

# CITY OF CONCORD

## FY 2023 Annual Report






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## TABLE OF CONTENTS

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City Council	3
Boards and Commissions	3
Services Directory	5
Department Directory	16
Assessing	17
Community Development	17
Finance	23
Information Technology Department	24
Fire Department	25
General Services	28
Human Services	30
Legal	34
Library	35
Human Resources	37
Police Department	38
Records	45
Parks & Recreation	46
FY2018 City Audit Summary	47
MS9 & MS10 Reports	188
Ordinances at a Glance	195
Government	197

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

**MAYOR**

James Bouley

**COUNCILORS AT LARGE**

Byron Champlin

Amanda Grady Sexton

Fred Keach

Nathan Fennessy

**WARD COUNCILORS**

Ward One  
Brent Todd

Ward Two  
Erle Pierce

Ward Three  
Jennifer Kretovic

Ward Four  
Karen McNamara

Ward Five  
Stacey Brown

Ward Six  
Paula McLaughlin

Ward Seven  
Keith Nyhan

Ward Eight  
Gail Matson

Ward Nine  
Candace CW Bouchard

Ward Ten  
Zandra Rice Hawkins

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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 13 regular meetings, no recessed meetings and 0 special meetings; passed 22 ordinances, 94 resolutions and adopted a \$18,253,020 million General Fund, twelve-month budget covering the fiscal year 7/1/2022 to 6/30/2023.

### **Priorities**

1. Balanced Budget Issues: FY 2022 and FY 2023
  - a. Collective Bargaining/Contract Negotiations
  - b. Health Insurance Costs
  - c. Capital Financing Alternatives/Storm Water Utility
2. Community-wide Economic Development Initiatives to Expand Tax Base
3. Public Safety Work
4. Public Information, Marketing and Communications
5. Working with State and Federal Government
6. Enhanced Community Events/Arts
7. Sustainability Initiatives
8. Recreation and Parks

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

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

*Ad-Hoc Beaver Golf Course Building Committee*  
*Ad-Hoc Beaver Meadow Golf Course Committee*  
*Ad-Hoc Committee to Review Fee Schedules*  
*Ad-Hoc Committee to Review Outdoor Dining & Food Trucks*  
*Ad-Hoc Gully Hill Committee*  
*Airport Advisory Committee*  
*Board of Assessors*  
*Board of Ethics*  
*Board of Health*  
*Board of Revision of Assessment*  
*Building Board of Appeals*  
*Committee for Concord's Plan to End Homelessness*  
*Community Development Advisory Committee*  
*Concord Housing and Redevelopment Authority*  
*Conservation Commission*  
*Conservation Commission – Trails Subcommittee*  
*Conservation Commission – Tree Subcommittee*  
*Contoocook River Local Advisory Committee*  
*Demolition Review Committee*  
*Design Review Committee*  
*Diversity, Equity, Inclusion, Justice & Belonging Committee*  
*Energy & Environment Advisory Committee*  
*Everett Arena Advisory Committee*  
*Facilities Naming Committee*  
*False Alarm Appeals Board*  
*Finance Committee*  
*Fiscal Policy Advisory Committee*

*Gas Holder Committee*  
*Golf Course Advisory Committee*  
*Heritage Commission*  
*Joint City/School Committee on Cooperation*  
*Library Board of Trustees*  
*Licensing Board*  
*Mask Ordinance Committee*  
*NH Rail Transit Authority*  
*North End Opportunity Corridor TIF District Advisory Board*  
*Parking 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 Committee*  
*Regional Utility Utilization Committee*  
*Rules Committee*  
*Sears Block Tax Increment Advisory Committee*  
*Solid Waste Advisory Committee*  
*Tax Exemption Policy Committee*  
*Taxicab Licensing Board*  
*Technical Review Committee*  
*TPAC – Bike & Pedestrian Subcommittee*  
*TPAC – Public Transportation Subcommittee*  
*Traffic Operations Committee*  
*Transportation Policy Advisory Committee (TPAC)*  
*Trustees of Trust Funds*  
*Upper Merrimack River Local Advisory Group*  
*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		603-225-8600
Animals – on ice/endangered	Fire Department		603-225-8669
Architectural Design Review	Planning Division		603-225-8515
Assessing Information	Assessing Department		603-225-8550
Auto Registration	Collections Department		603-225-8540
Beaver Meadow Golf Course	Golf Course	Pro Shop Superintendent	603-228-8954 603-225-7033
Birth Certificates	City Clerk's Office		603-225-8500
Block Parties	City Clerk's Office		603-225-8500
Budget	Finance – OMB		603-225-8582
Building Permits	Code Administration		603-225-8580
Burning Brush/Fire Permits	Fire Department	South End Station Manor Station Central Station Heights Station	603-225-8664 603-228-2702 603-225-8659 603-225-8654
Bus System/CAT (Concord Area Transit)		Concord Area Transit	603-225-1989

## 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		603-225-8595
Business Licenses	Code Administration		603-225-8580
Cemetery Information	Parks & Recreation Department – Blossom Hill Cemetery		603-225-3911
Channel 17 (Municipal Access Channel)		CCTV – Concord Community Television	603-226-8872
Children's Library Services	Concord Public Library		603-230-3690
City Auditorium Rental Information	Parks & Recreation Department		603-225-8690
City Clerk	City Clerk's Office		603-225-8500
City Council Meetings	City Clerk's Office		603-225-8500
City Engineer	Engineering Division		603-225-8520
City Manager	City Manager's Office		603-225-8570
City Solicitor	City Solicitor's Office		603-225-8505
City Treasurer	Collections Division		603-225-8540
Code Administration	Code Administration		603-225-8580
Community Centers	Parks & Recreation Department		603-225-8690
Community Development	Community Development Department		603-225-8595
Community Gardens on Clinton Street		NH Division of Forests and Lands	603-271-3456

## SERVICES DIRECTORY

<b>If you have a question about...</b>	<b>City Office and/or Department toCall</b>	<b>Name of non-city business to contact</b>	<b>Phone Number</b>
Concession Stand Licensing	Code Administration		603-225-8580
Concord Public Library	Concord Public Library		603-225-8670
Concord School District		Superintendent's Office	603-225-0811
Conservation Commission	Planning Division		603-225-8515
Construction Permits	Code Administration		603-225-8580
Court Payments and Fines		Concord District Court	603-271-6400
Crime Prevention	Police Department		603-225-8600
Current Land Use	Assessing Department		603-225-8550
Cutting Timber	Assessing Department		603-225-8550
Data Processing	IT Department		603-225-8597
Dead Animals in Public Right of Way	General Services Department		603-228-2737
Death Certificates	City Clerk's Office		603-225-8500
Demolition Permits	Code Administration		603-225-8580
Driveway Permits, New	Code Administration		603-225-8580
Driveway Permits, alterations to existing	Engineering Division		603-225-8520
Dog Licenses	City Clerk's Office		603-225-8500
Economic Development	Economic Development Office		603-225-8595
East Concord Community Center	Parks & Recreation Department		603-225-8690
Elderly Exemptions	Assessing Department		603-225-8550

## 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		603-225-8500
Employment with the City	Human Resources Department		603-225-8535
Equity and Inclusion	Human Resources Department		603-230-3722
Everett Arena	General Services Department		603-228-2784
Excavation of Gravel/Sand	Assessing Department		603-225-8550
Finance Department	Finance Department		603-225-8581
Fire Department (emergency)			911
Fire Department (non-emergency)	Fire Department		603-225-8650
Fire Hydrant Problems	General Services – Water Division		603-228-2737
Fire Prevention	Fire Department		603-225-8651
Food Service Licensing and Inspection	Code Administration		603-225-8580
Friends of Concord Public Library	Concord Public Library		603-230-3682
Friends of Penacook Branch Library	Penacook Branch Library		603-753-4441
Garbage Collection	General Services Department		603-228-2737
General Licensing	Code Administration		603-225-8580
General Services Department	General Services Department		603-228-2737
Green Street Community Center	Parks & Recreation Department		603-225-8690

## 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		603-225-8690
Hazardous Substances	Fire Department		603-225-8514
Hazardous Materials Disposal	Fire Department		603-225-8514
Heights Community Center	Parks & Recreation Department		603-225-8690
Heritage Commission	Planning Division		603-225-8515
House Address Numbers	Engineering Division		603-225-8520
Housing Code	Code Administration		603-225-8580
Housing Inspection Program	Code Administration		603-225-8580
Human Resources Department	Human Resources Department		603-225-8535
Human Services	Human Services Department		603-225-8575
Ice Arena	General Services Department		603-228-2784
Insurance Claims	Finance Department		603-230-3909
Job Openings	Human Resources Department		603-225-8535
Juvenile Delinquency Prevention/Diversion	Police Department		603-225-8600
Landfill/ Transfer Station	General Services Department	Casella	603-224-0890
Landlord/Tenant Problems	Code Administration		603-225-8580
Legal Department	City Solicitor's Office		603-225-8505
Library Administration	Concord Public Library		603-230-3682

## 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		603-225-8590
Life Safety Code	Fire Department		603-225-8650
Marriage Certificates/ Licenses, Ceremonies	City Clerk's Office		603-225-8500
Memorial Field – Scheduling	Parks & Recreation Department		603-225-8690
Memorial Field – Maintenance	Parks & Recreation Department		603-225-8690
Merrimack Valley School District		Superintendent's Office	603-753-6561
Missing Juveniles	Police Department		603-225-8600
Motor Vehicle Registration	Collections Division		603-225-8540
Motor Vehicle Titles	Collections Division		603-225-8540
Motor Vehicle Violations	Police Department		603-225-8600
Noise Complaints (day)	Code Administration		603-225-8580
Noise Complaints (night)	Police Department		603-225-8600
Oil Recycling	General Services Department	Casella	603-224-0890
Parking	Police Department		603-225-8600
Parks & Recreation	Parks & Recreation Department		603-225-8690
Patching of City Streets and Sidewalks	General Services Department		603-228-2737
Peddlers and Vendors Licensing/Complaints	Code Administration		603-225-8580

## 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		603-753-4441
Planning Board	Planning Division		603-225-8515
Playground Maintenance	Parks & Recreation Department		603-225-8690
Police Department (emergency)			911
Police Department (non-emergency)	Police Department		603-225-8600
Potholes	General Services Department		603-228-2737
Property Assessment	Assessing Department		603-225-8550
Property Tax Exemptions	Assessing Department		603-225-8550
Prosecutor's Office	Legal Department		603-230-4990
Public Health	Code Administration		603-225-8580
Public Properties	General Services Department		603-225-8691
Public Works (General Services)	General Services Department		603-228-2737
Purchasing Department	Purchasing Department		603-225-8530
Raffle Licensing	Code Administration		603-225-8580
Real Estate Tax Bill	Collections Division		603-225-8540
Recreation	Parks & Recreation Department		603-225-8690
Rental Housing Inspections	Code Administration		603-225-8580

## 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		603-225-8580
Road Conditions	General Services Department		603-228-2737
Rooming House Inspection and Licensing	Code Administration		603-225-8580
RV Waste Disposal	General Services Department – Wastewater Division		603-225-8691
Sand/Salt Operations	General Services Department		603-228-2737
School Board		Concord Merrimack Valley	603-225-0811 603-753-6561
Septage Waste Disposal	General Services Department		603-225-8691
Septic Systems	Code Administration		603-225-8580
Sewer Emergencies	General Services Department		603-228-2737
Sidewalks	General Services Department		603-228-2737
Signs/Sign Code	Code Administration		603-225-8580
Signs, Street of Traffic	General Services Department		603-228-2737
Site Plan Regulations, Applications and Conditional Use Permits	Planning Division		603-225-8515
Snow Removal	General Services Department		603-228-2737
Solid Waste Recycling	General Services Department		603-228-2737

## 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		603-225-8580
Steam Condensate Bills	General Services Department		603-225-8693
Stop Sign Request	Engineering Division		603-225-8520
Street Cleaning	General Services Department		603-228-2737
Street Excavation Permits	Engineering Division		603-225-8520
Street Fair Licensing	Code Administration		603-225-8580
Street Light Repair		Unitil	603-224-2311
Street Location	Police Department		603-225-8600
Street Maintenance	General Services Department		603-228-2737
Street Sweeping	General Services Department		603-228-2737
Street Trees	Planning Division		603-225-8515
Subdivision Regulations Applications	Planning Division		603-225-8515
Swimming Pools/ Public Pools	Parks & Recreation Department		603-225-8690
Swimming Pool Inspections/Permits	Code Administration		603-225-8580
Tax Bills	Tax Collection Office		603-225-8540
Tax Maps	Assessing Department		603-225-8550
Tax Collection Office	Collections Division		603-225-8540

## 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		603-225-8580
Tennis Courts/ Lessons	Parks & Recreation Department		603-225-8690
Tennis Courts/Maintenance	Parks & Recreation Department		603-225-8690
Tire Recycling	Concord Transfer Station - Landfill	Casella	603-224-0890
Titles, Vehicles	Tax Collection Office		603-225-8540
Traffic Lights	Fire Department		603-225-8669
Traffic Signs	General Services Department		603-228-2737
Trails	Planning Division		603-225-8515
Trash Collection	General Services Department		603-228-2737
Tree Branches	General Services Department		603-228-2737
Underground Storage Tanks	Fire Department and Engineering Division		603-225-8651 603-225-8520
Variances	Code Administration		603-225-8580
Vendors - Mobile Food License & Inspection	Code Administration		603-225-8580
Veterans Tax Credits	Assessing Department		603-225-8550
Voluntary Lot Mergers	Planning Division		603-225-8515
Wastewater Treatment Plant (Hall Street)	General Services Department		603-225-8691

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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		603-225-8693
Water Treatment Plant	General Services Department		603-225-8696
Welfare	Human Services Department		603-225-8575
West Street Ward House	Parks & Recreation Department		603-225-8690
Wild Animals (Suspected Rabies)		NH Fish and Game Department	603-271-3361
Wild Animals (Nuisance)		NH Dept of Agriculture – Wildlife Services	603-223-6832
Yard Sale Permits	Code Administration		603-225-8580
Zoning	Code Administration		603-225-8580

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

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**ADMINISTRATION**

City Manager Thomas J. Aspell, Jr 603-225-8570

**ASSESSING**

Director of Real Estate Assessments Jonathan Rice 603-225-8550

**COMMUNITY DEVELOPMENT**

Deputy City Manager-Development Matt Walsh 603-225-8595

Code Administrator David Hall 603-225-8580

City Engineer David Cedarholm 603-225-8520

City Planner Heather Shank 603-225-8515

**FINANCE**

Deputy City Manager-Finance Brian LeBrun 603-225-8570

Assistant Finance Director Katherine Graff 603-225-8581

Office of Management & Budget Robert McManus 603-225-8582

Purchasing Manager Tina Waterman 603-225-8664

Treasurer Dawn Enwright 603-225-8540

**FIRE**

Chief John Chisholm 603-225-8650

**GENERAL SERVICES**

Director Chip Chesley 603-228-2737

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 AND LABOR RELATIONS**

Director Jennifer Johnston 603-225-8535

**HUMAN SERVICES**

Director Karen Emis-Williams 603-225-8575

**INFORMATION SERVICES**

Interim Director Jonathan Smullen 603-230-3663

**LEGAL**

City Solicitor Jim Kennedy 603-225-8505

**LIBRARY**

Director Todd Fabian 603-225-8670

**POLICE**

Chief Bradley Osgood 603-225-8600

**RECORDS**

City Clerk Janice Bonenfant 603-225-8500

**RECREATION**

Director David Gill 603-225-8690

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## ASSESSING DEPARTMENT

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**Mission:** The Assessing Department’s purpose is to continuously discover and list information used to provide fair and equitable property values.

**Vision:** We will be a well-informed, educated, and trained department in order to provide a positive experience for our internal and external customers.

### Facts and Figures

Building permits measured/listed	404
Sales & Listing reviews conducted	515
Deed changes processed	635
New parcel reviews conducted	63
New construction reviews conducted	22
Appeals: BTLA & Superior Court	13
Equalization Ratio	79.4 % (2022 Ratio)
Net Tax Base Value for Tax Rate Setting	\$ 5,197,229,381

**Assessing Department figures are based upon the Tax Year, April 1, 2022-March 31, 2023.**

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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 permitting and inspection process that accounts for necessary safety, environmental, and community concerns in a well-coordinated and cost efficient and effective manner.

### Administration

- The Administration Division consists of four positions. The Division is responsible for:
  - Managing and coordinating the activities of the Department
  - Economic development, including, but not limited to, marketing, business recruitment and retention, negotiation and management of public-private partnerships, management of the City’s three Tax Increment Finance Districts, administration of the City’s Revolving Loan Fund Program, RSA 79-E Community Revitalization Tax Relief Incentive Program, Community Development Block Grant Program, and Revolving Loan Fund, builds and fosters relationships with Economic Development Partner.
  - Serves as lead agency for Airport Advisory Committee, Community Development Advisory Committee, Parking Committee, and Utility Appeals Board.
  - Develops the City’s Capital Improvement Program.
  - Develops and leads public private partnerships concerning preservation and development of affordable housing.
  - Manages special projects.
  - Manages the City’s Brownfields Program
  - Manages the City’s energy and sustainability programs, serves as lead agency for supporting the City’s Energy and Environment Committee.

- FY2023 accomplishments include:
  - During FY2023, the Division was reorganized and two new positions were created: Assistant Community Development Director and Director of Special Projects and Strategic Initiatives.
  - Reorganized staff to improve implementation of Energov Permitting System.
  - Successfully negotiated and Lease Agreement with United Therapeutics Corporation for new 36,000SF corporate aircraft hangar.
  - Completed design and permitting for Canal Street Riverfront Park (CIP 567) at 11 Canal Street.
  - Worked with NHDES to complete hazardous building materials assessment for the Concord Stables; enlisted USEPA support for additional analysis to support future Brownfields Cleanup Grant Application.
  - Successfully crafted a public /private partnership with the Boys and Girls Club of Central New Hampshire to develop a new community center and branch Penacook Library at 76 Dolphin Street.
  - Closed \$600,000 loan to support development of Penacook Landing Phase 2, featuring 20 units of housing (18 of which are affordable units). Project initiated construction.

### **Code Administration Division**

- The Code Division consists of eleven full-time positions and one part-time position, and is responsible for the administration of the Structural, Health & Licensing, Housing and Zoning regulations and ordinances.
  - Structural Unit: Responsibilities include review and processing of building, electrical, plumbing/ mechanical permits, as well as completion of required inspections therewith. During FY2023, the structural unit processed:
    - 297 Building permits, with a construction value of \$ 56,571,077.00;
    - 800 Electrical permits;
    - 724 Mechanical permits;
    - 392 Plumbing permits; and,
    - 27 demolition permits.

Notable construction projects which were initiated in FY2023 included, but were not limited to:

Pope Memorial SPCA (Silk Farm Rd.)

- 110 Grill Restaurant (Storrs St.)
- New Mazda Dealership (Manchester St.)
- NH Distributors Expansion (Regional Dr.)
- United Therapeutics Airplane Hanger (Regional Dr.)
- 104 units of Multifamily Housing (Langdon Ave.)
- 20 units of Multifamily Housing (Canal St.)
- 64 units of Multifamily Housing (South Main St.)

- Housing Unit

- The Housing Inspector position was reorganized to be more focused on Building Inspections as the City, working with Concord Housing Authority, discontinued the annual inspections of its Section 8 Housing Units. This position is responsible for enforcing the Housing Maintenance and Occupancy Code, as well as State laws to ensure that all residential rental properties are safe and fit for occupancy and used as intended. The Inspector is also responsible for the annual inspection of

hotels, motels, shelters and rooming houses. Conducted over 134 housing inspections.

○ Health & Licensing Unit

- The Health and Licensing Unit conducts several types of inspections for the City, including restaurants, food trucks, special events, foster homes as well as certain NH Department of Education inspections.
- Health and Licensing Unit issued 347 health licenses and permits, while conducting more than 355 routine food safety inspections as well as facilitated over 162 event permits.
- The Unit also conducted 24 plan reviews for new food service establishments and responded or researched 40 citizen-reported concerns. The unit works cooperatively with local industry to maintain best safety practices, to offer ongoing basic safety education, and to assist with performance improvement.
- Providing continued education on NH Health Bulletins and FOG (Fats, Oils, Grease) disposal.

○ Zoning Unit.

- The Zoning Unit is responsible for providing customer technical support services related to the interpretation and application of the City's zoning ordinance and related state statutes, as well as the abatement of activities that are in violation of applicable ordinances and statutes.
- Zoning Unit staff provides administrative and technical support for the Zoning Board of Adjustment (ZBA), as well as developers, property owners, and the general public.
- During FY2023, Zoning Unit staff provided support to the Zoning Board of Adjustment for 116 cases.
- Staff also reviewed working drafts of the Concord Next Form-Based Code initiative.
- Staff also processed 96 sign applications.
- The Zoning Administrator participated in hundreds of "quick answer" customer consultations via phone and counter service, in addition to providing consultation and administrative services for a number of large developments.
- The Zoning Inspector continues to research and respond to zoning violation cases.

### **Engineering Services Division**

- The Engineering Services Division was comprised of 15 positions in FY2023, including engineers, engineering technicians, a surveyor, GIS professionals, and a fiscal supervisor. A new City Engineer, Michael Bezanson, PE, was hired in May 2023. Engineering Services initiated and completed a series of major projects and programs throughout the year, including traffic and transportation design projects and stormwater, water, and sewer utility projects. Engineering staff continued to provide engineering support to various City departments as well as the Traffic Operations Committee, the Transportation Policy Advisory Committee (TPAC) and its associated subcommittees on pedestrian, bicycling, and public transit, the Poles and Wires Committee, and the Planning Board.

- Major Engineering GIS /Programs and Initiatives
  - With respect to the GIS Master Plan, Engineering staff continues to update and expand the City’s comprehensive GIS system, including water distribution, sanitary sewer and stormwater collection systems, as well as other municipal infrastructure to support asset management and provide the required asset reporting information for the City’s Finance Department.
  - In conjunction with the Assessing Department, the Engineering Division provided project management and thorough QA/QC of Phase VII of the Digital Tax Map Development project. This last phase of the project remapped 1,401 tax records of the southwest section of the City, an area bounded by South Street in the east and District No. 5 Road in the north. Phase VII was completed in the spring of 2023.
  
- Transportation Policy Advisory Committee (TPAC) Initiatives
  - Engineering staff continues to support TPAC and its Subcommittees focused on supporting various areas of transportation. The Committee meets monthly and meetings are open to the public. The Subcommittees include Bicycling & Pedestrian and Public Transportation; the subcommittees have been meeting quarterly. Annually, Engineering staff works with TPAC to develop a prioritization of transportation related Capital Improvement Program (CIP) projects. Engineering staff also assisted TPAC in shepherding the public meetings and recommendation process to City Council on the NHDOT I-93 Bow-Concord widening project.
  
- Major Transportation Improvement and Infrastructure Projects : Engineering Services was active on a number of major transportation and infrastructure improvement projects throughout the year, including, but not limited to:
  - Construction of intersection improvements at Hoit Road (Route 4) and Whitney Road (CIP 30) commenced in the fall of 2021. The project included a new single lane roundabout on Whitney Road, a two-lane hybrid roundabout on Hoit Road, and other related improvements at Hannah Dustin Drive and the I-93 southbound on-ramp at Exit 17. Construction of the roundabout at the intersection of Whitney Road and Merchants Way was completed in late spring of 2022 and the hybrid roundabout on Hoit Road (US Route 4) was completed in the fall of 2022.
  - Lined portions of sanitary sewer mains on Merrimack Street (Penacook), Village Street, Chandler St., Stark St., South Fruit St., and Woodman Street.
  - Designed of 1,900 linear feet of 8-inch water main on Lawrence Street was completed in the spring 2023.
  - In December 2022, the City completed the conversion of 2,025 high pressure sodium street lights to LED lights.
  
- Private Development
  - Engineering Services continued to provide technical expertise for the review of subdivision and site plan applications to the Planning Board. Engineering works with other City departments including Planning, Code Administration, Fire and General Services to advance private development projects from concept through construction. Duties include plan review, permit approval, securing financial sureties and construction inspection. Major projects included the Storrs Street retail development, the Whitney

Rd development, the Grappone Mazda dealership, the Railyard residential development, the Penacook Boys and Girls Club, the Brookline residential development, and the 32 South Main St apartment building.

○ Permit and Inspection Fees

- Engineering Services began using a new fee structure relative to construction permits and inspection fees in August 2022. The goal was to automate the filing and record-keeping of permits. All permits are applied and paid-for online by the applicant using the Department-wide EnerGov software. The fees are based on a base cost for the permit plus inspection time. The Division provides assistance to applicants as requested. Engineering continues to adjust and refine the system during the initial implementation phase.

**Planning Division**

- The Administration Division consists of four positions. The Division is responsible for developing Master Plans, Zoning Ordinances, Subdivision and Site Plan Regulations, processing development permit applications, as well as staff support to the Planning Board, Architectural Design Review Committee (ADRC), Conservation Commission, Heritage Commission, as well as Transportation Policy Advisory Committee. The Division previously staff the Energy and Environment Committee; however, those duties were transfer to the Administration Division in late FY2023.
- During FY2023, Division staff attended and supported a total of 12 Planning Board meetings, 13 meetings of the Conservation Commission, 10 meetings of the Trails Subcommittee, 11 meetings of the Street Tree Subcommittee, 12 meetings of the Heritage Commission, 12 meetings of the Architectural Design Review Committee, and 6 meetings of the Energy and Environment Advisory Committee. The division is responsible for the preparation of agendas, minutes, legal notices, and correspondence for these boards and committees.
- The Division continued to provide processing, review, written reports, and meeting presentations for applications to the Planning Board, including 11 for Subdivisions, 41 for Site Plan Review, 38 for Conditional Use Permits, and 13 for Architectural Design Review approval. This does not include the numerous sign applications that are reviewed by the ADRC and Planning Board, three voluntary mergers, and several applications from adjacent municipalities.
- The Planning Division staff continued to attend and provide support to the Traffic Operations Committee (TOC), the Transportation and Policy Advisory Committee (TPAC), the Parks and Recreation Advisory Committee, the Trails Committee, the Poles and Wires Committee, the Mid-State Regional Coordinating Council, the Central NH Regional Planning Commission (CNHRPC), the 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 also continued to collaborate with CNHRPC and attended the region’s monthly Transportation Advisory Committee meetings.
- Planning staff worked with Parks and Recreation and the Modern Woodmen of America to plan an Arbor Day event, and coordinated with the General Services Department for their involvement.
- Planning staff kicked off the public process and drafting of Phase 2 of the proposed Zoning Code (“Concord Next”). The draft neared completion in the Fall of 2022 but

was put on hold due to staffing issues. Additionally, to implement the Concord Next Zoning Ordinance, amendments will also be required to the City's Site Plan and Subdivision Regulations. In July 2023, the City applied for \$99,685 of InvestNH HOP Grant funds to assist with completion of the Concord Next Ordinance, as well as associated updates to the Site Plan and Subdivision Regulations therewith. Unfortunately, the application was not successful.

#### Conservation Commission

- The Conservation Commission continues to monitor City-held conservation easements and pursue corrective actions to resolve easement violations as needed.
- The Commission reviewed wetland permit applications from the NHDES, 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 Planning Division staff continued to assist the Conservation Commission with its land protection initiatives and open space management program.
- The Commission continues to pursue ranking properties as “preserves” (where no trails or forestry will occur), or priority sites for trails, and/or priority sites for forestry. This effort was a recommendation from the 2017 Open Space Plan, and the Commission will present the final recommendation to Council.
- The Commission corresponded with several property owners interested in placing their land under conservation.
- The Commission worked with the Tree subcommittee to evaluate locations for new street trees.
- The Tree Subcommittee met with members of the public to identify locations for street trees on private property in conjunction with General Services and the Paving project. The Sustainable Tree initiative continues to be a successful mechanism to assist property owners in tree planting.

#### Forestry and Trails Program

- The Trails Subcommittee met monthly to coordinate trail maintenance and construction activities. Various trail improvements were completed on conservation land.
- The Subcommittee began evaluation of a proposal from the local chapter of the New England Mountain Biking Association to expand a mountain bike/multi-use trail on the Broken Ground trail system.
- Planning staff continues to work with the City Solicitor, City Surveyor, and Consultant City Forester to address complaints from trail abutters. One complaint resulted in an agreement to relocate a trail and is ongoing.
- Planning staff worked with the State of NH Division of Forestry and Lands to plan and construct a trail relocation on land that the City and State hold a conservation easement on.
- The Trail Ranger continued to monitor activity and maintenance on trails, repaired several trailhead signs and replaced additional signs.

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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 ten operating funds plus capital improvement funds. The Office develops the salaries, benefits, insurances, transfers, overhead costs, debt service, 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. Lastly, the division coordinates, prepares and publishes the budget document for the City of Concord NH.

### **Treasury/Collection Division**

The Collection Office processed over 45,000 motor vehicle registrations with over 99% of customers completing both city and state portion of the registration at City Hall. The property tax collection rate was 99.3% for the 2021 tax year compared to 98.9% for the 2020 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. 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 12/19/2023 (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 11/30/2024. The City's small accounts continue to receive natural gas supply from Liberty Utilities on a default basis. **Gasoline and diesel fuel** fixed price agreements will be effective 7/1/2023 and 7/1/2024 for the City and Concord School District through

6/30/2024 and 6/30/2025 respectively. **Kerosene and #2 fuel oil** are procured via indexed (spot market) price contracts through 05/31/2024.

- b. **Energy Improvements.** The City's LED Streetlight Conversion Program has been completed. The City replaced 2,024 streetlights with energy efficient light emitting diode ("LED") streetlights. The City awarded the contract to Real Term Energy of Pownal, ME. The City received an incentive rebate for fifty percent of the cost of the project from Unitil. The remaining cost will be funded by the City. The anticipated annual energy savings for this project based on pre-audit, include an estimated annual reduction of 672,364 kWh of electricity at an estimated cost savings of \$110,308 and an estimated reduction in CO2 emissions of 552 tons per year.

The Purchasing Division continues to work with its counterparts from the State of NH and other New Hampshire communities to prepare and issue joint competitive solicitations and enter into subsequent multi-year contracts for the purchase of supplies and services common to all municipalities.

The Purchasing Manager:

1. Lead the Accounts Payable/Purchasing Continuous Improvement Team for ERP training and improvement of services
2. Chair the NHGFOA Cooperative Purchasing and Procurement Committee

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**

- Start the implementation of EPA security auditing and action plan.
- Complete upgrades and replaced Core Network switches.
- Implementation of the Tax module.
- Replaced virtual infrastructure with hyperconverged solutions.
- Continue review of security infrastructure and policies.

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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 24 other communities comprising the Capital Area Mutual Aid Fire Compact. The center became additionally responsible for the Town of Weare this fiscal year. The center also dispatches for two private ambulance companies and the Central New Hampshire Haz Mat Team. It is also the initial point of contact for any large-scale incident in NH that requires the activation of the NH Statewide Fire & All Hazards Mobilization Plan. The Fire Alarm Division maintains the City's municipal fire alarm system, radio box system, traffic signal system, and exterior fiber-optic network. The Fire Prevention Division is responsible for Fire and Life Safety Code plan reviews, fire inspections, fire investigations, and public education. The Fire Chief serves as the Emergency Management Coordinator and Forest Fire Warden for the City of Concord.

### **Personnel Changes**

- Promotion of Interim Fire Chief John Chisholm to Fire Chief
- Promotion of Acting Deputy Chief Elisa Folsom to Deputy Chief of Administration
- Promotion of HQ Paramedic/Lieutenant Donald Harpell to EMS Officer/Captain
- Promotion of Dispatcher Harold Palmer to Fire Alarm Superintendent
- Promotion of Firefighter/AEMT Jared Beard to Firefighter/Paramedic
- Retirement of EMS Officer/Captain John McBride
- Retirement two (2) Firefighter/Paramedics
- Resignation of two (2) Firefighter/Paramedics and one Firefighter/EMT
- Resignation of HQ Fiscal Supervisor
- Resignation of HQ Administrative Specialist II
- Hired one Communication's Division Captain
- Hired one HQ Paramedic/Lieutenant
- Hired seven (7) Firefighter/Paramedics and three (3) Firefighter/AEMTs
- Hired two (2) Dispatchers
- Hired one HQ Fiscal Supervisor
- Hired one HQ Administrative Specialist II

### **Notable**

- A fourth ambulance was placed in service on October 1, 2022 to assist the Department mitigate rising call volume. A small ceremony was held at the Manor Fire Station. This additional ambulance has helped the Fire Department better meet industry standards for emergency response times to EMS calls. This additional ambulance has also reduced the City's reliance on surrounding towns to provide mutual aid into the City for medical calls by 70% in a year-over-year comparison.
- Fire Administration saw an unprecedented turnover with 8 of the 12 (66%) positions being newly promoted or hired.
- The Department has fourteen (14) Advanced Emergency Medical Technicians (AEMTs) working in the newly established labor grade. This has increased the level of service provided by the Department on emergency medical calls.
- Negotiated a 2-year successor contract with Local 1045 – International Association of Firefighters that will commence on July 1, 2023.

- Purchased a transport ventilator, LUCAS automated CPR device, IV pump, and cardiac simulation training system using GOFERR Locality Equipment Purchase Program funds. These purchases helped offset the cost of placing the fourth ambulance in service.
- Completed the review and validation process for and received all Public Assistance funds requested by all City departments from FEMA in response to the COVID-19 pandemic.
- Created the Department Leadership Team that is focused on defining, monitoring, and improving Department culture.
- Worked with local nursing facilities to streamline the patient care process when 911 is activated. Numerous joint trainings were conducted with nursing staff to improve bedside communication and transfer of patient care.
- Transitioned fire inspections to a new records management system that allows more accurate inspections and instant reports to the customer. These reports will soon be configured to automatically include the code provisions of violations that are found.
- The Hazard Mitigation Plan (HMP) Update committee, with the help of the Central New Hampshire Regional Planning Commission, submitted a proposed HMP to FEMA that is still awaiting review and acceptance. If accepted, the new plan will be in place for the next five (5) years.
- Purchased and outfit a trailer used to store and transport flood and swiftwater rescue equipment using a \$10,000 grant from the Department of Safety State Homeland Security Grant Program. This has increased the Department’s capability to respond to water emergencies. It also supports the regional Swiftwater Rescue Team.
- Completed twenty-three (23) structure fire investigations and worked with outside agencies including the State Fire Marshal’s Office; the Bureau of Alcohol, Tobacco, and Explosives (ATF); Concord Police Department; and several private investigators.
- Invested in internal and external training and hands-on experience with the new patient transport ventilators assigned to each ambulance. This has continued to improve patient care for respiratory emergencies.
- Developed and delivered new in-house training programs for EMS license recertification and on-duty training.
- Improvements to the Training Grounds, which serves as the City’s Emergency Operations Center (EOC), included the addition of a standby generator and security access control.
- Continued modernization of the City’s Gamewell fire alarm system through transition to a radio master box system. The City plans to no longer support the Gamewell system after July 2024.
- Ten (10) newly hired Firefighter/Paramedics and Firefighter/AEMTs successfully completed a 3-week recruit school.

**FIRE SERVICE INDICATORS**

		<u>FY</u> <u>2021</u>	<u>FY</u> <u>2022</u>	<u>FY</u> <u>2023</u>
1	Total Emergency Calls for Service	9,335	10,147	10,710
a.	EMS Calls – Advanced Life Support (ALS)	52	52	55
	Intercepts			
b.	EMS Calls – Other EMS/Rescue Calls	6,434	7,491	7,789
c.	Residential Structure Fires	52	48	36
d.	Commercial Structure Fires	54	33	33
e.	Other Fire Types	145	79	111
f.	Overpressure, Explosion, Overheat (no fire)	18	16	16

g.	Hazardous Condition (no fire)	173	178	235
h.	Service Call	996	774	838
i.	Good Intent Call	572	579	629
j.	False Alarm and False Call	828	888	959
k.	Severe Weather and Natural Disasters	8	1	12
l.	Special Incident Types	3	9	1
2	Number of Patients Transported	5,037	5,935	6,205
3	Percent EMS Response within 5 minutes (BLS Standard)	58	58	59
4	Percent EMS Response within 9 minutes (ALS Standard)	94	94	94
5	Percent Fire Response within 5 minutes	51	48	49
6	Quick Access Plans Completed	0	0	0
7	Fire Safety Inspections Completed	1,366	1,495	1,494
8	Alarm Systems Monitored in Dispatch	560	525	550
9	Master Box plug in/plug out	2,693	2,578	2,867
10	Public Education hours <sup>(1)</sup>	14	22	32
11	Fire Alarm Boxes tested <sup>(2)</sup>	0	800	800
12	Category III Burning permits issued	71	79	101
13	Phone Calls processed in dispatch	56,078	59,185	59,899
14	Incidents Dispatched	26,424	27,888	30,296
15	Average training hours per suppression member	97	99	168
16	Fire Investigations	3	14	23

Notes:

(1)No school fire prevention education was provided in FY2021 due to COVID-19.

(2) Routine Fire Alarm box testing was suspended during COVID-19.

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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

- Hosted “E-Z Pay for WaterSense” and “Fix a Leak Week” campaign contests to engage the community, increase awareness of services, and educate about the value of water and conservation.
- Performed extensive public outreach for Fall Leaf Collection, including a mailed flyer to residents, press releases, social media updates, and elaborate website updates with maps, FAQs, videos, and information; provided updates and reminders throughout the program.
- Prepared and mailed to each household “2023 Public Works Information” brochure at the beginning of the calendar year to provide a tentative calendar of events, resources, and department information. Extra copies were displayed at City offices and made available at public events.
- Performed communications and public outreach consisting of City website, print media, social media, media releases, the City Manager’s Newsletter, General Gazette newsletter, and bill stuffers. Topics included public properties projects, construction of the White Park splash pad, road work, winter snow removal, paving updates, facility improvements, seasonal programs, utility billing changes, drought updates and water conservation tips, the value of water/wastewater and infrastructure, equipment vehicle maintenance, downtown services, solid waste collection delays and upcoming program changes, Everett Arena activities, job openings, and employee recognition.
- Improved community engagement, enhanced branding, and encouraged public awareness of organization services.
- Secured and received state grants for leak detection efforts and Household Hazardous Waste Collection.
- Conducted a Household Hazardous Waste Collection Day attended by 430 households recovering 27,782 pounds of hazardous materials safely disposed.
- Continued use of SeeClickFix to manage public requests, with 85% of new requests this fiscal year directed to General Services (2,302 requests). The MyConcordNH mobile app continues to be used for public notifications of winter parking bans, postponed trash collection, City holiday closures, leaf collection, and other important news.
- Produced a new video with Concord TV to discuss upcoming solid waste changes relevant to happenings in the industry and the future for Concord.

#### Highway and Utilities

- Completed the FY 2023 Neighborhood Street Paving Project that improved 6.5 miles of City maintained streets.
- Actively managed, resolved, and completed General Services related citizen inquiries to the City’s web based work order system, See Click Fix and My ConcordNH application.
- Administered and managed the water valve replacement construction project including the replacement of 47 outdated open right service valves.

- Completed and submitted annual EPA sewer collection assessment including updating GIS data in coordination with the Engineering Division.
- Installed additional public art displays on Main Street.

### **Public Properties**

- Converted the White Park ‘Kiddie Pool’ to a state-of-the-art splash pad expanding ADA accessibility, increase public availability, improved energy efficiency, and enhance visual appearance of the area.
- Installed new HVAC units at City Auditorium improving energy efficiency and reliability.
- Repointed the City Hall north wall masonry and Auditorium to preserve building infrastructure and integrity of this historic building.
- Replaced the Green Street Community Center roof including insulation to improve energy efficiency.
- Completed the design and permitting for the fuel system serving the City and School District vehicular fleets.

### **Equipment Services**

- Increased the fleet availability with quality preventive maintenance and proactive component replacements on city vehicles.
- Continued training technicians from various resources in computerized engine controls, braking systems, fire equipment systems, and emissions training.
- Continued the use of municipal and national purchasing groups when replacing equipment that achieved standardization, better pricing, and better selection of components.
- Evaluated the use of an On-Line Auction Service to dispose of a Wastewater Treatment Facilities Vacuum Septic truck with favorable success.
- Replaced two heavy duty dump trucks, sewer vactor truck, two medium duty dump trucks, two sidewalk tractors, one large street snow blower, and one pickup truck.

### **Arena**

- Purchased and placed in service a new electric powered ice surfacing machine.
- Continued to improve the safety of the ammonia-based refrigeration system.

### **Water**

- Maintained Level 2 American Water Works Association (AWWA) Partnership for Safe Water.
- Started the construction of the \$4,000,000 high lift pump station refurbishment, Station 4, located at the Water Treatment Plant.
- Continued to implement energy saving upgrades at the water plant, as recommended in a 2019 energy audit.
- Converted the Mountain Road Pump Station to energy efficient gas heat.
- Continued to meet all drinking water standards.

### **Wastewater**

- Secured a grant in excess of \$1,000,000 from the American Rescue Plan Act for certain needed and necessary capital refurbishments at the Hall Street Wastewater Treatment Facility.
- Collected samples for two national COVID-19 wastewater influent surveillance and detection programs.

- Continued construction of the secondary clarifier’s refurbishment at a cost of \$2,000,000 replacing the three original clarifiers at the Hall Street Wastewater Treatment Facility built in 1982.
- Implement and deployed energy efficient measures at the Hall Street Wastewater Treatment and Penacook Wastewater Treatment Facilities including LED lighting, sludge holding tank improvements, and aeration blower upgrades.
- Continued to meet all NHDES permit requirements.

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## HUMAN SERVICES DEPARTMENT

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### Mission

To provide interim assistance to individuals in desperate need and to encourage community involvement to help break the cycle of poverty.

### HUMAN SERVICES DEPARTMENT ORGANIZATIONAL CHART



### Core Responsibilities

1. **Per NH RSA 165:1**, provide assistance to those who are unable to meet their most basic needs. Basic needs include food, rent, shelter, utilities, prescriptions and indigent funeral expenses.
2. Make referrals to other community resources in order to further assist applicants/recipients.
3. Pursue all avenues for reimbursement as allowed under RSA 165:1.
4. Maintain a donation supported pantry that is stocked with food, hygiene products, paper and cleaning supplies, diapers, and other items to help meet some basic human needs.

<b>Human Services</b>					
<u>Budget Detail</u>	<b>2022</b>	<b>2023</b>	<b>2023</b>	<b>2023</b>	<b>2024</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Revised</b>	<b>Projected</b>	<b>Budget</b>
<b>Revenue</b>					
Reimbursements	\$7,121	\$10,000	\$10,000	\$12,100	\$10,000
<b>Total Revenue</b>	<b>\$7,121</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$12,100</b>	<b>\$10,000</b>
<b>Expense</b>					
Full Time	\$276,799	\$285,839	\$285,839	\$285,800	\$309,961
Part Time	\$29,513	\$30,052	\$30,052	\$34,440	\$37,674

Overtime	\$0	\$700	\$700	\$0	\$730
Allowance	\$600	\$600	\$600	\$600	\$600
Retirement	\$38,918	\$40,287	\$40,287	\$40,070	\$42,037
FICA	\$22,110	\$22,917	\$22,917	\$23,970	\$25,910
Beneflex	\$91,292	\$95,779	\$95,779	\$76,460	\$98,678
Worker's Compensation	\$358	\$360	\$360	\$360	\$470
Unemployment Insurance	\$175	\$192	\$192	\$190	\$140
Professional Development	\$424	\$820	\$820	\$200	\$820
Business Expense	\$0	\$200	\$200	\$0	\$200
Professional Services	\$717	\$1,400	\$1,400	\$300	\$1,400
Software/Hardware Maintenance	\$0	\$1,780	\$1,780	\$0	\$1,780
Advertising	\$0	\$0	\$0	\$400	\$0
Rent	\$56,589	\$63,250	\$63,250	\$58,950	\$64,430
Communications	\$889	\$920	\$920	\$920	\$960
Postage	\$60	\$150	\$150	\$60	\$150
Office Supplies	\$834	\$1,200	\$956	\$400	\$1,200
Liability Insurance	\$2,070	\$2,399	\$2,399	\$2,400	\$2,660
Special Programs	\$67,300	\$228,700	\$228,700	\$177,130	\$228,700
<b>Total Expense</b>	<b>\$588,649</b>	<b>\$777,545</b>	<b>\$777,301</b>	<b>\$702,650</b>	<b>\$818,501</b>

Service Indicators

	2021 <u>Actual</u>	2022 <u>Actual</u>	2023 <u>Actual</u>	2024 <u>Projected</u>
1. Appointments/Emergencies	987	478	780	800
2. Homeless & Homeless at Risk Served	192	250	302	350
3. Applications for Assistance Issued	311	199	314	400
4. Walk-Ins	823	519	735	800
5. Initial Case Interviews	306	198	268	300
6. Percent of Total Aid Budget in Rental Assistance	90%	89%	91%	90%

2024 Goals

1. Ensure that staff continue to participate in all training relevant to effectively working with low income families and individuals, and continually update and expand their knowledge of local resources.
2. Continue to actively monitor ongoing legislation at both the state and federal level through participation in the NH Local Welfare Administrators Association and the Family Assistance Advisory Council.
3. Participate in the Refugee Advisory Council in order to be updated on the latest information on new arrivals to the City of Concord, and services available for the new arrivals, as well as important cultural services.
4. Review the Standard Operating Procedures for the Department, ensuring that any necessary changes are made to reflect the most current policies and procedures in place.
5. Continue to serve on the Homeless Steering Committee with a focus on the Housing First Model for our chronically homeless population.

2023 Goals Status

1. Ensure that staff continue to participate in all training relevant to effectively working with low

income families and individuals, and continually update and expand their knowledge of local resources.

Staff participated in Ryan Dowd trainings, which is an empathy-driven approach to working with unsheltered individuals. Staff also attended community meetings, workshops and trainings from the Homeless Provider Network; Balance of State Continuum of Care; Fuel Assistance; 211, and Waypoint. The Director served as a steering committee member on the Bridges Out of Poverty Initiative: Getting Ahead; United Way Community Impact Committee; COVID Equity Task Force; Merrimack County Town Welfare Committee; Capital Area Continuum of Care Substance Use Disorder; Capital Area Early Childhood Strategic Plan; Plan to End Homelessness; Electric Assistance Program; and Mayors Homelessness Workgroup.

2. Continue to actively monitor ongoing legislation at both the state and federal level through participation in the NH Local Welfare Administrators Association and the Family Assistance Advisory Council.

The NH Local Welfare Administrators Association (NHLWAA) supported SB 110 - relative to which town or city is responsible for expenses related to emergency shelters. They also monitored: HB 379 - requiring attorneys be appointed to represent indigent tenants during residential eviction proceedings; HB 401 - evictions based on the owner's intent to renovate the property; and HB 261 - authorizing residential tenants to terminate their lease in instances of domestic violence, following a disabling illness or accident. NHLWAA opposed HB 117 - relative to the termination of tenancy at the expiration of the lease. This bill would eliminate the protection of a tenant when not in a lease period - potentially allowing a landlord to evict without due cause.

The Family Assistance Advisory Council (FAAC) monitored the statewide Emergency Rental Assistance Program (ERAP), which ended in October 2022. ERAP provided rental, electric, heating, internet, hotel and other assistance to thousands of households in NH. The program was able to assist over 30,000 households with an average amount of \$10,000. In Merrimack County, they issued over \$27 million with the majority spent on rental assistance. FAAC also kept abreast of the Emergency Allotment of Food Stamps, which ended February 2023, due to the ending of the COVID-19 public health emergency. During the pandemic, households were provided with additional Food Stamp benefits in conjunction with their regular allotment. The ending of the additional benefit caused widespread concern of increasing food insecurity to vulnerable populations. Another state program impacted by the ending of the public health emergency was the Medicaid health insurance program. This directly affected thousands of individuals receiving continuous Medicaid during the COVID-19 public health emergency without needing to provide any eligibility documentation. Although the public health emergency ended in March, the Division of Health & Human Services (DHHS) did not close all the cases at once. DHHS proactively sent numerous notices, calls, texts and emails prior to the end of the coverage.

3. Participate in the Refugee Advisory Council in order to be updated on the latest information on new arrivals to the City of Concord, and services available for the new arrivals, as well as important cultural services.

