

Special Revenue Funds

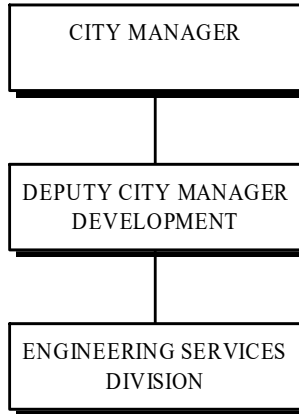
	2016 Actual	2017 Actual	2018 Budgeted	2018 Estimated	2019 Budget
Revenue					
Project Inspection	\$307,363	\$292,917	\$300,750	\$338,550	\$315,050
Parking	\$2,064,924	\$1,970,964	\$1,918,854	\$1,922,490	\$2,571,902
Airport	\$345,956	\$344,919	\$351,177	\$361,393	\$365,199
Conservation Property	\$68,000	\$82,108	\$130,436	\$85,823	\$115,187
Sub Total	\$2,786,242	\$2,690,907	\$2,701,217	\$2,708,256	\$3,367,338
Expense					
Project Inspection	\$333,626	\$339,891	\$298,340	\$338,199	\$314,269
Parking	\$2,144,168	\$1,946,066	\$2,106,884	\$2,085,943	\$2,527,750
Airport	\$340,101	\$346,878	\$415,615	\$394,378	\$445,908
Conservation Property	\$78,556	\$101,638	\$130,436	\$130,823	\$115,187
Sub Total	\$2,896,450	\$2,734,473	\$2,951,275	\$2,949,343	\$3,403,114

Project Inspection Fund

Mission

To ensure that construction projects undertaken within the City are completed as specified and without additional costs to the City.

Project Inspection Fund Organizational Chart



Core Responsibilities

1. Ensure that private development projects are constructed in accordance with plans approved by the Planning Board.
2. Verify that individual private contractors construct infrastructure improvements within the right-of-way so as to be compliant with the City's construction standards and details.
3. Program is designed to be self-funded with no net cost to the City.

Project Inspection Fund

Fund Summary

	2018 Budgeted	2018 Estimated	2019 Budget
Revenue	\$300,750	\$338,550	\$315,050
Expense	\$298,340	\$338,199	\$314,269
Net Income (Loss)		\$351	\$781
Beginning Working Capital		\$26,801	\$27,152
Ending Working Capital		\$27,152	\$27,933

Budget Detail

	2016 Actual	2017 Actual	2018 Budgeted	2018 Estimated	2019 Budget
Revenue					
Engineering Permits	\$101,137	\$104,370	\$106,000	\$95,780	\$106,000
Miscellaneous Services	\$200,414	\$187,270	\$194,200	\$239,250	\$208,500
Investment Income	\$649	\$1,227	\$400	\$3,110	\$400
Finance Charges	\$193	\$49	\$150	\$410	\$150
Insurance Distributions & Credits	\$4,970	\$0	\$0	\$0	\$0
Total Revenue	\$307,363	\$292,917	\$300,750	\$338,550	\$315,050
Expense					
Compensation	\$187,454	\$218,518	\$176,361	\$212,590	\$184,080
Fringe Benefits	\$104,440	\$111,756	\$110,471	\$113,612	\$117,949
Outside Services	\$1,372	\$2,118	\$3,348	\$2,337	\$2,650
Supplies	\$4,754	\$3,550	\$4,080	\$4,380	\$4,080
Insurance	\$1,430	\$1,560	\$1,710	\$1,710	\$1,800
Capital Outlay	\$29,839	\$0	\$0	\$0	\$0
Transfer Out	\$4,336	\$2,389	\$2,370	\$3,570	\$3,710
Total Expense	\$333,626	\$339,891	\$298,340	\$338,199	\$314,269

Project Inspection Fund

<u>Service Indicators</u>	<u>2016 Actual</u>	<u>2017 Actual</u>	<u>2018 Estimated</u>	<u>2019 Projected</u>
1. Private Development Projects Inspected by Staff	38	40	44	45

2019 Goals

1. Continue to utilize the Project Inspection Fund and streamline reporting documentation depicting compliance with City Standards and actual program costs vs. revenue.

2018 Goals Status

1. Continue to utilize the Project Inspection Fund and streamline reporting documentation depicting compliance with City Standards and actual program costs vs. revenue.
9-Month Status: Ongoing.

