

## Special Revenue Funds

	2021 Actual	2022 Adopted	2022 Revised	2022 Projected	2023 Budget
<b>Revenue</b>					
Inspection	\$272,609	\$310,521	\$310,521	\$219,595	\$0
Parking	\$2,384,276	\$2,671,531	\$2,671,531	\$3,383,513	\$3,486,198
Airport	\$366,375	\$366,911	\$367,336	\$408,595	\$391,085
Conservation Property	\$80,373	\$102,374	\$102,374	\$68,374	\$94,785
Golf	\$1,535,059	\$1,208,888	\$1,241,388	\$1,514,770	\$1,455,184
Arena	\$504,332	\$678,180	\$678,180	\$893,804	\$721,485
Solid Waste	\$4,496,952	\$4,446,091	\$4,446,091	\$4,764,505	\$4,582,697
<b>Sub Total</b>	<b>\$9,639,976</b>	<b>\$9,784,496</b>	<b>\$9,817,421</b>	<b>\$11,253,156</b>	<b>\$10,731,434</b>
<b>Expense</b>					
Inspection	\$298,835	\$310,521	\$310,521	\$338,485	\$0
Parking	\$2,730,566	\$2,881,180	\$2,881,180	\$2,725,917	\$3,085,798
Airport	\$426,216	\$478,703	\$479,128	\$479,747	\$485,602
Conservation Property	\$79,414	\$102,374	\$102,374	\$102,374	\$94,785
Golf	\$1,293,050	\$1,201,929	\$1,234,429	\$1,232,824	\$1,453,566
Arena	\$629,808	\$704,338	\$704,338	\$693,074	\$744,051
Solid Waste	\$4,209,272	\$4,619,835	\$4,619,835	\$4,467,734	\$4,813,449
<b>Sub Total</b>	<b>\$9,667,162</b>	<b>\$10,298,880</b>	<b>\$10,331,805</b>	<b>\$10,040,155</b>	<b>\$10,677,251</b>

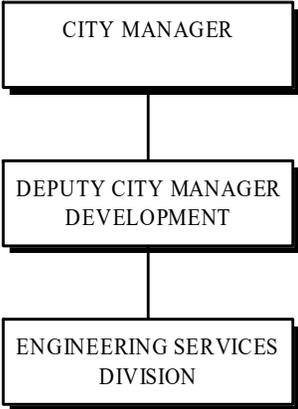
# Inspection Fund

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Mission

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

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.

## Inspection Fund

Fund Summary

	2022 Revised	2022 Projected	2023 Budget
<b>Revenue</b>	<b>\$310,521</b>	<b>\$219,595</b>	<b>\$0</b>
<b>Expense</b>	<b>\$310,521</b>	<b>\$338,485</b>	<b>\$0</b>
<b>Net Income (Loss)</b>		<b>(\$118,890)</b>	<b>\$0</b>
<b>Beginning Working Capital</b>		<b>\$14,278</b>	<b>\$0</b>
<b>Ending Working Capital</b>		<b>(\$104,612)</b>	<b>\$0</b>

Budget Detail

	2021 Actual	2022 Adopted	2022 Revised	2022 Projected	2023 Budget
<b>Revenue</b>					
Other Permits	\$103,053	\$100,000	\$100,000	\$90,000	\$0
Inspection Fees	\$168,210	\$210,271	\$210,271	\$125,000	\$0
Investment Income	\$58	\$100	\$100	\$0	\$0
Finance Charges	\$24	\$150	\$150	\$2,245	\$0
Insurance Dist and Credits	\$1,265	\$0	\$0	\$2,350	\$0
<b>Total Revenue</b>	<b>\$272,609</b>	<b>\$310,521</b>	<b>\$310,521</b>	<b>\$219,595</b>	<b>\$0</b>
<b>Expense</b>					
Compensation	\$186,425	\$191,463	\$191,463	\$207,977	\$0
Fringe Benefits	\$102,739	\$106,888	\$106,888	\$118,936	\$0
Outside Services	\$1,262	\$2,292	\$2,292	\$1,712	\$0
Supplies	\$3,588	\$3,808	\$3,808	\$3,790	\$0
Insurance	\$2,050	\$2,280	\$2,280	\$2,280	\$0
Transfer Out	\$2,771	\$3,790	\$3,790	\$3,790	\$0
<b>Total Expense</b>	<b>\$298,835</b>	<b>\$310,521</b>	<b>\$310,521</b>	<b>\$338,485</b>	<b>\$0</b>