Ascentria Care Alliance resettled refugees in Concord, Manchester, and other communities in the state. Their fiscal year started in October 2022 with a projected 130 arrivals. They resettled less than projected, in part, due to the lack of affordable and available housing.

4. Review the Standard Operating Procedures for the Department, ensuring that any necessary changes are made to reflect the most current policies and procedures in place.

The Department has reviewed and revised its procedural manual. The office continues to utilize COVID-19 protocols (telephone interviews) when an applicant is unable to apply in person due to health concerns.

5. Continue to serve on the Homeless Steering Committee with a focus on the Housing First Model for our chronically homeless population.

The Winter Shelter opened on December 1, 2022 and closed on April 9, 2023. On average, they had 35 individuals staying per night. On intensely cold days, they were at capacity and used emergency cots. The shelter usually closes at the end of March but extended it as a direct response to many single individuals losing their hotel coverage at the beginning of April. The NH Emergency Rental Assistance Program was paying for unsheltered individuals and families to stay at hotels across the state. The funding for the program abruptly ended in October. In order to avoid the immediate displacement of many households, the Governor's Office of Emergency Relief and Recovery allocated additional funding and established the Emergency Temporary Housing program in December. The development of this new program allowed for singles to stay at a hotel until April and families until June 2023. The continued success of the Housing First Model is dependent on affordable and available apartments. In Concord, the vacancy rate for a two bedroom is 0.4% and all other units 0.6%, per the NH Housing Residential Rental Cost Survey. The low vacancy rate has further impacted many unsheltered households with a rental subsidy to continue to be unhoused.

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## LEGAL DEPARTMENT

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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>FY2021</u> <u>Actual</u>	<u>FY2022</u> <u>Actual</u>	<u>FY2023</u> <u>Actual</u>
1. Civil Litigation Cases	*15	*14	*19
2. Tax Abatement Cases	*19	*20	*19
3. Tax Lien Mortgages (Research at Registry)	375	345	350
4. Tax Deed Mortgages (Research at Registry)	77	39	75
5. Tax Title Searched for Properties to be Deeded	452	384	425
6. Ordinances Reports and Resolutions	136	149	138
7. Negotiated Union Contracts (out of 6)	1	4	1
8. Licenses, Agreements and MOUS	78	79	65
9. Bankruptcy Matters (Claims Filed)	2	2	3
10. City Department/Public Body Westlaw Legal Research	2,333	1,825	1,155
11. Financial Guarantees for City Projects/Developments	60	68	40
12. Right-to-Know Requests	113	107	**79
13. Complaints Files/Reviewed	3,650	4,369	3,881
14. Criminal Dispositions and Hearings	16,703	14,663	15,869
15. Juvenile Dispositions and Hearings	662	752	460
16. Administrative License Suspensions	239	321	240
17. Concord Code Enforcement	23	7	7

\* Includes pending cases from prior years

\*\* Excludes requests handled exclusively by the Police Department and Fire Department

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## LIBRARY DEPARTMENT

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**Mission:** The Concord Public Library engages, inspires, and informs the community by supporting its civic, intellectual, and cultural pursuits.

**Vision:** The Concord Public Library is an inclusive environment that celebrates the diversity of experience, ideas, and cultures. We build connections that strengthen communities, inspire innovation, explore the past, and create a map to the future.

### Notable

- The summer reading program had 295 kids register in person and 81 register online. We also had 140 teens and adults participate in our Summer Reading Bookopoly program.
- In the summer we replaced all of the Chromebooks at both the main library and our Heights Branch Library.
- Our brand new “*Word On the Street*” electronic bike program launched in late fall of 2022 with both of our bikes, Abbot and Downing, working off some rust so we can hit the ground running in spring of 2023.
- During our first 8 off site visits with our eBike Bookmobiles we interacted with 585 patrons. We are able to sign up patrons for library cards at these events with our mobile hotpots.
- Members of our archival team have begun getting acclimated with the Omeka software tool, which will go live to the public once a substantial amount of material has been scanned. Eventually patrons will be able to access more Concord Room materials from home through this project.
- Staff started to de-dewey the Concord Room collection and move to a Library of Congress Classification for our special collections.
- In December we put on 12 active programs for kids birth through teen, plus four storytimes at the Heights branch. One of these programs, Signing Evening Storytime, is part of a popular ongoing collaboration with Northeast Deaf and Hard of Hearing Services.
- *The Library of Things* collection is nearly ready to roll out. We plan to launch the collection during the month of January after we introduce it to staff and create the necessary marketing and publicity materials.
- A year in review video was created using photos and stats from 2022 to thank our patrons and demonstrate all that we’ve done throughout the year.
- We have continued to de-dewey our picture books in the children’s library and move to neighborhood groupings (color and concepts/themes). This will make browsing easier for patrons.
- FY23 we broke 300,000 circulated items for the first time since FY19.

### Library Service Indicators

	<b><u>Actual FY2022</u></b>	<b><u>Actual FY2023</u></b>
1. Items Borrowed		
Main Adult	130,336	121,925
Main Children's	44,815	92,617
Audio & E-book Downloads	69,878	78,268
Main Total	250,156	292,810
Penacook Branch	546	3,756
Heights Branch	4,581	5,258
Total	255,283	301,824
2. Traffic Count		
Main Library	97,603	111,935

Penacook Branch	225	1,226
Heights Branch	4,581	4,430
3. Online Services		
Catalog searches	434,078	432,931
Database searches	79,505	69,812
4. Classes & Events		
Main Adult Programs	*50	*81
Main Adult Attendance	*1,731	*2,253
Concord Reads Programs	0	0
Concord Reads Attendance	0	0
Main CR Programs	*148	*169
Main CR Attendance	*4,532	*4,434
Penacook Branch Programs	0	17
Penacook Branch Attendance	38	*229
Heights Branch Programs	*46	*92
Heights Branch Attendance	*980	*1,459
Total programs	*256	*363
Total attendance	*7,290	*8,375
5. PC/Internet Use Hours		
Main Adult	5,077	5,193
Main Children's	76	65
Young Adult	157	35
Penacook Branch	14	42
Total	5,324	5,335
6. Chromebook Checkouts		
Main	66	345
Heights	209	243
7. Research Assistance		
Total	65,013	67,600
8. Volunteers		
Hours	1,145	1,466
9. Interlibrary Loans		
Lent	1,599	2,007
Borrowed	2,027	2,063

\*These program statistics include Take & Make projects, Virtual programs and Live programs.

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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.

### **FY23**

#### **Service Indicators**

1	Recruitments Conducted	115
2	Wellflex Enrollments 261	191
3	Wellflex Completions	**80
4	New Hire Orientations	12
5	Retirements Processed	12
6	Lost Time Injury Frequency	30

\*\*Beginning with July 1, 2022, the HR department will be rolling out the new online wellness portal through Harvard Pilgrim. This portal will enable employees, and their city-insured spouses, to participate in various online activities, webinars, track fitness through wearable fitness trackers to allow them to earn points when it's convenient for them. It makes the wellness program more mobile. I anticipate that participation will start out slow but as the program progresses I expect our participation numbers will only increase.

Some Human Resources Strategic Initiatives include: Roll out of Employee Self Service in our ERP system, COVID Pandemic Safety Management, Continued participation in the Prime Program at Primex, and Equity and Inclusion work.

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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 2023 GOAL STATUS**

1. *Foster engagement with the community to further the relationship of the Department with the public. Continue efforts to improve communication and exchange of information with the public through social media, in addition to direct interaction with the community, community groups and businesses.*

#### **Status:**

The Police Department has been involved in a number of initiatives designed to further its relationship with the community. As part of these initiatives, the Department has hosted several community meetings involving the New American community. At these events, officers meet with the New American community and discuss ways to strengthen their relationship with the Department, as well as how to better understand American law enforcement. In turn, Department members learn more about their culture.

The Police Department takes part in the Refugee Mental Wellness Community Council and assisted in planning an event for New Americans and other refugees to help educate those suffering from drug and alcohol addiction. The Police Department also takes part in the Refugee Advisory Council. The council coordinates refugee resettlements throughout the State.

The Police Department has participated in several other programs to help promote community interaction with children and adults. With the assistance of several local businesses, the Department hosted six “Coffee with a Cop” events throughout the City and conducted “Lunch with a Cop” and “Police Readers” events throughout the schools in the Concord and Merrimack Valley School Districts.

The Department collaborated with several community agencies and businesses to help work with the City’s youth community. The Department assisted Project STORY (Supporting Talents Of Rising Youth) during a bicycle safety fair. The Police Department was able to teach safety tips and rules of the road when operating a bicycle. The Police Department was able to give away a number of bicycle helmets to those who either could not afford a helmet or did not possess one.

During FY 2023 the Department provided D.A.R.E. programing at most of the schools in both the Concord and Merrimack Valley School Districts. D.A.R.E. is designed to teach students at an early age the dangers of drug and alcohol use. This program has been widely successful and appreciated throughout the schools.

During FY 2023, the Department sponsored seventeen Rape Aggression Defense (RAD) programs. RAD is a comprehensive self-defense course for women and includes situational awareness, prevention, risk reduction and avoidance, and progresses to the basics of hands-on defense training. The RAD system is dedicated to teaching women defensive concepts and techniques against various types of assault by utilizing easy, effective, and proven self-defense tactics. The system of realistic defense provides women with the knowledge to make an educated decision about resistance.

Due to the unfortunate trend of mass shootings occurring in businesses and schools throughout the country, the Police Department has been offering active shooter training seminars. During FY 2023, the Department participated in 21 active shooter trainings with over approximately 600 attendees. The Department has also conducted four safety presentations with local businesses, four fraud education presentations for seniors, and five domestic violence presentations at Concord High School, and other community groups.

Members of the Police Department have presented several internet safety talks in the Concord and Merrimack Valley School Districts to help educate students about the potential dangers of the internet and how to avoid being victimized.

The Department hosted National Night Out at Rollins Park in August 2023. This event promoted positive police and community engagement. Estimated attendance was over 3,500 people, with over 100 displays and vendors. The Department's National Night Out has become a banner event for the Department and community, and has greatly assisted in the Department's goal of promoting police and community cooperation and engagement.

The Department attended and participated in the Multicultural event. Officers were on hand to answer questions and interact with the attendees and hosts of the event.

The Concord Police Department participated in three "Stuff a Cruiser" events. These events are held at three local grocery stores throughout the month of September. The Department partners with the New Hampshire Food Bank to help collect donations of food to help those that are struggling with food insecurities.

During FY 2023 The Police Department's comfort dog program continued to be a huge success. Liberty has participated in many social and community events throughout the City, and she has made many appearances at all of the schools throughout the City. Liberty assisted in interviews of children and other victims of traumatic crimes. As the first police comfort dog in New Hampshire, Liberty has set the bar very high with her work with victims. Liberty is in high demand throughout the city as well as with the Choose Love Program sponsored by the State of New Hampshire.

The Police Department continued to work with the Merrimack County Human Services, the Crisis Center of Central New Hampshire, and Riverbend that make up the Department's Adverse Childhood Experience Response Team (ACERT). This team was deployed to serve children who have been exposed to violence. The ACERT members are trained to respond to incidents, assess situations, and determine next steps that can be taken for the child, such as support groups, mental health counseling, early childhood education, or child-parent psychotherapy. The Department was awarded grant funding by Granite United Way to assist with the ACERT efforts.

The Department is committed to participating in these types of initiatives and continuing to foster positive relationships between the Department and the community. All officers are encouraged to participate in community engagement activities. The success of the Police Department in providing the safest community possible is dependent upon a cooperative effort between the Department and the community as a whole.

- 2. Continue to implement strategies to augment the Department's efforts in combatting illegal drug use in the community. Coordinate departmental efforts with other community stake holders, as well as federal, state, and local law enforcement agencies and the court system. Seek out available grant funding to improve the Department's response to the illegal drug epidemic. Assess Departmental staffing to ensure resources are most effectively deployed in this effort.***

**Status:**

The Police Department continues to take an aggressive stance in combatting illegal drug issues facing the City. The Department utilizes investigators of the Department's Drug Enforcement Unit to conduct 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 an undercover investigator working with the New Hampshire State Police's Narcotic Investigations Unit (NIU). This investigator works within a team of Statewide investigators to develop intelligence on large scale drug distribution operations throughout the region. This intelligence is then shared with local law enforcement as needed.

In the Spring of 2023, members of the Concord Police Department seized a large quantity of illegal drugs to include fentanyl, cocaine, crack cocaine and methamphetamine. This seizure was the single largest drug arrest in the history of the Concord Police Department and removed approximately 300,000 lethal doses of fentanyl from our community. This drug bust highlights the importance of working closely with all the stakeholders in the community to collect, develop and share illicit drug dealing intelligence in an effort to combat illegal drug issues within the community.

During the fall of 2022, the Police Department received a grant award in the amount of \$45,000.00 through the Law Enforcement Opioid Abuse Reduction Initiative (Project Granite Shield). These funds have been utilized by the Department to cover overtime costs to conduct 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 FY23 the Department made 211 arrests of individuals on a total of 331 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 FY23, over 398 pounds of prescription drugs have been turned in by members of the community. The Department continues to participate in the United States Drug Enforcement Administration's National Drug Take Back Days. There are two dates that the Department participated in October 2022 and April 2023. All the prescription drugs taken in during the drug take back days are turned over to DEA for destruction.

The Department continues to work closely with Riverbend's Choices program in helping to refer individuals suffering from drug and other substance abuse issues find treatment.

- 3. Continue efforts to work collaboratively with other community stakeholders in developing strategies for dealing with individuals in mental and behavioral health crisis. Continue efforts to coordinate with Riverbend in order to most effectively utilize their Mobile Crisis Unit and Crisis Treatment Center, as well as other community outreach programs. Provide ongoing training to Department personnel in crisis intervention strategies and foster the development and effectiveness of the Department's Crisis Intervention Team and Crisis Intervention and Stress Management (CISM) efforts.*

**Status:**

During FY 2023 the Department worked very closely with Riverbend and Riverbend's Mobile Crisis Unit. The Department utilized the Mobile Crisis Unit when it was safe and appropriate to have the Mobile Unit respond to the scene when officers were dealing with a mental health crisis. This approach 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 continues to utilize the Mobile Crisis Unit. 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 shortfalls of the State-run Mobile Crisis Unit and how we together can improve its effectiveness.

The Department also put on a Work Place Safety training session for Riverbend personnel to help their employees better deal with unsafe situations as they arise. The Department has increased the number of officers who have received Crisis Intervention Team training. Currently, we have 15 members trained and plan on adding more members to the Unit.

During FY 2023 the Department responded to 521 calls for service involving mental health issues. This is a marked increase in mental health issue calls for service compared to FY 2022 which the Department responded to 309 calls involving these issues. Calls for service dealing with Involuntary Emergency Admissions for mental health reasons increased from 93 in FY 2022 to 106 in FY 2023.

The Doorways Program and Choices at Riverbend were also put into place to help those suffering from drug addiction. The Department utilized both programs to refer those seeking help with their addiction. Officers routinely make referrals to both programs when appropriate. The Department responded to 113 overdose calls for service in FY 2022 which dropped to 104 calls for service in FY 2023.

4. ***Seek to fully staff all authorized sworn and civilian positions. Continue to 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. Continue with the development and implementation of strategies to expand training opportunities for Department staff with particular emphasis focused on the recommendations made by the Law Enforcement Accountability Community and Transparency (LEACT) Commission, as well as training centered on Officer Wellness and Crisis Intervention and Stress Management (CISM).***

**Status:** During FY 2023, the Department lost 19 police officers. This was the most turnover in a fiscal year at the Department in 30 years. Of the 19 lost police officers, 11 sought jobs at other law enforcement organizations, 2 had ordinary retirements and 6 left the profession completely. This high rate of turnover has put the Department into a staffing crisis. The police officer hiring pool is still at a critically low level. We receive far more applications for our entry level civilian positions than we do for much higher paying police officer jobs.

During FY 2023 there have been three testing processes initiated whereby 16 new police officers have been hired. The Department is currently 10 police officer positions short and staffing remains one of our highest priorities. This is despite our efforts with partnering with local colleges and universities from across the State of NH and beyond. In an effort to address this, the Department has transitioned into a targeted recruitment where good candidates are identified and then actively and aggressively recruited. The Department is looking to implement a retention strategy in the near future.

On the civilian staffing side, the Department currently has a vacant full-time dispatcher

position as well as one part-time position in the Records Unit.

The Department actively utilizes social media to advertise open positions, and the Professional Development Unit routinely attends job fairs as well as interacting with local colleges and universities to generate interest in the Department.

***5. Continue efforts to develop and implement a plan for the construction of a new Police Headquarters or renovation of the current facility based upon project studies and feedback from City Administration and City Council.***

**Status:** During FY 2023 the Command Staff at the Department has continued to develop and implement a plan for the construction of a new Police Headquarters. The Command Staff has come to the consensus that the renovation of our current facility does not economically meet the needs of our staff as a modern functioning Police Headquarters. This has been realized after studying the existing property, our workflow and the adjacencies related to our workflow process. Although, our current Police Headquarters building is an asset for the City of Concord; after 50 years of use, it is no longer a state-of-the-art facility for the Department. The Command Staff is diligently working with the City Administration to explore site selection options for a new Police Headquarters.

**FY 2023 SERVICE INDICATORS:**

During FY 2023 the Department conducted 8,376 motor vehicle stops which have resulted in the issuance of 1,991 citations and 6,943 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. This was limited due to staffing challenges. 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 by 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 2023 the Department issued 723 citations for hazardous moving violations as well as 4,179 written warnings for hazardous moving violations. The Department also arrested 148 impaired drivers. During FY23 the Department has responded to 1,218 reportable traffic crashes. Of the 1,218 reportable accidents, 201 of these crashes involved injury. During this time frame there were two fatal crashes as well

as 16 crashes involving a pedestrian and 8 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.

<u>SERVICE INDICATORS (Fiscal Year)</u>			
	<u>FY21</u>	<u>FY22</u>	<u>FY23</u>
Total Calls for Service	45,136	53,441	50,231
Total Crimes Against Persons	1,406	1,319	1,408
Total Property Crimes	1,691	1,601	1,488
Total Crimes Against Society	1,239	1,489	1,454
Total State Reportable Traffic Accidents	1,037	1,252	1,172
Total Traffic Fatalities	2	2	2
Total Traffic Summonses Issued	2,060	2,308	1,991
Total DWI Arrests	159	225	123
Drug Abuse Violations (Persons Arrested)	197	214	211
Total Drug Related Charges	336	297	331
Total Custodial Arrest			
Persons Arrested	2,496	2,888	2,713
Number of Charges	4,402	5,046	4,878
Total (Part I) Violent Arrest	61	70	30
Total Sexual Assaults Reported	112	80	68
Total Domestic Violence Related Cases	692	532	618
Domestic Violence Related Arrests	354	305	360
Domestic Violence Protective Orders	332	322	241

<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**

It was a busy election year for the City Clerk's Office with two elections held; the State Primary on September 13, 2022; the State General Election on November 8, 2022.

<b><u>SERVICE INDICATORS</u></b>	<b><u>FY2022</u></b>	<b><u>FY2023</u></b>
Birth Certificates Issued	2,958	3,380
Marriage Certificates Issued	1,403	1,530
Death Certificates Issued	5,346	5,762
Divorce Records Issued	263	251
Certified Records Issued	9,970	10,923
Marriage Licenses Issued	417	459
Marriage Ceremonies Performed	32	112
Dog Licenses Issued	5,223	5,822
Notice of Intent to Issue Dog Summons	31	291

### **Elections**

- Staff held Election training sessions prior to the September 13<sup>th</sup> State Primary Election and the November 8<sup>th</sup> State General Election.
- Staff held voter registration sessions at many local nursing home facilities, and New Hampshire Technical Institute (NHTI) assisting residents with voter registration and absentee ballots requests.

<b><u>SERVICE INDICATORS</u></b>	<b><u>FY2022</u></b>	<b><u>FY2023</u></b>
Voter Registrations Processed	338	3,264
Absentee Voters Serviced	145	2,380
Number of Ballots Cast	4,021	26,183

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## PARKS and 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 department schedules and maintains: thirteen cemeteries, twenty parks, the City-Wide Community Center (formerly Dame School) and the Merrimack Lodge at White Park. In addition to scheduling all the city parks and athletic fields the department also manages the schedules and programs the community centers (West Street Ward House, City Wide Community Center, Green Street Community Center and the Merrimack Lodge at White Park), City Auditorium and the cities outdoor pools.

The Parks and Recreation Department is also responsible for providing diversified programs year-round. Our programs include activities for people of all ages and abilities; from youth programs, classes, and camps, adult enrichment and fitness classes to a very successful drop in senior program. Over the course of the year, the department works with over twenty different leagues, three high schools and issued thousands of 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 donating, 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)

### **Notable**

- Continued to work with Friends of White Park on their fundraising efforts for new Monkey Around Playground, Friends of the Merrimack River Greenway Trail on Phase 2 of the trail and the newly formed Skate Board Park organization.
- Created our second annual Year in Review report highlighting department activities and operations
- The department was able to open five of the seven outdoor pools for the summer of 2023. Concord Housing + Redevelopment once again sponsored the summer Free Learn to Swim Program for Concord residents. Opened and operated the Splash Pad at White Park that opened June 2023 in the location of the former outdoor wading pool.
- The Department continued to be involved in many special events in the city: annual summer concert series, the Making Strides Against Breast Cancer Walk, and numerous 5k road races held in parks around the city. The Department coordinated the City's annual July 4th celebration; partnered with Red River Theatre to host "movies in the park," and, once again, hosted several baseball and softball tournaments that attracted teams from all over New England.



# CITY OF CONCORD

*New Hampshire's Main Street™*

*Finance*

December 14, 2023

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 Annual Comprehensive Financial Report (ACFR) for the City of Concord, New Hampshire for the Fiscal Year ending June 30, 2023.

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 ACFR 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(s). 34, and is in accordance with Generally Accepted Accounting Principles. It also includes the auditors' 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 auditors' report.

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

This ACFR 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 44,503 as of July 1, 2022, a 1.20% increase over the last official census as of July 2020 number of 43,976, 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 4-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 2023, current at-large City Councilor Byron Champlin was elected mayor after Mayor Bouley did not run for re-election. Byron Champlin’s term as mayor will begin in January 2024. 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 between 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 between 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**

In fiscal year 2023, operations had largely returned to normal following the COVID-19 pandemic. The City applied for and recognized revenues from a variety of sources, including \$2,165,583 from the American Rescue Plan Act, \$46,446 from the State of New Hampshire Governor's Office for Emergency Relief and Recovery (GOFERR), \$13,000 from Coronavirus Response Relief Supplemental Appropriations Act (CRRSA), and \$30,000 from the Coronavirus Aid, Relief, and Economic Security Act.

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 2023 was 1.6%. This compares favorably to New Hampshire's rate of 1.8% and to the United States rate of 3.6%. Concord's rate also remains the lowest among the top three New Hampshire cities with Manchester at 1.8% and Nashua at 2.0%.

The assessed value of taxable property as of April 1, 2022 increased overall by 1.0% compared to April 1, 2021. The cumulative total residential, manufactured homes and condominiums increased 0.76% in assessed value. The average assessed value of a single-family home in Concord as of April 1, 2022 was \$325,833, up 0.56% from \$324,005 the year before.

Tax collections percentage as of June 30, 2023 for the 2022 Tax Year was 99.1%, slightly lower than the previous year. Total tax delinquencies for all years were stated at \$1.7 million, up \$200,000 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 Community Development Department and City Administration.

Economic Development successes that occurred during FY2023 included the following:

- 1) On April 1, 2023, the City entered into a land lease agreement with United Therapeutics Corporation (UTC) concerning 2.88 acres of land at the Concord Municipal Airport for a new 36,000SF, \$22 million corporate aircraft hangar. Construction on the project began in late FY2023. UTC is a publicly traded biotechnology company headquartered in Silver Spring, MD. The company was established in 1996 with the goal of finding a cure for a rare, life-threatening illness suffered by the company's founder / CEO. Today, the company specializes in treatments for pulmonary arterial hypertension (high blood pressure in the lungs), as well as pediatric high-risk neuroblastoma (a rare tumorous cancer). The hangar will support the company's operations in southern New Hampshire.
- 2) On September 27, 2022, the City closed on a gap financing loan in the amount of \$600,000 with the Caleb Group to support Phase 2 of the Penacook Landing affordable housing development. The loan is part of a \$6 million financing package, which will result in the development of 20 housing units at 35 Canal Street, of which 18 units will be affordable units reserved for low / moderate income households. Upon completion, the project will create \$1.6 million of net new assessed value for the community and generate approximately \$45,000 / year in property tax revenues. Construction began in October 2022 and will be completed in late 2023.
- 3) On May 11, 2021, the City entered into a Development Agreement with Interchange Development L.L.C. which established a public / private partnership concerning development of 210,000SF of new commercial / industrial uses on a 43-acre site located at 1 Whitney Road. Phase I of the project features an 80,000SF grocery store, 20,000SF attached retail space, and 13,500SF State of NH Liquor and Wine Outlet. To support the development, the City has agreed to construct \$4.9 million of roadway improvements to U.S. Route 4 and Whitney Road. Phase I of the Developer's project, as well as the City's highway improvements, were completed in Q1 of FY2023.

Phase I of the Developer's project will create 435 employment opportunities, as well as \$9.5+/- million of net new assessed value, which will generate approximately \$295,000 in property taxes annually.

During FY2023, the Developer secured permits and approvals for Phase 2 of the project, including medical office and retail uses. Additionally, the Developer has broken ground on a coffee shop and pharmacy at a separate site abutting this development.

- 4) On June 23, 2023, Onyx Partners Limited purchased the former Regal Cinema property located at 282 Loudon Road. The property will be redeveloped into a grocery store with attached retail tenant, as well as pad site with bank or fast-food restaurant. The same developer also obtained a Purchase and Sales Agreement on the abutting Steeplegate Mall and plans to redevelop the property by demolishing most of the former mall and constructing 175,000SF Costco and retail tenants on pad sites, as well as 600+/- residential units. Construction is slated for spring / summer 2024.

### **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 and Special Revenue Funds are fully self-supporting and provide administrative overhead payments to the General Fund. The exceptions are the Parking Fund, which received General Fund support for its Fiscal Year 2023 operations, and Solid Waste Fund, which receives approximately \$1,100,000 annually.

### ***Financial Position***

Other than Fiscal Year 2014, Fiscal Years 2010 through 2022 reported surpluses ranging from \$28,203 to \$1.5 million. The Fiscal Year 2023 surplus is \$3,251,829. In June 2023, the City Council adopted the Fiscal Year 2024 General Fund operating budget using \$295,150 from prior year surplus to offset tax rate increases.

The total General Fund Unassigned Fund Balance increased to \$15.6 million after City management assigned \$2,979,500, \$2,534,300 of which is anticipated to be transferred to trust fund reserve accounts in Fiscal Year 2024, and the remaining \$445,200 of which \$295,200 is assigned for use in the Fiscal Year 2024 budget, \$50,000 is assigned for a Class & Compensation study set to begin in Fiscal Year 2024, and \$100,000 is assigned for overlay for the settlement of future abatements. The \$15.6 million Unassigned Fund Balance represents a \$2,351,000 increase over Fiscal Year 2022. The purposes of the Assigned Fund Balance to be transferred to Trust Fund reserves in Fiscal Year 2024 are for transfers to Highway Paving Reserve (\$900,000), Equipment Reserve (\$399,300), Recreation (\$650,000), Economic Development Reserve (\$100,000), Assessing Reserve (\$385,000), and Technology Infrastructure & Equipment Reserve (\$100,000).

## **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 & 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 to 14% of total appropriations. For Fiscal Year 2023, this amount was 9.4%.

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, 2023 the Unassigned Fund Balance was 22.4% including indirect costs for the Enterprise Funds.

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

As of February 2023, Standard and Poor's Rating Group affirmed the city's bond rating of AA+ in conjunction with a \$13.56 million General Obligation bond offering and affirmed the AA+ rating on the City's \$100.78 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 2023 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 replacement of the White Park pool with a splash pad, fire apparatus replacement, continuation of the Annual Neighborhood Paving Program, parking meter door replacement, intersection improvements at Hoit and Whitney Roads, replacement and relocation of water pump station #4, sanitary sewer main lining, and Hall Street Wastewater Treatment Plant secondary clarifier construction.

## **Awards and Acknowledgements**

The Government Finance Officers Association of the United States and Canada (GFOA) has awarded twenty-eight consecutive Certificates of Achievement for Excellence in Financial Reporting to the City of Concord, NH for its ACFR beginning with the fiscal year ended December 31, 1995, through June 30, 2022 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 ACFR conforms to the Certificate of Achievement program requirements and will be submitted to GFOA.

The timely preparation of this year's ACFR 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 Marcum 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 1920's. Presently, the firm of Marcum of Merrimack, 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* (the Uniform Guidance), as applicable. The auditors' 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 ACFR is expected to be prominently displayed by December 31, 2023. Also displayed are previous ACFR's and other summary financial information.

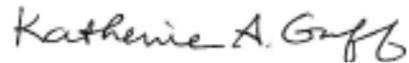
Sincerely,



Thomas J. Aspell, Jr.  
City Manager

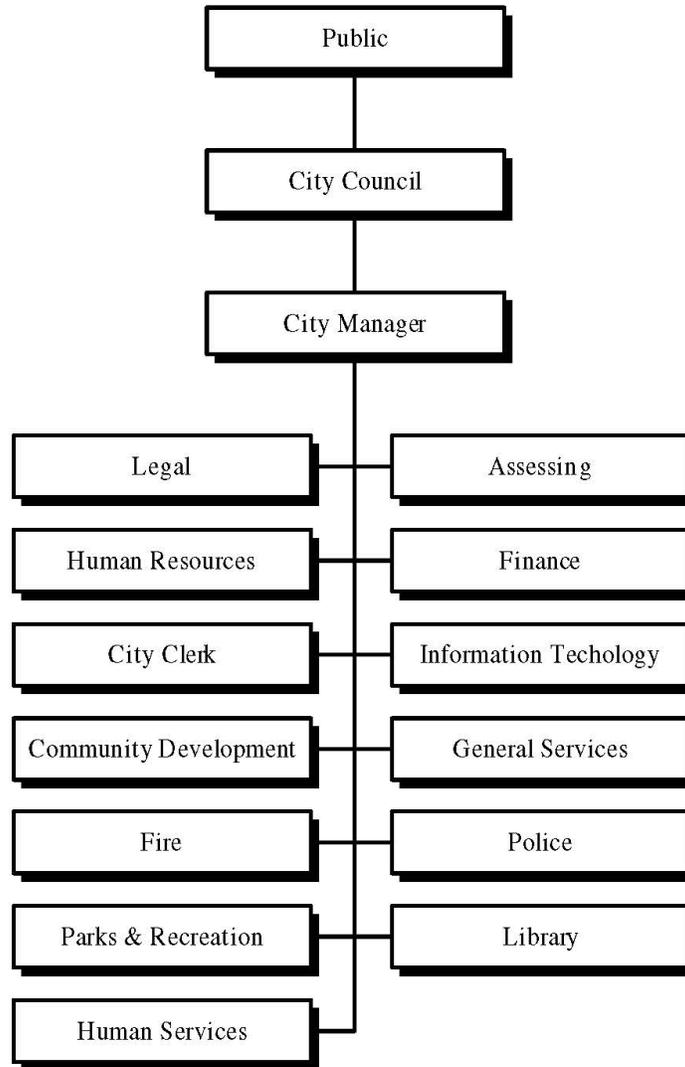


Brian G. LeBrun  
Deputy City Manager – Finance



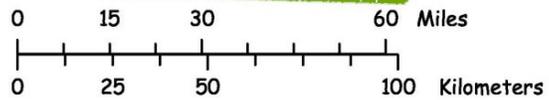
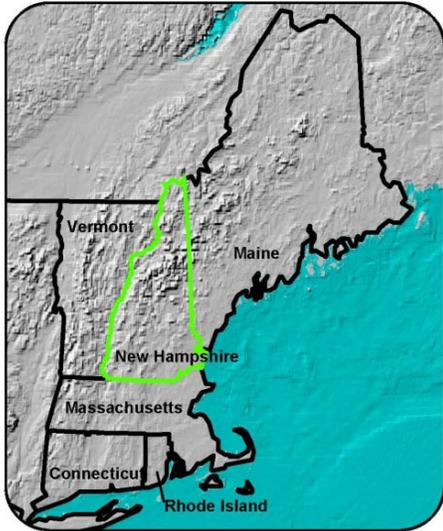
Katherine A. Graff  
Assistant Finance Director

CITY OF CONCORD, NEW HAMPSHIRE  
TABLE OF ORGANIZATION



# City of Concord, NH

## Geographic Location



**City of Concord, New Hampshire  
List of Principal Officials  
As of June 30, 2023**

<b>Title:</b>	<b>Name:</b>
<b><u>Elected by the Public:</u></b>	
Mayor	James P. Bouley
Councilor-at-Large	Nathan R. Fennessy
Councilor-at-Large	Amanda K. Grady Sexton
Councilor-at-Large	Fred Keach
Councilor-at-Large	Byron O. Champlin
Councilor – Ward 1	Brent G. Todd
Councilor – Ward 2	Erle B. Pierce
Councilor – Ward 3	Jennifer Kretovic
Councilor – Ward 4	Karen D. McNamara
Councilor – Ward 5	Stacey Brown
Councilor – Ward 6	Paula McLaughlin
Councilor – Ward 7	Keith E. Nyhan
Councilor – Ward 8	Gail R. Matson
Councilor – Ward 9	Candace C.W. Bouchard
Councilor – Ward 10	Zandra Rice Hawkins
<b><u>Appointed by Council:</u></b>	
City Manager	Thomas J. Aspell
<b><u>Appointed by City Manager:</u></b>	
Deputy City Manager – Development	Matthew R. Walsh
Deputy City Manager – Finance	Brian G. Lebrun
City Clerk	Janice L. Bonenfant
City Solicitor	James W. Kennedy
Director of Personnel and Labor Relations	Jennifer Johnston
Director of Real Estate Assessments	Jonathan Rice
Fire Chief	John A. Chisholm
Director of General Services	Earle M. Chesley
Director of Human Services	Karen O. Emis-Williams
Library Director	Andrew T. Fabian
Director of Parks & Recreation	David B. Gill
Police Chief	Bradley C. Osgood
Assistant Finance Director	Katherine A. Graff
Budget Director	Robert J. McManus
City Engineer	Michael S. Bezanson
Code Administrator	David V. Hall
Purchasing Director	Tina M. Waterman
Treasurer / Tax Collector	Dawn K. Enwright



Government Finance Officers Association

Certificate of  
Achievement  
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in Financial  
Reporting

Presented to

**City of Concord  
New Hampshire**

For its Annual Comprehensive  
Financial Report  
For the Fiscal Year Ended

June 30, 2022

*Christopher P. Morrill*

Executive Director/CEO

# FINANCIAL SECTION



## INDEPENDENT AUDITORS' REPORT

To the Mayor and City Council  
City of Concord, NH

### Report on the Audit of the Financial Statements

#### *Opinions*

We have audited the 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 (the City), as of and for the year ended June 30, 2023, and the related notes to the financial statements, which collectively comprise the City's basic financial statements as listed in the table of contents.

In our opinion, the accompanying 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, 2023, 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.

#### *Basis for Opinions*

We conducted our audit in accordance with auditing standards generally accepted in the United States of America (GAAS) and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States (*Government Auditing Standards*). Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of the City and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

#### *Responsibilities of Management for the Financial Statements*

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America, and for 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.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the City's

ability to continue as a going concern for twelve months beyond the financial statement date, including any currently known information that may raise substantial doubt shortly thereafter.

### ***Auditors' Responsibilities for the Audit of the Financial Statements***

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinions. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS and *Government Auditing Standards* will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with GAAS and *Government Auditing Standards*, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit 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 City's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the City's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control-related matters that we identified during the audit.

### ***Required Supplementary Information***

Accounting principles generally accepted in the United States of America require that Management's Discussion and Analysis, and certain Pension and OPEB schedules be presented to supplement the basic financial statements. Such information is the responsibility of management and, 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.

### ***Supplementary 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 statements and schedules are presented for purposes of additional analysis and are 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 basic financial statements. Such information has been subjected to the auditing procedures applied in the audit of the basic financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the basic financial statements or to the basic financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the supplementary statements and schedules are fairly stated, in all material respects, in relation to the basic financial statements as a whole.

### ***Other Information***

Management is responsible for the other information included in the Annual Comprehensive Financial Report (ACFR). The other information comprises the introductory and statistical sections but does not include the basic financial statements and our auditors' report thereon. Our opinions on the basic financial statements do not cover the other information, and we do not express an opinion or any form of assurance thereon. In connection with our audit of the basic financial statements, our responsibility is to read the other information and consider whether a material inconsistency exists between the other information and the basic financial statements, or the other information otherwise appears to be materially misstated. If, based on the work performed, we conclude that an uncorrected material misstatement of the other information exists, we are required to describe it in our report.

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

In accordance with *Government Auditing Standards*, we have also issued our report dated December 14, 2023 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.

Andover, MA  
December 14, 2023



## Management's Discussion and Analysis

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As management of the City of Concord, New Hampshire (the City), we offer readers this narrative overview and analysis of the financial activities of the City for the fiscal year ended June 30, 2023. We encourage readers to consider the information presented here in conjunction with the Letter of Transmittal beginning on page 1 of this report.

### 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 required and 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 and 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 City'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 and sewer 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 city'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, general capital project fund, and cemetery permanent fund, 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 nonmajor governmental (special revenue) funds. Budgetary comparison statements have been provided 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 and sewer 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 City. 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.

### **Required Supplementary 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.

### **Other Supplementary Information**

The combining statements referred to earlier in connection with nonmajor governmental funds, as well as certain budgetary schedules are presented immediately following the required supplementary information on pension and OPEB.

## **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 \$183,171,686 (i.e., net position), a change of \$11,485,308 in comparison to the prior year.
- As of the close of the current fiscal year, governmental funds reported combined ending fund balances of \$69,253,540, a change of \$9,518,038 in comparison to the prior year.
- At the end of the current fiscal year, unassigned fund balance for the General Fund was \$15,570,778, a change of \$2,350,788 in comparison to the prior year. In addition, total General Fund balance increased by \$5,659,814.

## C. GOVERNMENT-WIDE FINANCIAL ANALYSIS

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

	<b>Summary of Net Position</b>					
	Governmental Activities		Business-Type Activities		Total	
	2023	2022	2023	2022	2023	2022
Current and other assets	\$ 156,020	\$ 140,612	\$ 27,006	\$ 20,313	\$ 183,026	\$ 160,925
Capital assets	191,781	192,896	114,904	118,600	306,685	311,496
Total assets	<u>347,801</u>	<u>333,508</u>	<u>141,910</u>	<u>138,913</u>	<u>489,711</u>	<u>472,421</u>
Deferred outflows of resources	<u>20,927</u>	<u>21,854</u>	<u>1,598</u>	<u>1,635</u>	<u>22,525</u>	<u>23,489</u>
Total assets and deferred outflows of resources	<u>\$ 368,728</u>	<u>\$ 355,362</u>	<u>\$ 143,508</u>	<u>\$ 140,548</u>	<u>\$ 512,236</u>	<u>\$ 495,910</u>
Long-term liabilities outstanding	\$ 180,611	\$ 166,028	\$ 50,570	\$ 44,775	\$ 231,181	\$ 210,803
Other liabilities	7,590	8,572	2,495	2,362	10,085	10,934
Total liabilities	<u>188,201</u>	<u>174,600</u>	<u>53,065</u>	<u>47,137</u>	<u>241,266</u>	<u>221,737</u>
Deferred inflows of resources	<u>86,511</u>	<u>99,983</u>	<u>1,287</u>	<u>2,503</u>	<u>87,798</u>	<u>102,486</u>
Net Position:						
Net investment in capital assets	126,940	130,356	80,027	85,937	206,967	216,293
Restricted	27,753	26,630	2,878	2,112	30,631	28,742
Unrestricted	<u>(60,677)</u>	<u>(76,207)</u>	<u>6,251</u>	<u>2,859</u>	<u>(54,426)</u>	<u>(73,348)</u>
Total net position	<u>94,016</u>	<u>80,779</u>	<u>89,156</u>	<u>90,908</u>	<u>183,172</u>	<u>171,687</u>
Total liabilities, deferred inflows of resources and net position	<u>\$ 368,728</u>	<u>\$ 355,362</u>	<u>\$ 143,508</u>	<u>\$ 140,548</u>	<u>\$ 512,236</u>	<u>\$ 495,910</u>

The largest portion of net position \$206,966,973 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, \$30,631,001 represents resources that are subject to external restrictions on how they may be used. The remaining balance of unrestricted net position reflects a deficit of (\$54,426,288) primarily resulting from the City's unfunded net pension and net OPEB liabilities.

The City's overall net position changed by \$11,485,308 from the prior year. The reasons for this overall increase are discussed in the following sections for governmental activities and business-type activities.

**Changes in Net Position**

	Governmental		Business-Type		Total	
	Activities		Activities			
	<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>
Revenues:						
Program revenues:						
Charges for services	\$ 18,345	\$ 16,642	\$ 16,307	\$ 15,663	\$ 34,652	\$ 32,305
Operating grants and contributions	10,394	8,882	805	201	11,199	9,083
Capital grants and contributions	7,170	2,521	1,039	-	8,209	2,521
General revenues:						
Property taxes	49,149	47,100	-	-	49,149	47,100
Penalties and interest on taxes	339	322	-	-	339	322
Motor vehicle registrations	7,432	7,206	-	-	7,432	7,206
Investment income (loss)	4,006	(2,288)	404	19	4,410	(2,269)
Other	735	156	474	383	1,209	539
Total revenues	<u>97,570</u>	<u>80,541</u>	<u>19,029</u>	<u>16,266</u>	<u>116,599</u>	<u>96,807</u>
Expenses:						
General government	10,157	10,143	-	-	10,157	10,143
Public safety	31,690	28,574	-	-	31,690	28,574
General services	25,959	21,951	-	-	25,959	21,951
Community development	7,513	7,051	-	-	7,513	7,051
Leisure and information services	7,716	7,378	-	-	7,716	7,378
Human services	709	546	-	-	709	546
Interest on long-term debt	2,350	2,332	-	-	2,350	2,332
Water operations	-	-	8,376	6,913	8,376	6,913
Sewer operations	-	-	11,285	13,376	11,285	13,376
Total expenses	<u>86,094</u>	<u>77,975</u>	<u>19,661</u>	<u>20,289</u>	<u>105,755</u>	<u>98,264</u>
Change in net position before transfers, permanent fund contributions and special item	11,476	2,566	(632)	(4,023)	10,844	(1,457)
Transfers in (out)	1,120	1,815	(1,120)	(1,815)	-	-
Permanent fund contributions	641	495	-	-	641	495
Change in net position	<u>13,237</u>	<u>4,876</u>	<u>(1,752)</u>	<u>(5,838)</u>	<u>11,485</u>	<u>(962)</u>
Net position - beginning of year, as restated	<u>80,779</u>	<u>75,903</u>	<u>90,908</u>	<u>96,746</u>	<u>171,687</u>	<u>172,649</u>
Net position - end of year	<u>\$ 94,016</u>	<u>\$ 80,779</u>	<u>\$ 89,156</u>	<u>\$ 90,908</u>	<u>\$ 183,172</u>	<u>\$ 171,687</u>

**Governmental activities**

Governmental activities for the year resulted in a positive change in net position of \$13,237,069. Key elements of this change are as follows:

- Investment income increased by \$6,293,574 from the prior year as a result of favorable market performance.
- Charges for services increased \$1,703,065 from the prior year, primary due to ambulance charges and metered parking fees.
- Property taxes increased by \$2,049,177 from the prior year, primarily due to the assessed value of taxable property increased overall by 1.0%, driven by increased local real estate market values.

- Total expenses increased by \$8,118,567 from the previous year, driven by the \$3,115,760 increase relating to public safety and \$4,007,648 increase relating to general services. Most of these increases result from additional pension and OPEB expense results from GASB 68 and 75.

**Business-type activities**

Business-type activities for the year resulted in a change in net position of (\$1,751,761). The change primarily results from depreciation expense and the funding of city-wide capital projects with water and sewer reserves.

**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 \$69,253,540, an increase of \$9,518,038 comparison with the prior year. Of this amount, \$11,568,600, or 16.70%, constitutes unassigned fund balance, which is available for spending at the City’s discretion. This fund balance increase is discussed in further detail in the following paragraphs.

*General fund*

The general fund is the chief operating fund of the City. At the end of the current fiscal year, unassigned fund balance of the general fund was \$15,570,778, while total fund balance was \$25,984,004. 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>6/30/23</u>	<u>6/30/22</u>	<u>Change</u>	<u>% of Total General Fund Expenditures</u> <sup>(2)</sup>
Unassigned fund balance	\$ 15,570,778	\$ 13,219,990	\$ 2,350,788	22.4%
Total fund balance <sup>(1)</sup>	\$ 25,984,004	\$ 20,324,190	\$ 5,659,814	37.4%

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

<sup>(2)</sup> For the purposes of this calculation, expenditures include indirect costs from the enterprise funds.

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

The total general fund balance increased by \$5,659,814 during the fiscal year due to the favorable budgetary results.

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>6/30/23</u>	<u>6/30/22</u>	<u>Change</u>
Highways	\$ 1,541,110	\$ 1,149,041	\$ 392,069
Economic development	427,738	723,109	(295,371)
Equipment	580,300	680,082	(99,782)
OPEB	1,204,022	1,245,279	(41,257)
Community improvement	93,904	90,614	3,290
Recreation	342,670	601,930	(259,260)
Bridge	1,959,114	-	1,959,114
Assessing	385,000	-	385,000
Other	485,057	120,890	364,167
Total	<u>\$ 7,018,915</u>	<u>\$ 4,610,945</u>	<u>\$ 2,407,970</u>

*General Capital Project Fund*

The general capital project fund, a major fund, had an increase in fund balance of \$2,612,389. The City had \$12,911,884 in capital outlay in the current year financed by grants and contributions, issuance of bonds and the related premiums and funding from our capital reserve funds.

*Cemetery Permanent Fund*

The cemetery permanent fund, the remaining major governmental fund, had an increase in fund balance during the year of \$1,487,455, bringing year end fund balance to \$16,360,703. This increase was driven by investment gains. \$12,217,786 of the fund balance is nonspendable, which cannot be expended, but must be held in perpetuity, the City invests these resources and can spend the earnings on perpetual care.

**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 \$6,250,910, a change of \$2,691,768 in comparison to the prior year. Much of the increase resulted from the receipt of ARPA grant funds to be used to upgrade the Hall Street Wastewater Treatment Facility.

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**

The positive overall results of the General Fund of \$3,251,829 are a result of revenues exceeding expectations in many categories and expenses being underspent in many categories. The two most significant contributors to the surplus are Investment income received over budget by \$792,388 and wages and benefits under budget by \$2,403,742. In Fiscal Year 2023, the City used \$945,300 from ARPA funding to support wages and other operating costs. Overall, very positive results.

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

### **Capital assets**

Total investment in capital assets for governmental and business-type activities at year-end amounted to \$306,684,738 (net of accumulated depreciation), a change of (\$4,811,053) from the prior year. This investment in capital assets includes land, buildings, system improvements, and machinery and equipment, park facilities, roads, highways and bridges, and right to use assets.

Major capital asset events during the fiscal year included on going paving operations, as well as the continued work on the replacement of three bridges: Hooksett Turnpike, Birchdale Road, and North Pembroke Road. The on-going work of replacing Pump Station #4 at the Water Treatment Facility was the most significant enterprise fund capital asset event.

### **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, loans and unamortized bond premiums, was \$109,478,976, 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 2023 adopted to the fiscal 2024 adopted City General Fund budget and tax rate:

<u>Use of Funds</u>	2023 COUNCIL <u>ADOPTED</u>	2024 COUNCIL <u>ADOPTED</u>
Budget Appropriations	\$ 74,652,107	\$ 78,389,753
War Credits	267,400	267,400
Overlay	<u>200,000</u>	<u>200,000</u>
Total Uses of Funds	<u>\$ 75,119,507</u>	<u>\$ 78,857,153</u>
 <u>Sources of Funds</u>		
Miscellaneous Revenues	\$ 27,580,498	\$ 29,703,700
Amount to be raised by property taxes	47,164,009	49,153,453
Use of fund balance	* <u>375,000</u>	<u>-</u>
Total Sources of Funds	<u>\$ 75,119,507</u>	<u>\$ 78,857,153</u>

\* The \$375,000 of use of fund balance adopted by the City Council in 2023 was reduced to \$0 during the tax rate setting. \$1,425,000 was appropriated from assigned fund balance to transfer to reserves and a \$1,959,114 DOT payment was transferred to the Bridge Reserve.