Parking Fund

Mission

To provide and maintain safe, convenient, customer friendly parking facilities, and appropriately enforce parking regulations.

Parking Fund
Organizational Chart



Core Responsibilities

1. Develop, enact, and enforce parking regulations and policies in order to support citywide community and economic development activities.
2. Maintain parking meters and kiosks to maximize convenience for customers and revenues.
3. Daily property management services for parking garages and surface lots is provided by the General Services Department. Snow removal is done by contract.
4. Major capital improvement projects are managed by City Administration.

Parking Fund

Fund Summary

	2018 Budgeted	2018 Estimated	2019 Budget
Revenue	\$1,918,854	\$1,922,490	\$2,571,902
Expense	\$2,106,884	\$2,085,943	\$2,527,750
Net Income (Loss)		(\$163,453)	\$44,152
Beginning Working Capital		\$151,498	-\$11,955
Ending Working Capital		-\$11,955	\$32,197

Reserve

This fund has a goal to target a working capital reserve that is 10% of operating expenses, including debt service and capital expenditures.

Parking Fund

Budget Detail

	2016 Actual	2017 Actual	2018 Budgeted	2018 Estimated	2019 Budget
Revenue					
Metered Parking	\$710,232	\$720,404	\$716,935	\$756,015	\$1,004,994
Metered Parking-Cards	\$86,491	\$84,154	\$85,500	\$84,155	\$85,000
Investment Income	\$174	\$136	\$250	\$75	\$200
Parking Rental	\$542,105	\$561,035	\$554,239	\$538,585	\$627,441
Finance Charges	\$2,509	\$2,439	\$500	\$8,000	\$500
Parking Penalties	\$309,554	\$327,328	\$345,800	\$320,030	\$578,651
Insurance Distributions & Credits	\$5,778	\$0	\$0	\$0	\$0
Contribution In Aid	\$10,500	\$10,500	\$10,500	\$10,500	\$10,500
Miscellaneous	\$504	\$0	\$0	\$0	\$0
Transfer In-Cap Proj (2008 on)	\$6,188	\$0	\$0	\$0	\$0
Transfer In-General Fund	\$0	\$0	\$0	\$0	\$40,706
Transfer In-Sears Block TIF	\$258,145	\$206,167	\$205,130	\$205,130	\$223,910
Transfer In-Trust Fund	\$2,744	\$0	\$0	\$0	\$0
Transfer in-Trust/Durgin	\$130,000	\$58,800	\$0	\$0	\$0
Total Revenue	\$2,064,924	\$1,970,964	\$1,918,854	\$1,922,490	\$2,571,902
Expense					
Compensation	\$384,831	\$390,834	\$422,067	\$404,070	\$445,549
Fringe Benefits	\$185,927	\$190,289	\$206,582	\$199,059	\$218,919
Outside Services	\$229,171	\$237,832	\$278,925	\$279,240	\$482,550
Supplies	\$39,218	\$15,721	\$39,265	\$42,220	\$61,467
Utilities	\$59,801	\$54,585	\$51,230	\$52,380	\$57,770
Insurance	\$22,540	\$25,786	\$26,250	\$26,250	\$22,780
Debt Service	\$862,490	\$764,823	\$769,610	\$769,610	\$955,615
Miscellaneous	\$130,020	\$129,156	\$132,225	\$132,384	\$136,530
Transfer Out	\$230,170	\$137,040	\$180,730	\$180,730	\$146,570
Total Expense	\$2,144,168	\$1,946,066	\$2,106,884	\$2,085,943	\$2,527,750

Parking Fund

<u>Service Indicators</u>	<u>2016 Actual</u>	<u>2017 Actual</u>	<u>2018 Estimated</u>	<u>2019 Projected</u>
1. Overtime Parking Meter Citations	18,524	18,467	18,500	20,000
2. Time Zone Citations	1,471	1,316	1,200	1,300
3. Meter Feeding Citations	10	5	5	5
4. Winter Parking Ban Citations	82	300	310	300
5. Booted Vehicles	26	23	30	25
6. Credit Card Transactions at Kiosks	218,203	241,908	280,000	300,000
7. Credit Card Transactions – Fines/Penalties/P-Cards	1,212	1,538	1,700	2,000
8. Customer Payment Plans Created	26	29	35	30
9. Violations Appealed to Court	31	48	45	50
10. Parking Permits Issued	-	-	*244	375
11. Mobile Unit Hours of Enforcement	-	-	-	*2,200
12. Single Space Smart Meter Transactions	-	-	-	*35,000
13. Online Citation Payments	-	-	-	*5,000

*First year reported.

