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# CITY OF CONCORD

## FY 2018 Annual Report

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CONCORD, NH







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**City of Concord, New Hampshire Mayor and City Council**

**MAYOR**

James Bouley

**COUNCILORS AT LARGE**

Mark Coen

Amanda Grady Sexton

Fred Keach

Stephen Shurtleff

**WARD COUNCILORS**

**Ward One**

Brent Todd

**Ward Two**

Allan Herschlag

**Ward Three**

Jennifer Kretovic

**Ward Four**

Byron Champlin

**Ward Five**

Robert Werner

**Ward Six**

Linda Kenison

**Ward Seven**

Keith Nyhan

**Ward Eight**

Gail Matson

**Ward Nine**

Candace CW Bouchard

**Ward Ten**

Dan St. Hilaire

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## **CITY COUNCIL**

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The legislative authority of the City of Concord is vested exclusively in the fifteen-member City Council, which is elected in odd-numbered years, consisting of one Mayor elected for two years; four Councilors at-large elected for four years; and ten ward Councilors elected every two years. Regular meetings of the City Council are held on the second Monday of each month. The Council held 12 regular meetings, no recessed meetings and 7 special meetings; passed 33 ordinances, 98 resolutions and adopted a \$61.8 million General Fund, twelve-month budget covering the fiscal year 7/1/2017 to 6/30/2018.

### **2016-2017 Priorities**

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

### **Projects**

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

### **Ongoing Initiatives**

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



## **City of Concord Boards and Commissions**

\*To view members, staff contact and the authority of boards and commission please visit our website at [concordnh.gov](http://concordnh.gov).

*Airport Advisory Committee*  
*Board of Assessors*  
*Board of Ethics*  
*Board of Health*  
*Board of Revision of Assessment*  
*Building Board of Appeals*  
*Community Development Advisory Committee*  
*Concord Housing & Redevelopment Authority*  
*Concord Steering Committee to End Homelessness*  
*Conservation Commission*  
*Conservation Commission – Trails Subcommittee*  
*Conservation Commission – Tree Subcommittee*  
*Contoocook River Local Advisory Committee*  
*Demolition Review Committee*  
*Design Review Committee*  
*Energy & Environment Advisory Committee*  
*Everett Arena Advisory Committee*  
*Facilities Naming Committee*  
*False Alarm Appeals Board*  
*Fiscal Policy Advisory Committee*  
*Golf Course Advisory Committee*  
*Heritage Commission*  
*Joint City/School Committee on Cooperation*  
*Library Board of Trustees*  
*Licensing Board*  
*Municipal Property Energy Initiatives Ad-Hoc Committee*  
*NH Rail Transit Authority*  
*North End Opportunity Corridor TIF District Advisory Board*  
*Northern Pass Committee*  
*Parking Ad-Hoc Committee*  
*Penacook Village Tax Increment Finance District Advisory Board*  
*Personnel Appeals Board*  
*Planning Board*  
*Poles and Wires Committee*  
*Public Safety Board*  
*Recreation and Parks Advisory Committee*  
*Regional Planning Commission*  
*Rules Committee*  
*Sears Block Tax Increment Advisory Committee*  
*Solid Waste Advisory Committee*  
*State-Capitol Region Planning Commission*  
*Tax Exemption Policy Committee*  
*Taxicab Licensing Board*  
*Technical Review Committee*



*TPAC – Bicycle and Pedestrian Subcommittee*  
*TPAC – Public Transportation Subcommittee*  
*Traffic Operations Committee*  
*Transportation Policy Advisory Committee (TPAC)*  
*Trustees of Trust Funds*  
*Upper Merrimack River Local Advisory Committee*  
*Utility Appeals Board*  
*Zoning Board of Adjustment*



# City of Concord, New Hampshire

## SERVICES DIRECTORY

<b>If you have a question about...</b>	<b>City Office and/or Department to Call</b>	<b>Name of non-city business to contact</b>	<b>Phone Number</b>
Ambulance Billing Questions		Quick Med Claims	888-505-5166
Animal Problems/Complaints-Domestic	Police Department		225-8600
Animals – on ice/endangered	Fire Department		225-8669
Architectural Design Review	Planning Division		225-8515
Assessing Information	Assessing Department		225-8550
Auto Registration	Collections Department		225-8540
Beaver Meadow Golf Course	Golf Course	Pro Shop Superintendent	228-8954 225-7033
Birth Certificates	City Clerk's Office		225-8500
Block Parties	City Clerk's Office		225-8500
Budget	Finance – OMB		225-8582
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



## SERVICES DIRECTORY

<b>If you have a question about...</b>	<b>City Office and/or Department to Call</b>	<b>Name of non-city business to contact</b>	<b>Phone Number</b>
Business Development	Economic Development Office		225-8595
Business Licenses	Code Administration		225-8580
Cemetery Information	Parks & Recreation Department – Blossom Hill Cemetery		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	Parks & Recreation Department		225-8690
City Clerk	City Clerk's Office		225-8500
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	Code Administration		225-8580
Community Centers	Parks & Recreation Department		225-8690
Community Development	Community Development Department		225-8595
Community Gardens on Clinton Street		NH Division of Forests and Lands	271-3456

## SERVICES DIRECTORY

<b>If you have a question about...</b>	<b>City Office and/or Department to Call</b>	<b>Name of non-city business to contact</b>	<b>Phone Number</b>
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
Economic Development	Economic Development Office		225-8595
East Concord Community Center	Parks & Recreation Department		225-8690
Elderly Exemptions	Assessing Department		225-8550



## SERVICES DIRECTORY

<b>If you have a question about...</b>	<b>City Office and/or Department to Call</b>	<b>Name of non-city business to contact</b>	<b>Phone Number</b>
Elections Information	City Clerk's Office		225-8500
Employment with the City	Human Resources Department		225-8535
Everett Arena	General Services Department		228-2784
Excavation of Gravel/Sand	Assessing Department		225-8550
Finance Department	Finance Department		225-8581
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	Parks & Recreation Department		225-8690

## SERVICES DIRECTORY

<b>If you have a question about...</b>	<b>City Office and/or Department to Call</b>	<b>Name of non-city business to contact</b>	<b>Phone Number</b>
Grounds Maintenance Park Maintenance	Parks & Recreation Department		225-8690
Hazardous Substances	Fire Department		225-8514
Hazardous Materials Disposal	Fire Department		225-8514
Heights Community Center	Parks & 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 Resources Department	Human Resources Department		225-8535
Human Services	Human Services Department		225-8575
Ice Arena	General Services Department		228-2784
Insurance Claims	Finance Department		230-3909
Job Openings	Human Resources Department		225-8535
Juvenile Delinquency Prevention/Diversion	Police Department		225-8600
Landfill/Transfer Station	General Services Department	Casella	224-0890
Landlord/Tenant Problems	Code Administration		225-8580
Legal Department	City Solicitor's Office		225-8505
Library Administration	Concord Public Library		230-3682



## SERVICES DIRECTORY

<b>If you have a question about...</b>	<b>City Office and/or Department to Call</b>	<b>Name of non-city business to contact</b>	<b>Phone Number</b>
Library Information (Reference Desk)	Concord Public Library		225-8590
Life Safety Code	Fire Department		225-8650
Marriage Certificates/ Licenses, Ceremonies	City Clerk's Office		225-8500
Memorial Field – Scheduling	Parks & Recreation Department		225-8690
Memorial Field – Maintenance	Parks & Recreation Department		225-8690
Merrimack Valley School District		Superintendent's Office	753-6561
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	Casella	224-0890
Parking	Police Department		225-8600
Parks & Recreation	Parks & Recreation Department		225-8690
Patching of City Streets and Sidewalks	General Services Department		228-2737
Peddlers and Vendors Licensing/Complaints	Code Administration		225-8580

## SERVICES DIRECTORY

<b>If you have a question about...</b>	<b>City Office and/or Department to Call</b>	<b>Name of non-city business to contact</b>	<b>Phone Number</b>
Penacook Branch Library	Penacook Library		753-4441
Planning Board	Planning Division		225-8515
Playground Maintenance	Parks & Recreation Department		225-8690
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
Prosecutor's Office	Legal Department		230-4990
Public Health	Code Administration		225-8580
Public Properties	General Services Department		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	Parks & Recreation Department		225-8690
Rental Housing Inspections	Code Administration		225-8580



## SERVICES DIRECTORY

<b>If you have a question about...</b>	<b>City Office and/or Department to Call</b>	<b>Name of non-city business to contact</b>	<b>Phone Number</b>
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 Department – Wastewater Division		225-8691
Sand/Salt Operations	General Services Department		228-2737
School Board		Concord Merrimack Valley	225-0811 753-6561
Septage Waste Disposal	General Services Department		225-8691
Septic Systems	Code Administration		225-8580
Sewer Emergencies	General Services Department		228-2737
Sidewalks	General Services Department		228-2737
Signs/Sign Code	Code Administration		225-8580
Signs, Street of Traffic	General Services Department		228-2737
Site Plan Regulations, Applications and Conditional Use Permits	Planning Division		225-8515
Snow Removal	General Services Department		228-2737
Solid Waste Recycling	General Services Department		228-2737

## SERVICES DIRECTORY

<b>If you have a question about...</b>	<b>City Office and/or Department to Call</b>	<b>Name of non-city business to contact</b>	<b>Phone Number</b>
Special Exceptions (Land Use)	Code Administration		225-8580
Steam Condensate Bills	General Services Department		225-8693
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 Division		225-8515
Subdivision Regulations Applications	Planning Division		225-8515
Swimming Pools/ Public Pools	Parks & 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



## SERVICES DIRECTORY

<b>If you have a question about...</b>	<b>City Office and/or Department to Call</b>	<b>Name of non-city business to contact</b>	<b>Phone Number</b>
Taxicab Inspection and Licensing	Code Administration		225-8580
Tennis Courts/ Lessons	Parks & Recreation Department		225-8690
Tennis Courts/Maintenance	Parks & Recreation Department		225-8690
Tire Recycling	Concord Transfer Station - Landfill	Casella	224-0890
Titles, Vehicles	Tax Collection Office		225-8540
Traffic Lights	Fire Department		225-8669
Traffic Signs	General Services Department		228-2737
Trails	Planning Division		225-8515
Trash Collection	General Services Department		228-2737
Tree Branches	General Services Department		228-2737
Underground Storage Tanks	Fire Department and Engineering Division		225-8651 225-8520
Variances	Code Administration		225-8580
Vendors - Mobile Food License & Inspection	Code Administration		225-8580
Veterans Tax Credits	Assessing Department		225-8550
Voluntary Lot Mergers	Planning Division		225-8515
Wastewater Treatment Plant (Hall Street)	General Services Department		225-8691

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**SERVICES DIRECTORY**

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<b>If you have a question about...</b>	<b>City Office and/or Department to Call</b>	<b>Name of non-city business to contact</b>	<b>Phone Number</b>
Water/Sewer Bills	General Services Department		225-8693
Water Treatment Plant	General Services Department		225-8696
Welfare	Human Services Department		225-8575
West Street Ward House	Parks & 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



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**City of Concord, New Hampshire City Departments**

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**ADMINISTRATION**

City Manager Thomas J. Aspell, Jr 225-8570

**ASSESSING**

Director of Real Estate Assessments Kathryn Temchack 225-8550

**COMMUNITY DEVELOPMENT**

Deputy City Manager-Development Carlos P. Baia 225-8595

Economic Development Director Suzi Pegg 225-8595

Code Administrator Michael Santa 225-8580

City Engineer David Cedarholm 225-8520

City Planner Heather Shank 225-8515

**FINANCE**

Deputy City Manager-Finance Brian LeBrun 225-8570

Assistant Finance Director Katherine Graff 225-8581

Office of Management & Budget Robert McManus 225-8582

Purchasing Manager Douglas Ross 225-8530

Treasurer Michael Jache 225-8540

**FIRE**

Chief Dan Andrus 225-8650

**GENERAL SERVICES, 311 N. State Street**

Director Chip Chesley 228-2737

Highways Wastewater Treatment Airport

Sidewalks Equipment Services

Snow and Ice Control Public Properties

Street Cleaning Water Supply

Storm Sewer Municipal Complex

Solid Waste Operation and Maintenance Facility

**HUMAN RESOURCES**

Director Jennifer Johnston 225-8535

**HUMAN SERVICES, 28 Commercial Street**

Director Karen Emis-Williams 225-8575

**INFORMATION SERVICES**

Director Edward Drouse 225-8597

**LEGAL**

City Solicitor Jim Kennedy 225-8505

**LIBRARY, 45 Green Street**

Director Todd Fabian 225-8670

**POLICE, 35 Green Street**

Chief Bradley Osgood 225-8600

**RECORDS**

City Clerk Janice Bonenfant 225-8500

**RECREATION**

Director David Gill 225-8690

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## ASSESSING DEPARTMENT

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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	215
Sales reviews conducted	527
Deed changes processed	708
New parcel reviews conducted	50
New construction reviews conducted	51
Appeals: BTLA & Superior Court	16
Equalization Ratio	97%
Net Tax Base Value for Tax Rate Setting	\$4,030,230,653

Assessing Department figures are based upon the Tax Year, April 1, 2017-March 31, 2018.

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## COMMUNITY DEVELOPMENT DEPARTMENT

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The Community Development Department assists in the fostering of tax base growth through a customer service oriented development assistance and inspection process that accounts for necessary safety, environmental and community concerns in a well-coordinated and cost efficient and effective manner.

### Notable

#### Administration

#### Public Outreach

- The Community Development Administration Division continued its public outreach through staff participation on the CRDC Board of Directors, and the Chamber Local Government Affairs Committee. Staff also led the Livability Day for the Greater Concord Leadership Program, as well as the 2<sup>nd</sup> year of the Concord Civics Academy.
- The Community Development-Administration coordinated staff support for the Airport Advisory Committee and the Economic Development Advisory Committee (EDAC).
- The Deputy City Manager-Development represented the City as a Vice President for the Northeast Region of the International City/County Management Association (ICMA) and as the Vice President for Membership on the Local Government Hispanic Network.

### Economic Development

- The Economic Development Director (EDD) continues to reach out and meet with key members of the community and business leaders.
- The EDD worked with new businesses interested in the City, as well as those looking for new locations in the northeast business corridor.
- Represents the City as a board member on the International Economic Development Council and on the local CATCH Neighborhood Housing Board.



## **Code Administration Division**

- The Code Administration Division is responsible for the administration of zoning, building, housing, and health and licensing regulations.
- Code Administration staff completed plan reviews and inspections for 457 building permits, with a construction value of \$61,427,633. Along with the building permits, 623 electrical permits, 671 mechanical permits, 257 plumbing permits, and 37 demolition permits were issued. Health and Licensing staff issued 876 health licenses and permits, while the Zoning Administration staff prepared for 73 Zoning Board of Adjustment appeals this year compared to 41 the previous year.
- Twenty-seven new single family homes were constructed this year and 68 renovation permits to single family homes were issued; strong indicators in both sectors.
- The most interesting project this year was the conversion of the 4<sup>th</sup> and 6<sup>th</sup> floors of the Capital Commons Office Building into 21 and 17 hotel rooms, respectively. These floors and some lobby space on the first level are now called The Hotel Concord.

## **Engineering Division**

The Engineering Division completed a number of major projects and program initiatives throughout 2017/2018, including major traffic and transportation design projects, stormwater, water, and sewer utility projects. Engineering staff continued to provide support for the Transportation Policy Advisory Committee and its technical subcommittees on pedestrian, bicycling, public transit, and traffic operations.

### Major Engineering Programs and Initiatives

The Engineering Division continued its efforts on a number of major and minor engineering programs and initiatives including the implementation of the GIS Master Plan, development of a multi-year digital tax map system update program, and continued review of development and permit regulations and standards.

- With respect to the GIS Master Plan, Engineering staff continues to update and expand the City's comprehensive GIS system, including water systems, sanitary sewer and storm systems, drainage systems, as well as other municipal infrastructure to provide the required asset reporting information for Finance.
- GIS staff, technicians, and interns continue to update water, sewer, and storm drain service records including updating system databases and incorporating detailed record drawings of utility type, age, size, material, and location into the GIS system. In 2018, the GIS intern team completed the street sign inventory update for asset management.
- In conjunction with the Assessing Department, the Engineering Division completed its fourth, and began the fifth, phase of the Digital Tax Mapping project. The fifth phase of this comprehensive project will improve the boundary accuracy of approximately 3,037 parcels in the southeast area of the City, generally bounded by South Fruit Street/South Street in the west and Pleasant Street/Loudon Road/Pembroke Road in the north. Phase V is scheduled to be completed in June 2019.
- Engineering continued the development, evaluation, and update of the City's construction standards relating to drainage design/stormwater management, street construction and street acceptance standards, as well as digital plan submission standards. All of these being required elements of City projects and private development projects subject to site plan and subdivision plan reviews by the Planning Board.
- In an effort to provide support to other departments and divisions, Engineering staff conducted numerous site visits to determine the location and/or status of public right-of-

way lines for development issues, right-of-way encroachments, and potentially hazardous street trees.

- In 2018, staff from the Engineering Division continued to support several mobile device applications for General Services' field crews. General Services' water, sewer, highway crews, and on-call staff members now rely on mobile tablets for accessing utility network information and recording maintenance and inspection work.

#### Transportation Policy Advisory Committee Initiatives

- Engineering staff continues to support the Transportation Policy Advisory Committee (TPAC) and its technical subcommittees focused on supporting various areas of transportation. The committee and subcommittees meet monthly and are open to the public. The subcommittees include: the Bicycling & Pedestrian Subcommittee, Public Transit Subcommittee and the Traffic Operations Committee. Annually, Engineering staff works with TPAC to develop a prioritization of transportation related CIP projects with a ranking of the committee's support.
- Engineering staff continued to focus on developing and improving the City's traffic and transportation related policies, as well as focusing on and responding to neighborhood traffic issues, in addition to the daily demands of traffic data collection, operational analysis, and response improvement. The Traffic Engineer chairs the City's Traffic Operations Committee and provides primary engineering support for the full TPAC and the City's Parking Committee.
- In an effort to identify and evaluate the City's high-frequency and high-severity accident intersections and corridors, the Traffic Operations Committee (TOC) continues to coordinate staff review of accident "hot spots" community-wide on a monthly basis. The TOC, through the support of the Concord Police Department, provides accident data used to develop accident "hot spot" locations for further review. Crash patterns are investigated and determined at high accident locations to identify safety problems and potential solutions. The TOC continues its focus on capital projects by specifically targeting critical traffic corridors such as Loudon Road, Manchester Street, North State Street, Main Street, Fisherville Road, Village Street, and Langley Parkway.
- Engineering staff continued to support neighborhood traffic inquiries from residents through the Traffic Operations Committee (TOC). The TOC met monthly throughout 2017/2018.
- Engineering staff continued to coordinate with General Services' and NHDOT's street repaving efforts to help facilitate sidewalk improvements and enable a redesign of street pavement markings to include bicycle lanes.

#### Major Transportation Improvement Projects

Engineering Services was active on a number of major transportation improvement projects and corridor studies throughout 2017/2018.

- The Loudon Road Corridor Safety Improvement Project (CIP 19), which originally began in 2016, entered the construction phase in June 2017 and was completed in the fall of 2018.
- Construction of the Sewalls Falls Bridge Replacement Project (CIP 22), which opened to traffic in November 2016, required development of an additional historic mitigation interpretive panel focused on "transportation" and the result will be an interpretive panel installed near the Storrs Street/Pleasant Street Extension intersection focused on the former Concord Train Depot. Coordination of the panel got underway in 2018 with installation planned for 2019.



- Originally identified in 2007, the Exit 16/Mountain Road/Shawmut Street Roundabout was deferred in the CIP until FY2016. Final design of the intersection improvement project was completed in 2016 and construction was completed in 2018.

#### Major Infrastructure Improvement Projects

- Engineering staff coordinated the evaluation, design and construction of a number of major and minor intersection projects, and airport projects.
- Engineering staff completed the design and construction administration of several major water, sewer, and stormwater utility projects, including the CIP 85 replacement of water mains near the Concord High School on Warren Street, North Fruit Street, and Kensington Street; as well as the completion of final paving and site work related to the water main replacements on Community Drive, Walnut Street, Cross Street, Rolfe Street, Allen Street, Sanders Street, and Rockland Road.
- With the increase in frequency of extreme rainfall, as noted by the Northeast Regional Climate Center, Engineering continues to focus on remediating and preventing further damage along many of the stream courses throughout the City. Engineering is progressing with a number of stormwater related projects through CIP 83 along the North State Street corridor near Clark and Tenney Streets (referred to as Area A), and near Abbottville Road (referred to as Area B), which will address erosion along a number of storm drain outlet channels east of North State Street. The erosion along these channels is threatening the sewer system, which runs east from North State Street to the interceptor, by exposing and undermining the sewer mains that run parallel to and under the drainage channels. These projects will also reestablish access to the area for future maintenance of the sewer and storm drain systems. Engineering also advanced a drainage system improvement design in the North Main Street/I-393 area, under CIP 571, to address ongoing flooding issues, which is scheduled for construction in 2019.
- An Aquatic Resources Mitigation (ARM) application to assist with the funding of the culvert under Portsmouth Street, CIP 83, has progressed through a lengthy permitting process gaining approval from NHDES in 2018. It is finally on schedule for construction in 2019. Portsmouth Street was overtopped by Mill Brook in 2006 and 2007. The existing culvert is undersized and is proposed to be replaced with a concrete box culvert with 50% of the funds being provided by the ARM grant (if awarded). The project will also improve the pedestrian connection between the trailhead parking and adjacent trails with the construction of a gravel path adjacent to the street over Mill Brook.
- Construction on the Downtown Complete Streets Improvement Project (CIP 460) began in September 2014, thanks to a TIGER grant that ultimately transformed Concord's downtown by enhancing access, mobility, and the overall visitor experience. Construction was substantially completed in the fall of 2016. Engineering performed its first year of five years of post-construction performance monitoring related to pedestrian, bicycle, and traffic volumes, and accidents to satisfy the TIGER grant requirements. The results are very encouraging and show significant improvements. Engineering is also working towards resolving various issues related to brick-paver crosswalks.

#### Municipal Airport Projects

- The City entered into an agreement with Federal Aviation Administration and New Hampshire Department of Transportation, Bureau of Aeronautics accepting a grant in the amount of \$2,850,000 to reconstruct, mark, light, and sign Taxiway A; construct Runway 35 aircraft holding apron; and, construct airfield pavement markings and maintenance.

### Community Development Project Inspection Program

- In its eleventh year, the Community Development Project Inspection Program continues to provide comprehensive inspection services at cost-effective rates to the development community. The special revenue fund remains in a strong position financially. Since its inception with the purpose of replacing expensive, outsourced inspection services, Engineering's staff inspectors have saved the development community tens of thousands of dollars in fees. Engineering staff provided inspection services for more than 18 private development projects throughout 2017/2018.
- In addition to inspecting numerous private development projects, Engineering staff continues to work with Liberty Utilities to replace aging gas mains throughout the City.

### **Planning Division and Planning Board**

- The Planning Division continued to provide staff support to the Planning Board, Conservation Commission, Heritage Commission and Architectural Design Review Committee, and to that end, during the fiscal year, the division staff attended and supported a total of 12 Planning Board meetings, 14 meetings of the Conservation Commission, 12 meetings of the Trails Subcommittee, 12 meetings of the Heritage Commission, and 12 meetings of the Architectural Design Review Committee. The division is responsible for the preparation of agendas, minutes, legal notices, and correspondence for these boards and committees.
- The Planning Division continued to provide processing, review, written reports and meeting presentations for applications to the Planning Board including 18 for Subdivisions, 27 for Site Plan Review, three for standalone Conditional Use Permits, seven for Architectural Design Review approval (not including the numerous sign applications that are reviewed by the ADRC and Planning Board), five voluntary mergers, two right-of-way discontinuances, and three applications from adjacent municipalities.
- The Planning Division staff continued to attend and provide support to the Traffic Operations Committee, the Transportation and Policy Advisory Committee, the Parks and Recreation Advisory Committee, the Trails Committee, the Poles and Wires Committee, the Mid State Regional Coordinating Council, the CNHRPC Technical Advisory Committee, the City/State Regional Planning Commission, and the Housing Committee.
- Planning staff continued to attend and provide support to the Bicycle and Pedestrian Subcommittee of TPAC (BP-TPAC). Staff has worked with TPAC and the Subcommittee to explore opportunities to implement a bike lane demonstration project, and also investigated bike share options for the City of Concord. Staff also continued to provide assistance to CNHRPC and attend the City's monthly Transportation Advisory Committee meetings.
- The Planning Division staff continued to assist the Heritage Commission identify actions to encourage preservation and draft revisions to the Demolition Delay Ordinance.
- Planning staff reviewed and provided written reports for the proposed re-zoning of Pleasant Street for Concord Orthopaedics.
- Planning staff prepared, and City Council adopted, an amendment to the zoning ordinance to address agritourism. The changes expand commercial opportunities for rural land by allowing landowners with large parcels to host outdoor events, and expand bed and breakfast and campground uses into the rural residential districts.
- Planning staff began a process of revising Planning Board procedures to a digital format, reducing reliance on paper files. Staff worked with the City Clerk's office to adapt both the Planning Board agenda and the Architectural Design Review agenda to the Granicus



format, creating more consistency with agendas and procedures. Staff also acquired iPads to allow Board and Committee members to access and review applications more easily. These changes have streamlined meetings and dramatically reduced the amount of paper copies made for both Planning Board and Architectural Design Review Committee meetings. This process is ongoing.

- Planning staff completed the Main Street Design Guidelines, which were then adopted by the Planning Board. Planning staff then prepared, and City Council adopted, several amendments to the City Code to implement the new policies. Planning staff now coordinates with other City departments to review and manage issues as they arise pertaining to the Main Street corridor business district.
- Planning staff worked with the Parks & Recreation Department to oversee the installation of a landscape plan for Rollins Park and to help design a restoration landscape plan for the shoreland area of Terrill Park as part of the permitting process.
- Planning staff completed due diligence items for the acquisition of 85 acres of land located off Hot Hole Pond Road and 8 acres off Fisk Road for conservation purposes. In addition, staff coordinated a land swap for the acquisition of 17 acres of conservation land off Little Pond Road and facilitated the acceptance of a donation of 8.5 acres of conservation land on Stickney Hill Avenue. The properties are proposed for acquisition in FY19. Planning staff worked with the City Solicitor and a consultant attorney to finalize the acquisition of 106 acres of land within the Penacook Lake Watershed.
- Planning staff hired a consultant and kicked off the update to the zoning ordinance in FY18. Planning staff held several public meetings and presented several documents for City Council's and the public's review. This project is ongoing.
- In conjunction with revisions to the zoning ordinance, Planning staff began revision of the Site Plan and Subdivision Regulations to streamline the development process and reduce redundancy.

### **Conservation Commission**

- The Conservation Commission continues to monitor city-held conservation easements and pursue corrective actions to resolve easement violations as needed.
- The Commission worked with the Trails Committee to evaluate trail locations for connections between Swope Park and Winant Park.
- The Commission reviewed wetland permit applications from the New Hampshire Department of Environmental Services, as well as Conditional Use Permit applications submitted to the Planning Board that related to proposed impacts to the wetland, bluff, and shoreland protection buffers.
- The Commission worked with staff and consultants to finalize the Conservation Commission's Conservation Open Space Plan Update. Staff coordinated with the consultant and attended several special work sessions during the process. The final document is expected to be completed in the beginning of 2019.
- The Planning Division staff continued to assist the Conservation Commission with its land protection initiatives and open space management program.
- The Conservation Commission held two public site visits on properties proposed for conservation easements; the Commission walked the properties to observe current conditions.
- The Commission continued to provide comment on the Northern Pass project. The Commission hired a consultant to create a viewshed analysis to determine visual impacts to conservation land and the City at large. The Commission Chair and one member filed testimony and testified at Site Evaluation Committee technical sessions. Staff also



prepared several documents, provided feedback, and filed testimony on the Northern Pass project. Staff testified at Site Evaluation Committee technical sessions.

- The Commission corresponded with several property owners interested in placing their land under conservation. Follow-up discussions are ongoing.
- The Commission worked with the Trails subcommittee to formalize a structure for the subcommittee.
- The Commission worked with the Concord - Lake Sunapee Rail Trail group to determine the feasibility of purchasing land owned by Pan Am for conservation purposes, as well as for the expansion of the trail between the Pierce Manse and North State Street. The Commission was not able to negotiate a feasible purchase price.

### **Forestry and Trails Program**

- Timber sales were conducted on the Penacook Watershed property under the forestry management plan. Additionally, timber sales were conducted on Penacook Lake watershed land and Garrison Park to salvage timber from red pines that were infested with red pine needle scale and ash trees infested with Emerald Ash Borer.
- The Trails Subcommittee met monthly to coordinate trail maintenance and construction activities; various trail improvements were completed on conservation land.
- The Trails Subcommittee drafted a procedure and trail criteria to be used as guidance for the construction of new trails.
- The Trails Subcommittee created a template for wayfinding signage for City trails, and installed signs at Swope Park, Oak Hill Trails, and the Broken Ground Trails.
- The Subcommittee created a working partnership with the local chapter of the New England Mountain Biking Association and worked with the group to design a mountain bike specific trail in the Broken Ground area, to be built in FY19.
- Planning Staff held two informational classes about the trail system hosted by the local chapter of AARP and led an informational hike with the Osher Lifelong Learning Institute (OLLI) through NHTI.
- The Trails Subcommittee worked with an Eagle Scout to construct a bench at an overlook on the West End Farm trail.
- The Trails subcommittee held group hikes for the community on a monthly basis throughout the year, with 10-15 community members present at most of the events.
- A Forestry intern was hired to assist the consultant forester to maintain and monitor trails, assist with timber sale marking, and digitize the forest management plan.

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## **FINANCE DEPARTMENT**

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

### **Office of Management and Budget Division**

The Office of Management and Budget (OMB), codified in 2011, provides citywide comprehensive and consistent budgetary and analytical support. As part of OMB's launch, the budgeting process was re-designed for the intended purpose of relieving departments of some budget preparation responsibilities thus allowing them to focus more effort on their mission.

