

SPECIAL REVENUE FUNDS

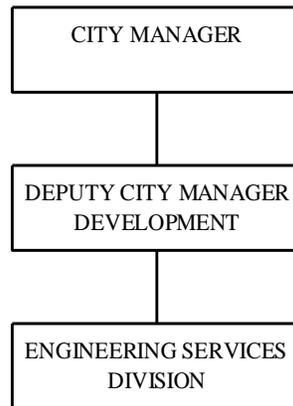
	2013 Actual	2014 Actual	2015 Budgeted	2015 Estimated	2016 Budget
Revenue					
Project Inspection	\$169,866	\$208,538	\$220,520	\$263,800	\$272,550
Parking	\$1,670,720	\$2,095,122	\$1,991,430	\$2,038,125	\$2,055,581
Airport	\$376,241	\$381,045	\$379,250	\$354,458	\$342,415
Conservation Property	\$112,872	\$66,792	\$128,060	\$68,000	\$127,074
Total Revenue	\$2,329,700	\$2,751,497	\$2,719,260	\$2,724,383	\$2,797,620
Expense					
Project Inspection	\$228,787	\$237,225	\$246,032	\$259,780	\$302,115
Parking	\$1,866,762	\$2,052,502	\$2,069,048	\$2,072,638	\$2,219,392
Airport	\$320,352	\$404,843	\$435,909	\$451,727	\$432,064
Conservation Property	\$136,569	\$34,480	\$128,060	\$85,950	\$127,074
Total Expense	\$2,552,470	\$2,729,050	\$2,879,049	\$2,870,095	\$3,080,645

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

PROJECT INSPECTION FUND SUMMARY

	2015 Budgeted	2015 Estimated	2016 Budget
Revenue	\$220,520	\$263,800	\$272,550
Expense	\$246,032	\$259,780	\$302,115
Net Income (Loss)		\$4,020	(\$29,565)
Beginning Working Capital		\$98,067	\$102,087
Ending Working Capital		\$102,087	\$72,522

BUDGET DETAIL

	2013 Actual	2014 Actual	2015 Budgeted	2015 Estimated	2016 Budget
Revenue					
Engineering Permits	\$60,694	\$102,328	\$60,000	\$98,000	\$102,000
Miscellaneous Services	\$108,297	\$105,840	\$160,000	\$165,000	\$170,000
Investment Income	\$743	\$309	\$400	\$400	\$400
Finance Charges	\$133	\$61	\$120	\$400	\$150
Total Revenue	\$169,866	\$208,538	\$220,520	\$263,800	\$272,550
Expense					
Compensation	\$117,766	\$149,569	\$154,210	\$158,640	\$165,044
Fringe Benefits	\$77,330	\$77,570	\$80,092	\$88,570	\$93,861
Outside Services	\$3,900	\$5,072	\$4,740	\$5,240	\$4,520
Supplies	\$2,574	\$4,615	\$5,460	\$5,800	\$5,368
Insurance	\$1,116	\$0	\$1,130	\$1,130	\$1,430
Capital Outlay	\$26,101	\$0	\$0	\$0	\$30,000
Transfer Out	\$0	\$400	\$400	\$400	\$1,892
Total Expense	\$228,787	\$237,225	\$246,032	\$259,780	\$302,115

PROJECT INSPECTION FUND

<u>SERVICE INDICATORS</u>	2013 <u>Actual</u>	2014 <u>Actual</u>	2015 <u>Estimated</u>	2016 <u>Projected</u>
Private Development Projects Inspected by Staff	44	42	50	50

2016 GOALS

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

2015 GOALS STATUS

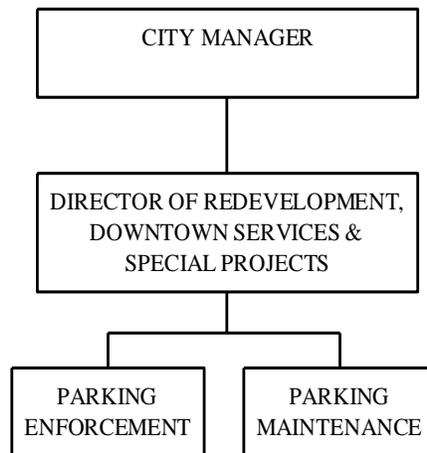
1. Continue to utilize the Project Inspection Fund and streamline reporting documentation depicting actual program costs vs. revenue.
9-Month Status: Ongoing.

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 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 maintenance and capital repairs/improvements for parking garages and surface lots are managed by the General Services Department. Snow removal is done by contract.