<u>Tax Rate Determination</u>	2023 COUNCIL <u>ADOPTED</u>	2024 COUNCIL <u>ADOPTED</u>
Assessed Value (A.V.) in thousands of dollars*	\$ 5,155,108	\$ 5,191,758
Amount to be Raised	\$ 47,164,009	\$ 49,153,453
Current Year Recommended Tax Rate/\$ 1,000 A.V.	\$ 9.11	\$ 9.47 **
Prior Year Tax Rate/\$ 1,000 A.V.	<u>9.11</u>	<u>9.11 *</u>
Increase over Prior Year	\$ 0.00	\$ 0.36
% Change	0.00%	3.95%

\* Market and real growth adjustments after budget adoption resulted in a taxable assessed value of \$5,155,108,000 for municipal purposes and a tax rate of \$9.11 per \$1,000 of assessed value.

** Portion of Recommended Tax Rate Allocated to Debt Service	1.46
Portion of Prior Year Tax Rate Allocated to Debt Service	<u>1.44</u>
Increase over Prior Year	0.02
% Change	1.39%

** Portion of Recommended Tax Rate Allocated to All Other Costs	8.01
Portion of Prior Year Tax Rate Allocated to All Other Costs	<u>7.67</u>
Increase over Prior Year	0.34
% Change	4.43%

## **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

## **Basic Financial Statements**

**CITY OF CONCORD, NEW HAMPSHIRE**

Statement of Net Position  
June 30, 2023

	<u>Governmental Activities</u>	<u>Business-Type Activities</u>	<u>Total</u>
<b>Assets and Deferred Outflows of Resources</b>			
Assets			
Current:			
Cash and short-term investments	\$ 77,992,061	\$ 22,427,183	\$ 100,419,244
Investments	23,898,185	-	23,898,185
Receivables, net of allowance for uncollectibles:			
Property taxes	39,668,609	-	39,668,609
Accounts	8,200,919	-	8,200,919
User fees	-	2,038,660	2,038,660
Intergovernmental	-	251,384	251,384
Loans	1,010,963	-	1,010,963
Leases	274,403	-	274,403
Internal balances	346,678	(346,678)	-
Other assets	838,109	8,788	846,897
	<u>152,229,927</u>	<u>24,379,337</u>	<u>176,609,264</u>
Total Current Assets			
Noncurrent:			
Receivables:			
Intergovernmental	-	2,626,529	2,626,529
Leases, net of current portion	3,790,029	-	3,790,029
Capital assets:			
Land and construction in progress	46,876,128	7,905,672	54,781,800
Right to use leased assets, net of accumulated amortization	609,024	-	609,024
Other capital assets, net of accumulated depreciation	144,295,876	106,998,038	251,293,914
	<u>195,571,057</u>	<u>117,530,239</u>	<u>313,101,296</u>
Total Noncurrent Assets			
Total Assets	347,800,984	141,909,576	489,710,560
Deferred Outflows of Resources			
Related to pension	16,723,542	1,025,539	17,749,081
Related to OPEB	4,203,825	484,298	4,688,123
Related to refunding	-	88,370	88,370
	<u>20,927,367</u>	<u>1,598,207</u>	<u>22,525,574</u>
Total Deferred Outflows of Resources			
<b>Total Assets and Deferred Outflows of Resources</b>	<u>\$ 368,728,351</u>	<u>\$ 143,507,783</u>	<u>\$ 512,236,134</u>

(continued)

(continued)

**CITY OF CONCORD, NEW HAMPSHIRE**

Statement of Net Position  
June 30, 2023

	<u>Governmental Activities</u>	<u>Business-Type Activities</u>	<u>Total</u>
<b>Liabilities, Deferred Inflows of Resources, and Net Position</b>			
Liabilities			
Current:			
Accounts payable	\$ 4,492,118	\$ 516,692	\$ 5,008,810
Retainage payable	444,455	297,115	741,570
Accrued liabilities	1,786,129	628,406	2,414,535
Other current liabilities	868,024	1,052,456	1,920,480
Current portion of long-term liabilities:			
Bonds and loans payable	8,172,598	4,168,255	12,340,853
Other liabilities	2,594,639	201,020	2,795,659
Total Current Liabilities	<u>18,357,963</u>	<u>6,863,944</u>	<u>25,221,907</u>
Noncurrent:			
Bonds and loans payable, net of current portion	59,728,020	37,410,103	97,138,123
Net pension liability	69,691,772	4,273,727	73,965,499
Net OPEB liability	38,999,721	4,517,040	43,516,761
Other liabilities, net of current portion	1,424,391	-	1,424,391
Total Noncurrent Liabilities	<u>169,843,904</u>	<u>46,200,870</u>	<u>216,044,774</u>
Total Liabilities	188,201,867	53,064,814	241,266,681
Deferred Inflows of Resources			
Related to pension	2,778,107	170,363	2,948,470
Related to OPEB	8,558,695	1,116,601	9,675,296
Related to taxes	71,109,569	-	71,109,569
Related to leases	4,064,432	-	4,064,432
Total Deferred Inflows of Resources	<u>86,510,803</u>	<u>1,286,964</u>	<u>87,797,767</u>
Net Position:			
Net investment in capital assets	126,939,791	80,027,182	206,966,973
Restricted for:			
Dedicated income library	3,677,345	-	3,677,345
Housing revolving loans	589,737	-	589,737
Other purposes	1,480,626	-	1,480,626
Permanent funds:			
Nonexpendable	13,705,074	-	13,705,074
Expendable	4,823,601	-	4,823,601
Debt service	3,476,705	2,877,913	6,354,618
Unrestricted	<u>(60,677,198)</u>	<u>6,250,910</u>	<u>(54,426,288)</u>
Total Net Position	<u>94,015,681</u>	<u>89,156,005</u>	<u>183,171,686</u>
<b>Total Liabilities, Deferred Inflows of Resources and Net Position</b>	<u>\$ 368,728,351</u>	<u>\$ 143,507,783</u>	<u>\$ 512,236,134</u>

The accompanying notes are an integral part of these financial statements.

**CITY OF CONCORD, NEW HAMPSHIRE**

Statement of Activities  
For the Year Ended June 30, 2023

	<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	\$ 10,157,222	\$ 2,161,620	\$ 9,027,286	\$ 2,144,049	\$ 3,175,733
Public safety	31,690,124	6,778,720	1,346,609	-	(23,564,795)
General services	25,958,781	4,646,974	-	3,762,813	(17,548,994)
Community development	7,512,674	2,252,908	5,950	1,263,424	(3,990,392)
Leisure and information services	7,715,957	2,504,553	-	-	(5,211,404)
Human services	709,141	-	14,317	-	(694,824)
Interest on long-term debt	2,350,290	-	-	-	(2,350,290)
Total Governmental Activities	<u>86,094,189</u>	<u>18,344,775</u>	<u>10,394,162</u>	<u>7,170,286</u>	<u>(50,184,966)</u>
<b>Business-Type Activities:</b>					
Water	8,376,303	6,573,202	-	-	(1,803,101)
Sewer	11,285,181	9,733,859	805,287	1,039,372	293,337
Total Business-Type Activities	<u>19,661,484</u>	<u>16,307,061</u>	<u>805,287</u>	<u>1,039,372</u>	<u>(1,509,764)</u>
Total	<u>\$ 105,755,673</u>	<u>\$ 34,651,836</u>	<u>\$ 11,199,449</u>	<u>\$ 8,209,658</u>	<u>\$ (51,694,730)</u>

(continued)

**CITY OF CONCORD, NEW HAMPSHIRE**

Statement of Activities  
For the Year Ended June 30, 2023

(continued)

	Governmental <u>Activities</u>	Business-Type <u>Activities</u>	<u>Total</u>
Changes in Net Position:			
Net (expenses) revenues from previous page	\$ (50,184,966)	\$ (1,509,764)	\$ (51,694,730)
General Revenues, transfers, and permanent fund contributions			
Property taxes	49,148,894	-	49,148,894
Penalties and Interest on taxes	339,138	-	339,138
Motor vehicle registrations	7,432,125	-	7,432,125
Investment income	4,005,904	403,961	4,409,865
Miscellaneous	734,693	473,892	1,208,585
Transfers, net	1,119,850	(1,119,850)	-
Permanent fund contributions	641,431	-	641,431
	<hr/>	<hr/>	<hr/>
Total general revenues, transfers, and permanent fund contributions	63,422,035	(241,997)	63,180,038
Change in Net Position	13,237,069	(1,751,761)	11,485,308
<b>Net Position</b>			
Beginning of year, as restated	80,778,612	90,907,766	171,686,378
End of year	<u>\$ 94,015,681</u>	<u>\$ 89,156,005</u>	<u>\$ 183,171,686</u>

The accompanying notes are an integral part of these financial statements.

**CITY OF CONCORD, NEW HAMPSHIRE**

Governmental Funds  
Balance Sheet  
June 30, 2023

	General Fund	General Capital Project Fund	Cemetery Permanent Fund	Nonmajor Governmental Funds	Total Governmental Funds
<b>Assets</b>					
Cash and short-term investments	\$ 59,500,098	\$ 4,634,453	\$ 534,701	\$ 13,322,809	\$ 77,992,061
Investments	1,265,137	-	15,655,910	6,977,138	23,898,185
Receivables:					
Property taxes	39,668,609	-	-	-	39,668,609
Accounts	2,520,219	3,959,754	-	1,720,946	8,200,919
Loans	-	-	-	1,010,963	1,010,963
Lease	1,351,881	-	-	2,712,551	4,064,432
Due from other funds	189,829	-	170,092	-	359,921
Inventory	407,883	-	-	423,298	831,181
Prepaid items	6,928	-	-	-	6,928
<b>Total Assets</b>	<b>\$ 104,910,584</b>	<b>\$ 8,594,207</b>	<b>\$ 16,360,703</b>	<b>\$ 26,167,705</b>	<b>\$ 156,033,199</b>
<b>Liabilities, Deferred Inflows of Resource, and Fund Balances</b>					
<b>Liabilities</b>					
Accounts payable	\$ 2,654,277	\$ 606,028	\$ -	\$ 1,231,813	\$ 4,492,118
Retainage payable	-	243,279	-	201,176	444,455
Accrued liabilities	811,137	-	-	33,887	845,024
Due to other funds	19,300	-	-	13,242	32,542
Loans payable	-	253,711	-	-	253,711
Compensated absences	-	-	-	28,768	28,768
Other liabilities	789,993	54,229	-	-	844,222
<b>Total Liabilities</b>	<b>4,274,707</b>	<b>1,157,247</b>	<b>-</b>	<b>1,508,886</b>	<b>6,940,840</b>
<b>Deferred Inflows of Resources:</b>					
Taxes collected in advance	29,067,539	-	-	-	29,067,539
Unavailable revenues	44,232,453	-	-	2,474,395	46,706,848
Related to leases	1,351,881	-	-	2,712,551	4,064,432
<b>Total Deferred Inflows of Resources</b>	<b>74,651,873</b>	<b>-</b>	<b>-</b>	<b>5,186,946</b>	<b>79,838,819</b>
<b>Fund Balances:</b>					
Nonspendable	414,811	-	12,217,786	1,910,586	14,543,183
Restricted	-	11,434,495	4,142,917	11,707,232	27,284,644
Committed	7,018,915	-	-	5,858,698	12,877,613
Assigned	2,979,500	-	-	-	2,979,500
Unassigned	15,570,778	(3,997,535)	-	(4,643)	11,568,600
<b>Total Fund Balances</b>	<b>25,984,004</b>	<b>7,436,960</b>	<b>16,360,703</b>	<b>19,471,873</b>	<b>69,253,540</b>
<b>Total Liabilities, Deferred Inflows of Resources, and Fund Balances</b>	<b>\$ 104,910,584</b>	<b>\$ 8,594,207</b>	<b>\$ 16,360,703</b>	<b>\$ 26,167,705</b>	<b>\$ 156,033,199</b>

The accompanying notes are an integral part of these financial statements.

**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, 2023

<b>Total governmental fund balances</b>	<b>\$ 69,253,540</b>
Capital assets used in governmental activities are not financial resources and, therefore, are not reported in the governmental funds.	191,172,004
Right to use leased assets used in governmental activities are not financial resources and, therefore, are not reported in the governmental funds.	609,024
Other assets are not available to pay for current-period expenditures and, therefore, are deferred in the governmental funds.	4,664,818
Deferred outflows and inflows of pension resources are not financial resources nor are they available to pay current-period financial expenditures. Pension related outflows and inflows consist of:	
Deferred outflows	16,723,542
Deferred inflows	(2,778,107)
Deferred outflows and inflows of OPEB resources are not financial resources nor are they available to pay current-period financial expenditures. OPEB related outflows and inflows consist of:	
Deferred outflows	4,203,825
Deferred inflows	(8,558,695)
Interest accrued on outstanding long-term debt.	(940,304)
Long-term liabilities are not due and payable in the current period and, therefore, are not reported in the governmental funds:	
Bonds and loans payable	(67,646,907)
Net pension liability	(69,691,772)
Net OPEB liability	(38,999,721)
Other (compensated absences, landfill closure liability, and leases)	<u>(3,995,566)</u>
<b>Net position of governmental activities</b>	<b><u>\$ 94,015,681</u></b>

The accompanying notes are an integral part of these financial statements.

**CITY OF CONCORD, NEW HAMPSHIRE**

Governmental Funds  
Statement of Revenues, Expenditures and Changes in Fund Balance  
For the Year Ended June 30, 2023

	General Fund	General Capital Project Fund	Cemetery Permanent Fund	Nonmajor Governmental Funds	Total Governmental Funds
<b>Revenues</b>					
Taxes	\$ 54,698,039	\$ -	\$ -	\$ 2,029,634	\$ 56,727,673
Licenses and permits	1,384,305	-	-	-	1,384,305
Intergovernmental	11,245,398	3,562,813	-	2,237,743	17,045,954
Charges for services	6,231,428	-	-	9,761,229	15,992,657
Investment income	1,801,348	-	1,657,491	547,063	4,005,902
Contributions	129,474	457,727	67,346	505,378	1,159,925
Miscellaneous	725,369	-	-	76,623	801,992
<b>Total Revenues</b>	<u>76,215,361</u>	<u>4,020,540</u>	<u>1,724,837</u>	<u>15,157,670</u>	<u>97,118,408</u>
<b>Expenditures</b>					
Current:					
General government	9,734,491	20,059	-	1,023,970	10,778,520
Public safety	31,157,219	-	-	1,052,126	32,209,345
General services	9,357,930	-	233	5,640,443	14,998,606
Community development	3,830,983	-	-	1,396,676	5,227,659
Leisure and information services	5,386,976	-	-	1,438,872	6,825,848
Human services	728,159	-	-	-	728,159
Debt service:					
Principal	5,726,772	-	-	1,847,901	7,574,673
Interest	1,752,323	-	-	596,664	2,348,987
Capital outlay	-	12,911,884	-	2,199,439	15,111,323
<b>Total Expenditures</b>	<u>67,674,853</u>	<u>12,931,943</u>	<u>233</u>	<u>15,196,091</u>	<u>95,803,120</u>
Excess (Deficiency) of Revenues Over (Under) Expenditures	8,540,508	(8,911,403)	1,724,604	(38,421)	1,315,288
<b>Other Financing Sources (Uses)</b>					
Issuance of bonds	-	6,192,260	-	132,900	6,325,160
Premium on issuance of bonds	-	757,740	-	-	757,740
Transfers in	2,758,553	4,573,792	-	1,676,849	9,009,194
Transfers out	(5,639,247)	-	(237,149)	(2,012,948)	(7,889,344)
<b>Total Other Financing Sources (Uses)</b>	<u>(2,880,694)</u>	<u>11,523,792</u>	<u>(237,149)</u>	<u>(203,199)</u>	<u>8,202,750</u>
Net Change in Fund Balance	5,659,814	2,612,389	1,487,455	(241,620)	9,518,038
Fund Balance, at Beginning of Year	20,324,190	4,824,571	14,873,248	19,713,493	59,735,502
Fund Balance, at End of Year	<u>\$ 25,984,004</u>	<u>\$ 7,436,960</u>	<u>\$ 16,360,703</u>	<u>\$ 19,471,873</u>	<u>\$ 69,253,540</u>

The accompanying notes are an integral part of these financial statements.

**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, 2023

**Net changes in fund balances - total governmental funds** \$ 9,518,038

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:

Capital outlay purchases	14,593,347
Net effect from disposal of assets	(51,302)
Depreciation	(15,579,011)
Amortization	(60,902)

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. 1,138,954

The issuance of long-term debt (i.e., bonds and loans) 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:

Repayments of debt, including current year refunding	7,574,673
Issuance of debt	(6,325,160)
Bond premiums	(774,840)
Amortization of bond premiums	329,582

Pension and OPEB related outflows and inflows are not reported as expenditures in the governmental funds, but are recorded as expenses in the statement of activities.

Net pension liability	(14,104,929)
Pension related deferred outflows and inflows of resources	15,232,193
Other post employment benefits liability	(942,333)
OPEB related deferred outflows and inflows of resources	2,775,207

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.

Compensated absences	(164,058)
Lease liability	52,610
Landfill post-closure liability	25,000

**Change in net position of governmental activities** \$ 13,237,069

The accompanying notes are an integral part of these financial statements.

**CITY OF CONCORD, NEW HAMPSHIRE**

Statement of Revenues, Expenditures, and Other Financing Sources and Uses -  
Budget and Actual - General Fund - Budget Basis  
For the Year Ended June 30, 2023

	Budgeted Amounts			Variance with Final Budget Positive (Negative)
	Original Budget	Final Budget	Actual Amounts	
<b>Revenues</b>				
Property Taxes	\$ 54,835,889	\$ 54,597,957	\$ 54,698,039	\$ 100,082
Licenses and permits	1,246,247	1,246,247	1,348,573	102,326
Intergovernmental	6,554,281	9,867,329	10,299,434	432,105
Charges for services	5,689,081	5,689,081	6,374,518	685,437
Investment income	800,000	800,000	1,592,339	792,339
Miscellaneous	106,700	312,267	606,532	294,265
Total Revenues	69,232,198	72,512,881	74,919,435	2,406,554
<b>Expenditures</b>				
General government	12,772,006	12,903,234	11,380,041	1,523,193
Public safety	31,471,615	31,486,636	31,157,221	329,415
General services	10,681,477	10,680,361	10,647,516	32,845
Community development	4,078,640	4,147,486	3,929,513	217,973
Leisure and information services	5,589,252	5,598,367	5,386,974	211,393
Human services	777,545	777,301	728,157	49,144
Debt service	7,443,246	7,443,246	7,438,015	5,231
Total Expenditures	72,813,781	73,036,631	70,667,437	2,369,194
Excess (deficiency) of revenue over expenditures	(3,581,583)	(523,750)	4,251,998	4,775,748
<b>Other Financing Sources (Uses)</b>				
Transfers in	5,044,909	5,147,409	5,079,038	(68,371)
Transfers out	(1,838,326)	(6,079,009)	(6,079,207)	(198)
Budgetary use of fund balance	375,000	1,455,350	-	(1,455,350)
Total Other Financing Sources (Uses)	3,581,583	523,750	(1,000,169)	(1,523,919)
Excess of revenues and other financing sources over expenditures and other financing uses	\$ -	\$ -	\$ 3,251,829	\$ 3,251,829

The accompanying notes are an integral part of these financial statements.

**CITY OF CONCORD, NEW HAMPSHIRE**

Proprietary Funds  
Statement of Net Position  
June 30, 2023

	Business-Type Activities Enterprise Funds		
	Water Fund	Sewer Fund	Total
<b>Assets and Deferred Outflows of Resources</b>			
Assets			
Current:			
Cash and short-term investments	\$ 6,055,438	\$ 16,371,745	\$ 22,427,183
Receivables:			
User fees	617,397	1,421,263	2,038,660
Intergovernmental	-	251,384	251,384
Inventory	8,788	-	8,788
Total Current Assets	6,681,623	18,044,392	24,726,015
Noncurrent:			
Intergovernmental	-	2,626,529	2,626,529
Capital assets:			
Land and construction in progress	5,170,843	2,734,829	7,905,672
Other capital assets, net of accumulated depreciation	57,828,860	49,169,178	106,998,038
Total Noncurrent Assets	62,999,703	54,530,536	117,530,239
Total Assets	69,681,326	72,574,928	142,256,254
Deferred Outflows of Resources			
Related to pension	469,195	556,344	1,025,539
Related to OPEB	232,443	251,855	484,298
Related to refunding	56,046	32,324	88,370
Total Deferred Outflows of Resources	757,684	840,523	1,598,207
<b>Total Assets and Deferred Outflows of Resources</b>	\$ 70,439,010	\$ 73,415,451	\$ 143,854,461

(continued)

**CITY OF CONCORD, NEW HAMPSHIRE**

Proprietary Funds  
Statement of Net Position  
June 30, 2023

(continued)

Liabilities, Deferred Inflows of Resources, and Net Position	Business-Type Activities Enterprise Funds		
	Water Fund	Sewer Fund	Total
Liabilities:			
Current:			
Accounts payable	\$ 147,237	\$ 369,455	\$ 516,692
Retainage payable	213,803	83,312	297,115
Accrued liabilities	241,150	387,256	628,406
Due to other funds	185,242	161,436	346,678
Other current liabilities	419,458	632,998	1,052,456
Current portion of long-term liabilities:			
Bonds and loans payable	1,743,558	2,424,697	4,168,255
Other liabilities	108,033	92,987	201,020
Total Current Liabilities	3,058,481	4,152,141	7,210,622
Noncurrent:			
Bonds and loans payable, net of current portion	14,817,910	22,592,193	37,410,103
Net pension liability	1,955,278	2,318,449	4,273,727
Net OPEB liability	2,168,094	2,348,946	4,517,040
Total Noncurrent Liabilities	18,941,282	27,259,588	46,200,870
Total liabilities	21,999,763	31,411,729	53,411,492
Deferred Inflows of Resources			
Related to pension	77,943	92,420	170,363
Related to OPEB	536,470	580,131	1,116,601
Total Deferred Inflows of Resources	614,413	672,551	1,286,964
Net Position:			
Net investment in capital assets	47,674,267	32,352,915	80,027,182
Restricted for debt service	-	2,877,913	2,877,913
Unrestricted	150,567	6,100,343	6,250,910
Total Net Position	47,824,834	41,331,171	89,156,005
<b>Total Liabilities, Deferred Inflows of Resources, and Net Position</b>	<b>\$ 70,439,010</b>	<b>\$ 73,415,451</b>	<b>\$ 143,854,461</b>

The accompanying notes are an integral part of these financial statements.

**CITY OF CONCORD, NEW HAMPSHIRE**

Proprietary Funds  
Statement of Revenues, Expenses, and Changes in Net Position  
For the Year Ended June 30, 2023

	Business-Type Activities Enterprise Funds		
	Water	Sewer	Total
	<u>Fund</u>	<u>Fund</u>	<u>Total</u>
<b>Operating Revenues</b>			
Charges for services	\$ 6,573,202	\$ 9,733,859	\$ 16,307,061
Other	179,334	294,558	473,892
Total Operating Revenues	<u>6,752,536</u>	<u>10,028,417</u>	<u>16,780,953</u>
<b>Operating Expenses</b>			
Salaries and benefits	3,281,067	3,900,113	7,181,180
Other operating expenses	1,635,105	2,673,114	4,308,219
Depreciation	2,902,530	3,981,034	6,883,564
Total Operating Expenses	<u>7,818,702</u>	<u>10,554,261</u>	<u>18,372,963</u>
Operating (Loss)	(1,066,166)	(525,844)	(1,592,010)
<b>Nonoperating Revenues (Expenses)</b>			
Investment income	131,592	272,369	403,961
Intergovernmental	-	805,287	805,287
Interest expense	(557,601)	(730,920)	(1,288,521)
Total Nonoperating Revenues (Expenses), Net	<u>(426,009)</u>	<u>346,736</u>	<u>(79,273)</u>
(Loss) Before Contributions and Transfers	(1,492,175)	(179,108)	(1,671,283)
Capital contributions	-	1,039,372	1,039,372
Transfers in	-	81,482	81,482
Transfers out	(680,225)	(521,107)	(1,201,332)
Change in Net Position	<u>(2,172,400)</u>	<u>420,639</u>	<u>(1,751,761)</u>
Net Position at Beginning of Year, as restated	<u>49,997,234</u>	<u>40,910,532</u>	<u>90,907,766</u>
Net Position at End of Year	<u>\$ 47,824,834</u>	<u>\$ 41,331,171</u>	<u>\$ 89,156,005</u>

The accompanying notes are an integral part of these financial statements.

**CITY OF CONCORD, NEW HAMPSHIRE**

Proprietary Funds  
Statement of Cash Flows  
For the Year Ended June 30, 2023

	Business-Type Activities Enterprise Funds		
	Water Fund	Sewer Fund	Total
<b>Cash Flows From Operating Activities</b>			
Receipts from customers and users	\$ 6,708,322	\$ 9,480,787	\$ 16,189,109
Payments to employees for services	(3,116,433)	(3,722,092)	(6,838,525)
Payments to vendor for goods and services	<u>(1,422,550)</u>	<u>(2,532,663)</u>	<u>(3,955,213)</u>
Net Cash Provided By Operating Activities	2,169,339	3,226,032	5,395,371
<b>Cash Flows From Noncapital Financing Activities</b>			
Intergovernmental revenues	-	805,287	805,287
Transfers in	-	81,482	81,482
Transfers out	<u>(680,225)</u>	<u>(521,107)</u>	<u>(1,201,332)</u>
Net Cash Provided by (Used for) Noncapital Financing Activities	(680,225)	365,662	(314,563)
<b>Cash Flows From Capital and Related Financing Activities</b>			
Proceeds from issuance of bonds	525,400	6,709,440	7,234,840
Principal payments on bonds and loans	(1,638,860)	(1,949,328)	(3,588,188)
Bond premium	61,600	765,560	827,160
Acquisition and construction of capital assets, net disposals	(1,263,168)	(1,999,091)	(3,262,259)
Capital contributions	-	302,222	302,222
Interest expense	<u>(565,757)</u>	<u>(630,117)</u>	<u>(1,195,874)</u>
Net Cash Provided By (Used For) Capital and Related Financing Activities	(2,880,785)	3,198,686	317,901
<b>Cash Flow From Investing Activities</b>			
Investment income	<u>131,592</u>	<u>272,369</u>	<u>403,961</u>
Net Cash Provided by Investing Activities	<u>131,592</u>	<u>272,369</u>	<u>403,961</u>
Net Change in Cash and Short-Term Investments	(1,260,079)	7,062,749	5,802,670
Cash and Short-Term Investments, Beginning of Year	<u>7,315,517</u>	<u>9,308,996</u>	<u>16,624,513</u>
Cash and Short-Term Investments, End of Year	<u>\$ 6,055,438</u>	<u>\$ 16,371,745</u>	<u>\$ 22,427,183</u>
<b>Reconciliation of Operating (Loss) to Net Cash Provided by Operating Activities</b>			
Operating (loss)	\$ (1,066,166)	\$ (525,844)	\$ (1,592,010)
Adjustments to reconcile operating (loss) to net cash provided by operating activities:			
Depreciation	2,902,530	3,981,034	6,883,564
Bond premium amortization	(100,450)	(100,001)	(200,451)
Changes in assets, deferred outflows, liabilities, and deferred inflows:			
User fees	56,235	(447,629)	(391,394)
Other assets	29,266	-	29,266
Deferred outflows - refunding	14,011	8,081	22,092
Accounts payable	19,434	(96,368)	(76,934)
Compensated absences	4,323	7,610	11,933
Net pension liability and related deferrals	24,324	57,484	81,808
Net OPEB liability and related deferrals	121,976	104,846	226,822
Other liabilities	<u>163,856</u>	<u>236,819</u>	<u>400,675</u>
Net Cash Provided By Operating Activities	<u>\$ 2,169,339</u>	<u>\$ 3,226,032</u>	<u>\$ 5,395,371</u>

The accompanying notes are an integral part of these financial statements.

**CITY OF CONCORD, NEW HAMPSHIRE**

Fiduciary Funds  
Statement of Fiduciary Net Position  
June 30, 2023

	<u>Custodial Fund</u>
<b>Assets</b>	
Cash and short-term investments	\$ <u>156,196</u>
Total Assets	\$ <u><u>156,196</u></u>
<b>Liabilities and Net Position</b>	
Liabilities	
Due to State of New Hampshire	\$ 21,907
Due to Merrimack Valley School District	<u>134,289</u>
Total Liabilities	156,196
Net Position	
Restricted for other governments	<u>-</u>
<b>Total Liabilities and Net Position</b>	\$ <u><u>156,196</u></u>

The accompanying notes are an integral part of these financial statements.

**CITY OF CONCORD, NEW HAMPSHIRE**

Fiduciary Funds  
Statement of Changes in Fiduciary Net Position  
For the Year Ended June 30, 2023

	Custodial Fund
<b>Additions</b>	
Property taxes collected for Schools	\$ 76,890,599
Property taxes collected for County	11,082,148
Fees collected for State of New Hampshire	<u>2,439,366</u>
Total Additions	90,412,113
<b>Deductions</b>	
Payment of taxes to Schools	76,890,599
Payment of taxes to County	11,082,148
Payment of fees to State of New Hampshire	<u>2,439,366</u>
Total Deductions	<u>90,412,113</u>
Changes in Net Position	-
<b>Net Position</b>	
Beginning of year	<u>-</u>
End of year	<u><u>\$ -</u></u>

The accompanying notes are an integral part of these financial statements.

**CITY OF CONCORD, NEW HAMPSHIRE**  
**Notes to Financial Statements**  
**June 30, 2023**

**1. Summary of Significant Accounting Policies**

The accounting policies of the City of Concord, New Hampshire (the City) conform to generally accepted accounting principles (GAAP) as applicable to governmental units. The following is a summary of the significant policies:

*Reporting Entity*

The government is a municipal corporation governed by an elected Mayor, 15-member Council and an appointed City Manager. As required by generally accepted accounting principles, these financial statements present the government and applicable component units for which the government is considered to be financially accountable. In fiscal year 2023, it was determined that no entities met the required GASB 14 (as amended) criteria of component units.

*Government-Wide and Fund Financial Statements*

*Government-Wide Financial Statements*

The government-wide financial statements (i.e., the Statement of Net Position and the Statement of Activities) report information on all of the nonfiduciary activities of the primary government. With the exception of interfund services provided and used, the effect of interfund activity has been removed from these statements. *Governmental activities*, which normally are supported by taxes and intergovernmental revenues, are reported separately from *business-type activities*, which rely to a significant extent on fees and charges for support.

The Statement of Activities demonstrates the degree to which the direct expenses of a given function or segment are offset by program revenues. *Direct expenses* are those that are clearly identifiable with a specific function or segment. Program revenues include (1) charges to customers or applicants who purchase, use, or directly benefit from goods, services, or privileges provided by a given function or segment and (2) grants and contributions that are restricted to meeting the operational or capital requirements of a particular function or segment. Taxes and other items not properly included among program revenues are reported instead as *general revenues*.

*Fund Financial Statements*

Separate financial statements are provided for governmental funds, proprietary funds, and fiduciary funds, even though the latter are excluded from the government-wide financial statements. Major individual governmental funds and

major individual enterprise funds are reported as separate columns in the fund financial statements.

### *Measurement Focus, Basis of Accounting, and Financial Statement Presentation*

#### *Government-Wide Financial Statements*

The government-wide financial statements are reported using the *economic resources measurement focus* and the *accrual basis of accounting*. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Property taxes are recognized as revenues in the year for which they are levied. Grants and similar items are recognized as revenue as soon as all eligibility requirements imposed by the provider have been met. As a general rule, the effect of interfund activity has been eliminated from the government-wide financial statements.

Amounts reported as *program revenues* include (1) charges to customers or applicants for goods, services, or privileges provided, (2) operating grants and contributions, and (3) capital grants and contributions, including special assessments. Internally dedicated resources are reported as *general revenues* rather than as program revenues. Likewise, general revenues include all taxes.

#### *Fund Financial Statements*

Governmental fund financial statements are reported using the *current financial resources measurement focus* and the *modified accrual basis of accounting*. Revenues are recognized as soon as they are both measurable and available. Revenues are considered to be available when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, the City considers property tax revenues to be available if they are collected within 60 days of the end of the current fiscal period. All other revenue items are considered to be measurable and available only when cash is received by the government. Expenditures generally are recorded when a liability is incurred, as under accrual accounting. However, certain expenditures such as debt service, claims and judgments, compensated absences, OPEB, and pension are recorded only when payment is due.

The City reports the following major governmental funds:

- The General Fund is the government's primary operating fund. It accounts for all financial resources of the general government, except those required to be accounted for in another fund.
- The General Capital Project Fund accounts for various construction projects.
- The Cemetery Permanent Fund accounts for nonexpendable gifts to the City. Income is available for maintenance of various cemeteries.

The proprietary fund financial statements are reported using the *economic resources measurement focus* and the *accrual basis of accounting*. Under this method, revenues are recognized when earned and expenses are recorded when liabilities are incurred.

Proprietary funds distinguish operating revenues and expenses from nonoperating items. Operating revenues and expenses generally result from providing services and producing and delivering goods in connection with a proprietary fund's principal ongoing operations. The principal operating revenues of the enterprise fund are charges to customers for sales and services. Operating expenses for enterprise funds include the cost of sales and services, administrative expenses and depreciation on capital assets. All revenues and expenses not meeting this definition are reported as nonoperating revenues and expenses.

The City reports the following major proprietary funds:

- The Water Fund - to account for the operation and maintenance of the City's water lines, pumping stations and plant.
- The Sewer Fund - to account for the operation and maintenance of the City's sewer lines, pumping stations, and two wastewater treatment plants.

The fiduciary fund financial statements are reported using the *economic resources measurement focus* and the *accrual basis of accounting*, similar to proprietary funds. Under this method, revenues are recognized when earned and expenses are recorded when liabilities are incurred.

The City reports the following fiduciary fund:

- The Custodial Fund - to account for fiduciary assets held by the City in a custodial capacity as an agent on behalf of others and is not required to be reported elsewhere in the financial statements. The custodial fund includes taxes and fees collected on behalf of other governments.

### *Cash and Investments*

The City's cash is considered to be cash on hand, demand deposits, and short-term investments with original maturities of three months or less from the date of acquisition. The New Hampshire Public Deposit Investment Pool (NHPDIP) operates in accordance with RSA 383:22, and regulations and is under the control of the New Hampshire Banking Commission and Advisory Committee. Participation units of the NHPDIP are considered short-term for financial presentation purposes due to high liquidity of the fund and is carried at amortized cost in accordance with GASB Statement 79.

Investments are considered holdings of greater than three months and are reported at fair value, except certificates of deposits which are reported at cost.

### *City Funds*

Under New Hampshire RSA 48:16, the City Treasurer may invest excess funds which are not immediately needed for the purpose of expenditure, in obligations of the United States government, in participation units in the public deposit investment pool established pursuant to RSA 383:22, in savings bank deposits of banks incorporated under the laws of the state of New Hampshire or in certificates of deposits and repurchase agreements of banks incorporated under the laws of the state of New Hampshire or in banks recognized by the state treasurer.

### *Trust Funds*

Under New Hampshire RSA 34:5, capital reserve funds of the City shall be invested only by deposit in some savings bank or in the savings department of a national bank or trust company, or in the shares of a cooperative bank, building and loan association, or federal savings and loan association, in this state or in bonds, notes or other obligations of the United States government, in bonds or notes of this state, in such stocks and bonds as are legal for investment by New Hampshire savings banks, or in participation units in the public deposit investment pool established pursuant to RSA 383:22 by the trustees of the trust funds.

Under New Hampshire RSA 31:27, the city trustees of trust funds may establish, maintain and operate one or more common trust funds, in which may be combined money and property belonging to the various trusts in their care, for the purpose of facilitating investments, providing diversification and obtaining reasonable income; provided however that said common trust funds shall be limited to the investments authorized in RSA 31:25; provided further, that not more than \$10,000, or more than 10 percent of the fund whichever is greater of any City or city common trust funds shall be invested under RSA 31:25 in the obligations of any one corporation or organization, excepting deposits in any federally or state-chartered bank or association authorized to engage in a banking business in this state, in credit unions in this state, or in obligations of the United States and of the state of New Hampshire and its subdivisions; or in participation units in the public deposit investment pool established pursuant to RSA 383:22, or in shares of open-ended mutual funds selected by the trustees for investment under RSA 31:25.

Under New Hampshire RSA 31:25, at least yearly, the trustees of trust funds shall review and adopt an investment policy for the investment of public funds in conformance with the provisions of applicable statutes. The significant sections of that policy are disclosed in Note 3.

The Investment Policy of the City's Trustees of the Trust Funds does not permit deposits and investments in the following, without prior written approval:

- Unregistered or restricted stock
- Commodities, including gold, precious gems, or currency futures
- Private placement debt
- Conditional sales contracts
- Uncovered options
- Short sales or margin purchases
- Transferable certificates of participation in business trusts and limited partnerships
- Securities of the investment managers or their respective parents, subsidiaries or affiliates
- Tobacco stock
- Alcoholic beverage stock

#### *Interfund Transactions*

Transactions between funds that are representative of lending/borrowing arrangements outstanding at the end of the fiscal year are referred to as either "due from/to other funds" (i.e., the current portion of interfund loans).

#### *Inventories*

Inventories are valued at cost using the cost-averaging method.

#### *Capital Assets*

Capital assets, which include property, plant, equipment, and infrastructure assets, are reported in the applicable governmental or business-type activities columns in the government-wide financial statements. Capital assets are defined by the government as assets with an initial individual cost of more than \$10,000 and an estimated useful life in excess of five years. Such assets are recorded at historical cost or estimated historical cost if purchased or constructed. Donated capital assets are recorded at acquisition value at the date of donation.

Major outlays for capital assets and improvements are capitalized as projects are constructed. The costs of normal maintenance and repairs that do not add to the value of the asset or materially extend assets lives are not capitalized.

Capital assets are depreciated using the straight-line method over the following estimated useful lives:

<u>Assets</u>	<u>Years</u>
Buildings	40
Building improvements	20
Infrastructure	30 - 75
Vehicles	5
Office equipment	5
Computer equipment	5
Right to use building	10

### *Accrued Employee Benefits*

City employees are granted vacation and sick leave in varying amounts. Upon retirement, termination, or death, certain employees are compensated for unused vacation leave which is at their then current rates of pay. All vested vacation pay is accrued when incurred in the government-wide and proprietary fund financial statements. A liability for these amounts is reported in governmental funds only if they have matured; for example, as a result of employee resignations and retirements.

### *Long-Term Liabilities and Related Costs*

All long-term liabilities are reported in the government wide and proprietary funds *Statement of Net Position*. Bond premiums are amortized over the life of the bonds using the straight-line method, which approximates the effective interest method. The unamortized portion is presented in the *Statement of Net Position* as a component of bonds and loans payable. Bond issuance costs are reported as expenses when incurred.

### *Fund Equity*

Fund equity at the governmental fund financial reporting level is classified as “fund balance”. Fund equity for all other reporting is classified as “net position”.

### *Fund Balance*

In general., fund balance represents the difference between current assets and current liabilities. The City reserves those portions of fund balance that are legally segregated for a specific future use or which do not represent available, spendable resources and therefore, are not available for appropriation or expenditure. Unassigned fund balance indicates that portion of fund balance that is available for appropriation in future periods.

The City's fund balance classification policies and procedures are as follows:

- Nonspendable funds are either nonspendable in the current form (i.e., inventory or prepaid items) or can never be spent because they are legally or contractually required to be maintained intact (i.e., perpetual care).
- Restricted funds are used for specific purposes as imposed by creditors, grantors, contributors, or laws or regulations of other governments, or have constraints imposed by law through constitutional provisions or enabling legislation. In the case of special revenue funds, these funds are created by statute or otherwise have external constraints on how the funds can be expended.
- Committed funds are reported and expended as a result of motions passed by the highest decision-making authority in the government, the City Council. A resolution, the highest-level action, constitutes the most binding constraint that should be considered to establish, modify, or rescind a fund balance commitment.
- Assigned funds are used for specific purposes as established by management with City Council approval. The City's fund balance policy, approved by the City Council, permits the City Manager and Finance Director to assign fund balance amounts to a specific purpose.
- Unassigned funds represent the residual classification for the General Fund and include all amounts not contained in the other classifications. Unassigned amounts are available for any purpose. Temporary fund balance deficits are reported as negative amounts in the unassigned classification in other governmental funds. Positive unassigned amounts are reported only in the General Fund.

When an expenditure is incurred that would qualify for payment from multiple fund balance types, the City uses the following order to liquidate liabilities: restricted, committed, assigned and unassigned.

#### *Net Position*

Net position represents the difference between assets/deferred outflows and liabilities/deferred inflows. Net investment in capital assets consists of capital assets, net of accumulated depreciation, reduced by the outstanding balances of any borrowing used for the acquisition, construction or improvement of those assets. Net position is reported as restricted when there are limitations imposed on their use either through the enabling legislation adopted by the City or through external restrictions imposed by creditors, grantors, or laws or regulations of other governments. The remaining net position is reported as unrestricted.

### *Use of Estimates*

The preparation of basic financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosures for contingent assets and liabilities at the date of the basic financial statements, and the reported amounts of the revenues and expenditures/expenses during the fiscal year. Actual results could vary from estimates that were used.

## **2. Stewardship, Compliance, and Accountability**

### *Budgetary Information*

The City adopts a legal budget for its General Fund and enterprise funds, as well as the following special revenue funds: parking, airport, community development engineering inspection, community development conservation property management, golf, arena, and solid-waste funds. The City observes the following procedures in establishing the budgetary data reflected in the financial statements:

- At such time, as may be requested by the City Manager, or specified by the administrative code, each director of a department submits an itemized estimate of the expenditures for the next fiscal year for the departments or activities under his control.
- Under the City charter, the City Manager must submit the budget to Council 45 days before the start of the fiscal year.
- A public hearing on the budget is held before its final adoption by the City Council. Notice of the public hearing, together with a summary of the budget as submitted, is published at least one week in advance by the City Clerk.
- By City charter, the budget must be legally adopted not later than the twenty-seventh day of July. In connection with converting to a June 30 fiscal year end, an adopted ordinance requires budget adoption by July 1 of the new fiscal year. Should the City Council take no final action by the date specified in the charter, the budget, as submitted, is deemed to have been finally adopted by the City Council.
- No appropriation is made for any purpose not included in the annual budget as adopted unless voted by a two-thirds majority of the City Council after a public hearing held to discuss the appropriation. The City Council shall by resolution designate the source of any money so appropriated.

- At the beginning of each quarterly period during the fiscal year, and more often if required by the City Council, the City Manager submits data to the City Council showing a comparison of the estimated and actual revenues and expenditures to date. If it appears that the revenues are less than anticipated, the City Council or City Manager may reduce the appropriation for any item or items, except amounts required for debt and interest charges, to such a degree as may be necessary to keep expenditures within the City's revenues. The City Manager may provide for monthly or quarterly allotments of appropriations to departments, funds, or agencies under such rules as he may prescribe.
- After the budget has been adopted no expenditure may be incurred, except pursuant to a budget appropriation unless there is a specific additional appropriation thereof. The head of any department, with the approval of the City Manager, may transfer any unencumbered balance or any portion thereof from one fund or agency within his/her department to another fund or agency within his/her department. The City Manager must report these transfers to the City Council. The City Manager, with the approval of the Council, may transfer any unencumbered appropriation balance or any portion thereof from one department to another. The legal level of control is at the department level.
- Budget appropriations lapse at the end of the fiscal year.

### *Budgetary Basis*

The General Fund final appropriation appearing on the “Budget and Actual” page of the fund financial statements represents the final amended budget after all reserve fund transfers and supplemental appropriations.

### *Budget/GAAP Reconciliation*

The budgetary data for the general, special revenue, and proprietary funds is based upon accounting principles that differ from generally accepted accounting principles (GAAP). Therefore, in addition to the GAAP basis financial statements, the results of operations of the General Fund, budgeted special revenue funds, and proprietary funds are presented in accordance with budgetary accounting principles to provide a meaningful comparison to budgetary data.

The following is a summary of adjustments made to the general fund actual revenues and other sources, and expenditures and other uses, to conform to the budgetary basis of accounting.

<u>General Fund</u>	<u>Revenues and Other Financing Sources</u>	<u>Expenditures and other Financing Uses</u>
Revenues/expenditures (GAAP Basis)	\$ 76,215,361	\$ 67,674,853
Other financing sources/uses (GAAP Basis)	<u>2,758,553</u>	<u>5,639,247</u>
Subtotal (GAAP Basis)	78,973,914	73,314,100
Capital reserve fund activity	<u>(803,766)</u>	<u>1,604,219</u>
Transfer reclassification	<u>1,828,325</u>	<u>1,828,325</u>
Budgetary Basis	<u>\$ 79,998,473</u>	<u>\$ 76,746,644</u>

In addition, adjustments were made to the enterprise funds to conform to the budgetary basis, primarily for the omission of depreciation expense which is not budgeted, the inclusion of principal debt service and capital expenses which are budgeted expenses.

*Excess of Expenditures Over Appropriations*

The City reflected expenditures in excess of appropriation in the following departments and transfers out:

<u>General Fund</u>	
Fire	(6,450)
Transfers out	(198)

*Deficit Fund Equity*

The City's General Capital Project fund and the Community Development Nonmajor Fund reported temporary deficits at June 30, 2023 of \$3,997,535 and \$4,643, respectively, which will be eliminated when permanent financing is issued.

### 3. Deposits and Investments

State statutes (RSA 48:16) place certain limitation on the nature of deposits and investments available to the City. Deposits may be made in the NHPDIP, in NH Banks or banks outside the State if such banks pledge and deliver to a third-party custodial bank with various collateralized security, in accordance with RSA 383:22.

#### *Custodial Credit Risk*

The custodial credit risk for deposits or investments is the risk that, in the event of the failure of the bank or counterparty to a transaction, the City will not be able to recover the value of its deposits, investments, or collateral securities that are in the possession of another party.

#### *City Funds*

At June 30, 2023, the City's bank deposits of \$123,064,085 were fully collateralized. Additionally, held in investment in the state pool, NHPDIP, of \$9,850,247 is not subject to custodial credit risk disclosure. The City's deposit policy for custodial credit risk is to fully collateralize all deposits.

#### *Trust Funds*

*The Investment Policy* of the City's Trustees of Trust Funds does not have a policy for custodial credit risk.

#### *Investment Summary*

The following is a summary of the City's investments as of June 30, 2023:

<u>Investment Type</u>	<u>Amount</u>
U.S. Treasury notes	\$ 5,970,618
Federal agencies	1,048,048
Corporate bonds	4,241,287
Equity securities	8,428,483
Equity mutual funds	<u>4,209,749</u>
Total	<u>\$ 23,898,185</u>

#### *Credit Risk*

Generally, credit risk is the risk that an issuer of an investment will not fulfill its obligation to the holder of the investment. State law employs the prudent person rule whereby investments are made as a prudent person would be expected to act, with discretion and intelligence, to seek reasonable income, preserve capital, and, in general, avoid speculative investments.

### *City Funds*

The City's Investment Policy minimizes credit risk by limiting investments to the safest types of securities, pre-qualifying institutions and diversifying the portfolio.