OMB coordinates the development of the City's budget across 14 departments within nine operating funds plus capital improvement funds. The Office develops the salaries, benefits, and utility expense budgets for departments through close coordination with department heads. OMB also provides financial analysis to assist policy development, including the development of financial pro-forma statements and assists departments with the financial aspects of program development.

### **Treasury/Collection Division**

The Collection Office processed over 47,000 motor vehicle registrations with over 93% of customers completing both city and state portion of the registration at City Hall. The property tax collection rate was 98.6% for the 2017 tax year compared to 98.8% for the 2016 tax year. The hours open to the public are 8:00 a.m. until 4:30 p.m. except Thursdays in which there are extended hours until 6:00 p.m. Staff serviced 861 customers in 2018 during the Thursday evening hours. The city maintains a strong bond rating with Standard and Poor's of AA+.

### **Purchasing Division**

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

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

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

- a. **Energy Contracts.** Fixed price contracts for the supply of **electricity** for the City's two G1 (largest) accounts and eighty-five G2 accounts have been awarded to Constellation New Energy through 12/01/20 and 12/20/20 respectively (100% renewable via wind power). The City's smaller accounts continue to receive electricity supply from Unitil on a default basis. A fixed price contract for the supply of **natural gas** for the City's largest 35 accounts has been extended with Direct Energy through 6/30/20. The City's small accounts continue to receive natural gas supply from Liberty Utilities on a default basis. **Gasoline and diesel fuel** are currently under fixed price agreements for the City, Concord School District and Merrimack Valley School District through 12/31/19 with potential extensions through 6/30/20. **Kerosene and #2 fuel oil** are procured via indexed (spot market) price contracts through 06/30/19.
- b. **Energy Improvements.** The City recently completed an LED conversion upgrade of all exterior lights and interior lights in the emergency service bay at the Combined Operations and Maintenance Facility (COMF). Fifty percent of the cost for this project was funded by an incentive rebate from Unitil. The remaining cost was funded by the City. The anticipated annual energy savings for this project include a reduction of 62,856 kWh of electricity at a savings of \$8,800 and a reduction in CO2 emissions of 38.3 tons per year.

The Purchasing Division staff continues to work with its counterparts from the State of NH and Cities of Berlin, Dover, Keene, Laconia, Manchester, Nashua, Portsmouth and Rochester and the Towns of Merrimack, Northfield, Salem and Tuftonboro to prepare and issue competitive



solicitations and enter into subsequent multi-year contracts for the purchase of supplies and services common to all municipalities.

The Assistant Finance Director and Purchasing Manager:

1. Continue to serve as members of the City's Enterprise Resource Planning (ERP) System Steering Committee; and
2. Lead the Accounts Payable/Purchasing Continuous Improvement Team for ERP training and improvement of services.

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

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### **INFORMATION TECHNOLOGY DEPARTMENT**

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

#### **Notable**

- Implemented, upgraded and centralized Antivirus and Malware prevention system.
- Replaced and upgraded backup and business continuity software suite.
- Replaced one hundred and twenty City desktop computers.
- Upgraded messaging and voicemail platforms
- Designed and installed network and communication infrastructure for new community wide recreation center.
- Migrated Library to cloud hosted cataloging and automation system.

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### **FIRE DEPARTMENT**

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The mission of the Concord Fire Department is to protect life, property and the environment in our community through an all-hazards approach to fire protection, emergency medical services, community risk reduction and education. The Fire Department maintains a Communications Center, which dispatches emergency calls for the City of Concord and 23 other communities comprising the Capital Area Mutual Aid Fire Compact. The center also dispatches two private ambulances and the Central New Hampshire Haz Mat Team. The Department also maintains the City's municipal fire alarm, traffic signal systems, and exterior fiber-optic network.

#### **Notable**

##### **Administration and Communications**

- Coordinated and delivered the selection and promotional process for the positions of Deputy Chief-Administration, Deputy Chief-Operations, Battalion Chief, Captain/Communications Supervisor, Lieutenant, Firefighter Paramedic and Firefighter.
- A new three year collective bargaining agreement was negotiated with the Concord Fire Officers Association.
- The Town of Washington joined the Capital Area Mutual Aid Fire Compact.



- Lead Dispatcher Scott Bourque was named the New Hampshire Grange First Responder of the Year.
- Facility and technology upgrades included the replacement of the roof at Central Fire Station and the replacement of the telephone switching mechanism in Dispatch.
- A station exhaust removal system was installed at Central Fire Station.
- The Fire Department continued to maintain a very active presence in social media, including FaceBook and Twitter.
- The Fire Department began the work to transition the City's venerable Gamewell Fire Alarm System from mechanical fire alarm boxes to radio fire alarm boxes.

#### **Fire, Emergency Medical Services, Training, and Special Operations Activities**

- The Fire Department coordinated and hosted a tabletop exercise for the City leadership team on emergency operations center roles and functions.
- Significant fires occurred at 68 South State Street, 109 Liberty Street, and 28 Rolfe Street, and a fatal fire occurred at 7 Trinity Street.
- The Fire Department organized and deployed a major emergency management exercise for the City's long term care facilities.

#### **Fire Prevention and Safety Initiatives**

- Fire Prevention education was delivered to second grade students during Fire Prevention Week.
- The Department participated in the National Night Out event at Rollins Park.
- Fire Prevention staff members installed 556 smoke and carbon monoxide alarms in 127 homes through the "Get Alarmed New Hampshire" program.
- The Fire Department participated in meetings with the Capital Area Public Health Network, the Senior Falls Prevention Task Force, the Region 2 Integrated Service and Delivery Network (for mental health treatment) and the Capital Area Leadership Team for Substance Abuse Disorders for a coordinated and integrated response to community health and safety issues.

<b>FIRE SERVICE INDICATORS</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
1. Number of Emergency Responses	8,109	8,257	8,600
2. Number of patients transported	4,457	4,551	4,771
3. % of emergency phone calls answered In < 16 seconds	99.47%	99.26	N/A
4. % of Emergency Response Times < 5 Minutes	61.07%	59.48%	63.13%
5. Number of inspections completed	923	1,048	885
6. Number of Public Education Hours Delivered	58	82	70
Average Training Hours per Firefighter	112	82	99

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## GENERAL SERVICES DEPARTMENT

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

### Notable

#### Administration

- Written articles published in the American Public Works Association's national magazine, *APWA Reporter*, promoting how Concord celebrates the value of water and celebrated the national campaign, "Imagine A Day Without Water" and a second article later in the year promoting how Concord celebrates National Public Works Week.
- Hosted the second annual Concord Public Works Celebration at Memorial Field to educate and engage local schools and the general public about public works services during National Public Works Week. Estimated attendance of approximately 300. Improved event this year with a DJ, rotating exhibit stations, and introduced the department's new mascot, Public Works Pup. Annual solid waste brochure mailed to residents with informative trash and recycling information.
- Hosted first annual recycling poster contest with local schools in celebration of the national campaign, "America Recycles Day."
- Increased communication and public outreach via City website updates, print media, social media, press releases, the City Manager's Newsletter, General Gazette newsletter, and bill stuffers.
- Social media continued to improve community engagement, increase branding, and encourage public awareness of organization services.
- Received state grants for leak detection efforts and Household Hazardous Waste Collection.
- Household Hazardous Waste Collection Day was highly attended by 627 households and advertised across local radio stations with a recorded PSA
- Produced a recruitment video titled "We Love Working at Concord General Services" that featured employees sharing why they love working for the department and encouraged public viewers to apply for available positions. The video was advertised on Facebook and generated over 13,000 video views and 748 visits to the City's job listing webpage.
- Other videos produced and promoted included "How To Find Water Leaks At Home" that was promoted in coordination with the department's "Fix A Leak Week" marketing campaign and "Keach Pool Construction Time Lapse."

#### Highway and Utilities

- Completed Neighborhood Street Paving Project (CIP # 78) as approved in the FY 2018 budget. City Council also added \$1,601,622 to the 2018 program from SB 38 funds and the Excavation Permit lawsuit, which enabled the Division to do several more streets during the construction season.
- Actively participated in the City's web site, specifically the Customer Request Tracker portion of the web site.
- Trained the entire Division in the safe handling and disposal of asbestos pipe, they are all OSHA II certified.
- The water crew of the Division worked with the GIS folks to get all of the hydrant flushing information onto the I Pads which enabled the crews to complete the flushing of



all City and private hydrants in 8 weeks. It used to take up to 12 weeks to complete the program.

- The sewer crew of the Division worked with the GIS folks to get a sewer manhole and drain manhole data collector application on the I Pad so information can be put directly into the GIS rather than doing it on paper and then coming back to the office and putting it into the computer, saving both time and chances for errors by going from paper to the computer.

### **Public Properties**

- Managed the in-house renovation of the; City Auditorium Lobby and Dressing Rooms, Police Department Dispatch Center, the Terminal Lobby at Concord Airport, the Arena Pro Shop, the Green Street Community Center ERP Training Suite and Dance Studio, and the Code Enforcement Area of the City Hall Annex.
- Upgraded our custodial services assuming new responsibilities at the Waste Water Treatment Plant and expanding services at the leased property at Commercial Street.
- Provided oversight for numerous contracted upgrade projects including the rebuilding of Keach Pool, replacement of the Library A/C Chiller, and roofing upgrades at the Combined Operations and Maintenance Facility.
- Developed RFPs for contracted services, increasing the speed and efficiency of the contracting process while minimizing costs.

### **Equipment Services**

- Increase the Fleet availability with quality preventive maintenance and proactive component replacements on City vehicles.
- Continue field testing new plow cutting edge system (four trucks equipped last year). 7 additional trucks equipped the 2018-2019 winter for a total of 11 trucks. The system has proven very effective and has reduced cutting edge replacements, produced less noise/vibration, and reduces operator fatigue. The new system will reduce cutting edge replacement labor time and allow plows to spend additional time on the road during storms.
- Equipment Service technicians continue to attend technical training from various resources. They have increased their skills in computerized engine controls, braking systems, fire equipment systems, and emissions training.
- Purchased a JalTest computerized diagnostic tester to test onboard truck computers, sensors, actuators, and injectors. The purchase of this tester will help reduce the need to send trucks to the dealers for costly diagnostic repairs.
- Increased use of municipal and national purchasing groups when replacing CIP equipment. This has given us increased standardization and better pricing.

### **Arena**

- Received approval to take the Pro Shop operation in-house. Started renovations to the Pro Shop in May 2018 for a September 2018 opening.
- Completed the installation of WIFI and started work on Arena Splash Page.
- Batteries replaced to the Electric Zamboni

### **Water**

- Maintained Level 2 American Water Works Association (AWWA) Partnership for Safe Water.
- Received the 2017 Fluoride Optimization award from the Center for Disease Control (CDC).



- The Water Plant continues to make infrastructure upgrades with the replacement/upgrade of the Carbon Dioxide system design and bid completed, with construction slated for the summer of 2019.
- Water Treatment Superintendent Marco Philippon was elected through New Hampshire Water Works Association to represent the industry on the NH Drinking water and Groundwater Trust fund committee where he will help guide upgrades to state wide infrastructure with the \$280 Million dollar settlement from Exxon Mobil related to MTBE contamination.

### **Wastewater**

- Featured on WMUR's *NH Chronicle* television segment with Sean McDonald touring the Hall Street Wastewater Treatment Facility and trying some tasks.
- The Wastewater Treatment Division continues to complete infrastructure upgrades with the replacement of multiple pumping systems at the Hall Street plant and the replacement of the electrical system at the East Concord station.
- Personnel from the Wastewater Treatment Division continue to participate in public outreach events including Public Works Week, New Hampshire Wild Days, and Market Day's. In addition the division conducts several tours during the year to both school groups and the general public.
- The Wastewater Division has been participating in an NHDES sponsored energy efficiency program over the past year. The division, with financial assistance from Unital, has successfully completed an upgrade of all the exterior lighting at the Hall Street plant. This project will reduce the cost of exterior lighting at the plant by approximately 70%
- The Wastewater Treatment Division received the 2018 Outstanding Public Outreach Award presented by the New Hampshire Department of Environmental Services.

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## **HUMAN SERVICES DEPARTMENT**

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The mission of Concord Human Services is to provide interim assistance with basic needs for those who do not have the resources to meet these needs and encourage community involvement in addressing issues to help break the circle of poverty.

### **Notable**

- The generous owners and employees of ASA Sanel donated 70 bountiful Thanksgiving baskets to families in need that we serve.
- 30 children were provided with Christmas presents provided by many generous donors including City Employees, NH Municipal Association, Unitarian Benevolent Association, Legal Advice & Referral Center, Beaver Meadow Village Association and residents.
- Emergency food from our pantry was provided to those we serve on a daily basis. Our pantry is generously stocked by Capital Region Food Program, Congregants of Temple Beth Jacob and Immaculate Heart of Mary, co-workers and residents.
- Human Services Director served on the Steering Committee for Concord's Plan to End Homelessness.

<u>SERVICE INDICATORS</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
1. Appointments/Emergencies	1,789	1,359	990
2. Homeless & Homeless at Risk Served	286	227	188
3. Applications for Assistance Issued	542	392	370
4. Total Walk-ins	1,389	961	851
5. Total Initial Case Interviews	512	376	347
Percent of Total Aid Budget in Rental Assistance	92.3%	91%	90%

#### LEGAL DEPARTMENT

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

<u>LEGAL SERVICE INDICATORS</u>	<u>FY2016 Actual</u>	<u>FY2017 Actual</u>	<u>FY2018 Actual</u>
1. Civil Litigation Cases	*20	*26	*24
2. Tax Abatement Cases	*35	*39	*25
3. Tax Lien Mortgages (Research at Registry)	550	498	**0
4. Tax Deed Mortgages (Research at Registry)	91	100	**0
5. Tax Title Searched for Properties to be Deeded	600	598	**0
6. Ordinances Reports and Resolutions	***16	102	147
7. Negotiated Union Contracts (out of 6)	1	4	1
8. Licenses, Agreements and MOUS	60	88	69
9. Bankruptcy Matters (Claims Filed)	14	27	31
10. City Department/Public Body Westlaw Legal Research	1,022	466	2,036
11. Financial Guarantees for City Projects/Developments	27	36	46
12. Right-to-Know Requests	28	50	69
13. Complaints Files/Reviewed	-	****4,513	3,838
14. Criminal Dispositions and Hearings	21,000	18,569	14,146
15. Juvenile Dispositions and Hearings	706	751	1,026
16. Administrative License Suspensions	206	204	205
17. Concord Code Enforcement	30	60	28

\* Includes pending cases from prior years

\*\* Change in lien search dates from May to July

\*\*\* Resolutions not included

\*\*\*\* First year reported

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## LIBRARY DEPARTMENT

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- Mission:** The Concord Public Library connects individuals with resources in order to enhance lives and build community.
- Vision:** The Concord Public Library will be a dynamic place, promoting the love of knowledge and the joy of reading.

### Notable

- Overdrive released their new eReading app, Libby, and Reference Staff have attempted to make patrons aware of this as they answer eBook and eAudiobook questions
- We launched a new streaming and downloadable service (books, movies, music and graphic novels) called Hoopla. Patrons can check out 5 titles across any medium per month.
- Zinio, our new online periodical database, is now up and running for patrons to check out dozens of titles with unlimited checkouts, availability, and no due dates.
- We started using locked cases for new DVDs, which has quickly stemmed the disappearance of some titles from the collection.
- CPL began to offer regular Computer Basics for Adults programs for the public.
- The children's library Steam Team started to utilize a registration and cap because of the demand for each monthly program and build.
- In February 2018, after a few years of research and preparation, we migrated the Library's ILS system to Sirsi Dynix. The last ILS system was 13 years old. The new system will handle everything from the way we catalog items to Inter Library Loans, to a new online catalog for patrons on a cloudless remote server, making our server equipment obsolete and unnecessary to upkeep.
- "Canta, Cuenta, Juega," a class for young children (ages 1-5) to learn Spanish through games, songs and fun came back to the Library and meets once per month.
- We launched Winter Reading Bingo for both children and adults. Patrons get a bingo card suggesting various types of books to read. When they complete any five of the squares, they get a chance to win the grand prize. Children also receive a free book.
- In April we celebrated the first exhibit to hang in the new gallery in the updated library auditorium with a weekly Pop-up Coffee Shop where attendees enjoyed complimentary coffee and biscotti while browsing the Amy Beach Exhibit. We also had a performance by Marie Harris and Adi Rule entitled "Amy Beach in Words and Music."
- In summer of 2018 the Library launched its new website along with other city departments on the Civics Plus platform.
- We opened the new Heights Branch Library at the City Wide Community Center, initial hours are Tuesday 10am-4pm, Thursday 2pm-8pm and Saturday 9am-12pm.



<u>Library Service Indicators</u>	<u>Actual FY2017</u>	<u>Actual FY2018</u>
1. Items Borrowed		
Main Adult	138,180	142,440
Main Children's	71,427	72,327
Audio & E-book Downloads	26,993	34,428
Main Total	236,600	249,195
Penacook Branch	4,963	4,568
Renewals	54,773	38,768
Total	296,336	292,531
2. Traffic Count		
Main Library	195,869	180,328
Penacook Branch	3,368	3,473
3. Online Services		
Catalog searches	648,377	567,028
Database searches	653,871	292,103
4. Classes & Events		
Main Adult Programs	96	89
Main Adult Attendance	2,644	2,485
Main Young Adult Programs	16	3
Main Young Adult Attendance	91	21
Concord Reads Programs	10	9
Concord Reads Attendance	128	237
Main CR Programs	180	166
Main CR Attendance	3,200	3,614
Pen Branch Programs	9	2
Pen Branch Attendance	46	18
Total programs	311	269
Total attendance	6,109	6,375
5. PC/Internet Use Hours		
Main Adult	18,097	12,487
Main Children's	3,090	2,118
Penacook Branch	447	477
Total	21,634	15,084
6. Chromebook Checkouts	4,594	4,635
7. Research Assistance		
Total	70,356	81,965
8. Volunteers		
Hours	1,864	1,836
9. Interlibrary Loans		
Lent	2,783	2,371
Borrowed	3,131	2,907

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## HUMAN RESOURCES DEPARTMENT

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

### Notable

- Conducted and submitted Prime Program Annual Self-Assessment to ensure recertification of Prime Designation. The City received a 2.5% discount on both our Workers' Compensation and Property and Liability contributions/premiums based on maintaining our Prime status. This equates to a \$14,254 discount on our Workers' Compensation premium and an overall \$30,894 discount on all lines.
- Continued work with the Joint Loss Management Committee to reduce injuries through safety initiatives has resulted in a Loss Ratio Adjustment Factor (LRAF) of .65 for 2017. This is .35 below the expected loss LRAF of 1 which is the anticipated factor based on the City's size and other risk factors.
- Average cost per claim for workers' compensation claims for FY2018 was \$4,028. This represents a decrease in the average cost of claims over the previous year.
- Completed requirements to become a National Safety Council First Aid and CPR Training Facility for the purpose of providing First Aid, CPR, and AED training to employees whose positions do not specifically require these lifesaving skills.

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

- **203** participants attended a Wellness Education program (a **13% reduction from the** previous year).
  - During the year there were a total of 15 onsite workshops offered.
  - There was one off-site series workshop offered over the course of 4 weeks and a total of 11 people attended that.
- **233** participants obtained a preventive screening offered by the program (a 6% increase over previous year).
  - More participants are utilizing physician and dental visits to complete this component
- **285** participants have completed this year's major component – the Online Health Questionnaire.
  - The online Health Questionnaire is a highly popular component and usually garners much more participation than the activity-based component required on the off years.
- **171** participants have completed the 3-month exercise requirement (a 3% decline over previous year)
- This year we started to record some of our programs so that those employees and/or spouses who could not physically attend, would still be able to get the education. The video would then be posted to our private YouTube page and a link would be sent to interested participants to watch, at the end of which, there would be a questionnaire and when turned in, the participants would receive wellness credit. This year we had 5 participants take advantage of this.



Some Human Resources Strategic Initiatives include: completion of the Primex Prime Program; the increased use of social media to attract talent to the City workforce; and participation in the selection of the City's new Enterprise Resource Program provided by Munis.

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## **POLICE DEPARTMENT**

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

### **Notable**

### **FY 2018 GOAL STATUS**

1. Continue to implement strategies to augment the Department's efforts in combatting illegal drug use in the community. Coordinate departmental efforts with other stakeholders including federal, state, and local law enforcement agencies, service providers, and the court system. Utilize available grant funding through Project Granite Hammer and any other available sources to improve the Department's response to the illegal drug epidemic.

#### Status:

The Police Department continues to take an aggressive stance in combatting illegal drug issues facing the City. The Department has added an additional investigator to the Drug Enforcement Unit in order to augment the Unit's efforts in conducting undercover drug investigations and to assist in collecting and disseminating drug intelligence. The Department has also worked closely with stakeholders in the community and throughout the State to include other police agencies, service providers, City Departments and the court system. The Department has a representative participating on the Merrimack County Drug Court Team, which began operating during the fall of 2017. Members of the Department also participate in the Prescription Drug Monitoring Program, the Concord Emergency Services Continuum of Care Workgroup and various other groups geared towards addressing the illegal drug epidemic.

During the fall of 2017, the Police Department received a grant award in the amount of \$62,551 through the Law Enforcement Opioid Abuse Reduction Initiative (Project Granite Shield). These funds have been utilized by the Department to cover overtime costs associated with conducting illegal drug investigations in the City and surrounding towns. The Department will continue these efforts and regularly assess personnel assignments and initiatives to most effectively address illegal drug usage in the city. During FY18 the Department made 307 arrests of individuals on a total of 483 illegal drug related charges.

The Department also maintains a prescription drug drop box in the lobby of the police department. This drug drop box allows people to drop off their unused or unwanted prescription medications that otherwise could be available for abuse or unauthorized consumption. During FY18 over 687 pounds of prescription drugs have been turned in by members of the community.

2. Foster positive community engagement designed to further the relationship of the Department with the community and also address community related concerns. Continue efforts to improve the communication and level of cooperation with the community to improve quality of life issues facing the City, as well as to deter criminal activity.

Status:

During FY18 the Department has been involved in a number of initiatives designed to further the relationship with the community. The Department hosted several community meetings involving the New American community through “Blue and You” events. Officers met with the New American Community and discussed strategies to strengthen its relationship with the Department and discussed how to better understand American Law Enforcement. The Department also participated in two Community Health Fairs to promote health and wellness information and provide information on assistance that is available for those new to the community. Members of the Department participated in the “Love Your Neighbor” event at Keach Park, which brought people of all cultures together to interact and get to know each other.

The Department hosted a bicycle rodeo during which children received instruction on safe bicycle operation as well as the proper use of safety equipment. The Department collaborated with several community agencies and businesses and was able to give away a number of bicycles and bicycle helmets to those who attended the event.

The Department has continued to stay active in the community with the use of the Bicycle Unit and Motorcycle Unit through the spring, summer, and fall months. Both of these Units play a vital role in the Department’s commitment to community policing. Officers assigned to the Bicycle Unit and Motorcycle Unit interact with the public during many events and are able to increase the Department’s involvement in activities occurring in the community.

The Department participated in several new programs to help promote community interaction both with children and adults. The Department conducted several “Ice Cream Patrols” throughout the City’s parks, issued free pizza and ice cream certificates to children who were observed practicing bicycle safety, and sponsored “Lunch with a Cop” events and “Police Readers” throughout the schools in both the Concord School District and Merrimack Valley School District. The Department also conducted several DARE classes in both the Concord School District and Merrimack Valley School District.

During FY2018, the Department has put on four Rape Aggression Defense (RAD) programs, which are comprehensive self-defense courses for women and include situational awareness, prevention, risk reduction and avoidance, and progresses to the basics of hands-on defense training. The RAD System is dedicated to teaching women defensive concepts and techniques against various types of assault by utilizing easy, effective, and proven self-defense tactics. The system of realistic defense provides a woman with the knowledge to make an educated decision about resistance.

The Department also hosted an informational meeting with the deaf and hard of hearing community. The event was held so that law enforcement could learn the concerns of the deaf and hard of hearing community regarding police interaction, and also so that the deaf and hard of hearing community could learn why police respond and interact with the public the way they do during certain situations.

Due to the recent trend of mass shootings occurring in businesses and schools throughout the country, the Department has been offering active shooter training seminars. The Department has participated in 8 active shooter trainings, with approximately 230 attendees during FY2018.



The Department has organized several “Walk with a Cop” events designed to get seniors and others out walking on City walking paths and other parts of the City with police officers. The Department has also put on several internet safety talks in both the Concord and Merrimack Valley School Districts, and also made presentations to the AARP and other elderly groups regarding fraud.

The Department remains committed to participating in these types of initiatives and continuing to foster the relationship between the Department and the community.

3. Maintain a comprehensive, data driven, citywide traffic enforcement plan and integrate new strategies and alternate resources as necessary to make the streets of Concord safer for motorists, pedestrians, and bicyclists.

Status:

During FY 2018 the Department conducted 10,590 motor vehicle stops which have resulted in the issuance of 2,176 citations and 9,038 written warnings. The department proactively utilized its motorcycle unit during the summer months to help ensure safe operating behaviors by the motoring public through the enforcement of motor vehicle infractions. Additionally, the Department utilized funding provided by the New Hampshire Highway Safety Agency to conduct focused patrols on Loudon Rd. for aggressive driving, downtown for pedestrian and bicycle safety, as well as impaired driving patrols throughout the City. The Department deployed the radar trailer in areas of traffic safety concern throughout the City.

Members of the Department actively participate in the City’s Traffic Operations Committee and work collaboratively with other City Departments to appropriately address traffic safety concerns throughout the City. The Department will continue to pursue grant opportunities available through the NH Highway Safety Agency as well as other entities to augment the current traffic safety efforts by the Department.

Over the course of FY 2018 the Department issued 1,265 citations for hazardous moving violations as well as 5,031 written warnings for hazardous moving violations. The Department also arrested 133 impaired drivers. During FY18 the Department has responded to 1,350 reportable traffic crashes. 213 of these crashes involved injury to a total of 253 individuals. During this time frame there was one fatal crash as well as 24 crashes involving a pedestrian and 6 involving a bicyclist. The Department utilizes city-wide crash data in determining areas of the City to focus attention and address improper driving that may be occurring.

4. Seek to fully staff all authorized sworn positions. Implement strategies to increase police officer recruitment efforts, including the use of social media and other innovative methods of creating interest in the Department for prospective candidates.

Status:

Closing out FY18, the department has fallen short of our goal to be fully staffed. By the 9 month mark of FY18, we hired 9 new police officers and spent the last quarter of FY18 testing to fill our four remaining vacancies. Our April recruitment produced 129 applications from candidates who were interested in testing with the department. These applicants were pre-screened and subsequently invited to our testing based on our minimum qualifications. Of the 129 candidates, only 70 applicants confirmed that they wanted to test with us. Of the 70 confirmed applicants, 34 applicants actually showed up for testing and

ultimately only 19 applicants passed both the written test and the fitness test. From these 19 applicants, 3 made it to a final interview and were given job offers by the Chief of Police.

All three of these applicants were slated to be officially hired on August 5th, 2018 however one of the applicants has since declined our job offer for another law enforcement agency. This will leave us with 2 new police officers hired of 4 vacancies moving into the first quarter of FY2019.

During the course of the recruitment, we have continued to aggressively market the agency to area criminal justice department heads at several area colleges and universities. One of our new police officers is the product of our internship efforts, in that; this new police officer was one of our former interns. This is the first time that the Concord Police Department was successful at hiring an intern after graduation.

During this time, the Professional Development Unit heavily recruited at Norwich University, Southern New Hampshire University, Saint Anselm College and New England College. Current recruitment efforts include teaching classes at those institutions, engaging students for internships, and networking and relationship building with the various department heads and academic advisors so that they know the timing of our recruitments.

We continue to advertise online using Indeed, various online college/ university job postings boards and in newspaper prints. We utilize social media such as our Facebook page to post vacancies and we continually poll our applicants to see where we gain the most of our applicants. These efforts are offset by the length of the hiring process and the loss of staff due to either retention or retirements.

5. Continue efforts to identify and implement strategies in dealing with individuals in mental health crisis. Coordinate with Riverbend in order to most effectively utilize their Mobile Crisis Unit and provide appropriate training to Department personnel. Re-assess the Department's Crisis Intervention Team and implement any changes necessary to improve the effectiveness of the team.

Status:

During the first three quarters of FY 2018, the Department has worked very closely with Riverbend and Riverbend's Mobile Crisis Unit. The Department utilizes the Mobile Crisis Unit when it is safe and appropriate to have the Mobile Unit respond to the scene when officers are dealing with a mental health crisis. This allows the patient to be evaluated at the scene and receive the appropriate care or proper referral. Having the patient evaluated at the scene has cut down on extended police involvement and unnecessary transports to the Concord Hospital. During this time period the Concord Police Department has utilized the Mobile Crisis Unit 104 times. The working relationship with Riverbend has grown strongly this past year. Members of the Department meet with Riverbend and representatives of the Mobile Crisis Unit once a month to discuss the successes and shortcomings of the program and how together we can improve its effectiveness.

The Department currently has three Crisis Intervention Team members and plans on adding more members to the Unit. The Department is working with Riverbend to schedule training for the Department's Crisis Intervention Team and other officers.

The Department is reviewing the feasibility of implementing an Adverse Childhood Experience Response Team (ACERT) in an attempt to assist children who have experienced



or witnessed violence. We are also committed to working closely with our community based partners to form an integrated continuum of care.

During this fiscal year the Department has responded to 501 calls for service involving mental health issues.

