



Welcome to the City of

CONCORD

New Hampshire's Capital City

Estimated 2015 Population: 42,620

Economic Development Director Position Available - Open Until Filled



Concord, New Hampshire, is the classic New England city and one of the finest communities in not only the Northeast, but the entire country. The city has been recognized nationally for its vitality and economic strength and offers a quality of life that more than matches anyone anywhere. This year it earned 4th place in 'State Capitals to Live In' by SmartAsset (#8 in 2015 and #4 in 2014). It has also been recognized by Money Magazine as a best place to retire.

Located in the heart of the Merrimack River Valley with four rivers running through, Concord is full of beautiful scenery and is the fastest growing city in the state. It enjoys close proximity to Boston, the Lakes Region, the White Mountains and the Atlantic Ocean – all within an hour's drive.

The quality of life is superb here! Recreational opportunities can be found in its vast swaths of public conservation lands or at its 27 neighborhood parks, ice arena and two golf courses (one public and one private). The downtown has been recently revitalized and the city boasts a wide variety of cultural facilities including live performance theaters, museums, and art galleries. The City has the lowest violent crime rate among the 50 state capitals, and was recently acknowledged as having the best drinking water in the state.

All of the preceding recognize Concord's uniqueness, yet are only a sampling of why it is one of the most livable small cities and best loved areas in the nation! The city has been consistently ranked among the nation's top micropolitan economies, and is

home to one of the finest health care networks north of Boston. Boasting excellent public and private schools (including the internationally recognized private preparatory St. Paul's School), the city has a well-educated workforce.

Post-secondary educational institutions in the city include NHTI (a two-year community college), Granite State College, The University of New Hampshire School of Law (the state's only law school), and Plymouth State University's Concord campus. The city is a jobs center where its population nearly doubles during the work day to 80,000. Unemployment is very low (2.6% last July). Best of all, housing is affordable with the average home currently selling for \$240,000.

Nestled along the beautiful Merrimack River and crossed by the Contoocook, Soucook and Turkey Rivers, Concord residents and visitors enjoy swimming, fishing, canoeing and kayaking! Residents can find secret riverfront beaches, over 65 miles of trails for bicycling, walking, jogging—including groomed cross-country ski trails—maintained ponds for skating in the winter, seven neighborhood pools, and over 8,000 acres of conservation land and forest - all located within the city limits.

The city takes pride in its civic involvement, knowing their streets are safe and neighbors care for one another. As U.S. Senator Jeanne Shaheen stated at the groundbreaking of the downtown Main Street project, "Concord's Main Street really is New Hampshire's Main Street, {and} is the civic heart of the Granite State." Volunteerism is a huge component of the community – residents want to work together to improve their community. For example, the city has 57 committees for residents to join, and whether on a committee or in meetings, the people feel that they have a say in their community. When the city was planning the revitalization of downtown, it held over 70 community meetings with the public and local businesses to hear their comments and concerns.



The Downtown Complete Streets Improvement Project (more commonly known as the Main Street Project) revitalized the city's center and transformed a previously popular area into an extremely desirable place to work, shop, dine and live. With thirteen new companies that opened since the project's beginning, Concord's Main Street has enhanced opportunities for cultural events, social gatherings and doing business, and a new sense of energy and emerging nightlife.

While not a large city, Concord offers big city entertainment. For example, the beautifully-renovated 1,305 seat Capitol Center for the Arts (which started out in 1927 as a vaudeville theater) hosts over 100 events each season, including many national touring productions. The Concord Audi Theater and the newest Hatbox Theater further add to the performing arts in the community. The Red River Theatres offers independent films in a fully-digital format in the heart of downtown. The McAuliffe-Shepard Discovery Center recently received an extreme makeover and offers daily shows and Friday-night events as well as interactive exhibits and educational opportunities.