### *Trust Funds*

The Investment Policy of the City's Trustees of Trust Funds does not address custodial credit risk. All U.S. Treasury notes have an implied credit rating of AAA. As of June 30, 2023, the credit quality ratings as rated by S&P Global Ratings, of the Trust Fund's remaining debt securities are as follows:

<u>Investment Type</u>	<u>Amount</u>	<u>Standard and Poor's Rating as of June 30, 2023</u>		
		<u>AA</u>	<u>A</u>	<u>BBB</u>
Federal agencies	\$ 843,492	\$ 843,492	\$ -	\$ -
Corporate bonds	4,241,287	1,624,566	2,472,624	144,097
Total	\$ 5,084,779	\$ 2,468,058	\$ 2,472,624	\$ 144,097

### *Concentration of Credit Risk*

#### *City Funds*

The City's Investment Policy limits its exposure to concentration credit risk by limiting the types of investment securities that it holds to U.S. Government Obligations and by splitting its short-term deposits between financial institutions that fully collateralize them and the NHPDIP that also collateralizes the deposits and fully insures them.

#### *Trust Funds*

It is the policy of the Trustees that common investments shall be diversified to eliminate the risk of loss resulting from over-concentration of assets in a specific maturity, industry or specific issuer. As of June 30, 2023, the Trust Funds did not have investments in any one issuer that exceeded 5% of total investments.

### *Interest Rate Risk*

Interest rate risk is the risk that changes in market interest rates will adversely affect the fair value of an investment. Generally, the longer the maturity of an investment, the greater the sensitivity of its fair value is to changes in market interest rates.

#### *City Funds*

The City's investment policy is to minimize the risk that the fair value of securities will fall due to changes in general interest rates by structuring the portfolio so securities mature to meet the cash requirements for ongoing operations, thus avoiding the need to sell securities on the open market prior to maturity. The policy also provides for investing primarily in shorter-term securities, including the local government investment pool.

### *Trust Funds*

The Trust recognizes that investment risks can result from issuer defaults, market price changes or various technical complications leading to temporary loss of liquidity. Portfolio diversification is to be employed as a way to control risk. The Trust Fund has a primary total return objective of exceeding the long-term rate of inflation, as measured by the CPI. The Trustee is expected to use prudence in the selection of securities as a way to minimize default risk. No individual investment transaction shall be undertaken that jeopardizes the total capital position of the specific issuer. The Trustee shall review and, if appropriate, proceed to liquidate any securities having comparable credit risks.

Information about the sensitivity of the fair value of the Trust Fund's investments to market interest rate fluctuations is as follows:

<u>Investment Type</u>	<u>Fair Value</u>	<u>Weighted Average Maturity</u>
Federal agencies	\$ 1,048,048	2.71
Corporate bonds	<u>4,241,287</u>	3.39
Total	<u>\$ 5,289,335</u>	

### *Foreign Currency Risk*

Foreign currency risk is the risk that changes in foreign exchange rates will adversely affect the fair value of an investment. The City's and Trustees' investment policies do not specifically address foreign currency issues; however, the City and Trustee's believe that they have minimal exposure to foreign currency risk.

### *Fair Value*

The City and Trustees categorizes their fair value measurements within the fair value hierarchy established by *Governmental Accounting Standards Board Statement No. 72 Fair Value Measurement and Application* (GASB 72).

The hierarchy is based on the valuation inputs used to measure the fair value of the asset and give the highest priority to unadjusted quoted prices in active markets for identical assets or liabilities (Level 1 measurements) and the lowest

priority to unobservable inputs (level 3 measurements). The hierarchy categorizes the inputs to valuation techniques used for fair value measurement into three levels as follows:

- Level 1 – inputs that reflect quoted prices (unadjusted) in active markets for identical assets or liabilities that the fund has the ability to access at the measurement date.
- Level 2 – inputs other than quoted prices that are observable for an asset or liability either directly or indirectly, including inputs in markets that are not considered to be active. Because they must often be priced on the basis of transactions involving similar but not identical securities or do not trade with sufficient frequency, certain directly held securities are categorized as level 2.
- Level 3 – unobservable inputs based on the best information available using assumptions in determining the fair value of investments and derivative investments.

The net asset value (NAV) per share is the amount of net assets attributable to each share of capital stock outstanding at the close of the period. Investments measured at the NAV for fair value are not subject to level classification.

In instances where inputs used to measure fair value fall into different levels in the fair value hierarchy, fair value measurements in their entirety are categorized based on the lowest level input that is significant to the valuation. The City's assessment of the significance of particular inputs to these fair value measurements requires judgment and considers factors specific to each asset or liability.

The City has the following fair value measurements as of June 30, 2023:

<u>Investment Type</u>	<u>Amount</u>	<u>Fair Value Measurements Using:</u>		
		<u>Quoted prices in active markets for identical assets (Level 1)</u>	<u>Significant observable inputs (Level 2)</u>	<u>Significant unobservable inputs (Level 3)</u>
Investments by fair value level:				
Debt securities:				
U.S. Treasury notes	\$ 5,970,618	\$ 5,970,618	\$ -	\$ -
Federal agencies	1,048,048	-	1,048,048	-
Corporate bonds	4,241,287	-	4,241,287	-
Equity securities:				
Equity securities	8,428,483	8,428,483	-	-
Equity mutual funds	4,209,749	4,209,749	-	-
<b>Total</b>	<b>\$ 23,898,185</b>	<b>\$ 18,608,850</b>	<b>\$ 5,289,335</b>	<b>\$ -</b>

Equity securities classified in Level 1 are valued using prices quoted in active markets for those securities.

Debt securities classified in Level 2 are valued using either a bid evaluation or a matrix pricing technique. Bid evaluations may include market quotations, yields, maturities, call features, and ratings. Matrix pricing is used to value securities based on the securities' relationship to benchmark quote prices. Level 2 debt securities have non-proprietary information that was readily available to market participants, from multiple independent sources, which are known to be actively involved in the market.

#### **4. Property Taxes Receivable**

The City bills property taxes semi-annually and collects taxes quarterly. Payments are due July 1, October 1, January 2, and March 31. The July and October bills are estimates, each based upon 25% of the prior year's total bill (four quarters). The January 2 and March 31 payments are final bills for the year. Each represents one quarter of the total amount due, adjusted by the estimated July and October bills. The City sends the July and October bills in a single mailing on or about June 1. The January and March bills are mailed about December 1.

Property tax revenues are recognized in the fiscal year for which taxes have been levied to the extent that they become available, i.e., due or receivable, within the current fiscal year and collected within the current period or within 60 days of year-end.

Property taxes collected before the due date, and in advance of the year for which they are levied, are recorded as a prepaid tax liability as they are intended to finance the subsequent year's budget.

At the time of the tax lien, which the City usually places within 60 to 90 days after the due date, a lien is recorded on the property at the Registry of Deeds. If the property taxes (redemptions) are not paid within two years and one day of the tax lien date, the property could be conveyed to the City by deed and subsequently sold at public sale held in November of each year.

The City annually raises through tax levy an amount (overlay for abatements) for property tax abatements and interest refunds. All abatements and interest refunds are charged to overlay.

Property tax receivables at June 30, 2023 consist of the following, net of an estimated allowance for doubtful account in the fund financial statements:

<u>Receivables</u>	<u>Amount</u>
Property taxes:	
Tax Year 2023	\$ 39,920,281
Tax Year 2022	1,155,806
Tax Year 2021 and prior	4,040
Tax liens	514,403
Land use change	15,073
Elderly liens	<u>22,502</u>
Gross tax receivable	41,632,105
Allowance for abatements (overlay)	<u>(1,963,496)</u>
Net total taxes receivable	<u>\$ 39,668,609</u>

## 5. Water, Sewer and Solid Waste User Fees

The City provides public water, sewer and solid waste services. Water and sewer user charges are based on water usage data read by the City's water meters. Bills are mailed monthly and cover both water and sewer charges, as well as an availability charge (if applicable).

Water charges are calculated by multiplying the amount of water used by the appropriate rate found in the monthly water rate schedule. The amount of water usage is measured in cubic feet. A minimum monthly charge is also included in the bill depending on the size of the water meter.

Sewer charges are similarly calculated by multiplying the metered water usage by the sewer rate of \$4.97 per hundred cubic feet. Sewer bills are based upon the metered consumption of water on any premise connected with the sewer system.

Solid Waste charges are based on Pay-As-You-Throw (PAYT) bag purchases. Residents purchase purple PAYT bags to set out for weekly curbside trash collection. There is no charge for recycling. The program is designed to offset the cost of trash collection and disposal while allowing residents to control the cost of their trash disposal.

**6. Loans Receivable**

Loans receivable of \$1,010,963 in non-major governmental funds represent the uncollected balance of community development loans.

**7. Intergovernmental Receivables**

Intergovernmental receivables in the sewer fund represent annual reimbursements from the New Hampshire Department of Environmental Services. The amount due from the State in future years is as follows:

Year Ended <u>June 30,</u>	<u>Reimbursement For</u>		
	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2024	\$ 251,384	\$ 86,711	\$ 338,095
2025	248,351	78,550	326,901
2026	266,691	75,449	342,140
2027	265,525	66,920	332,445
2028	265,325	58,329	323,654
2029 - 2033	1,014,913	179,361	1,194,274
2034 - 2038	484,166	41,488	525,654
2039 - 2043	81,558	3,368	84,926
Total	<u>\$ 2,877,913</u>	<u>\$ 590,176</u>	<u>\$ 3,468,089</u>

## 8. Interfund Transfers

The City reports interfund transfers between various funds. Most transfers result from budgetary or statutory actions, whereby funds are moved to accomplish various expenditure purposes. The following is an analysis of interfund transfers:

	<u>Transfers In</u>	<u>Transfers Out</u>
<u>Governmental Fund:</u>		
Major Funds:		
General fund	\$ 2,758,553	\$ 5,639,247
General Capital Project fund	4,573,792	-
Cemetery Permanent fund	-	237,149
Nonmajor Funds:		
Community Development		
Conservation Property Management	-	26,000
Parking	395,206	177,920
Airport	-	92,247
Impact Fee	-	440,843
Forest and Conservation	4,384	224,500
Cemetery fund	-	250
Library	-	194,800
Golf fund	-	114,438
Arena fund	-	82,123
Solid Waste fund	1,076,390	17,250
Sears Block	-	1,987
NEOC	-	180,679
Sears Block	-	752,047
Penacook	532,520	39,515
Subtotal Nonmajor Funds		
<u>Business-Type Funds:</u>		
Major Funds:		
Water	-	680,225
Sewer	81,482	521,107
Total	<u>\$ 9,422,327</u>	<u>\$ 9,422,327</u>

The majority of the Solid Waste fund transfer in is from the General fund to subsidize the fund operations. In addition, the majority of the transfers from the Water and Sewer funds are to fund various City projects. The majority of the transfer into the Major Capital Project fund was transferred from the General fund (Highway Reserve Trust fund) with the remaining portion of the transfer coming from the General Fund (Equipment Reserve Fund and Economic Development Reserve Fund) as part of the City's practice of financing various capital projects with operating revenues. The transfers out of the Debt Service funds are to pay debt service in other funds.

## 9. Capital Assets

Capital asset activity for the year ended June 30, 2023 was as follows (in thousands):

	Beginning Balance	Increases	Decreases	Ending Balance
<b>Governmental Activities</b>				
Capital assets, being depreciated:				
Land improvements	\$ 10,994	\$ 1,539	\$ (119)	\$ 12,414
Buildings and improvement	65,919	50	(114)	65,855
Machinery, equipment, and furnishing	16,598	1,308	(230)	17,676
Infrastructure	141,087	5,208	(76)	146,219
Licensed vehicles	16,855	1,387	(372)	17,870
Total capital assets, being depreciated	251,453	9,492	(911)	260,034
Less accumulated depreciation for:				
Land improvements	(5,977)	(770)	119	(6,628)
Buildings and improvement	(33,554)	(2,884)	63	(36,375)
Machinery, equipment, and furnishing	(13,465)	(1,263)	230	(14,498)
Infrastructure	(34,043)	(9,725)	76	(43,692)
Licensed vehicles	(13,980)	(937)	372	(14,545)
Total accumulated depreciation	(101,019)	(15,579)	860	(115,738)
Total capital assets, being depreciated, net	150,434	(6,087)	(51)	144,296
Right of use assets, being amortized:				
Buildings and improvement	731	-	-	731
Total right of use assets, being amortized	731	-	-	731
Less accumulated amortization for:				
Buildings and improvement	(61)	(61)	-	(122)
Total accumulated amortization	(61)	(61)	-	(122)
Total right of use assets, being amortized, net	670	(61)	-	609
Capital assets, not being depreciated:				
Land	20,227	14	-	20,241
Historical items	75	-	-	75
Construction in progress	21,490	12,149	(7,078)	26,561
Total capital assets, not being depreciated	41,792	12,163	(7,078)	46,877
Governmental activities capital assets, net	\$ 192,896	\$ 6,015	\$ (7,129)	\$ 191,782

	Beginning <u>Balance</u>	<u>Increases</u>	<u>Decreases</u>	Ending <u>Balance</u>
<b>Business-Type Activities</b>				
Capital assets, being depreciated:				
Buildings and improvement	\$ 72,942	\$ 42	\$ (113)	\$ 72,871
Machinery, equipment, and furnishing	12,729	685	-	13,414
Infrastructure	153,479	-	-	153,479
Licensed vehicles	1,942	391	-	2,333
	<u>241,092</u>	<u>1,118</u>	<u>(113)</u>	<u>242,097</u>
Total capital assets, being depreciated				
Less accumulated depreciation for:				
Buildings and improvement	(39,680)	(2,363)	78	(41,965)
Machinery, equipment, and furnishing	(7,901)	(1,332)	-	(9,233)
Infrastructure	(79,334)	(2,984)	-	(82,318)
Licensed vehicles	(1,377)	(204)	-	(1,581)
	<u>(128,292)</u>	<u>(6,883)</u>	<u>78</u>	<u>(135,097)</u>
Total accumulated depreciation				
Total capital assets, being depreciated, net	112,800	(5,765)	(35)	107,000
Capital assets, not being depreciated:				
Land	824	-	-	824
Construction in progress	4,976	2,762	(658)	7,080
	<u>5,800</u>	<u>2,762</u>	<u>(658)</u>	<u>7,904</u>
Total capital assets, not being depreciated				
Business-type activities capital assets, net	<u>\$ 118,600</u>	<u>\$ (3,003)</u>	<u>\$ (693)</u>	<u>\$ 114,904</u>

Depreciation and amortization expense was charged to functions of the City as follows:

<b>Governmental Activities</b>	
Public safety	\$ 996,036
General services	11,254,771
Community development	2,461,992
Leisure and information services	<u>926,814</u>
Total governmental activities	<u>\$ 15,639,613</u>
 <b>Business-Type Activities</b>	
Water	\$ 2,902,530
Sewer	<u>3,981,034</u>
Total business-type activities	<u>\$ 6,883,564</u>

## 10. Lease Receivable

The City is the lessor on several leases, mostly parking spaces of city owned parking garages. Most leases are for 20 years and where necessary, the City used an incremental borrowing rate of 3.38%. The City recognized \$211,821 (including interest) in lease revenue during the current fiscal year. As of June 30, 2023, the City's receivable for lease payments was \$4,064,432. Also, the City has a deferred inflow of resources associated with the leases that will be recognized as revenue over the lease terms.

## 11. Accounts Payable

Accounts payable represent fiscal year 2023 expenditures paid in July, August, and September 2023.

## 12. Deferred Outflows of Resources

Deferred outflows of resources represent the consumption of net assets that applies to future reporting periods. Deferred outflows of resources have a positive effect on net position, similar to assets. Deferred outflows of resources related to the City's Net pension and net OPEB liabilities, in accordance with GASB Statements No. 68 and 75, are more fully discussed in the corresponding pension and OPEB notes.

As of June 30, 2023, non-pension and OPEB related deferred outflows of resources consisted of a loss on advance refunding.

## 13. Lease Liability

The City is the lessee of office space through October 2032. As of June 30, 2023, the value of the lease liability was \$624,807 based on an incremental borrowing rate of 3.38%. The future principal and interest lease payments were as follows:

<u>Governmental</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2024	\$ 53,534	\$ 30,439	\$ 83,973
2025	56,603	28,629	85,232
2026	59,795	26,716	86,511
2027	63,114	24,695	87,809
2028	66,564	22,562	89,126
2029-2032	<u>325,197</u>	<u>142,713</u>	<u>467,910</u>
Total	<u>\$ 624,807</u>	<u>\$ 275,754</u>	<u>\$ 900,561</u>

## 14. Long-Term Debt

### *Long-Term Debt Supporting Governmental Activities*

General obligation bonds and loans issued by the City for various municipal projects are approved by City Council and repaid with property taxes recorded in the general fund, debt services funds and user fees recorded in enterprise funds. Compensated absences, pension and other postemployment benefits are repaid from the funds that the costs relate to, mostly general fund, and also water and sewer enterprise funds and solid waste, golf, arena, and other special revenue funds.

### *General Obligation Bonds and Loans Payable*

The City issues general obligation bonds to provide funds for the acquisition and construction of major capital facilities. General obligation bonds have been issued for both governmental and business-type activities. The City has not issued any revenue bonds. All bonds and loans outstanding were used in calculating the net investment in capital assets. General obligation bonds currently outstanding are as follows:

<u>Governmental Activities</u>	<u>Original Issued</u>	<u>Issuance Date</u>	<u>Maturities Date</u>	<u>Interest Rate(s) %</u>	<u>Amount Outstanding as of 6/30/23</u>
Public Offerings					
Public improvements	\$ 10,161,000	03/15/06	07/15/25	3.75 - 5.00	\$ 1,680,000
Public improvements	2,380,631	05/17/12	07/15/26	2.00 - 3.20	491,887
Public improvements	4,333,851	01/19/12	01/15/32	2.00 - 3.00	1,170,600
Public improvements	6,988,240	01/29/13	01/15/33	2.125 - 4.00	1,555,750
Public improvements	96,500	12/18/13	12/15/25	3.00 - 4.00	15,000
Public improvements	8,635,500	06/25/14	06/15/34	2.00 - 4.00	4,015,000
Public improvements	14,264,050	01/28/15	07/15/34	2.00 - 4.00	6,079,500
Public improvements	1,975,000	12/16/15	01/15/36	2.25 - 5.00	980,000
Public improvements	3,435,750	01/21/16	01/15/36	2.00 - 2.75	1,370,000
Public improvements	9,658,600	01/11/17	01/15/37	2.00 - 4.00	4,840,900
Public improvements	11,090,200	01/10/18	01/15/38	3.25 - 4.00	6,795,000
Public improvements	6,993,700	12/20/18	01/15/39	3.125 - 5.00	4,515,000
Public improvements	2,550,000	12/20/18	01/15/39	3.50 - 5.00	2,010,000
Public improvements	8,692,150	01/23/20	01/15/40	2.00 - 5.00	6,340,000
Public improvements	5,702,400	10/28/20	10/15/40	2.00 - 5.00	4,629,000
Public improvements	10,019,450	01/20/22	01/15/42	2.00 - 5.00	9,280,000
Public improvements	6,325,160	02/14/23	02/01/43	3.00 - 5.00	6,325,160
Total governmental activities - public offerings					62,092,797
Direct Placement					
Parking garage	335,000	10/28/20	10/15/30	3.00	265,000
Other Long-term Debt:					
Unitil loan	262,460	04/01/23	04/01/28	0.00	253,712
Total governmental activities					\$ 62,611,509

<u>Business-Type Activities</u>	<u>Original Issued</u>	<u>Issuance Date</u>	<u>Maturities Date</u>	<u>Interest Rate(s) %</u>	<u>Amount Outstanding as of 6/30/23</u>
Water Fund:					
Public Offerings					
Water	\$ 1,653,750	01/19/12	01/15/32	2.00 - 3.00	\$ 636,700
Water	3,766,650	01/29/13	01/15/33	2.125 - 4.00	698,500
Water	1,627,800	12/18/13	12/15/29	3.00 - 4.00	622,500
Water	2,594,900	01/28/15	07/15/34	2.00 - 4.00	1,125,200
Water	2,420,000	12/16/15	01/15/36	2.25 - 5.00	1,560,000
Water	707,750	01/21/16	01/15/36	2.00 - 2.75	290,000
Water	3,613,050	01/11/17	01/15/37	2.00 - 4.00	2,269,050
Water	1,917,800	01/10/18	01/15/38	3.25 - 4.00	1,270,000
Water	1,180,300	12/20/18	01/15/39	3.125 - 5.00	840,000
Water	4,259,750	01/23/20	01/15/40	2.00 - 5.00	3,550,000
Water	1,884,000	10/28/20	10/15/40	2.00 - 5.00	1,545,700
Water	535,700	01/20/22	01/15/42	2.00 - 5.00	490,000
Water	525,400	02/14/23	02/01/43	3.00 - 5.00	525,400
Total water public offerings					15,423,050
Other Long-term Debt:					
Water state revolving loan	245,000	09/01/13	05/01/30	0.864	100,943
Total water fund					15,523,993

<u>Business-Type Activities:</u>	<u>Original Issued</u>	<u>Issuance Date</u>	<u>Maturities Date</u>	<u>Interest Rate(s) %</u>	<u>Amount Outstanding as of 6/30/23</u>
Sewer Fund:					
Public Offerings					
Sanitary sewer	1,399,900	01/19/12	01/15/32	2.00 - 3.00	292,700
Sanitary sewer	78,182	01/15/07	07/15/26	2.00 - 3.20	33,113
Sanitary sewer	3,080,660	01/29/13	01/15/33	2.125 - 4.00	1,030,750
Sanitary sewer	1,176,200	12/18/13	12/15/29	3.00 - 4.00	402,500
Sanitary sewer	3,058,150	01/28/15	07/15/34	2.00 - 4.00	1,110,300
Sanitary sewer	4,833,500	01/21/16	01/15/36	2.00 - 2.75	2,520,000
Sanitary sewer	4,057,950	08/11/16	01/15/37	2.00 - 4.00	2,440,050
Sanitary sewer	3,296,100	01/10/18	01/15/38	3.25 - 4.00	2,130,000
Sanitary sewer	2,548,800	12/20/18	01/15/39	3.50 - 5.00	1,790,000
Sanitary sewer	1,023,100	01/23/20	01/15/40	2.00 - 5.00	690,000
Sanitary sewer	2,028,600	10/28/20	10/15/40	2.00 - 5.00	1,685,300
Sanitary sewer	2,229,850	01/20/22	01/15/42	2.00 - 5.00	2,065,000
Sanitary sewer	6,709,440	02/14/23	02/01/43	3.00 - 5.00	6,709,440
Total sewer public offerings					22,899,153
Total business-type activities					\$ 38,423,146

*Future Debt Service*

The annual payments to retire all general obligation long-term debt outstanding as of June 30, 2023 are as follows:

Public Offering Bonds			
<u>Governmental</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2024	\$ 7,716,782	\$ 2,294,112	\$ 10,010,894
2025	7,397,422	1,980,790	9,378,212
2026	6,958,822	1,683,097	8,641,919
2027	5,959,621	1,421,793	7,381,414
2028	5,049,850	1,188,081	6,237,931
2029-2033	17,401,500	3,399,065	20,800,565
2034-2038	8,888,800	1,079,007	9,967,807
2039-2043	2,720,000	160,055	2,880,055
Total	<u>\$ 62,092,797</u>	<u>\$ 13,206,000</u>	<u>\$ 75,298,797</u>

Direct Placement Bond			
<u>Governmental</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2024	\$ 35,000	\$ 8,475	\$ 43,475
2025	35,000	7,425	42,425
2026	35,000	6,375	41,375
2027	35,000	5,325	40,325
2028	35,000	4,275	39,275
2029-2031	90,000	7,275	97,275
Total	<u>\$ 265,000</u>	<u>\$ 39,150</u>	<u>\$ 304,150</u>

Loan - Other			
<u>Governmental</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2024	\$ 52,492	\$ -	\$ 52,492
2025	52,492	-	52,492
2026	52,492	-	52,492
2027	52,492	-	52,492
2028	43,744	-	43,744
Total	<u>\$ 253,712</u>	<u>\$ -</u>	<u>\$ 253,712</u>

Public Offering Bonds			
<u>Business-Type</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2024	\$ 3,913,218	\$ 1,401,166	\$ 5,314,384
2025	3,892,578	1,253,717	5,146,295
2026	3,791,178	1,104,228	4,895,406
2027	3,605,379	961,171	4,566,550
2028	3,365,150	823,795	4,188,945
2029-2033	12,148,500	2,396,439	14,544,939
2034-2038	5,461,200	829,934	6,291,134
2039-2043	2,145,000	202,776	2,347,776
Total	\$ <u>38,322,203</u>	\$ <u>8,973,226</u>	\$ <u>47,295,429</u>

Loans - Direct Borrowing			
<u>Business-Type</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2024	\$ 13,228	\$ 872	\$ 14,100
2025	13,607	758	14,365
2026	13,997	640	14,637
2027	14,397	519	14,916
2028	14,810	395	15,205
2029-2030	30,904	402	31,306
Total	\$ <u>100,943</u>	\$ <u>3,586</u>	\$ <u>104,529</u>

### *Bond Authorizations*

Long-term debt authorizations which have not been issued or rescinded as of June 30, 2023 were as follows:

<u>Purpose</u>	<u>Amount</u>
Balance Land Acquisitions	\$ 2,565,626
Merrimack River Greenway Trail Project	600,000
Golf Course Club House and Maintenance Buildings	490,000
Penacook Riverfront Park	1,390,000
Penacook Branch Library and Community Center	1,300,000
Underground Fuel Tank Replacement	713,500
Loudon Road Bride Improvement Project	266,261
I-93 Bridge Park	200,000
Memorial Field Facility Improvement	71,000
State Street Parking Garage	250,000
Total	\$ <u>7,846,387</u>

## Changes in General Long-Term Liabilities

During the year ended June 30, 2023, the following changes occurred in long-term liabilities (in thousands):

	Beginning Balance	Additions	Reductions	Ending Balance	Less Current Portion	Equals Long-Term Portion
<b>Governmental Activities</b>						
Public offering bonds	\$ 63,308	\$ 6,325	\$ (7,540)	\$ 62,093	\$ (7,717)	\$ 54,376
Direct placement bond	300	-	(35)	265	(35)	230
Loans	-	262	(9)	253	(53)	200
Unamortized debt premiums	4,844	775	(329)	5,290	(368)	4,922
Subtotal	68,452	7,362	(7,913)	67,901	(8,173)	59,728
Net pension liability	55,587	14,105	-	69,692	-	69,692
Net OPEB liability	38,057	943	-	39,000	-	39,000
Other:						
Accrued employee benefits	2,797	189	(25)	2,961	(2,516)	445
Leases	677	-	(53)	624	(54)	570
Landfill closure	459	-	(25)	434	(25)	409
Subtotal	3,933	189	(103)	4,019	(2,595)	1,424
Totals	\$ 166,029	\$ 22,599	\$ (8,016)	\$ 180,612	\$ (10,768)	\$ 169,844
<b>Business-Type Activities</b>						
Public offering bonds	\$ 34,662	\$ 7,235	\$ (3,575)	\$ 38,322	\$ (3,913)	\$ 34,409
Loans from direct borrowings	114	-	(13)	101	(13)	88
Unamortized debt premiums	2,528	827	(200)	3,155	(242)	2,913
Subtotal	37,304	8,062	(3,788)	41,578	(4,168)	37,410
Net pension liability	3,261	1,013	-	4,274	-	4,274
Net OPEB liability	4,020	497	-	4,517	-	4,517
Accrued employee benefits	189	12	-	201	(201) <sup>(A)</sup>	-
Totals	\$ 44,774	\$ 9,584	\$ (3,788)	\$ 50,570	\$ (4,369)	\$ 46,201

<sup>(A)</sup> The City estimates that all of this liability is current.

## Prior Year's Debt Defeasance

In prior years, the City has defeased various bond issues by creating separate irrevocable trust funds. The proceeds from the new issuances of the general obligation bonds were used to purchase U.S. government securities, and those securities were deposited in irrevocable trusts with an escrow agent to provide debt service payments until the refunded bonds mature. For financial reporting purposes, the debt has been considered defeased, and therefore, removed as a liability from the City's Statement of Net Position. As of June 30, 2023, the amount of defeased debt still outstanding was as follows:

- Fiscal year 2015 refunding of the 2005 issuance: \$240,000
- Fiscal year 2015 refunding of the 2006 issuance: \$335,000
- Fiscal year 2015 refunding of the 2007 issuance: \$1,135,000

## **15. Landfill Closure and Postclosure Care Costs**

The City is required by State and Federal laws and regulations to construct a final capping system on the Concord Sanitary Landfill and perform certain maintenance and monitoring functions at the site for 30 years. The landfill stopped accepting waste in May 1994, and the final capping system was completed in July 1995.

The City has reflected \$434,100 as the estimate of the remaining postclosure care liability at June 30, 2023 in the Governmental Activities Statement of Net Position. Actual costs may differ due to inflation, changes in technology, or changes in regulations.

## **16. Deferred Inflows of Resources**

Deferred inflows of resources represent an acquisition of net assets that applies to future reporting periods. Deferred inflows of resources have a negative effect on net position, similar to liabilities. Deferred inflows of resources related to pension and OPEB will be recognized in expense in future years and is more fully described in the corresponding pension and OPEB notes.

*Taxes collected in advance* are reported in the governmental funds balance sheet and statement of net position in connection with May tax bills due July 1 for subsequent fiscal year taxes that were collected prior to June 30.

*Unavailable revenues* are reported in the governmental funds balance sheet in connection with receivables for which revenues are not considered available to liquidate liabilities for the current year.

## **17. Governmental Funds - Balances**

Fund balances are segregated to account for resources that are either not available for expenditure in the future or are legally set aside for a specific future use.

The City has implemented *GASB Statement No. 54 (GASB 54), Fund Balance Reporting and Governmental Fund Type Definitions*, which enhances the usefulness of fund balance information by providing clearer fund balance classifications that can be more consistently applied and by clarifying existing governmental fund type definitions.

Following is a breakdown of the City's fund balances at June 30, 2023:

	General Fund	Major Capital Project Fund	Major Cemetery Fund	Nonmajor Governmental Funds	Total Governmental Funds
<b>Nonspendable;</b>					
Inventories and prepaids	\$ 414,811	\$ -	\$ -	\$ 423,298	\$ 838,109
<b>Permanent funds:</b>					
Cemetery fund	-	-	12,217,786	-	12,217,786
Library fund	-	-	-	1,469,474	1,469,474
Other	-	-	-	17,814	17,814
<b>Total Nonspendable</b>	<b>414,811</b>	<b>-</b>	<b>12,217,786</b>	<b>1,910,586</b>	<b>14,543,183</b>
<b>Restricted:</b>					
General capital project fund	-	11,434,495	-	-	11,434,495
Dedicated income library	-	-	-	3,677,444	3,677,444
Penacook village capital	-	-	-	773,194	773,194
Forest and conservation	-	-	-	1,520,479	1,520,479
House revolving loan	-	-	-	589,737	589,737
Miscellaneous special revenue	-	-	-	743,648	743,648
Impact Fees	-	-	-	220,349	220,349
Cemetery fund	-	-	-	24,994	24,994
<b>Permanent funds:</b>					
Cemetery fund	-	-	4,142,917	-	4,142,917
Library fund	-	-	-	668,277	668,277
Other	-	-	-	12,407	12,407
NEOC TIF	-	-	-	2,580,014	2,580,014
Sears Block TIF	-	-	-	424,208	424,208
Penacook Village TIF	-	-	-	472,481	472,481
<b>Total Restricted</b>	<b>-</b>	<b>11,434,495</b>	<b>4,142,917</b>	<b>11,707,232</b>	<b>27,284,644</b>
<b>Committed:</b>					
Highways	1,541,110	-	-	-	1,541,110
Economic development	427,738	-	-	-	427,738
Recreation reserve	342,670	-	-	-	342,670
Equipment	580,300	-	-	-	580,300
Community improvement	93,904	-	-	-	93,904
Bridge reserve	1,959,114	-	-	-	1,959,114
Assessing reserve	385,000	-	-	-	385,000
Other capital reserves	485,057	-	-	-	485,057
Other post-employment benefits	1,204,022	-	-	-	1,204,022
Solid waste fund	-	-	-	2,803,744	2,803,744
Parking fund	-	-	-	1,669,446	1,669,446
Airport fund	-	-	-	418,111	418,111
Golf fund	-	-	-	556,897	556,897
Arena fund	-	-	-	291,524	291,524
Community Development / Property Management	-	-	-	118,976	118,976
<b>Total Committed</b>	<b>7,018,915</b>	<b>-</b>	<b>-</b>	<b>5,858,698</b>	<b>12,877,613</b>
<b>Assigned:</b>					
Highway / paving	900,000	-	-	-	900,000
For 2024 budget	295,200	-	-	-	295,200
Equipment	399,300	-	-	-	399,300
Recreation	650,000	-	-	-	650,000
Class and compensation study	50,000	-	-	-	50,000
Assessing	385,000	-	-	-	385,000
Economic development	100,000	-	-	-	100,000
Technology infrastructure & equipment	100,000	-	-	-	100,000
Abatements	100,000	-	-	-	100,000
<b>Total Assigned</b>	<b>2,979,500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,979,500</b>
Unassigned	15,570,778	(3,997,535)	-	(4,643)	11,568,600
<b>Total Fund Balance</b>	<b>\$ 25,984,004</b>	<b>\$ 7,436,960</b>	<b>\$ 16,360,703</b>	<b>\$ 19,471,873</b>	<b>\$ 69,253,540</b>

## 18. **New Hampshire Retirement System**

The City follows the provisions of GASB Statement No. 68, *Accounting and Financial Reporting for Pensions – an amendment of GASB Statement No. 27*, with respect to the State of New Hampshire Retirement System (NHRS).

The following pension disclosures for the New Hampshire Retirement System pension plan are based upon an actuarial valuation performed as of June 30, 2021, using a measurement date of June 30, 2022.

### *Plan Description*

Full-time employees participate in the New Hampshire Retirement System (NHRS), a cost sharing, multiple-employer defined benefit contributory pension plan and trust established in 1967 by RSA 100-A:2 and qualified as a tax-exempt organization under Sections 401(a) and 501(a) of the Internal Revenue Code. The plan is a contributory, defined benefit plan providing service, disability, death, and vested retirement benefits to members and their beneficiaries. Substantially all full-time state employees, public school teachers and administrators, permanent firefighters, and permanent police officers within the State of New Hampshire are eligible and required to participate in the NHRS. Full-time employees of political subdivisions, including counties, municipalities, and school districts, are also eligible to participate as a group if the governing body of the political subdivision has elected participation.

The New Hampshire Retirement System, a Public Employees Retirement System (PERS), is divided into two membership groups. State or local employees and teachers belong to *Group I*. Police officers and firefighters belong to *Group II*. All assets are held in a single trust and are available to each group. Additional information is disclosed in the NHRS annual report publicly available from the New Hampshire Retirement System located at [nhrs.org](http://nhrs.org).

### *Benefits Provided*

Group I benefits are provided based on creditable service and average final salary for the highest of either three or five years, depending on when service commenced.

Group II benefits are provided based on age, years of creditable service, and a benefit multiplier depending on vesting status as of January 1, 2012. The maximum retirement allowance for Group II members vested by January 1, 2012 (45 years of age with 20 years of service or age 60 regardless of years of creditable service) is the average final compensation multiplied by 2.5% multiplied by creditable service. For Group II members not vested by January 1, 2012, the

benefit is calculated the same way, but the multiplier used in the calculation will change depending on age and years of creditable service, as follows:

<u>Years of creditable service as of January 1, 2012</u>	<u>Minimum Age</u>	<u>Minimum Service</u>	<u>Benefit Multiplier</u>
At least 3 but less than 10 years	46	21	2.4%
At least 6 but less than 8 years	47	22	2.3%
At least 4 but less than 6 years	48	23	2.2%
Less than 4 years	49	24	2.1%

### *Contributions*

Plan members are required to contribute a percentage of their earnable compensation to the pension plan. Contribution rates are 7% for employees, 11.55% for police, and 11.80% for fire. The City makes contributions to the pension plan equal to the amount required by Revised Statutes Annotated 100 - A:16, III, which is 14.06% for employees, 33.88% for police, and 32.99% for fire. The City's contribution to NHRS for the year ended June 30, 2023 was \$7,466,206 (exclusive of \$574,907 in medical subsidy contributions), which was equal to its annual required contribution.

### *Summary of Significant Accounting Policies*

For purposes of measuring the Net pension liability, deferred outflows of resources and deferred inflows of resources related to pension, and pension expense, information about the fiduciary net position of the NHRS and additions to/deductions from NHRS' fiduciary net position have been determined on the same basis as they are reported by NHRS. For this purpose, benefit payments (including refunds of employee contributions) are recognized when due and payable in accordance with benefit terms. Investments are reported at fair value.

### *Pension Liabilities, Pension Expense, and Deferred Outflows of Resources and Deferred (Inflows) of Resources Related to Pension*

At June 30, 2023, the City reported a liability of \$73,965,499 for its proportionate share of the Net pension liability. The Net pension liability was measured as of June 30, 2022, and the net pension liability used to calculate the Net pension liability was determined by an actuarial valuation as of June 30, 2021. The City's proportion of the Net pension liability was based on a projection of the City's long-term share of contributions to the pension plan relative to the projected contributions of all participating employers, actuarially determined. At June 30, 2022, the City's proportion was 1.29%.

For the year ended June 30, 2023, the City recognized pension expense of \$6,569,677. In addition, the City reported deferred outflows of resources and deferred inflows of resources related to pension from the following sources:

	<u>Deferred Outflows of Resources</u>	<u>Deferred Inflows of Resources</u>
Differences between expected and actual experience	\$ 1,388,201	\$ 283,941
Net difference between projected and actual pension investment earnings	2,803,197	-
Changes in assumptions	3,934,374	-
Changes in proportion and differences between contributions and proportionate share of contributions	1,966,913	2,664,529
Pension contributions subsequent to the measurement date	<u>7,656,396</u>	<u>-</u>
Total	<u>\$ 17,749,081</u>	<u>\$ 2,948,470</u>

The amounts reported as deferred outflows of resources and deferred (inflows) of resources related to pension resulting from contributions subsequent to the measurement date will be recognized as a reduction of the Net pension liability in the subsequent fiscal year. Other amounts reported as deferred outflows of resources and deferred inflows of resources related to pension will be recognized as an increase (decrease) in pension expense as follows:

Year ended June 30:	<u>Deferred Outflows/ (Inflows)</u>
2024	\$ 2,510,974
2025	2,251,380
2026	(1,134,331)
2027	<u>3,516,192</u>
Total	<u>\$ 7,144,215</u>

### *Actuarial Assumptions and Other Inputs*

The collective net pension liability as of June 30, 2023, used the following actuarial assumptions:

Inflation	2.0% per year
Wage Inflation	2.75% per year
Salary increases	5.40% average, including inflation
Investment rate of return	6.75%, net of investment expenses, including inflation

Mortality rates were updated to be based on the Pub-2010 Healthy Retiree Mortality Tables with credibility adjustments for each group (Police and Fire combined) and projected fully generational mortality improvements using Scale MP-2019.

Actuarial assumptions also reflect benefit changes resulting from CH 340 laws of 2019 (HB 616), which grants a one-time, 1.5% COLA on the first \$50,000 of an annual pension benefit to members who retired on or before July 1, 2014, or any beneficiaries of such member who is receiving a survivorship pension benefit. The COLA will take effect on the retired member's first anniversary date of retirement occurring after July 1, 2020. The adjustment shall become a permanent addition to the member's base retirement allowance.

The actuarial assumptions used in the June 30, 2021 valuation were based on the results of the most recent actuarial experience study, which was for the period July 1, 2016 – June 30, 2019.

### *Target Allocations*

The long-term expected rate of return on pension plan investments was selected from a best estimate range determined using the building block approach. Under this method, an expected future real return range is calculated separately for each asset class. These ranges are combined to produce the long-term expected rate of return by weighting the expected future real rates of return net of investment expenses by the target asset allocation percentage and by adding expected inflation. The target allocation and best estimates of arithmetic real rates of return for each major class are summarized in the following table.

<u>Asset Class</u>	<u>Target Allocation Percentage</u>	<u>Weighted Average Long-Term Expected Real Rate of Return</u>
Broad US Equity	30.00 %	7.60
Global Ex-US Equity	<u>20.00</u>	7.90
<b>Public Equity</b>	50.00	
Real Estate Equity	10.00	6.60
Private Equity	<u>10.00</u>	8.85
<b>Private Market Equity</b>	20.00	
Private Debt	<u>5.00</u>	7.25
<b>Private Debt</b>	5.00	
Core U.S. Fixed Income	<u>25.00</u>	3.60
<b>Fixed Income</b>	25.00	
<b>Inflation</b>	<u>-</u>	2.25
Total	<u>100.00 %</u>	7.30

### *Discount Rate*

The discount rate used to measure the net pension liability was 6.75%. The projection of cash flows used to determine the discount rate assumed that the plan member contributions will be made at the current contribution rate and that employer contributions will be made at rates equal to the difference between actuarially determined contribution rates and the member rate. For purposes of the projection, member contributions and employer service cost contributions are projected based on the expected payroll of current members only. Employer contributions are determined based on the pension plan's actuarial funding policy and as required by RSA 100 – A:16. Based on those assumptions, the pension plan's fiduciary net position was projected to be available to make all projected future benefit payments to current plan members. Therefore, the long-term expected rate of return on pension plan investments was applied to all periods of projected benefit payments to determine the net pension liability.

*Sensitivity of the Proportionate Share of the Net Pension Liability to Changes in the Discount Rate*

The following presents the City’s proportionate share of the net pension liability calculated using the discount rate of 6.75%, as well as what the City’s proportionate share of the net pension liability would be if it were calculated using a discount rate that is one percentage-point lower or one percentage-point higher than the current rate:

<u>1% Decrease</u>	<u>Current Discount Rate</u>	<u>1% Increase</u>
\$ 99,243,052	\$73,965,499	\$52,949,554

*Pension Plan Fiduciary Net Position*

Detailed information about the pension plan’s fiduciary net position is available in the separately issued NHRS financial report.

**19. Other Post-Employment Benefits – OPEB (GASB 75)**

GASB Statement No. 75, *Accounting and Financial Reporting for Postemployment Benefits Other Than Pensions*, replaces the requirements of *Statement No. 45, Accounting and Financial Reporting by Employers for Postemployment Benefits Other Than Pensions*. The Statement establishes standards for recognizing and measuring liabilities, deferred outflows of resources, deferred inflows of resources, and expense/expenditures. This Statement identifies the methods and assumptions that are required to be used to project benefit payments, discounted projected benefit payments to their actuarial present value, and attribute that present value to periods of employee service.

*City OPEB Plan*

The following OPEB disclosures for the City OPEB Plan are based on an actuarial valuation performed as of July 1, 2023 with a measurement date of June 30, 2023. There are no assets accumulated in a trust (or equivalent arrangement).

*General Information about the OPEB Plan*

*Plan Description*

The City indirectly provides post-employment healthcare for retired employees, including an implicit rate covered by current employees. Since retirees are included in the same pool as active employees per New Hampshire RSA 100-A:50, the insurance rates are implicitly higher for current employees due to the age consideration. This increased rate is an implicit subsidy the City pays for the retirees. This is a single-employer plan that does not issue a stand-alone financial report.

## **Benefits Provided**

### *City Explicit Subsidy Eligibility*

All employees meeting the following requirements are eligible for subsidized retiree health care benefits through the City:

- Hired in a permanent, full-time position prior to January 1, 1991
- Retire at the earlier of:
  - Age 62 with 10 years of service with the City; or
  - Age 60 with 35 years of City of Concord service

Employees, who retire after meeting the retirement eligibility requirements but prior to meeting the above explicit subsidy eligibility requirements, are still eligible for the City subsidy but it will commence at age 60 or 62 depending on the years of service at retirement.

Disabled employees hired prior to January 1, 1991 are not required to meet the above age and service requirements. Disabled employees hired after January 1, 1991 are not eligible for the City's explicit subsidy.

### *City Subsidy*

The City will cover up to the full cost of the Harvard Best Buy 500 \$25, Harvard Elevate Health HMO, or Harvard Best Buy HSA plans. The premium rates effective on July 1, 2022 for these plans are as shown below.

Harvard Best Buy 500 \$25

1 Person - \$1,091.57

2 Person - \$2,204.55

Harvard Elevate Health HMO

1 Person - \$926.33

2 Person - \$1,870.61

Harvard Best Buy HSA

1 Person - \$928.50

2 Person - \$1,875.21

The City subsidy is expected to increase according to the assumed increase in the Harvard Best Buy 500 \$25, Harvard Elevate Health HMO, and Harvard Best Buy HSA plans premium rates.

### **Retiree Cost Sharing**

Retirees are responsible for the portion of premium rates not covered by the City or State explicit subsidy.

### **Contributions**

Employer and employee contribution rates are governed by the respective collective bargaining agreements. The OPEB plan is currently funded as a pay-as-you-go basis. The employer and plan members share the cost of benefits. As of June 30, 2022, the plan members contribute a percentage of the monthly premium cost, depending on the plan in which they are enrolled. The City contributes the balance of the premium cost.

### **Plan Membership**

At June 30, 2023, the following employees were covered by the benefit terms:

Inactive employees or beneficiaries	
currently receiving benefit payments	254
Active employees	<u>438</u>
Total	<u>692</u>

### **Funding Policy**

The City's funding policy includes financing the implicit subsidy on a pay-as-you-go basis, as required by statute.

### **Actuarial Assumptions and Other Inputs**

The net OPEB liability was determined by an actuarial valuation as of July 1, 2023, using the following actuarial assumptions, applied to all periods included in the measurement, unless otherwise specified:

Inflation Rate	2.00%
Payroll Growth	2.75% per year for wage inflation plus merit and productivity increases, which are based on the NHRS actuarial valuation as of June 30, 2022
Discount rate	4.13% as of June 30, 2023, previously 4.09%
Healthcare cost trend rates	Pre-65: 7.5% for 2024, decreasing 0.5%, to an ultimate rate of 4.5% as of 2032 and later years Post-65: 6.5% for 2024, decreasing 0.25%, to an ultimate rate of 4.5% as of 2032 and later years

The discount rate was based on the 20-year tax-exempt general obligation municipal bond indices at June 30, 2023 (measurement date).

Mortality rates were based on the SOA Pub-2020 General Headcount Weighted Mortality Table generational using scale MP-2021.

**Discount Rate**

The discount rate used to measure the net OPEB liability was 4.13%. The projection of cash flows used to determine the discount rate assumed that contributions from plan members will be made at the current contribution rate.

**Changes in the Net OPEB Liability**

The following summarizes the changes in the net OPEB liability during the year:

	Net OPEB <u>Liability</u>
Balance, beginning of year	\$ 36,781,093
Changes for the year:	
Service cost	658,680
Interest	1,491,222
Changes in assumptions or other inputs	566,037
Differences between expected and actual experience	839,484
Benefit payments	<u>(1,978,989)</u>
Net Changes	<u>1,576,434</u>
Balance, end of year	<u>\$ 38,357,527</u>

**Sensitivity of the Net OPEB Liability to Changes in the Discount Rate**

The following presents the net OPEB liability calculated using the discount rate of 4.13%, as well as what the net OPEB liability would be if it were calculated using a discount rate that is one percentage-point lower or one percentage-point higher than the current discount rate:

1% Decrease <u>(3.13%)</u>	Current Discount Rate <u>(4.13%)</u>	1% Increase <u>(5.13%)</u>
\$ 42,355,298	\$ 38,357,527	\$ 34,932,095

**Sensitivity of the Net OPEB Liability to Changes in the Healthcare Cost Trend Rates**

The following presents the net OPEB liability calculated using the current healthcare cost trend rates of 7.50%, as well as what the net OPEB liability would be if it were calculated using healthcare cost trend rates that are one percentage-point lower or one percentage-point higher than the current healthcare cost trend rates:

1% Decrease <u>(6.50%)</u>	Current Healthcare Cost Trend Rates <u>(7.50%)</u>	1% Increase <u>(8.50%)</u>
\$ 34,864,630	\$ 38,357,527	\$ 42,420,827

**OPEB Expense and Deferred Outflows of Resources and Deferred (Inflows) of Resources Related to OPEB**

For the year ended June 30, 2023, the City recognized an OPEB expense of \$601,682. At June 30, 2023, the City reported deferred outflows and inflows of resources related to OPEB from the following sources:

	<u>Deferred Outflows of Resources</u>	<u>Deferred Inflows of Resources</u>
Difference between expected and actual experience	\$ 699,570	\$ 3,913,772
Changes in assumptions	<u>3,408,951</u>	<u>5,761,524</u>
Total	<u>\$ 4,108,521</u>	<u>\$ 9,675,296</u>

Amounts reported as deferred outflows and (inflows) of resources related to OPEB will be recognized as a (decrease) in OPEB expense as follows:

<u>Fiscal Year Ended:</u>	
2024	\$ (1,164,151)
2025	(1,203,179)
2026	(1,066,482)
2027	(1,066,482)
2028	<u>(1,066,481)</u>
Total	<u>\$ (5,566,775)</u>

## **New Hampshire Retirement System Medical Subsidy Plan Description**

The following OPEB disclosures for the New Hampshire Retirement Medical Subsidy Plan are based upon an actuarial valuation performed as of June 30, 2021, using a measurement date of June 30, 2022.