#### **POLICE DEPARTMENT SERVICE INDICATORS:**

<u>SERVICE INDICATORS (Fiscal Year)</u>	<u>2016 Actual</u>	<u>2017 Actual</u>	<u>2018 Actual</u>
1. Total Calls for Service	53,215	47,968	49,451
2. Total State Reportable Traffic Accidents	1,247	1,291	1,350
3. Total Traffic Fatalities	2	1	1
4. Total Traffic Summonses Issued	3,709	2,029	2,176
5. Total DWI Arrests	156	107	133
6. Total Domestic Violence Related Arrests	241	257	293
7. Drug Abuse Violations (Persons Arrested)	331	284	307
8. Total Part I Violent Crime Arrests	42	44	47
9. Total Custodial Arrests	2,746	2,382	2,611

<sup>1</sup> Part I Violent Crime include: Murder, Rape, Robbery and Aggravated Assault

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## **RECORDS**

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The mission of the City Clerk's Office is to efficiently meet all statutory obligations with respect to elections, vital records, and City Council. The City Clerk's Office is responsible for the preservation and management of all vital events occurring within the City. Those vital events include births, marriages and deaths. In addition to vital records, the office records all official documents of the City of Concord. The office conducts and preserves the integrity of all local, state and federal elections. Internally, the office views itself as the liaison between the general public and the Mayor and City Council. The office is responsible for the preparation of all City Council agendas, minutes and official notices.

### **Notable**

- In October 2017, staff implemented and trained Administration staff on the City's automated agenda system for the Finance Committee agendas and minutes.
- The City Clerk's Office began sending out email reminders for dog licenses.

<b><u>SERVICE INDICATORS</u></b>	<b><u>FY2017</u></b>	<b><u>FY2018</u></b>
1. Birth Certificates Issued	2,540	2,622
2. Marriage Certificates Issued	933	983
3. Death Certificates Issued	4,263	2,797
4. Divorce Records Issued	180	202
5. Certified Records Issued	7,916	6,604
6. Marriage Licenses Issued	407	404
7. Marriage Ceremonies Performed	148	123
8. Dog Licenses Issued	6,043	5,551
9. Notice of Intent to Issue Dog Summons	1,500	250

### **Elections**

- Staff provided personal training sessions with ward officials that were new prior to the November 7, 2017 Municipal Election.
- Staff held voter registration sessions at many local nursing home facilities within the city. Residents were given the opportunity to register to vote and to also fill out applications for absentee ballots.

<b><u>SERVICE INDICATORS</u></b>	<b><u>FY2017</u></b>	<b><u>FY2018</u></b>
1. Voter Registrations Processed	3,514	408
2. Absentee Voters Serviced	2,689	175
3. Average Number of Ballots Cast	29,696	5,057

The City Clerk's Office conducted a Ward 9 Special Election on July 18, 2017 and a Municipal Election on November 7, 2017.



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## RECREATION DEPARTMENT

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### *Mission Statement:*

Concord Parks and Recreation is committed to engaging our community with safe, fun, inclusive opportunities to enhance health and wellness by providing programming, parks and recreation facilities

### *Vision Statement:*

Concord Parks and Recreation's vision is to: create cutting edge and sustainable recreational resources to connect our community through education, programs and innovative partnerships to ensure an active city to live, work and play

### *Core Values:*

Engaged \* Fun \* Diverse

The Parks and Recreation Department is responsible for providing diversified programs year round. Our programs include activities for people of all ages and abilities. The department schedules and maintains: thirty outdoor parks (over 220 acres), all city athletic fields, cemeteries, Beaver Meadow Golf Course and the Heights Community Center (former Dame School). The department also manages the schedules and programs for the remaining three community centers, City Auditorium and the cities seven outdoor pools. The department also oversees the Cemetery Operation for the city with 13 cemeteries around the city.

The department offers year round programming for all ages. From youth programs, classes, and camps to a very successful drop in senior program. The department manages the maintenance and schedules for all athletic fields. Over the course of the year, the department works with over twenty different leagues, three high schools and issued 4,800 permits for use of our parks, pools and community centers.

The department has opportunities for community businesses to help support department activities. If someone is interested in sponsoring an event or making a donation, please contact the Parks and Recreation Director. Sponsorship opportunities are also listed on the Parks and Recreation web site: [www.concordparksandrec.com](http://www.concordparksandrec.com)

### **Service Indicator Results**

Number of pool users: 20,100

Number of program registrations: 4,890

Number of facility reservations 4,800

Number of burials: 208

### **Notable**

- After a year of renovation the City opened the new City Wide Community Center at the former Dame School site. The new 30,000 square foot building is a combination of new construction and renovation of the 1960's wing of the former school. As part of the new community center operation the department hired and trained several new employees. A total of 12 new staff was hired: one full time, two permanent part time and nine part time employees.
- Working with the Concord School District the department took over many of the schools Community Education Classes. These new set of classes will be coordinated by the department and housed at the new community center.

- Continued active presence on social media. Department staff maintains Facebook pages for the Parks and Recreation Department and an Instagram account that is updated regularly.
- Department staff created two new seasonal brochures this year. This is in addition to the regular three seasonal brochures. The new brochures were: the Summer Camp guide and a new Adult Activities Guide.
- Department expanded the partnership with basketball coaches at Concord High School, to have high school players help coach our younger age group basketball players. This year both the boys and girls basketball players are involved.
- Over 20,000 people used the seven outdoor pools.
- Active involvement with downtown recreational programming for events with our community partners: Summer Concert Series, Concord Arts Market and Halloween Howl involvement.
- The reforestation project at Rollins Park was completed. Over 200 trees had to be removed due to red pine scale. Over 100 trees of various species were replanted, a walking trail loop and a small picnic shelter was added.
- Five of the “old” tennis courts were rebuilt at Memorial Field at a cost of \$250,000.





# CITY OF CONCORD

*New Hampshire's Main Street™*

## *Finance*

October 26, 2018

To the Honorable Mayor, Members of the City Council,  
and Citizens of the City of Concord:

The Concord Finance Department is pleased to submit the Comprehensive Annual Financial Report (CAFR) for the City of Concord, New Hampshire for the Fiscal Year ending June 30, 2018.

This report is published to provide citizens, City Council, investors, and other interested parties with detailed information regarding the financial position of the City. City Management is responsible for the accuracy of the data, and the completeness and fairness of this report, including all disclosures and schedules.

To the best of our knowledge and belief, the following data is accurate in all material respects and is reported in a manner designed to fairly present the City's financial position and the results of operations of the various Funds of the City. The accompanying disclosures are necessary to enable the reader to gain the maximum understanding of the City's financial activities.

### **The Report**

The CAFR is presented in three main sections: Introductory, Financial, and Statistical. The Introductory Section includes the transmittal letter and the Government Finance Officers Association of the United States and Canada's Certificate of Achievement for Excellence in Financial Reporting Award.

The Financial Section contains the City's basic financial statements as required under the Governmental Accounting Standards Board's (GASB) Statement No. 34, and is in accordance with Generally Accepted Accounting Principles. It also includes the auditor's opinion, management's discussion and analysis (MD&A) report, notes to financial statements, combining and individual financial statements, and schedules for the City's Funds.

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

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

This CAFR does not report on the Funds of the Concord School District, Merrimack Valley School District, or the County of Merrimack. These governmental units are independent of the City and do not meet established reporting entity criteria for inclusion in this report.

### **Profile of the Government**

The City of Concord is located in Merrimack County, approximately 70 miles north of Boston, Massachusetts, on the Merrimack River in South Central New Hampshire. According to the U.S. Census Bureau, the City has an estimated population of 43,019 as of July 1, 2017, a 0.76% increase over the last official census as of April 1, 2010 number of 42,695, and occupies a land area of 64 square miles.

Concord was originally settled in 1727, incorporated in 1765, and established as the state capital in 1808. Government is by an elected 15-member council and an appointed City Manager. The City also serves as the Merrimack County seat and Federal Court seat. Two separate school districts serve the City - the Concord School District and the Merrimack Valley School District.

Policymaking and legislative authority are vested by City Charter in the 15-member Council. Under the Charter, originally adopted in 1853, and most recently amended in 2012, the appointed City Manager is solely responsible for carrying out the policies and ordinances of the City Council. The Council is elected on a non-partisan basis. Ten ward councilors and the mayor are elected every two years. The four remaining "at-large" councilors are elected to staggered four-year terms, two every two years. The current mayor is former City Councilor James P. Bouley, who was first elected mayor in November 2007. In November 2017, he was re-elected for his sixth consecutive term. Thomas J. Aspell, Jr., the City Manager, was appointed in April 2006. The City has had four City Managers since 1978. The City Manager, pursuant to the City Charter, has all appointive and dismissal powers for paid employees of the City. Appointive authority for boards and commissions is shared among the Mayor, City Council, and City Manager.

In addition to serving as the seat of state and county government, Concord hosts several federal agencies, and is the only full-service local government among Laconia - 25 miles to the north, Manchester - 20 miles to the south, Keene - 54 miles to the west, and Portsmouth - 50 miles to the east. The City provides and annually appropriates for the following services: water treatment and supply; wastewater collection and treatment; solid waste collection and recycling; highway construction and maintenance, including snow plowing, storm sewer system, and related infrastructure maintenance and construction; prosecutorial, police and fire protective services (including advanced life support); airport, parks, golf course and ice arena; library and recreational facilities and programs; human services; planning, economic and community development, and code enforcement services.



## **Local Economy**

Compared to other cities in New Hampshire, New England, and the Nation, Concord has comparably low unemployment. As reported by the New Hampshire Department of Employment Security, Concord's unemployment rate as of June 2018 was 2.3%. This compares favorably to New Hampshire's rate of 2.6% and to the United States rate of 4.0%. Concord's rate also remains the lowest among the top three New Hampshire cities with Manchester at 2.8% and Nashua at 2.9%. Concord's unemployment rates have remained lower than the State since 1992 except for the months of March, April, and June 2005.

The assessed value of taxable property as of April 1, 2017, increased overall by 2.53% compared to April 1, 2016. The cumulative total residential, manufactured homes, and condominiums increased 3.65% in assessed value. The average assessed value of a single-family home in Concord as of April 1, 2017, was \$244,011, up slightly from \$237,011 the year before.

Tax collections percentage as of June 30, 2018, for the 2017 Tax Year was 98.6%, slightly lower than the previous year. Total tax delinquencies for all years were stated at \$2.2 million, up \$0.2 million from the previous year. Vigorous collection efforts by the Tax Collector's Office have resulted in no material increases in the number of properties which the City takes title through tax deeds. Anticipating increased delinquencies, the Collector's Office initiated a significant outreach, communication, and visitation program to affect this result. The City Council's Number One Fiscal Goal for cash management is directed towards a targeted property tax collection program which is aimed at maintaining high collection rates.

The City has a robust program of business attraction and retention coordinated by its Economic Development Director, Community Development Department, and City Administration. In FY 2018, the City launched a separate Economic Development website as well as a real estate database to assist site selectors. The Economic Development Director also continued the City's business visitation program and set up a framework for convening business "strike teams" to address specific recruiting needs.

In an effort to further stimulate tax base growth, the City Council—in the fall of 2017—voted to rescind the assessment of impact fees on non-residential development. This same year, the remaining school impact fees assessed for the Concord School District were "sunsetting" with the final payment of the School's 1990s era bond. These two initiatives dramatically reduced the cost of development in the City.

In FY 2018, City Council also eliminated a number of license and inspection requirements on businesses such as bowling alleys, arcades, dance venues, nursing homes, etc. This step further streamlined the process of doing business in Concord.

In May 2017, the City entered into a Purchase Option Agreement to sell 2.5 acres of the former Allied Leather Tannery site to the Caleb Development Corporation for \$540,000. Caleb plans to develop a 54-unit workforce housing project at the property.



When fully completed, the project will generate \$3 million in new Assessed Value. The developer has secured development permits and approvals for the project, and is currently pursuing financing for the project. Construction on Phase I of the project (34 units - \$8.6 million) is scheduled for Summer/Fall 2019.

In October 2017, the City Council approved selling the former NH Employment Security property to Dol Soul Properties LLC. for \$1.075 million. The developer plans to construct a new 180,000 SF mixed use building featuring approximately 125 apartments, 5,000 SF of commercial space, and a 125-space internal parking garage. The development is projected to generate \$12.5 million in new Assessed Value. The project is tentatively scheduled to begin in Summer 2019.

The Dol Soul project will add to the growing number of market rate residential units in downtown Concord. Since the completion of the Downtown Complete Streets Project (aka the Main Street Project), over 200 new or renovated market rate apartments have been built or are in the development "pipeline" for the greater Main Street area. These apartments have tapped into a significant demand for quality housing in Concord demonstrated by a .8% vacancy rate for residential.

### **Long-term Financial Planning**

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

Also, as part of the annual budget process, the City reviews all General Fund revenues to determine budgetary needs. Enterprise and Special Revenue Funds are reviewed for competitiveness and support of operations. Most Enterprise/Special Revenue Funds are fully self-supporting and provide administrative overhead payments to the General Fund. The exception is the Golf Fund, which received general fund support for their Fiscal Year 2017 operations.

### ***Financial Position***

The City Council has adopted a General Fund balanced budget every year since Fiscal Year 2010, with the exception of Fiscal Year 2012. The Fiscal Year 2012 Budget was adopted using \$300,000 from prior year surplus to help offset the significant funding changes that were occurring with the State Retirement System. Other than Fiscal Year 2014, Fiscal Years 2010 through 2017 reported surpluses ranging from \$369,286 to \$1.5 million. The Fiscal Year 2018 surplus is \$519,209.

The total General Fund Unassigned Fund Balance increased to \$11.4 million after City management assigned \$975,000 which is anticipated to be transferred to trust fund reserve accounts in Fiscal Year 2019. The \$11.4 million Unassigned Fund Balance represents a \$360,000 increase over Fiscal Year 2017. The purposes of the

Assigned Fund Balance are for transfers to Highway Paving Reserve (\$270,000), Equipment Reserve (\$175,000), Economic Development (\$100,000), and Recreation (\$400,000), and Education and Training (\$30,000).

#### ***OPEB Action/GASB Statement No. 75***

Effective in Fiscal Year 2017, the City adopted Government Accounting Standards Board (GASB) Statement No. 75, as reported in Note 19 of this CAFR. As of June 30, 2018, the total Other Postemployment Benefits (OPEB) liability was \$51.8 million. As of June 30, 2017, the City reported a total OPEB liability of \$53.0 million as restated for GASB 75.

Efforts to reduce this liability will be ongoing with continued benefit management and financing alternatives. To date, the City Council has approved the transfer of \$500,000 to an OPEB reserve trust; \$300,000 from 2009 surplus, and \$200,000 from 2011 surplus. No transfer is anticipated during Fiscal Year 2019.

#### **Relevant Financial Policies**

##### ***Goals***

Introduced in 1996, the City Council adopted a Fiscal Policy Statement which is a series of 31 goals to help guide the financial direction and management of the City. These goals are regularly reviewed and updated when necessary.

The goals address the topics of: Accounting, Auditing, and Financial Reporting, Budgetary and Financial Management, Capital Improvements, Cash Management, Debt Management, Employee Compensation and Benefits, Enterprise/Special Revenue and Other Funds Management, Municipal Services Expenditures and Revenues, and Tax Rate Management. In addition to the cash management goal cited above; another goal that stands out is Goal E1 under Debt Management that limits debt service to 10% of total expenditures. For Fiscal Year 2018, this amount was 10.3%.

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

Section IV(A)(1)(a) of the Policy requires that the City achieve a General Fund Unassigned Fund Balance of 18.5% of expenditures by the end of Fiscal Year 2017. For Fiscal Year ending June 30, 2018 the Unassigned Fund Balance was 19.3%.

##### ***Credit Rating and Debt Limit***

As of January 2018, Standard and Poor's Rating Group affirmed the City's bond rating of AA+ in conjunction with a \$16.49 million General Obligation bond offering and affirmed the AA+ rating on the City's \$95.0 million of outstanding parity debt.



## **Financial Structure and Management**

In accordance with the City Charter and Code of Ordinances, the Finance-Accounting Office is responsible for establishing an accounting and internal control structure designed to ensure that the City's assets are protected from loss, theft, and misuse. It also ensures that adequate accounting information is maintained and reported in conformity with GAAP. The internal control structure is designed to provide reasonable assurances that these objectives are attained. In providing these reasonable assurances, it is recognized that the cost of control should not exceed the benefits and the valuation of costs and benefits requires management's judgment.

### ***Major Initiatives***

The Fiscal Year 2018 budget was adopted by the City Council with several major initiatives to further the City's efforts to create a more sustainable and economically viable community. Specific investments include completion of the design and construction of the new City-Wide Community Center, School Street Garage repairs, Loudon Road Traffic safety improvements, the replacement of the Keach Park pool, reconstruction of five tennis courts at Memorial Field, replacement of Ambulances #4 and #5, continuation of the Annual Neighborhood Paving Program, replacement of water mains, and improvements to the Hall Street wastewater treatment plant.

## **Awards and Acknowledgements**

The Government Finance Officers Association of the United States and Canada (GFOA) has awarded twenty-three consecutive Certificates of Achievement for Excellence in Financial Reporting to the City of Concord, New Hampshire for its CAFR beginning with the fiscal year ended December 31, 1995, through June 30, 2017, including the six-month transitional fiscal period ending June 30, 1996. The Certificate of Achievement is a prestigious national award recognizing conformance with the highest standards for preparation of state and local government financial reports.

A Certificate of Achievement is valid for a period of one year only. The City believes this current CAFR conforms to the Certificate of Achievement program requirements and will be submitted to GFOA.

The timely preparation of this year's CAFR was made possible by the dedicated services provided by the City's Finance Department – Accounting Office staff. We also extend a sincere thanks and appreciation to Melanson Heath for their work in conducting the City's audit and preparing this report. Additionally, Administration thanks the Mayor, members of the City Council and Fiscal Policy Advisory Committee for their leadership and commitment of transparency for the financial operations of the City. Without their diligence, hard work, professionalism, and support, this report would not meet such high standards.



### Other Information

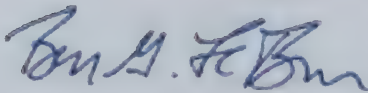
Although state statutes do not require an annual audit, the City has continually produced an independently audited set of Financial Statements since the 1920s. Presently, the firm of Melanson Heath of Nashua, New Hampshire, conducts the annual audit for the City. In addition, the audit was designed to meet the requirements of Title 2 CFR Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements of Federal Awards* (Uniform Guidance), as applicable. The auditor's report related specifically to the single audit section is included in a separately issued single audit report.

The City invites you to visit our web site at [www.concordnh.gov](http://www.concordnh.gov), where this CAFR is expected to be prominently displayed by December 2018. Also displayed are previous CAFRs and other summary financial information.

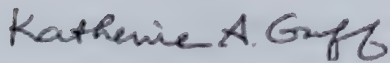
Sincerely,



Thomas J. Aspell, Jr.  
City Manager



Brian G. LeBrun  
Deputy City Manager – Finance



Katherine A. Graff  
Assistant Finance Director

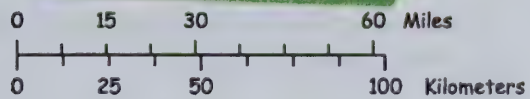
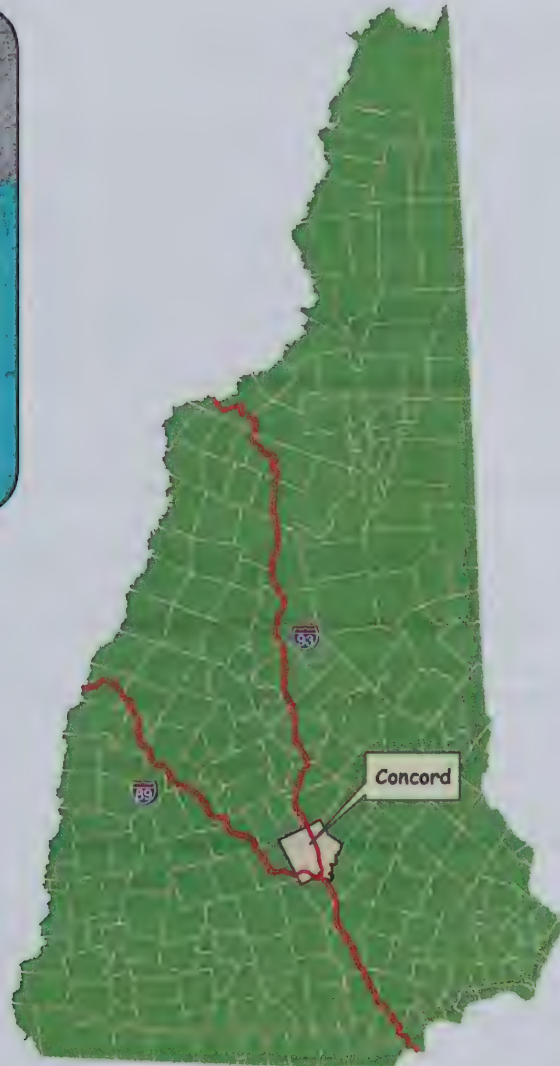
CITY OF CONCORD, NEW HAMPSHIRE  
TABLE OF ORGANIZATION





# City of Concord, NH

## Geographic Location



## INDEPENDENT AUDITORS' REPORT

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

Additional Offices:  
Andover, MA  
Greenfield, MA  
Manchester, NH  
Ellsworth, ME

### **Report on the Financial Statements**

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, 2018, and the related notes to the financial statements, which collectively comprise the City's basic financial statements as listed in the Table of Contents.

### **Management's Responsibility for the Financial Statements**

The City's management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

### **Auditors' Responsibility**

Our responsibility is to express opinions 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 from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion

on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

## **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, New Hampshire, as of June 30, 2018, and the respective changes in financial position and, where applicable, cash flows thereof and the respective budgetary comparison for the general fund for the year then ended in accordance with accounting principles generally accepted in the United States of America.

## **Other Matters**

### *Required Supplementary Information*

Accounting principles generally accepted in the United States of America require that Management's Discussion and Analysis and the Pension and OPEB schedules appearing on pages 87 to 90 be presented to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board, who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with evidence sufficient to express an opinion or provide any assurance.

## **Other Information**

Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the City's basic financial statements. The accompanying supplementary information appearing on pages 96 through 135 is presented for purposes of additional analysis and is not a required part of the basic financial statements. Such information is the responsibility of management and was derived



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

Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the City's basic financial statements. The Introductory and Statistical sections are presented for purposes of additional analysis and are not a required part of the basic financial statements. Such information has not been subjected to the auditing procedures applied in the audit of the basic financial statements and, accordingly, we do not express an opinion or provide any assurance on it.

#### **Other Reporting Required by Government Auditing Standards**

In accordance with Government Auditing Standards, we have also issued our report dated October 26, 2018 on our consideration of the City's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the City's internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with Government Auditing Standards in considering City's internal control over financial reporting and compliance.

*Melanson Heath*

October 26, 2018

## **MANAGEMENT'S DISCUSSION AND ANALYSIS**

As management of the City of Concord, we offer readers of the City of Concord this narrative overview and analysis of the financial activities of the City for the fiscal year ended June 30, 2018. This section should be read in conjunction with the Letter of Transmittal beginning on page 3.

### **A. OVERVIEW OF THE FINANCIAL STATEMENTS**

This discussion and analysis is intended to serve as an introduction to the basic financial statements. The basic financial statements are comprised of three components: (1) government-wide financial statements, (2) fund financial statements, and (3) notes to financial statements. This report also contains other supplementary information in addition to the basic financial statements themselves.

**Government-wide financial statements** The government-wide financial statements are designed to provide readers with a broad overview of our finances in a manner similar to a private-sector business.

The Statement of Net Position presents information on all assets, liabilities, and deferred outflows/inflows of resources with the difference reported as net position. Over time, increases or decreases in net position may serve as a useful indicator of whether the financial position is improving or deteriorating.

The Statement of Activities presents information showing how the government's net position changed during the most recent fiscal year. All changes in net position are reported as soon as the underlying event giving rise to the change occurs, regardless of the timing of related cash flows. Thus, revenues and expenses are reported in this statement for some items that will only result in cash flows in future fiscal periods (e.g., uncollected taxes and earned but unused vacation leave).

Both of the government-wide financial statements distinguish functions that are principally supported by taxes and intergovernmental revenues (governmental activities) from other functions that are intended to recover all or a significant portion of their costs through user fees and charges (business-type activities). The governmental activities include general government, public safety, general services, community development, leisure and information services, and human services. The business-type activities include water, sewer, solid waste, golf, and arena activities.

**Fund financial statements** A fund is a grouping of related accounts that is used to maintain control over resources that have been segregated for specific activities or objectives. Fund accounting is used to ensure and demonstrate compliance with finance-related legal requirements. All of the funds can be divided into three categories: governmental funds, proprietary funds and fiduciary funds.

**Governmental funds** Governmental funds are used to account for essentially the same functions reported as governmental activities in the government-wide



financial statements. However, unlike the government-wide financial statements, governmental fund financial statements focus on near-term inflows and outflows of spendable resources, as well as on balances of spendable resources available at the end of the fiscal year. Such information may be useful in evaluating a government's near-term financing requirements.

Because the focus of governmental funds is narrower than that of the government-wide financial statements, it is useful to compare the information presented for governmental funds with similar information presented for governmental activities in the government-wide financial statements. By doing so, readers may better understand the long-term impact of the government's near-term financing decisions. Both the governmental fund balance sheet and the governmental fund Statement of Revenues, Expenditures and Changes in fund balances provide a reconciliation to facilitate this comparison between governmental funds and governmental activities.

Information is presented separately in the governmental fund balance sheet and in the governmental fund Statement of Revenues, Expenditures and Changes in Fund Balances for the general fund and major capital project fund (post 2008), which are considered to be major funds. Data from the other governmental funds are combined into a single aggregated presentation.

An annual appropriated budget is adopted for the general fund and certain non-major governmental (special revenue) funds. Budgetary comparison statements have been provided for the general fund to demonstrate compliance with budgets.

**Proprietary funds** Proprietary fund reporting focuses on the determination of operating income, changes in net position (or cost recovery), financial position, and cash flows. The proprietary fund category includes enterprise funds.

Enterprise funds are used to report activity for which a fee is charged to external users, and must be used when one of the following criteria are met: (1) activity is financed with debt that is secured solely by a pledge of the net revenues from fees and charges, (2) laws or regulations require the activity's costs of providing services be recovered with fees and charges, and (3) the pricing policies of the activity establish fees and charges designed to recover its costs, including capital costs such as depreciation or debt service. The primary focus on these criteria is on fees charged to external users. Enterprise funds are used to report the same functions presented as business-type activities in the government-wide financial statements, only in more detail. The proprietary fund financial statements provide separate information for the water, sewer, solid waste, golf and arena operations. The water and sewer funds are considered major funds.

**Fiduciary funds** Fiduciary funds are used to account for resources held for the benefit of parties outside the government. Fiduciary funds are not reflected in the government-wide financial statements because the resources of those funds are not available to support the City's own programs. The accounting used for fiduciary funds is much like that used for proprietary funds.



**Notes to financial statements** The notes provide additional information that is essential to a full understanding of the data provided in the government-wide and fund financial statements.

**Other information** In addition to the basic financial statements and accompanying notes, this report also presents certain required supplementary information which is required to be disclosed by accounting principles generally accepted in the United States of America.

## B. FINANCIAL HIGHLIGHTS

- As of the close of the current fiscal year, the total of assets and deferred outflows exceeded liabilities and deferred inflows by \$162,794,417 (i.e., net position), a change of \$4,601,339 in comparison to the prior year, as restated for GASB 75.
- As of the close of the current fiscal year, governmental funds reported combined ending fund balances of \$40,909,797, a change of \$(4,647,377) in comparison to the prior year.
- At the end of the current fiscal year, unassigned fund balance for the general fund was \$11,371,395, a change of \$356,316 in comparison to the prior year. In addition, total general fund balance increased by \$39,799.

## C. GOVERNMENT-WIDE FINANCIAL ANALYSIS

The following is a summary of condensed government-wide financial data for the current and prior fiscal years. All amounts are presented in thousands.

	<b>NET POSITION</b>					
	Governmental		Business-Type		Total	
	Activities		Activities			
	2018	2017	2018	2017	2018	2017
Current and other assets	\$ 112,187	\$ 111,563	\$ 21,261	\$ 22,368	\$ 133,448	\$ 133,931
Capital assets	177,496	159,951	131,355	128,347	308,851	288,298
Total assets	289,683	271,514	152,616	150,715	442,299	422,229
Deferred outflows of resources	18,356	23,442	1,387	1,832	19,743	25,274
Total assets and deferred outflows	\$ 308,039	\$ 294,956	\$ 154,003	\$ 152,547	\$ 462,042	\$ 447,503
Long-term liabilities outstanding	\$ 175,675	\$ 169,057	\$ 46,639	\$ 44,768	\$ 222,314	\$ 213,825
Other liabilities	9,538	8,301	3,138	2,190	12,676	10,491
Total liabilities	185,213	177,358	49,777	46,958	234,990	224,316
Deferred inflows of resources	63,836	60,075	422	304	64,258	60,379
Net position:						
Net investment in capital assets	118,412	110,350	99,470	100,852	217,882	211,202
Restricted	20,238	18,327	1,389	1,600	21,627	19,927
Unrestricted	(79,660)	(71,154)	2,945	2,833	(76,715)	(68,321)
Total net position	58,990	57,523	103,804	105,285	162,794	162,808
Total liabilities, deferred inflows and net position	\$ 308,039	\$ 294,956	\$ 154,003	\$ 152,547	\$ 462,042	\$ 447,503

The largest portion of net position \$217,881,740 reflects our investment in capital assets (e.g., land, buildings, machinery and equipment, and infrastructure), less any related debt used to acquire those assets that are still outstanding. These capital assets are used to provide services to citizens; consequently, these assets are not available for future spending. Although the investment in capital assets is reported net of related debt, it should be noted that the resources needed to repay this debt must be provided from other sources, since the capital assets themselves cannot be used to liquidate these liabilities.

An additional portion of net position, \$21,627,445 represents resources that are subject to external restrictions on how they may be used. The remaining balance of unrestricted net position is a deficit of \$(76,714,768) primarily resulting from the City's unfunded net pension and net OPEB liabilities.

As noted earlier, net position may serve over time as a useful indicator of a government's financial position. At the close of the most recent fiscal year, total net position was \$162,794,417, a change of \$(4,601,339) from the prior year.