People come to Concord, fall in love with the city and stay their entire lives. If their children leave to go to college, they come back when they start a family. Citizens reach out to newcomers – welcoming and embracing them. It does not matter if someone has only just come to Concord, or has lived in this charming city for their entire lifetime. It is an easy place to get involved.

In short, Concord is a shining city where your story will be created and your future promising. Come join us and be our Economic Development Director!

HISTORY

The Concord area was originally settled thousands of years ago by Abenaki Native Americans called the Pennacook, which translates as "at the bottom of the hill." The Merrimack River Valley provided them with rich soil for farming, animals in the wooded areas, and fish to be caught. The River was also the route for birch bark canoes which could transport tribe members from Lake Winnepesaukee to the Atlantic Ocean.

Europeans began to settle in the area in 1725. Land disputes were not uncommon and in 1765 Governor Benning Wentworth settled one between Bow and its neighbor.

Concord became the city's name and was meant to reflect the new concord, or harmony, between the disputant towns.

Concord grew in prominence throughout the 18th century, and some of its earliest houses remain at the northern end of Main Street. Following the conclusion of the Revolutionary War in 1783, Concord's central geographical location made it a logical choice for the state capital. Its prominence was increased after a new canal and lock system opened in 1807 and allowed vessels to bypass the Amoskeag Falls thereby connecting Concord with Boston via the Middlesex Canal.

In the 19th century the City also became a railroad hub and Concord's Penacook, Village a textile manufacturing center, using water power from the Contoocook River. Never a large mill town, printing was an important industry in the town's development. Over time it gave way to carriage making and granite quarrying. By the end of the 19th century railroads and associated repair facilities had become predominant.

Concord's economy is now well diversified and includes health care, manufacturing, insurance, and agriculture (dairy products, apples). Concord granite, used in the construction of the State House (1819) and the Library of Congress in Washington, D.C., is still quarried here.

GEOGRAPHY

Concord has a total area of 67.5 square miles. The city lies completely within the Merrimack River watershed, and is centered on the river, which starts northwest and runs down southeast through the city. The Turkey River winds through the southwestern quarter of the city. The Contoocook River is located in the northern part of the city. The Soucook River forms Concord's southeast border.

Concord is centrally-located – just one hour from Boston, the Seacoast and the White Mountains. Getting to these locations is made simple by direct access to Interstates 93, 89, and 393. Driving south, one can reach Manchester, NH in 30 minutes. The state of Maine is an hour to the east. Regular commuter bus service is offered to Boston and various other points in New England. The city owns and operates a small general aviation airport. Manchester/Boston Regional Airport is 30 minutes away, and Logan International Airport in Boston, an hour away.

CLIMATE

Like most of New England, Concord is in the humid continental climate zone. It is known for cold, snowy winters where low temperatures reach 0 °F on an average of 15 nights per year. Summers are warm and pleasant, autumn is breathtaking with its colorful foliage, and spring tends to be relatively brief. The city averages 12 days of 90 °F+ temperatures annually.

DEMOGRAPHICS

The current population of Concord is 42,620. Table I provides specific demographic data for the city.

Table 1: Concord Demographics

2015 Estimated Population: 42,620			
Distribution by Race		Distribution by Age	
Caucasian	91.5%	0 to 20	22.8%
African American	2.4%	20 to 40	27.8%
Asian	3.3%	40 to 60	30.3%
Some Other Race	0.5%	60 to 80	14.6%
Two or More Races	2.3%	80 and Older	4.5%

Ethnicity		Median Age	
Hispanic-All Races	1.9%	Concord	39.5
All Others	98.1%	U.S.	37.4

Educational Achievement (over age 25)	
High School or Higher	92.1%
Bachelor's Degree or Higher	35.0%

Income	
Median Household Income	\$54,182
Mean Household Income	\$72,530
Percent Below Poverty Level	11.7 %

Source: U.S. Census

COMMERCE

Concord's economy is dominated by the State of New Hampshire which provides slightly more than 25% of the city's jobs. Concord Hospital is a principal economic driver and the city has become the center for general and specialized health care for Central to Northern New Hampshire. Lincoln Financial Group is an important player with a significant campus in Concord. A list of the top ten employers is in Table II, located on page 5.

