid Waste.

Amended the Personnel Class Specification Index; adding Senior Accountant.

Amended the Electrical Code by adopting the 2002 Edition of the National Fire Protection Association, National Electrical Code.

Amended the plumbing permit fee schedule.

Deleted Stop Intersection on Westbourne Road and School Street, both. Added Four Way Stop Intersection on School Street and Westbourne Road, both, and Westbourne Road and School Street, both.

Added Parking Prohibited at All Times in Designated Places on Broadway, both, from Pillsbury Street to 40' northerly and Broadway, both, from Pillsbury Street to 40' southerly.

Amended the Code of Ordinances, Title III, Traffic Code; Chapter 18, Parking; Article 18-3, Parking Meters; Section 18-3-10, Exceptions by adding Holiday Parking.

Added Stop Intersection at Kimball Street and Humphrey Street, north.

Deleted Yield Right of Way at Lakeview Drive and Carter Hill Road, south. Added Stop Intersection at Lakeview Drive and Carter Hill Road, south.

Deleted Yield Right of Way at Hot Hole Pond Road and Shaker Road, west. Added Stop Intersection at Hot Hole Pond Road, west.

Deleted One Hour (between the hours of 7:00 a.m. and 6:00 p.m., Monday through Friday) Parking on Pleasant Street, both sides, from Main Street to State Street, parallel. Added Two Hour (between the hours of 7:00 a.m. and 6:00 p.m., Monday through Friday) Parking on Pleasant Street, both sides, from Main Street to State Street, parallel.

Amended the Code of Ordinances, Title V, Administrative Code; Chapter 31, Purchasing and Contract Procedure; Article 31-1, Purchasing Procedure.

Amended the Personnel Class Specification Index; adding Fire Marshal.

Amended Fire Department alarm charges.

Amended the Code of Ordinances, Title II, Traffic Code; Chapter 18, Parking; Article 18-1, Stopping, Standing, and Parking; by adding Access Aisles.

Amended the Code of Ordinances, Title II, Traffic Code; Chapter 19, Penalties; Article 19-1, Penalties.

Amended the interment fees.

Amended the permit fees for excavation work, encumbering highways, and for driveways.

Amended the food service license fees.

Amended licenses for tattoo parlors and artists.

Amended licensing fees for convalescent homes.

Amended licensing fees for theatres, shows, exhibitions, and dances.

Amended licensing fees for amusement devices and amusement centers.

Amended licensing fees for taxicabs and taxicab operators.

Amended licensing fees for billiard parlors.

Amended licenses for sexually oriented businesses.

Amended licensing fees for peddlers.

Amended licensing fees for dealers in junk, salvage materials, and recycled materials.

Amended the licensing fees for rooming houses, dormitory rooms, and rooming units.

Amended the building permit fee schedule.

Amended the electrical permit fee schedule.

Amended the mechanical permit fee schedule.

Amended the plumbing permit fee schedule.

Amended sign fees.

Amended the zoning application and hearing fees.

Amended the fire prevention permits, inspection, and plan review fee schedule.

Amended the Code of Ordinances, Title I, General Code; Chapter 1, Government Organization; Article 1-3, Miscellaneous Regulations; Section 1-3-8, Council Compensation. Amended the Code of Ordinances, Title II, Traffic Code; Chapter 18, Parking; Article 18-1, Stopping, Standing, and Parking; Section 18-1-6, Parking Prohibited at All Times in Designated Places, by adding to Schedule I, Tahanto Street, west, from School Street to Warren Street. Amended the Code of Ordinances, Title II, Traffic Code; Chapter 18, Parking; Article 18-1, Stopping, Standing, and Parking; Section 18-1-8, Parking Time Limited in

Designated Places by adding to Schedule III, Two Hours on Tahanto Street, east, from School Street to Warren Street, parallel.

Amended the Code of Ordinances, Title II, Traffic Code; Chapter 18, Parking; Article 18-1, Stopping, Standing, and Parking; Section 18-1-7.1, Parking Prohibited During Certain Hours and Months in Designated Places.