PARKING FUNDPARKING FUND SUMMARY

	2015 Budgeted	2015 Estimated	2016 Budget
Revenue	\$1,991,430	\$2,038,125	\$2,055,581
Expense	\$2,069,048	\$2,072,638	\$2,219,392
Net Income (Loss)		(\$34,513)	(\$163,811)
Beginning Working Capital		\$132,771	\$98,258
Ending Working Capital		\$98,258	(\$65,553)

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

	2013 Actual	2014 Actual	2015 Budgeted	2015 Estimated	2016 Budget
Revenue					
Metered Parking	\$763,616	\$759,124	\$649,750	\$655,500	\$701,925
Metered Parking-Cards	\$51,526	\$86,755	\$75,000	\$86,000	\$85,000
Investment Income	\$664	\$84	\$250	\$255	\$250
Parking Rental	\$472,206	\$509,842	\$522,686	\$541,801	\$541,517
Finance Charges	\$691	\$3,548	\$0	\$1,325	\$500
Metered Parking Penalties	\$368,772	\$340,205	\$330,000	\$340,000	\$325,000
Contribution In Aid	\$10,500	\$10,500	\$10,500	\$10,500	\$10,500
Miscellaneous	\$0	\$25,320	\$500	\$0	\$0
Transfer In-Sears Block TIF	\$0	\$227,000	\$270,000	\$270,000	\$258,145
Transfer In-Trust Fund	\$2,744	\$2,744	\$2,744	\$2,744	\$2,744
Transfer in-Trust/Durgin	\$0	\$130,000	\$130,000	\$130,000	\$130,000
Total Revenue	\$1,670,720	\$2,095,122	\$1,991,430	\$2,038,125	\$2,055,581
Expense					
Compensation	\$363,209	\$367,145	\$383,024	\$362,648	\$393,640
Fringe Benefits	\$175,600	\$177,702	\$204,047	\$178,999	\$193,269
Outside Services	\$186,997	\$206,288	\$224,625	\$216,328	\$271,685
Supplies	\$42,222	\$35,123	\$43,990	\$55,560	\$54,350
Utilities	\$48,460	\$45,072	\$58,401	\$51,960	\$63,440
Insurance	\$22,922	\$21,370	\$21,710	\$21,600	\$22,500
Capital Outlay	\$0	\$1,600	\$0	\$0	\$0
Debt Service	\$785,475	\$888,491	\$876,149	\$876,149	\$862,485
Miscellaneous	\$68,297	\$136,131	\$79,772	\$132,064	\$127,853
Allocated Costs	\$5,730	\$5,730	\$9,480	\$9,480	\$0
Transfer Out	\$167,850	\$167,850	\$167,850	\$167,850	\$230,170
Total Expense	\$1,866,762	\$2,052,502	\$2,069,048	\$2,072,638	\$2,219,392

Note: New for FY 2016, Allocated Costs are now included in the Transfer Out expense line.

PARKING FUND

<u>SERVICE INDICATORS</u>	2013 <u>Actual</u>	2014 <u>Actual</u>	2015 <u>Estimated</u>	2016 <u>Projected</u>
1. Overtime Parking Meter Citations	21,056	20,172	19,500	18,500
2. Time Zone Citations	1,716	1,481	1,200	1,400
3. Meter Feeding Citations	5	4	5	10
4. Winter Parking Ban Citations	240	213	205	200
5. Booted Vehicles	35	40	40	45
6. Credit Card Transactions at Kiosks	184,885	209,463	214,000	185,000
7. Credit Card Transactions – Fines/Penalties/P-Cards	0	0	910	1,200
8. Customer Payment Plans Created	N/A	42	35	40
9. Violations Appealed to Court	N/A	48	50	60

2016 GOALS

1. Complete the Strategic Parking Plan and develop an implementation strategy for key recommendations contained therein.
2. Continue implementation of flexible parking strategies to support business activity within the downtown central business district throughout the duration of the Complete Streets Project.

2015 GOALS STATUS

1. Complete a comprehensive strategic plan for the City parking system. This effort shall include community and stakeholder input, inventory of current parking facilities and utilization study of each, calculation of current and future parking demands, facility needs assessment and capital improvement program for all City-owned parking facilities/infrastructure, an analysis of the City's current parking rate structures (including fines and penalties), and an implementation plan. Further, this effort shall also review the City's historic operational models for management and maintenance of facilities.