Much of the City has easy access to the interstate with I-89, I-93 and I-393 all passing through it. In fact, the community has 10 interchanges off the highways, making it easy for businesses to get materials into and out of the city.

THE GOVERNMENT

Concord is the largest city in the state of New Hampshire operating with the Council-Manager form of government. The Council is composed of 15 members. The Mayor and four Councilors are elected at large while the city has 10 wards with one councilor representing each. Elections are held in November of odd numbered years. The Mayor and Councilors representing wards are elected to two year terms and the at-large Councilors serve staggered four year terms. The government is very stable. In the November 2015 election, all the incumbents who sought re-election were returned to office. The two incumbents who did not run were replaced by individuals who had previously served on the elected body.

The members of the City Council are bright and concerned about doing what is right for their city. While council members do not always agree on everything, they work well together and are collegial. Meetings are held once a month, generally last two to three hours, and operate with a high degree of decorum. Members of the elected body and the public are polite and would never consider attacking one another personally. The Council Members have a high degree of respect for the City staff. Importantly, the Council feels it is critical to invest in the community; a philosophy that held true even during the Great Recession when Concord continued to make significant infrastructure investments.

Table 2: Principal Employers

Employer	Industry	Employees
State of New Hampshire	Government	5,740
Concord Hospital Capital Region Health Care	Health Care	3,324
Concord School District	Education	1,050
Lincoln Financial Group	Insurance / Finance	600
City of Concord	Government	475
Sanel Auto Parts	Retail	400
Genesis Health Care Systems	Health Care	400
Walmart	Retail	335
Merrimack Valley School District	Education	327
Havenwood-Heritage Heights	Senior Living	325

Source: Concord 2015 CAFR

The City Manager works for the Council through an annual contract. The Manager is responsible for carrying out the policies enacted by the City Council and supervising the day-to-day administrative affairs of the City. The Councilors are forbidden from individually seeking to influence the City Manager and members of staff. The City Manager appoints all department heads including the City Assessor; the City Clerk; Police Chief; Fire Chief; and City Solicitor (whose appointment shall be subject to confirmation by vote of the City Council). The current City Manager has been in the position since 2006 and with the City since 1998. He is very well regarded in the profession.

The City has 461 FTEs spread over six basic areas. General Government has 51.3 employees and involves the City Manager, Legal, Finance, Information Technology, and City Clerk. Community Development has 34.08 FTEs and includes Planning, Building and Code Services, and Engineering Services. General Services has 113.3 FTEs and includes Highways, Public Properties, Vehicle Maintenance, and Water and Sewer. Human Services has 4.4 FTEs. Leisure Services has 47.67 FTEs and includes the Library and Parks & Recreation. Public Safety has 209 FTEs and includes Fire, Parking Enforcement and Police. The City also has a municipal airport which is managed by a fixed base operator. The efforts of city staff are supported by 57 citizens' committees – all volunteers who focus on specific areas of the government.

The staff works well together and exhibits a “can do, we want to work with you” attitude. Silos are actively discouraged. The result is generally high morale and an effective government. The City's general fund operating budget is \$59.4 million and its total budget is \$100.5 million.

THE ECONOMIC DEVELOPMENT DIRECTOR

For the past half dozen years, the responsibility for economic development has been shared among those in the City Manager's Office with support from other departments. Concord feels its future would

be better served by dedicating one person full time to the function. Consequently, it has budgeted for the Economic Development Director. The position will not have its own staff but will be supported by others in the City Manager's Office and the Community Development Department. The city is not expecting miracles but wants someone to organize and lead the city's efforts in this arena. It should be noted the City has three tax increment finance (TIF) districts.