Added U-Turns Prohibited on Ft. Eddy Road, northbound, south of Ft. Eddy Plaza northerly drive to southbound Ft. Eddy Road; Ft. Eddy Road, southbound, north of Loudon Road to northbound Ft. Eddy Road; Loudon Road at the intersection of D'Amante Drive, eastbound and westbound; D'Amante Drive at the intersection of Loudon Road, northbound.

Added No Left Turn on Old Loudon Road at the westerly intersection on Loudon Road, opposite the intersection of Branch Turnpike.

Amended the Code of Ordinances, Title V, Administrative Code; Chapter 30, Administrative Code; Article 30-3, Boards and Commissions; Section 30-3-12, Conservation Commission.

Amended the interment fees.

Amended the emergency medical service charges.

Added Stop Intersections at Eldridge Street at Marion, west; Marion Street at Mulberry Street, south; Mulberry Street at Airport Road, east; Ryan's Way at Eldridge Street, north; Ryan's Way at Mulberry Street, south.

Added One Way Street on Marion Street from Eldridge Street to Mulberry Street, south.

Amended the permit fees for excavation work, encumbering highways, and for driveways.

Added No Left Turn from Mulberry Street on to Marion Street.

Amended the Code of Ordinances, Title III, Traffic Code; Chapter 18, Parking; Article 18-1, Stopping, Standing, and Parking; Section 18-1-7.1, Parking Prohibited During Certain Hours and Months in Designated Places.

Amended the Personnel Rules and Regulations; Annual Leave

Amended Title I, General Code; Chapter 5, Public Works; Article 5-1, Highways and Sidewalks; Section 5-1-4, Permit Required to Excavate in or Open a Highway.

Government

June 1849	Concord Charter adopted by State
March 1853	City Charter Adopted (Partisan Elections)
April 1911	Non Partisan Elections
January 1950	Council-Manager form of government Council-Manager 4071 Votes Mayor-Aldermen 1335 Votes
January 1958	Mayor-Aldermen form of government Council-Manager 2974 Votes Mayor-Aldermen 2979 Votes
January 1968	Council-Manager form of government
-Present	Council-Manager 3449 Votes Mayor-Aldermen 2737 Votes

COMMUNITY CALENDAR

JANUARY - Christmas trees may be disposed of at White Farm on Clinton St. through Jan. 31

FEBRUARY - Little League Signups · Special February Vacation Week Recreation Activities · Tax abatement application due by Mar 1 · White Park Winter Carnival

MARCH - Tax payment due · Remove artificial flowers from cemeteries by April 1

APRIL - Youth football signup · Dog license renewals · National Library Week and book sale · Beaver Meadow Golf Course opens · Spring vacation week library programs · April Vacation Week Recreation Programs

MAY - Fall Youth soccer signup begins · Kiwanis Trade Fair at Everett Arena · Summer Recreation brochures available · Pool passes issued at White Park office · Annual Memorial Day Parade · July and October Tax bills mailed · The Friends Program launches its Annual Friends finding Friends Program on May 2

JUNE - Budget hearings · Tax payment due July 1 · Tuesday and Thursday evening summer music series begin · Pool Passes issued to residents at pool locations · Library Summer Reading Club · Household Hazardous Collection Day · Annual Police/Fire Parade · Quarry Dog Games begin

JULY - July 4th fireworks display at Memorial Field · Downtown Market Days · Recreation programs-theater, golf, tennis, soccer, horseback riding camps, swim lessons, etc. · Race Fever Parade · Summer Ice Skating Everett Arena · Race Fever

AUGUST - Summer Music Series Ends · Youth hockey signup · Capital Criterium Bike Race · Summer Reading Club party · Deadline to sign up for fall soccer · National Night Out

SEPTEMBER - Tax payment due October 1 · Family story time begins at the Library

OCTOBER - Youth basketball signup · Leaf pick up begins · Halloween observed on the 30th in Penacook and the 31st in Concord · Halloween Howl

NOVEMBER - Municipal elections · Tax Abatement applications available · General Election · Holiday Parade · Christmas Tree Lighting Ceremony · Golf course closes · Artificial flowers may be placed in cemeteries · Tax Rate Set · January and March tax bills mailed

DECEMBER - Midnight Merriment · Tax payment Due · Winter Vacation Week Recreation Programs · Annual Ski & Skate Sale

New Hampshire State Library



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