### ***General Information about the OPEB Plan***

#### ***Plan Description***

In addition to the OPEB plan discussed previously, the City participates in the New Hampshire Retirement System (NHRS) Medical Subsidy. The NHRS administers a cost-sharing, multiple-employer other post-employment benefit plan (OPEB Plan) for retiree health insurance subsidies. Benefit amounts and eligibility requirements are set by state law, and members are designated by type. The four membership groups are Group II Police Officer and Firefighters, Group I Teachers, Group I Political Subdivision Employees and Group I State Employees. Collectively, they are referred to as the OPEB Plan.

NHRS issues publicly available financial reports that can be obtained by writing to them at 54 Regional Drive, Concord, New Hampshire 03301-8507 or can be obtained directly from their website at <http://www.nhrs.org>.

#### ***Benefits Provided***

The OPEB Plan provides a medical insurance subsidy to qualified retired members. The medical subsidy is a payment made by NHRS to the former employer or their insurance administrator toward the cost of health insurance for a qualified retiree, his/her qualified spouse, and his/her certifiably dependent children with a disability who are living in the household and being cared for by the retiree. Group I benefits are based on creditable service, age, and retirement date. Group II benefits are based on hire date, age, and creditable service. The OPEB plan is closed to new entrants.

The eligibility requirements for receiving OPEB Plan benefits differ for Group I and Group II members. The monthly Medical Subsidy rates are:

1 Person - \$375.56
2 Person - \$751.12
1 Person Medicare Supplement - \$236.84
2 person Medicare Supplement - \$473.68

#### ***Contributions***

Pursuant to RSA 100-A:16, III, and the biennial actuarial valuation, funding for the Medical Subsidy payment is via the employer contributions rates set forth by NHRS. Employer contributions required to cover that amount of cost not met by the members' contributions are determined by a biennial actuarial valuation by the NHRS actuary using the entry age normal funding method and are expressed as a percentage of earnable compensation. The City contributed 0.31% of earnable compensation for Group I employees and 3.21% of earnable compensation for

Group II fire and police department members. Employees are not required to contribute. The State Legislature has the authority to establish, amend, and discontinue the contribution requirements of the Medical Subsidy plan.

**Actuarial Assumptions and Other Inputs**

Actuarial assumptions for the collective net OPEB liability are the same as the Retirement System, which is disclosed in Note 18.

**Net OPEB Liability, Expense, and Deferred Outflows and (Inflows)**

The City's proportionate share of the net NHRS Medical Subsidy (Net OPEB liability) as of the measurement date of June 30, 2022 was \$5,159,234, representing 1.37%.

For the year ended June 30, 2023, the City recognized an OPEB expense related to the NHRS Medical Subsidy of \$259,071. At June 30, 2023, the City reported deferred outflows and inflows of resources related to OPEB from the following sources:

	<u>Deferred Outflows of Resources</u>	<u>Deferred Inflows of Resources</u>
Net difference between projected and actual OPEB investment earnings	\$ 14,100	\$ -
Contributions subsequent to measurement date	<u>565,502</u>	<u>-</u>
Total	<u>\$ 579,602</u>	<u>\$ -</u>

The amount reported as deferred outflows of resources related to OPEB resulting from contributions subsequent to the measurement date and before the end of the fiscal year will be included as a reduction of the Net OPEB liability in the year ending June 30, 2024.

Other amounts reported as deferred outflows and inflows or resources related to OPEB will be recognized as an increase (decrease) in OPEB expense as follows:

Year Ended:	Deferred Outflows/ (Inflows)
2024	\$ 2,344
2025	609
2026	(5,547)
2027	16,694
Total	\$ <u>14,100</u>

***Sensitivity of the Net NHRS Medical Subsidy OPEB Liability to Changes in the Discount Rate***

The following presents the Net OPEB liability calculated using the discount rate of 6.75%, as well as what the Net OPEB liability would be if it were calculated using a discount rate that is one percentage-point lower or one percentage-point higher than the current discount rate:

1% Decrease (5.75%)	Current Discount Rate (6.75%)	1% Increase (7.75%)
\$ 5,601,227	\$ 5,159,234	\$ 4,774,292

***Healthcare Cost Trend Rate***

Healthcare cost trend rates are not applicable given that the benefits are fixed stipends.

***Consolidation of Net OPEB Liabilities and Related Deferred Outflows and (Inflows)***

Below is a summary of all OPEB related items in the aggregate as of June 30, 2023. Details related to these items are presented separately for each plan on the previous pages.

	Total OPEB Liability	Total Deferred Outflows of Resources	Total Deferred Inflows of Resources	Total OPEB Expense
City OPEB Plan	\$ 38,357,527	\$ 4,108,521	\$ 9,675,296	\$ 601,682
Proportionate share of NHRS Medical Subsidy Plan	<u>5,159,234</u>	<u>579,602</u>	<u>-</u>	<u>259,071</u>
Total	\$ <u>43,516,761</u>	\$ <u>4,688,123</u>	\$ <u>9,675,296</u>	\$ <u>860,753</u>

## 20. Deferred Compensation Plans

The City also offers its employees various deferred compensation plans in accordance with Internal Revenue Code Section 457(b) managed by Mission Square, the Professional Fire Fighter, Police Officer and Public Employee (PFPOPE) and Empower. The plans permit full-time employees to defer a portion of their salary until future years. Deferred compensation is not available to employees until termination, retirement, or death. The City does not contribute to such plans. The investments are self-directed by employees.

## 21. Tax Abatements

The City provides property tax abatements authorized under New Hampshire RSA 79E, Community Revitalization Tax Relief Incentive. The purpose of the program is to provide significant tax relief on improvements made to existing buildings or selected properties in designated areas of the City. Projects which might be eligible for the RSA 79-E program are as follows:

### ***a. Rehabilitation Projects:***

- i. Buildings located within the Downtown or Penacook Village RSA 79-E Districts shall be eligible for RSA 79-E, provided that the cost of rehabilitation (excluding real estate acquisition, if any) equals at least 15% of existing assessed value (excluding land), or \$75,000, whichever is less.
- ii. Buildings not located within the Downtown or Penacook RSA 79-E Districts can also be eligible for RSA 79-E provided that the building is listed on, or has been determined eligible for, the State or National Register of Historic Places and cost of rehabilitation (excluding real estate acquisition, if any) equals at least 25% of existing assessed value (excluding land), or \$250,000, whichever is less.

### ***b. Replacement Projects:***

For projects involving the demolition and replacement of buildings, said projects might be eligible for RSA 79-E provided that the property is located in either the Downtown or Penacook Village RSA 79-E Districts; meets project 15% assessed value or \$75,000 cost thresholds; and, the property does not possess significant historical, cultural, or architectural value.

In order to qualify for tax relief, the proposed substantial rehabilitation must provide at least one of the following public benefits:

- Project enhances the economic vitality of the downtown Concord or Penacook Village.
- Project enhances and improves a structure that is culturally or historically important on a local, regional, state, or national level, either independently

or within the context of a historic district, town center, or village center in which the building is located.

- Project promotes the preservation and reuse of existing building stock throughout a municipality by the rehabilitation of historic structures, thereby conserving the embodied energy in accordance with energy efficiency guidelines established by the U.S. Secretary of the Interior's Standards for Rehabilitation.
- Project promotes development of municipal centers, providing for efficiency, safety, and a greater sense of community, consistent with RSA 9-B (NH Smart Growth Policy).
- Project increases residential housing in urban or town centers.

RSA Chapter 79E stipulates that the City Council must review the application submitted by the property owner, schedule a public hearing within 60 days of receiving the application, and render a decision on the application within 45 days of the public hearing.

## **22. Commitments and Contingencies**

### ***Outstanding Legal Issues***

There are several pending legal issues in which the City is involved. The City's management is of the opinion that the potential future settlement of such claims would not materially affect its financial statements taken as a whole.

### ***Grants***

Amounts received or receivable from grantor agencies are subject to audit and adjustment by grantor agencies, principally the federal government. Any disallowed claims, including amounts already collected, may constitute a liability of the applicable funds. The amount of expenditures which may be disallowed by the grantor cannot be determined at this time, although the City expects such amounts, if any, to be immaterial.

### ***Abatements***

There are certain cases pending before the BTLA and Superior Court in NH in regard to alleged discrepancies in property assessments. According to the City's counsel, the probable outcome of these cases at the present time is indeterminable.

### 23. Tax Increment Districts

The following represents the North End Opportunity Corridor Tax Increment Financing District's life-to-date financial report. This District is reported as a debt service fund of the City.

Revenues:		
Tax increment district	\$ 12,640,526	
Investment interest	276,589	
Other	<u>164,031</u>	13,081,146
Expenditures:		
Principal	5,469,400	
Interest on debt	1,972,104	
Outside services	<u>3,059,628</u>	<u>10,501,132</u>
Excess (deficiency) of revenue		<u>2,580,014</u>
Fund Balance Reserved for Debt Service		<u>\$ 2,580,014</u>
Long-Term Debt Payable:		
Principal	\$ (340,000)	
Interest	<u>(57,959)</u>	(397,959)
Available fund balance		<u>2,580,014</u>
Deficit to be Raised by Tax Increment District		<u>\$ 2,182,055</u>
Assessment Information:		
Base Value (MS 1)		<u>\$ 4,842,600</u>
Captured Value* (MS 1)		<u>\$ 50,725,900</u>

\* = As of April 1, 2022

The following represents the Sears Block Tax Increment Financing District's life-to-date financial report. This District is reported as a debt service fund of the City.

Revenues:		
Tax increment district	\$ 11,483,010	
Interest on proceeds from sale of bonds	24,872	
Investment interest	90,087	
Other	<u>303,736</u>	11,901,705
Expenditures:		
Principal	2,894,060	
Interest on debt	1,638,639	
Outside services	<u>6,944,798</u>	<u>11,477,497</u>
Excess (deficiency) of revenue		<u>424,208</u>
Fund Balance Reserved for Debt Service		<u>\$ 424,208</u>
Long-Term Debt Payable:		
Principal	\$ (3,748,870)	
Interest	<u>(834,475)</u>	(4,583,345)
Available fund balance		<u>424,208</u>
Deficit to be Raised by Tax Increment District		<u>\$ (4,159,137)</u>
Assessment Information:		
Base Value (MS 1)		<u>\$ 15,449,900</u>
Captured Value* (MS 1)		<u>\$ 43,391,234</u>
* = As of April 1, 2022		

The following represents the Penacook Village Tax Increment Financing District's life-to-date financial report. This District is reported as a debt service fund of the City.

Revenues:		
Tax increment district	\$ 1,283,208	
Investment interest & misc. income	<u>579,457</u>	1,862,665
Expenditures:		
Principal	438,500	
Interest on debt	219,125	
Outside services	<u>732,559</u>	<u>1,390,184</u>
Excess (deficiency) of revenue		<u>472,481</u>
Fund Balance Reserved for Debt Service		\$ <u><u>472,481</u></u>
Long-Term Debt Payable:		
Principal	\$ (3,846,400)	
Interest	<u>(1,024,486)</u>	(4,870,886)
Available fund balance		<u>472,481</u>
Deficit to be Raised by Tax Increment District		\$ <u><u>(4,398,405)</u></u>
Assessment Information:		
Base Value (MS 1)		\$ <u><u>4,296,000</u></u>
Captured Value* (MS 1)		\$ <u><u>17,491,300</u></u>
* = As of April 1, 2022		

## 24. Change in Accounting Principle

During fiscal year 2023, the City adopted Governmental Accounting Standards Board (GASB) Statement No. 94, *Public-Private and Public-Public Partnerships (PPPS) and Availability Payment Arrangements (APAs)* and No. 96, *Subscription-Based Information Technology Arrangements (SBITAs)*. These standards did not apply to the City.

**25. Beginning Net Position Restatement**

The beginning (July 1, 2022) net position of the City has been restated as follows:

Government-Wide Financial Statements:

	<b>Business-Type Activities</b>		
	<u>Water Fund</u>	<u>Sewer Fund</u>	<u>Total</u>
As previously reported	\$ 50,227,402	\$ 41,380,648	\$ 91,608,050
Restatement for utility billing correction	<u>(230,168)</u>	<u>(470,116)</u>	<u>(700,284)</u>
As restated	<u>\$ 49,997,234</u>	<u>\$ 40,910,532</u>	<u>\$ 90,907,766</u>

**26. Subsequent Events**

Management has evaluated subsequent events through December 14, 2023, which is the date the financial statements were available to be issued.

**CITY OF CONCORD, NEW HAMPSHIRE**

Required Supplementary Information

Schedule of Proportionate Share of the Net pension Liability

(Unaudited)

New Hampshire Retirement System						
<u>Fiscal Year</u>	<u>Measurement Date</u>	<u>Proportion of the Net pension Liability</u>	<u>Proportionate Share of the Net pension Liability</u>	<u>Covered Payroll</u>	<u>Proportionate Share of the Net pension Liability as a Percentage of Covered Payroll</u>	<u>Plan Fiduciary Net Position Percentage of the Total Pension Liability</u>
June 30, 2023	June 30, 2022	1.29%	\$ 73,965,499	\$ 34,342,817	215.37%	65.12%
June 30, 2022	June 30, 2021	1.33%	\$ 58,848,086	\$ 31,940,581	184.24%	72.22%
June 30, 2021	June 30, 2020	1.26%	\$ 80,870,384	\$ 31,940,581	253.19%	58.72%
June 30, 2020	June 30, 2019	1.32%	\$ 63,654,202	\$ 31,906,964	199.50%	65.59%
June 30, 2019	June 30, 2018	1.32%	\$ 63,770,518	\$ 30,884,085	206.48%	64.73%
June 30, 2018	June 30, 2017	1.40%	\$ 68,916,674	\$ 30,454,246	226.30%	62.66%
June 30, 2017	June 30, 2016	1.36%	\$ 72,357,293	\$ 28,908,627	250.30%	58.30%
June 30, 2016	June 30, 2015	1.34%	\$ 52,971,572	\$ 28,070,389	188.71%	65.47%
June 30, 2015	June 30, 2014	1.34%	\$ 50,348,768	\$ 27,155,200	185.41%	66.32%

*Schedule is intended to show information for 10 years. Additional years will be displayed as they become available.*

See notes to the City's financial statements for summary of significant actuarial methods and assumptions.

See Independent Auditors' Report.

**CITY OF CONCORD, NEW HAMPSHIRE**

Required Supplementary Information

Schedule of Pension Contributions

(Unaudited)

New Hampshire Retirement System

<u>Fiscal Year</u>	<u>Contractually Required Contribution</u>	<u>Contributions in Relation to the Contractually Required Contribution</u>	<u>Contribution Deficiency (Excess)</u>	<u>Covered Payroll</u>	<u>Contributions as a Percentage of Covered Payroll</u>
June 30, 2023	\$ 7,466,206	\$ 7,466,206	\$ -	\$ 36,305,547	20.56%
June 30, 2022	\$ 6,100,373	\$ 6,100,373	\$ -	\$ 35,010,371	17.42%
June 30, 2021	\$ 5,616,819	\$ 5,616,819	\$ -	\$ 34,342,817	16.36%
June 30, 2020	\$ 5,757,092	\$ 5,757,092	\$ -	\$ 31,940,581	18.02%
June 30, 2019	\$ 5,788,561	\$ 5,788,561	\$ -	\$ 31,906,964	18.14%
June 30, 2018	\$ 5,597,501	\$ 5,597,501	\$ -	\$ 30,884,085	18.12%
June 30, 2017	\$ 5,133,632	\$ 5,133,632	\$ -	\$ 30,454,246	16.86%
June 30, 2016	\$ 5,021,118	\$ 5,021,118	\$ -	\$ 28,908,627	17.37%
June 30, 2015	\$ 4,844,654	\$ 4,844,654	\$ -	\$ 28,070,389	17.26%

*Schedule is intended to show information for 10 years. Additional years will be displayed as they become available.*

See notes to the City's financial statements for summary of significant actuarial methods and assumption

See Independent Auditors' Report.

**CITY OF CONCORD, NEW HAMPSHIRE**  
Required Supplementary Information

Schedules of Proportionate Share and Contributions of the Net OPEB Liability

(Unaudited)

**Schedule of Proportionate Share**

New Hampshire Retirement System Medical Subsidy

<u>Fiscal Year</u>	<u>Measurement Date</u>	<u>Proportion of the Net OPEB Liability</u>	<u>Proportionate Share of the Net OPEB Liability</u>	<u>Covered Payroll</u>	<u>Proportionate Share of the Net OPEB Liability as a Percentage of Covered Payroll</u>	<u>Plan Fiduciary Net Position Percentage of the Total OPEB Liability</u>
June 30, 2023	June 30, 2022	1.37%	\$ 5,159,234	\$ 34,342,817	15.02%	10.64%
June 30, 2022	June 30, 2021	1.32%	\$ 5,296,434	\$ 31,940,581	16.58%	11.06%
June 30, 2021	June 30, 2020	1.25%	\$ 5,462,790	\$ 34,342,817	15.91%	7.74%
June 30, 2020	June 30, 2019	1.40%	\$ 6,132,142	\$ 31,906,964	19.22%	7.75%
June 30, 2019	June 30, 2018	1.40%	\$ 6,428,817	\$ 30,884,085	20.82%	7.53%
June 30, 2018	June 30, 2017	0.98%	\$ 4,495,120	\$ 30,454,246	14.76%	7.91%
June 30, 2017	June 30, 2016	0.95%	\$ 4,615,112	\$ 28,908,627	15.96%	5.21%

**Schedule of Contributions**

New Hampshire Retirement System Medical Subsidy

<u>Fiscal Year</u>	<u>Contractually Required Contribution</u>	<u>Contributions Relative to Contractually Required Contribution</u>	<u>Contributions Relative to Contribution Deficiency (Excess)</u>	<u>Covered Payroll</u>	<u>Contributions as a Percentage of Covered Employee Payroll</u>
June 30, 2023	\$ 574,907	\$ 574,907	\$ -	\$ 36,305,547	1.58%
June 30, 2022	\$ 635,576	\$ 635,576	\$ -	\$ 35,010,371	1.82%
June 30, 2021	\$ 579,306	\$ 579,306	\$ -	\$ 34,342,817	1.69%
June 30, 2020	\$ 638,319	\$ 638,319	\$ -	\$ 31,940,581	2.00%
June 30, 2019	\$ 621,095	\$ 621,095	\$ -	\$ 31,906,964	1.95%
June 30, 2018	\$ 582,691	\$ 582,691	\$ -	\$ 30,884,085	1.89%
June 30, 2017	\$ 553,942	\$ 553,942	\$ -	\$ 30,454,246	1.82%

*Schedules are intended to show information for 10 years. Additional years will be displayed as they become available.*

See notes to the City's financial statements for summary of significant actuarial methods and assumptions.

See Independent Auditors' Report.

**CITY OF CONCORD, NEW HAMPSHIRE**  
Required Supplementary Information

Other Post-Employment Benefits (OPEB)  
City Plan

Schedule of Changes in the Net OPEB Liability

(Unaudited)

**Schedule of Changes in the Net OPEB Liability**

	<u>2023</u>	<u>2022</u>	<u>2021</u>	<u>2020</u>	<u>2019</u>	<u>2018</u>	<u>2017</u>
<b>Net OPEB Liability</b>							
Service cost	\$ 658,680	\$ 870,924	\$ 621,200	\$ 554,068	\$ 607,514	\$ 626,474	\$ 772,003
Interest	1,491,222	1,004,512	1,232,371	1,604,828	1,821,227	1,718,326	1,271,036
Differences between expected and actual experience	839,484	(1,039,014)	(5,713,655)	(4,430,790)	(1,444,652)	-	6,035,293
Changes of assumptions	566,037	(8,066,134)	5,030,178	4,625,920	(475,693)	(1,866,063)	(2,550,285)
Benefit payments, including refunds of member contributions	<u>(1,978,989)</u>	<u>(1,962,187)</u>	<u>(1,799,466)</u>	<u>(1,822,639)</u>	<u>(1,763,308)</u>	<u>(1,574,125)</u>	<u>(1,261,751)</u>
Net change in Net OPEB liability	1,576,434	(9,191,899)	(629,372)	531,387	(1,254,912)	(1,095,388)	4,266,296
Net OPEB liability - beginning	<u>36,781,093</u>	<u>45,972,992</u>	<u>46,602,364</u>	<u>46,070,977</u>	<u>47,325,889</u>	<u>48,421,277</u>	<u>44,154,981</u>
Net OPEB liability - ending	<b><u>\$ 38,357,527</u></b>	<b><u>\$ 36,781,093</u></b>	<b><u>\$ 45,972,992</u></b>	<b><u>\$ 46,602,364</u></b>	<b><u>\$ 46,070,977</u></b>	<b><u>\$ 47,325,889</u></b>	<b><u>\$ 48,421,277</u></b>
Covered employee payroll	\$ 32,226,728	\$ 30,385,059	\$ 30,171,519	\$ 28,792,989	\$ 27,886,672	\$ 27,571,512	\$ 26,703,644
Net OPEB liability as a percentage of covered employee payroll	119.02%	121.05%	152.37%	161.85%	165.21%	171.65%	181.33%

*Schedule is intended to show information for 10 years. Additional years will be displayed as they become available.*

*There are no assets accumulated in a trust (or equivalent arrangement).*

See notes to the City's financial statements for summary of significant actuarial methods and assumptions.

See Independent Auditors' Report.

**Governmental Funds  
Combining Financial Statements**

## Non-Major Governmental Funds

### Special Revenue Funds

Special Revenue Funds are established to account for resources obtained and expended for specified purposes and restricted by law or local action.

Special Revenue Funds are established for the following purposes:

- Community Development Fund - to account for the use of Community Development Block Grant Funds as received from the federal government through the New Hampshire Office of State Planning.
- Housing Revolving Loan Fund - to account for revenues and expenditures incurred with loans issued to various homeowners.
- Community Development Conservation Property Management Fund - to account for funds related to operating and managing conservation property purchased by conservation funds including land use change taxes, conservation bonds, and other sources designated for a similar purpose.
- Parking Fund - to account for revenues and expenditures incurred with the collection of City parking meter fees.
- Airport Fund - to account for revenues and expenditures incurred with the operation of the Concord Airport.
- Impact Fee Fund - to account for revenues and expenditures incurred with fees charged on the construction of new buildings.
- Miscellaneous Special Revenue Fund - to account for the various other funds of the City legally restricted for specific purposes.
- Forest and Conservation - to account for revenues collected from the Land Use Charge Tax (used to preserve and protect open space, forests and conservation land in the City) and the option to purchase real property or interests therein.
- Cemetery - to account for expendable gifts to the City designated for the maintenance of cemeteries.
- Library - to account for contributions (dedicated income) received by the City to support library operations and expendable gifts to the City designated for the libraries.
- Golf – to account for the operation and maintenance of the City’s public golf course.

- Arena – to account for the operation and maintenance of the City’s public ice arena.
- Solid Waste – to account for the collection and disposal of the City trash.

### **Capital Project Funds**

Capital Project Funds are established to account for resources obtained and expended for the acquisition of major capital facilities or equipment other than those employed in the delivery of services accounted for in Enterprise Funds.

The current non-major capital funds were established for the following purposes:

- Sears Block Capital Fund - to account for the maintenance of landscaping and related public infrastructures associated with the capital common municipal parking garage.
- Penacook Village Capital Fund - to account for the construction and redevelopment within the district, including but not limited to public infrastructure improvements to serve new development.

## Permanent Funds

Permanent Funds are established to account for certain assets held by the City in a fiduciary capacity as trustee. The following are descriptions of the City's non-major Permanent Funds:

- Library - to account for nonexpendable gifts received by the library with income restricted for maintenance of the library grounds.
- Other - to account for all other nonexpendable gifts received by the city. Income is available for those activities designated by the appropriate trust instrument.

## Debt Service Funds

Debt Service Funds are established to account for the accumulation of resources and payment of general obligation bond principal and interest from governmental resources.

The following are descriptions of the City's Debt Service Funds:

- North End Opportunity Corridor (NEOC) Tax Increment Financing District (NEOCTIFD) - established in March 1998 to account for related revenues and debt service expenditures by this TIFD.
- Sears Block Tax Increment Financing District (SBTIFD) - to account for funds collected in accordance with the tax increment financing plan dedicated for repayment of bonds issued for construction of the Capital commons Garage.
- Penacook Village Tax Increment Financing District (PVTIFD) - established in June 2010 to account for related revenues and debt service expenditures by this TIFD.

**CITY OF CONCORD, NEW HAMPSHIRE**

Combining Balance Sheet

Nonmajor Governmental Funds

June 30, 2023

	Special Revenue Funds			
	Community Development Fund	Housing Revolving Loan Fund	Community Development Conservation Property Management Fund	Parking Fund
<b>Assets</b>				
Cash and short term investments	\$ (473,293)	\$ 590,687	\$ 119,677	\$ 1,159,115
Investments	-	-	-	-
Accounts receivable	475,000	-	7	633,630
Loans receivable	-	1,010,963	-	-
Lease receivable	-	-	-	2,712,551
Inventory	-	-	-	-
Total Assets	<u>\$ 1,707</u>	<u>\$ 1,601,650</u>	<u>\$ 119,684</u>	<u>\$ 4,505,296</u>
<b>Liabilities, Deferred Inflows of Resources and Fund Balances,</b>				
Liabilities:				
Accounts payable	\$ 6,350	\$ 950	\$ 569	\$ 104,722
Retainage payable	-	-	-	-
Accrued liabilities	-	-	139	16,185
Due to other funds	-	-	-	-
Compensated absences	-	-	-	-
Total Liabilities	<u>6,350</u>	<u>950</u>	<u>708</u>	<u>120,907</u>
Deferred Inflows of Resources				
Unearned revenues	-	1,010,963	-	2,392
Related to leases	-	-	-	2,712,551
Total Deferred Inflows of Resources	<u>-</u>	<u>1,010,963</u>	<u>-</u>	<u>2,714,943</u>
Fund Balances:				
Nonspendable	-	-	-	-
Restricted	-	589,737	-	-
Committed	-	-	118,976	1,669,446
Unassigned	(4,643)	-	-	-
Total Fund Balances	<u>(4,643)</u>	<u>589,737</u>	<u>118,976</u>	<u>1,669,446</u>
Total Liabilities, Deferred Inflows of Resources, and Fund Balances	<u>\$ 1,707</u>	<u>\$ 1,601,650</u>	<u>\$ 119,684</u>	<u>\$ 4,505,296</u>

See Independent Auditor's Report

(continued)

**CITY OF CONCORD, NEW HAMPSHIRE**

Combining Balance Sheet

Nonmajor Governmental Funds

June 30, 2023

(continued)

	Special Revenue Funds				
	Airport Fund	Impact Fee Fund	Miscellaneous Special Revenue Funds	Forest & Conservation Fund	Cemetery Fund
<b>Assets</b>					
Cash and short term investments	\$ 415,693	\$ 220,349	\$ 1,615,636	\$ 90,368	\$ 3,109
Investments	-	-	-	1,442,039	23,471
Accounts receivable	6,545	-	53,189	-	-
Loans receivable	-	-	-	-	-
Lease receivable	-	-	-	-	-
Inventory	-	-	-	-	-
Total Assets	\$ 422,238	\$ 220,349	\$ 1,668,825	\$ 1,532,407	\$ 26,580
<b>Liabilities, Deferred Inflows of Resources and Fund Balances</b>					
Liabilities:					
Accounts payable	\$ 2,797	\$ -	\$ 14,314	\$ -	\$ -
Retainage payable	-	-	-	-	-
Accrued liabilities	1,330	-	-	-	-
Due to other funds	-	-	-	11,928	1,586
Compensated absences	-	-	-	-	-
Total Liabilities	4,127	-	14,314	11,928	1,586
Deferred Inflows of Resources					
Unearned revenues	-	-	910,863	-	-
Related to leases	-	-	-	-	-
Total Deferred Inflows of Resources	-	-	910,863	-	-
Fund Balances:					
Nonspendable	-	-	-	-	-
Restricted	-	220,349	743,648	1,520,479	24,994
Committed	418,111	-	-	-	-
Unassigned	-	-	-	-	-
Total Fund Balances	418,111	220,349	743,648	1,520,479	24,994
Total Liabilities, Deferred Inflows of Resources, and Fund Balances	\$ 422,238	\$ 220,349	\$ 1,668,825	\$ 1,532,407	\$ 26,580

**CITY OF CONCORD, NEW HAMPSHIRE**

Combining Balance Sheet

Nonmajor Governmental Funds

June 30, 2023

(continued)

Special Revenue Funds

	<u>Library Fund</u>	<u>Golf Fund</u>	<u>Arena Fund</u>	<u>Solid Waste Fund</u>	<u>Subtotal</u>
<b>Assets</b>					
Cash and short term investments	\$ 239,076	\$ 900,961	\$ 305,499	\$ 3,229,291	\$ 8,416,168
Investments	3,438,368	-	-	-	4,903,878
Accounts receivable	-	4,730	14,406	533,439	1,720,946
Loans receivable	-	-	-	-	1,010,963
Lease receivable	-	-	-	-	2,712,551
Inventory	-	180,085	-	243,213	423,298
Total Assets	<u>\$ 3,677,444</u>	<u>\$ 1,085,776</u>	<u>\$ 319,905</u>	<u>\$ 4,005,943</u>	<u>\$ 19,187,804</u>
<b>Liabilities, Deferred Inflows of Resources and Fund Balances</b>					
Liabilities:					
Accounts payable	\$ -	\$ 34,917	\$ 14,339	\$ 691,727	\$ 870,685
Retainage payable	-	-	-	-	-
Accrued liabilities	-	9,582	3,363	3,288	33,887
Due to other funds	-	-	-	-	13,514
Compensated absences	-	16,116	5,829	6,823	28,768
Total Liabilities	-	60,615	23,531	701,838	946,854
Deferred Inflows of Resources					
Unavailable revenues	-	288,179	4,850	257,148	2,474,395
Related to leases	-	-	-	-	2,712,551
Total Deferred Inflows of Resources	-	288,179	4,850	257,148	5,186,946
Fund Balances:					
Nonspendable	-	180,085	-	243,213	423,298
Restricted	3,677,444	-	-	-	6,776,651
Committed	-	556,897	291,524	2,803,744	5,858,698
Unassigned	-	-	-	-	(4,643)
Total Fund Balances	<u>3,677,444</u>	<u>736,982</u>	<u>291,524</u>	<u>3,046,957</u>	<u>13,054,004</u>
Total Liabilities, Deferred Inflows of Resources, and Fund Balances	<u>\$ 3,677,444</u>	<u>\$ 1,085,776</u>	<u>\$ 319,905</u>	<u>\$ 4,005,943</u>	<u>\$ 19,187,804</u>

(continued)

**CITY OF CONCORD, NEW HAMPSHIRE**

Combining Balance Sheet

Nonmajor Governmental Funds

June 30, 2023

(continued)

	Capital Project Funds		
	Sears Block Capital Fund	Penacook Village Capital Fund	Subtotal
<b>Assets</b>			
Cash and short term investments	\$ 10,000	\$ 1,314,812	\$ 1,324,812
Investments	-	-	-
Accounts receivable	-	-	-
Loans receivable	-	-	-
Lease receivable	-	-	-
Inventory	-	-	-
Total Assets	\$ 10,000	\$ 1,314,812	\$ 1,324,812
<b>Liabilities, Deferred Inflows of Resources and Fund Balances</b>			
Liabilities:			
Accounts payable	\$ -	\$ 350,442	\$ 350,442
Retainage payable	10,000	191,176	201,176
Accrued liabilities	-	-	-
Due to other funds	-	-	-
Compensated absences	-	-	-
Total Liabilities	10,000	541,618	551,618
Deferred Inflows of Resources			
Unavailable revenues	-	-	-
Related to leases	-	-	-
Total Deferred Inflows of Resources	-	-	-
Fund Balances:			
Nonspendable	-	-	-
Restricted	-	773,194	773,194
Committed	-	-	-
Unassigned	-	-	-
Total Fund Balances	-	773,194	773,194
Total Liabilities, Deferred Inflows of Resources, and Fund Balances	\$ 10,000	\$ 1,314,812	\$ 1,324,812

(continued)

**CITY OF CONCORD, NEW HAMPSHIRE**

Combining Balance Sheet

Nonmajor Governmental Funds

June 30, 2023

(continued)

	Permanent Funds		
	Library Fund	Other Fund	Subtotal
<b>Assets</b>			
Cash and short term investments	\$ 93,315	\$ 1,125	\$ 94,440
Investments	2,044,357	28,903	2,073,260
Accounts receivable	-	-	-
Loans receivable	-	-	-
Lease receivable	-	-	-
Inventory	-	-	-
Total Assets	\$ 2,137,672	\$ 30,028	\$ 2,167,700
<b>Liabilities, Deferred Inflows of Resources and Fund Balances</b>			
Liabilities:			
Accounts payable	\$ -	\$ -	\$ -
Retainage payable	-	-	-
Accrued liabilities	-	-	-
Due to other funds	(79)	(193)	(272)
Compensated absences	-	-	-
Total Liabilities	(79)	(193)	(272)
Deferred Inflows of Resources			
Unearned revenues	-	-	-
Related to leases	-	-	-
Total Deferred Inflows of Resources	-	-	-
Fund Balances:			
Nonspendable	1,469,474	17,814	1,487,288
Restricted	668,277	12,407	680,684
Committed	-	-	-
Unassigned	-	-	-
Total Fund Balances	2,137,751	30,221	2,167,972
Total Liabilities, Deferred Inflows of Resources, and Fund Balances	\$ 2,137,672	\$ 30,028	\$ 2,167,700

(continued)

**CITY OF CONCORD, NEW HAMPSHIRE**

Combining Balance Sheet

Nonmajor Governmental Funds

June 30, 2023

(continued)

	Debt Service Funds				
	NEOC Fund	SBTIFD Fund	PVTIFD Fund	Subtotal	Total Nonmajor Governmental Funds
<b>Assets</b>					
Cash and short term investments	\$ 2,584,943	\$ 424,208	\$ 478,238	\$ 3,487,389	\$ 13,322,809
Investments	-	-	-	-	6,977,138
Accounts receivable	-	-	-	-	1,720,946
Loans receivable	-	-	-	-	1,010,963
Lease receivable	-	-	-	-	2,712,551
Inventory	-	-	-	-	423,298
Total Assets	<u>\$ 2,584,943</u>	<u>\$ 424,208</u>	<u>\$ 478,238</u>	<u>\$ 3,487,389</u>	<u>\$ 26,167,705</u>
<b>Liabilities, Deferred Inflows of Resources and Fund Balances</b>					
Liabilities:					
Accounts payable	\$ 4,929	\$ -	\$ 5,757	\$ 10,686	\$ 1,231,813
Retainage payable	-	-	-	-	201,176
Accrued liabilities	-	-	-	-	33,887
Due to other funds	-	-	-	-	13,242
Compensated absences	-	-	-	-	28,768
Total Liabilities	<u>4,929</u>	<u>-</u>	<u>5,757</u>	<u>10,686</u>	<u>1,508,886</u>
Deferred Inflows of Resources					
Unavailable revenues	-	-	-	-	2,474,395
Related to leases	-	-	-	-	2,712,551
Total Deferred Inflows of Resources	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>5,186,946</u>
Fund Balances:					
Nonspendable	-	-	-	-	1,910,586
Restricted	2,580,014	424,208	472,481	3,476,703	11,707,232
Committed	-	-	-	-	5,858,698
Unassigned	-	-	-	-	(4,643)
Total Fund Balances	<u>2,580,014</u>	<u>424,208</u>	<u>472,481</u>	<u>3,476,703</u>	<u>19,471,873</u>
Total Liabilities, Deferred Inflows of Resources, and Fund Balances	<u>\$ 2,584,943</u>	<u>\$ 424,208</u>	<u>\$ 478,238</u>	<u>\$ 3,487,389</u>	<u>\$ 26,167,705</u>

**CITY OF CONCORD, NEW HAMPSHIRE**

Combining Statement of Revenues, Expenditures,  
and Changes in Fund Balance

Nonmajor Governmental Funds

For the Fiscal Year Ended June 30, 2023

	Special Revenue Funds			
	Community Development Fund	Housing Revolving Loan Fund	Community Development Conservation Property Management Fund	Parking Fund
Revenues:				
Property taxes	\$ -	\$ -	\$ -	\$ -
Intergovernmental	1,263,424	-	-	438,358
Charges for services	-	53,132	90,928	2,665,884
Investment income (loss)	-	12,118	-	-
Contributions	-	-	-	-
Miscellaneous:				
Departmental	-	-	-	-
Interest and penalties	-	-	-	10,500
Total Revenues	1,263,424	65,250	90,928	3,114,742
Expenditures:				
Current:				
General government	-	622,423	-	-
Public safety	-	-	-	1,052,126
General services	-	-	-	305,969
Community development	1,269,774	-	27,308	-
Leisure and info services	-	-	-	-
Debt service:				
Principal	-	-	-	1,015,901
Interest	-	-	-	256,537
Capital outlay	-	-	-	-
Total Expenditures	1,269,774	622,423	27,308	2,630,533
Excess (deficiency) of revenues over expenditures	(6,350)	(557,173)	63,620	484,209
Other Financing Sources (Uses):				
Issuance of bonds	-	-	-	-
Transfers in	-	-	-	395,206
Transfers out	-	-	(26,000)	(177,920)
Total Other Financing Sources (Uses)	-	-	(26,000)	217,286
Net change in fund balance	(6,350)	(557,173)	37,620	701,495
Fund Balance, beginning	1,707	1,146,910	81,356	967,951
Fund Balance, ending	\$ (4,643)	\$ 589,737	\$ 118,976	\$ 1,669,446

(continued)

See Independent Auditors' Report.

**CITY OF CONCORD, NEW HAMPSHIRE**

Combining Statement of Revenues, Expenditures,  
and Changes in Fund Balance

Nonmajor Governmental Funds

For the Fiscal Year Ended June 30, 2023

(continued)

	Special Revenue Funds				
	Airport Fund	Impact Fee Fund	Miscellaneous Special Revenue Fund	Forest & Conservation Fund	Cemetery Fund
Revenues:					
Property taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Intergovernmental	48,950	-	287,011	-	-
Charges for services	419,077	138,197	-	-	-
Investment income (loss)	8,780	3,918	-	100,990	652
Contributions	-	-	60,767	129,494	1,836
Miscellaneous:					
Departmental	25,164	-	-	-	-
Interest and penalties	-	-	-	-	-
Total Revenues	501,971	142,115	347,778	230,484	2,488
Expenditures:					
Current:					
General government	-	-	401,547	-	-
Public safety	-	-	-	-	-
General services	200,959	-	-	-	-
Community development	57,136	-	-	-	-
Leisure and info services	-	-	-	-	-
Debt service:					
Principal	50,000	-	-	-	-
Interest	12,613	-	-	-	-
Capital outlay	-	-	-	-	-
Total Expenditures	320,708	-	401,547	-	-
Excess (deficiency) of revenues over expenditures	181,263	142,115	(53,769)	230,484	2,488
Other Financing Sources (Uses):					
Issuance of bonds	-	-	-	-	-
Transfers in	-	-	-	4,384	-
Transfers out	(92,247)	(440,843)	-	(224,500)	(250)
Total Other Financing Sources (Uses)	(92,247)	(440,843)	-	(220,116)	(250)
Net change in fund balance	89,016	(298,728)	(53,769)	10,368	2,238
Fund Balance, beginning	329,095	519,077	797,417	1,510,111	22,756
Fund Balance, ending	\$ 418,111	\$ 220,349	\$ 743,648	\$ 1,520,479	\$ 24,994

(continued)



**CITY OF CONCORD, NEW HAMPSHIRE**

Combining Statement of Revenues, Expenditures,  
and Changes in Fund Balance

Nonmajor Governmental Funds

For the Fiscal Year Ended June 30, 2023

(continued)

	Capital Project Funds		
	Sears Block Capital Fund	Penacook Village Capital Fund	<u>Subtotal</u>
Revenues:			
Property taxes	\$ -	\$ -	\$ -
Intergovernmental	200,000	-	200,000
Charges for services	-	76,723	76,723
Investment income (loss)	-	-	-
Contributions	-	-	-
Miscellaneous:			
Departmental	-	-	-
Interest and penalties	-	-	-
Total Revenues	200,000	76,723	276,723
Expenditures:			
Current:			
General government	-	-	-
Public safety	-	-	-
General services	-	-	-
Community development	-	-	-
Leisure and info services	-	-	-
Debt service:			
Principal	-	-	-
Interest	-	-	-
Capital outlay	142,499	2,056,940	2,199,439
Total Expenditures	142,499	2,056,940	2,199,439
Excess (deficiency) of revenues over expenditures	57,501	(1,980,217)	(1,922,716)
Other Financing Sources (Uses):			
Issuance of bonds	132,900	-	132,900
Transfers in	-	532,520	532,520
Transfers out	(1,987)	-	(1,987)
Total Other Financing Sources (Uses)	130,913	532,520	663,433
Net change in fund balance	188,414	(1,447,697)	(1,259,283)
Fund Balance, beginning	(188,414)	2,220,891	2,032,477
Fund Balance, ending	\$ -	\$ 773,194	\$ 773,194

(continued)

**CITY OF CONCORD, NEW HAMPSHIRE**

Combining Statement of Revenues, Expenditures,  
and Changes in Fund Balance

Nonmajor Governmental Funds

For the Fiscal Year Ended June 30, 2023

(continued)

	Permanent Funds		
	Library <u>Fund</u>	Other <u>Funds</u>	<u>Subtotal</u>
Revenues:			
Property taxes	\$ -	\$ -	\$ -
Intergovernmental	-	-	-
Charges for services	-	-	-
Investment income (loss)	194,440	2,411	196,851
Contributions	-	-	-
Miscellaneous:			
Departmental	-	-	-
Interest and penalties	-	-	-
Total Revenues	194,440	2,411	196,851
Expenditures:			
Current:			
General government	-	-	-
Public safety	-	-	-
General services	78	246	324
Community development	-	-	-
Leisure and info services	-	-	-
Debt service:			
Principal	-	-	-
Interest	-	-	-
Capital outlay	-	-	-
Total Expenditures	78	246	324
Excess (deficiency) of revenues over expenditures	194,362	2,165	196,527
Other Financing Sources (Uses):			
Issuance of bonds	-	-	-
Transfers in	-	-	-
Transfers out	-	-	-
Total Other Financing Sources (Uses)	-	-	-
Net change in fund balance	194,362	2,165	196,527
Fund Balance, beginning	1,943,389	28,056	1,971,445
Fund Balance, ending	\$ 2,137,751	\$ 30,221	\$ 2,167,972

(continued)

**CITY OF CONCORD, NEW HAMPSHIRE**

Combining Statement of Revenues, Expenditures,  
and Changes in Fund Balance

Nonmajor Governmental Funds

For the Fiscal Year Ended June 30, 2023

(continued)

	Debt Service Funds				
	NEOC Fund	SBTIFD Fund	PVTIFD Fund	Subtotal	Total Nonmajor Governmental Funds
Revenues:					
Property taxes	\$ 447,612	\$ 1,123,399	\$ 458,623	\$ 2,029,634	\$ 2,029,634
Intergovernmental	-	-	-	-	2,237,743
Charges for services	-	-	-	-	9,761,229
Investment income (loss)	50,935	11,094	39,591	101,620	547,063
Contributions	-	-	-	-	505,378
Miscellaneous:					
Departmental	-	-	21,007	21,007	66,123
Interest and penalties	-	-	-	-	10,500
<b>Total Revenues</b>	<b>498,547</b>	<b>1,134,493</b>	<b>519,221</b>	<b>2,152,261</b>	<b>15,157,670</b>
Expenditures:					
Current:					
General government	-	-	-	-	1,023,970
Public safety	-	-	-	-	1,052,126
General services	-	-	-	-	5,640,443
Community development	10,690	-	31,768	42,458	1,396,676
Leisure and info services	-	-	-	-	1,438,872
Debt service:					
Principal	30,000	370,000	218,100	618,100	1,847,901
Interest	10,831	127,648	139,521	278,000	596,664
Capital outlay	-	-	-	-	2,199,439
<b>Total Expenditures</b>	<b>51,521</b>	<b>497,648</b>	<b>389,389</b>	<b>938,558</b>	<b>15,196,091</b>
Excess (deficiency) of revenues over expenditures	447,026	636,845	129,832	1,213,703	(38,421)
Other Financing Sources (Uses):					
Issuance of bonds	-	-	-	-	132,900
Transfers in	-	-	-	-	2,008,500 (1)
Transfers out	(180,679)	(752,047)	(39,515)	(972,241)	(2,344,599) (1)
<b>Total Other Financing Sources (Uses)</b>	<b>(180,679)</b>	<b>(752,047)</b>	<b>(39,515)</b>	<b>(972,241)</b>	<b>(203,199)</b>
Net change in fund balance	266,347	(115,202)	90,317	241,462	(241,620)
Fund Balance, beginning	2,313,667	539,410	382,164	3,235,241	19,713,493
Fund Balance, ending	\$ 2,580,014	\$ 424,208	\$ 472,481	\$ 3,476,703	\$ 19,471,873

(1) Transfers in and out were netted on page 34 to eliminate activity within nonmajor governmental funds.

**Governmental Funds  
Detail and Combining Budget  
and Actual Schedules**

## **General Fund**

The General Fund is established to account for all resources obtained and used for those services commonly provided by the City which are not accounted for in any other fund. These services include among other items: General government, Public Safety, General Services, Planning and Development, Leisure and Information Services and Human Services. The primary sources of revenue of the general fund are property taxes, unrestricted state revenue sharing grants, certain restricted grants, and fees for services rendered.

## **Special Revenue Funds**

The Parking, Airport, Community Development Conservation Property Management, Golf, Arena, and Solid Waste Special Revenue Funds have annually adopted budgets.