OPPORTUNITIES / CHALLENGES

As noted, Concord has many assets. It has an outstanding quality of life. It is located on three interstates with excellent accessibility. Unlike other effectively “built-out” cities, Concord has some 700+ acres of land for potential greenfield development. It has available water and wastewater capacity. It has its own general aviation airport and is reasonably close to both Manchester-Boston Regional and Logan International Airports. It has a well-educated work force. The tax burden in the state is among the lowest in the United States. It has a highly supportive business community. It also has some challenges.

First and foremost, the effort needs an integrated plan for going forward. The City needs to understand what it has to capitalize on. It needs to decide where it should spend its

efforts and resources – what industries and business make the most sense to pursue. Part of the plan will need to be letting the world know that Concord is a great place to do business. Firms need to be made aware of what the city has to offer. The effort will involve targeted outreach as well as marketing, branding, and relationship building.

Second, Concord is not an old mill town that has an inventory of empty, ideally located existing space that a business can move into. That applies to both new businesses and existing businesses that wish to grow. For example, if you are a business that wants to grow significantly, it can be difficult to find compatible, available space to move into. A related issue is the regional mall. The mall is under new ownership, which is encouraging, but long-standing management challenges under the prior owners left many of its storefronts vacant.

Third, skilled craftsmen are not available to the degree that would be helpful in promoting industry. Despite being home to local trades training institutions, a large part of the regional educational focus is still primarily focused on getting everyone to college, while a newly minted certificate holder in welding and computerized manufacturing start in a \$50,000 to \$60,000 a year job.

Finally, New Hampshire is a small state with limited resources. The State's economic development staff is small and its budget is very tight. It simply does not have the resources many other states have to lure and lavish on incentives to draw businesses to New Hampshire. Consequently, while the state would like to help, the new Economic Development Director should not expect a great deal of outside support.

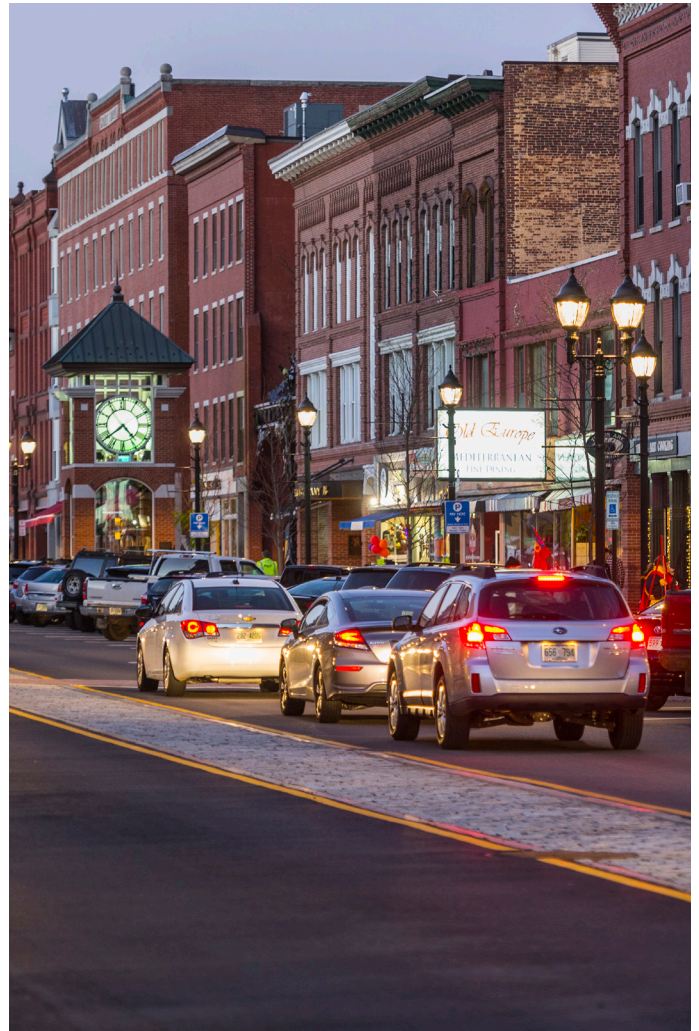
The good news is the City is dedicated to providing the Economic Development Director with the resources (to the degree possible) that he/she needs to bring business to the community. It is willing to sponsor business recruitment trips, to re-write its regulations (if that is needed), and to work with businesses to help them through the development process. It wants to be a help, not a hurdle.