	<u>CHANGES IN NET POSITION</u>					
	<u>Governmental</u>		<u>Business-Type</u>		<u>Total</u>	
	<u>Activities</u>	<u>Activities</u>	<u>Activities</u>	<u>Activities</u>	<u>Activities</u>	<u>Activities</u>
	<u>2018</u>	<u>2017</u>	<u>2018</u>	<u>2017</u>	<u>2018</u>	<u>2017</u>
Revenues:						
Program revenues:						
Charges for services	\$ 10,259	\$ 9,336	\$ 17,940	\$ 17,955	\$ 28,199	\$ 27,291
Operating grants and contributions	4,414	4,190	356	876	4,770	5,066
Capital grants and contributions	3,324	5,874	56	62	3,380	5,936
General revenues:						
Property taxes	48,553	46,002	-	-	48,553	46,002
Penalties and interest on taxes	731	976	-	-	731	976
Investment income	1,905	1,734	228	80	2,133	1,814
Other	927	739	136	207	1,063	946
Total revenues	<u>70,113</u>	<u>68,851</u>	<u>18,716</u>	<u>19,180</u>	<u>88,829</u>	<u>88,031</u>
Expenses:						
General government	9,413	8,867	-	-	9,413	8,867
Public safety	29,777	29,900	-	-	29,777	29,900
General services	12,469	12,413	-	-	12,469	12,413
Community development	5,667	5,278	-	-	5,667	5,278
Leisure and information services	5,536	5,171	-	-	5,536	5,171
Human services	661	728	-	-	661	728
Interest on long-term debt	2,023	1,830	-	-	2,023	1,830
Water operations	-	-	5,587	5,553	5,587	5,553
Sewer operations	-	-	7,745	6,378	7,745	6,378
Solid waste operations	-	-	4,036	3,921	4,036	3,921
Other operations	-	-	1,582	1,542	1,582	1,542
Total expenses	<u>65,546</u>	<u>64,187</u>	<u>18,950</u>	<u>17,394</u>	<u>84,496</u>	<u>81,581</u>
Change in net position before transfers and contributions	4,567	4,664	(234)	1,786	4,333	6,450
Transfers in (out)	1,185	1,180	(1,185)	(1,180)	-	-
Permanent fund contributions	269	282	-	-	269	282
Change in net position	<u>6,021</u>	<u>6,126</u>	<u>(1,419)</u>	<u>606</u>	<u>4,602</u>	<u>6,732</u>
Net position - beginning of year, as restated	<u>52,970</u>	<u>51,397</u>	<u>105,223</u>	<u>104,679</u>	<u>158,193</u>	<u>156,076</u>
Net position - end of year	* <u>\$ 58,991</u>	* <u>\$ 57,523</u>	* <u>\$ 103,804</u>	* <u>\$ 105,285</u>	* <u>\$ 162,795</u>	* <u>\$ 162,808</u>

\*Fiscal year 2017 amounts were not restated for the OPEB liability resulting from the NHRS medical subsidy program as all applicable amounts were not available.

**Governmental activities.** Governmental activities for the year resulted in a change in net position of \$6,020,055. Key elements of this change are as follows:

Capital grants and contributions	\$ 3,323,526
Capital assets acquired with revenues	3,940,556
Change in net OPEB liability	1,062,858
Change in OPEB related deferred inflows and outflows	(1,450,958)
Change in net pension liability	3,293,656
Change in pension related deferred inflows and outflows	(5,077,920)
Other	928,337
Total	<u>\$ 6,020,055</u>

**Business-type activities.** Business-type activities for the year resulted in a change in net position of \$(1,418,716). This change primarily results from the City upgrading the heating, ventilation, and air conditioning system in the Sewer administration building. HVAC replacement is a maintenance item that does not meet the definition of a capital asset (as defined in the Summary of Significant Accounting Policies). This cost was funded by issuance of debt.

#### **D. FINANCIAL ANALYSIS OF FUNDS**

As noted earlier, fund accounting is used to ensure and demonstrate compliance with finance-related legal requirements.

**Governmental funds.** The focus of governmental funds is to provide information on near-term inflows, outflows and balances of spendable resources. Such information is useful in assessing financing requirements. In particular, unassigned fund balance may serve as a useful measure of a government's net resources available for spending at the end of the fiscal year.

As of the end of the current fiscal year, governmental funds reported combined ending fund balances of \$40,909,797, a change of \$(4,647,377) in comparison with the prior year.

The general fund is the chief operating fund. At the end of the current fiscal year, unassigned fund balance of the general fund was \$11,371,395, while total fund balance was \$17,514,013. As a measure of the general fund's liquidity, it may be useful to compare both unassigned fund balance and total fund balance to total general fund expenditures. Refer to the table below.

<u>General Fund</u>	<u>6/30/18</u>	<u>6/30/17</u>	<u>Change</u>	<u>% of Total General Fund Expenditures</u>
Unassigned fund balance	\$ 11,371,395	\$ 11,015,079	\$ 356,316	19.3%
Total fund balance <sup>(1)</sup>	\$ 17,514,013	\$ 17,474,214	\$ 39,799	29.7%

<sup>(1)</sup> Includes capital reserve funds.



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

The total General Fund balance increased by \$39,799 during the fiscal year. The following table highlights the change in our General Fund balance accounts (in thousands):

	<u>Unassigned</u>	<u>Assigned</u>	<u>Committed</u>	<u>Non-spendable</u>	<u>Total</u>
Beginning of year	\$ 11,015	\$ 975	\$ 5,271	\$ 213	\$ 17,474
Liquidation	-	(975)	-	-	(975)
Revenues and transfers over budget	954	-	-	-	954
Expenditures and transfers under budget	681	-	-	-	681
Transfers	(975)	975	-	-	-
Reserve fund changes	-	-	(479)	-	(479)
Other	(304)	-	-	163	(141)
End of Year	<u>\$ 11,371</u>	<u>\$ 975</u>	<u>\$ 4,792</u>	<u>\$ 376</u>	<u>\$ 17,514</u>

Included in the total general fund committed fund balance is the City's capital reserve accounts and other City Council approved reserves with the following balances:

	<u>6/30/18</u>	<u>6/30/17</u>	<u>Change</u>
Insured retention	\$ 232,326	\$ 638,006	\$ (405,680)
Highways	1,542,669	2,126,463	(583,794)
Economic development	680,690	546,823	133,867
Equipment	103,160	163,467	(60,307)
OPEB	930,946	885,672	45,274
Community improvement	173,166	170,783	2,383
Recreation	1,018,055	656,083	361,972
Other	110,902	84,024	26,878
Total	<u>\$ 4,791,914</u>	<u>\$ 5,271,321</u>	<u>\$ (479,407)</u>

The major capital project fund had a net change in fund balance of \$(6,228,730). Most of capital outlay was spent on two projects, \$9,035,801 for infrastructure improvements and \$6,776,126 for building facilities design and construction. The funding sources for both projects were mostly received in the prior year. At the end of fiscal year 2018, the fund had \$2,552,589 in fund balance, which related to unspent proceeds of debt and other funding sources of \$5,463,251 and deficit balance of \$2,910,662 which primarily relates to the authorized unissued debt of \$2,825,000 for the city-wide community center design and construction.

**Proprietary funds.** Proprietary funds provide the same type of information found in the business-type activities reported in the government-wide financial statements, but in more detail.

Unrestricted net position of the proprietary funds at the end of the year amounted to \$2,945,414, a change of \$112,099 in comparison to the prior year.

Factors concerning the finances of proprietary funds have already been addressed in the entity-wide discussion of business-type activities.

#### **E. GENERAL FUND BUDGETARY HIGHLIGHTS**

Differences between the original budget and the final amended budget resulted in an overall change in appropriations of \$2,211,639. The majority of this increase results from two supplemental resolutions. In October 2017, the City amended the budget by increasing transfers out to the highway reserve fund by \$749,030 funded by a one-time highway block grant. In December 2017, the City amended the budget by increasing transfers out to the capital reserve trust funds by \$975,000, funded by the budgetary use of fund balance. Other City Council resolutions included minor supplemental appropriations as well as the transfer of funds between departmental line items.

Property tax revenues were less than anticipated as a result of accruing estimated refunds due to real estate tax payors for appeals at year-end, softened by strong motor vehicle registration revenues. The favorable variance in our Charges for Service revenues results primarily from increase in ambulance service charges. A large portion of the unspent appropriation represents contingency funds, which are reported in the general overhead budget.

#### **F. CAPITAL ASSET AND DEBT ADMINISTRATION**

**Capital assets.** Total investment in capital assets for governmental and business-type activities at year-end amounted to \$308,850,244 (net of accumulated depreciation), a change of \$20,552,481 from the prior year. This investment in capital assets includes land, buildings, system improvements, and machinery and equipment, park facilities, roads, highways and bridges.

Major capital asset events during the current fiscal year included continued construction costs for the Sewalls Falls Bridge replacement and construction costs for the new Community Center, as well as other on-going infrastructure improvements.

**Credit rating.** The City is currently assigned an "Aa1" rating from Moody's for general obligation debt and an "AA+" rating for Standard and Poor's for general obligation debt.

**Long-term debt.** At the end of the current fiscal year, total bonded debt outstanding, including unamortized bond premiums, was \$98,180,092, all of which was backed by the full faith and credit of the government.

Additional information on capital assets and long-term debt can be found in Notes 9 and 14, respectively, of this report.

## G. ECONOMIC FACTORS AND NEXT YEAR'S BUDGETS AND RATES

Comments regarding local economic conditions can be found in the Transmittal letter section on the Local Economy.

Following is a comparison of the fiscal 2018 adopted to the fiscal 2019 adopted City General Fund budget and tax rate:

<u>Use of Funds</u>	2018 COUNCIL ADOPTED	2019 COUNCIL ADOPTED
Budget Appropriations	\$ 61,809,837	\$ 65,104,962
War Credits	267,800	267,400
Overlay	300,000	300,000
Total Uses of Funds	<u>\$ 62,377,637</u>	<u>\$ 65,672,362</u>
<u>Sources of Funds</u>		
Miscellaneous Revenues	\$ 22,780,391	\$ 24,287,252
Amount to be raised by property taxes	39,597,246	41,385,110
Total Sources of Funds	<u>\$ 62,377,637</u>	<u>\$ 65,672,362</u>

	2018 COUNCIL ADOPTED	2019 COUNCIL ADOPTED
<u>TAX RATE DETERMINATION</u>		
Assessed Value (A.V.) in thousands of dollars*	\$ 3,955,771	\$ 4,055,231
Amount to be Raised	\$ 39,597,246	\$ 41,385,110
Current Year Recommended Tax Rate/\$ 1,000 A.V.	\$ 10.01	\$ 10.21 **
Prior Year Tax Rate/\$ 1,000 A.V.	<u>9.68</u>	<u>9.84 *</u>
Increase over Prior Year	\$ 0.33	\$ 0.37
% Change	3.41%	3.72%

\* Market and real growth adjustments after budget adoption resulted in a taxable assessed value of \$4,030,230,653 for municipal purposes and a tax rate of \$9.84 per \$1,000 of assessed value.

** Portion of Recommended Tax Rate Allocated to Debt Service	1.73
Portion of Prior Year Tax Rate Allocated to Debt Service	<u>1.57</u>
Increase over Prior Year	0.16
% Change	10.2%
** Portion of Recommended Tax Rate Allocated to All Other Costs	8.48
Portion of Prior Year Tax Rate Allocated to All Other Costs	<u>8.27</u>
Increase over Prior Year	0.21
% Change	2.5%



## **REQUESTS FOR INFORMATION**

This financial report is designed to provide a general overview of the City of Concord's finances for all those with an interest in the government's finances. Questions concerning any of the information provided in this report or requests for additional financial information should be addressed to:

Office of the Deputy City Manager - Finance  
City of Concord, New Hampshire  
41 Green Street  
Concord, New Hampshire 03301

## CITY OF CONCORD, NEW HAMPSHIRE

## STATEMENT OF NET POSITION

JUNE 30, 2018

	Governmental Activities	Business-Type Activities	Total
<b>ASSETS</b>			
Current:			
Cash and short-term equivalents	\$ 52,467,389	\$ 17,766,009	\$ 70,233,398
Investments	23,581,879	-	23,581,879
Receivables, net of allowance for uncollectibles:			
Property taxes	33,865,791	-	33,865,791
Accounts	1,352,985	-	1,352,985
User fees	-	1,258,516	1,258,516
Intergovernmental	-	187,614	187,614
Loans	539,433	-	539,433
Other	-	612,956	612,956
Other assets	379,741	235,142	614,883
Total current assets	112,187,218	20,060,237	132,247,455
Noncurrent:			
Receivables:			
Intergovernmental	-	1,201,434	1,201,434
Capital assets:			
Land and construction in progress	61,615,673	12,891,036	74,506,709
Other capital assets, net of accumulated depreciation	115,879,810	118,463,725	234,343,535
Total non-current assets	177,495,483	132,556,195	310,051,678
<b>TOTAL ASSETS</b>	289,682,701	152,616,432	442,299,133
<b>DEFERRED OUTFLOWS OF RESOURCES:</b>			
Related to pensions	13,891,225	787,534	14,678,759
Related to OPEB	4,350,641	400,371	4,751,012
Related to refunding	113,832	198,832	312,664
Total deferred outflows of resources	18,355,698	1,386,737	19,742,435
<b>TOTAL ASSETS AND DEFERRED OUTFLOWS OF RESOURCES</b>	\$ 308,038,399	\$ 154,003,169	\$ 462,041,568

(continued)

(continued)

CITY OF CONCORD, NEW HAMPSHIRE

STATEMENT OF NET POSITION

JUNE 30, 2018

	Governmental Activities	Business-Type Activities	Total
<b>LIABILITIES</b>			
Current:			
Accounts payable	\$ 2,447,421	\$ 1,839,952	\$ 4,287,373
Retainage payable	539,295	427,476	966,771
Accrued liabilities	2,484,157	491,918	2,976,075
Unearned revenues	-	212,341	212,341
Due to other governments	70,746	-	70,746
Notes payable	3,510,000	-	3,510,000
Other current liabilities	485,980	166,101	652,081
Current portion of long-term liabilities:			
Bonds and loans payable	6,303,378	4,017,352	10,320,730
Capital leases	-	9,595	9,595
Other liabilities	2,210,299	233,262	2,443,561
Total current liabilities	18,051,276	7,397,997	25,449,273
Noncurrent:			
Bonds and loans payable, net of current portion	53,956,538	33,902,824	87,859,362
Capital leases	-	23,188	23,188
Net pension liability	65,030,443	3,886,231	68,916,674
Net OPEB liability	47,254,263	4,566,746	51,821,009
Other liabilities, net of current portion	919,741	-	919,741
Total non-current liabilities	167,160,985	42,378,989	209,539,974
<b>TOTAL LIABILITIES</b>	185,212,261	49,776,986	234,989,247
<b>DEFERRED INFLOWS OF RESOURCES:</b>			
Related to pensions	1,981,295	113,801	2,095,096
Related to OPEB	2,937,954	307,911	3,245,865
Related to taxes	58,916,943	-	58,916,943
Total deferred inflows of resources	63,836,192	421,712	64,257,904
<b>TOTAL LIABILITIES AND DEFERRED INFLOWS OF RESOURCES</b>	249,048,453	50,198,698	299,247,151
<b>NET POSITION</b>			
Net investment in capital assets	118,411,731	99,470,009	217,881,740
Restricted for:			
Grants and other statutory restrictions	1,467,681	-	1,467,681
Enabling legislation	3,754,844	-	3,754,844
Permanent funds:			
Nonexpendable	15,015,872	-	15,015,872
Debt service	-	1,389,048	1,389,048
Unrestricted	(79,660,182)	2,945,414	(76,714,768)
<b>TOTAL NET POSITION</b>	\$ 58,989,946	\$ 103,804,471	\$ 162,794,417



## CITY OF CONCORD, NEW HAMPSHIRE

## STATEMENT OF ACTIVITIES

FOR THE YEAR ENDED JUNE 30, 2018

	<u>Expenses</u>	<u>Program Revenues</u>			<u>Net (Expenses) Revenues</u>
		<u>Charges for Services</u>	<u>Operating Grants and Contributions</u>	<u>Capital Grants and Contributions</u>	
<b>GOVERNMENTAL ACTIVITIES</b>					
General government	\$ 9,412,888	\$ 1,775,364	\$ 4,143,823	\$ 2,762,433	\$ (731,268)
Public safety	29,777,085	5,828,778	243,614	45,881	(23,658,812)
General services	12,469,650	100,478	-	-	(12,369,172)
Community development	5,667,222	1,950,690	-	515,212	(3,201,320)
Leisure and information services	5,535,662	603,303	-	-	(4,932,359)
Human services	660,915	-	26,300	-	(634,615)
Interest on long-term debt	2,022,990	-	-	-	(2,022,990)
Total Governmental Activities	65,546,412	10,258,613	4,413,737	3,323,526	(47,550,536)
<b>BUSINESS-TYPE ACTIVITIES</b>					
Water	5,586,811	6,121,079	44,194	-	578,462
Sewer	7,745,179	7,105,077	256,433	56,026	(327,643)
Solid Waste	4,036,547	3,105,294	55,710	-	(875,543)
Golf	1,068,548	993,899	-	-	(74,649)
Arena	513,059	615,033	-	-	101,974
Total Business-Type Activities	18,950,144	17,940,382	356,337	56,026	(597,399)
Total	\$ 84,496,556	\$ 28,198,995	\$ 4,770,074	\$ 3,379,552	\$ (48,147,935)

(continued)

## CITY OF CONCORD, NEW HAMPSHIRE

## STATEMENT OF ACTIVITIES

FOR THE YEAR ENDED JUNE 30, 2018

(continued)

	Governmental <u>Activities</u>	Business-Type <u>Activities</u>	<u>Total</u>
Changes in Net Position:			
Net (expenses) revenue from previous page	\$ (47,550,536)	\$ (597,399)	\$ (48,147,935)
<b>GENERAL REVENUES</b>			
Property taxes	48,553,111	-	48,553,111
Penalties, interest and other taxes	731,415	-	731,415
Grants and contributions not restricted to specific programs	460	-	460
Investment income	1,905,412	227,754	2,133,166
Miscellaneous	926,515	135,777	1,062,292
Transfers, net	1,184,848	(1,184,848)	-
Permanent fund contributions	<u>268,830</u>	<u>-</u>	<u>268,830</u>
Total general revenues, transfers, and contributions	<u>53,570,591</u>	<u>(821,317)</u>	<u>52,749,274</u>
Change in Net Position	6,020,055	(1,418,716)	4,601,339
<b>NET POSITION</b>			
Beginning of year, as restated	<u>52,969,891</u>	<u>105,223,187</u>	<u>158,193,078</u>
End of year	<u>\$ 58,989,946</u>	<u>\$ 103,804,471</u>	<u>\$ 162,794,417</u>

## CITY OF CONCORD, NEW HAMPSHIRE

## GOVERNMENTAL FUNDS

## BALANCE SHEET

JUNE 30, 2018

	<u>General</u>	<u>Major Capital Project Fund</u>	<u>Nonmajor Governmental Funds</u>	<u>Total Governmental Funds</u>
<b>ASSETS</b>				
Cash and short-term equivalents	\$ 40,726,573	\$ 6,549,807	\$ 5,191,009	\$ 52,467,389
Investments	5,583,160	-	17,998,719	23,581,879
Receivables:				
Property taxes	33,865,791	-	-	33,865,791
Accounts	1,082,918	25,778	244,289	1,352,985
Loans	-	-	539,433	539,433
Due from other funds	105,619	-	-	105,619
Inventory	206,282	-	-	206,282
Prepays	169,422	-	4,037	173,459
<b>TOTAL ASSETS</b>	<u>\$ 81,739,765</u>	<u>\$ 6,575,585</u>	<u>\$ 23,977,487</u>	<u>\$ 112,292,837</u>
<b>LIABILITIES</b>				
Accounts payable	\$ 450,546	\$ 1,898,095	\$ 98,780	\$ 2,447,421
Retainage payable	-	539,295	-	539,295
Accrued liabilities	1,637,268	-	16,281	1,653,549
Notes payable	-	1,520,000	1,990,000	3,510,000
Other liabilities	415,472	54,228	357,560	827,260
Due to other funds	-	-	105,619	105,619
Due to other governments	70,746	-	-	70,746
<b>TOTAL LIABILITIES</b>	<u>2,574,032</u>	<u>4,011,618</u>	<u>2,568,240</u>	<u>9,153,890</u>
<b>DEFERRED INFLOWS OF RESOURCES</b>				
Taxes collected in advance	24,931,101	-	-	24,931,101
Unavailable revenues	36,720,619	-	577,430	37,298,049
<b>TOTAL DEFERRED INFLOWS OF RESOURCES</b>	<u>61,651,720</u>	<u>-</u>	<u>577,430</u>	<u>62,229,150</u>
<b>FUND BALANCES</b>				
Nonspendable	375,704	-	13,547,616	13,923,320
Restricted	-	4,675,291	6,881,214	11,556,505
Committed	4,791,914	799,338	2,239,426	7,830,678
Assigned	975,000	-	-	975,000
Unassigned	11,371,395	(2,910,662)	(1,836,439)	6,624,294
<b>TOTAL FUND BALANCES</b>	<u>17,514,013</u>	<u>2,563,967</u>	<u>20,831,817</u>	<u>40,909,797</u>
<b>TOTAL LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND FUND BALANCES</b>	<u>\$ 81,739,765</u>	<u>\$ 6,575,585</u>	<u>\$ 23,977,487</u>	<u>\$ 112,292,837</u>



CITY OF CONCORD, NEW HAMPSHIRE  
RECONCILIATION OF TOTAL GOVERNMENTAL FUND  
BALANCES TO NET POSITION OF GOVERNMENTAL  
ACTIVITIES IN THE STATEMENT OF NET POSITION

JUNE 30, 2018

<b>Total governmental fund balances</b>	<b>\$ 40,909,797</b>
• Capital assets used in governmental activities are not financial resources and, therefore, are not reported in the funds.	177,495,483
• Other assets are not available to pay for current-period expenditures and, therefore, are deferred in the funds.	3,669,766
• Deferred outflows of resources related to pensions resulting from contributions subsequent to the measurement date and change in assumptions, change in proportion, and change in expected versus actual experience will be recognized as increase to pension expense in the years ending June 30, 2019 through June 30, 2022.	13,891,225
• Deferred outflows of resources related to OPEB resulting from contributions subsequent to the measurement date and differences between expected and actual experience will be recognized as an increase in OPEB expense in the years ending June 30, 2019 through June 30, 2022.	4,350,641
• Deferred outflows of resources related to deferred amount on advance refunding will be recognized in the years ending ending June 30, 2019 through June 30, 2029.	113,832
• Deferred inflows of resources related to pensions resulting from projected vs. actual earnings, changes in experiences and changes in proportion will be recognized as a reduction of pension expense in the years ending June 30, 2019 through June 30, 2022.	(1,981,295)
• Deferred inflows of resources related to OPEB resulting from changes in assumption will be recognized as a reduction of OPEB expense in the years ending June 30, 2019 through June 30, 2022.	(2,937,954)
• Interest accrued on outstanding long-term debt.	(846,889)
• Long-term liabilities are not due and payable in the current period and, therefore, are not reported in the governmental funds:	
Bonds payable	(60,259,916)
Net pension liability	(65,030,443)
Net OPEB liability	(47,254,263)
Other (compensated absences, landfill closure liability, etc.)	(3,130,038)
<b>Net position of governmental activities</b>	<b>\$ 58,989,946</b>

## CITY OF CONCORD, NEW HAMPSHIRE

## GOVERNMENTAL FUNDS

## STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES

FOR THE YEAR ENDED JUNE 30, 2018

	<u>General</u>	<u>Major Capital Project Fund</u>	<u>Nonmajor Governmental Funds</u>	<u>Total Governmental Funds</u>
<b>REVENUES:</b>				
Taxes	\$ 46,157,159	\$ -	\$ 1,733,213	\$ 47,890,372
Licenses and permits	1,243,082	-	-	1,243,082
Intergovernmental	5,649,974	575,734	1,299,135	7,524,843
Charges for services	5,688,008	-	2,116,713	7,804,721
Investment income	655,683	-	1,249,730	1,905,413
Contributions	-	17,149	481,361	498,510
Miscellaneous	<u>877,643</u>	<u>91,560</u>	<u>615,751</u>	<u>1,584,954</u>
Total Revenues	60,271,549	684,443	7,495,903	68,451,895
<b>EXPENDITURES:</b>				
Current:				
General government	8,074,158	93,533	963,625	9,131,316
Public safety	26,970,329	-	872,278	27,842,607
General services	8,734,940	-	508,076	9,243,016
Community development	3,418,449	-	437,426	3,855,875
Leisure and information services	4,941,781	-	-	4,941,781
Human services	642,077	-	-	642,077
Debt service				
Principal	4,530,636	-	828,875	5,359,511
Interest	1,559,858	-	335,067	1,894,925
Capital outlay	<u>-</u>	<u>22,426,177</u>	<u>789,835</u>	<u>23,216,012</u>
Total Expenditures	<u>58,872,228</u>	<u>22,519,710</u>	<u>4,735,182</u>	<u>86,127,120</u>
Excess (deficiency) of revenues over expenditures	1,399,321	(21,835,267)	2,760,721	(17,675,225)
<b>OTHER FINANCING SOURCES (USES):</b>				
Issuance of bonds	-	10,995,200	95,000	11,090,200
Bond premium	-	747,800	5,000	752,800
Transfers in	3,565,299	3,940,556	566,587	8,072,442
Transfers out	<u>(4,924,821)</u>	<u>(65,641)</u>	<u>(1,897,132)</u>	<u>(6,887,594)</u>
Total Other Financing Sources (Uses)	<u>(1,359,522)</u>	<u>15,617,915</u>	<u>(1,230,545)</u>	<u>13,027,848</u>
Net change in fund balance	39,799	(6,217,352)	1,530,176	(4,647,377)
Fund Balance, at Beginning of Year	<u>17,474,214</u>	<u>8,781,319</u>	<u>19,301,641</u>	<u>45,557,174</u>
Fund Balance, at End of Year	<u>\$ 17,514,013</u>	<u>\$ 2,563,967</u>	<u>\$ 20,831,817</u>	<u>\$ 40,909,797</u>

CITY OF CONCORD, NEW HAMPSHIRE  
RECONCILIATION OF THE STATEMENT OF REVENUES,  
EXPENDITURES, AND CHANGES IN FUND BALANCES OF  
GOVERNMENTAL FUNDS TO THE STATEMENT OF ACTIVITIES  
FOR THE YEAR ENDED JUNE 30, 2018

<b>Net Changes in Fund Balances - Total Governmental Funds</b>	<b>\$ (4,647,377)</b>																												
<ul style="list-style-type: none"> <li>Governmental funds report capital outlays as expenditures. However, in the Statement of Activities the cost of those assets is allocated over their estimated useful lives and reported as depreciation expense: <table> <tr> <td>Capital outlay</td><td style="text-align: right;">23,099,840</td></tr> <tr> <td>Loss on disposal of assets</td><td style="text-align: right;">(164,119)</td></tr> <tr> <td>Depreciation</td><td style="text-align: right;">(5,390,872)</td></tr> </table> </li> <li>Revenues in the Statement of Activities that do not provide current financial resources are fully deferred in the Statement of Revenues, Expenditures, and Changes in Fund Balances. Therefore, the recognition of revenue for various types of accounts receivable (i.e., property, liens, land use, and timber yield) differ between the two statements. This amount represents the net change in deferred revenue. <div style="text-align: right;">1,856,751</div> </li> <li>The issuance of long-term debt (i.e., bonds) provides current financial resources to governmental funds, while the repayment of the principal of long-term debt consumes the financial resources of governmental funds. Neither transaction, however, has any effect on net position: <table> <tr> <td>Repayments of debt</td><td style="text-align: right;">5,359,511</td></tr> <tr> <td>Issuance of debt</td><td style="text-align: right;">(11,090,200)</td></tr> <tr> <td>Bond premiums</td><td style="text-align: right;">(752,000)</td></tr> <tr> <td>Amortization of bond premiums</td><td style="text-align: right;">72,178</td></tr> <tr> <td>Amortization of refunding</td><td style="text-align: right;">(12,648)</td></tr> </table> </li> <li>In the Statement of Activities, interest is accrued on outstanding long-term debt, whereas in governmental funds interest is not reported until due. <div style="text-align: right;">(128,065)</div> </li> <li>Pension and OPEB related inflows and outflows are not reported as expenditures in the governmental funds, but are recorded as expenses in the statement of activities. <table> <tr> <td>Net pension liability</td><td style="text-align: right;">3,293,656</td></tr> <tr> <td>Pension related deferred inflows and outflows of resources</td><td style="text-align: right;">(5,077,920)</td></tr> <tr> <td>Net other post employment benefits liability</td><td style="text-align: right;">1,062,858</td></tr> <tr> <td>OPEB related deferred inflows and outflows of resources</td><td style="text-align: right;">(1,450,958)</td></tr> </table> </li> <li>Some expenses reported in the Statement of Activities do not require the use of current financial resources and therefore, are not reported as expenditures in the governmental funds. <table> <tr> <td>Compensated absences</td><td style="text-align: right;">(18,880)</td></tr> <tr> <td>Landfill post-closure liability</td><td style="text-align: right;">8,300</td></tr> </table> </li> </ul>	Capital outlay	23,099,840	Loss on disposal of assets	(164,119)	Depreciation	(5,390,872)	Repayments of debt	5,359,511	Issuance of debt	(11,090,200)	Bond premiums	(752,000)	Amortization of bond premiums	72,178	Amortization of refunding	(12,648)	Net pension liability	3,293,656	Pension related deferred inflows and outflows of resources	(5,077,920)	Net other post employment benefits liability	1,062,858	OPEB related deferred inflows and outflows of resources	(1,450,958)	Compensated absences	(18,880)	Landfill post-closure liability	8,300	
Capital outlay	23,099,840																												
Loss on disposal of assets	(164,119)																												
Depreciation	(5,390,872)																												
Repayments of debt	5,359,511																												
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OPEB related deferred inflows and outflows of resources	(1,450,958)																												
Compensated absences	(18,880)																												
Landfill post-closure liability	8,300																												
<b>Change in Net Position of Governmental Activities</b>	<b>\$ 6,020,055</b>																												