2019 Goals

1. Continue Implementation of the Strategic Parking Plan.
 - a) General Fund / Parking Fund Relationship: Rebalance the financial relationship between the General Fund and Parking Fund. This includes PCRs in the FY 2019 Budget pertaining to non-meter ticket revenues, downtown snow removal, and General Fund support for operating and debt service expenses for parking facilities used by General Fund vehicles and employees.
 - b) Hours of Enforcement: Implement new hours of enforcement, Monday through Saturday, 9AM – 7PM, for on-street spaces; and Monday through Friday, 9AM – 7PM, for parking garages, in accordance with Ordinance #2995 adopted on December 9, 2017. Subject to approval of the FY 2019 Budget, hire additional Parking Enforcement Officers to support expanded hours of operations.
 - c) Rates: Implement new meter rates of \$1.00/hour for on-street parking spaces, and \$0.50/hour for surface parking lots, in accordance with Ordinance #2995 adopted on December 9, 2017. Garage meter rates remain unchanged from \$0.50/hour.
 - d) Meter Time Limits: Implement new 3-hour and 10-hour time zones for on-street metered parking, in accordance with Ordinance #2995 adopted on December 9, 2017. Garages remain unchanged.
 - e) Permit Program: Convert the State Street Parking Garage to a permit system. Continue to operate the School Street Garage under the interim permit program for the duration of construction and negotiate with long-term lessees about making the permit program permanent. Lastly, continue negotiations with long-term lessees in the Storrs Street Garage regarding conversion from leases to a permit system.
 - f) Meter Expansion: Implement Phase I of meter expansion for portions of South Main Street, Concord Street, and Dixon Avenue, in accordance with Ordinance 2995 adopted on December 9, 2017. Total of 50 new meters. Finish the qualifications-based selection process for a smart meter vendor which began in FY 2018.
 - g) Technology: Implement the following:
 - Independent website for the parking system (ParkConcordNH.com). Domain name has been secured.
 - Pay-by-cell application.
 - Convert from the POM parking card to the Cale America parking card.
 - On-line payment capabilities for parking tickets.
 - On-line application processes for parking leases and permits.

Parking Fund

- h) Citations: Implement changes to parking citations, including expired meter tickets, per Ordinance #2996 adopted on December 9, 2017.
 - i) Neighborhood Parking: Subject to approval of the FY 2019 Budget, hire additional Parking Enforcement Officers to support dedicated neighborhood parking enforcement.
 - j) Resident Parking: Implement the revised on-street resident parking program, as approved by Ordinance #2997 on December 9, 2017.
 - k) Maintenance: Subject to the adoption of the FY 2019 Budget, implement new Parking Facility Maintenance Policy enacted by the City Manager, which establishes the roles and responsibilities of City Administration, the Parking Division, and the General Services Department's Public Properties Division and Downtown Services Team, concerning maintenance of parking facilities. Issue bids and proposals as needed to supplement in-house maintenance capabilities in accordance with the Parking Facility Maintenance Policy.
 - l) Miscellaneous Recommendations:
Commence enforcement of time limits for handicap parking spaces and placards.
Review the possibility of implementing "quarters only" for coin payment at meters.
Consider implementation of a valet parking ordinance for the Downtown Central Business District.
2. Capital Improvement Projects:
- a) Continue ongoing repairs and renovations of the School Street Parking Garage.
 - b) Complete reconstruction of the Red River Theatre vestibule and elevator tower roof at the Storrs Street Parking Garage.
 - c) Subject to adoption of the FY 2019 budget, implement pigeon control measures at the Storrs Street Parking Lot.
 - d) Subject to adoption of the FY 2019 budget, purchase and install 50 new smart meters per the Strategic Parking Plan.
3. Neighborhood Parking:
- a) Narrow Streets: Work with the Parking Committee to complete the ongoing review of parking issues on narrow streets generally located in Wards 4, 5, and 6.
 - b) Parking Bans: Work with the Parking Committee to examine alternative methods of informing the public about parking bans.
 - c) Parking Encumbrances during Street Closures for Festivals and Community Events: Work with the Parking Committee to review meter encumbrance fees for downtown street festivals and community events.
4. State Parking:
- a) Continue to examine the practice of bagging parking meters for the Legislature in accordance with City Ordinance 18-1-17.
 - b) Begin to enforce meter fees and time limits for all non-Concord governmental vehicles which are not otherwise exempted by City Ordinance.
 - c) Continue to examine the possibility of codifying on-street parking spaces reserved for the Governor's Executive Council and Legislative Leadership in the City Code of Ordinances.