9-Month Status: The strategic planning process is nearing completion. On January 21, 2014, the City issued a Request for Qualifications and Experience to engage a consultant to prepare a comprehensive strategic plan for the municipal parking system. Proposals were received on February 28, 2014, and interviews were conducted on April 4, 2014. On June 9, 2014, the City Council appropriated the sum of \$115,000 to complete the strategic plan. On June 23, 2014, the City engaged a consulting team for the project. During the fall, the consultant team gathered data, including parking utilization counts for the study area. Meetings with key stakeholders and focus groups occurred, as well as a community forum. Preliminary draft recommendations have been presented to the community and to the Parking Committee. City staff and the consulting team are currently testing the financial viability of the consultant's recommendations.

2. Provide and regularly update parking information on the Parking web page, Facebook page and in person to business and community members during the Downtown Complete Streets Project.

9-Month Status: Much of the communications work has been delegated to Louis Karno, the City's public relations consultant for the project. The Parking Division has been supporting this effort by coordinating with the Engineering Division, Severino Trucking (the City's General Contractor for the Project), and Karno regarding the timing of parking changes.

PARKING FUND

3. Facilitate the acceptance of credit/debit cards for payment of parking cards, fines, and penalties. Also, continue to study options for implementing an internet-based payment system for fines and penalties.

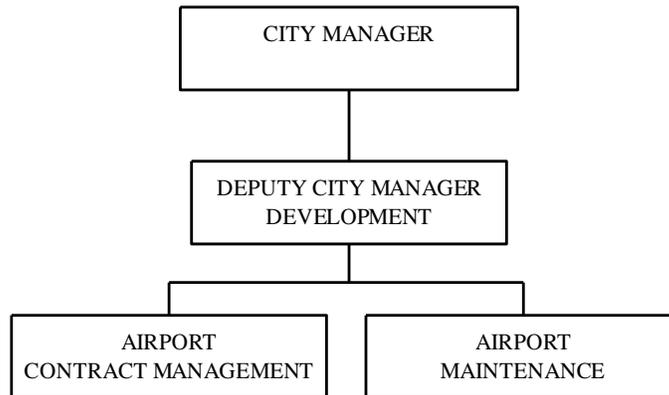
9-Month Status: The Parking Division now has the capability to accept credit card payments for “over-the-counter” transactions at the Police Department for parking cards, fines, and penalties. Over the past 9 months, the Parking Division has been working with the Information Technology and Finance Departments to explore options to accept credit cards for internet transactions. Two options have been identified. The first option would entail a third party assessing transaction fees to those customers using the online system. Those fees would be \$1.50 per parking ticket, plus an additional \$1.50 fee or 2.95% of the total transaction, whichever is greater. The second option would entail the City acquiring a custom proprietary web based software program to manage online transactions. The initial cost of this effort would be approximately \$30,000, with annual maintenance fees of approximately \$5,000 thereafter. Staff will continue to evaluate options in conjunction with implementation of the Parking Strategic Plan in FY2016.

AIRPORT FUND

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

	2015 Budgeted	2015 Estimated	2016 Budget
Revenue	\$379,250	\$354,458	\$342,415
Expense	\$435,909	\$451,727	\$432,064
Net Income (Loss)		(\$97,269)	(\$89,649)
Beginning Working Capital		\$623,028	\$525,759
Ending Working Capital		\$525,759	\$436,110

RESERVE

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

AIRPORT FUND

BUDGET DETAIL

	2013 Actual	2014 Actual	2015 Budgeted	2015 Estimated	2016 Budget
Revenue					
Airport Operators Grant	\$2,448	\$2,130	\$2,100	\$1,108	\$1,000
Fuel Flow Mark-up	\$11,387	\$10,047	\$10,500	\$25,000	\$32,110
Investment Income	\$1,240	\$545	\$600	\$600	\$550
Building Lease or Rental	\$362,230	\$367,624	\$366,050	\$327,750	\$308,755
Finance Charges	(\$195)	\$0	\$0	\$0	\$0
Miscellaneous	(\$870)	\$699	\$0	\$0	\$0
Total Revenue	\$376,241	\$381,045	\$379,250	\$354,458	\$342,415
Expense					
Compensation	\$67,239	\$86,801	\$74,526	\$89,080	\$74,936
Fringe Benefits	\$46,330	\$33,005	\$31,482	\$35,060	\$36,745
Outside Services	\$66,553	\$81,647	\$88,776	\$78,470	\$56,330
Supplies	\$27,938	\$28,817	\$45,445	\$45,400	\$44,758
Utilities	\$19,961	\$21,202	\$25,329	\$22,560	\$24,005
Insurance	\$6,655	\$7,240	\$7,460	\$7,430	\$8,090
Debt Service	\$10,665	\$11,141	\$12,830	\$20,245	\$37,060
Miscellaneous	\$36,624	\$40,351	\$39,879	\$43,300	\$44,000
Allocated Costs	\$5,520	\$5,520	\$7,449	\$7,449	\$0
Transfer Out	\$32,867	\$89,119	\$102,733	\$102,733	\$106,140
Total Expense	\$320,352	\$404,843	\$435,909	\$451,727	\$432,064

Note: New for FY 2016, Allocated Costs are now included in the Transfer Out expense line.