## 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, 2018

	<u>Budgeted Amounts</u>			Variance with Final Budget Positive (Negative)
	<u>Original Budget</u>	<u>Final Budget</u>	<u>Actual Amounts</u>	
<b>Revenues:</b>				
Property Taxes	\$ 48,326,114	\$ 48,304,815	\$ 48,243,711	\$ (61,104)
Licenses and permits	1,264,072	1,264,072	1,246,603	(17,469)
Intergovernmental	2,597,685	3,476,133	3,459,162	(16,971)
Charges for services	4,568,909	4,691,409	5,353,933	662,524
Investment income	225,000	225,000	532,695	307,695
Miscellaneous	<u>1,011,880</u>	<u>1,019,380</u>	<u>1,208,196</u>	<u>188,816</u>
Total Revenues	57,993,660	58,980,809	60,044,300	1,063,491
<b>Expenditures:</b>				
General government	8,356,809	8,315,079	7,879,640	435,439
Public safety	26,052,979	26,303,828	26,048,781	255,047
General services	9,217,786	9,217,786	9,246,461	(28,675)
Community development	3,232,569	3,249,569	3,277,834	(28,265)
Leisure and information services	4,505,128	4,598,618	4,645,334	(46,716)
Human services	785,321	785,321	622,668	162,653
Employee benefits	2,227,160	2,227,160	2,179,680	47,480
Debt service	<u>6,141,740</u>	<u>6,141,740</u>	<u>6,036,648</u>	<u>105,092</u>
Total Expenditures	<u>60,519,492</u>	<u>60,839,101</u>	<u>59,937,046</u>	<u>902,055</u>
Excess (deficiency) of revenue over expenditures	(2,525,832)	(1,858,292)	107,254	1,965,546
<b>Other Financing Sources (Uses):</b>				
Transfers in	3,816,177	3,924,177	3,815,184	(108,993)
Transfers out	(1,290,345)	(3,182,375)	(3,403,229)	(220,854)
Budgetary use of fund balance	<u>-</u>	<u>1,116,490</u>	<u>-</u>	<u>(1,116,490)</u>
Total Other Financing Sources (Uses)	<u>2,525,832</u>	<u>1,858,292</u>	<u>411,955</u>	<u>(1,446,337)</u>
Excess of revenues and other financing sources over expenditures and other financing uses	\$ <u>-</u>	\$ <u>-</u>	\$ <u>519,209</u>	\$ <u>519,209</u>

## CITY OF CONCORD, NEW HAMPSHIRE

## PROPRIETARY FUNDS

## STATEMENT OF NET POSITION

JUNE 30, 2018

	Business-Type Activities Enterprise Funds			
	Water Fund	Sewer Fund	Nonmajor Funds	Total
<b>ASSETS</b>				
Current:				
Cash and short-term equivalents	\$ 6,851,351	\$ 8,881,860	\$ 2,032,798	\$ 17,766,009
Receivables:				
User fees	616,537	641,979	-	1,258,516
Intergovernmental	-	187,614	-	187,614
Other	-	66,394	546,562	612,956
Prepays	8,650	10,075	4,097	22,822
Inventory	8,788	-	203,532	212,320
Total current assets	7,485,326	9,787,922	2,786,989	20,060,237
Noncurrent:				
Intergovernmental	-	1,201,434	-	1,201,434
Capital assets:				
Land and construction in progress	4,651,077	7,852,666	387,293	12,891,036
Other capital assets, net of accumulated depreciation	61,803,057	54,736,293	1,924,375	118,463,725
Total noncurrent assets	66,454,134	63,790,393	2,311,668	132,556,195
<b>TOTAL ASSETS</b>	73,939,460	73,578,315	5,098,657	152,616,432
<b>DEFERRED OUTFLOWS OF RESOURCES</b>				
Related to pensions	375,056	412,478	-	787,534
Related to OPEB	191,776	208,595	-	400,371
Related to refunding	126,103	72,729	-	198,832
Total deferred outflows of resources	692,935	693,802	-	1,386,737
<b>TOTAL ASSETS AND DEFERRED OUTFLOWS OF RESOURCES</b>	74,632,395	74,272,117	5,098,657	154,003,169
<b>LIABILITIES</b>				
Current:				
Accounts payable	528,805	668,773	642,374	1,839,952
Retainage payable	218,690	206,561	2,225	427,476
Accrued liabilities	230,689	261,229	-	491,918
Unearned revenues	-	-	212,341	212,341
Other current liabilities	65,408	4,296	96,397	166,101
Current portion of long-term liabilities:				
Bonds and loans payable	1,572,106	2,283,546	161,700	4,017,352
Capital leases	-	-	9,595	9,595
Other liabilities	78,836	97,532	56,894	233,262
Total current liabilities	2,694,534	3,521,937	1,181,526	7,397,997
Noncurrent:				
Bonds and loans payable, net of current portion	14,963,903	17,914,871	1,024,050	33,902,824
Capital leases	-	-	23,188	23,188
Net pension liability	1,859,950	2,026,281	-	3,886,231
Net OPEB liability	2,187,862	2,378,884	-	4,566,746
Total noncurrent liabilities	19,011,715	22,320,036	1,047,238	42,378,989
<b>TOTAL LIABILITIES</b>	21,706,249	25,841,973	2,228,764	49,776,986
<b>DEFERRED INFLOWS OF RESOURCES</b>				
Related to pensions	54,265	59,536	-	113,801
Related to OPEB	147,558	160,353	-	307,911
Total deferred inflows of resources	201,823	219,889	-	421,712
<b>TOTAL LIABILITIES AND DEFERRED INFLOWS OF RESOURCES</b>	21,908,072	26,061,862	2,228,764	50,198,698
<b>NET POSITION</b>				
Net investment in capital assets	52,196,854	46,147,165	1,125,990	99,470,009
Restricted for debt service	-	1,389,048	-	1,389,048
Unrestricted	527,469	674,042	1,743,903	2,945,414
<b>TOTAL NET POSITION</b>	\$ 52,724,323	\$ 48,210,255	\$ 2,869,893	\$ 103,804,471

## CITY OF CONCORD, NEW HAMPSHIRE

## PROPRIETARY FUNDS

## STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN FUND NET POSITION

FOR THE YEAR ENDED JUNE 30, 2018

	Business-Type Activities Enterprise Funds			
	<u>Water Fund</u>	<u>Sewer Fund</u>	<u>Nonmajor Funds</u>	<u>Total</u>
<b>OPERATING REVENUES</b>				
Charges for services	\$ 6,121,079	\$ 7,105,077	\$ 4,769,936	\$ 17,996,092
Other	<u>59,418</u>	<u>49,817</u>	<u>26,542</u>	<u>135,777</u>
Total Operating Revenues	6,180,497	7,154,894	4,796,478	18,131,869
<b>OPERATING EXPENSES</b>				
Salaries and benefits	2,233,386	2,370,519	1,157,948	5,761,853
Other operating expenses	858,998	2,409,843	4,209,591	7,478,432
Depreciation	<u>1,958,612</u>	<u>2,395,752</u>	<u>218,618</u>	<u>4,572,982</u>
Total Operating Expenses	<u>5,050,996</u>	<u>7,176,114</u>	<u>5,586,157</u>	<u>17,813,267</u>
Operating Income (Loss)	1,129,501	(21,220)	(789,679)	318,602
<b>NONOPERATING REVENUES (EXPENSES)</b>				
Investment income	79,258	90,063	58,433	227,754
Intergovernmental	44,194	256,433	-	300,627
Interest expense	<u>(535,815)</u>	<u>(569,065)</u>	<u>(31,997)</u>	<u>(1,136,877)</u>
Total Nonoperating Revenues (Expenses), Net	<u>(412,363)</u>	<u>(222,569)</u>	<u>26,436</u>	<u>(608,496)</u>
Income (Loss) Before Contributions and Transfers	717,138	(243,789)	(763,243)	(289,894)
Capital contributions	-	56,026	-	56,026
Transfers in	17,785	127,395	1,132,574	1,277,754
Transfers out	<u>(1,055,269)</u>	<u>(1,315,146)</u>	<u>(92,187)</u>	<u>(2,462,602)</u>
Change in Net Position	(320,346)	(1,375,514)	277,144	(1,418,716)
Net Position at Beginning of Year, as restated	<u>53,044,669</u>	<u>49,585,769</u>	<u>2,592,749</u>	<u>105,223,187</u>
Net Position at End of Year	<u>\$ 52,724,323</u>	<u>\$ 48,210,255</u>	<u>\$ 2,869,893</u>	<u>\$ 103,804,471</u>



## CITY OF CONCORD, NEW HAMPSHIRE

## PROPRIETARY FUNDS

## STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED JUNE 30, 2018

	Business-Type Activities Enterprise Funds			Total
	Water Fund	Sewer Fund	Nonmajor Funds	
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>				
Receipts from customers and users	\$ 6,056,667	\$ 7,103,385	\$ 4,752,925	\$ 17,912,977
Payments to employees for services	(2,089,682)	(2,251,822)	(1,156,279)	(5,497,783)
Payments to vendor for goods and services	(464,549)	(1,846,400)	(4,296,502)	(6,607,451)
Net Cash Provided By (Used For) Operating Activities	3,502,436	3,005,163	(699,856)	5,807,743
<b>CASH FLOWS FROM NONCAPITAL FINANCING ACTIVITIES</b>				
Intergovernmental revenues	44,194	459,864	55,710	559,768
Other	-	-	595,525	595,525
Transfers in	17,785	185,785	1,132,574	1,336,144
Transfers out	(1,055,269)	(1,373,536)	(92,187)	(2,520,992)
Net Cash Provided by (Used For) Noncapital Financing Activities	(993,290)	(727,887)	1,691,622	(29,555)
<b>CASH FLOWS FROM CAPITAL AND RELATED FINANCING ACTIVITIES</b>				
Proceeds from issuance of bonds	1,917,800	3,296,100	185,900	5,399,800
Principal payments on bonds	(1,411,957)	(2,091,376)	(127,300)	(3,630,633)
Bond premium	121,200	252,900	-	374,100
Acquisition and construction of capital assets, net disposals	(3,379,128)	(3,836,632)	(332,071)	(7,547,831)
Capital contributions	-	56,026	-	56,026
Interest expense	(521,672)	(528,540)	(35,102)	(1,085,314)
Net Cash (Used For) Capital and Related Financing Activities	(3,273,757)	(2,851,522)	(308,573)	(6,433,852)
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>				
Investment income	79,260	90,063	2,723	172,046
Net Cash Provided by Investing Activities	79,260	90,063	2,723	172,046
Net Change in Cash and Short-Term Equivalents	(685,351)	(484,183)	685,916	(483,618)
Cash and Short-Term Equivalents, Beginning of Year	7,536,702	9,366,043	1,346,882	18,249,627
Cash and Short-Term Equivalents, End of Year	\$ 6,851,351	\$ 8,881,860	\$ 2,032,798	\$ 17,766,009
<b>RECONCILIATION OF OPERATING INCOME (LOSS) TO NET CASH PROVIDED BY (USED FOR) OPERATING ACTIVITIES</b>				
Operating income (loss)	\$ 1,129,501	\$ (21,220)	\$ (789,679)	\$ 318,602
Adjustments to reconcile operating income (loss) to net cash provided by (used for) operating activities:				
Depreciation	1,958,612	2,395,752	218,618	4,572,982
Bond premium amortization	(34,437)	(32,919)	-	(67,356)
Changes in assets, deferred outflows, liabilities, and deferred inflows:				
User fees	(89,391)	(18,592)	(49,090)	(157,073)
Other assets	(6,300)	-	(12,902)	(19,202)
Accounts payable	364,936	526,167	(92,742)	798,361
Retainage payable	53,164	69,776	2,225	125,165
Compensated absences	(7,361)	5,820	1,669	128
Net pension liability	(69,095)	(77,868)	-	(146,963)
Net/total OPEB liability	(53,218)	(99,303)	-	(152,521)
Deferred inflows	57,263	60,658	-	117,921
Deferred outflows	216,115	229,390	-	445,505
Other liabilities	(17,353)	(32,498)	22,045	(27,806)
Net Cash Provided By (Used For) Operating Activities	\$ 3,502,436	\$ 3,005,163	\$ (699,856)	\$ 5,807,743

CITY OF CONCORD, NEW HAMPSHIRE  
FIDUCIARY FUNDS  
STATEMENT OF FIDUCIARY NET POSITION  
JUNE 30, 2018

	Agency Fund
<b><u>ASSETS</u></b>	
Cash and short-term equivalents	\$ <u>283,550</u>
Total Assets	\$ <u><u>283,550</u></u>
<b><u>LIABILITIES</u></b>	
Other liabilities	\$ <u>283,550</u>
Total Liabilities	\$ <u><u>283,550</u></u>

# REPORT OF THE TRUST FUNDS OF THE CITY OF CONCORD ON JUNE 30, 2018

Date of Creation	NAME OF TRUST FUND	PURPOSE OF TRUST FUND	HOW INVESTED	PRINCIPAL					INCOME					TOTAL		
				%	Balance Beginning Year	Additions/ New Funds Created	Withdrawals	Gains or (Losses) on Sale of Securities	Balance End Year	Balance Beginning Year	%	Earned During Year	Fees		Expended During Year	Balance End Year
9/24/2009 5/13/2010 6/28/2013 9/1/2009 4/10/2018	Account 3053001210 Fund A															
	Expendable - Cemetery		Stocks & Bonds	0.53%	11,460.08	1,836.00		130.20	13,426.28	1,720.69	0.53%	247.49	(39.87)		1,928.30	15,354.59
	8 CEM-E Columbarium															
	Expendable - Library		Stocks & Bonds	2.72%	59,435.93			675.28	60,111.21	8,138.99	2.72%	1,283.55	(206.79)		9,215.74	69,326.95
	9 L-E Library	Moulton	Stocks & Bonds	4.41%	96,191.10			1,092.87	97,283.97	11,338.48	4.41%	2,077.29	(334.68)		13,081.10	110,365.07
	10 L-E Dane Trust		Stocks & Bonds	4.78%	104,220.35			1,184.10	105,404.44	9,994.38	4.78%	2,250.69	(362.61)		11,882.45	117,286.90
	11 L-E Ann Soderstrom	Penacook Library	Stocks & Bonds	3.49%	76,142.29			865.09	77,007.38	10,740.29	3.49%	1,644.33	(264.92)		12,119.70	89,127.07
	12 L-E Elizabeth Hoyt	Concord Library	Stocks & Bonds	1.01%	22,098.91			251.08	22,349.99	1,068.17	1.01%	477.24	(76.89)		1,468.52	23,818.51
	13 L-E Eugene & Irene Pantzer Family TR		Stocks & Bonds	1.54%	33,565.59			381.58	33,967.17	18,372.10	1.54%	725.30	(116.85)		18,980.54	52,947.71
	14 L-E J.Heath		Stocks & Bonds	5.47%	119,347.40			1,355.96	120,703.36	1,568.76	5.47%	2,577.36	(415.24)		3,730.88	124,434.24
	Estate of Lucinda Biese		Stocks & Bonds	0.00%	0.00				0.00	0.00	0.00%	0.00	0.00		0.00	0.00
	Catherine L. Pappas															
	Nelson Legacy		Stocks & Bonds	0.00%	0.00			0.00	0.00	292.38	0.00%	0.00	(0.00)		292.38	292.38
	62 NL Nelson legacy															
	DEDICATED INCOME		Stocks & Bonds	39.55%	863,162.46	160,113.21		9,806.78	933,082.45	56,225.05	39.55%	18,640.41	(3,003.18)		71,862.28	1,004,944.73
	64 DI William Thayer		Stocks & Bonds	4.82%	105,141.25	11,684.28		1,300.00	106,720.08	8,025.47	4.82%	2,270.58	(365.82)		9,930.23	116,650.31
65 DI Henry Kimball		Stocks & Bonds	23.64%	515,831.13	82,702.08		5,860.59	554,393.80	37,928.03	23.64%	11,139.62	(1,794.72)		47,272.93	601,666.73	
66 DI B.A. Kimball		Stocks & Bonds	8.05%	175,676.32	14,330.56		1,995.94	167,002.82	12,013.44	8.05%	3,793.82	(611.23)		15,196.02	182,198.85	
67 DI Chester Larson																
Total Fund A			100.00%	2,182,292.81	270,666.13	(186,300.00)	24,794.03	2,291,452.97	177,426.20	100.00%	47,127.67	(7,592.81)	0.00	216,961.06	2,508,414.03	
Account 3053001201 Fund B																
Expendable - Conservation		Purchase of Land	Stocks & Bonds	48.12%	971,640.00	107,705.00		74,859.33	853,259.33	137,517.69	48.12%	26,951.17	(4,397.50)		160,071.36	1,013,330.69
1 C-E Conservation Fund		Forest Fund	Stocks & Bonds	16.20%	327,109.72	1,138.77		25,201.94	353,450.43	144,145.21	16.20%	9,073.31	(1,480.45)		151,738.06	505,188.49
2 C-E Conservation Fund		Stevens Recreation	Stocks & Bonds	1.30%	26,191.34			2,017.89	28,209.24	13,321.54	1.30%	726.49	(118.54)		13,929.49	42,138.73
3 C-E Conservation Fund		Urban Tree	Stocks & Bonds	0.94%	18,925.12			1,458.07	20,383.20	7,723.05	0.94%	524.94	(86.55)		8,162.34	28,545.54
4 C-E Conservation Fund		Heritage	Stocks & Bonds	0.61%	12,248.02			943.64	13,509.63	1,897.93	0.61%	339.73	(55.43)		1,591.86	16,719.39
5 C-E Conservation Fund		Employment Benefits	Stocks & Bonds	32.84%	663,203.87	317.97		51,096.09	714,299.86	86,858.48	32.84%	18,395.82	(3,001.56)		102,252.74	816,552.69
OPEB Trust			Stocks & Bonds	0.00%	0.00	7,500.00		0.00	7,500.00	0.00	0.00%	0.00	0.00	0.00	7,500.00	7,500.00
Stewardship of Land																
Total Fund B			100.00%	2,019,318.07	116,661.74	(300,945.00)	155,576.97	1,990,611.78	391,463.91	100.00%	56,011.46	(9,139.14)		438,336.23	2,428,948.01	
Account 3053001194 Fund C																
Non-Expendable Cemetery																
11 C-NE Individual Care		Milville	Stocks & Bonds	0.05%	4,662.69			317.05	4,979.74	201.33	0.05%	125.02	(19.95)		306.39	5,286.14
12 C-NE Individual Care		Suncook	Stocks & Bonds	0.02%	2,372.60			161.33	2,533.92	109.63	0.02%	63.61	(10.15)		163.09	2,697.02
13 C-NE Individual Care		Maple Grove	Stocks & Bonds	0.06%	6,126.24			416.70	6,544.94	329.03	0.06%	164.31	(26.22)		467.12	7,012.06
14 C-NE Individual Care		Pine Grove	Stocks & Bonds	0.15%	14,535.24			988.34	15,523.58	868.29	0.15%	389.72	(62.20)		1,195.81	16,719.39
15 C-NE Individual Care		Horse Hill	Stocks & Bonds	0.01%	1,152.86			78.39	1,231.25	81.52	0.01%	30.91	(4.93)		1,338.75	1,338.75
16 C-NE Individual Care		Old North	Stocks & Bonds	0.00%	156.47			10.64	167.10	15.81	0.00%	4.20	(0.67)		19.33	186.44
17 C-NE Individual Care		Old North	Stocks & Bonds	0.32%	31,444.82			2,138.13	33,582.95	1,976.43	0.32%	843.10	(134.55)		2,684.98	36,267.93
18 C-NE Individual Care		Woodlawn	Stocks & Bonds	0.34%	33,082.75			2,249.50	35,332.25	2,631.90	0.34%	887.01	(141.56)		3,377.35	38,709.60
19 C-NE Individual Care		Blossom Hill	Stocks & Bonds	30.19%	2,934,690.93			199,548.12	3,134,239.05	159,991.60	30.19%	78,684.71	(12,557.55)		198,118.77	3,332,357.82
20 C-NE Individual Care		Concord Calvary	Stocks & Bonds	8.26%	802,465.50			54,564.68	857,030.18	30,820.13	8.26%	21,515.65	(3,433.75)		35,902.20	892,932.20
21 C-NE Individual Care		Penacook Calvary	Stocks & Bonds	0.08%	7,912.08			537.99	8,450.07	0.00	0.08%	212.14	(33.86)		8,450.06	8,450.06
22 C-NE Cemetery-General Care		General	Stocks & Bonds	42.14%	4,096,182.68	55,195.40		278,525.26	4,429,903.34	121,923.06	42.14%	109,826.54	(17,527.57)		128,222.03	4,558,125.38

Prepared By Citizens Private Bank and Trust  
5/23/2019



**REPORT OF THE TRUST FUNDS OF THE CITY OF CONCORD ON JUNE 30, 2018**

*Date of *Creation	NAME OF TRUST FUND	PURPOSE OF TRUST FUND	HOW INVESTED	PRINCIPAL				INCOME					TOTAL				
				%	Balance Beginning Year	Additions/ New Funds Created	Withdrawals	Gains or (Losses) on Sale of Securities	Balance End Year	Earned During Year	Fees	Expended During Year		Balance End Year	Principal & Income		
2009	23 C-NE Cemetery-Flowers	Flowers	Stocks & Bonds	3.90%	379,222.23			25,785.71	405,007.93	11,629.30	3.90%	10,167.68	(1,622.69)	(5,231.00)	14,943.29	415,951.22	
	24 C-NE Single Grave Annex	General	Stocks & Bonds	1.07%	103,789.20			7,057.89	110,856.10	16,709.55	1.07%	2,783.03	(444.15)		19,048.42	129,904.52	
	25 C-NE Seth K. Jones	Monument Fund	Stocks & Bonds	0.02%	2,223.64			151.20	2,374.84	11,842.16	0.02%	59.82	(9.51)	(30.00)	11,862.26	14,237.10	
	26 C-NE Shrub-Cemetery	Shrub	Stocks & Bonds	0.64%	62,276.41	1,140.00		4,234.70	67,653.11	4,136.72	0.64%	1,669.80	(266.49)	(1,500.00)	4,940.03	71,693.15	
	27 C-NE Gladys Quimby	Flower	Stocks & Bonds	0.00%	316.14			21.50	337.64	53.92	0.00%	8.48	(1.35)	(30.00)	31.04	368.68	
	28 C-NE Florence Wilson	Pine Grove	Stocks & Bonds	0.00%	158.06			10.75	168.81	23.42	0.00%	4.24	(0.66)		26.98	195.79	
	29 C-NE J. Eastman Pecker	Landscaping	Stocks & Bonds	0.31%	29,996.41			2,038.64	32,035.05	60,018.42	0.31%	804.26	(128.35)	(40.00)	60,564.32	92,690.38	
	30 C-NE Edith & Emily	Flowers/Care	Stocks & Bonds	0.01%	1,325.38			90.12	1,415.50	4,730.45	0.01%	35.54	(5.67)		4,760.31	6,175.81	
	31 C-NE A.C. Camoli	Cemetery Care	Stocks & Bonds	0.01%	1,133.57			77.08	1,210.65	95.30	0.01%	30.39	(4.85)	(38.00)	82.84	1,293.49	
	32 C-NE Mrs. H.A. Kimball	Cemetery Care	Stocks & Bonds	0.03%	3,296.18			224.13	3,520.31	3,470.53	0.03%	88.38	(14.10)	(1,000.00)	2,544.81	6,085.11	
	33 C-NE Sen. Styles Bridges	Care & Preservation	Stocks & Bonds	0.03%	3,061.25			208.15	3,269.41	3,670.59	0.03%	82.08	(13.10)	(1,000.00)	2,739.57	6,008.97	
	34 C-NE Judge Edwin Page	Cemetery Care	Stocks & Bonds	0.01%	975.37			66.32	1,041.70	691.36	0.01%	26.15	(4.17)	(10.00)	703.34	1,745.04	
	35 C-NE Alvin P. Dunbar	Monument Care	Stocks & Bonds	0.00%	316.14			21.50	337.64	53.92	0.00%	8.48	(1.35)		323.07	660.71	
	36 C-NE Caroline DeFaugi	Mausoleum	Stocks & Bonds	0.34%	35,564.71			2,419.27	37,982.98	23,929.14	0.37%	953.56	(152.18)		24,730.52	62,713.49	
	37 C-NE Thompson Monument	Flowers	Stocks & Bonds	0.37%	33,224.96			2,259.17	35,484.14	9,366.60	0.34%	890.83	(142.17)	(187.17)	9,828.08	45,412.22	
	2013	38 C-NE Alvin P. Dunbar	Cem Care	Stocks & Bonds	0.06%	6,066.24			412.48	6,478.72	716.07	0.06%	162.65	(25.96)	(121.00)	731.76	7,210.48
		39 C-NE Imp. & Ornamentation	Cemetery	Stocks & Bonds	0.19%	18,268.84			1,242.08	19,508.92	21,822.09	0.19%	489.77	(78.16)	(2,000.00)	20,233.70	39,742.62
	2013	40 C-NE Frank J. Suloway	Cemetery	Stocks & Bonds	0.04%	13,658.03			928.56	14,586.59	7,094.55	0.14%	366.14	(58.43)		7,402.26	21,986.85
		Non-Expendable Library	Schools	Stocks & Bonds	0.04%	3,617.37			245.97	3,863.34	1,948.53	0.04%	96.99	(15.49)		2,030.04	5,893.38
38 L-NE Abigail Walker		David Osgood	Stocks & Bonds	0.03%	2,877.23			182.04	2,859.27	0.00	0.03%	71.78	(11.46)	(60.33)	(0.00)	2,859.27	
39 L-NE Library-Books		Stephen Abbot	Stocks & Bonds	0.01%	659.23			44.83	704.06	75.69	0.01%	17.68	(2.82)		90.54	794.60	
40 L-NE Library-Books		William Chase	Stocks & Bonds	0.03%	3,296.18			224.13	3,520.31	378.44	0.03%	88.38	(14.10)		452.71	3,973.01	
41 L-NE Library-Books		William Chase	Stocks & Bonds	0.03%	3,375.17			229.50	3,604.67	388.14	0.03%	90.49	(14.44)		464.19	4,068.86	
42 L-NE Library-Books		Cogswell Coll.	Stocks & Bonds	0.08%	7,547.63			513.21	8,060.84	866.42	0.08%	202.37	(32.30)		1,036.50	9,097.34	
43 L-NE Library-Books		C.R. Covey	Stocks & Bonds	0.67%	65,566.12			4,459.25	70,024.38	4,981.72	0.67%	1,757.95	(280.56)		6,459.11	76,483.49	
44 L-NE Library-Books		Joe Hazelline	Stocks & Bonds	0.11%	10,876.75			739.58	11,616.33	1,248.74	0.11%	291.63	(46.54)		1,493.82	13,110.15	
45 L-NE Library-Books		G.P. Lynn	Stocks & Bonds	0.03%	3,296.18			224.13	3,520.31	378.44	0.03%	88.38	(14.10)		452.71	3,973.01	
46 L-NE Library-Books		Franklin Pierce	Stocks & Bonds	0.03%	3,296.18			224.13	3,520.31	378.44	0.03%	88.38	(14.10)		452.71	3,973.01	
47 L-NE Library-Books		Thomas Valpey	Stocks & Bonds	0.02%	1,634.56			111.14	1,745.70	188.21	0.02%	43.83	(6.99)		225.04	1,970.75	
48 L-NE Library-Books		Seth Jones	Stocks & Bonds	0.00%	244.69			16.64	261.33	28.25	0.00%	6.56	(1.05)		33.77	295.10	
49 L-NE Samuel Eastman		Books	Stocks & Bonds	0.05%	5,004.57			340.29	5,344.86	574.58	0.05%	134.18	(21.41)		687.35	6,032.21	
50 L-NE Seth K. Jones		Cem. Books, Lib	Stocks & Bonds	0.03%	3,296.18			224.13	3,520.31	312.12	0.03%	88.38	(14.10)		386.39	3,966.69	
51 L-NE Charles Parker Bancroft		Building fund	Stocks & Bonds	0.24%	23,547.20			1,601.12	25,148.32	3,499.27	0.24%	631.35	(100.76)		4,018.66	29,168.18	
52 L-NE Library-General Purpose		G. Blanchard	Stocks & Bonds	2.08%	202,093.66			13,741.62	215,835.28	23,969.63	2.08%	5,418.52	(864.76)		28,490.39	244,325.66	
53 L-NE Charles Corning		New Library Fund	Stocks & Bonds	0.64%	61,990.39			4,215.12	66,205.50	9,159.84	0.64%	1,662.08	(285.26)		10,556.66	76,762.17	
54 L-NE Library-General Purpose		S.G. Eastman	Stocks & Bonds	1.49%	144,558.57			9,829.45	154,388.02	16,920.97	1.49%	3,875.89	(618.57)		20,178.30	174,566.31	
55 L-NE Library-General Purpose	Dr. M. Atchison Estate	Stocks & Bonds	0.03%	2,971.32			202.04	3,173.36	415.30	0.03%	79.67	(12.71)		482.25	3,655.61		
56 L-NE Arthur Carpenter	Books & Periodicals	Stocks & Bonds	2.92%	283,991.92			19,310.40	303,302.32	10,597.09	2.92%	7,614.37	(1,215.20)		16,996.26	320,298.58		
57 L-NE Marie Colbert		Stocks & Bonds	2.50%	243,272.06			16,541.60	259,813.66	33,548.52	2.50%	6,522.59	(1,040.96)		39,030.15	298,843.81		
Non-Expendable Other	B-Cen Square	Stocks & Bonds	0.05%	4,966.37			337.70	5,304.07	4,713.45	0.05%	133.16	(21.25)		4,825.36	10,129.43		
58 D-NE Rollins Trust	Female Charity Society	Stocks & Bonds	0.07%	6,565.39			448.42	7,013.81	0.00	0.07%	176.03	(28.09)	(147.94)	(0.00)	7,011.81		
59 D-NE Countess of Rumford	Eastman Park	Stocks & Bonds	0.02%	1,478.05			100.50	1,578.55	1,767.54	0.02%	39.63	(6.32)		1,800.85	3,379.40		
60 D-NE Eastman Association																	
Total Fund C				100.00%	9,719,489.50	56,335.40	0.00	660,889.32	10,436,714.32	615,561.16	100.00%	260,598.23	(41,589.71)	(138,573.73)	695,995.95	11,132,710.27	
CAPITAL RESERVE FUNDS	68 Self-insurance 8468		Cash Equivalents	9.47%	463,993.91			0.00	54,625.33	174,012.33	9.47%	3,668.15			177,700.48	232,325.81	
	69 Landfill Closure 8469		Cash Equivalents	0.00%	0.00			0.00	0.00	9,794.94	0.00%	136.66			9,931.60	9,931.60	