Parking Fund

2018 GOALS STATUS

1. Adopt and implement the Strategic Parking Plan.
9-Month Status: The City embarked upon a strategic planning process in 2014 for the purpose of making the Parking Fund financially solvent, while simultaneously promoting economic development goals tied to parking and improving customer service and the quality of the City's parking facilities. The Parking Committee presented its final Strategic Plan to the City Council on November 13, 2017. The Strategic Plan included a variety of short and long-term recommendations to be implemented over the next several years. In December 2017, the City Council approved several ordinances to begin implementation of parking reforms. Ordinances included changes to parking rates, hours of enforcement, citations, and resident permit parking near the UNH Law School. These ordinances will take effect on July 1, 2018. Financial components of the Strategic Plan have been brought forward as part of the proposed FY 2019 budget. Lastly, on March 16, 2018, the City received proposals from vendors for the purchase of smart meters and the future upgrade of parking kiosks. Vendor interviews will be completed by May 1, 2018. Demonstration periods for new smart meters and kiosks will begin this summer and continue for nine months so that the City may fully vet new equipment before purchasing.

2. Update service indicators as appropriate to measure anticipated outcomes of Strategic Plan recommendations.
9-Month Status: Updated indicators have been proposed as part of the FY 2019 Budget. In addition, detailed goals set forth as part of the FY 2019 budget will help the community track progress on the implementation of the Strategic Parking Plan.

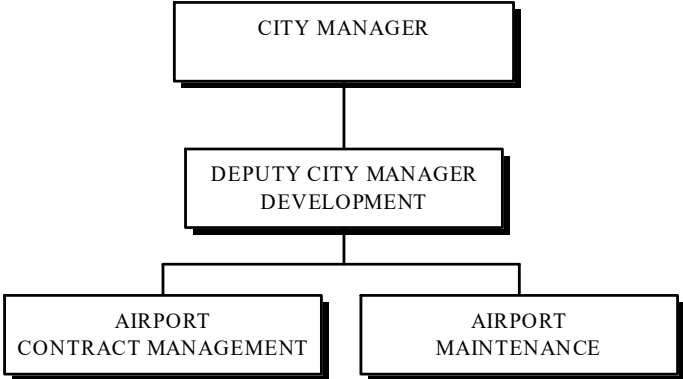
3. Commence repairs and improvements for the School Street (Durgin Block) Parking Garage (CIP #432).
9-Month Status: On November 9, 2017, the City engaged Knowles Industrial Services for comprehensive repairs and renovations of the School Street Parking Garage. Total budget for the project is \$5.235 million. Construction began in December and is expected to be completed in June 2020. This is the first major renovation of the 170,000 square foot facility since it opened in 1985. Renovations include new stair towers, new elevator, significant steel and concrete repairs, new paint, updated signage and surveillance systems, and improved LED lighting.

Airport

Mission

To maintain the presence of general aviation services for personal use, commerce and New Hampshire Army National Guard operations.

Airport
Organizational Chart



Core Responsibilities

1. To provide the general and military aviation community with a safe and convenient location for the storage, re-fueling and landing/take-off of aircraft.

Airport

Fund Summary

	2018 Budgeted	2018 Estimated	2019 Budget
Revenue	\$351,177	\$361,393	\$365,199
Expense	\$415,615	\$394,378	\$445,908
Net Income (Loss)		(\$32,985)	(\$80,709)
Beginning Working Capital		\$538,225	\$505,240
Ending Working Capital		\$505,240	\$424,531

Reserve

This fund has a goal to target a working capital reserve that is 10% of operating expenses, including debt service and capital expenditures.

