



CITY OF CONCORD

New Hampshire's Main Street™

ICMA Local Government Management Fellowship

2021 Work Plan

The Community

Located one hour north of Boston, Concord is the state capital and home to an award-winning Main Street, the University of New Hampshire Law School, and regional medical providers Concord Hospital and Dartmouth-Hitchcock.

Concord is geographically the largest city in New Hampshire at 67 square miles and has a population of 43,000.

Concord is known for its breadth of civic capital with over 100 non-profit and volunteer organizations playing prominent roles in the social fabric of the community.

Concord is an active, “bike-friendly” community with over 7,000 acres of City conservation land, 80 miles of hiking trails, 20 public parks, 7 outdoor pools, 4 rivers, and over 10 kilometers of City groomed cross-country ski trails.

The Local Government

The City operates under a Council-Manager form of government.

The City is governed by a 15 member City Council comprised of 10 ward councilors; 4 at-large councilors and a Mayor elected citywide. The current Mayor has served on the City Council over 20 years and in the capacity of Mayor since 2008. The majority of the Council has served three or more terms. The Council is non-partisan and extremely well-regarded in the state and region for its

civil discourse and ability to find consensus to move projects and initiatives to fruition. Unanimous votes are the norm, not the exception.

The City Manager has served with the organization for 23 years and has been Manager since 2005. He is assisted on his Executive team by the Deputy City Manager for Development, the Deputy City Manager for Finance and the Director of Human Resources. In addition, the organization has a seasoned leadership team overseeing the following 12 departments and the 475 FTEs that make up the City's workforce:

- Police Department
- Fire Department
- General Services (Public works)
- Parks & Recreation
- Community Development
- Finance
- Library
- Human Services
- Human Resources
- Assessing
- City Solicitor's Office
- Information Technology

The City boasts a AA+ bond rating, a \$67 million General Fund balanced budget and a \$109 million overall budget inclusive of all funds.

Our Purpose

The City of Concord seeks to provide a comprehensive work experience for an ICMA Local Government Management Fellow interested in pursuing a career in municipal government. Our goal is to engage the ICMA Fellow in meaningful projects that will prepare him/her for a successful career, expose him/her to innovative and cutting-edge ideas & best practices, and allow him/her to use their talents and abilities to benefit the City and the community in lasting ways.

Concord's Commitment to the Fellowship

The Fellow will be a member of the City Manager's Office and be mentored by the City Manager and Deputy City Manager for Development; both of whom are ICMA

members. The Fellowship would be a full-time, salaried position with benefits. The Fellowship will last two years.

The Fellow will be provided a work station on the Executive floor of City Hall and will have the opportunity to interact regularly with members of the City's Executive and Leadership teams.

The Fellow will formally meet with the City Manager on a bi-weekly basis and have the opportunity to shadow both the Manager and Deputy City Manager for Development in meetings with Department Directors, City Council, community stakeholders, business leaders, and citizens.

If the fellow meets expectations, the possibility exists for the Fellow to be offered promotion to a permanent position depending on the City's budget situation.

The Work Program

The Fellow should be a highly motivated candidate who possesses critical thinking skills and is open to coordinating increasingly complex projects across multiple departments. The Fellow must be an effective writer and presenter.

It is anticipated that the Fellow will be asked to participate in and coordinate projects in the following areas:

Tax Increment Finance (TIF) Districts

The City currently has three TIF districts. These districts have proven to be extremely effective tools to foster redevelopment in blighted areas of the City. The fellow will learn the framework for TIFs and play a prominent role in the potential creation and evolution of the City's 4th TIF district.

Real estate redevelopment projects/public private partnerships

The City has a long, successful history of working with the private sector to redevelop properties leading to tax base growth and job creation. The Fellow will work with existing City staff and the successful private sector proposer to redevelop the City's property at 32 South Main Street (former NH Employment Security Building) and other City owned properties.

Municipal building construction projects

It is likely that the City will need to build a new Police Department Headquarters and/or Fire Station in the near future. The Fellow may be tasked with the preliminary due diligence for this project (including site analysis, inventory of departmental needs, coordination with third parties, etc.).

Economic development

The Fellow will assist staff in the City's efforts to attract new businesses and retain existing enterprises. This will require the Fellow to become familiar with the City's economic needs, its business and land inventory and to get to know the business community.

Capital Program

The Fellow will work with staff to track and coordinate the City's capital improvement program.

Special Projects

The Fellow may be asked to perform special projects as required.

Pending City Council Approval

An appropriation request to fund this Fellowship will be heard by City Council in February 2021.