<u>SERVICE INDICATORS</u>	2013 <u>Actual</u>	2014 <u>Actual</u>	2015 <u>Estimated</u>	2016 <u>Projected</u>
Number of based planes	80	64	60	60

2016 GOALS

1. Provide airport services to the community.
2. Replace the roof on Hangar 3.

2015 GOALS STATUS

1. Implement new FBO contract or service model.

9-Month Status: Contract terms have been approved by City Council. The final contract document is pending signature by Concord Aviation Services.

General aviation airports around the country have seen a dramatic reduction in based aircraft, an aging and deteriorating fleet and significant drop in utilization. Concord is no exception, having gone from over 100 based planes pre-recession to 64. The NASCAR races, which in their heyday drew over 100 planes to the airport in one weekend, now draw less than 20. Even commercial airports, such as Manchester, have struggled of late. Manchester is reported to have experienced a 40% drop in its flights.

Amidst that environment, the recent Fixed Base Operator (FBO) Request for Proposals, which was issued to FBO's around the northeastern United States, did not attract the interest of a single new FBO. The resulting agreement with the current FBO reflects this lack of choice and is revenue challenged for the City. The Airport will face significant annual operating deficits in the tens of thousands of dollars over the next several years. Therefore, the goal for 2016 (and likely beyond) will be an even tighter control of expenditures and a downscaling of capital expenditures to only those necessary for the safety of the airfield users. Unless the City is prepared to subsidize the airport from the General Fund, this status quo approach will have to be the norm, pending an uptick in the general aviation industry that could generate a greater volume of fuel sales and/or new hangar development, neither of which industry experts or State officials foresee in the near to mid-term.

2. Complete construction of Phases 1 and 2 of Parallel Taxiway 12/30.

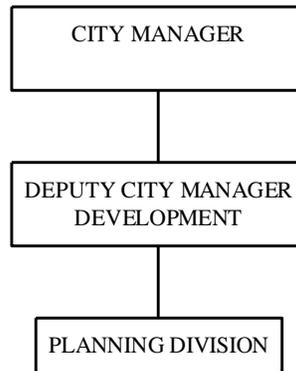
9-Month Status: Completed.

CONSERVATION PROPERTY FUND

MISSION

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

CONSERVATION PROPERTY FUND ORGANIZATIONAL CHART



CORE RESPONSIBILITIES

1. Revenue from the agricultural leases and the lease for the cellular communication tower off of Locke Road are used to pay the expenses associated with land acquisitions and the management of existing conservation property.
2. Excess revenue is transferred to the General Fund to offset the debt payments for the acquisition of conservation land. Once all debt has been paid, the revenue will be transferred to the Conservation Trust Fund.

CONSERVATION PROPERTY FUNDCONSERVATION PROPERTY FUND SUMMARY

	2015 Budgeted	2015 Estimated	2016 Budget
Revenue	\$128,060	\$68,000	\$127,074
Expense	\$128,060	\$85,950	\$127,074
Net Income (Loss)		(\$17,950)	\$0
Beginning Working Capital		\$110,177	\$92,227
Ending Working Capital		\$92,227	\$92,227

BUDGET DETAIL

	2013 Actual	2014 Actual	2015 Budgeted	2015 Estimated	2016 Budget
Revenue					
Land Lease or Rental	\$64,882	\$66,792	\$64,510	\$68,000	\$68,800
Miscellaneous	\$41,000	\$0	\$0	\$0	\$0
Budgetary Use of Fund Balance	\$0	\$0	\$54,550	\$0	\$55,600
Transfer In-Trust/Conservation	\$6,990	\$0	\$9,000	\$0	\$2,674
Total Revenue	\$112,872	\$66,792	\$128,060	\$68,000	\$127,074
Expense					
Compensation	\$0	\$2,798	\$3,268	\$420	\$1,592
Fringe Benefits	\$0	\$243	\$383	\$570	\$922
Outside Services	\$15,446	\$8,139	\$37,859	\$14,010	\$37,960
Supplies	\$1,873	\$0	\$32,000	\$16,400	\$31,000
Transfer Out	\$119,250	\$23,300	\$54,550	\$54,550	\$55,600
Total Expense	\$136,569	\$34,480	\$128,060	\$85,950	\$127,074

Revised 6/25/2015