Prepared By Citizens Private Bank and Trust  
5/23/2019

# REPORT OF THE TRUST FUNDS OF THE CITY OF CONCORD ON JUNE 30, 2018

*Date of *Creation	NAME OF TRUST FUND	PURPOSE OF TRUST FUND	HOW INVESTED	PRINCIPAL					INCOME				TOTAL		
				%	Balance Beginning Year	Additions/ New Funds Created	Withdrawals	Gains or (Losses) on Securities	Balance End Year	%	Earned During Year	Fees		Expended During Year	Balance End Year
	70 Durgin Block 8470		Cash Equivalents	0.00%	0.00	10,500.00		0.00	10,500.00	10,833.82	0.00%	282.11		11,115.93	21,615.93
	71 Highway 8471		Cash Equivalents	41.61%	2,037,772.66	2,688,938.09	(3,298,139.50)	0.00	1,428,571.25	88,690.60	41.61%	25,407.58		114,098.18	1,542,669.43
	72 Economic Development 8472		Cash Equivalents	10.73%	525,505.44	263,704.07	(138,000.00)	0.00	651,209.51	21,317.78	10.73%	8,162.25		29,480.03	680,689.54
	73 Revaluation		Cash Equivalents	0.00%	0.00			0.00	0.00	0.00	0.00%	0.00		0.00	0.00
	74 53rd Week		Cash Equivalents	0.00%	0.00			0.00	0.00	0.00	0.00%	0.00		0.00	0.00
	75 Equipment 8473		Cash Equivalents	3.24%	158,843.29	75,000.00	(137,750.00)	0.00	96,093.29	4,623.90	3.24%	2,443.19	7,067.09	103,160.38	
	76 Mountain Green 8474		Cash Equivalents	1.72%	84,313.97			0.00	84,313.97	42,969.38	1.72%	1,775.86	44,745.24	129,059.21	
	77 Fire Apparatus Replacem 8475		Cash Equivalents	0.02%	1,035.59	1,936.72		0.00	2,972.31	4,909.94	0.02%	82.94	4,992.88	7,965.19	
	78 Downtown Economic Dev 8476		Cash Equivalents	0.00%	0.00			0.00	0.00	11,213.04	0.00%	156.46	11,369.50	11,369.50	
	83 SVMS Project 8477		Cash Equivalents	0.00%	0.00			0.00	0.00	0.00	0.00%	0.00	0.00	0.00	0.00
	79 Education & Training 8478		Cash Equivalents	0.48%	23,333.52		(9,215.54)	0.00	14,117.98	248.18	0.48%	329.00	577.18	14,695.16	
	80 Building Improvements 8479		Cash Equivalents	0.48%	23,536.22	30,000.00	(30,000.00)	0.00	23,536.22	694.91	0.48%	339.08	1,033.99	24,570.21	
	81 Parks and Grounds 8480		Cash Equivalents	0.41%	20,000.00			0.00	20,000.00	340.42	0.41%	283.80	624.22	20,624.22	
	82 Water Fund Fuel Reserve 8481		Cash Equivalents	2.04%	100,000.01			0.00	100,000.01	1,513.02	2.04%	1,416.32	2,929.34	102,929.35	
	84 Water Investment Fee 8482		Cash Equivalents	5.49%	268,691.64	17,785.19		0.00	286,476.83	1,535.03	5.49%	3,732.94	5,267.97	291,744.80	
	85 Wastewater Investment Fee 8483		Cash Equivalents	7.53%	368,713.10	35,430.94		0.00	404,144.04	2,567.44	7.53%	5,141.69	7,709.13	411,853.17	
	86 ERIP 8484		Cash Equivalents	0.00%	0.00			0.00	0.00	128.29	0.00%	1.80	130.09	130.09	
	87 Recreation Reserve		Cash Equivalents	13.30%	651,500.00	350,000.00		0.00	1,001,500.00	4,583.01	13.30%	11,971.62	16,554.63	1,018,054.63	
	88 Community Improvement		Cash Equivalents	3.47%	170,000.00			0.00	170,000.00	783.43	3.47%	2,382.84	3,166.27	173,166.27	
TOTAL CAPITAL RESERVE FUNDS				100.00%	4,897,235.35	3,473,295.01	(4,022,473.62)	0.00	4,348,060.74	380,759.46	100.00%	67,734.29	0.00	448,493.75	4,796,554.49
TOTAL OF ALL FUNDS					18,818,339.83	3,916,958.28	(4,509,718.62)	841,260.32	19,066,839.81	1,565,210.73		431,471.65	(58,331.66)	(138,573.73)	20,866,626.80



**REPORT OF THE TRUST FUND INVESTMENTS OF THE CITY OF CONCORD, NH ON JUNE 30, 2018**

# Shares or Units	HOW INVESTED DESCRIPTION OF INVESTMENT (Names of Banks, Stocks, Bonds, etc.)	PRINCIPAL				INCOME				TOTAL Principal & Income	Beginning of Year Fair Market Value	Unrealized Gain/Loss	End of Year Fair Market Value
		Balance Beginning Year	Additions/ Purchases	Capital Gains (Losses)	Proceeds From Sales	Balance End Year	Balance Beginning Year	Income During Year	Expended During Year				
0	<b>CITY OF CONCORD FUND C - #3053001194</b>												
100,000	Federal Farm Credit Bank	148,231.50		1,768.50	150,000.00	0.00	0.00	3,750.00	(3,750.00)	0.00	151,419.00	(1,419.00)	0.00
100,000	Federal Farm Credit Bank	0.00	96,986.09			96,986.09	0.00	600.00	(600.00)	96,986.09	0.00	(2,485.09)	94,513.00
100,000	Federal Farm Credit Bank	99,761.00				99,761.00	0.00	2,030.00	(2,030.00)	99,761.00	100,331.00	(1,337.00)	99,594.00
100,000	Federal Farm Credit Bank	100,414.00				100,414.00	0.00	1,600.00	(1,600.00)	100,414.00	98,784.00	(1,380.00)	97,394.00
50,000	Federal Home Loan Bank	50,162.00				50,162.00	0.00	1,000.00	(1,000.00)	50,162.00	49,659.50	(1,387.00)	48,462.50
150,000	Federal Home Loan Bank	150,219.00				150,219.00	0.00	3,000.00	(3,000.00)	150,219.00	151,410.00	(2,352.00)	148,058.00
0	Federal Home Loan Bank	100,062.00		(82.00)	100,000.00	0.00	0.00	625.00	(625.00)	0.00	100,066.00	(6.00)	0.00
150,000	Federal Home Loan Bank	150,962.40				150,962.40	0.00	2,437.50	(2,437.50)	150,962.40	150,510.00	(1,589.00)	148,911.00
150,000	Federal Home Loan Bank	0.00	251,927.50			251,927.50	0.00	2,817.50	(2,817.50)	251,927.50	0.00	(5,282.50)	246,635.00
100,000	Federal Home Loan Bank	146,960.50				146,960.50	0.00	2,062.50	(2,062.50)	146,960.50	149,002.50	(2,069.50)	146,913.00
100,000	Federal Home Loan Bank	100,920.00				100,920.00	0.00	2,850.00	(2,850.00)	100,920.00	100,399.00	(1,845.00)	98,554.00
100,000	Federal Home Loan Bank	102,275.00				102,275.00	0.00	2,850.00	(2,850.00)	102,275.00	102,817.00	(3,057.00)	99,760.00
100,000	Federal Home Loan Bank	99,750.00				99,750.00	0.00	2,150.00	(2,150.00)	99,750.00	100,577.00	(1,815.00)	98,762.00
100,000	Federal Home Loan Bank	100,377.00				100,377.00	0.00	2,450.00	(2,450.00)	100,377.00	101,117.00	(2,094.00)	99,023.00
100,000	Federal Home Loan Bank	151,449.00				151,449.00	0.00	7,312.50	(7,312.50)	151,449.00	150,721.50	(828.50)	148,895.00
150,000	Berkshire Hathaway	154,495.50				154,495.50	0.00	5,500.00	(5,500.00)	154,495.50	161,464.50	(6,550.50)	154,914.00
250,000	Cisco	246,705.00				246,705.00	0.00	2,397.00	(2,397.00)	246,705.00	244,545.00	(6,642.50)	239,902.50
100,000	Exxon Mobil Corp	99,980.00				99,980.00	0.00	2,700.00	(2,700.00)	99,980.00	100,523.00	(2,743.00)	97,780.00
100,000	Intel Corp	102,095.00				102,095.00	0.00	2,475.00	(2,475.00)	102,095.00	101,279.00	(3,347.00)	97,932.00
150,000	JNJ	150,282.00				150,282.00	0.00	2,375.00	(2,375.00)	150,282.00	148,522.50	(2,809.50)	145,713.00
100,000	Oracle Corp	100,944.00				100,944.00	0.00	2,375.00	(2,375.00)	100,944.00	101,151.00	(1,163.00)	99,988.00
250,000	UnitedHealth Gr	0.00	252,402.50			252,402.50	0.00	1,557.29	(1,557.29)	252,402.50	0.00	(8,777.50)	243,625.00
100,000	US Bancorp	100,349.00				100,349.00	0.00	2,950.00	(2,950.00)	100,349.00	101,717.00	(4,006.00)	97,711.00
50,000	US Treas Note	50,281.25		292.97	250,000.00	0.00	0.00	500.00	(500.00)	50,281.25	49,812.50	91.50	49,904.00
250,000	US Treas Note	248,388.67				248,388.67	0.00	3,125.00	(3,125.00)	248,388.67	238,692.50	(6,377.50)	232,315.00
250,000	US Treas Note	254,296.88				254,296.88	0.00	3,750.00	(3,750.00)	254,296.88	246,210.00	(6,220.00)	239,990.00
250,000	US Treas Note	247,822.27				247,822.27	0.00	3,437.50	(3,437.50)	247,822.27	247,382.50	(5,010.00)	242,372.50
150,000	US Treas Note	150,837.89				150,837.89	0.00	2,625.00	(2,625.00)	150,837.89	147,774.00	(4,471.50)	143,302.50
250,000	US Treas Note	254,453.13				254,453.13	0.00	5,000.00	(5,000.00)	254,453.13	246,572.50	(8,807.50)	237,765.00
250,000	US Treas Note	248,339.84				248,339.84	0.00	5,000.00	(5,000.00)	248,339.84	245,752.50	(8,935.00)	236,817.50
250,000	US Treas Note	262,148.44				262,148.44	0.00	5,937.50	(5,937.50)	262,148.44	156,750.00	(5,689.50)	145,137.00
250,000	US Treas Note	99,871.10				99,871.10	0.00	875.00	(875.00)	99,871.10	99,563.00	404.00	99,967.00
100,000	US Treas Note	194,937.50				194,937.50	0.00	(1,292.82)	(1,292.82)	194,937.50	0.00	624.50	195,562.00
200,000	US Treas Note	194,054.69				194,054.69	0.00	1,177.05	(1,177.05)	194,054.69	0.00	921.31	194,976.00
430	Accenture PLC Ireland	35,411.75		1,818.07	3,763.77	33,466.05	0.00			33,466.05	56,274.40	17,833.07	70,343.70
392	Adobe Sys Inc	73,094.56		40,854.50	73,592.72	40,356.44	0.00			40,356.44	100,422.40	68,743.84	95,573.52
0	Align Technology Inc	24,953.30		74,724.22	99,677.52	0.00	0.00			0.00	60,798.60	38,878.92	0.00
116	Alphabet Inc. NPV A	56,183.57		12,686.92	20,949.21	47,921.28	0.00			47,921.28	126,436.48	25,498.77	130,986.04
83	Alphabet Inc. Com Cl C	27,124.05		7,506.35	10,422.81	24,207.49	0.00			24,207.49	84,511.89	18,509.97	92,598.95
102	Amazon Com Inc	79,861.73		2,119.15	5,851.01	76,129.87	0.00			76,129.87	103,576.00	75,654.61	173,379.60
520	Angen	41,114.92		5,658.10	9,590.83	37,182.19	0.00	2,655.05	(2,655.05)	37,182.19	99,032.25	6,545.38	95,986.80
750	Analog Devices, Inc	60,448.76		690.45	4,468.50	56,670.71	0.00	1,431.00	(1,431.00)	56,670.71	62,240.00	14,168.50	71,940.00
555	Aon PLC Cl A	83,167.15		487.62	2,694.74	60,970.03	0.00	835.80	(835.80)	60,970.03	76,446.25	2,367.84	76,129.35
1,035	Apple Inc	88,920.43		34,827.89	50,950.52	72,797.80	0.00	3,210.34	(3,210.34)	72,797.80	234,320.54	63,196.50	246,566.52
0	Archer Daniels Midl	69,827.36		(11.85)	3,391.52	86,062.07	0.00	455.40	(455.40)	86,062.07	0.00	6,763.13	94,837.05
2,188	AT & T Inc	48,811.87		350.22	4,623.32	80,106.30	0.00	2,810.30	(2,810.30)	80,106.30	56,029.05	(16,701.81)	70,271.45
580	Avery Dennison Corp	36,473.47		2,353.70	7,714.02	44,141.15	0.00	1,127.35	(1,127.35)	44,141.15	95,465.22	(25,708.64)	59,218.00
0	Bard CR Inc	33,283.51		(17,511.90)	52,244.68	0.00	0.00	150.54	(150.54)	0.00	0.00	(1,058.09)	0.00
0	Becton Dickinson & Co	16,453.81		4,179.40	14,528.55	78,661.08	0.00			78,661.08	109,243.65	11,676.40	106,390.50
570	Berkshire Hathaway Inc. Del Cl B New	89,011.23		0.00		72,570.76	0.00	708.48	(708.48)	72,570.76	0.00	(4,722.88)	61,381.92
244	Biogen Inc	0.00	66,104.80			66,104.80	0.00			66,104.80	0.00		
123	Blackrock Inc	0.00				0.00	0.00			0.00	0.00		



REPORT OF THE TRUST FUND INVESTMENTS OF THE CITY OF CONCORD, NH ON JUNE 30, 2018

# Shares or Units	HOW INVESTED DESCRIPTION OF INVESTMENT (Names of Banks, Stocks, Bonds, etc.)	PRINCIPAL				INCOME				TOTAL		Beginning of Year Fair Market Value	Unrealized Gain/Loss Year	End of Year Fair Market Value
		Balance Beginning Year	Additional/ Purchases	Capital Gains (Losses)	Proceeds From Sales	Balance End Year	Balance Beginning Year	Income During Year	Expended During Year	Balance End Year	Principal & Income			
203	Boeing Company	30,675.75		30,908.29	42,995.45	18,588.59	0.00	1,807.33	(1,807.33)	0.00	18,588.59	66,246.25	44,857.73	68,108.53
2,135	Boston Scientific Corp	32,424.10		901.35	2,142.81	31,182.64	0.00		0.00	0.00	31,182.64	61,538.40	10,418.91	69,814.50
0	Bristol-Myers Squibb Co.	72,889.10	28,370.08	(4,350.26)	96,908.92	0.00	0.00	2,289.50	(2,289.50)	0.00	0.00	73,828.00	(5,290.16)	0.00
554	Caterpillar Inc.	50,304.28	33,275.13	10,538.45	35,133.16	58,984.70	0.00	1,996.02	(1,996.02)	0.00	58,984.70	53,192.70	23,826.51	75,161.18

# REPORT OF THE TRUST FUND INVESTMENTS OF THE CITY OF CONCORD, NH ON JUNE 30, 2018

REPORT OF THE BOARD OF INVESTMENT										
HOW INVESTED										
DESCRIPTION OF INVESTMENT (Names of Banks, Stocks, Bonds, etc.)										
# Shares or Units	Balance Beginning Year	Additions/ Purchases	Capital Gains (Losses)	Proceeds From Sales	Balance End Year	Income During Year	Extended During Year	Balance End Year	TOTAL Principal & Income	End of Year Fair Market Value
0	CBS Corp New Cl B	0.00	63,274.68	(9,201.15)	54,073.53	0.00	172.80	(172.80)	0.00	(9,201.15)
0	Celgene Corp	0.00	122,586.57	(44,937.56)	77,649.01	0.00	0.00	0.00	0.00	(44,937.56)
0	Chubb Limited	57,086.25	25,005.39	25,005.39	82,091.64	0.00	1,189.25	(1,189.25)	0.00	82,139.70
0	Church & Dwight Co. Inc.	71,613.03	0.00	(1,767.93)	69,845.10	0.00	1,134.72	(1,134.72)	0.00	75,744.80
465	Cigna	0.00	80,614.59	0.00	80,614.59	0.00	0.00	0.00	80,614.59	79,026.75
440	Cintas Corporation	20,680.48	2,198.18	2,198.18	3,097.33	19,781.33	745.20	(745.20)	19,781.33	26,549.73
0	Cisco Systems	49,669.69	10,376.07	10,376.07	59,445.76	0.00	552.45	(552.45)	0.00	59,626.50
1,285	Citigroup Inc.	105,939.63	26,662.16	12,236.35	68,142.25	76,020.22	2,729.60	(2,729.60)	76,020.22	85,992.20
440	Clorox Co.	52,351.56	1,060.84	1,060.84	4,918.33	47,882.07	1,590.00	(1,590.00)	48,484.07	59,510.00
1,795	Comcast Corp New Cl A	108,777.91	(924.07)	50,171.02	57,682.82	0.00	2,197.39	(2,197.39)	57,682.82	58,939.95
1,170	ConocoPhillips	78,343.13	(770.50)	10,909.75	66,662.88	0.00	1,395.65	(1,395.65)	66,662.88	60,445.00
445	Costco Whsil Corp New	39,255.85	77,593.77	399.14	3,736.51	74,256.40	708.65	(708.65)	74,256.40	81,455.40
0	Danaher Corp	69,408.91	26,736.53	65,992.38	0.00	0.00	111.30	(111.30)	67,090.05	19,138.84
0	Delphi Automotive Plc	0.00	(67,705.62)	270.07	1,973.36	0.00	466.90	(466.90)	0.00	19,138.84
0	Delphi Technologies Plc	0.00	63,309.16	0.00	63,309.16	0.00	195.75	(195.75)	0.00	19,138.84
675	Dollar General Corp New	47,223.52	24,178.30	71,401.82	0.00	0.00	188.60	(188.60)	86,727.30	15,325.48
0	Duke Energy Corp New	56,604.44	1,887.85	58,492.29	0.00	0.00	1,343.90	(1,343.90)	64,364.30	(5,872.01)
540	Eckhardt Laboratories Corp	0.00	73,789.54	0.00	73,789.54	0.00	0.00	0.00	73,789.54	78,807.80
690	Ellie's & Co.	0.00	59,891.46	59,891.46	0.00	59,891.46	228.15	(228.15)	59,891.46	58,877.70
0	Equifax Inc.	64,247.86	998.86	65,246.72	0.00	0.00	0.00	0.00	80,390.70	(15,143.98)
695	Facebook Inc.	78,906.81	6,478.99	15,077.81	56,406.81	70,307.99	0.00	0.00	117,764.40	32,365.81
970	Fidelity Inc.	1,525.90	3,219.92	3,219.92	0.00	0.00	33,252.06	0.00	62,393.40	135,052.40
311	General Dynamics	43,126.33	20,655.25	38,819.56	27,772.02	0.00	1,252.71	(1,252.71)	62,393.40	12,713.82
0	General Mills Inc.	63,689.23	2,804.24	68,263.52	0.00	0.00	0.00	0.00	27,372.02	57,973.51
1,540	Halliburton Co.	0.00	70,111.63	0.00	70,111.63	0.00	842.40	(842.40)	66,757.00	(1,463.48)
460	Harris Corporation	44,400.04	2,356.45	5,312.89	5,269.14	40,443.60	1,093.85	(1,093.85)	55,095.60	69,392.40
830	Home Depot Inc.	101,758.72	22,435.76	3,045.71	13,143.20	114,096.99	3,164.95	(3,164.95)	118,118.00	34,522.44
400	Honeywell Intl Inc.	71,770.19	41,015.29	42,538.33	0.00	0.00	1,869.31	(1,869.31)	89,970.75	57,620.00
450	Illinois Tool Works	48,801.31	32,742.06	10,895.29	49,924.51	49,924.51	1,970.15	(1,970.15)	72,341.25	62,343.00
2,200	Inel Corp	0.00	105,066.92	0.00	105,066.92	0.00	660.00	(660.00)	105,066.92	109,382.00
0	International Business Machines	41,928.93	(7,757.05)	34,171.88	0.00	0.00	360.00	(360.00)	36,919.20	(2,747.32)
770	Johnson & Johnson	58,993.48	2,019.52	4,231.40	56,771.60	0.00	2,663.80	(2,663.80)	105,832.00	(6,168.90)
1,695	JPMorgan Chase & Co.	130,302.09	7,316.70	21,682.71	115,938.08	0.00	3,917.70	(3,917.70)	174,117.00	24,184.71
0	Kimberly Clark	47,882.49	3,398.92	51,281.41	0.00	0.00	1,338.60	(1,338.60)	58,745.05	17,461.00
955	Lincoln National Corp	0.00	77,646.24	0.00	77,646.24	0.00	315.15	(315.15)	58,745.05	(18,197.49)
730	Marsh & McLennan Companies	47,045.29	17,045.29	28,848.06	32,046.24	0.00	1,158.76	(1,158.76)	83,417.20	3,268.96
555	McDonalds Corp	69,207.46	23,778.31	1,091.98	10,163.76	83,913.99	2,929.50	(2,929.50)	71,985.20	86,982.95
91	MetLife Toleds Corp	320.98	3,073.78	3,073.78	50,100.93	0.00	0.00	0.00	56,499.84	52,855.33
2,150	Microsoft Corp	66,497.07	24,830.34	9,342.25	17,292.20	0.00	2,744.70	(2,744.70)	138,893.95	65,579.41
575	Motorola Solutions Inc	0.00	63,257.36	63,257.36	0.00	0.00	66.75	(66.75)	63,257.36	66,912.75
0	National Oil Well Inc.	52,740.03	(8,120.92)	44,619.11	0.00	0.00	2,455.50	(2,455.50)	43,974.80	644.21
575	Nextera Energy Inc. Com	35,865.00	2,370.53	3,864.91	34,370.62	0.00	0.00	0.00	15,829.16	96,042.25
1,780	Oracle Systems Corp	0.00	82,654.89	0.00	82,654.89	0.00	0.00	0.00	82,654.89	78,226.80
395	Parker-Hannifin Corp	64,446.99	2,276.54	9,517.77	57,205.76	0.00	1,125.20	(1,125.20)	71,119.80	61,560.75
0	Patterson-UTI Energy Inc.	61,565.52	(22,337.02)	39,228.50	57,205.76	0.00	0.00	0.00	49,162.65	(9,934.15)
705	Pepaco	35,664.54	4,425.47	7,419.23	32,470.78	0.00	2,432.95	(2,432.95)	88,927.30	4,754.72
1,735	PNC Financial Services Group	57,242.29	7,103.65	13,354.24	50,991.70	0.00	2,467.50	(2,467.50)	108,636.90	9,419.84
1,475	PNC Prncpal Finp Group Inc.	70,744.08	4,005.60	11,102.18	63,647.50	0.00	2,957.80	(2,957.80)	65,607.25	70,983.25
415	SAP Global Inc. Com	38,956.80	1,050.83	2,518.59	40,608.04	0.00	759.40	(759.40)	55,855.90	84,614.35
0	Schem Henry Inc.	42,846.58	6,284.41	49,130.99	0.00	0.00	0.00	0.00	65,887.20	(16,756.21)
1,290	Sysco Corp	79,105.57	1,077.93	12,378.72	67,804.78	0.00	1,922.10	(1,922.10)	75,746.65	24,726.17
875	Tesco Instruments Inc.	75,561.74	36,283.65	69,051.52	42,793.87	0.00	3,131.60	(3,131.60)	118,656.42	96,468.75
350	Thermo Fisher Scientific Inc.	23,239.63	3,919.76	5,754.46	21,404.93	0.00	229.00	(229.00)	66,298.60	71,954.86
0	Time Warner Inc.	38,120.45	1,264.83	39,295.28	0.00	0.00	966.00	(966.00)	62,254.20	(22,968.91)

**REPORT OF THE TRUST FUND INVESTMENTS OF THE CITY OF CONCORD, NH ON JUNE 30, 2018**

# Shares or Units	HOW INVESTED DESCRIPTION OF INVESTMENT (Names of Banks, Stocks, Bonds, etc.)	PRINCIPAL			INCOME			TOTAL		Beginning of Year Fair Market Value	Unrealized Gain/Loss	End of Year Fair Market Value
		Balance Beginning Year	Additional/ Purchases	Capital Gains (Losses)	Proceeds From Sales	Balance End Year	Balance Beginning Year	Income During Year	Expended During Year			
545	UnitedHealth Group Inc.	69,350.25		4,925.73	10,753.49	63,522.49	0.00	1,775.00	(1,773.00)	110,324.90	34,138.89	133,710.30
785	Valero Energy Corp New	54,994.18		3,192.39	11,262.19	46,924.38	0.00	2,470.50	(2,470.50)	62,063.20	36,200.54	87,001.55
1,390	Verizon Communications	66,597.49		876.18	6,970.07	60,503.60	0.00	3,426.48	(3,426.48)	68,329.80	8,571.17	69,930.90
1,235	Visa Inc	30,250.58		12,545.99	15,626.05	27,170.52	0.00	996.16	(996.16)	128,947.50	50,254.30	163,575.75
1,060	Wal-Mart Stores	0.00	96,529.16	1,192.26	10,629.80	87,081.62	0.00	1,663.40	(1,663.40)	0.00	4,889.84	90,789.00
685	Walt Disney Co.	0.00	68,415.81			68,415.81	0.00		0.00	0.00	3,379.04	71,794.85
1,135	Waste Mgmt Inc Del	82,005.62		2,075.66	9,620.17	74,461.11	0.00	2,088.31	(2,088.31)	91,687.50	10,253.57	92,320.90
830	Yum Brands Inc.	0.00	69,529.68	61.49	2,874.83	66,716.34	0.00	782.10	(782.10)	0.00	(1,732.25)	64,922.60
715	Zoetis Inc	0.00	60,264.76			60,264.76	0.00	90.09	(90.09)	0.00	646.09	60,910.85