**CITY OF CONCORD, NEW HAMPSHIRE**

Detail Schedule of Revenues and Other Financing Sources -  
Budget and Actual - General Fund

For the Fiscal Year Ended June 30, 2023

	Original <u>Budget</u>	Final <u>Budget</u>	Actual <u>(Budgetary Basis)</u>	Variance Positive <u>(Negative)</u>
<u>Taxes</u>				
Property taxes - current	\$ 46,696,609	\$ 46,513,677	\$ 46,475,977	\$ (37,700)
Timber tax yield	15,000	15,000	20,101	5,101
Excavation activity tax	100	100	-	(100)
Motor vehicle registrations	7,450,000	7,395,000	7,432,125	37,125
Payment in lieu of taxes	<u>674,180</u>	<u>674,180</u>	<u>769,836</u>	<u>95,656</u>
Total Taxes	54,835,889	54,597,957	54,698,039	100,082
<u>Licenses and Permits</u>				
Engineering	10,700	10,700	100,241	89,541
City clerk records	31,300	31,300	34,484	3,184
Health services	112,250	112,250	39,301	(72,949)
Code enforcement/building permits	<u>1,091,997</u>	<u>1,091,997</u>	<u>1,174,547</u>	<u>82,550</u>
Total Licenses and Permits	1,246,247	1,246,247	1,348,573	102,326
<u>Intergovernmental</u>				
Rooms and meals	3,247,000	3,824,985	3,824,985	-
Railroad tax	-	1,882	1,869	(13)
Forest loss reimbursement	490	491	483	(8)
Emergency management aid	-	-	28,466	28,466
Highway block grant	851,600	1,625,666	1,625,555	(111)
School District	276,860	276,860	256,766	(20,094)
Retiree health insurance reimbursements	1,419,800	1,419,800	1,454,773	34,973
Other governmental agencies - local	633,531	633,531	654,588	21,057
Other and non-budgeted intergovernmental	<u>125,000</u>	<u>2,084,114</u>	<u>2,451,949</u>	<u>367,835</u>
Total Intergovernmental	6,554,281	9,867,329	10,299,434	432,105
<u>Charges For Services</u>				
Finance	2,500	2,500	2,938	438
Legal	3,100	3,100	11,792	8,692
City clerk	330,800	330,800	286,439	(44,361)
Public safety	2,576,080	2,576,080	3,250,215	674,135
General services	864,230	864,230	755,459	(108,771)
Community development	212,000	212,000	259,563	47,563

(continued)

**CITY OF CONCORD, NEW HAMPSHIRE**

Detail Schedule of Revenues and Other Financing Sources -  
Budget and Actual - General Fund

For the Fiscal Year Ended June 30, 2023

(continued)

	<u>Original Budget</u>	<u>Final Budget</u>	<u>Actual (Budgetary Basis)</u>	<u>Variance Positive (Negative)</u>
Library	27,500	27,500	23,389	(4,111)
Recreation	414,920	414,920	531,370	116,450
Tower lease/fire hqtrts	31,551	31,551	31,471	(80)
MV surcharge and administrative costs	346,000	346,000	359,192	13,192
Cable franchise fee	829,600	829,600	821,910	(7,690)
Code prosecution	5,800	5,800	370	(5,430)
Restitution	7,000	7,000	3,550	(3,450)
False alarm penalties	38,000	38,000	36,860	(1,140)
	<hr/>	<hr/>	<hr/>	<hr/>
Total Charges For Services	5,689,081	5,689,081	6,374,518	685,437
 <u>Investment Income</u>				
Earnings on investments	800,000	800,000	1,592,339	792,339
	<hr/>	<hr/>	<hr/>	<hr/>
Total Investment Income	800,000	800,000	1,592,339	792,339
 <u>Miscellaneous</u>				
Miscellaneous revenue not anticipated	69,700	275,267	512,213	236,946
Sale of surplus property	30,000	30,000	87,619	57,619
Advertising	7,000	7,000	6,700	(300)
	<hr/>	<hr/>	<hr/>	<hr/>
Total Miscellaneous	106,700	312,267	606,532	294,265
 <u>Other Financing Sources</u>				
Transfers in	5,044,909	5,147,409	5,079,038	(68,371)
Budgetary use of fund balance	375,000	1,455,350	-	(1,455,350)
	<hr/>	<hr/>	<hr/>	<hr/>
Total Other Financing Sources	5,419,909	6,602,759	5,079,038	(1,523,721)
	<hr/>	<hr/>	<hr/>	<hr/>
Total Revenues and Other Financing Sources	\$ 74,652,107	\$ 79,115,640	\$ 79,998,473	\$ 882,833

**CITY OF CONCORD, NEW HAMPSHIRE**

Detail Schedule of Expenditures and Other Financing Uses  
Budget and Actual - General Fund

For the Fiscal Year Ended June 30, 2023

	<u>Original Budget</u>	<u>Final Budget</u>	<u>Actual (Budgetary Basis)</u>	<u>Variance Positive (Negative)</u>
<u>General Government</u>				
City Manager	\$ 854,766	\$ 864,592	\$ 642,405	\$ 222,187
Legal services	1,432,738	1,432,493	1,374,619	57,874
Assessor	772,195	773,498	733,830	39,668
Human resources	671,826	722,158	690,068	32,090
Finance	2,505,004	2,567,393	2,535,580	31,813
Information technology	1,382,312	1,390,256	1,210,402	179,854
City Council	40,704	40,597	37,024	3,573
City Clerk	574,181	573,967	545,785	28,182
General overhead	<u>4,538,280</u>	<u>4,538,280</u>	<u>3,610,328</u>	<u>927,952</u>
Total General Government	12,772,006	12,903,234	11,380,041	1,523,193
<u>Public Safety</u>				
Police	15,017,448	15,015,271	14,679,406	335,865
Fire	<u>16,454,167</u>	<u>16,471,365</u>	<u>16,477,815</u>	<u>(6,450)</u>
Total Public Safety	31,471,615	31,486,636	31,157,221	329,415
<u>General Services</u>				
Total General Services	<u>10,681,477</u>	<u>10,680,361</u>	<u>10,647,516</u>	<u>32,845</u>
<u>Community Development</u>				
Total Community Development	<u>4,078,640</u>	<u>4,147,486</u>	<u>3,929,513</u>	<u>217,973</u>
<u>Leisure and Information Services</u>				
Library	2,027,298	2,033,598	1,942,511	91,087
Recreation and parks	<u>3,561,954</u>	<u>3,564,769</u>	<u>3,444,463</u>	<u>120,306</u>
Total Leisure and Information Services	5,589,252	5,598,367	5,386,974	211,393
<u>Human Services</u>				
Total Human Services	<u>777,545</u>	<u>777,301</u>	<u>728,157</u>	<u>49,144</u>

(continued)

**CITY OF CONCORD, NEW HAMPSHIRE**

Detail Schedule of Expenditures and Other Financing Uses  
Budget and Actual - General Fund

For the Fiscal Year Ended June 30, 2023

(continued)

	<u>Original Budget</u>	<u>Final Budget</u>	<u>Actual (Budgetary Basis)</u>	Variance Positive (Negative)
<u>Debt Service</u>				
Principal	5,726,772	5,726,772	5,726,772	-
Interest	<u>1,716,474</u>	<u>1,716,474</u>	<u>1,711,243</u>	<u>5,231</u>
Total Debt Service	7,443,246	7,443,246	7,438,015	5,231
 <u>Other Financing Uses</u>				
Transfers out	<u>1,838,326</u>	<u>6,079,009</u>	<u>6,079,207</u>	<u>(198)</u>
Total Other Financing Uses	<u>1,838,326</u>	<u>6,079,009</u>	<u>6,079,207</u>	<u>(198)</u>
Total Expenditures and Other Financing Uses	<u>\$ 74,652,107</u>	<u>\$ 79,115,640</u>	<u>\$ 76,746,644</u>	<u>\$ 2,368,996</u>

**CITY OF CONCORD, NEW HAMPSHIRE**

Schedule of Revenues, Expenditures, and  
Other Financing Sources and Uses - Budget and Actual

Annually Budgeted Nonmajor Governmental Funds

For the Fiscal Year Ended June 30, 2023

	Parking Fund			Airport Fund		
	Actual	Variance		Actual	Variance	
	(Budgetary	Positive		(Budgetary	Positive	
	Basis)	(Negative)		Basis)	(Negative)	
	<u>Budget</u>			<u>Budget</u>		
Revenues:						
Intergovernmental	\$ -	\$ -	\$ -	\$ 49,400	\$ 48,950	\$ (450)
Charges for services	2,642,134	2,453,192	(188,942)	349,535	419,077	69,542
Investment income	-	-	-	150	8,780	8,630
Contributions	-	-	-	-	-	-
Miscellaneous	10,500	10,500	-	(8,000)	25,164	33,164
Total Revenues	<u>2,652,634</u>	<u>2,463,692</u>	<u>(188,942)</u>	<u>391,085</u>	<u>501,971</u>	<u>110,886</u>
Expenditures:						
Public Safety	1,201,051	1,046,694	154,357	-	-	-
General Services	434,253	311,402	122,851	238,367	200,959	37,408
Community Development	-	-	-	92,296	57,136	35,160
Leisure and info services	-	-	-	-	-	-
Debt service	1,272,436	1,272,436	-	62,613	62,613	-
Total Expenditures	<u>2,907,740</u>	<u>2,630,532</u>	<u>277,208</u>	<u>393,276</u>	<u>320,708</u>	<u>72,568</u>
Other Financing Sources (Uses):						
Transfer in	833,564	833,564	-	-	-	-
Transfer out	(178,058)	(177,920)	138	(92,326)	(92,247)	79
Budgetary use of fund balance	-	-	-	-	-	-
Total Other Financing Sources (Uses)	<u>655,506</u>	<u>655,644</u>	<u>138</u>	<u>(92,326)</u>	<u>(92,247)</u>	<u>79</u>
Excess of revenues and other financing sources over expenditures and other financing uses	<u>\$ 400,400</u>	<u>\$ 488,804</u>	<u>\$ 88,404</u>	<u>\$ (94,517)</u>	<u>\$ 89,016</u>	<u>\$ 183,533</u>

(continued)

**CITY OF CONCORD, NEW HAMPSHIRE**

Schedule of Revenues, Expenditures, and  
Other Financing Sources and Uses - Budget and Actual

Annually Budgeted Nonmajor Governmental Funds

For the Fiscal Year Ended June 30, 2023

(continued)

	Community Development Conservation Property Management Fund		
	Budget	Actual (Budgetary Basis)	Variance Positive (Negative)
Revenues:			
Intergovernmental	\$ -	\$ -	\$ -
Charges for services	60,760	90,928	30,168
Investment income	-	-	-
Contributions	-	-	-
Miscellaneous	-	-	-
	60,760	90,928	30,168
Total Revenues			
Expenditures:			
Public Safety	-	-	-
General Services	-	-	-
Community Development	68,785	27,308	41,477
Leisure and info services	-	-	-
Debt service	-	-	-
	68,785	27,308	41,477
Total Expenditures			
Other Financing Sources (Uses):			
Transfer in	8,025	-	(8,025)
Transfer out	(26,000)	(26,000)	-
Budgetary use of fund balance	26,000	-	(26,000)
	8,025	(26,000)	(34,025)
Total Other Financing Sources (Uses)			
Excess of revenues and other financing sources over expenditures and other financing uses	\$ -	\$ 37,620	\$ 37,620

(continued)

**CITY OF CONCORD, NEW HAMPSHIRE**

Schedule of Revenues, Expenditures, and  
Other Financing Sources and Uses - Budget and Actual

Annually Budgeted Nonmajor Governmental Funds

For the Fiscal Year Ended June 30, 2023

(continued)

	Golf Fund			Arena Fund		
	<u>Budget</u>	<u>Actual (Budgetary Basis)</u>	<u>Variance Positive (Negative)</u>	<u>Budget</u>	<u>Actual (Budgetary Basis)</u>	<u>Variance Positive (Negative)</u>
Revenues:						
Intergovernmental	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Charges for services	1,497,727	1,785,717	287,990	717,785	774,467	56,682
Investment income	2,457	17,121	14,664	3,200	5,993	2,793
Contributions	-	-	-	-	-	-
Miscellaneous	-	-	-	500	15,974	15,474
<b>Total Revenues</b>	<b>1,500,184</b>	<b>1,802,838</b>	<b>302,654</b>	<b>721,485</b>	<b>796,434</b>	<b>74,949</b>
Expenditures:						
Public Safety	-	-	-	-	-	-
General Services	-	-	-	548,070	613,453	(65,383)
Community Development	-	-	-	-	-	-
Leisure and info services	1,304,883	1,438,872	(133,989)	-	-	-
Debt service	79,023	79,025	(2)	113,858	113,858	-
<b>Total Expenditures</b>	<b>1,383,906</b>	<b>1,517,897</b>	<b>(133,991)</b>	<b>661,928</b>	<b>727,311</b>	<b>(65,383)</b>
Other Financing Sources (Uses):						
Transfer in	-	-	-	-	-	-
Transfer out	(114,660)	(114,438)	222	(82,123)	(82,123)	-
Budgetary use of fund balance	-	-	-	-	-	-
<b>Total Other Financing Sources (Uses)</b>	<b>(114,660)</b>	<b>(114,438)</b>	<b>222</b>	<b>(82,123)</b>	<b>(82,123)</b>	<b>-</b>
Excess of revenues and other financing sources over expenditures and other financing uses	\$ <u>1,618</u>	\$ <u>170,503</u>	\$ <u>168,885</u>	\$ <u>(22,566)</u>	\$ <u>(13,000)</u>	\$ <u>9,566</u>

(continued)

**CITY OF CONCORD, NEW HAMPSHIRE**

Schedule of Revenues, Expenditures, and  
Other Financing Sources and Uses - Budget and Actual

Annually Budgeted Nonmajor Governmental Funds

For the Fiscal Year Ended June 30, 2023

(continued)

	Solid Waste Fund		
	Budget	Actual (Budgetary Basis)	Variance Positive (Negative)
Revenues:			
Intergovernmental	\$ -	\$ -	\$ -
Charges for services	3,506,007	3,757,104	251,097
Investment income	-	-	-
Contributions	-	-	-
Miscellaneous	300	3,978	3,678
Total Revenues	3,506,307	3,761,082	254,775
Expenditures:			
Public Safety	-	-	-
General Services	4,775,149	4,519,738	255,411
Community Development	-	-	-
Leisure and info services	-	-	-
Debt service	21,050	20,532	518
Total Expenditures	4,796,199	4,540,270	255,929
Other Financing Sources (Uses):			
Transfer in	1,076,390	1,076,390	-
Transfer out	(17,250)	(17,250)	-
Budgetary use of fund balance	-	-	-
Total Other Financing Sources (Uses)	1,059,140	1,059,140	-
Excess of revenues and other financing sources over expenditures and other financing uses	\$ (230,752)	\$ 279,952	\$ 510,704

## **Proprietary (Enterprise) Funds**

The City of Concord has the following Enterprise Funds which have annually adopted budgets:

Water Fund - to account for the operation and maintenance of the City's water lines, pumping stations and plant.

Sewer Fund - to account for the operation and maintenance of the City's sewer lines, pumping stations, and two wastewater treatment plants.

**CITY OF CONCORD, NEW HAMPSHIRE**

Schedule of Revenues and  
Expenses - Budget and Actual

Enterprise Funds

For the Fiscal Year Ended June 30, 2023

		Water Fund	
	<u>Budget</u>	<u>Actual (Budgetary Basis)</u>	<u>Variance Positive (Negative)</u>
Operating Revenues:			
Operating revenue	\$ 6,606,428	\$ 6,343,034	\$ (263,394)
Miscellaneous	41,840	78,884	37,044
Total Operating Revenues	<u>6,648,268</u>	<u>6,421,918</u>	<u>(226,350)</u>
Operating Expenses:			
Personnel	2,450,384	2,431,413	18,971
Non-personnel	1,190,007	1,116,308	73,699
Debt service	1,638,860	1,638,860	-
Total Operating Expenses	<u>5,279,251</u>	<u>5,186,581</u>	<u>92,670</u>
Operating Income (Loss)	1,369,017	1,235,337	(133,680)
Non-Operating Income (Expenses):			
Interest expense	(573,437)	(573,437)	-
Investment income	3,500	104,728	101,228
Intergovernmental	-	-	-
Total Non-Operating Income (Expenses)	<u>(569,937)</u>	<u>(468,709)</u>	<u>101,228</u>
Net Income (Loss) Before Transfers	799,080	766,628	(32,452)
Other Financing Sources:			
Transfers out	<u>(1,278,607)</u>	<u>(1,393,178)</u>	<u>(114,571)</u>
Total Other Financing Sources	<u>(1,278,607)</u>	<u>(1,393,178)</u>	<u>(114,571)</u>
Net Income (Loss)	<u>\$ (479,527)</u>	<u>\$ (626,550)</u>	<u>\$ (147,023)</u>

(continued)

**CITY OF CONCORD, NEW HAMPSHIRE**

Schedule of Revenues and  
Expenses - Budget and Actual

Enterprise Funds

For the Fiscal Year Ended June 30, 2023

(continued)

	Sewer Fund		
	Budget	Actual (Budgetary Basis)	Variance Positive (Negative)
Operating Revenues:			
Operating revenue	\$ 9,468,383	\$ 9,263,743	\$ (204,640)
Miscellaneous	40,540	194,557	154,017
Total Operating Revenues	9,508,923	9,458,300	(50,623)
Operating Expenses:			
Personnel	2,832,914	2,837,715	(4,801)
Non-personnel	2,561,544	2,425,135	136,409
Debt service	1,949,328	1,949,328	-
Total Operating Expenses	7,343,786	7,212,178	131,608
Operating Income (Loss)	2,165,137	2,246,122	80,985
Non-Operating Income (Expenses):			
Interest expense	(639,526)	(639,526)	-
Investment income	2,500	235,520	233,020
Intergovernmental	259,457	103,430	(156,027)
Total Non-Operating Income (Expenses)	(377,569)	(300,576)	76,993
Net Income (Loss) Before Transfers	1,787,568	1,945,546	157,978
Other Financing Sources:			
Transfers out	(1,297,065)	(1,409,862)	(112,797)
Total Other Financing Sources	(1,297,065)	(1,409,862)	(112,797)
Net Income (Loss)	\$ 490,503	\$ 535,684	\$ 45,181

# STATISTICAL SECTION



# City of Concord, New Hampshire

## Statistical Section

The City of Concord's annual comprehensive financial report presents detailed information as a context for understanding what the information in the financial statements, note disclosures, and required supplementary information says about the government's overall financial health.

### ***Financial Trend Data:***

These schedules contain trend information to help the reader understand how the government's financial performance and well-being have changed over time.

### ***Information on Revenue Capacity:***

These schedules contain information to help the reader assess the government's most significant local revenue source, the property tax.

### ***Debt Capacity Information:***

These schedules present information to help the reader assess the affordability of the government's current levels of outstanding debt and the government's ability to issue additional debt in the future.

### ***Demographic and Economic Information:***

These schedules offer demographic and economic indicators to help the reader understand the environment within which the government's financial activities take place.

### ***Operating Information:***

These schedules contain service and infrastructure data to help the reader understand how the information in the government's financial report relates to the service the government provides and the activities it performs.

## City of Concord, New Hampshire

### Net Position by Component

Last Ten Fiscal Years

(accrual basis of accounting)

	2014	2015	2016	2017	2018	2019 <sup>(1)</sup>	2020	2021	2022	2023
<b>Governmental Activities</b>										
Net investment in capital assets	\$ 88,864,614	\$ 90,447,692	\$ 102,584,829	\$ 110,349,574	\$ 118,411,731	\$ 122,376,790	\$ 126,814,439	\$ 132,252,728	\$ 130,355,802	\$ 126,939,791
Restricted	14,754,794	15,394,106	14,569,006	18,326,881	20,238,397	20,071,739	23,522,557	28,204,663	26,629,580	27,753,088
Unrestricted	7,308,618	(40,521,341)	(38,096,272)	(71,153,443)	(79,660,182)	(74,632,740)	(78,754,092)	(84,553,580)	(76,206,770)	(60,677,198)
Total governmental activities net position	\$ 110,928,026	\$ 65,320,457	\$ 79,057,563	\$ 57,523,012	\$ 58,989,946	\$ 67,815,789	\$ 71,582,904	\$ 75,903,811	\$ 80,778,612	\$ 94,015,681
<b>Business-type activities</b>										
Net investment in capital assets	\$ 103,459,912	\$ 102,511,741	\$ 102,278,858	\$ 100,851,659	\$ 99,470,009	\$ 97,533,218	\$ 95,739,149	\$ 93,326,647	\$ 85,936,988	\$ 80,027,182
Restricted	2,174,669	1,932,437	1,814,208	1,600,204	1,389,048	1,201,434	1,078,354	2,302,476	2,111,920	2,877,913
Unrestricted	5,848,190	3,141,883	3,472,819	2,833,315	2,945,414	430,712	1,219,107	1,816,502	3,559,142	6,250,910
Total business-type activities net position	\$ 111,482,771	\$ 107,586,061	\$ 107,565,885	\$ 105,285,178	\$ 103,804,471	\$ 99,165,364	\$ 98,036,610	\$ 97,445,625	\$ 91,608,050	\$ 89,156,005
<b>Primary government</b>										
Net investment in capital assets	\$ 192,324,526	\$ 192,959,433	\$ 204,863,687	\$ 211,201,233	\$ 217,881,740	\$ 219,910,008	\$ 222,553,588	\$ 225,579,375	\$ 216,292,790	\$ 206,966,973
Restricted	16,929,463	17,326,543	16,383,214	19,927,085	21,627,445	21,273,173	24,600,911	30,507,139	28,741,500	30,631,001
Unrestricted	13,156,808	(37,379,458)	(34,623,453)	(68,320,128)	(76,714,768)	(74,202,028)	(77,534,985)	(82,737,078)	(72,647,628)	(54,426,288)
Total primary government net position	\$ 222,410,797	\$ 172,906,518	\$ 186,623,448	\$ 162,808,190	\$ 162,794,417	\$ 166,981,153	\$ 169,619,514	\$ 173,349,436	\$ 172,386,662	\$ 183,171,686

<sup>(1)</sup> In 2019 the City reclassified the Arena, Golf, and Solid-waste funds to governmental activities.

Data Source:

Audited Financial Statements

**City of Concord, New Hampshire**

**Change in Net Position  
Last Ten Fiscal Years  
(accrual basis of accounting)**

	2014	2015	2016	2017	2018	2019 <sup>(1)</sup>	2020	2021	2022	2023
<b>Expenses</b>										
Governmental activities:										
General government	\$ 7,833,696	\$ 8,375,764	\$ 8,098,118	\$ 8,867,491	\$ 9,412,888	\$ 9,015,373	\$ 11,183,043	\$ 11,025,410	10,142,931	10,157,222
Public safety	26,302,929	26,071,162	26,288,254	29,899,639	29,777,085	31,026,528	31,862,639	34,025,973	28,574,364	31,690,124
General services	12,194,315	12,146,581	11,339,476	12,413,383	12,469,650	17,356,797	18,401,116	18,926,630	21,951,133	25,958,781
Community development	4,763,024	5,723,172	4,913,433	5,277,646	5,659,722	6,203,541	6,893,987	7,235,451	7,051,598	7,512,674
Leisure and information services	4,681,713	4,501,607	4,831,033	5,170,725	5,535,662	7,281,214	6,246,580	6,560,200	7,378,344	7,715,957
Human services	841,942	1,228,609	808,266	728,232	660,915	684,346	661,888	608,290	545,687	709,141
Interest	1,529,922	2,054,101	1,772,950	1,829,979	2,022,990	2,364,260	2,501,631	2,339,915	2,331,565	2,350,290
Total governmental activities expenses	58,147,541	60,100,996	58,051,530	64,187,095	65,538,912	73,932,059	77,750,864	80,721,869	77,975,622	86,094,189
Business-type activities:										
Water services	5,313,921	5,471,470	4,999,970	5,552,509	5,586,811	5,759,593	5,799,958	6,393,209	6,913,129	8,376,303
Sewer services	6,755,444	7,177,767	6,493,519	6,377,685	7,745,179	7,573,587	7,477,700	9,698,160	13,375,815	11,285,181
Solid waste services	4,375,538	3,870,961	3,792,440	3,921,238	-	-	-	-	-	-
Other (nonmajor)	1,345,288	1,409,097	1,569,085	1,541,955	5,618,154	-	-	-	-	-
Total business-type activities expenses	17,790,191	17,929,295	16,855,014	17,393,387	18,950,144	13,333,180	13,277,658	16,091,369	20,288,944	19,661,484
Total primary government expenses	\$ 75,937,732	\$ 78,030,291	\$ 74,906,544	\$ 81,580,482	\$ 84,489,056	\$ 87,265,239	\$ 91,028,542	\$ 96,813,238	\$ 98,264,566	\$ 105,755,673
<b>Program Revenues</b>										
Governmental activities:										
Charges for services:										
General government	\$ 3,047,065	\$ 2,377,466	\$ 2,838,579	\$ 1,928,281	\$ 1,775,364	\$ 1,776,553	\$ 1,693,495	\$ 1,679,314	\$ 1,531,952	\$ 2,161,620
Public safety	3,784,562	3,835,584	4,556,639	4,452,739	5,828,778	5,181,322	4,712,049	4,912,176	6,332,827	6,778,720
General services	124,650	105,401	92,528	112,071	100,478	124,029	3,890,083	4,105,405	4,501,677	4,646,974
Community development	1,198,302	1,086,657	1,363,586	2,258,451	1,950,690	1,395,595	2,113,729	1,871,430	2,025,338	2,252,908
Leisure and information services	699,419	695,191	627,166	584,711	603,303	5,712,539	1,468,193	1,996,897	2,249,916	2,504,553
Human services	-	-	-	-	-	-	-	-	-	-
Total charges for services	8,853,998	8,100,299	9,478,498	9,336,253	10,258,613	14,190,038	13,877,549	14,565,222	16,641,710	18,344,775
Operating grants and contributions	2,140,242	2,236,128	3,962,417	4,189,597	4,413,737	4,391,541	6,616,383	7,039,659	8,882,199	10,394,162
Capital grants and contributions	3,353,952	5,135,430	9,320,137	5,874,228	3,323,526	2,144,175	4,005,133	2,129,328	2,520,947	7,170,286
Total governmental activities program revenues	14,348,192	15,471,857	22,761,052	19,400,078	17,995,876	20,725,754	24,499,065	23,734,209	28,044,856	35,909,223
Business-type activities:										
Water services	5,492,305	5,746,908	5,905,710	6,125,545	6,121,079	6,069,506	6,273,061	6,597,621	6,371,149	6,573,202
Sewer services	6,849,496	6,875,159	7,067,548	7,230,401	7,105,077	6,881,034	7,703,516	8,758,340	9,292,289	9,733,859
Solid waste services	2,798,335	2,742,703	2,657,151	3,026,768	-	-	-	-	-	-
Other (nonmajor)	1,475,357	1,481,527	1,602,082	1,572,565	4,714,226	-	-	-	-	-
Total charges for services	16,615,493	16,846,297	17,232,491	17,955,279	17,940,382	12,950,540	13,976,577	15,355,961	15,663,438	16,307,061
Operating grants and contributions	2,019,907	271,915	359,208	875,993	356,337	283,871	58,749	130,434	201,376	805,287
Capital grants and contributions	86,341	74,851	48,762	61,574	56,026	50,360	73,410	1,460,205	-	1,039,372
Total business-type activities program revenues	18,721,741	17,193,063	17,640,461	18,892,846	18,352,745	13,284,771	14,108,736	16,946,600	15,864,814	18,151,720
Total primary government program revenues	\$ 33,069,933	\$ 32,664,920	\$ 40,401,513	\$ 38,292,924	\$ 36,348,621	\$ 34,010,525	\$ 38,607,801	\$ 40,680,809	\$ 43,909,670	\$ 54,060,943
<b>Net (Expense)Revenue</b>										
Governmental activities	\$ (43,799,349)	\$ (44,629,139)	\$ (35,290,478)	\$ (44,787,017)	\$ (47,543,036)	\$ (53,206,305)	\$ (53,251,819)	\$ (56,987,660)	\$ (49,930,766)	\$ (50,184,966)
Business-type activities	931,550	(736,232)	785,447	1,499,459	(597,399)	(48,409)	831,078	855,231	(4,424,130)	(1,509,764)
Total Primary government net expense	\$ (42,867,799)	\$ (45,365,371)	\$ (34,505,031)	\$ (43,287,558)	\$ (48,140,435)	\$ (53,254,714)	\$ (52,420,741)	\$ (56,132,429)	\$ (54,354,896)	\$ (51,694,730)
<b>General Revenues and Other Changes in Net Position</b>										
Governmental activities:										
Property tax	\$ 32,856,784	\$ 38,305,897	\$ 38,476,277	\$ 39,314,947	\$ 41,411,476	\$ 44,304,450	\$ 44,942,923	\$ 45,607,417	\$ 47,099,717	\$ 49,148,894
Penalties and interest on taxes	913,597	944,755	977,949	975,690	731,415	630,437	443,726	567,468	321,916	339,138
Motor vehicle registrations	5,662,857	6,123,498	6,497,093	6,686,684	7,141,635	7,288,755	7,104,853	7,468,140	7,205,644	7,432,125
Grants and contributions not restricted to specific programs	209	393	400	450	460	503	-	-	-	-
Investment income (loss)	2,677,097	1,356,311	742,464	1,734,204	1,905,412	2,532,075	1,991,073	4,375,785	(2,287,670)	4,005,904
Miscellaneous	3,125,212	2,842,713	974,869	739,075	919,015	1,480,107	710,969	763,110	155,664	734,693
Transfers, net	142,034	288,563	952,546	1,180,261	1,184,848	2,352,886	2,336,298	2,026,461	1,814,910	1,119,850
Permanent fund contributions	282,663	309,989	405,986	281,731	268,830	275,241	286,956	470,186	495,386	641,431
Special item - loss on disposal of capital asset	-	-	-	-	-	-	(797,864)	-	-	-
Total governmental activities	45,660,453	50,172,119	49,027,584	50,913,042	53,563,091	58,864,454	57,018,934	61,278,567	54,805,567	63,422,035
Business-type activities:										
Investment income	7,947	12,884	39,299	79,733	227,754	290,552	143,310	13,470	19,172	403,961
Miscellaneous	289,329	266,973	107,624	207,295	135,777	212,470	233,156	596,775	382,293	473,892
Transfers, net	(142,034)	(288,563)	(952,946)	(1,180,261)	(1,184,848)	(2,352,886)	(2,336,298)	(2,026,461)	(1,814,910)	(1,119,850)
Total business-type activities	155,242	(8,706)	(806,023)	(893,233)	(821,317)	(1,849,864)	(1,959,832)	(1,416,216)	(1,413,445)	(241,977)
Total primary government	\$ 45,815,695	\$ 50,163,413	\$ 48,221,561	\$ 50,019,809	\$ 52,741,774	\$ 57,014,590	\$ 55,059,102	\$ 59,862,351	\$ 53,392,122	\$ 63,180,038
<b>Change in Net Position</b>										
Governmental activities	\$ 1,861,104	\$ 5,542,980	\$ 13,737,106	\$ 6,126,025	\$ 6,020,055	\$ 5,658,149	\$ 3,767,115	\$ 4,290,907	\$ 4,874,801	\$ 13,237,069
Business-type activities	1,086,792	(744,938)	(20,576)	(606,226)	(1,418,716)	(1,898,273)	(1,128,754)	(560,985)	(5,837,575)	(1,751,761)
Total primary government	\$ 2,947,896	\$ 4,798,042	\$ 13,716,530	\$ 6,732,251	\$ 4,601,339	\$ 3,759,876	\$ 2,638,361	\$ 3,729,922	\$ (962,774)	\$ 11,485,308

<sup>(1)</sup> In 2019 the City reclassified the Arena, Golf, and Solid-waste funds to governmental activities.

Data Source:  
Audited Financial Statements

## City of Concord, New Hampshire

### Fund Balances, Governmental Funds

#### Last Ten Fiscal Years

(modified accrual basis of accounting)

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
<b>General Fund</b>										
Nonspendable	\$ 152,871	\$ 152,871	\$ 168,027	\$ 212,814	\$ 375,704	\$ 380,210	\$ 811,360	\$ 817,292	\$ 1,068,255	\$ 414,811
Restricted	-	-	-	-	-	-	-	-	-	-
Committed	3,416,913	3,265,799	4,106,177	5,271,321	4,791,914	5,354,512	5,103,714	5,033,003	4,610,945	7,018,915
Assigned	750,000	960,000	930,000	975,000	975,000	1,400,000	2,780,000	2,800,389	1,425,000	2,979,500
Unassigned	9,879,330	10,171,068	10,735,579	11,015,079	11,371,395	11,769,490	11,025,950	12,067,362	13,219,990	15,570,778
<b>Total General Fund</b>	<b>\$ 14,199,114</b>	<b>\$ 14,549,738</b>	<b>\$ 15,939,783</b>	<b>\$ 17,474,214</b>	<b>\$ 17,514,013</b>	<b>\$ 18,904,212</b>	<b>\$ 19,721,024</b>	<b>\$ 20,718,046</b>	<b>\$ 20,324,190</b>	<b>\$ 25,984,004</b>
<b>Other Governmental Funds</b>										
Nonspendable	\$ 12,004,524	\$ 12,631,335	\$ 11,465,110	\$ 12,586,124	\$ 13,547,616	\$ 11,229,848	\$ 11,411,057	\$ 13,091,419	\$ 13,165,209	\$ 14,128,372
Restricted	9,539,642	11,848,567	11,105,618	13,594,542	11,556,505	17,159,828	20,778,744	22,621,252	26,110,269	27,284,644
Committed	5,109,805	6,977,411	5,439,600	4,083,185	3,038,764	4,903,220	3,017,327	2,909,845	4,668,610	5,858,698
Assigned	-	-	-	-	-	-	-	-	-	-
Unassigned	(1,329,031)	(726,422)	(2,091,373)	(2,180,891)	(4,747,101)	(2,462,365)	(682,657)	(2,399,589)	(4,532,776)	(4,002,178)
<b>Total Other Funds</b>	<b>\$ 25,324,940</b>	<b>\$ 30,730,891</b>	<b>\$ 25,918,955</b>	<b>\$ 28,082,960</b>	<b>\$ 23,395,784</b>	<b>\$ 30,830,531</b>	<b>\$ 34,524,471</b>	<b>\$ 36,222,927</b>	<b>\$ 39,411,312</b>	<b>\$ 43,269,536</b>

Data Source:

Audited Financial Statements

## City of Concord, New Hampshire

### Change in Fund Balances, Governmental Funds

Last Ten Fiscal Years

(modified accrual basis of accounting)

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
<b>Revenues</b>										
Taxes	\$40,464,277	\$45,233,870	\$44,507,445	\$45,784,329	\$47,890,372	\$51,567,618	\$51,525,365	\$54,146,787	\$54,037,633	\$56,727,673
Licenses and permits	1,022,818	890,025	1,173,367	1,046,457	1,243,082	1,211,310	1,205,850	1,126,552	1,339,096	1,384,305
Intergovernmental	5,151,188	6,885,722	13,066,290	9,794,351	7,524,843	6,085,835	10,007,370	8,913,309	10,537,672	17,045,954
Charges for services	6,983,376	7,210,273	7,644,593	8,184,833	7,804,721	13,349,251	13,302,687	13,587,371	15,396,361	15,992,657
Investment income (loss)	2,677,101	805,143	742,464	1,734,207	1,905,413	2,532,076	1,991,072	4,375,786	(2,287,669)	4,005,902
Contributions and miscellaneous	4,664,783	4,420,159	2,664,370	2,242,497	2,083,464	3,154,233	2,102,573	1,500,254	2,028,214	1,961,917
<b>Total revenues</b>	<b>60,963,543</b>	<b>65,445,192</b>	<b>69,798,529</b>	<b>68,786,674</b>	<b>68,451,895</b>	<b>77,900,323</b>	<b>80,134,917</b>	<b>83,650,059</b>	<b>81,051,307</b>	<b>97,118,408</b>
<b>Expenditures by Function</b>										
General government	7,379,236	8,007,392	11,871,152	8,444,482	9,131,316	8,877,569	10,934,416	10,739,586	11,043,602	10,778,520
Public safety	24,075,356	24,569,843	25,395,370	26,666,807	27,842,607	28,808,761	28,490,261	30,116,639	31,342,267	32,209,345
General services	7,441,782	7,787,061	7,803,575	9,085,822	9,243,016	13,688,199	14,039,081	14,491,662	15,132,809	14,998,606
Community development	3,134,170	3,319,034	3,271,935	3,542,591	3,885,875	4,046,147	4,382,607	4,638,229	4,325,121	5,227,659
Leisure and information services	4,031,719	4,197,524	4,237,059	4,646,765	4,941,781	6,684,268	5,508,793	5,721,493	6,224,346	6,825,848
Human services	801,071	790,648	782,138	715,765	642,077	679,546	637,809	583,586	588,649	728,159
Employee benefits	2,209,785	2,174,927	2,243,415	-	-	-	-	-	-	-
Miscellaneous	301	350	-	-	-	-	-	-	-	-
Debt service										
Principal	5,036,926	5,190,642	5,142,807	4,792,207	5,359,511	6,356,250	6,738,260	7,459,011	7,316,151	7,574,673
Interest	1,515,899	1,919,982	1,719,264	1,880,673	1,894,925	2,217,045	2,501,467	2,334,186	2,400,852	2,348,987
Capital outlay	10,833,357	12,622,833	17,350,251	15,639,852	23,216,012	12,033,105	14,159,529	11,452,400	12,989,371	15,111,323
<b>Total expenditures</b>	<b>66,459,602</b>	<b>70,580,236</b>	<b>79,816,966</b>	<b>75,414,964</b>	<b>86,157,120</b>	<b>83,390,890</b>	<b>87,392,223</b>	<b>87,536,792</b>	<b>91,363,168</b>	<b>95,803,120</b>
<b>Excess of revenues</b>										
Over (under) expenditures	(5,496,059)	(5,135,044)	(10,018,437)	(6,628,290)	(17,705,225)	(5,490,567)	(7,257,306)	(3,886,733)	(10,311,861)	1,315,288
<b>Other Financing Sources (Uses)</b>										
Bond issuance	8,732,000	10,027,500	5,410,750	8,313,600	11,090,200	9,610,900	8,692,150	3,998,900	10,019,450	6,325,160
Bond premium	-	575,556	233,250	810,732	752,800	704,059	739,610	574,900	1,272,030	757,740
Lease proceeds	-	-	-	188,513	-	-	-	-	-	-
Refunding, net	-	-	-	(166,480)	-	-	-	(48,050)	-	-
Transfers in	5,363,383	4,843,029	3,912,917	4,640,723	8,072,442	9,141,037	10,082,082	7,920,043	8,085,388	9,009,194
Transfers out	(5,221,349)	(4,554,466)	(2,960,371)	(3,460,462)	(6,887,594)	(6,788,151)	(7,745,784)	(5,863,582)	(6,270,478)	(7,889,344)
<b>Total other financing sources (uses)</b>	<b>8,874,034</b>	<b>10,891,619</b>	<b>6,596,546</b>	<b>10,326,626</b>	<b>13,027,848</b>	<b>12,667,845</b>	<b>11,768,058</b>	<b>6,582,211</b>	<b>13,106,390</b>	<b>8,202,750</b>
<b>Net Change in fund balances</b>	<b>\$ 3,377,975</b>	<b>\$ 5,756,575</b>	<b>\$ (3,421,891)</b>	<b>\$ 3,698,336</b>	<b>\$ (4,677,377)</b>	<b>\$ 7,177,278</b>	<b>\$ 4,510,752</b>	<b>\$ 2,695,478</b>	<b>\$ 2,794,529</b>	<b>\$ 9,518,038</b>

Debt Service as a percentage of non-capital outlay expenditures <sup>(1)</sup> 12.77% 11.56% 9.97% 12.31% 10.28% 14.22% 12.20% 13.17% 11.99% 12.22%

Data Source:

Audited Financial Statements

<sup>(1)</sup> Capital outlay purchases from the Reconciliation of the Statement of Revenues, Expenditures, and Changes in Fund Balances of Governmental Funds to the Statement of Activities are used to calculate this ratio.

## City of Concord, New Hampshire

### General Government Tax Revenues by Source

Last Ten Fiscal Years

Fiscal Year	Property Taxes	Timber Tax	Excavation Tax	Motor Vehicle Registrations	Payment in Lieu of Taxes	Total
2023	\$ 48,505,611	\$ 20,101	\$ -	\$ 7,432,125	\$ 769,836	\$ 56,727,673
2022	46,059,041	30,827	-	7,205,644	742,121	54,037,633
2021	45,808,275	18,698	72	7,468,140	773,397	54,068,582
2020	43,631,070	17,274	402	7,104,853	771,766	51,525,365
2019	43,527,421	17,993	558	7,288,755	732,892	51,567,619
2018	39,913,354	23,870	-	7,141,635	707,254	47,786,113
2017	38,278,216	18,580	56	6,686,684	695,628	45,679,164
2016	37,291,874	29,109	240	6,497,093	689,129	44,507,445
2015	36,322,413	29,574	804	6,123,498	704,089	43,180,378
2014	34,081,941	20,516	39	5,662,857	698,924	40,464,277

Data Source:

Finance Department Records

# City of Concord, New Hampshire

## Assessed and Estimated Full Value of Real Property Last Ten Fiscal Years

Fiscal Year	Local Assessed Value (1)			Total Assessed Value	Less Exemptions to Assessed Value (1)	Total Taxable Assessed Value (1)	Total Direct Tax Rate per \$1,000 of Assessed Value	Estimated Full Value (2)	Ratio of Total Assessed Value to Total Estimated Full Value
	Residential	Commercial/Industrial	Utilities						
2023	\$ 3,241,954,931	\$1,746,910,474	\$ 276,071,000	\$5,264,936,405	\$ 109,828,481	\$ 5,155,107,924	\$ 23.74	\$ 6,744,400,131	78.1%
2022	3,217,759,281	1,713,136,711	270,280,900	5,201,176,892	97,267,636	5,103,909,256	22.86	5,606,823,125	92.8%
2021	2,830,551,174	1,654,802,768	239,004,500	4,724,358,442	91,557,083	4,632,801,359	24.32	4,995,493,062	94.6%
2020	2,590,372,174	1,627,391,900	218,854,000	4,436,618,074	92,714,134	4,343,903,940	25.08	4,607,017,330	96.3%
2019	2,462,226,874	1,602,481,857	203,135,500	4,267,844,231	87,033,611	4,180,810,620	25.44	4,430,221,635	96.3%
2018	2,341,028,799	1,531,794,890	188,082,990	4,060,906,679	30,676,026	4,030,230,653	25.38	4,253,023,855	95.5%
2017	2,258,430,650	1,526,604,188	177,017,200	3,962,052,038	31,281,237	3,930,770,801	24.77	4,061,020,935	97.6%
2016	2,168,810,800	1,539,035,833	178,446,300	3,886,292,933	32,958,740	3,853,334,193	24.36	4,033,984,178	96.3%
2015	2,101,417,750	1,534,639,311	161,176,300	3,797,233,361	33,688,716	3,763,544,645	23.58	3,942,193,209	96.3%
2014	2,074,759,050	1,584,155,007	167,511,600	3,826,425,657	33,299,807	3,793,125,850	22.59	4,074,453,253	93.9%

Data Sources:

(1) State MS-1 Report of Assessed Values

(2) NH Department of Revenue Administration's Annual Equalization Survey

# City of Concord, New Hampshire

## Property Tax Rates per \$ 1,000 of Assessed Value Direct and Overlapping Governments Last Ten Fiscal Years

Concord Direct Rates							Overlapping Rate	
Fiscal Year	City	Total City	Local School	State School	Total School	Total Direct	County	Total
2023	\$ 9.11	\$ 9.11	\$ 13.42	\$ 1.21	\$ 14.63	\$ 23.74	\$ 2.15	\$ 25.89
2022	8.74	8.74	12.46	1.66	14.12	22.86	2.26	25.12
2021	9.32	9.32	13.13	1.87	15.00	24.32	2.44	26.76
2020	9.77	9.77	13.26	2.05	15.31	25.08	2.70	27.78
2019	9.90	9.90	13.40	2.14	15.54	25.44	2.75	28.19
2018	9.84	9.84	13.24	2.30	15.54	25.38	2.86	28.24
2017	9.68	9.68	12.70	2.39	15.09	24.77	2.90	27.67
2016	9.60	9.60	12.15	2.61	14.76	24.36	2.98	27.34
2015	9.38	9.38	11.60	2.60	14.20	23.58	3.23	26.81
2014	9.04	9.04	11.14	2.41	13.55	22.59	2.99	25.58

Penacook Direct Rates							Overlapping Rate	
Fiscal Year	City	Total City	Local School	State School	Total School	Total Direct	County	Total
2023	\$ 9.11	\$ 9.11	\$ 16.71	\$ 1.16	\$ 17.87	\$ 26.98	\$ 2.15	\$ 29.13
2022	8.74	8.74	15.41	1.56	16.97	25.71	2.26	27.97
2021	9.32	9.32	16.37	1.80	18.17	27.49	2.44	29.93
2020	9.77	9.77	19.64	1.99	21.63	31.40	2.70	34.10
2019	9.90	9.90	18.93	2.02	20.95	30.85	2.75	33.60
2018	9.84	9.84	19.01	2.21	21.22	31.06	2.86	33.92
2017	9.68	9.68	18.51	2.25	20.76	30.44	2.90	33.34
2016	9.60	9.60	17.25	2.43	19.68	29.28	2.98	32.26
2015	9.38	9.38	17.29	2.49	19.78	29.16	3.23	32.39
2014	9.04	9.04	14.93	2.38	17.31	26.35	2.99	29.34

Data Source:  
NH State Department of Revenue Administration, "Tax Rate Calculation"

**City of Concord, New Hampshire**  
**Principal Taxpayers**  
**Current Year and Nine Years Ago**

Taxpayer	Type of Business	FY2023 2022 Tax Year		Percentage of Total Assessed Value	FY2014 2013 Tax Year		Percentage of Net Assessed Value
		Net Taxable Assessed Value	Rank		Net Taxable Assessed Value	Rank	
UNITIL Energy Systems, Inc (formerly Concord Electric Company. LP)	Utility	\$ 92,371,500	1	1.79 %	\$ 46,199,100	3	1.22 %
Liberty Utilities (formerly EnergyNorth Natural Gas Inc)	Utility	\$ 83,504,700	2	1.62	\$ 32,408,300	4	0.85
Public Service Co of NH (Eversource)	Utility	\$ 71,789,000	3	1.39			
Walmart/Sam's Club	Retail	\$ 31,463,150	4	0.61	\$ 31,789,850	5	0.84
Hodges Properties Inc	Rentals	\$ 28,749,500	5	0.56	\$ 25,391,600	6	0.67
St Paul's School	Private School	\$ 25,795,950	6	0.5	\$ 23,850,800	8	0.63
Tarbell Family Rev Trust 2003	Apartments	\$ 24,952,000	7	0.48			
Card Says Moops LLC	Apartments	\$ 24,625,000	8	0.48			
Capital Region Health Care Development	Health Care	\$ 23,709,200	9	0.46	\$ 22,300,000	9	0.59
Wheelabrator Concord Co LP	Utility	\$ 22,839,700	10	0.44	\$ 67,426,900	1	1.78
Eddy Plaza Associates Inc	Retail				\$ 21,859,500	10	0.58
Steeplegate Mall, LLC	Mall				\$ 52,000,000	2	1.37
Hodges Development Corp	Rentals				\$ 24,245,100	7	0.64
Total Principal Taxpayers		429,799,700		8.33 %	347,471,150		9.17 %
Total Net Assessed Taxable Value		\$ 5,155,107,924			\$ 3,793,125,850		
Tax Year - April 1, 2022 - March 31, 2023							

## City of Concord, New Hampshire

### Property Tax Levies and Collections

Last Ten Fiscal Years

Tax Year (1)	Property Tax Levied for Fiscal Year	Collected within the Fiscal Year of the Levy		Subsequent Tax lien Collections	Balance at end of Current Fiscal year	Total Collections to Date	
		Amount	% of Levy			Amount	% of Levy
2022	\$ 137,278,777	\$ 136,122,971	99.2%	\$ -	\$ 1,155,806	\$ 136,122,971	99.2%
2021	130,978,064	130,075,381	99.3%	579,632	323,051	130,655,013	99.8%
2020	127,343,113	126,375,766	99.2%	825,457	141,889	127,201,224	99.9%
2019	124,341,161	121,954,314	98.1%	2,357,514	29,333	124,311,828	100.0%
2018	121,377,095	119,681,693	98.6%	1,681,384	14,018	121,363,077	99.9%
2017	117,282,157	115,740,608	98.7%	1,535,181	6,368	117,275,789	100.0%
2016	112,019,850	110,335,982	98.5%	1,680,384	3,484	112,016,366	100.0%
2015	108,121,924	106,227,601	98.2%	1,894,323	0	108,121,924	100.0%
2014	104,676,371	103,058,356	98.5%	1,618,015	0	104,676,371	100.0%
2013	99,543,287	97,564,510	98.0%	1,978,639	138	99,543,149	100.0%

Data Source:

Audited Internal Financial Statements, Property Tax Warrants and Reports of Tax Lien Executions

Notes:

Once a lien is executed a taxpayer has 2 years and 1 day to redeem the taxes before a Deed is executed

Amounts are estimated to the nearest thousand

(1) Fiscal year 2023 is the City's tax year 2022.