Budget Detail

	2016 Actual	2017 Actual	2018 Budgeted	2018 Estimated	2019 Budget
Revenue					
Airport Operators Grant	\$1,715	\$1,355	\$1,300	\$1,300	\$1,300
Fuel Flow Mark-up	\$33,269	\$30,740	\$34,000	\$40,630	\$41,035
Investment Income	\$1,575	\$2,863	\$1,800	\$3,500	\$3,500
Building Lease or Rental	\$306,635	\$309,961	\$314,077	\$315,963	\$319,364
Insurance Distributions & Credits	\$1,988	\$0	\$0	\$0	\$0
Miscellaneous	\$775	\$0	\$0	\$0	\$0
Total Revenue	\$345,956	\$344,919	\$351,177	\$361,393	\$365,199
Expense					
Compensation	\$71,461	\$83,699	\$80,049	\$69,580	\$82,559
Fringe Benefits	\$32,366	\$35,963	\$37,946	\$34,724	\$40,117
Outside Services	\$48,245	\$54,349	\$62,610	\$63,257	\$73,714
Supplies	\$15,138	\$16,622	\$43,438	\$34,640	\$42,993
Utilities	\$23,177	\$21,391	\$21,600	\$22,460	\$23,560
Insurance	\$7,700	\$6,529	\$6,565	\$6,565	\$6,165
Debt Service	\$37,064	\$33,847	\$33,640	\$33,640	\$32,840
Miscellaneous	\$44,365	\$44,818	\$45,955	\$45,700	\$46,600
Transfer Out	\$60,585	\$49,661	\$83,812	\$83,812	\$97,360
Total Expense	\$340,101	\$346,878	\$415,615	\$394,378	\$445,908

Airport

<u>Service Indicators</u>	<u>2016 Actual</u>	<u>2017 Actual</u>	<u>2018 Estimated</u>	<u>2019 Projected</u>
1. Number of Based Planes	82	87	84	87

2019 Goals

1. Construct Phase 1 of Taxiway A rehabilitation.
2. Conduct the Terminal Area Study.

2018 Goals Status

1. Construct Phase 1 of Taxiway A rehabilitation.
9-Month Status: The project was not approved for FAA grant funding in the City's first attempt. It is anticipated that grant funding will be made available in the next round.

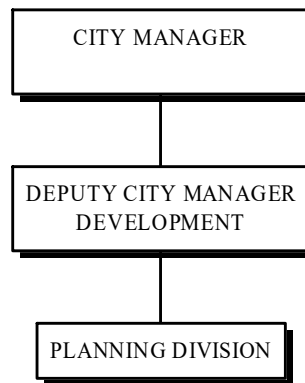
Conservation Property

Mission

To facilitate finances associated with the acquisition and management of conservation property.

Conservation Property Fund

Organizational Chart



Core Responsibilities

1. The purpose of the Conservation Property fund is to dedicate revenue received from the Land Use Change Tax to preserve and protect open space and conservation land under the oversight of the Conservation Commission.
2. Money from the fund is utilized to purchase or acquire conservation easements on land that the Commission determines will meet the goals of the Open Space Plan.

Conservation Property

Fund Summary

	2018 Budgeted	2018 Estimated	2019 Budget
Revenue	\$130,436	\$85,823	\$115,187
Expense	\$130,436	\$130,823	\$115,187
Net Income (Loss)		(\$45,000)	\$0
Beginning Working Capital		\$74,363	\$29,363
Use of Fund Balance		\$45,000	\$29,000
Ending Working Capital		\$29,363	\$363

Budget Detail

	2016 Actual	2017 Actual	2018 Budgeted	2018 Estimated	2019 Budget
Revenue					
Land Lease or Rental	\$68,000	\$82,108	\$69,100	\$69,100	\$69,100
Budgetary Use of Fund Balance	\$0	\$0	\$45,000	\$0	\$29,000
Transfer In-Trust/Conservation	\$0	\$0	\$16,336	\$16,723	\$17,087
Total Revenue	\$68,000	\$82,108	\$130,436	\$85,823	\$115,187
Expense					
Compensation	\$1,613	\$2,026	\$4,515	\$4,690	\$4,973
Fringe Benefits	\$587	\$676	\$1,421	\$1,622	\$1,714
Outside Services	\$12,883	\$36,038	\$56,500	\$56,511	\$56,500
Supplies	\$7,873	\$14,098	\$23,000	\$23,000	\$23,000
Transfer Out	\$55,600	\$48,800	\$45,000	\$45,000	\$29,000
Total Expense	\$78,556	\$101,638	\$130,436	\$130,823	\$115,187