# REPORT OF THE TRUST FUND INVESTMENTS OF THE CITY OF CONCORD, NH ON JUNE 30, 2018

# Shares or Units	HOW INVESTED DESCRIPTION OF INVESTMENT (Names of Banks, Stocks, Bonds, etc.)	PRINCIPAL			INCOME				TOTAL		
		Balance Beginning Year	Additions/ Purchases	Capital Gains (Losses)	Proceeds From Sales	Balance End Year	Balance Beginning Year	Income During Year	Expended During Year	Balance End Year	Principal & Income
15,000	(Shares) MSCI EAFE ETF	683,664.75	330,742.50	3,742.60	10,972.51	1,014,407.25	0.00	31,441.68	(31,441.68)	0.00	1,014,407.25
1,940.00	Select Sector SPDR Mails	8,046.17		3,742.60	10,972.51	75,816.26	0.00	2,202.91	(2,202.91)	0.00	75,816.26
1,985.00	Select Sector SPDR Energy	157,280.76		687.37	24,262.64	133,705.49	0.00	4,926.62	(4,926.62)	0.00	133,705.49
2,225.00	SPDR S&P Midcap 400 EFT TR	329,536.92		20,344.58	34,518.21	315,363.29	0.00	10,029.16	(10,029.16)	0.00	315,363.29
0.00	SPDR S&P 500 EFT TR	105,265.08		108,578.07	213,843.14	0.01	0.00	5,541.15	(5,541.15)	0.00	0.01
20,093.48	Transamerica International Equity I	294,861.76		116,071.41	116,071.41	294,861.76	0.00	12,098.28	(12,098.28)	0.00	294,861.76
10,303.70	Vanguard Inter-Tm Bd Indx Adm #5314	186,203.52		112.20	112.20	186,181.32	0.00	3,120.30	(3,120.30)	0.00	186,181.32
	Cash & Cash Equivalents	10,466,164.70	118,167.14		2,932,709.62	11,197,794.23	3,512.22	3,344.63	(246,961.02)	17,149.43	11,214,947.68
	<b>TOTAL CITY OF CONCORD TRUST FUND #063001194</b>										
	<b>CITY OF CONCORD FUND B - #3063001201</b>										
50,000	Cash & Cash Equivalents	92,226.63	22,650.18			114,876.81	(37,222.21)	951.63	1,361.51	(34,909.07)	79,867.74
50,000	Apple	51,137.50				51,137.50	0.00	1,425.00	(1,425.00)	0.00	51,137.50
50,000	Bank of NY Mellon	49,875.00				49,875.00	0.00	1,075.00	(1,075.00)	0.00	49,875.00
50,000	BBK Corporation	50,185.50				50,185.50	0.00	1,225.00	(1,225.00)	0.00	50,185.50
75,000	Berkshire Hathaway	75,724.50				75,724.50	0.00	1,650.00	(1,650.00)	0.00	75,724.50
75,000	Cisco	74,011.50				74,011.50	0.00	1,010.00	(1,010.00)	0.00	74,011.50
50,000	Federal Farm Credit Bank	50,848.30				50,848.30	0.00	1,015.00	(1,015.00)	0.00	50,848.30
50,000	Federal Farm Credit Bank	49,890.50				49,890.50	0.00	1,582.50	(1,582.50)	0.00	49,890.50
75,000	Federal Home Loan Bank	75,060.00				75,060.00	0.00	1,500.00	(1,500.00)	0.00	75,060.00
50,000	Mastercard	49,664.50				49,664.50	0.00	1,475.00	(1,475.00)	0.00	49,664.50
50,000	Oracle	50,389.50				50,389.50	0.00	1,000.00	(1,000.00)	0.00	50,389.50
0	US T-Bill	49,754.70				49,754.70	0.00	245.30	(245.30)	0.00	49,754.70
0	US Treas Note	49,941.41				49,941.41	0.00	379.25	(379.25)	0.00	49,941.41
50,000	US Treas Note	49,877.73				49,877.73	0.00	625.00	(625.00)	0.00	49,877.73
75,000	US Treas Note	74,346.68				74,346.68	0.00	1,031.26	(1,031.26)	0.00	74,346.68
50,000	US Treas Note	50,859.38				50,859.38	0.00	1,500.00	(1,500.00)	0.00	50,859.38
75,000	US Treas Note	74,501.95				74,501.95	0.00	1,325.00	(1,325.00)	0.00	74,501.95
50,000	US Treas Note	52,326.17				52,326.17	0.00	1,135.00	(1,135.00)	0.00	52,326.17
50,000	US Treas Note	50,835.94				50,835.94	0.00	1,137.50	(1,137.50)	0.00	50,835.94
50,000	US Treas Note	50,451.17				50,451.17	0.00	1,312.50	(1,312.50)	0.00	50,451.17
50,000	US Treas Note	49,119.14				49,119.14	0.00	186.25	(186.25)	0.00	49,119.14
60	Accenture PLC Ireland	5,450.50	759.65	1,076.40	2,244.35	9,486.85	0.00	0.00	0.00	0.00	9,486.85
0	Adobe Sys Inc	11,314.22	2,220.90	6,303.16	12,807.16	20,645.24	0.00	0.00	0.00	0.00	20,645.24
0	Align Technology Inc.	3,996.76		11,166.33	14,883.11	18,879.87	0.00	0.00	0.00	0.00	18,879.87
22	Alphabet Inc NPV A	8,411.87				8,411.87	0.00	0.00	0.00	0.00	8,411.87
13	Alphabet Inc Com Cl C	5,234.08				5,234.08	0.00	0.00	0.00	0.00	5,234.08
19	Amazon Com Inc.	14,164.14				14,164.14	0.00	0.00	0.00	0.00	14,164.14
75	Angien Inc.	6,435.38	860.70	2,059.41	3,489.49	10,354.58	0.00	386.90	(386.90)	0.00	10,354.58
130	Analog Devices, Inc.	9,067.32	882.50	2,059.41	3,489.49	12,099.31	0.00	228.00	(228.00)	0.00	12,099.31
90	Aon PLC Cl A	12,059.03	266.70	1,431.70	1,385.26	14,102.69	0.00	1,299.00	(1,299.00)	0.00	14,102.69
208	Apple Inc.	12,059.03	3,302.40	8,092.75	11,183.69	23,537.27	0.00	567.01	(567.01)	0.00	23,537.27
170	Activ Pk	0.00	14,462.04			14,462.04	0.00	71.50	(71.50)	0.00	14,462.04
0	Archer Daniels Midl	10,709.10				10,709.10	0.00	188.03	(188.03)	0.00	10,709.10
354	AT & T Inc	7,857.62	6,803.53	87.17	1,138.77	14,747.02	0.00	362.83	(362.83)	0.00	14,747.02
105	Avery Dennison Corp	1,069.70	158.91	158.91	541.79	1,339.31	0.00	130.50	(130.50)	0.00	1,339.31
0	Barb CR Inc.	5,218.96	3,043.87	4,219.56	6,854.65	14,337.04	0.00	23.40	(23.40)	0.00	14,337.04
0	Becton Dickinson & Co	0.00	1,965.30	866.65	2,933.58	2,933.58	0.00	0.00	0.00	0.00	2,933.58
95	Berkshire Hathaway Inc. Del Cl B New	13,066.23				13,066.23	0.00	11,896.85	(11,896.85)	0.00	11,896.85
40	Bogen Inc	0.00	11,896.85			11,896.85	0.00	103.68	(103.68)	0.00	11,896.85
18	Blackrock Inc	4,461.88	9,673.87			14,135.75	0.00	270.25	(270.25)	0.00	14,135.75
35	Boeing Co	4,461.88	1,705.15	4,498.99	6,283.74	12,650.97	0.00	0.00	0.00	0.00	12,650.97
380	Boston Scientific Corp	5,037.08	1,023.50			6,060.58	0.00	0.00	0.00	0.00	6,060.58
	<b>TOTAL CITY OF CONCORD TRUST FUND #3063001201</b>										
50,000	Cash & Cash Equivalents	55,004.42				55,004.42	0.00	0.00	0.00	0.00	55,004.42
50,000	Apple	51,408.50				51,408.50	(1,528.50)	0.00	0.00	0.00	49,880.00
50,000	Bank of NY Mellon	50,288.50				50,288.50	0.00	0.00	0.00	0.00	50,288.50
50,000	BBK Corporation	50,558.50				50,558.50	0.00	0.00	0.00	0.00	50,558.50
75,000	Berkshire Hathaway	75,360.75				75,360.75	0.00	0.00	0.00	0.00	75,360.75
75,000	Cisco	73,363.50				73,363.50	0.00	0.00	0.00	0.00	73,363.50
50,000	Federal Farm Credit Bank	50,136.50				50,136.50	0.00	0.00	0.00	0.00	50,136.50
50,000	Federal Farm Credit Bank	50,465.50				50,465.50	0.00	0.00	0.00	0.00	50,465.50
75,000	Federal Home Loan Bank	75,588.50				75,588.50	0.00	0.00	0.00	0.00	75,588.50
50,000	Mastercard	50,244.50				50,244.50	0.00	0.00	0.00	0.00	50,244.50
50,000	Oracle	50,321.00				50,321.00	0.00	0.00	0.00	0.00	50,321.00
0	US T-Bill	49,981.50				49,981.50	0.00	0.00	0.00	0.00	49,981.50
0	US Treas Note	49,912.50				49,912.50	0.00	0.00	0.00	0.00	49,912.50
50,000	US Treas Note	47,738.50				47,738.50	0.00	0.00	0.00	0.00	47,738.50
75,000	US Treas Note	73,725.75				73,725.75	0.00	0.00	0.00	0.00	73,725.75
50,000	US Treas Note	50,137.50				50,137.50	0.00	0.00	0.00	0.00	50,137.50
50,000	US Treas Note	50,275.50				50,275.50	0.00	0.00	0.00	0.00	50,275.50
50,000	US Treas Note	49,781.50				49,781.50	0.00	0.00	0.00	0.00	49,781.50
50,000	US Treas Note	49,381.00				49,381.00	0.00	0.00	0.00	0.00	49,381.00
80	Accenture PLC Ireland	8,887.60				8,887.60	0.00	0.00	0.00	0.00	8,887.60
0	Adobe Sys Inc	15,358.40				15,358.40	0.00	0.00	0.00	0.00	15,358.40
0	Align Technology Inc.	9,007.20				9,007.20	0.00	0.00	0.00	0.00	9,007.20
22	Alphabet Inc NPV A	20,432.96				20,432.96	0.00	0.00	0.00	0.00	20,432.96
13	Alphabet Inc Com Cl C	16,337.14				16,337.14	0.00	0.00	0.00	0.00	16,337.14
19	Amazon Com Inc.	16,392.00				16,392.00	0.00	0.00	0.00	0.00	16,392.00
75	Angien Inc.	15,300.70				15,300.70	0.00	0.00	0.00	0.00	15,300.70
130	Analog Devices, Inc.	9,336.00				9,336.00	0.00	0.00	0.00	0.00	9,336.00
90	Aon PLC Cl A	11,965.50				11,965.50	0.00	0.00	0.00	0.00	11,965.50
208	Apple Inc.	36,437.06				36,437.06	0.00	0.00	0.00	0.00	36,437.06
170	Activ Pk	0.00				0.00	0.00	0.00	0.00	0.00	0.00
0	Archer Daniels Midl	9,931.20				9,931.20	0.00	0.00	0.00	0.00	9,931.20
354	AT & T Inc	8,564.71				8,564.71	0.00	0.00	0.00	0.00	8,564.71
105	Avery Dennison Corp	8,837.00				8,837.00	0.00	0.00	0.00	0.00	8,837.00
0	Barb CR Inc.	1,355.59				1,355.59	0.00	0.00	0.00	0.00	1,355.59
0	Becton Dickinson & Co	14,224.93				14,224.93	0.00	0.00	0.00	0.00	14,224.93
95	Berkshire Hathaway Inc. Del Cl B New	16,937.00				16,937.00	0.00	0.00	0.00	0.00	16,937.00
40	Bogen Inc	0.00				0.00	0.00	0.00	0.00	0.00	0.00
18	Blackrock Inc	11,609.60				11,609.60	0.00	0.00	0.00	0.00	11,609.60
35	Boeing Co	9,673.87				9,673.87	0.00	0.00	0.00	0.00	9,673.87
380	Boston Scientific Corp	6,060.58				6,060.58	0.00	0.00	0.00	0.00	6,060.58
	<b>TOTAL CITY OF CONCORD TRUST FUND #3063001201</b>										
55,004.42						55,004.42	0.00	0.00	0.00	0.00	55,004.42
51,408.50						51,408.50	(1,528.50)	0.00	0.00	0.00	49,880.00
50,288.50						50,288.50	0.00	0.00	0.00	0.00	50,288.50
50,558.50						50,558.50	0.00	0.00	0.00	0.00	50,558.50
75,360.75						75,360.75	0.00	0.00	0.00	0.00	75,360.75
73,363.50						73,363.50	0.00	0.00	0.00	0.00	73,363.50

**REPORT OF THE TRUST FUND INVESTMENTS OF THE CITY OF CONCORD, NH ON JUNE 30, 2018**

# Shares or Units	DESCRIPTION OF INVESTMENT (Names of Banks, Bonds, etc.)	HOW INVESTED										INCOME			TOTAL Principal & Income	Beginning of Year Fair Market Value	End of Year Fair Market Value
		Balance Beginning Year	Additions/ Purchases	Capital Gains (Losses)	Proceeds From Sales	Balance End Year	Balance Beginning Year	Income During Year	Expended During Year	Balance End Year							
0	Bristol-Myers Squibb Co.	10,997.84	5,860.32	(759.37)	16,098.79	(0.00)	0.00	360.00	(360.00)	0.00	11,144.00	(905.53)	0.00				
92	Caterpillar Inc	7,621.86	6,612.98	5,859.29	10,186.18	(0.00)	0.00	309.66	(309.66)	0.00	8,059.50	3,668.45	12,481.64				
0	GBS Corp New Cl B	0.00	9,886.78	(1,437.79)	8,448.99	0.00	0.00	27.00	(27.00)	0.00	0.00	(1,437.79)	0.00				
0	Celgene Corp	0.00	19,403.05	(6,997.78)	12,405.27	0.00	0.00	0.00	0.00	0.00	0.00	(6,997.78)	0.00				
0	Chubb Limited	8,558.20	0.00	3,813.98	12,402.18	0.00	0.00	173.95	(173.95)	0.00	12,357.30	44.88	0.00				



# REPORT OF THE TRUST FUND INVESTMENTS OF THE CITY OF CONCORD, NH ON JUNE 30, 2018

HOW INVESTED														
DESCRIPTION OF INVESTMENT (Names of Banks, Stocks, Bonds, etc.)														
# Shares or Units	PRINCIPAL													
	Balance Beginning Year	Additions/ Purchases	Capital Gains (Losses)	Proceeds From Sales	Balance End Year	Balance Beginning Year	Income During Year	Expended During Year	Balance End Year	INCOME			TOTAL	
0	Church & Dwight Co. Inc.	11,041.73	917.00	(225.61)	11,733.12	(0.00)	171.56	(171.56)	0.00	0.00	0.00	11,673.00	(856.88)	0.00
75	Cigna	13,002.35	13,002.35	0.00	1,576.42	13,002.35	0.00	0.00	0.00	0.00	0.00	13,002.35	3,925.77	12,746.25
65	Cintas Corporation	3,151.23	857.40	1,126.24	1,576.42	3,558.45	0.00	113.40	(113.40)	0.00	0.00	3,558.45	9,077.00	12,029.55
0	Cisco Systems	7,434.34	857.40	1,615.14	9,049.48	0.00	84.10	(84.10)	0.00	0.00	0.00	9,077.00	(27.52)	0.00
210	Citigroup Inc.	15,988.89	6,861.48	1,969.45	12,183.16	12,635.67	0.00	443.20	(443.20)	0.00	0.00	18,726.40	6,484.48	14,053.20
65	Clorox Co.	16,773.96	581.00	350.92	1,453.06	7,193.82	0.00	225.60	(225.60)	0.00	0.00	9,326.80	336.51	8,791.25
290	Comcast Corp New Cl A	16,773.97	1,828.75	350.92	8,906.54	9,301.36	0.00	347.82	(347.82)	0.00	0.00	20,433.00	(3,840.31)	9,514.90
210	ConocoPhillips	11,978.38	1,233.20	(88.83)	1,050.97	12,160.78	0.00	225.30	(225.30)	0.00	0.00	9,231.60	5,116.37	14,620.20
85	Costco Whsil Corp New	5,924.82	14,483.48	4,036.29	9,981.11	14,483.48	0.00	123.45	(123.45)	0.00	0.00	3,279.82	17,763.30	0.00
0	Danaher Corp	10,645.54	(10,645.54)	2,095.98	2,095.98	0.00	72.50	(72.50)	0.00	0.00	0.00	10,126.80	(165.69)	0.00
0	Delphi Automotive Plc	0.00	10,364.56	0.00	2,095.98	10,364.56	0.00	0.00	0.00	0.00	0.00	10,956.25	(310.71)	0.00
0	Delphi Technologies Plc	0.00	10,364.56	0.00	2,095.98	10,364.56	0.00	29.00	(29.00)	0.00	0.00	10,956.25	(310.71)	0.00
110	Dollar Gen Corp New	6,910.76	0.00	3,527.77	10,438.53	0.00	27.60	(27.60)	0.00	0.00	0.00	12,691.80	(2,253.27)	0.00
0	Domino's Pizza Inc.	8,921.32	0.00	439.81	9,281.13	0.00	209.15	(209.15)	0.00	0.00	0.00	10,030.80	(769.67)	0.00
90	Edwards Lifesciences Corp	12,226.49	0.00	0.00	9,547.91	12,226.49	0.00	0.00	0.00	0.00	0.00	13,101.30	874.81	0.00
110	Ell Lilly	9,894.29	9,547.91	0.00	10,037.96	9,547.91	0.00	35.10	(35.10)	0.00	0.00	12,367.80	(2,329.84)	9,386.30
0	Equifax Inc.	9,894.29	1,746.16	153.67	10,037.96	0.00	0.00	0.00	0.00	0.00	0.00	12,367.80	(2,329.84)	0.00
105	Facebook Inc.	1,910.16	1,068.75	1,910.16	4,436.59	11,346.59	0.00	0.00	0.00	0.00	0.00	18,117.60	4,976.43	20,403.60
145	Faerix Inc.	5,142.07	1,068.75	628.75	1,314.35	5,525.21	0.00	0.00	0.00	0.00	0.00	9,175.50	1,813.16	10,743.05
48	General Dynamics	6,589.06	1,057.25	3,538.13	6,353.73	4,940.71	0.00	183.63	(183.63)	0.00	0.00	14,857.50	(613.34)	8,947.68
0	General Mills Inc.	9,842.16	0.00	342.16	10,024.32	0.00	90.65	(90.65)	0.00	0.00	0.00	10,249.00	(224.69)	0.00
275	Halliburton Co.	0.00	12,263.94	0.00	12,263.94	0.00	139.50	(139.50)	0.00	0.00	0.00	127.56	12,391.50	0.00
70	Harris Corporation	6,562.72	801.20	542.53	1,417.56	6,488.89	0.00	162.45	(162.45)	0.00	0.00	8,161.00	2,553.16	10,117.80
150	Home Depot Inc.	15,631.23	6,066.12	160.70	820.33	21,237.72	0.00	520.50	(520.50)	0.00	0.00	18,408.00	5,611.21	29,265.00
65	Honeywell Intl Inc.	11,155.32	732.55	1,962.18	6,743.03	7,107.02	0.00	259.81	(259.81)	0.00	0.00	13,995.45	1,378.28	9,363.25
75	Illinoi Tool Works	7,247.72	1,122.67	1,911.83	7,625.36	8,656.86	0.00	286.65	(286.65)	0.00	0.00	10,743.75	149.44	10,390.50
360	Intel Corp	0.00	17,344.61	0.00	17,344.61	0.00	108.00	(108.00)	0.00	0.00	0.00	17,344.61	550.99	17,895.60
0	International Business Machines	6,988.16	1,280.80	(1,292.85)	5,695.31	0.00	60.00	(60.00)	0.00	0.00	0.00	6,153.20	(457.89)	0.00
110	Johnson & Johnson	1,167.78	2,866.55	1,167.78	2,866.55	9,774.67	0.00	384.60	(384.60)	0.00	0.00	15,874.80	(941.65)	13,347.40
260	JPMorgan Chase & Co.	16,216.29	2,749.50	2,896.19	5,796.86	16,425.12	0.00	570.60	(570.60)	0.00	0.00	26,506.00	3,633.36	27,092.00
0	Kimberly Clark	7,157.56	12,452.49	519.03	7,676.59	12,452.49	0.00	207.58	(207.58)	0.00	0.00	8,779.48	(1,102.89)	9,646.75
155	Lincoln National Corp	0.00	12,452.49	0.00	12,452.49	0.00	46.20	(46.20)	0.00	0.00	0.00	12,452.49	(280.74)	0.00
110	Marsh & McLennan Companies	10,307.49	5,680.30	2,372.75	5,222.79	15,229.52	0.00	348.60	(348.60)	0.00	0.00	12,863.40	550.29	9,016.70
100	McDonalds Corp	10,307.49	5,680.30	84.36	5,222.79	15,229.52	0.00	348.60	(348.60)	0.00	0.00	110.13	15,669.00	0.00
18	Mettler Toledo International	9,910.07	6,841.48	3,062.79	5,535.22	9,910.07	0.00	0.00	0.00	0.00	0.00	10,593.72	(178.38)	10,415.34
330	Microsoft Corp	9,866.99	6,841.48	3,062.79	5,535.22	14,236.04	0.00	532.50	(532.50)	0.00	0.00	21,368.00	9,866.74	32,541.30
95	Motorola	0.00	10,451.21	(1,215.72)	6,685.41	10,451.21	0.00	0.00	0.00	0.00	0.00	11,095.15	0.00	0.00
0	National Oil Well Inc.	7,901.13	1,625.70	976.31	1,574.06	6,407.70	0.00	10.00	(10.00)	0.00	0.00	6,588.00	97.41	0.00
90	Nextera Energy Inc. Com	5,379.75	13,466.25	976.31	1,574.06	6,407.70	0.00	365.56	(365.56)	0.00	0.00	12,611.70	2,369.36	15,032.70
55	Parker-Hannifin Corp	9,413.60	781.33	(3,531.96)	6,202.45	8,022.56	0.00	157.30	(157.30)	0.00	0.00	10,388.30	257.85	8,571.75
0	Patterson-UTI Energy Inc.	9,734.41	1,031.10	838.66	2,316.87	8,422.13	0.00	371.71	(371.71)	0.00	0.00	7,773.15	(1,570.70)	0.00
110	PepsiCo Inc.	8,869.24	1,450.00	838.66	2,316.87	8,422.13	0.00	371.71	(371.71)	0.00	0.00	10,388.30	257.85	8,571.75
115	PNC Financial Services Group	8,870.98	1,450.00	2,328.87	4,300.20	8,349.65	0.00	360.00	(360.00)	0.00	0.00	13,858.80	(597.33)	11,975.70
220	Principal Fint Group Inc.	10,869.08	1,222.20	1,166.59	3,162.95	10,094.92	0.00	444.25	(444.25)	0.00	0.00	16,897.45	1,529.25	15,536.50
55	SAP Global Inc. Com	5,701.00	959.20	788.28	1,738.45	5,710.03	0.00	101.70	(101.70)	0.00	0.00	15,697.15	(2,107.40)	11,649.00
0	Schein Henry Inc.	6,547.49	920.96	7,468.45	0.00	0.00	0.00	0.00	0.00	0.00	0.00	8,759.40	3,233.80	11,213.95
200	Sysco Corp	12,090.25	1,255.60	364.24	2,992.56	10,717.53	0.00	281.40	(281.40)	0.00	0.00	10,066.10	(2,597.65)	0.00
145	Texas Instruments Inc.	11,973.82	1,539.75	5,823.39	11,203.23	7,897.73	0.00	480.95	(480.95)	0.00	0.00	11,575.90	3,819.06	13,658.00
50	Thermo Fisher Scientific Inc.	3,363.63	1,064.75	1,284.98	1,896.55	3,816.81	0.00	24.15	(24.15)	0.00	0.00	9,595.85	1,592.95	10,357.00
0	Time Warner Inc.	5,821.41	937.70	294.09	7,053.20	11,690.25	0.00	144.90	(144.90)	0.00	0.00	9,538.95	(3,423.45)	0.00
90	UnitedHealth Group Inc.	10,479.67	2,374.99	1,058.13	2,222.54	11,690.25	0.00	276.00	(276.00)	0.00	0.00	16,697.80	5,240.35	22,080.60
115	Valero Energy Corp New	8,347.15	1,094.30	871.48	2,958.27	9,384.04	0.00	361.50	(361.50)	0.00	0.00	9,444.40	5,165.02	12,745.45
215	Verizon Communications	10,112.76	892.60	343.08	2,064.40	9,384.04	0.00	504.46	(504.46)	0.00	0.00	10,495.10	1,393.35	10,816.65



# REPORT OF THE TRUST FUND INVESTMENTS OF THE CITY OF CONCORD, NH ON JUNE 30, 2018

# Shares or Units	HOW INVESTED DESCRIPTION OF INVESTMENT (Names of Banks, Stocks, Bonds, etc.)	PRINCIPAL				INCOME				TOTAL Principal & Income	Beginning of Year Fair Market Value	Unrealized Gain/Loss	End of Year Fair Market Value
		Balance Beginning Year	Additions/ Purchases	Capital Gains (Losses)	Proceeds From Sales	Balance End Year	Balance Beginning Year	Income During Year	Expended During Year				
190	Vista Inc.	4,620.09	2,536.00	3,639.38	4,519.39	6,276.08	0.00	149.25	(149.25)	6,276.08	19,693.80	7,455.09	25,165.50
195	Walmart Stores	0.00	16,524.84	37.11	447.54	16,114.41	0.00	281.65	(281.65)	16,114.41	0.00	624.45	16,701.75
197	Walmart Stores	0.00	10,986.48	0.00	0.00	10,986.48	0.00	0.00	0.00	10,986.48	14,303.25	1,565.52	11,529.10
200	Waste Mgmt Inc. Del	12,785.24	1,632.20	249.49	1,232.97	13,433.96	0.00	336.08	(336.08)	13,433.96	14,303.25	1,565.52	16,268.00
190	Tum Brands Inc.	0.00	12,153.01	0.00	0.00	12,153.01	0.00	131.10	(131.10)	12,153.01	0.00	(420.01)	11,733.00
195	Zoetis Inc.	0.00	9,697.67	0.00	0.00	9,697.67	0.00	13.23	(13.23)	9,697.67	0.00	99.18	9,796.85
3,625	Shares MSCI EAFE ETF	191,894.21	45,259.50	0.00	0.00	237,153.71	0.00	7,588.40	(7,588.40)	237,153.71	193,970.00	3,536.75	242,766.25
297	Select Sector SPDR Metals	12,797.89	1,728.90	1,213.72	3,561.96	12,178.55	0.00	319.04	(319.04)	12,178.55	17,595.87	1,483.98	17,246.79
305	Select Sector SPDR Energy	24,184.60	2,222.70	168.97	5,879.22	20,697.05	0.00	724.42	(724.42)	20,697.05	23,371.20	3,447.02	23,161.70

**REPORT OF THE TRUST FUND INVESTMENTS OF THE CITY OF CONCORD, NH ON JUNE 30, 2018**

# Shares or Units	HOW INVESTED  DESCRIPTION OF INVESTMENT (Names of Banks, Stocks, Bonds, etc.)	PRINCIPAL				INCOME				TOTAL		Unrealized Gain/Loss	End of Year Fair Market Value
		Balance Beginning Year	Additions/ Purchases	Capital Gains (Losses)	Proceeds From Sales	Balance End Year	Balance Beginning Year	Income During Year	Expended During Year	Balance End Year	Principal & Income		
0	SPDR S&P 500 ETF Trust	57,396.78		50,825.05	108,221.83	0.00	0.00	1,150.71	(1,150.71)	0.00	0.00	10,292.83	142,008.00
400	SPDR S&P Midcap 400 ETF TR	61,892.57		3,933.97	6,881.24	58,945.30	0.00	1,719.92	(1,719.92)	0.00	58,945.30	15,488.84	213,896.17
19,533.90	Vanguard Intern Term Bld Inv Adm #5314	183,214.01	35,000.00	212.71		218,426.72	0.00	5,444.74	(5,444.74)	0.00	218,426.72	(9,057.86)	213,896.17
0.00	Vanguard S/T Investment-GR Adm #539	0.00				0.00	0.00	147.18	(147.18)	0.00	0.00	0.00	0.00
	<b>TOTAL CITY OF CONCORD FUND B</b>	<b>2,486,667.75</b>	<b>439,860.78</b>	<b>144,897.47</b>	<b>593,276.37</b>	<b>2,458,150.63</b>	<b>(37,222.21)</b>	<b>56,011.46</b>	<b>(53,698.32)</b>	<b>(34,909.07)</b>	<b>2,423,241.56</b>	<b>111,253.15</b>	<b>2,771,546.24</b>
<b>CITY OF CONCORD FUND A - #3063001210</b>													
	Cash & Cash Equivalents	38,211.06	21,816.52			60,027.58	3,433.32	1,167.76	(836.34)	3,764.74	63,792.32	0.00	63,792.32
50,000	Berkshire Hathaway	50,805.00				50,805.00	0.00	1,000.00	(1,000.00)	0.00	50,805.00	(275.50)	49,965.00
50,000	Cisco Systems	50,390.50				50,390.50	0.00	1,062.50	(1,062.50)	0.00	50,390.50	(530.50)	49,875.00
75,000	Coca Cola	74,385.75				74,385.75	0.00	1,837.50	(1,837.50)	0.00	74,385.75	(1,778.25)	74,502.00
75,000	Exxon Mobil Corp	74,985.00				74,985.00	0.00	1,797.76	(1,797.76)	0.00	74,985.00	(2,057.25)	73,335.00
75,000	FECB	74,302.50				74,302.50	0.00	1,522.50	(1,522.50)	0.00	74,302.50	(1,752.00)	73,116.75
50,000	Federal Home Loan Bank	50,041.00				50,041.00	0.00	312.50	(312.50)	0.00	50,041.00	(1,337.40)	47,244.50
0	Federal Home Loan Bank	75,481.20				75,481.20	0.00	213.28	(213.28)	0.00	75,481.20	(33.75)	75,427.45
75,000	Federal Home Loan Bank	75,060.00				75,060.00	0.00	1,582.50	(1,582.50)	0.00	75,060.00	(1,413.00)	74,429.25
75,000	Federal Home Loan Bank	75,690.00				75,690.00	0.00	1,500.00	(1,500.00)	0.00	75,690.00	(1,383.75)	73,915.50
0	FNMA	50,537.00				50,537.00	0.00	387.26	(387.26)	0.00	50,537.00	(140.50)	50,100.00
50,000	IBM Corp	52,180.50				52,180.50	0.00	1,687.50	(1,687.50)	0.00	52,180.50	(2,014.50)	49,942.00
75,000	Mastercard	74,784.00				74,784.00	0.00	1,500.00	(1,500.00)	0.00	74,784.00	(2,511.75)	74,687.75
75,000	Oracle Corp	77,142.75				77,142.75	0.00	2,100.00	(2,100.00)	0.00	77,142.75	(2,511.75)	74,508.75
50,000	Oracle Corp	49,654.50				49,654.50	0.00	1,475.00	(1,475.00)	0.00	49,654.50	(581.50)	49,994.00
50,000	Oracle Corp	50,422.00				50,422.00	0.00	1,167.50	(1,167.50)	0.00	50,422.00	(81.50)	49,994.00
0	PepsiCo	49,825.00				49,825.00	0.00	625.00	(625.00)	0.00	49,825.00	(81.50)	49,994.00
50,000	Shell International	50,289.50				50,289.50	0.00	1,000.00	(1,000.00)	0.00	50,289.50	(81.50)	49,994.00
75,000	Shell International	74,944.50				74,944.50	0.00	2,062.50	(2,062.50)	0.00	74,944.50	(2,037.00)	74,433.25
0	US T-Bill	49,754.69				49,754.69	0.00	245.31	(245.31)	0.00	49,754.69	(228.61)	49,526.08
50,000	US Treas Note	49,941.40				49,941.40	0.00	437.50	(437.50)	0.00	49,941.40	(87.50)	49,853.90
75,000	US Treas Note	49,677.74				49,677.74	0.00	625.00	(625.00)	0.00	49,677.74	(1,275.50)	48,402.24
75,000	US Treas Note	75,292.97				75,292.97	0.00	937.50	(937.50)	0.00	75,292.97	(1,057.75)	74,235.22
75,000	US Treas Note	74,639.65				74,639.65	0.00	1,031.26	(1,031.26)	0.00	74,639.65	(1,260.00)	73,380.00
50,000	US Treas Note	50,859.37				50,859.37	0.00	750.00	(750.00)	0.00	50,859.37	(1,244.00)	49,615.37
50,000	US Treas Note	48,066.41				48,066.41	0.00	812.50	(812.50)	0.00	48,066.41	(1,646.50)	46,419.91
75,000	US Treas Note	74,273.44				74,273.44	0.00	1,118.88	(1,118.88)	0.00	74,273.44	(442.69)	73,830.75
100,000	US Treas Note	74,551.76				74,551.76	0.00	843.76	(843.76)	0.00	74,551.76	(1,315.50)	73,236.26
50,000	US Treas Note	50,451.17				50,451.17	0.00	52.31	(52.31)	0.00	50,451.17	(216.59)	49,234.58
50,000	US Treas Note	50,058.59				50,058.59	0.00	1,187.50	(1,187.50)	0.00	50,058.59	(1,951.00)	48,107.59
100,000	US Treas Note	97,027.34				97,027.34	0.00	1,000.00	(1,000.00)	0.00	97,027.34	(1,732.50)	95,294.84
50,000	US Treas Note	49,119.14				49,119.14	0.00	875.00	(875.00)	0.00	49,119.14	(460.66)	48,658.48
50,000	US Treas Note	49,667.98				49,667.98	0.00	1,000.00	(1,000.00)	0.00	49,667.98	(1,469.00)	48,198.98
50,000	US Treas Note	46,486.33				46,486.33	0.00	30.39	(30.39)	0.00	46,486.33	(371.17)	46,115.16
50,000	US Treas Note	49,816.41				49,816.41	0.00	26.59	(26.59)	0.00	49,816.41	(164.09)	49,652.32
20	Accenture PLC Ireland	1,556.06				1,556.06	0.00	53.20	(53.20)	0.00	1,556.06	(3,271.80)	4,388.58
18	Adobe Sys Inc.	3,625.46				3,625.46	0.00	0.00	0.00	0.00	3,625.46	4,950.40	4,388.58
0	Align Technology Inc.	924.20				924.20	0.00	0.00	0.00	0.00	924.20	2,251.80	4,388.58
6	Alphabet Inc. NPV A	3,005.19				3,005.19	0.00	0.00	0.00	0.00	3,005.19	6,507.76	4,388.58
4	Alphabet Inc. Corp C/C	1,422.33				1,422.33	0.00	0.00	0.00	0.00	1,422.33	4,543.65	4,388.58
5	Amazon Com Inc	4,486.34				4,486.34	0.00	0.00	0.00	0.00	4,486.34	3,670.81	4,388.58
25	Amgen Inc	2,005.01				2,005.01	0.00	123.50	(123.50)	0.00	2,005.01	4,305.75	4,388.58
30	Analog Devices Inc.	3,022.44				3,022.44	0.00	60.30	(60.30)	0.00	3,022.44	3,112.00	4,388.58
25	Aon PLC C/A	2,746.40				2,746.40	0.00	37.00	(37.00)	0.00	2,746.40	3,323.75	4,388.58
57	Apple Inc.	4,692.26				4,692.26	0.00	161.94	(161.94)	0.00	4,692.26	11,089.54	4,388.58