## Inspection Fund

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<u>Service Indicators</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Estimated</u>	<u>2023 Projected</u>
1. Private Development Projects Inspected by Staff	34	32	33	*0

\*Effective July 1, 2022, this fund will be discontinued.

### 2022 Goals Status

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

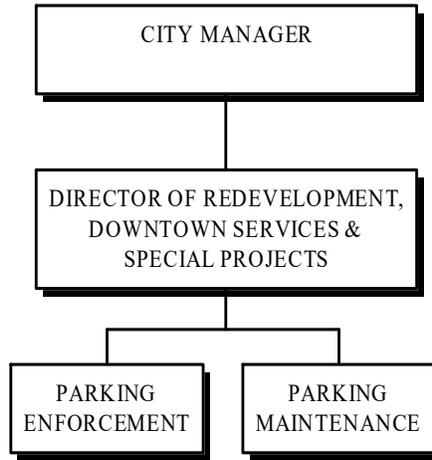
# Parking Fund

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## 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. Parking enforcement, as well as meter and kiosk maintenance, is provided by the Police Department.
4. Daily property management services for parking garages and surface lots is provided by the General Services Department. Snow removal is done by contract.
4. The Engineering Division of the Community Development Department assists with the review of requests for on-street parking modifications.
5. City Administration coordinates these efforts, staffs the Parking Committee, prepares parking ordinances, administers certain maintenance contracts, and manages all parking related capital improvement projects.

## Parking Fund

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<u>Fund Summary</u>	<b>2022 Revised</b>	<b>2022 Projected</b>	<b>2023 Budget</b>
<b>Revenue</b>	<b>\$2,671,531</b>	<b>\$3,383,513</b>	<b>\$3,486,198</b>
<b>Expense</b>	<b>\$2,881,180</b>	<b>\$2,725,917</b>	<b>\$3,085,798</b>
<b>Net Income (Loss)</b>		<b>\$657,596</b>	<b>\$400,400</b>
<b>Beginning Working Capital</b>		<b>\$271,331</b>	<b>\$928,927</b>
<b>Ending Working Capital</b>		<b>\$928,927</b>	<b>\$1,329,327</b>