## City of Concord, New Hampshire

### Ratios of Outstanding Debt by Debt Type

Last Ten Fiscal Years

Fiscal Year	Governmental Activities		Business-Type Activities	Total Primary Government	Per Capita	Percentage of Personal Income	Percentage of Estimated Actual Taxable Value of Property
	Bonds and Unamortized Premiums	Capital Leases	Bonds and Unamortized Premiums				
2023	\$ 67,646,907	\$ 625	\$ 41,578,360	\$ 109,225,892	\$ 2,454	6.33%	2.12%
2022	68,451,161	677	37,304,999	105,756,837	2,403	6.46%	2.07%
2021	64,741,813	3,998	37,957,428	102,703,239	2,335	6.53%	2.22%
2020	67,845,016	13,593	38,956,607	106,815,216	2,448	7.22%	2.46%
2019	65,295,547	23,188	36,976,773	102,295,508	2,356	7.29%	2.45%
2018	58,354,719	32,783	36,566,237	94,953,739	2,206	7.15%	2.36%
2017	52,624,030	-	34,797,070	87,421,100	2,038	6.70%	2.22%
2016	49,142,637	-	32,536,371	81,679,008	1,916	6.38%	2.12%
2015	48,874,693	-	27,679,766	76,554,459	1,804	5.94%	2.03%
2014	44,125,550	-	28,035,460	72,161,010	1,701	5.65%	2.11%

**City of Concord, New Hampshire**

**Computation of Overlapping Debt  
Merrimack County Long-Term Debt  
Last Ten Calendar Years**

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
<b>Direct Debt:</b>										
<b>City of Concord</b>										
Net General Obligation Debt Outstanding	\$ 44,125,550	\$ 48,874,693	\$ 49,142,637	\$ 52,624,030	\$ 58,354,719	\$ 62,295,547	\$ 67,845,015	\$ 64,741,813	\$ 68,451,161	\$ 67,646,907
Leases Payable	-	-	-	-	32,783	23,188	13,593	3,998	677,417	624,807
Percentage Applicable to Government	1	1	1	1	1	1	1	1	1	1
Amount Applicable to Government	\$ 44,125,550	\$ 48,874,693	\$ 49,142,637	\$ 52,624,030	\$ 58,387,502	\$ 62,318,735	\$ 67,858,608	\$ 64,745,811	\$ 69,128,578	\$ 68,271,714
Subtotal Direct Debt	\$ 44,125,550	\$ 48,874,693	\$ 49,142,637	\$ 52,624,030	\$ 58,387,502	\$ 62,318,735	\$ 67,858,608	\$ 64,745,811	\$ 69,128,578	\$ 68,271,714
<b>Overlapping Debt:</b>										
<b>Merrimack County<sup>1</sup></b>										
Net General Obligation Debt Outstanding	\$ 47,995,000	\$ 43,765,000	\$ 40,595,000	\$ 51,702,500	\$ 48,025,000	\$ 44,375,000	\$ 40,735,000	\$ 37,095,000	\$ 33,165,000	\$ 29,540,000
Percentage Applicable to Government	27.40%	25.86%	25.67%	25.11%	24.99%	24.94%	23.97%	24.64%	23.70%	23.85%
Amount Applicable to Government	\$ 13,149,382	\$ 11,319,598	\$ 10,421,833	\$ 12,981,935	\$ 12,001,448	\$ 11,067,125	\$ 9,764,180	\$ 9,139,417	\$ 7,860,298	\$ 7,046,766
<b>Concord School District</b>										
Net General Obligation Debt Outstanding	\$ 56,476,940	\$ 52,720,035	\$ 49,976,585	\$ 59,015,000	\$ 56,050,000	\$ 57,325,000	\$ 53,940,000	\$ 46,670,000	\$ 43,560,000	\$ 40,610,000
Percentage Applicable to Government	1	1	1	1	1	1	1	1	1	1
Amount Applicable to Government	\$ 56,476,940	\$ 52,720,035	\$ 49,976,585	\$ 59,015,000	\$ 56,050,000	\$ 57,325,000	\$ 53,940,000	\$ 46,670,000	\$ 43,560,000	\$ 40,610,000
<b>Merrimack Valley School District</b>										
Net General Obligation Debt Outstanding	\$ 1,980,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Percentage Applicable to Government	29.83%	26.25%	25.95%	24.79%	24.37%	23.79%	22.77%	23.81%	23.82%	23.86%
Amount Applicable to Government	\$ 590,540	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal Overlapping Debt	\$ 70,216,863	\$ 64,039,633	\$ 60,398,418	\$ 71,996,935	\$ 68,051,448	\$ 68,392,125	\$ 63,704,180	\$ 55,809,417	\$ 51,420,298	\$ 47,656,766
<b>Grand Total</b>	<b>\$ 114,342,413</b>	<b>\$ 112,914,326</b>	<b>\$ 109,541,055</b>	<b>\$ 124,620,965</b>	<b>\$ 126,438,950</b>	<b>\$ 130,710,860</b>	<b>\$ 131,562,788</b>	<b>\$ 120,555,228</b>	<b>\$ 120,548,876</b>	<b>\$ 115,928,480</b>

<sup>1</sup>The City of Concord's portion of Merrimack County's overlapping debt is derived by dividing the Merrimack County's equalization valuation by the City of Concord's equalization valuation.

Data Source:  
School District Finance Departments.

## City of Concord, New Hampshire

### Ratios of Long-Term Debt Outstanding and Legal Debt Limits Last Ten Fiscal Years

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
<b>Base Value for Debt Limits (1)</b>	\$ 4,050,513,509	\$ 3,911,961,065	\$ 4,001,809,256	\$ 4,033,007,307	\$ 4,224,516,413	\$ 4,400,883,875	\$ 4,574,864,938	\$ 4,995,493,062	\$ 5,606,823,125	\$ 6,744,400,131
<b>Legal Debt Limits (% of Base Value)</b>										
General - 1.75% thru 1998, 3% 1999 on (2)	\$ 121,515,405	\$ 117,358,832	\$ 120,054,278	\$ 120,990,219	\$ 126,735,492	\$ 132,026,516	\$ 137,245,948	\$ 149,864,792	\$ 168,204,694	\$ 202,332,004
Water - 10% (2)	\$ 405,051,351	\$ 391,196,107	\$ 400,180,926	\$ 403,300,731	\$ 422,451,641	\$ 440,088,388	\$ 457,486,494	\$ 499,549,306	\$ 560,682,313	\$ 674,440,013
<b>Issued Debt at June 30</b>										
Total Issued Debt at June 30	\$ 72,161,009	\$ 76,554,459	\$ 81,679,007	\$ 87,421,100	\$ 94,920,956	\$ 98,135,097	\$ 101,593,459	\$ 96,326,305	\$ 98,383,803	\$ 100,780,943
Less Water Fund	(12,718,866)	(12,909,306)	(14,595,612)	(15,444,901)	(15,950,744)	(15,599,418)	(18,448,862)	(17,710,255)	(16,637,453)	(15,523,993)
Less Sewer Fund (3)	(14,228,732)	(13,770,736)	(16,861,971)	(18,225,019)	(19,429,743)	(19,740,561)	(18,395,589)	(17,712,040)	(18,139,041)	(22,899,153)
Less Tax Increment Debt (3)	(8,095,400)	(7,947,200)	(7,206,400)	(6,601,400)	(5,981,400)	(5,501,400)	(4,831,400)	(3,546,570)	(8,420,470)	(7,935,270)
Less Landfill Debt (3)	(218,732)	-	-	-	-	-	-	-	-	-
<b>Authorized Unissued at June 30</b>										
Total Authorized Unissued Debt at June 30	10,462,220	3,209,305	14,827,958	16,769,126	13,849,075	9,009,326	4,912,426	10,152,106	6,555,626	7,846,387
Less Golf Fund	(60,000)	(93,000)	(60,000)	(3,000)	(3,000)	-	-	-	-	-
Less Arena Fund	-	-	-	(76,500)	(3,000)	-	-	-	-	-
Less Solid Waste Fund	-	-	-	-	-	-	-	-	-	-
Less Water Fund	-	(136)	(36,500)	(136,500)	(36,500)	(791,700)	(36,500)	(361,500)	-	(230,900)
Less Sewer Fund (3)	-	-	(36,500)	(136,500)	(36,500)	(356,500)	(36,500)	(36,500)	(3,040,000)	(180,900)
Less Tax Increment Debt (3)	-	-	-	-	-	-	-	-	-	-
<b>Total Debt Subject to general limit</b>	<b>\$ 47,301,499</b>	<b>\$ 45,043,386</b>	<b>\$ 57,709,982</b>	<b>\$ 63,566,406</b>	<b>\$ 67,329,144</b>	<b>\$ 65,154,844</b>	<b>\$ 64,757,034</b>	<b>\$ 67,111,546</b>	<b>\$ 58,702,465</b>	<b>\$ 61,857,114</b>
<b>Legal Debt Margin</b>										
General	74,213,906	72,315,446	62,344,296	57,423,813	59,400,348	66,871,672	72,488,914	82,753,246	109,502,229	140,474,890
Water Fund	392,332,485	378,286,665	385,548,813	387,719,330	406,464,397	423,697,270	439,001,132	481,477,551	544,044,860	658,685,120
<b>% of Legal Debt Limits Used</b>										
General	38.9%	38.4%	48.1%	52.5%	53.1%	49.3%	47.2%	44.8%	34.9%	30.6%
Water Fund	3.1%	3.3%	3.6%	3.8%	3.8%	3.5%	4.0%	3.5%	3.0%	2.3%

Data Source:

Audited Financial Statements

Notes:

- (1) Base Value for Debt Limits computed by the NH Department of Revenue Administration
- (2) Legal debt limit percentage rates set by NH State statute
- (3) Debt exempt from Debt limits consists of Landfills, Tax Increment Financing and Sewer debt.

# City of Concord, New Hampshire

## Demographic Statistics

Last Ten Fiscal Years

Fiscal Year	Population	Personal Income (in thousands)	Per Capita Income	Unemployment Rate
2023	44,503 *	\$ 1,726,627	\$ 38,798 **	1.60% ***
2022	44,006	\$ 1,638,035	\$ 37,223	1.80%
2021	43,976	\$ 1,572,934	\$ 35,768	2.90%
2020	43,627	\$ 1,479,043	\$ 33,902	8.60%
2019	43,412	\$ 1,403,380	\$ 32,327	2.20%
2018	43,019	\$ 1,327,179	\$ 30,851	2.30%
2017	42,904	\$ 1,305,440	\$ 30,427	2.30%
2016	42,620	\$ 1,280,433	\$ 30,043	2.40%
2015	42,444	\$ 1,288,133	\$ 30,349	3.20%
2014	42,419	\$ 1,278,127	\$ 30,131	3.90%

\* Population as of July 1, 2022 as estimated by the US Census Bureau

\*\* Based on the annual American Community Survey by the US Census Bureau

\*\*\* Unemployment rate is based on June of every year and is not seasonably adjusted

**City of Concord, New Hampshire  
Principal Employers  
Current Year and Nine Years Ago**

Employer	2023			2014		
	Employees	Rank	Percentage of Total City Employment	Employees	Rank	Percentage of Total City Employment
State of New Hampshire	5,977	1	26.64 %	5,740	1	26.78 %
Concord Hospital Capital Region Health Care	3,200	2	14.26	3,324	2	15.51
Concord School District	791	3	3.52	952	4	4.44
Concord Regional VNA	610	4	2.72	350	10	1.63
City of Concord	524	5	2.34	454	8	2.12
Shaw's Supermarket	390	6	1.74			
Market Basket	386	7	1.72	470	7	2.19
Genesis Health Care Systems	365	8	1.63	411	9	1.92
St. Paul's School	330	9	1.47			
Havenwood Heritage Heights	304	10	1.35			
Steeplegate Regional Mall				1,200	3	5.60
Lincoln Financial Group				588	5	2.74
Sanel Auto Parts				540	6	2.52
Total Principal Employers	12,877		57.39 %	14,029		65.45 %
Total City Employment	<u>22,440</u> (1)			<u>21,430</u>		

Data Source:

Final Official Statements for City of Concord bond issues and information provided by City's Community Development Dept.

(1) Based on labor force residing in Concord - NHDES June 2023

## City of Concord, New Hampshire

### City Government Employees by Division - Full Time Equivalents Last Ten Fiscal Years

Departments	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
City Manager	3.0	3.0	3.0	3.0	3.0	4.0	4.0	4.0	5.0	3.0
Legal	9.5	9.5	9.8	9.9	9.9	10.1	9.6	9.6	8.6	9.6
Assessing	6.0	6.0	6.4	6.4	6.4	6.1	6.1	6.0	6.1	6.1
Personnel	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Finance/Accounting	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0
Finance/Treas	7.5	7.5	7.6	7.6	7.6	7.7	7.7	7.7	7.7	7.7
Finance/Purch	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Finance/OMB	3.7	3.7	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Info Technology	6.0	6.0	7.0	7.0	7.0	7.0	7.0	7.0	8.0	9.0
City Clerk	3.6	3.6	7.4	7.4	7.4	7.4	8.2	8.2	8.2	8.0
<b>Gen Gov</b>	<b>51.3</b>	<b>51.3</b>	<b>56.2</b>	<b>56.3</b>	<b>56.3</b>	<b>57.3</b>	<b>57.6</b>	<b>57.5</b>	<b>58.5</b>	<b>58.3</b>
Police	99.5	99.5	97.9	99.6	100.7	101.2	102.3	103.3	103.3	105.3
Police-Parking	8.6	8.5	9.2	9.2	9.2	11.4	12.2	12.2	9.6	11.6
Fire	104.0	101.0	101.0	100.1	100.1	100.0	100.0	100.0	100.0	104.0
<b>Public Safety</b>	<b>212.1</b>	<b>209.0</b>	<b>208.1</b>	<b>208.9</b>	<b>210.0</b>	<b>212.6</b>	<b>214.5</b>	<b>215.5</b>	<b>212.9</b>	<b>220.9</b>
Administration	15.5	15.5	16.0	16.0	17.0	17.0	17.0	18.0	18.0	18.0
Hwys & Util Sys	41.5	41.5	41.5	41.5	41.5	40.5	40.5	40.5	41.7	41.7
Grounds	0.0	0.0	0	0	0.0	0.0	0.0	0.0	0.0	0.0
Public Properties	18.0	18.0	18.9	20.9	20.6	23.0	23.0	23.0	22.0	21.0
Vehicle Maint	12.0	12.0	12.0	12.0	11.0	11.0	11.0	11.0	11.0	11.0
Temporary	13.0	13.0	11.9	8.5	8.4	8.3	8.3	8.3	9.3	9.6
Water & Sewer	24.0	24.0	24.0	24.0	24.0	24.0	24.0	23.0	23.0	24.0
<b>General Svcs</b>	<b>124.0</b>	<b>124.0</b>	<b>124.3</b>	<b>122.9</b>	<b>122.6</b>	<b>123.8</b>	<b>123.8</b>	<b>123.8</b>	<b>125.0</b>	<b>125.3</b>
Administration	2.0	2.0	2.0	3.0	3.0	3.0	3.0	3.0	2.0	4.0
Planning	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.5	4.8
Bldg & Code Svcs	10.1	10.1	10.1	10.1	10.1	11.7	11.9	11.7	11.7	12.5
Engineering Svcs	17.0	17.0	17.0	17.3	17.3	17.5	16.4	16.4	16.4	16.4
<b>Comm Devel</b>	<b>33.1</b>	<b>33.1</b>	<b>33.1</b>	<b>34.4</b>	<b>34.4</b>	<b>36.2</b>	<b>35.3</b>	<b>35.1</b>	<b>34.6</b>	<b>37.7</b>
Library	19.7	19.7	20.3	19.7	19.7	20.7	20.7	20.9	20.9	21.2
Parks & Recreation	13.7	13.7	26.0	27.9	28.0	31.6	34.0	33.8	33.5	36.8
Parks & Recreation - Grounds Div	20.0	19.5	19.5	19.6	19.1	19.5	18.5	17.5	17.5	16.5
<b>Leisure Services</b>	<b>53.4</b>	<b>52.9</b>	<b>65.8</b>	<b>67.2</b>	<b>66.8</b>	<b>71.8</b>	<b>73.2</b>	<b>72.2</b>	<b>71.8</b>	<b>74.4</b>
<b>Human Services</b>	<b>4.4</b>	<b>4.4</b>	<b>4.4</b>	<b>4.4</b>	<b>4.5</b>	<b>4.5</b>	<b>4.5</b>	<b>4.6</b>	<b>4.6</b>	<b>4.6</b>
<b>Grand Totals</b>	<b>478.3</b>	<b>474.6</b>	<b>491.9</b>	<b>494.1</b>	<b>494.6</b>	<b>506.2</b>	<b>508.9</b>	<b>508.7</b>	<b>507.3</b>	<b>521.1</b>

Data Source:

Budgeted Positions per City of Concord Budget. Full time equivalent based on 40 hours per week. Beginning in FY16, all temp positions are included.

## City of Concord, New Hampshire

### Operating Indicators by Function

Last Ten Fiscal Years

Function	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Police										
Physical arrests	2,716	2,926	2,746	2,382	2,611	2,831	2,502	2,499	2,893	2,713
Traffic violations	3,993	4,388	3,698	2,027	2,176	1,990	1,475	2,059	2,306	1,991
Parking violations	23,269	21,411	21,702	21,503	22,363	23,632	15,302	11,558	14,485	18,533
Fire and Rescue										
Calls answered	7,431	7,994	8,109	8,257	8,600	8,952	8,809	8,951	10,147	10,710
General services - Solid waste										
Refuse collected (tons)	12,630	12,624	12,624	10,771	11,065	11,428	11,618	11,774	11,899	11,899
Recycling (tons) Note: Recycle program started Oct 2005	4,855	5,058	5,058	4,995	4,528	3,939	3,437	3,350	3,297	3,297
General services - Streets										
Streets resurfaced (miles)	4	4	12	10	10	12	8	12	4	7
Potholes repaired	11,547	8,163	9,064	9,976	12,534	10,674	5,466	3,994	5,066	5,241
Water										
Average daily consumption (in thousands of gallons)	3,564	3,996	3,667	3,669	3,717	3,414	4,216	4,194	3,905	3,939
Sewage System:										
Daily average treatment (in thousands of gallons)										
Concord Plant	3,780	3,690	3,420	3,355	3,269	4,070	3,537	3,080	3,850	3,660
Penacook Plant	470	466	426	341	398	557	353	324	496	403

Data Source:

Various City departments

# City of Concord, New Hampshire

## Capital Asset Statistics by Function

Last Ten Fiscal Years

Function	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Police										
Number of stations	1	1	1	1	1	1	1	1	1	1
Number of patrol units	15	15	15	15	15	15	15	15	15	15
Fire and Rescue										
Number of stations	4	4	4	4	4	4	4	4	4	4
Number of ladder trucks	2	2	2	2	2	2	2	2	2	2
Number of pumpers	5	5	5	5	5	5	5	5	5	5
Number of support vehicles	6	6	6	6	6	6	8	8	8	14
General Services - Streets										
Miles of streets	**217	**217	217	217	217	217	217	217	217	218
Number of traffic lights (in sets)	71	71	71	71	71	71	71	69	69	69
Number of street lights	*2,213	*2,213	*2,285	*2,285	2,290	2,291	2,290	2,290	2,290	2,247
Parks & Recreation - Culture and Recreation:										
Number of parks	20	29	29	29	29	29	29	29	29	29
Swimming pools	7	7	7	7	7	7	7	7	7	7
Tennis courts	20	20	20	20	20	20	20	20	21	21
Pickleball courts	0	0	0	0	0	0	0	0	0	6
Soccer mini pitches	0	0	0	0	0	0	0	0	0	1
Water										
Water main (miles)	172	172	172	172	172	172	172	181	181	181
Maximum daily capacity (in thousands of gallons)	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,100
Sewage System:										
Sanitary sewers (miles)	155	155	155	155	155	155	155	140	140	140
Maximum daily capacity of treatment (in thousands of gallons)										
Concord Plant	10,100	10,100	10,100	10,100	10,100	10,100	10,100	10,100	10,100	10,100
Penacook Plant	2,370	2,370	2,370	2,370	2,370	2,370	2,370	2,370	2,370	2,370

\* Includes ornamental lights

\*\*Prior years have been restated to accurately reflect this item.

Data Source:

Various City departments

REPORT OF THE TRUST FUNDS OF THE CITY OF CONCORD ON JUNE 30, 2023

ct

*Date of *Creation	NAME OF TRUST FUND	PURPOSE OF TRUST FUND	HOW INVESTED	PRINCIPAL							INCOME					TOTAL		
				%	Balance Beginning Year	Additions/ New Funds Created	Cash Receipts	Withdrawals	Gains or (Losses) on Sale of Securities	Balance End Year	Balance Beginning Year	%	Earned During Year	Fees	Expended During Year	Balance End Year	Principal & Income	
1/10/2005	Account 3053001210 Fund A Expendable - Cemetery 8 CEM-E Columbarium		Stocks & Bonds	0.65%	21,276.95	1,836.00				284.28	23,397.22	1,705.22	0.65%	540.92	(72.45)	(250.00)	1,923.69	25,320.91
5/5/1997	Expendable - Library 9 L-E Library	Moulton	Stocks & Bonds	2.08%	67,690.92					904.40	68,595.33	14,752.03	2.08%	1,720.89	(230.49)		16,242.43	84,837.75
7/18/2005	10 L-E Dane Trust		Stocks & Bonds	8.58%	279,372.44					3,732.62	283,105.06	19,437.87	8.58%	7,102.40	(951.28)	(8,500.00)	17,088.99	300,194.06
9/24/2009	11 L-E Ann Soderstrom (Penacook)	Penacook Library	Stocks & Bonds	3.44%	112,022.90					1,496.71	113,519.61	21,308.57	3.44%	2,847.93	(381.44)		23,775.05	137,294.65
5/13/2010	12 L-E Elizabeth Hoyt	Concord Library	Stocks & Bonds	2.51%	81,842.75					1,093.48	82,936.23	19,006.31	2.51%	2,080.66	(278.68)		20,808.30	103,744.53
6/28/2013	13 L-E Eugene & Irene Pantzer Family TR		Stocks & Bonds	0.73%	23,753.37					317.36	24,070.73	3,467.23	0.73%	603.87	(80.88)		3,990.23	28,060.96
1/1/1900	14 L-E J.Heath		Stocks & Bonds	1.11%	36,100.00					482.32	36,582.33	22,018.16	1.11%	917.76	(122.92)		22,813.00	59,395.32
2/9/2015	Estate of Lucinda Biese		Stocks & Bonds	3.94%	128,282.45					1,713.95	129,996.40	14,525.14	3.94%	3,261.29	(436.81)		17,349.62	147,346.02
1/25/2016	Catherine L. Pappas		Stocks & Bonds	0.00%	0.00					0.00	0.00	0.00	0.00%	0.00	0.00		0.00	0.00
11/1/1989	Nelson Legacy 62 NL Nelson legacy		Stocks & Bonds	0.00%	0.00					0.00	0.00	292.38	0.00%	0.00	(0.00)		292.38	292.38
<b>DEDICATED INCOME</b>																		
1/9/1928	61 DI Henry Kimball		Stocks & Bonds	4.83%	157,180.54	2,915.35				2,100.05	162,195.94	20,716.23	4.83%	3,995.95	(535.21)	0.00	24,176.97	186,372.91
5/18/1994	62 DI B.A. Kimball		Stocks & Bonds	24.08%	784,043.91	97,445.75		(80,000.00)		10,475.40	811,965.06	22,879.38	24.08%	19,932.52	(2,669.72)	0.00	40,142.18	852,107.24
5/18/1994	63 DI Chester Larson		Stocks & Bonds	7.37%	239,905.68	17,840.32				3,205.32	260,951.32	25,915.99	7.37%	6,099.05	(816.89)	(6,300.00)	24,898.15	285,849.47
6/2/1926	64 DI William Thayer		Stocks & Bonds	40.67%	1,324,191.96	195,059.28		(100,000.00)		17,692.18	1,436,943.41	59,010.13	40.67%	33,664.54	(4,508.95)	0.00	88,165.72	1,525,109.13
<b>Total Fund A</b>				<b>100.00%</b>	<b>3,255,663.88</b>	<b>315,096.70</b>		<b>(180,000.00)</b>		<b>43,498.06</b>	<b>3,434,258.64</b>	<b>245,034.64</b>	<b>100.00%</b>	<b>82,767.78</b>	<b>(11,085.73)</b>	<b>(15,050.00)</b>	<b>301,666.69</b>	<b>3,735,925.34</b>
<b>Account 3053001201 Fund B</b>																		
<b>Expendable - Conservation</b>																		
1/1/1900	1 C-E Conservation Fund	Purchase of Land	Stocks & Bonds	25.13%	515,765.01	129,473.80		(224,500.00)		13,882.96	434,621.77	194,805.70	25.13%	14,978.29	(2,254.50)	0.00	207,529.48	642,151.25
6/8/1981	2 C-E Conservation Fund	Forest Fund	Stocks & Bonds	23.44%	481,210.31	4,185.80				12,952.84	498,348.95	105,380.10	23.44%	13,974.79	(2,103.46)	0.00	117,251.43	615,600.38
12/28/1979	3 C-E Conservation Fund	Stevens Recreatio	Stocks & Bonds	1.15%	23,514.74					632.95	24,147.69	16,244.70	1.15%	682.89	(102.79)		16,824.80	40,972.49
3/15/1999	4 C-E Conservation Fund	Urban Tree	Stocks & Bonds	1.22%	25,049.68					674.27	25,723.95	9,803.51	1.22%	727.47	(109.50)		10,421.48	36,145.43
11/17/2001	5 C-E Conservation Fund	Heritage	Stocks & Bonds	0.97%	19,910.39	197.98				535.93	20,644.31	3,741.18	0.97%	578.22	(87.03)		4,232.37	24,876.67
9/1/2009	OPEB Trust	Employment Bene	Stocks & Bonds	47.38%	972,494.21					26,176.84	998,671.05	181,359.50	47.38%	28,242.12	(4,250.95)		205,350.67	1,204,021.72
4/10/2018	Stewardship of Land		Stocks & Bonds	0.72%	14,792.28					398.17	15,190.45	1,028.05	0.72%	429.58	(64.66)		1,392.98	16,583.43
<b>Total Fund B</b>				<b>100.00%</b>	<b>2,052,736.62</b>	<b>133,857.58</b>	<b>0.00</b>	<b>(224,500.00)</b>		<b>55,253.96</b>	<b>2,017,348.16</b>	<b>512,362.74</b>	<b>100.00%</b>	<b>59,613.34</b>	<b>(8,972.88)</b>	<b>0.00</b>	<b>563,003.20</b>	<b>2,580,351.37</b>

REPORT OF THE TRUST FUNDS OF THE CITY OF CONCORD ON JUNE 30, 2023

ct

*Date of *Creation	NAME OF TRUST FUND	PURPOSE OF TRUST FUND	HOW INVESTED	PRINCIPAL						INCOME					TOTAL			
				%	Balance Beginning Year	Additions/ New Funds Created	Cash Receipts	Withdrawals	Gains or (Losses) on Sale of Securities	Balance End Year	Balance Beginning Year	%	Earned During Year	Fees	Expended During Year	Balance End Year	Principal & Income	
	Account 3053001194 Fund C <u>Non-Expendable Cemetery</u>																	
9/7/1962	11 C-NE Individual Care	Milville	Stocks & Bonds	0.05%	6,384.40					436.97	6,821.37	792.73	0.05%	160.85	(23.83)		929.75	7,751.12
3/9/1925	12 C-NE Individual Care	Suncook	Stocks & Bonds	0.02%	3,248.68					222.35	3,471.03	410.56	0.02%	81.85	(12.13)		480.28	3,951.32
5/16/1983	13 C-NE Individual Care	Maple Grove	Stocks & Bonds	0.06%	8,391.10					574.32	8,965.42	1,106.31	0.06%	211.41	(31.32)		1,286.40	10,251.82
3/9/1925	14 C-NE Individual Care	Pine Grove	Stocks & Bonds	0.15%	19,902.39					1,362.20	21,264.59	2,711.88	0.15%	501.42	(74.29)		3,139.01	24,403.60
3/9/1925	15 C-NE Individual Care	Horse Hill	Stocks & Bonds	0.01%	1,578.56					108.04	1,686.60	227.74	0.01%	39.77	(5.89)		261.62	1,948.22
3/9/1925	16 C-NE Individual Care	Old Fort	Stocks & Bonds	0.00%	214.24					14.66	228.90	35.65	0.00%	5.40	(0.80)		40.25	269.15
10/11/1972	17 C-NE Individual Care	Old North	Stocks & Bonds	0.31%	43,055.85					2,946.91	46,002.75	5,964.78	0.31%	1,084.76	(160.72)		6,888.81	52,891.57
6/29/1954	18 C-NE Individual Care	Woodlawn	Stocks & Bonds	0.33%	45,298.58					3,100.41	48,398.99	6,827.99	0.33%	1,141.26	(169.09)		7,800.16	56,199.15
6/29/1954	19 C-NE Individual Care	Blossom Hill	Stocks & Bonds	29.32%	4,018,327.88					275,029.72	4,293,357.60	204,216.75	29.32%	101,238.53	(14,999.84)	(95,000.00)	195,455.44	4,488,813.04
1/1/1900	20 C-NE Individual Care	Concord Calvary	Stocks & Bonds	8.02%	1,098,776.52					75,204.46	1,173,980.98	46,101.83	8.02%	27,682.79	(4,101.58)	(23,000.00)	46,683.05	1,220,664.03
1/1/1900	21 C-NE Individual Care	Penacook Calvary	Stocks & Bonds	0.08%	10,833.62					741.49	11,575.11	(0.00)	0.08%	272.94	(40.44)	(232.50)	0.00	11,575.11
1/1/1900	22 C-NE Cemetery-General Care	General	Stocks & Bonds	43.77%	5,999,123.75	62,039.60				410,602.96	6,471,766.31	200,634.90	43.77%	151,143.09	(22,393.87)	(106,000.00)	223,384.12	6,695,150.44
1/1/1900	23 C-NE Cemetery-Flowers	Flowers	Stocks & Bonds	3.81%	522,000.82	5,250.00				35,727.73	562,978.56	21,657.56	3.81%	13,151.39	(1,948.55)	(11,000.00)	21,860.40	584,838.95
1/1/1900	24 C-NE Single Grave Annex	General	Stocks & Bonds	1.04%	142,125.77					9,727.63	151,853.40	29,874.92	1.04%	3,580.74	(530.54)		32,925.13	184,778.53
04/07/1878	25 C-NE Seth K. Jones	Monument Fund	Stocks & Bonds	0.02%	3,044.72					208.39	3,253.12	12,094.20	0.02%	76.71	(11.37)		12,159.54	15,412.66
1/1/1900	26 C-NE Shrub-Cemetery	Shrub	Stocks & Bonds	0.65%	88,757.08					6,074.87	94,831.96	4,793.80	0.65%	2,236.16	(331.32)	(1,904.84)	4,793.80	99,625.76
10/25/1965	27 C-NE Gladys Quimby	Flower	Stocks & Bonds	0.00%	432.88					29.63	462.51	64.02	0.00%	10.91	(1.62)		73.31	535.82
12/22/1948	28 C-NE Florence Wilson	Flower	Stocks & Bonds	0.00%	216.42					14.81	231.24	43.46	0.00%	5.45	(0.81)		48.11	279.35
6/16/1916	29 C-NE J. Eastman Pecker	Pine Grove	Stocks & Bonds	0.30%	41,072.60					2,811.17	43,883.77	62,783.05	0.30%	1,034.79	(153.32)		63,664.53	107,548.30
3/11/1941	30 C-NE Edith & Emily	Landsape	Stocks & Bonds	0.01%	1,814.78					124.21	1,938.99	4,898.55	0.01%	45.72	(6.77)		6,876.49	6,876.49
1/1/1940	31 C-NE A.C. Camoli	Flowers/Care	Stocks & Bonds	0.01%	1,552.14					106.23	1,658.37	201.08	0.01%	39.10	(5.79)		234.39	1,892.76
5/8/1958	32 C-NE Mrs. H.A. Kimball	Cemetery Care	Stocks & Bonds	0.03%	4,513.29					308.91	4,822.20	2,888.61	0.03%	113.71	(16.85)		2,985.47	7,807.67
6/8/1938	33 C-NE Sen. Styles Bridges	Care & Preservatio	Stocks & Bonds	0.03%	4,191.63					286.89	4,478.52	3,058.86	0.03%	105.60	(15.65)		3,148.82	7,627.34
10/4/1974	34 C-NE Judge Elwin Page	Cemetery Care	Stocks & Bonds	0.01%	1,335.53					91.41	1,426.94	805.08	0.01%	33.65	(4.99)		833.74	2,260.68
3/30/1976	35 C-NE Alvin P. Dunbar	Monument Care	Stocks & Bonds	0.00%	432.88					29.63	462.51	356.04	0.00%	10.91	(1.62)		365.33	827.84
9/25/1936	36 C-NE Caroline DeFaugi	Mausoleum	Stocks & Bonds	0.36%	48,697.00					3,333.01	52,030.01	28,440.04	0.36%	1,226.88	(181.78)		29,485.14	81,515.15
1/1/1900	37 C-NE Thompson Monument	Monument Fund	Stocks & Bonds	0.33%	45,493.31					3,113.74	48,607.04	12,550.18	0.33%	1,146.17	(169.82)	(244.09)	13,282.43	61,889.48
7/1/1905	38 C-NE Alvin P. Dunbar	Flowers	Stocks & Bonds	0.06%	8,306.20					568.51	8,874.71	1,364.49	0.06%	209.27	(31.01)		1,542.75	10,417.46
10/14/1902	39 C-NE Imp. & Ornamentation	Cemetery Care	Stocks & Bonds	0.18%	25,011.89					1,711.91	26,723.80	22,138.99	0.18%	630.15	(93.37)		22,675.78	49,399.58
3/9/1925	40 C-NE Frank J. Sulloway	Cemetery	Stocks & Bonds	0.14%	18,698.53					1,279.80	19,978.33	8,826.63	0.14%	471.09	(69.80)		9,227.92	29,206.25
7/5/1905	40 C-NE Frank J. Sulloway	Cemetery	Stocks & Bonds	0.04%	4,953.09					339.01	5,292.10	2,407.34	0.04%	124.79	(18.49)		2,513.64	7,805.74
	<u>Non-Expendable Library</u>																	
02/09/1892	38 L-NE Abigail Walker	Schools	Stocks & Bonds	0.03%	3,665.80					250.90	3,916.70	0.00	0.03%	92.36	(13.68)	(78.67)	0.00	3,916.71
1/1/1900	39 L-NE Library-Books	David Osgood	Stocks & Bonds	0.01%	902.65					61.78	964.43	159.30	0.01%	22.74	(3.37)		178.67	1,143.11
1/1/1900	40 L-NE Library-Books	Stephen Abbot	Stocks & Bonds	0.03%	4,513.29					308.91	4,822.20	796.51	0.03%	113.71	(16.85)		893.37	5,715.57
4/19/1909	41 L-NE Library-Books	William Chase	Stocks & Bonds	0.03%	4,621.46					316.31	4,937.77	816.23	0.03%	116.43	(17.25)		915.42	5,853.19
1/1/1900	42 L-NE Library-Books	Cogswell Coll.	Stocks & Bonds	0.08%	10,334.60					707.34	11,041.94	1,823.74	0.08%	260.37	(38.58)		2,045.53	13,087.47
7/2/1942	43 L-NE Library-Books	C.R. Covey	Stocks & Bonds	0.66%	89,776.46					6,144.64	95,921.11	7,297.88	0.66%	2,261.85	(335.12)		9,224.60	105,145.71
12/4/1923	44 L-NE Library-Books	Joe Hazeltine	Stocks & Bonds	0.11%	14,893.00					1,019.33	15,912.33	2,328.31	0.11%	375.22	(55.59)		2,647.93	18,560.26
01/03/1865	45 L-NE Library-Books	G.P. Lynn	Stocks & Bonds	0.03%	4,513.29					308.91	4,822.20	796.51	0.03%	113.71	(16.85)		893.37	5,715.57
1/1/1900	46 L-NE Library-Books	Franklin Pierce	Stocks & Bonds	0.03%	4,513.29					308.91	4,822.20	796.51	0.03%	113.71	(16.85)		893.37	5,715.57
01/10/1890	47 L-NE Library-Books	Thomas Valpey	Stocks & Bonds	0.02%	2,238.12					153.19	2,391.31	395.53	0.02%	56.39	(8.35)		443.56	2,834.87
1/9/1934	48 L-NE Library-Books	Seth Jones	Stocks & Bonds	0.00%	335.04					22.93	357.98	59.29	0.00%	8.44	(1.25)		66.48	424.46
9/10/1918	49 L-NE Samuel Eastman	Books	Stocks & Bonds	0.05%	6,852.51					469.01	7,321.52	1,209.34	0.05%	172.64	(25.58)		1,356.41	8,677.93
1/9/1934	50 L-NE Seth K. Jones	Cem. Books, Lib	Stocks & Bonds	0.03%	4,513.29					308.91	4,822.20	730.19	0.03%	113.71	(16.85)		827.05	5,649.25
1/10/1949	51 L-NE Charles Parker Bancroft	Building fund	Stocks & Bonds	0.24%	32,242.02					2,206.77	34,448.79	6,475.91	0.24%	812.31	(120.35)		7,167.87	41,616.66
1/9/1945	52 L-NE Library-General Purpose	G. Blanchard	Stocks & Bonds	2.02%	276,716.90					18,939.56	295,656.46	49,269.43	2.02%	6,971.66	(1,032.94)		55,208.14	350,864.60
12/4/1923	53 L-NE Charles Corning	New Library Fund	Stocks & Bonds	0.62%	84,880.39					5,809.54	90,689.92	17,022.47	0.62%	2,138.49	(316.85)		18,844.11	109,534.04
9/10/1918	54 L-NE Library-General Purpose	S.G. Eastman	Stocks & Bonds	1.44%	197,936.94					13,547.56	211,484.50	35,256.23	1.44%	4,986.86	(738.87)		39,504.23	250,988.72
3/11/1987	55 L-NE Library-General Purpose	Dr. M. Atchison Es	Stocks & Bonds	0.03%	4,068.49					278.46	4,346.95	792.17	0.03%	102.50	(15.19)		879.49	5,226.43
1/27/1940	56 L-NE Arthur Carpenter	Books & Periodica	Stocks & Bonds	2.84%	388,856.16					26,614.80	415,470.96	43,617.56	2.84%	9,796.92	(1,451.54)		51,962.93	467,433.90
2/26/1997	57 L-NE Marie Colbert	Books & Periodica	Stocks & Bonds	2.43%	333,100.46					22,798.67	355,899.13	61,404.23	2.43%	8,392.20	(1,243.42)		68,553.02	424,452.14
	<u>Non-Expendable Other</u>																	
1/1/1900	58 0-NE Rollins Trust	B-Cen Square	Stocks & Bonds	0.05%	6,800.21					465.43	7,265.64	5,343.37	0.05%	171.33	(25.38)		5,489.31	12,754.95
1/1/1900	59 0-NE Countess of Rumford	Female Charity Sc	Stocks & Bonds	0.07%	8,989.66					615.29	9,604.95	(0.00)	0.07%	226.49	(33.56)	(192.93)	(0.00)	9,604.95
9/10/1918	60 0-NE Eastman Association	Eastman Park	Stocks & Bonds	0.01%	2,023.82					138.52	2,162.34	1,955.01	0.01%	50.99	(7.55)		1,998.45	4,160.79
	<b>Total Fund C</b>			<b>100.00%</b>	<b>13,705,074.02</b>	<b>67,289.60</b>		<b>0.00</b>		<b>938,027.65</b>	<b>14,710,391.27</b>	<b>926,623.76</b>	<b>100.00%</b>	<b>345,288.30</b>	<b>(51,</b>			

REPORT OF THE TRUST FUNDS OF THE CITY OF CONCORD ON JUNE 30, 2023

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*Date of *Creation	NAME OF TRUST FUND	PURPOSE OF TRUST FUND	HOW INVESTED	PRINCIPAL						INCOME						TOTAL	
				%	Balance Beginning Year	Additions/ New Funds Created	Cash Receipts	Withdrawals	Gains or (Losses) on Sale of Securities	Balance End Year	Balance Beginning Year	%	Earned During Year	Fees	Expended During Year	Balance End Year	Principal & Income
<b>CAPITAL RESERVE FUNDS</b>																	
10/2/1985	68	Self-Insurance 8468	Cash Equivalents	0.00%	(0.00)					0.00	(0.00)	0.00	0.00%	1.88		1.88	1.88
5/18/1992	69	Landfill Closure 8469	Cash Equivalents	0.00%	0.00					0.00	0.00	10,343.84	0.00%	375.62		10,719.46	10,719.46
1/1/1900	70	Durgin Block 8470	Cash Equivalents	0.00%	0.00		0.00	0.00		0.00	0.00	368.27	0.00%	32.48		400.75	400.75
7/10/1995	71	Highway 8471	Cash Equivalents	20.28%	966,959.97	3,057,211.19		(2,704,826.39)		0.00	1,319,344.77	182,081.08	20.28%	39,684.53		221,765.61	1,541,110.38
7/10/1995	72	Economic Development 8472	Cash Equivalents	14.22%	678,105.01	125,000.00		(439,000.00)		0.00	364,105.01	45,004.03	14.22%	18,629.44		63,633.47	427,738.48
7/10/1995	73	Revaluation	Cash Equivalents	0.00%	0.00					0.00	0.00	0.00	0.00%	0.00		0.00	0.00
1/1/1900	74	53rd Week	Cash Equivalents	0.00%	0.00					0.00	0.00	0.00	0.00%	0.00		0.00	0.00
12/14/1998	75	Equipment 8473	Cash Equivalents	14.17%	675,634.21	259,892.24		(382,000.00)		0.00	553,526.45	4,447.61	14.17%	22,325.56		26,773.17	580,299.62
1/1/1900	76	Mountain Green 8474	Cash Equivalents	0.00%	0.00	1,482.21				0.00	1,482.21	47,162.24	0.00%	1,715.88		48,878.12	50,360.33
12/14/1998	77	Fire Apparatus Replacemt 8475	Cash Equivalents	0.06%	2,972.31					0.00	2,972.31	5,327.80	0.06%	301.39		5,629.19	8,601.50
12/14/1998	78	Downtown Economic Dev 8476	Cash Equivalents	0.00%	0.00					0.00	0.00	11,849.71	0.00%	430.28		12,279.99	12,279.99
3/13/2006	83	SVMS Project 8477	Cash Equivalents	0.00%	0.00					0.00	0.00	0.00	0.00%	0.00		0.00	0.00
12/13/2010	79	Education & Training 8478	Cash Equivalents	0.59%	28,357.46			(4,274.61)		0.00	24,082.85	0.00	0.59%	1,054.81		1,054.81	25,137.66
12/13/2010	80	Building Improvements 8479	Cash Equivalents	0.77%	36,574.44					0.00	36,574.44	2,125.21	0.77%	1,405.32		3,530.53	40,104.97
12/13/2010	81	Parks and Grounds 8480	Cash Equivalents	0.42%	20,000.00					0.00	20,000.00	1,495.32	0.42%	780.56		2,275.88	22,275.88
12/12/2011	82	Water Fund Fuel Reserve 8481	Cash Equivalents	2.10%	100,000.01					0.00	100,000.01	7,276.83	2.10%	3,895.55		11,172.38	111,172.39
6/11/2012	84	Water Investment Fee 8482	Cash Equivalents	14.14%	673,898.50	294,954.00		(565,000.00)		0.00	403,852.50	18,610.34	14.14%	22,968.46		41,578.80	445,431.30
6/11/2012	85	Wastewater Investment Fee 8483	Cash Equivalents	19.73%	940,737.89	400,242.00		(485,000.00)		0.00	855,979.89	26,852.40	19.73%	35,133.53		61,985.93	917,965.82
1/14/2013	86	ERIP 8484	Cash Equivalents	0.00%	0.00					0.00	0.00	135.54	0.00%	4.94		140.48	140.48
7/11/2016	87	Recreation Reserve 7450	Cash Equivalents	11.55%	550,485.00	100,000.00		(374,843.00)		0.00	275,642.00	51,445.38	11.55%	15,582.52		67,027.90	342,669.90
12/14/2016	88	Community Improvement 8425	Cash Equivalents	1.68%	80,276.84					0.00	80,276.84	10,337.18	1.68%	3,290.47		13,627.65	93,904.49
6/30/2021	89	Opioid Reserve	Cash Equivalents	0.28%	13,425.24	205,566.97				0.00	218,992.21	36.69	0.28%	3,260.41		3,297.10	222,289.31
6/30/2023	90	Assessing Reserve	Cash Equivalents	0.00%	0.00	385,000.00				0.00	385,000.00	0.00	0.00%	0.00		0.00	385,000.00
6/30/2023	91	Bridge Reserve	Cash Equivalents	0.00%	0.00	1,959,113.76				0.00	1,959,113.76	0.00	0.00%	0.00		0.00	1,959,113.76
<b>TOTAL CAPITAL RESERVE FUNDS</b>				<b>100.00%</b>	<b>4,767,426.88</b>	<b>6,788,462.37</b>	<b>0.00</b>	<b>(4,954,944.00)</b>	<b>0.00</b>	<b>6,600,945.25</b>	<b>424,899.47</b>	<b>100.00%</b>	<b>170,873.63</b>	<b>0.00</b>	<b>0.00</b>	<b>595,773.10</b>	<b>7,196,718.35</b>
<b>TOTAL OF ALL FUNDS</b>					<b>23,780,901.41</b>	<b>7,304,706.25</b>	<b>0.00</b>	<b>(5,359,444.00)</b>	<b>1,036,779.67</b>	<b>26,762,943.33</b>	<b>2,108,920.62</b>		<b>658,543.05</b>	<b>(71,217.69)</b>	<b>(252,703.03)</b>	<b>2,443,542.95</b>	<b>29,206,486.27</b>