**REPORT OF THE TRUST FUND INVESTMENTS OF THE CITY OF CONCORD, NH ON JUNE 30, 2018**

REPORT OF THE TRUST FUND INVESTMENTS OF THE CITY OF CONCORD, NH ON JUNE 30, 2018														
HOW INVESTED			PRINCIPAL					INCOME			TOTAL			
# Shares or Units	DESCRIPTION OF INVESTMENT (Names of Banks, Stocks, Bonds, etc.)	Balance Beginning Year	Additions/ Purchases	Capital Gains (Losses)	Proceeds From Sales	Balance End Year	Balance Beginning Year	Income During Year	Expended During Year	Balance End Year	Principal & Income	Unrealized Gain/Loss	Beginning of Year Fair Market Value	End of Year Fair Market Value
45	Activ Plc	0.00	3,827.78			3,827.78	0.00	19.80	(19.80)	0.00	3,827.78	295.57	0.00	4,123.35
0	Archer Daniels Midland	3,570.73		(371.47)	3,199.26	0.00	0.00	25.60	(25.60)	0.00	0.00	(111.14)	3,310.40	0.00
86	AT & T Inc	2,607.42	1,225.52	(47.10)	496.11	3,289.73	0.00	127.56	(127.56)	0.00	3,289.73	(692.86)	2,716.56	2,753.11
25	Avery Dennison Corp	2,297.28		158.90	541.78	1,914.40	0.00	49.00	(49.00)	0.00	1,914.40	443.18	2,651.10	2,552.50
0	Bard CR Inc	1,794.43	(957.03)	1,491.72	2,329.12	0.00	0.00	7.80	(7.80)	0.00	0.00	(1,455.50)	4,741.65	0.00
0	Becton Dickinson & Co.	0.00	957.03	(48.69)	908.34	0.00	0.00			0.00	0.00	(48.69)	0.00	0.00



# REPORT OF THE TRUST FUND INVESTMENTS OF THE CITY OF CONCORD, NH ON JUNE 30, 2018

GENERAL REPORT OF THE PROCEEDS AND INVESTMENTS OF THE FUND FOR THE YEAR 2010														
# Shares or Units	HOW/INVESTED  DESCRIPTION OF INVESTMENT (Names of Banks, Stocks, Bonds, etc.)	PRINCIPAL				INCOME				TOTAL		Beginning of Year Fair Market Value	Unrealized Gain/Loss	End of Year Fair Market Value
		Balance Beginning Year	Additions/Purchases	Capital Gains (Losses)	Proceeds From Sales	Balance End Year	Income During Year	Expended During Year	Balance End Year	Principal & Income				
30	Berkshire Hathaway Inc. Del Cl B New	4,103.42				4,103.42		0.00		4,103.42		5,081.10	518.40	5,599.50
11	Bogen Inc.	0.00	3,271.63			3,271.63		0.00		3,271.63		0.00	(78.99)	3,192.64
6	Blackrock Inc.	0.00	3,224.62			3,224.62	34.56	(34.56)		3,224.62		0.00	(230.38)	2,994.24
9	Boeing Company	1,339.95		1,468.31	2,024.29	803.97	83.64	(83.64)		803.97		2,966.25	2,077.63	3,019.59
95	Boston Scientific Corp	297.36		297.36	662.49	1,387.49				1,387.49		3,326.40	442.59	3,106.50
0	Bristol-Myers Squibb Co.	3,602.73	1,220.22	(249.41)	4,573.54	0.00	100.85	(100.85)		0.00		3,621.80	(268.48)	0.00
25	Caterpillar Inc.	2,032.49	1,721.13	382.13	1,454.59	2,681.16	85.80	(85.80)		2,681.16		2,149.20	976.01	3,391.75
0	CBS Corp New Cl B	0.00	2,637.15	(384.08)	2,253.07	0.00	7.20	(7.20)		0.00		0.00	(384.08)	0.00
0	Celgene Corp	0.00	5,739.83	(2,066.98)	3,672.85	0.00				0.00		3,634.50	(2,066.98)	0.00
0	Chubb Limited	2,925.94		1,107.00	3,632.94	0.00	53.25	(53.25)		53.25		4,150.40	(21.22)	4,129.18
0	Church & Dwight Co. Inc.	3,925.75		(46.57)	3,879.18	0.00	52.70	(52.70)		52.70		0.00		0.00
20	Cigna	894.69	3,467.29			3,467.29				3,467.29		0.00	(68.29)	3,399.00
20	Cintas Corporation	0.00				894.69	32.40	(32.40)		894.69		2,520.80	1,180.60	3,701.40
0	Cisco Systems	2,093.75		563.83	2,993.58	0.00	27.55	(27.55)		27.55		2,973.50	20.08	3,000.00
60	Clorox Inc.	5,443.27	683.65	628.44	3,254.27	3,501.09	124.80	(124.80)		3,501.09		6,353.60	232.22	4,015.20
20	Clorox Co.	2,204.27				2,204.27	69.60	(69.60)		2,204.27		2,684.80	40.20	2,705.00
80	Comcast Corp New Cl A	5,039.00		363.29	3,384.95	2,417.34	104.11	(104.11)		2,417.34		7,005.60	(995.85)	2,624.80
55	ConocoPhillips	4,068.65		(208.53)	661.18	3,188.94	64.49	(64.49)		3,188.94		3,077.20	1,413.08	3,629.10
20	Costco Whsil Corp New	0.00	3,334.84			3,334.84	31.40	(31.40)		31.40		0.00	844.76	4,179.60
0	Danaher Corp	1,951.19		1,369.18	3,320.37	0.00	5.60	(5.60)		0.00		3,375.60	(55.23)	0.00
0	Delphi Automotive Plc	3,406.57		135.03	986.67	0.00	20.30	(20.30)		0.00		3,506.00	35.60	0.00
0	Delphi Technologies Plc	0.00		508.34	508.34	0.00				0.00		0.00	508.34	0.00
30	Dollar Gen Corp New	1,727.69		833.25	2,560.94	0.00	8.70	(8.70)		8.70		3,172.95	(612.01)	2,560.94
25	Duke Energy Corp New	2,573.08		54.04	2,627.10	0.00	62.30	(62.30)		62.30		2,925.65	(28.55)	0.00
0	Edwards Lifesciences Corp	0.00	3,416.18			3,416.18				3,416.18		0.00	223.07	3,639.25
30	El Lilly & Co	0.00	2,603.98			2,603.98	9.75	(9.75)		9.75		0.00	(44.08)	2,559.90
0	Equifax Inc.	2,745.63		36.85	2,782.48	0.00				0.00		3,435.50	(653.02)	0.00
30	Facebook	3,492.00		391.59	889.02	2,804.57				2,804.57		5,294.30	1,434.32	5,825.80
40	Fairview Inc.	1,371.22		445.15	797.32	1,371.22				1,371.22		2,468.80	516.80	2,833.60
36	General Dynamics	1,760.84		191.20	3,988.32	1,408.67	58.56	(58.56)		58.56		3,862.00	(182.12)	2,982.56
0	General Mills Inc.	0.00	3,067.38			3,067.38	37.80	(37.80)		37.80		3,601.00	(12.89)	3,588.11
70	Halliburton Co.	0.00				0.00	31.85	(31.85)		0.00		0.00	86.82	3,194.20
35	Harsco Corporation	1,843.45		160.22	820.33	1,943.45	45.60	(45.60)		45.60		2,181.60	79.20	2,260.80
35	Home Depot Inc.	4,620.78		432.22	1,492.24	4,791.62	134.40	(134.40)		134.40		5,369.00	1,446.86	6,815.86
20	Honeywell Ind Inc.	3,180.06		386.63	1,455.40	2,120.04	79.55	(79.55)		79.55		3,998.70	374.54	2,881.00
20	Illinois Tool Works	1,932.73	1,423.56			2,237.52	83.20	(83.20)		83.20		2,865.00	(62.36)	2,770.80
100	Intel Corp	0.00	4,771.25	(484.82)	2,135.74	4,771.25	30.00	(30.00)		0.00		0.00	199.75	4,971.00
0	International Business Machines	2,620.56				0.00	22.50	(22.50)		0.00		2,307.45	(171.71)	0.00
30	Johnson & Johnson	3,584.06		477.70	1,368.72	2,673.04	106.80	(106.80)		106.80		5,291.60	(282.69)	3,640.20
74	JPMorgan Chase & Co.	5,430.01		740.23	1,895.55	4,274.69	174.12	(174.12)		174.12		8,591.60	1,014.75	7,710.80
0	Kimberly Clark	1,999.16		133.47	2,132.63	0.00	60.14	(60.14)		60.14		2,453.09	(320.46)	0.00
45	Lincoln National Corp	0.00	3,658.72			3,658.72	14.85	(14.85)		14.85		0.00	(857.47)	2,801.25
30	Marsh & McLennan Companies	2,177.51		737.83	1,608.84	1,306.50	52.50	(52.50)		52.50		3,898.00	169.94	2,459.10
20	McDonalds Corp	2,945.00				2,945.00	79.40	(79.40)		79.40		3,063.20	70.60	3,133.80
6	Mettler Toledo International	3,303.36		3,303.36		3,303.36				3,303.36		3,531.24	(59.46)	3,471.78
103	Microsoft Corp	3,199.69	1,460.61	851.30	1,472.60	4,039.00	169.95	(169.95)		169.95		7,099.79	3,069.03	10,158.83
25	Motorola Solutions Inc.	0.00				0.00				0.00		0.00	158.93	2,009.25
0	National Oil Well Inc	2,567.87		(397.17)	2,170.70	2,170.70	3.25	(3.25)		3.25		2,141.10	29.60	0.00
25	Nextera Energy Inc. Com	1,616.12				1,616.12	104.62	(104.62)		104.62		3,503.25	672.50	4,175.75
80	Oracle Systems Corp.	0.00	3,714.83			3,714.83				3,714.83		0.00	(190.03)	3,524.80
20	Parker-Hannifin Corp.	2,896.50				2,896.50	54.80	(54.80)		54.80		3,196.40	(79.40)	3,117.00
0	Patterson-UTI Energy Inc.	3,028.10		(1,094.87)	1,933.23	0.00				0.00		2,422.80	(489.57)	0.00
32	PepsiCo Inc	3,407.77		91.27	551.78	2,947.26	110.99	(110.99)		110.99		4,273.13	(237.51)	3,483.84
30	PNC Financial Services Group	2,603.96		730.27	1,381.26	1,952.97	105.00	(105.00)		105.00		4,994.80	439.46	4,053.00

**REPORT OF THE TRUST FUND INVESTMENTS OF THE CITY OF CONCORD, NH ON JUNE 30, 2018**

REPORT OF THE TRUST FUND INVESTMENTS OF THE CITY OF CONCORD, NH ON JUNE 30, 2018														
# Shares or Units	HOW INVESTED  DESCRIPTION OF INVESTMENT (Names of Banks, Stocks, Bonds, etc.)	PRINCIPAL				INCOME				TOTAL  Principal & Income				
		Balance Beginning Year	Additions/ Purchases	Capital Gains (Losses)	Proceeds From Sales	Balance End Year	Income During Year	Expended During Year	Balance End Year					
65	Principal Fint Group Inc.	3,771.47		418.76	1,306.16	2,884.07	129.35	(129.35)	0.00	2,884.07		5,445.95	(698.04)	3,441.75
15	S&P Global Inc. Com	1,425.25				1,425.25	27.30	(27.30)	0.00	1,425.25		2,189.85	888.50	3,058.35
0	Schem Henry Inc.	1,787.15		249.70	2,036.85	0.00		0.00	0.00			2,745.30	(708.45)	0.00
60	Syco Corp													
40	Texas Instruments	3,943.29		(14.53)	774.13	3,154.63	87.75	(87.75)	0.00	3,154.63		3,774.75	1,096.78	4,097.40
15	Thermo Fisher Scientific Inc	3,912.54		1,770.28	3,726.56	1,956.26	139.20	(139.20)	0.00	1,956.26		6,154.40	1,982.16	4,410.00
0	Time Warner Inc	997.36			997.36	997.36	10.05	(10.05)	0.00	997.36		2,617.05	490.05	3,107.10
25	UnitedHealth Group Inc.	1,838.28		404.52	2,242.80	0.00	36.23	(36.23)	0.00	0.00		3,012.30	(789.50)	0.00
30	Valero Energy Corp New					2,906.10	78.75	(78.75)	0.00	2,906.10		4,635.50	1,488.50	6,133.50
				323.46	1,218.72	1,790.52	100.50	(100.50)	0.00	1,790.52		3,035.70	1,507.92	3,324.90



**REPORT OF THE TRUST FUND INVESTMENTS OF THE CITY OF CONCORD, NH ON JUNE 30, 2018**

# Shares or Units	DESCRIPTION OF INVESTMENT (Names of Banks, Stocks, Bonds, etc.)	HOW INVESTED				PRINCIPAL				INCOME				TOTAL		Beginning of Year Fair Market Value	Unrealized Gain/Loss	End of Year Fair Market Value
		Balance Beginning Year	Additions/ Purchases	Capital Gains (Losses)	Proceeds From Sales	Balance End Year	Balance Beginning Year	Income During Year	Expended During Year	Balance End Year	Principal & Income							
60	Verizon Communications	3,506.07		89.95	966.47	2,629.55	0.00	152.40	(152.40)	0.00	2,629.55	3,572.80	412.27	3,018.60				
55	Visa Inc.	1,320.02		444.54	554.54	1,210.02	0.00	43.73	(43.73)	0.00	1,210.02	5,626.80	2,212.49	7,284.75				
30	Walt-Disney Stores	0.00	4,094.49			4,094.49	0.00	77.50	(77.50)	0.00	4,094.49	0.00	188.01	4,282.50				
45	Waste Mgmt Inc. Del	4,269.67		238.13	1,551.88	2,996.31	0.00	82.24	(82.24)	0.00	2,996.31	4,767.75	444.43	3,144.30				
35	Yum Brands Inc.	0.00	2,813.52			2,813.52	0.00	32.70	(32.70)	0.00	2,813.52	0.00	(75.82)	2,737.70				
30	Zoetis Inc.	0.00	2,528.59			2,528.59	0.00	3.78	(3.78)	0.00	2,528.59	0.00	27.11	2,555.70				
1,000	Shares MSCI EAFE ETF	51,650.75				63,836.00	0.00	2,096.12	(2,096.12)	0.00	63,836.00	53,790.00	994.75	66,970.00				
1,400	Shares 7-10 Yr Treas B4 ETF	150,721.75				150,721.75	0.00	2,841.38	(2,841.38)	0.00	150,721.75	149,254.00	(5,740.00)	143,514.00				
90	Select Sector SPDR Metals	4,462.21		276.47	1,087.78	3,650.90	0.00	98.61	(98.61)	0.00	3,650.90	5,919.10	394.98	5,226.30				
95	Select Sector SPDR Energy	7,706.93		(74.17)	1,266.17	6,366.59	0.00	219.53	(219.53)	0.00	6,366.59	7,465.80	1,014.67	7,214.30				
119	SPDR S&P Midcap 400 EFT TR	18,731.71				18,731.71	0.00	507.64	(507.64)	0.00	18,731.71	37,798.78	4,450.60	42,247.38				
12,104,414	Vanguard Interim-Tm B4 Indx Adm #5314	96,515.78		131.81		136,647.59	0.00	3,212.76	(3,212.76)	0.00	136,647.59	98,204.12	(5,660.79)	132,543.33				
0.000	Vanguard SIF Investment-GR Adm #539	0.00				0.00	0.00	51.08	(51.08)	0.00	0.00	0.00	0.00	0.00				
	TOTAL CITY OF CONCORD FUND A	2,356,284.83	559,366.11	21,935.59	434,774.10	2,502,812.43	3,433.32	47,127.67	(46,796.25)	3,764.74	2,506,877.17	2,463,081.49	(7,491.81)	2,575,513.11				
	LANDFILL CLOSURE (Capital Reserve) 8469																	
	Cash & Cash Equivalents					(2,114.85)	11,909.79	136.66		12,046.45	9,931.60	9,794.94	0.00	9,931.60				
	TOTAL LANDFILL CLOSURE					(2,114.85)	11,909.79	136.66	0.00	12,046.45	9,931.60	9,794.94	0.00	9,931.60				
	SELF INSURANCE (Capital Reserve) 8468																	
	Cash & Cash Equivalents					60,824.18	177,182.06	3,688.15		180,870.21	241,894.39	640,743.44	0.00	241,894.39				
	TOTAL SELF-INSURANCE					60,824.18	177,182.06	3,688.15	0.00	180,870.21	241,894.39	640,743.44	0.00	241,894.39				
	CAPITAL RESERVE FUNDS																	
	Duquoin Bldg 8470					10,500.00	10,833.82	282.11		11,115.93	21,815.93	10,833.82	0.00	21,815.93				
	Cash and Cash Equivalents					1,185,180.69	88,690.60	25,407.58		114,098.18	1,542,061.83	1,273,871.29	(9,000)	1,542,061.83				
	Highway 8471					242,793.06	21,377.78	8,162.25		29,480.03	666,985.47	546,823.22	0.00	666,985.47				
	Economic Development 8472					525,505.44	0.00	0.00		0.00	0.00	0.00	0.00	0.00				
	Cash and Cash Equivalents					112,000.00	0.00	0.00		0.00	0.00	0.00	0.00	0.00				
	Revelation					0.00	0.00	0.00		0.00	0.00	0.00	0.00	0.00				
	Cash and Cash Equivalents					0.00	0.00	0.00		0.00	0.00	0.00	0.00	0.00				
	53rd Week					0.00	0.00	0.00		0.00	0.00	0.00	0.00	0.00				
	Equipment 8473					144,402.28	19,064.91	2,443.19		21,508.10	103,160.38	163,467.19	0.00	103,160.38				
	Cash and Cash Equivalents					82,759.85	44,523.50	1,775.85		46,289.36	129,059.21	127,283.35	0.00	129,059.21				
	Mountain Green 8474					82,759.85	4,909.94	82.94		4,982.88	6,028.47	5,945.53	0.00	6,028.47				
	Fire Apparatus Replacement 8475					1,035.59	11,213.04	156.46		11,369.50	11,369.50	11,213.04	0.00	11,369.50				
	Cash and Cash Equivalents					0.00	0.00	0.00		0.00	0.00	0.00	0.00	0.00				
	Downtown Economic Dev. 8476					0.00	0.00	0.00		0.00	0.00	0.00	0.00	0.00				
	SWMS Project 8477					0.00	0.00	0.00		0.00	0.00	0.00	0.00	0.00				
	Education & Training 8478					23,335.52	248.18	329.00		577.18	23,910.70	23,581.70	0.00	23,910.70				
	Cash and Cash Equivalents					23,535.22	694.91	339.08		1,033.99	24,570.21	24,231.13	0.00	24,570.21				
	Building Improvements 8479					23,535.22	0.00	0.00		0.00	0.00	0.00	0.00	0.00				
	Parks and Grounds 8480					20,000.00	340.42	263.80		624.22	20,624.22	20,340.42	0.00	20,624.22				
	Cash and Cash Equivalents					100,000.01	1,513.02	1,416.32		2,929.34	102,929.35	101,513.03	0.00	102,929.35				
	Water Fund Fuel Reserve 8481					100,000.01	0.00	0.00		0.00	0.00	0.00	0.00	0.00				
	Cash and Cash Equivalents					138,897.00	1,535.03	3,732.94		5,267.97	273,959.61	131,329.61	0.00	273,959.61				
	Water Investment Fee 8482					129,794.64	268,691.64	5,141.69		7,709.13	376,422.23	227,976.03	0.00	376,422.23				
	Cash and Cash Equivalents					225,408.59	368,713.10	2,567.44		7,709.13	376,422.23	227,976.03	0.00	376,422.23				
	Wastewater Investment Fee 8483					143,304.51	0.00	0.00		0.00	0.00	0.00	0.00	0.00				
	ERP 8484					0.00	128.29	1.80		130.09	128.29	128.29	0.00	130.09				
	Recreation Reserve					651,500.00	4,583.01	11,971.62		16,554.63	1,018,054.63	656,083.01	0.00	1,018,054.63				
	Community Improvement					170,000.00	783.43	2,382.84		3,166.27	173,166.27	170,783.43	0.00	173,166.27				
	TOTAL CAPITAL RESERVE FUND					3,282,458.83	212,947.32	63,909.48	0.00	276,856.80	4,745,874.19	3,495,404.16	0.00	4,745,874.19				
	Cash and Cash Equivalents					3,282,458.83	402,039.17	67,734.29	0.00	469,773.46	4,745,874.19	22,136,420.84	0.00	4,745,874.19				
	TOTAL CAPITAL RESERVE FUNDS					3,743,903.36	402,039.17	67,734.29	0.00	469,773.46	4,745,874.19	22,136,420.84	0.00	4,745,874.19				
	TOTAL ALL FUNDS					19,033,024.64	4,599,206.15	764,190.32	(347,465.59)	455,778.56	20,890,440.58	22,136,420.84	865,649.08	23,722,887.37				

Prepared By Citizens Private Bank and Trust  
5/23/2019



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## ORDINANCES

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### **Ordinances passed in FY2018:**

Amended the Code of Ordinances, Title IV, Zoning Code; Chapter 29.3, Issuance of Building Permits on Certain Lots on Unaccepted Streets.

Amended the Personnel Class Specification Index by adding Assistant IT Director.

Amended the Personnel Class Specification Index by adding Environmental Compliance Manager.

Amended the Code of Ordinances, Title I, General Code; Chapter 1, Government Organization, Article 1-3, Miscellaneous Regulations, Amending Section 1-3-9, Ward Lines.

Amended the Code of Ordinances, Title II, Traffic Code; Chapter 18, Parking; Article 18.1, Stopping, Standing and Parking; Bus and Taxicab Stands, Parking Prohibited and Location of Parking Meters.

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, Schedule I (Parking Prohibited At All Times) by adding parking prohibitions on the south side of K Street from North State Street to View Street.

Amended the Code of Ordinances, Title IV, Zoning Code; Chapter 28, Zoning Ordinance; Article 28-2, Zoning Districts and Allowable Uses; Section 28-2-3, The Zoning Map.

Amended the Code of Ordinances, Title IV, Zoning Code; Chapter 29.2, Public Capital Facilities Impact Fees Ordinance, Article 29.2-1-3, Administration, Section (g) Incentives for Redevelopment of Blighted, Underutilized, Abandoned, or Contaminated Buildings.

Amended the Code of Ordinances, Title IV, Zoning Code; Chapter 28-9-4, Decisions by the Planning Board, Site Plan Review, Projects Exempt from Site Plan Review.

Amended the Code of Ordinances, Title IV, Zoning Code; Chapter 29.2-1-2(b)(1) Public Capital Facilities Impact Fees Ordinance Assessment and Collection, Computation of the Amount of Impact Fees.

Amended the Code of Ordinances, Title IV, Zoning Code; Chapter 29.2-1-2(e), Public Capital Facilities Impact Fees Ordinance, Assessment and Collection, Waivers.

Amended the Personnel Class Specification Index by adding Public Information Officer.

Amended the Code of Ordinances, Title I, General Code; Chapter 1, Government Organization; Article 1-6, Code of Ethics by amending Section 1-6-4, Recusal.

Amended the Code of Ordinances, Title II, Traffic Code; Chapter 18, Parking, Article 18-3, Parking Meters.

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

Amended the Code of Ordinances, Title II, Traffic Code; Chapter 18, Parking, Article 18-2, Restricted Residential Parking Areas.

Amended the Code of Ordinances, Title I, General Code; Chapter 1, Government Organization; Article 1-5, Fees, Fines, and Penalties, by amending the fee for Chapter 26 – Building Code, Section 26-16-4, Fire Prevention Schedule, Tents and Air-supported Structures.

Amended the Code of Ordinances, Title V, Administrative Code; Chapter 30, Administrative Code; Article 30-3, Boards and Commissions by deleting in its entirety Section 30-3-16, Economic Development Advisory Council.

Amended the Personnel Class Specification Index by adding Maintenance & Operations Flex Technician, Assistant Administration Division Manager, Administration Division Manager.

Amended the Code of Ordinances, Title I, General Code; Chapter 14, Morals and Conduct, Article 14-1 Observance of the Lord's Day.

Amended the Personnel Class Specification Index by adding Fleet Body & Maintenance Technician/Welder.

Amended the Code of Ordinances, Title I, General Code; Chapter 15, Licensing and Regulations of Businesses, Trades and Occupations, Article 15-11, Police False Alarm Charge.

Amended the Code of Ordinances, Title IV, Zoning Code; Chapter 28, Zoning Ordinance; Article 28-2, Zoning Districts and Allowable Uses; Section 28-2-3, The Zoning Map.

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

Amended the Code of Ordinances, Title IV, Zoning Code; Chapter 28, Zoning Ordinance, Article 28-2, Zoning Districts and Allowable Uses, Article 28-5, Supplemental Standards, Article 28-9, Administration and Enforcement and Glossary.

Amended the Code of Ordinances, Title V, Administrative Code; Chapter 30, Administrative Code; Article 30-3, Boards and Commissions by deleting in its entirety Section 30-3-7, City Parking Committee.

Amended the Code of Ordinances, Title V, Administrative Code; Chapter 30, Administrative Code; Article 30-3, Boards and Commissions by deleting in its entirety Section 30-3-27, Municipal Housing Commission.

Amended the Code of Ordinances, Title II, Traffic Code; Chapter 17, Vehicles and Traffic; Article 17-4, Operation of Motor Vehicles; Section 17-4-1, Stop Required Before Entering a Through Street; Schedule V, Stop Intersections on Willard Street intersecting Manor Road; stop when traveling North.

Amended the Code of Ordinances, Title II, Traffic Code; Chapter 18, Parking, by creating a new Article 18-5, Permit Parking.

Amended the Code of Ordinances, Title II, Traffic Code; Chapter 19, Penalties, by amending Section 19-1-5, Towing Vehicles Away.

Amended the Code of Ordinances, Title I, General Code; Chapter 2, Finance, Article 2-4, Payments of Debts Due to the City.

Amended the Code of Ordinances, Title I, General Code; Chapter 1, Government Organization, by amending Schedule I or Article 1-5, Fees, Fines, and Penalties, Water Use Rates.

Amended the Code of Ordinances, Title I, General Code; Chapter 1, Government Organization, by amending Schedule I or Article 1-5, Fees, Fines, and Penalties, Sewer Use Rates.



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## Government

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June 1849	Concord Charter adopted by State
March 1853	City Charter Adopted (Partisan Elections)
April 1911	Non Partisan Elections
January 1950	Council-Manager form of government Council-Manager 4,071 Votes Mayor-Aldermen 1,335 Votes
January 1958	Mayor-Aldermen form of government Council-Manager 2,974 Votes Mayor-Aldermen 2,979 Votes
January 1968 -Present	Council-Manager form of government Council-Manager 3,449 Votes Mayor-Aldermen 2,737 Votes





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