THE IDEAL CANDIDATE

Concord is seeking a dynamic individual with a high energy level and a passion for economic development. It is interested in candidates who are proactive and achievement oriented, who build relationships and teams and who will roll up their sleeves to get things done.

This job has three primary facets. The first is building a plan. The new Director will need to be not just creative and innovative, but also an organized and strategic thinker. The individual will need to be someone who can analyze the city's strengths and limitations. He/she will then determine where the highest probabilities of success are and how to allocate the resources in a way that maximizes the likelihood of success.

The second facet is outreach and raising Concord's profile among those who are looking for sites. The Director must understand and articulate the many unique assets of Concord and how they can be leveraged. That effort will require someone with outstanding people skills and someone who knows how to identify the right people and who knows how to build strong relationships. The individual must be personable and likeable while speaking the language of business. He/she will understand the importance of listening and understanding what people truly want and need. It is important to remember that



resources are very limited. As a result, the Director will need to be able to demonstrate to others the benefits of a particular opportunity in a way that gets them to rally behind the concept and do what they can to make it happen.

The third facet is delivery. The City wants someone with vision but also someone who understands what it takes to get a deal done. He/she must have a demonstrated track record of bringing economic development/business to his/her jurisdiction or organization. The individual will understand the importance of rules and procedures but also know how to cut through the red tape when necessary. The key is not just getting the papers signed but getting shovels in the ground and the business open. She/he will also understand the importance of home grown businesses and the need to not only retain them in the community but also help them grow. As noted, the City is not expecting miracles but rather an organized and sustained effort that produces results.

The new Director will represent Concord and work collaboratively with the local community, developers, site selectors, government agencies and trade associations. Consequently, outstanding communication skills (both oral and written) are essential. A sense of humor is a definite plus.

Minimum qualifications include a Bachelor's degree in business or public administration, economics, marketing or a related field. A Master's degree is preferred. The ideal candidate will also have five years of progressively responsible experience in economic development. Credentialing as a Certified Economic Developer and / or a Certified Economic Development Finance Professional is preferred. A real estate license is a plus.

Finally, the City is looking for someone who appreciates this position for the wonderful opportunity it is. All the right pieces are ready. Planning, integration of the pieces and execution are the key now and someone can make quite a name for themselves. That will require patience, hard work and commitment. The City hopes to find someone who is not just passionate about job but who will make a commitment to the City and stay at least five years and preferably ten.

RESIDENCY

Residency within the city limits is not required but is preferred.

COMPENSATION

The salary range for the Economic Development Director is \$77,700 to \$109,800. The starting point within this salary range is negotiable depending upon qualifications. Benefits are excellent.

CONFIDENTIALITY

The city will make every effort to protect the identity of applicants.

HOW TO APPLY

E-mail your cover letter and resume to Recruit49@cb-asso.com. Faxed and mailed resumes will not be considered. Questions should be directed to Colin Baenziger of Colin Baenziger & Associates at (561) 707-3537 or David Collier at (772) 260-1858.

THE PROCESS

Applications will be screened as they arrive.

OTHER IMPORTANT INFORMATION

The City is an Equal Opportunity Employer and encourages women and minorities to apply. Other important information can be found at:

www.concordnh.gov

www.concordmainstreetproject.com

www.concordnhchamber.com

COLIN BAENZIGER  ASSOCIATES
EXECUTIVE RECRUITING