REPORT OF THE TRUST FUND INVESTMENTS OF THE CITY OF CONCORD, NH AS OF JUNE 30, 2023

# Shares or Units	HOW INVESTED		PRINCIPAL				INCOME				TOTAL Principal & Income	Beginning of Year Fair Market Value	Unrealized Gain/Loss	End of Year Fair Market Value		
	DESCRIPTION OF INVESTMENT (Names of Banks, Stocks, Bonds, etc.)	Investment Name	CUSIP	Type	Balance Beginning Year	Additions/Purchases	Capital Gains (Losses)	Proceeds From Sales	Balance End Year	Balance Beginning Year					Income During Year	Expended During Year
FUND C	CITY OF CONCORD - #3053001194															
100.00	FEDERAL FARM CR BKS 2.4000% 9/21/2026	3133EHC0	Bond	96,998.09	0.00	0.00	0.00	96,998.09	0.00	2,400.00	(2,400.00)	0.00	96,998.09	97,345.60	(3,998.23)	93,346.37
200.00	FEDERAL HOME LOAN BOND 0.500% 4/14/2025	3130AJH6	Bond	199,322.00	0.00	0.00	0.00	199,322.00	0.00	1,000.00	(1,000.00)	0.00	199,322.00	186,685.40	(1,679.86)	185,005.54
345.00	FEDERAL HOME LOAN MORTGAGE CORP 5.000% 1/26/2028	3134GCVY7	Bond	345,000.00	345,000.00	0.00	0.00	345,000.00	0.00	0.00	0.00	0.00	345,000.00	339,000.60	(5,993.36)	333,007.24
200.00	FED HOME LOAN MORTGAGE CORP (CALLABLE 5/21/2021 @100) 1.4%	3134GVX26	Bond	200,000.00	0.00	0.00	0.00	200,000.00	0.00	2,800.00	(2,800.00)	0.00	200,000.00	175,190.00	(11,544.61)	163,645.39
250.00	APPLE INC SR GBLB NT 3.000% 11/13/2027	037833DK3	Bond	268,225.00	0.00	0.00	0.00	268,225.00	0.00	7,500.00	(7,500.00)	0.00	268,225.00	242,538.00	(7,083.84)	235,454.16
100.00	BANK OF NY MELLON CORP FR 3.400% 1/29/2028	06406RAF4	Bond	94,375.00	94,375.00	0.00	0.00	94,375.00	0.00	0.00	0.00	0.00	94,375.00	0.00	(957.32)	93,417.68
200.00	BURLINGTON NRTH SANTA FE 3.75% 4/1/2024 CALL 1/1/2024	12189LAR2	Bond	203,948.00	0.00	0.00	0.00	203,948.00	0.00	7,500.00	(7,500.00)	0.00	203,948.00	201,336.80	(4,119.16)	197,217.64
250.00	CISCO SYS INC 2.2000% 9/20/2023	17275FBH4	Bond	246,705.00	0.00	0.00	0.00	246,705.00	0.00	5,500.00	(5,500.00)	0.00	246,705.00	247,974.25	159.13	248,133.38
100.00	CHEVRON USA INC SR GBLB NT 3.850% DUE 01/15/2028	165756AR7	Bond	0.00	97,000.00	0.00	0.00	97,000.00	0.00	0.00	0.00	0.00	97,000.00	0.00	505.99	97,505.99
250.00	CME GROUP INC SR GBLB NT 3.750% 8/15/2028	12972CAJ4	Bond	279,327.50	0.00	0.00	0.00	279,327.50	0.00	9,375.00	(9,375.00)	0.00	279,327.50	246,853.50	(7,768.04)	239,065.46
100.00	EATON VANCE CRP @100) 3.50% 4/6/2027	278265AE3	Bond	104,088.00	0.00	0.00	0.00	104,088.00	0.00	3,500.00	(3,500.00)	0.00	104,088.00	95,441.50	(2,769.20)	92,672.30
150.00	GLAXOSMITHKLINE CAP 3/1/2029 @100) 3.375% 6/1/2029	377373AH8	Bond	159,942.00	0.00	0.00	0.00	159,942.00	0.00	5,062.50	(5,062.50)	0.00	159,942.00	145,018.80	(5,769.26)	139,229.54
150.00	HOME DEPOT INC @100) 3.000% 4/1/2026	437076BM3	Bond	155,314.50	0.00	0.00	0.00	155,314.50	0.00	4,500.00	(4,500.00)	0.00	155,314.50	147,222.00	(3,793.50)	143,428.50
250.00	ILLINOIS TOOL WKS 2.650% 11/15/2026	45230BAX7	Bond	263,390.00	0.00	0.00	0.00	263,390.00	0.00	6,625.00	(6,625.00)	0.00	263,390.00	239,407.75	(5,453.88)	233,953.87
0	INTEL CORP 2.7000% 12/15/2022	458140AM2	Bond	102,055.00	0.00	(2,055.00)	100,000.00	0.00	1,350.00	(1,350.00)	0.00	0.00	0.00	99,963.60	2,091.40	0.00
250.00	INTERCONTINENTAL EX 3/15/2030 @100) 2.10% 6/15/2030	45869FA0	Bond	261,635.00	0.00	0.00	0.00	261,635.00	0.00	5,250.00	(5,250.00)	0.00	261,635.00	210,005.00	(783.75)	209,221.25
100.00	PROGRESSIVE CORP SR GBLB NT 2.500% 3/15/2027	743315A9V	Bond	0.00	92,756.00	0.00	0.00	92,756.00	0.00	1,250.00	(1,250.00)	0.00	92,756.00	0.00	(1,093.98)	91,662.02
250.00	ROYAL BK CDA 2.500% 11/1/2024	78015K7C2	Bond	263,150.00	0.00	0.00	0.00	263,150.00	0.00	5,625.00	(5,625.00)	0.00	263,150.00	241,540.50	(3,021.57)	238,518.93
200.00	STATE STR CORP	857477AT0	Bond	217,064.00	0.00	0.00	0.00	217,064.00	0.00	7,100.00	(7,100.00)	0.00	217,064.00	198,512.40	(5,855.79)	192,656.61
100.00	TARGET CORP @100) 3.3750% 4/15/2029	87612EBH8	Bond	106,125.00	0.00	0.00	0.00	106,125.00	0.00	3,375.00	(3,375.00)	0.00	106,125.00	95,940.90	(2,146.29)	93,794.61
100.00	TOYOTA MOTOR CR CORP FR 5.4500% 11/10/2027	89236TKL8	Bond	0.00	103,856.00	0.00	0.00	103,856.00	0.00	2,725.00	(2,725.00)	0.00	103,856.00	0.00	(1,889.84)	101,966.16
100.00	UNILEVER CAP CORP SR GBLB NT 2.000% 7/28/2026	90476AAJ1	Bond	0.00	92,018.00	0.00	0.00	92,018.00	0.00	0.00	0.00	0.00	92,018.00	0.00	229.52	92,247.52
0	UNITEDHEALTH GROUP INC 2.8750% 3/15/2023	91324PC4	Bond	252,402.50	0.00	(2,402.50)	250,000.00	0.00	1,187.50	(1,187.50)	0.00	0.00	249,807.00	249,807.00	2,795.50	0.00
345.00	US TREASURY BILLS 0.000% 7/13/2023	912796X07	Treasury Bond/Note	0.00	336,906.95	0.00	0.00	336,906.95	0.00	0.00	0.00	0.00	336,906.95	0.00	7,610.37	344,517.32
345.00	US TREASURY BILLS 0.000% 7/6/2023	912796Z51	Treasury Bond/Note	0.00	337,094.29	0.00	0.00	337,094.29	0.00	0.00	0.00	0.00	337,094.29	0.00	7,763.36	344,857.65
250.00	US TREAS NOTE 1.750% 12/31/24	912828Y00	Treasury Bond/Note	260,156.25	0.00	0.00	0.00	260,156.25	0.00	4,375.00	(4,375.00)	0.00	260,156.25	242,509.75	(4,873.03)	237,636.72
200.00	UNITED STATES TREAS NT 0.125% 1/15/24	91282CBE0	Treasury Bond/Note	199,281.25	0.00	0.00	0.00	199,281.25	0.00	2,500.00	(2,500.00)	0.00	199,281.25	191,601.60	(2,921.84)	194,523.44
250.00	UNITED STATES TREAS NT 0.375% 4/15/24	91282CBV2	Treasury Bond/Note	250,283.20	0.00	0.00	0.00	250,283.20	0.00	937.50	(937.50)	0.00	250,283.20	238,847.75	(1,445.22)	240,292.97
250.00	US TREAS NOTE 0.625% 8/15/30	912828Z91	Treasury Bond/Note	249,628.91	0.00	0.00	0.00	249,628.91	0.00	2,500.00	(2,500.00)	0.00	249,628.91	208,964.75	(8,749.90)	200,214.85
100.00	US TREAS NOTE 2.500% 5/15/24	912828WJ5	Treasury Bond/Note	99,437.50	0.00	0.00	0.00	99,437.50	0.00	2,500.00	(2,500.00)	0.00	99,437.50	99,183.60	(1,679.69)	97,503.91
0	US TREAS NOTE 2.000% 10/31/22	912828C2	Treasury Bond/Note	96,273.44	0.00	3,726.56	100,000.00	0.00	1,000.00	(1,000.00)	0.00	0.00	0.00	99,956.20	(3,682.76)	0.00
0	US TREAS NOTE 2.125% 12/31/22	912828N30	Treasury Bond/Note	194,054.69	0.00	5,945.31	200,000.00	0.00	1,225.00	(1,225.00)	0.00	0.00	0.00	199,609.40	(5,554.71)	0.00
0	US TREAS NOTE 1.750% 5/15/23	912828VB3	Treasury Bond/Note	150,837.89	0.00	(837.89)	150,000.00	0.00	2,625.00	(2,625.00)	0.00	0.00	0.00	148,535.10	2,302.79	0.00
250.00	US TREAS NOTE 1.250% 7/31/23	912828S92	Treasury Bond/Note	248,388.67	0.00	0.00	0.00	248,388.67	0.00	3,125.00	(3,125.00)	0.00	248,388.67	245,595.75	3,642.89	249,238.64
100.00	US TREAS NOTE 2.250% 1/31/24	912828V80	Treasury Bond/Note	103,558.59	0.00	0.00	0.00	103,558.59	0.00	2,250.00	(2,250.00)	0.00	103,558.59	99,937.50	(753.91)	99,183.59
150.00	US TREAS NOTE 2.250% 11/15/24	912828G36	Treasury Bond/Note	156,750.00	0.00	0.00	0.00	156,750.00	0.00	3,375.00	(3,375.00)	0.00	156,750.00	147,544.95	(3,515.65)	144,029.30
250.00	US TREAS NOTE 2.000% 2/15/25	912828J27	Treasury Bond/Note	254,453.13	0.00	0.00	0.00	254,453.13	0.00	5,000.00	(5,000.00)	0.00	254,453.13	242,789.00	(5,845.55)	237,939.45
250.00	US TREAS NOTE 2.000% 8/15/25	912828K74	Treasury Bond/Note	248,339.84	0.00	0.00	0.00	248,339.84	0.00	5,000.00	(5,000.00)	0.00	248,339.84	242,470.75	(6,660.20)	235,810.55
0	US TREAS NOTE 2.375% 1/31/23	912828UJ2	Treasury Bond/Note	248,906.25	0.00	1,093.75	250,000.00	0.00	5,937.50	(5,937.50)	0.00	0.00	249,687.50	242,470.75	(6,660.20)	235,810.55
250.00	US TREAS NOTE 2.375% 5/15/29	912828E12	Treasury Bond/Note	257,617.18	0.00	0.00	0.00	257,617.18	0.00	5,937.50	(5,937.50)	0.00	257,617.18	239,961.00	(12,119.20)	227,841.80
250.00	US TREAS NOTES 1.500% 11/30/28	91282CDL2	Treasury Bond/Note	251,289.06	0.00	0.00	0.00	251,289.06	0.00	3,750.00	(3,750.00)	0.00	251,289.06	227,422.00	(6,862.25)	216,593.75
100.00	UNITED STATES TREAS NT 0.125% 1/15/24	912828Z91	Treasury Bond/Note	98,933.59	0.00	0.00	0.00	98,933.59	0.00	500.00	(500.00)	0.00	98,933.59	99,437.50	503.91	99,941.41
100.00	UNITED STATES TREAS NT 1.125% 2/15/31	91282CBL4	Treasury Bond/Note	86,445.31	0.00	0.00	0.00	86,445.31	0.00	1,125.00	(1,125.00)	0.00	86,445.31	0.00	(4,257.81)	82,187.50
247	ADOBE INC	00724F101	Stock	64,154.47	0.00	0.00	0.00	64,154.47	0.00	0.00	0.00	0.00	64,154.47	90,416.82	30,363.71	120,780.53
170	ALBEMARLE CORP	012653101	Stock	37,989.95	0.00	0.00	0.00	37,989.95	0.00	68.00	(68.00)	0.00	37,989.95	0.00	(64.65)	37,925.30
1,700	ALPHABET INC CL A	02079K305	Stock	35,114.73	0.00	0.00	0.00	35,114.73	0.00	0.00	0.00	0.00	35,114.73	18,252.90	(17,861.83)	203,490.00
1,220	ALPHABET INC CL C	02079K107	Stock	17,791.05	0.00	0.00	0.00	17,791.05	0.00	0.00	0.00	0.00	17,791.05	133,434.10	14,148.95	147,583.40
1,220	AMAZON COM INC	023151106	Stock	59,641.35	0.00	0.00	0.00	59,641.35	0.00	4.00	(4.00)	0.00	59,641.35	129,376.20	69,734.85	159,039.20
2,962	AMERICAN EXPRESS CO	025818109	Stock	70,329.61	0.00	0.00	0.00	70,329.61	0.00	1,419.12	(1,419.12)	0.00	70,329.61	91,073.34	23,376.06	114,449.40
881	APPLE INC	037833100	Stock	44,487.54	48,660.59	52,677.59	40,470.54	147,705.66	0.00	3,028.08	(3,028.08)	0.00	147,705.66	445,160.32	133,395.82	574,539.14
3,456	APPLIED MATERIALS INC	038222105	Stock	75,151.37	17,546.53	39,858.03	52,839.87	165,595.73	0.00	1,162.54	(1					

REPORT OF THE TRUST FUND INVESTMENTS OF THE CITY OF CONCORD, NH AS OF JUNE 30, 2023

# Shares or Units	HOW INVESTED			Balance Beginning Year	PRINCIPAL			Balance End Year	INCOME			Balance End Year	TOTAL Principal & Income	Beginning of Year Fair Market Value	Unrealized Gain/Loss	End of Year Fair Market Value
	DESCRIPTION OF INVESTMENT (Names of Banks, Stocks, Bonds, etc.)				Additions/Purchases	Capital Gains (Losses)	Proceeds From Sales		Income During Year	Expended During Year	Unrealized Gain/Loss					
	Investment Name	CUSIP	Type													
<b>FUND B</b>	<b>CITY OF CONCORD - #3053001201</b>															
	CITIZENS BANK NA CASH SWEEP ACCT	990110702	Money Market	377,667.96	0.00	0.00	225,988.21	151,679.75	10,322.92	6,155.99	(7,728.71)	8,750.20	160,429.95	387,990.88	0.00	160,429.95
50,000	APPLE INC SR GBL NT 3.000% 11/13/2027	037833D43	Bond	53,645.00	0.00	0.00	0.00	53,645.00	0.00	1,500.00	(1,500.00)	0.00	53,645.00	48,507.60	(1,416.77)	47,090.83
50,000	BANK OF NY MELLON CORP FR 3.400% 1/29/2028	064069F44	Bond	0.00	47,940.00	0.00	0.00	47,940.00	0.00	1,700.00	(1,700.00)	0.00	47,940.00	48,708.84	0.00	48,708.84
50,000	BLACKROCK INC SR GBL NT 3.250% 4/30/2029	09247XAF6	Bond	0.00	48,480.00	0.00	0.00	48,480.00	0.00	1,625.00	(1,625.00)	0.00	48,480.00	46,347.32	(2,132.68)	44,214.64
75,000	CISCO SYS INC 2.200% 9/20/2023	17275RBH4	Bond	74,011.50	0.00	0.00	0.00	74,011.50	0.00	1,650.00	(1,650.00)	0.00	74,011.50	74,392.28	47.73	74,440.01
50,000	CME GROUP INC SR GBL NT 3.750% 6/15/2028	12572QAJ4	Bond	55,865.50	0.00	0.00	0.00	55,865.50	0.00	1,875.00	(1,875.00)	0.00	55,865.50	49,370.70	(1,557.85)	47,812.85
50,000	ELI LILLY & CO SR GBL NT 5.000% 2/27/2026	532457CE6	Bond	0.00	50,040.50	0.00	0.00	50,040.50	0.00	0.00	0.00	0.00	50,040.50	0.00	(6.59)	50,033.91
50,000	FEDERAL HOME LOAN BANK 0.500% 8/26/2024	3130AMCNO	Bond	50,000.00	0.00	0.00	0.00	50,000.00	0.00	250.00	(250.00)	0.00	50,000.00	47,625.95	(410.00)	47,215.95
50,000	FED HOME LOAN MORTGAGE CORP CALLABLE 5/21/2021 @100 1.4%	3134GVXZ6	Bond	50,000.00	0.00	0.00	0.00	50,000.00	0.00	700.00	(700.00)	0.00	50,000.00	43,797.50	(2,886.15)	40,911.35
0	GOLDMAN SACHS GROUP INC 3.6250% 1/22/2023	08141GRD6	Bond	50,974.50	0.00	(974.50)	50,000.00	0.00	0.00	1,812.50	(1,812.50)	0.00	50,000.00	50,159.05	815.45	50,974.50
50,000	INTERCONTINENTAL EX 3/15/2030 @100 2.10% 6/15/2030	45866FAK0	Bond	52,327.00	0.00	0.00	0.00	52,327.00	0.00	1,050.00	(1,050.00)	0.00	52,327.00	42,001.25	(1,567.25)	40,434.00
50,000	LAUDER ESTEE COS INC SR GBL NT 4.375% 5/15/2028	29736RAS9	Bond	0.00	49,495.50	0.00	0.00	49,495.50	0.00	0.00	0.00	0.00	49,495.50	0.00	(269.33)	49,226.17
50,000	ORACLE 2.95% 5/15/2025 2/15/2025 @100	68389XBC8	Bond	49,664.50	0.00	0.00	0.00	49,664.50	0.00	1,475.00	(1,475.00)	0.00	49,664.50	47,903.20	(220.86)	47,682.34
50,000	PNW ARIZONA PUBLIC SERVICE (CALLABLE 3/15/2024 @100) 3.35%	04055SCQ5	Bond	51,912.50	0.00	0.00	0.00	51,912.50	0.00	1,675.00	(1,675.00)	0.00	51,912.50	49,421.85	(689.77)	48,732.08
50,000	QUALCOMM INC 100 3.250% 5/20/2027	74752SAU7	Bond	49,099.50	0.00	0.00	0.00	49,099.50	0.00	1,625.00	(1,625.00)	0.00	49,099.50	48,965.55	(1,634.44)	47,331.11
50,000	TOYOTA MOTOR CR CORP FR 5.450% 11/10/2027	89236TKL8	Bond	0.00	51,928.00	0.00	0.00	51,928.00	0.00	1,362.50	(1,362.50)	0.00	51,928.00	0.00	(944.92)	50,983.08
50,000	WESTPAC BKNG CORP 2.8500% 5/13/2026	951214C99	Bond	52,122.50	0.00	0.00	0.00	52,122.50	0.00	1,425.00	(1,425.00)	0.00	52,122.50	47,961.80	(929.72)	47,032.08
0	US TREASURY BILLS 0.000% 3/2/2023	912796YB9	Treasury Bond/Note	0.00	212,812.14	0.00	212,812.14	0.00	0.00	2,187.86	(2,187.86)	0.00	0.00	0.00	0.00	0.00
56,000	US TREASURY BILLS 0.000% 7/6/2023	912796Z51	Treasury Bond/Note	0.00	54,716.75	0.00	0.00	54,716.75	0.00	0.00	0.00	0.00	54,716.75	0.00	1,260.14	55,976.89
50,000	US TREAS NOTE 1.375% 1/31/25	912828Z52	Treasury Bond/Note	51,617.19	0.00	0.00	0.00	51,617.19	0.00	687.50	(687.50)	0.00	51,617.19	48,000.00	(851.56)	47,148.44
50,000	UNITED STATES TREAS NT 0.375% 4/15/24	912828BV2	Treasury Bond/Note	50,052.73	0.00	0.00	0.00	50,052.73	0.00	187.50	(187.50)	0.00	50,052.73	47,769.55	(289.04)	48,058.59
75,000	US TREAS NOTE 0.625% 5/15/30	912828C06	Treasury Bond/Note	74,900.39	0.00	0.00	0.00	74,900.39	0.00	468.76	(468.76)	0.00	74,900.39	62,689.43	(2,624.98)	60,064.45
0	US TREAS NOTE 2.125% 12/31/22	912828N30	Treasury Bond/Note	73,256.84	0.00	1,743.16	75,000.00	0.00	0.00	796.88	(796.88)	0.00	74,853.53	74,853.53	(1,586.69)	73,266.84
0	US TREAS NOTE 1.750% 1/31/23	912828P38	Treasury Bond/Note	49,119.14	0.00	880.86	50,000.00	0.00	0.00	875.00	(875.00)	0.00	49,119.14	49,753.90	(634.76)	49,119.14
50,000	US TREAS NOTE 1.250% 7/31/23	912828S92	Treasury Bond/Note	49,677.73	0.00	0.00	0.00	49,677.73	0.00	625.00	(625.00)	0.00	49,677.73	49,119.15	(728.58)	48,390.57
56,000	US TREAS NOTE 4.250% 12/31/24	91282CGD7	Treasury Bond/Note	0.00	56,041.56	0.00	0.00	56,041.56	0.00	1,190.00	(1,190.00)	0.00	56,041.56	0.00	(833.43)	55,208.13
50,000	US TREAS NOTE 2.375% 8/15/24	912828D56	Treasury Bond/Note	50,451.17	0.00	0.00	0.00	50,451.17	0.00	1,187.50	(1,187.50)	0.00	50,451.17	49,382.80	(1,015.61)	48,367.19
50,000	US TREAS NOTE 2.250% 11/15/24	912828G38	Treasury Bond/Note	52,250.00	0.00	0.00	0.00	52,250.00	0.00	1,125.00	(1,125.00)	0.00	52,250.00	49,181.65	(1,171.88)	48,009.77
75,000	US TREAS NOTE 2.000% 8/15/25	912828K74	Treasury Bond/Note	74,501.95	0.00	0.00	0.00	74,501.95	0.00	1,500.00	(1,500.00)	0.00	74,501.95	72,741.23	(1,996.07)	70,745.16
90,000	US TREASURY BILLS 0.000% 06/01/2023	912796Z07	Treasury Bond/Note	0.00	88,989.59	0.00	88,989.59	0.00	0.00	1,016.11	(1,016.11)	0.00	88,989.59	0.00	0.00	88,989.59
50,000	US TREAS NOTE 2.000% 11/15/26	912828U24	Treasury Bond/Note	46,890.63	0.00	0.00	0.00	46,890.63	0.00	1,000.00	(1,000.00)	0.00	46,890.63	47,871.10	(1,640.63)	46,230.47
50,000	US TREAS NOTE 2.375% 5/15/29	9128286T2	Treasury Bond/Note	51,523.44	0.00	0.00	0.00	51,523.44	0.00	1,187.50	(1,187.50)	0.00	51,523.44	47,992.20	(2,423.84)	45,568.36
75,000	UNITED STATES TREAS NT 1.125% 2/15/31	91282CBL4	Treasury Bond/Note	0.00	64,833.99	0.00	0.00	64,833.99	0.00	843.75	(843.75)	0.00	64,833.99	0.00	(3,193.36)	61,640.63
24	ADOBE INC	00724F101	Stock	7,728.00	0.00	462.79	1,795.20	6,395.59	0.00	0.00	0.00	0.00	6,395.59	10,615.74	2,452.43	11,735.76
16	ALBEMARLE CORP	012653101	Stock	0.00	4,469.41	142.57	1,036.45	3,575.53	0.00	6.40	(6.40)	0.00	3,575.53	0.00	(6.09)	3,569.44
153	ALPHABET INC CL A	02079K305	Stock	3,853.57	0.00	3,756.11	4,656.65	0.00	0.00	0.00	0.00	0.00	21,792.60	21,792.60	(2,579.96)	19,212.64
109	ALPHABET INC C	02079K107	Stock	2,035.48	0.00	2,660.68	3,158.77	0.00	0.00	0.00	0.00	0.00	15,312.15	15,312.15	(1,675.11)	13,637.04
113	AMAZON COM INC	023135106	Stock	6,545.09	0.00	1,362.33	2,624.60	5,282.82	0.00	0.00	0.00	0.00	5,282.82	14,869.40	1,123.55	14,730.68
85	AMERICAN EXPRESS CO	025816109	Stock	9,120.44	0.00	0.00	0.00	9,120.44	0.00	183.60	(183.60)	0.00	9,120.44	11,782.70	3,024.30	14,807.00
296	APPLE INC	037833100	Stock	6,429.48	0.00	11,988.41	13,487.51	4,930.38	0.00	325.61	(325.61)	0.00	4,930.38	52,773.92	6,140.30	57,415.12
89	APPLIED MATERIALS INC	038222105	Stock	8,871.51	0.00	2,867.86	6,404.48	5,334.89	0.00	128.58	(128.58)	0.00	5,334.89	13,465.04	2,935.64	12,864.06
370	AT & T INC	020206R102	Stock	0.00	7,642.63	10.27	653.46	6,999.44	0.00	214.79	(214.79)	0.00	6,999.44	0.00	(1,097.94)	5,901.50
0	BANK OF AMERICA CORPORATION	060501804	Stock	7,076.71	0.00	1,296.17	8,375.88	0.00	0.00	0.00	0.00	0.00	7,813.63	7,813.63	(52.08)	7,761.55
43	BERKSHIRE HATHAWAY INC DEL CL B NEW	084670702	Stock	11,644.29	0.00	4,592.68	(170.20)	12,466.77	0.00	0.00	0.00	0.00	14,825.54	9,009.66	(2,472.09)	14,663.00
117	CHARLES SCHWAB CORP NEW	808513105	Stock	5,191.06	0.00	0.00	0.00	5,191.06	0.00	109.98	(109.98)	0.00	5,191.06	7,392.06	(760.50)	6,631.56
157	CISCO SYSTEMS	17275R102	Stock	0.00	7,806.64	0.00	0.00	7,806.64	0.00	61.23	(61.23)	0.00	7,806.64	0.00	316.54	8,123.18
145	COCA-COLA CO	191216100	Stock	9,381.75	0.00	70.59	1,207.77	8,244.57	0.00	284.50	(284.50)	0.00	8,244.57	10,380.15	(511.07)	9,869.08
275	COMCAST CORP NEW CL A	20030N101	Stock	5,542.60	0.00	246.04	1,875.72	9,535.37	0.00	258.49	(258.49)	0.00	9,535.37	6,670.80	(762.68)	11,426.25
15	COSTCO WHSL CORP NEW	22160K105	Stock	3,202.35	0.00	931.34	1,465.07	2,668.62	0.00	61.20	(61.20)	0.00	2,668.62	8,627.04	(117.61)	8,075.70
31	CUMMINS INC	231021106	Stock	14,113.16	0.00	(568.55)	6,001.37	7,543.24	0.00	342.26	(342.26)	0.00	7,543.24	11,224.74	2,945.14	7,599.60
94	CVS HEALTH CORPORATION	126650100	Stock	6,626.04	0.00	172.45	692.14	6,106.35	0.00	230.78	(230.78)	0.00	6,106.35	9,451.32	(2,433.41)	6,498.22
59	DARDEN RESTAURANTS INC	237194105	Stock	16,017.41	0.00	(202.20)	6,983.18	8,832.03	0.00	408.98	(408.98)	0.00	8,832.03	12,103.84	4,939.26	9,857.72
24	DEERE & CO.	244199105	Stock	9,380.37	0.00	108.17	829.74	8,658.80	0.00	119.96	(119.96)	0.00				

REPORT OF THE TRUST FUND INVESTMENTS OF THE CITY OF CONCORD, NH AS OF JUNE 30, 2023

HOW INVESTED				PRINCIPAL					INCOME					TOTAL	Beginning of Year Fair Market Value		
# Shares or Units	DESCRIPTION OF INVESTMENT (Names of Banks, Stocks, Bonds, etc.)	CUSIP	Type	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	Beginning of Year Fair Market Value	Unrealized Gain/Loss	End of Year Fair Market Value	
<b>FUND A</b>	<b>CITY OF CONCORD - #3053001210</b>																
	CITIZENS BANK NA CASH SWEEP ACCT	990110702	Money Market	306,516.14	0.00	0.00	73,250.99	233,265.15	8,037.04	8,331.91	(9,034.53)	7,334.42	240,599.57	314,553.18	0.00	240,599.57	
100.00	AMAZON COM INC @100 3.8000% 12/5/2024	023135AN6	Bond	109,991.00	0.00	0.00	0.00	109,991.00	0.00	3,800.00	(3,800.00)	0.00	109,991.00	101,148.40	(3,067.04)	98,081.36	
100.00	APPLE INC SENIOR GLOBAL NOTE 4500% 5/6/2024	0783245B0	Bond	103,216.00	0.00	0.00	0.00	103,216.00	0.00	3,450.00	(3,450.00)	0.00	103,216.00	100,415.40	(2,800.60)	98,545.82	
0	BANK OF AMERICA 3.3% 1/1/2023	06051GELU9	Bond	49,626.50	0.00	373.50	50,000.00	0.00	0.00	1,650.00	0.00	0.00	0.00	50,082.95	0.00	0.00	
50.00	CME GROUP INC SR GLBL NT 3.750% 6/15/2028	12572QAJ4	Bond	55,865.50	0.00	0.00	0.00	55,865.50	0.00	1,875.00	(1,875.00)	0.00	55,865.50	49,370.70	(1,557.85)	47,812.85	
0	ENTERGY ARKANSAS LLC 1ST MTG (CALLABLE 3/1/2023 @100) 3.050%	29364DAR1	Bond	102,213.00	0.00	(2,213.00)	100,000.00	0.00	0.00	3,050.00	0.00	0.00	0.00	99,715.90	2,497.10	0.00	
50.00	FEDERAL HOME LOAN BANK 2.50% 12/10/2027	313381FD2	Bond	48,581.90	0.00	0.00	0.00	48,581.90	0.00	1,250.00	(1,250.00)	0.00	48,581.90	48,352.55	(2,022.16)	46,330.39	
150.00	FEDERAL HOME LOAN BANKS CONS BD 0.600% 7/28/2026	3130AKS80	Bond	149,887.50	0.00	0.00	0.00	149,887.50	0.00	900.00	(900.00)	0.00	149,887.50	136,896.60	(4,309.78)	132,586.82	
0	GILEAD SCIENCES INC 7/1/2022 @100 3.250% 9/1/2022	373558B06	Bond	74,885.25	0.00	111.75	75,000.00	0.00	0.00	812.50	(812.50)	0.00	75,000.00	75,000.00	0.00	0.00	
50.00	IBM CORP 3.375% 9/1/2023	45920QHP9	Bond	52,190.50	0.00	0.00	0.00	52,190.50	0.00	1,687.50	(1,687.50)	0.00	52,190.50	50,108.75	(214.19)	49,894.56	
0	INTEL CORP 3.10% 7/29/2022	458140AR1	Bond	49,770.00	0.00	330.00	50,000.00	0.00	0.00	775.00	0.00	0.00	0.00	50,047.50	0.00	0.00	
100.00	META PLATFORMS INC GLBL NT 4.800% 5/15/2030	30303M8M7	Bond	0.00	100,574.00	0.00	0.00	100,574.00	0.00	0.00	0.00	0.00	100,574.00	0.00	(546.34)	100,027.66	
50.00	ORACLE 2.95% 5/15/2025 2/15/2025 @ 100	68389XBC8	Bond	49,664.50	0.00	0.00	0.00	49,664.50	0.00	1,475.00	(1,475.00)	0.00	49,664.50	47,903.20	(220.86)	47,682.34	
50.00	PUBLIC STORAGE @100 3.094% 9/15/2027	74460DAC3	Bond	53,563.00	0.00	0.00	0.00	53,563.00	0.00	1,547.00	(1,547.00)	0.00	53,563.00	47,556.05	(4,022.16)	46,601.20	
100.00	SIMON PTTY GROUP LP 3.75% 10/1/2024 10/1/2024	828807C54	Bond	106,524.00	0.00	0.00	0.00	106,524.00	0.00	3,375.00	(3,375.00)	0.00	106,524.00	98,714.60	(1,796.82)	96,917.78	
100.00	TOYOTA MOTOR CR CORP FR 5.450% 11/10/2027	89236TKL8	Bond	0.00	103,856.00	0.00	0.00	103,856.00	0.00	2,725.00	(2,725.00)	0.00	103,856.00	99,032.60	(1,889.84)	101,966.16	
150.00	UNITED STATES TREAS NT 0.375% 4/15/24	91282CBV2	Treasury Bond/Note	150,251.95	0.00	0.00	0.00	150,251.95	0.00	562.50	(562.50)	0.00	150,251.95	143,308.65	867.13	144,175.78	
100.00	UNITED STATES TREAS NT 1.500% 1/31/27	91282BZ78	Treasury Bond/Note	99,199.22	0.00	0.00	0.00	99,199.22	0.00	1,500.00	0.00	0.00	99,199.22	93,503.90	(2,949.21)	90,554.69	
75.00	US TREAS NOTE 0.625% 5/15/30	91282BZ06	Treasury Bond/Note	75,187.50	0.00	0.00	0.00	75,187.50	0.00	468.76	(468.76)	0.00	75,187.50	62,689.43	(2,624.98)	60,064.45	
75.00	US TREAS NOTE 1.500% 2/15/30	91282BZ94	Treasury Bond/Note	81,331.05	0.00	0.00	0.00	81,331.05	0.00	1,125.00	(1,125.00)	0.00	81,331.05	67,497.08	(3,284.19)	64,212.89	
0	US TREAS NOTE 1.25% 12/31/22	91282B830	Treasury Bond/Note	97,027.34	0.00	2,972.66	100,000.00	0.00	0.00	1,062.50	(1,062.50)	0.00	0.00	99,804.70	(2,777.36)	0.00	
0	US TREAS NOTE 1.750% 1/31/23	91282B838	Treasury Bond/Note	49,119.14	0.00	880.86	50,000.00	0.00	0.00	875.00	(875.00)	0.00	0.00	49,753.90	(634.76)	0.00	
0	US TREAS NOTE 2.000% 2/15/23	91282B845	Treasury Bond/Note	48,894.53	0.00	1,105.47	50,000.00	0.00	0.00	1,000.00	(1,000.00)	0.00	0.00	48,796.90	(902.37)	0.00	
50.00	US TREAS NOTE 1.250% 7/31/23	91282B852	Treasury Bond/Note	49,677.74	0.00	0.00	0.00	49,677.74	0.00	625.00	(625.00)	0.00	49,677.74	49,119.15	728.58	49,847.73	
50.00	US TREAS NTS 2.750% 11/15/23	91282BWE6	Treasury Bond/Note	49,816.41	0.00	0.00	0.00	49,816.41	0.00	1,375.00	0.00	0.00	49,816.41	49,876.95	(337.89)	49,539.06	
100.00	US TREAS NOTE 2.250% 1/31/24	91282B8V0	Treasury Bond/Note	97,242.19	0.00	0.00	0.00	97,242.19	0.00	2,250.00	(2,250.00)	0.00	97,242.19	98,937.50	(753.91)	98,183.59	
50.00	US TREAS NOTE 2.000% 4/30/24	91282B8X7	Treasury Bond/Note	50,058.59	0.00	0.00	0.00	50,058.59	0.00	1,000.00	(1,000.00)	0.00	50,058.59	49,166.00	(564.44)	48,601.56	
50.00	US TREAS NOTE 2.375% 8/15/24	91282B8Y6	Treasury Bond/Note	50,451.17	0.00	0.00	0.00	50,451.17	0.00	1,187.50	(1,187.50)	0.00	50,451.17	49,382.80	(1,015.61)	48,367.19	
50.00	US TREAS NOTE 2.000% 8/15/25	91282B974	Treasury Bond/Note	49,667.98	0.00	0.00	0.00	49,667.98	0.00	1,000.00	(1,000.00)	0.00	49,667.98	48,494.15	(1,532.04)	47,162.11	
50.00	US TREAS NOTE 2.250% 11/15/25	91282B966	Treasury Bond/Note	48,656.25	0.00	0.00	0.00	48,656.25	0.00	1,125.00	0.00	0.00	48,656.25	48,753.90	(1,512.92)	47,240.98	
50.00	US TREAS NOTE 1.625% 2/15/26	91282B946	Treasury Bond/Note	48,066.41	0.00	0.00	0.00	48,066.41	0.00	812.50	(812.50)	0.00	48,066.41	47,580.10	(1,253.93)	46,326.17	
50.00	US TREAS NOTE 2.000% 11/15/26	91282B924	Treasury Bond/Note	46,486.33	0.00	0.00	0.00	46,486.33	0.00	1,000.00	0.00	0.00	46,486.33	47,871.10	(1,640.63)	46,230.47	
100.00	US TREAS NOTE 2.750% 2/15/28	91282B8W8	Treasury Bond/Note	106,031.25	0.00	0.00	0.00	106,031.25	0.00	2,750.00	(2,750.00)	0.00	106,031.25	98,418.00	(4,476.59)	93,941.41	
194.00	US TREAS NOTE 2.875% 5/15/28	91282B8N7	Treasury Bond/Note	0.00	185,739.84	0.00	0.00	185,739.84	0.00	2,788.75	(2,788.75)	0.00	185,739.84	0.00	(2,781.17)	182,958.67	
100.00	US TREAS NOTE 2.375% 5/15/29	91282B8T2	Treasury Bond/Note	103,046.88	0.00	0.00	0.00	103,046.88	0.00	2,375.00	(2,375.00)	0.00	103,046.88	95,984.40	(4,847.88)	91,136.72	
50.00	US TREAS NOTE 2.250% 11/15/27	91282B8P5	Treasury Bond/Note	52,126.95	0.00	0.00	0.00	52,126.95	0.00	1,125.00	(1,125.00)	0.00	52,126.95	48,015.60	(1,532.40)	46,483.20	
100.00	US TREAS NOTE 2.625% 2/15/29	91282B8E1	Treasury Bond/Note	106,980.47	0.00	0.00	0.00	106,980.47	0.00	2,625.00	(2,625.00)	0.00	106,980.47	97,546.90	(2,625.81)	92,621.09	
100.00	US TREAS NOTE 1.375% 1/31/25	91282BZ52	Treasury Bond/Note	99,523.44	0.00	0.00	0.00	99,523.44	0.00	1,375.00	(1,375.00)	0.00	99,523.44	96,000.00	(1,703.12)	94,296.88	
100.00	US TREAS NOTE 1.250% 12/31/26	91282CDQ1	Treasury Bond/Note	98,050.78	0.00	0.00	0.00	98,050.78	0.00	1,250.00	(1,250.00)	0.00	98,050.78	92,566.40	(2,593.74)	89,972.66	
125.00	US TREAS NOTE 3.125% 8/31/29	91282CFJ5	Treasury Bond/Note	0.00	121,635.74	0.00	0.00	121,635.74	0.00	0.00	0.00	0.00	121,635.74	0.00	(2,958.98)	118,676.76	
0	US TREASURY BILLS 0.000% 3/30/2023	912796YM5	Treasury Bond/Note	0.00	98,136.53	0.00	98,136.53	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
194.00	US TREASURY BILLS 0.000% 12/28/2023	912796ZM2	Treasury Bond/Note	0.00	185,519.20	0.00	0.00	185,519.20	0.00	0.00	0.00	0.00	185,519.20	0.00	3,452.72	188,971.92	
1	ADBE INC	007241F10	Stock	4,460.77	0.00	0.00	0.00	4,460.77	0.00	4,460.77	0.00	0.00	4,460.77	4,758.09	1,598.09	6,058.18	
9	ALBEMARLE CORP	012653101	Stock	2,011.23	0.00	0.00	0.00	2,011.23	0.00	3.60	(3.60)	0.00	2,011.23	0.00	(3.42)	2,007.81	
80	ALPHABET INC CL A	02079K305	Stock	1,717.25	0.00	0.00	0.00	1,717.25	0.00	0.00	0.00	0.00	1,717.25	8,717.04	659.96	9,376.00	
60	ALPHABET INC CL C	02079K107	Stock	1,558.18	0.00	0.00	0.00	1,558.18	0.00	0.00	0.00	0.00	1,558.18	6,562.35	695.85	7,258.20	
60	AMAZON COM INC	023135106	Stock	3,742.90	0.00	0.00	0.00	3,742.90	0.00	0.00	0.00	0.00	3,742.90	6,372.60	1,449.00	7,821.60	
44	AMERICAN EXPRESS CO	025816109	Stock	5,588.04	0.00	0.00	0.00	5,588.04	0.00	95.04	(95.04)	0.00	5,588.04	6,099.28	1,565.52	7,664.80	
154	APPLE INC	037833100	Stock	4,771.84	0.00	1,805.15	2,150.10	4,426.89	0.00	154.38	(154.38)	0.00	4,426.89	22,695.52	7,200.81	29,876.33	
46	APPLIED MATERIALS INC	048222105	Stock	4,308.63	0.00	716.82	1,928.62	3,096.63	0.00	3,096.62	(3,096.62)	0.00	3,096.62	5,822.72	2,057.92	7,954.64	
181	AT & T INC	00206R102	Stock	0.00	3,424.05	0.00	0.00	3,424.05	0.00	100.46	(100.46)	0.00	3,424.05	0.00	(537.10)	2,886.95	
0	BANK OF AMERICA CORPORATION	060505104	Stock	3,301.57	0.00	469.24	3,770.81	0.00	0.00	24.86	(24.86)	0.00	0.00	3,517.69	(216.12)	0.00	
22	BERKSHIRE HATHAWAY INC DEL CL B NEW	084670702	Stock	5,292.86	2,296.34	0.											

REPORT OF THE TRUST FUND INVESTMENTS OF THE CITY OF CONCORD, NH AS OF JUNE 30, 2023

# Shares or Units	HOW INVESTED		PRINCIPAL				INCOME				TOTAL	
	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
	Investment Name	CUSIP Type										
	<b>CAPITAL RESERVE FUNDS (Cash &amp; Cash Equivalents)</b>											
	Landfill Closure 8469	Money Market	(2,114.85)			0.00	(2,114.85)	12,458.69	375.62		12,834.31	10,719.46
	TOTAL LANDFILL CLOSURE		(2,114.85)	0.00	0.00	0.00	(2,114.85)	12,458.69	375.62	0.00	12,834.31	10,719.46
	<b>CAPITAL RESERVE FUNDS (Cash &amp; Cash Equivalents)</b>											
	Self Insurance 8468	Money Market	27,478.72			985.88	26,492.84	(26,494.21)	3.25		(26,490.96)	1.88
	TOTAL SELF-INSURANCE		27,478.72	0.00	0.00	985.88	26,492.84	(26,494.21)	3.25	0.00	(26,490.96)	1.88
	<b>CAPITAL RESERVE FUNDS (Cash &amp; Cash Equivalents)</b>											
	Durgin Block 8470	Money Market	(12,000.00)	10,500.00		10,500.00	(12,000.00)	12,368.27	32.48		12,400.75	400.75
	Highway 8471	Money Market	833,096.21	3,084,901.14		2,704,826.39	1,213,170.96	182,081.08	39,684.53		221,765.61	1,434,936.57
	Economic Development 8472	Money Market	478,105.01	325,000.00		439,000.00	364,105.01	45,004.03	18,629.44		63,633.47	427,738.48
	Revaluation	Money Market	0.00				0.00	0.00	0.00		0.00	0.00
	53rd Week	Money Market	0.00				0.00	0.00	0.00		0.00	0.00
	Equipment 8473	Money Market	654,193.20	250,000.00		382,000.00	522,193.20	25,888.62	22,325.56		48,214.18	570,407.38
	Mountain Green 8474	Money Market	(4,588.86)				(4,588.86)	51,751.10	1,715.88		53,466.98	48,878.12
	Fire Apparatus Replacement 8475	Money Market	2,972.31				2,972.31	5,327.80	301.39		5,629.19	8,601.50
	Downtown Economic Dev. 8476	Money Market	0.00				0.00	11,849.71	430.28		12,279.99	12,279.99
	SVMS Project 8477	Money Market	0.00				0.00	0.00	0.00		0.00	0.00
	Education & Training 8478	Money Market	43,191.79	2,150.00		9,809.97	35,531.82	(7,174.36)	1,054.81		(6,119.55)	29,412.27
	Building Improvements 8479	Money Market	36,574.44				36,574.44	2,125.21	1,405.32		3,530.53	40,104.97
	Parks and Grounds 8480	Money Market	20,000.00				20,000.00	1,495.32	780.56		2,275.88	22,275.88
	Water Fund Fuel Reserve 8481	Money Market	100,000.01				100,000.01	7,276.83	3,895.55		11,172.38	111,172.39
	Water Investment Fee 8482	Money Market	600,486.50	208,412.00		565,000.00	243,898.50	18,610.34	22,868.46		41,578.80	285,477.30
	Wastewater Investment Fee 8483	Money Market	876,206.74	279,531.15		485,000.00	670,737.89	26,852.40	35,133.53		61,985.93	732,723.82
	ERIP 8484	Money Market	0.00				0.00	135.54	4.94		140.48	140.48
	Recreation Reserve 7450	Money Market	550,485.00	100,000.00		374,843.00	275,842.00	51,445.38	15,582.52		67,027.90	342,669.90
	Community Improvement 8425	Money Market	80,276.84				80,276.84	10,337.18	3,290.47		13,627.65	93,904.49
	Opioid Reserve	Money Market	13,425.24	200,595.85			214,021.09	36.69	3,260.41		3,297.10	217,318.19
	TOTAL CAPITAL RESERVE FUND		4,272,424.43	4,461,090.14	0.00	4,970,979.36	3,762,535.21	445,411.14	170,496.13	0.00	615,907.27	4,378,442.49
	<b>TOTAL CAPITAL RESERVE FUNDS</b>		<b>4,297,788.30</b>	<b>4,461,090.14</b>	<b>0.00</b>	<b>4,971,965.24</b>	<b>3,786,913.20</b>	<b>431,375.62</b>	<b>170,875.00</b>	<b>0.00</b>	<b>602,250.62</b>	<b>4,389,163.83</b>
	<b>TOTAL ALL FUNDS</b>		<b>25,031,745.82</b>	<b>10,561,951.78</b>	<b>1,032,927.94</b>	<b>10,744,857.76</b>	<b>25,881,767.78</b>	<b>512,463.13</b>	<b>666,844.18</b>	<b>(505,293.49)</b>	<b>674,013.82</b>	<b>26,555,781.61</b>

Beginning of Year Fair Market Value	Unrealized Gain/Loss	End of Year Fair Market Value
10,343.84	0.00	10,719.46
10,343.84	0.00	10,719.46
984.51	0.00	1.88
984.51	0.00	1.88
368.27	0.00	400.75
1,015,177.29	0.00	1,434,936.57
523,109.04	0.00	427,738.48
0.00	0.00	0.00
0.00	0.00	0.00
680,081.82	0.00	570,407.38
47,152.24	0.00	48,878.12
8,300.11	0.00	8,601.50
11,849.71	0.00	12,279.99
0.00	0.00	0.00
36,017.43	0.00	29,412.27
38,699.65	0.00	40,104.97
21,495.32	0.00	22,275.88
107,276.84	0.00	111,172.39
619,096.84	0.00	285,477.30
903,059.14	0.00	732,723.82
140.48	0.00	140.48
601,930.38	0.00	342,669.90
90,614.02	0.00	93,904.49
13,461.93	0.00	217,318.19
4,717,835.58	0.00	4,378,442.49
4,729,163.93	0.00	4,389,163.83
27,917,375.11	715,784.78	29,644,732.54

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## ORDINANCES

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### **Ordinances passed in FY2023:**

Ordinance amending 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 1.

Ordinance amending the Code of Ordinances; Title II, Traffic Code; Chapter 18, Parking, Article 18-1, Stopping, Standing and Parking, Section 18-1-7, Parking Prohibited During Certain Hours in Designated Places, Schedule II and Section 18-1-16, Handicap Parking, Schedule XVIII.

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

Ordinance amending the Code of Ordinances; Title V, Administration Code; Chapter 35, Classification and Compensation Plan, Schedule D of Article 35-2, Class Specification Index.

Ordinance amending the Code of Ordinances; Title V, Administrative Code; Chapter 35, Classification and Compensation Plan, Schedule D of Article 35-2, Class Specification Index.

Ordinance amending the Code of Ordinances; Title II, Traffic Code; Chapter 18, Parking, Article 18-1, Stopping, Standing and Parking, Schedule III and Article 18-3, Parking Meters, Schedule X.

Ordinance amending the Code of Ordinances; Title II, Traffic Code; Chapter 18, Parking, Article 18-1, Stopping, Standing, Schedule I, Schedule VII and Schedule VIIa.

Ordinance amending the Code of Ordinances; Title II, Traffic Code; Chapter 18, Parking, Article 18-1, Stopping, Standing and Parking, Schedule I.

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

Ordinance amending the Code of Ordinances; Title I, General Code; Chapter 1, Government Organization, Article 1-5, Fees, Fines, and Penalties, including Schedule II.

Ordinance amending the Code of Ordinances; Title III, Building Regulations, Chapter 26, Building Code.

Ordinance amending the Code of Ordinances; Title III, Building and Housing Codes; Chapter 27, Housing Maintenance and Occupancy Code.

Ordinance amending the Code of Ordinances; Title V, Administrative Code; Chapter 34, Personnel Rules and Regulations, Article 34-10, Attendance.

Ordinance amending the Code of Ordinances; Title V, Administrative Code; Chapter 34, Personnel Rules and Regulations, Article 34-11, Leave.

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## ORDINANCES

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### **Ordinances passed in FY2023, Continued:**

Ordinance amending the Code of Ordinances; Title V, Administrative Code; Chapter 35, Classification and Compensation Plan, Article 35-2, Compensation Plan, Schedule D.

Ordinance amending the Code of Ordinances; Title I, General Code; Chapter 1, Government Organization, Article 1-6, Code of Ethics.

Ordinance amending the Code of Ordinances; Title I, General Code; Chapter 5, Public Works, Article 5-7, Solid Waste and Article 5-8, Solid Waste Flow Control.

Ordinance amending the Code of Ordinances; Title V, Administrative Code; Chapter 35, Classification and Compensation Plan, Schedule D of Article 35-2, Compensation Plan.

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

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

Ordinance amending the Code of Ordinances; Title I, General Code; Chapter 15, Licensing and Regulation of Businesses, Trades and Occupations, by amending Article 15-2, Pawnbroker/Secondhand Dealer.

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

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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