### 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

<u>Budget Detail</u>	<b>2021 Actual</b>	<b>2022 Adopted</b>	<b>2022 Revised</b>	<b>2022 Projected</b>	<b>2023 Budget</b>
<b>Revenue</b>					
Parking Penalties	\$278,086	\$336,090	\$336,090	\$276,240	\$391,140
Metered Parking	\$850,923	\$1,013,000	\$1,013,000	\$1,264,897	\$1,272,787
Metered Parking Cards	\$8,372	\$35,000	\$35,000	\$83,940	\$85,000
Rental Income	\$864,208	\$833,520	\$833,520	\$860,637	\$890,607
Investment Income	\$16	\$10	\$10	\$0	\$100
Finance Charges	\$683	\$5,000	\$5,000	\$2,815	\$2,500
Insurance Dist and Credits	\$3,305	\$0	\$0	\$7,045	\$0
Other Revenue	\$10,500	\$10,500	\$10,500	\$11,170	\$10,500
Other Gov Agencies - State	\$2,575	\$0	\$0	\$0	\$0
Transfer In - Trust	\$0	\$54,000	\$54,000	\$54,000	\$10,500
Transfer In - General	\$48,932	\$51,221	\$51,221	\$51,221	\$54,295
Transfer In - Grts & Donations	\$0	\$0	\$0	\$438,358	\$438,358
Transfer In - Solid Waste	\$0	\$13,650	\$13,650	\$13,650	\$13,650
Transfer In - Sears Block TIF	\$316,675	\$319,540	\$319,540	\$319,540	\$316,761
<b>Total Revenue</b>	<b>\$2,384,276</b>	<b>\$2,671,531</b>	<b>\$2,671,531</b>	<b>\$3,383,513</b>	<b>\$3,486,198</b>
<b>Expense</b>					
Compensation	\$411,076	\$433,079	\$433,079	\$404,407	\$491,783
Fringe Benefits	\$233,621	\$259,949	\$259,949	\$198,952	\$281,211
Outside Services	\$323,684	\$413,997	\$413,997	\$388,998	\$557,071
Supplies	\$33,378	\$43,050	\$43,050	\$33,544	\$62,988
Utilities	\$59,707	\$62,910	\$62,910	\$56,063	\$57,260
Insurance	\$19,880	\$20,959	\$20,959	\$20,959	\$22,581
Debt Service	\$1,377,350	\$1,321,480	\$1,321,480	\$1,321,475	\$1,272,437
Miscellaneous	\$178,563	\$183,461	\$183,461	\$159,224	\$162,409
Transfer Out	\$93,308	\$142,295	\$142,295	\$142,295	\$178,058
<b>Total Expense</b>	<b>\$2,730,566</b>	<b>\$2,881,180</b>	<b>\$2,881,180</b>	<b>\$2,725,917</b>	<b>\$3,085,798</b>

In fiscal year 2023 75% of the Parking fund's revenue comes from three sources: Metered Parking 37%, Rental Income (Parking Leases) 26%, and Transfer-In from Grants (American Rescue Plan Act) 13%. Historically data is used to estimate Metered Parking and Metered Parking Cards. This information is then adjusted for capital projects in the parking facilities that are anticipated to affect the availability of metered spaces. American Rescue Plan Act is a set amount for fiscal year 2023.

## Parking Fund

<u>Service Indicators</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Estimated</u>	<u>2023 Projected</u>
1. Overtime Parking Meter Citations	13,778	10,451	11,500	15,000
2. Time Zone Citations	338	292	150	1,000
3. Meter Feeding Citations	7	11	10	30
4. Winter Parking Ban Citations	199	132	291	200
5. Booted Vehicles	12	7	5	15
6. Credit Card Transactions at Kiosks	297,389	249,695	304,100	300,000
7. Credit Card Transactions – Fines/Penalties/P-Cards	626	77	240	550
8. Customer Payment Plans Created	32	21	15	25
9. Violations Appealed to Court	29	45	35	40
10. Parking Garage Leases & Permits Issued	770	756	741	750
11. Mobile Unit Hours of Enforcement	-	-	-	2,080
12. Single Space Smart Meter Transactions	84,929	78,759	99,800	110,000
13. Online Citation Payments Transactions	3,288	5,475	5,825	6,200
14. PayByPhone Transactions	17,130	34,893	46,300	60,000

### 2023 Goals

1. Staff all funded vacant Parking Officer and Equipment Technician (POET) positions.
2. Subject to City Council approval of applicable Program Change Requests, reallocate resources to prioritize and expand neighborhood parking enforcement.
3. Continue to monitor the State of New Hampshire’s potential new 600+/- space Legislative Parking Garage, and potential impacts to Downtown Parking. If the proposed garage comes to fruition, work with the State to ensure demolition of the existing 205 space Legislative Parking Garage located on Storrs Street and termination of the associated 1975 “air rights” lease related thereto. Also, upon opening of the new facility, review Article 18-1-17 of City’s Code of Ordinances, which permits the State to encumber on-street municipal parking.
4. Monitor grant funding opportunities to support the purchase and installation of electric vehicle (EV) charging stations in municipal parking lots and garages; pursue those opportunities which make sense for the community; and implement appropriate ordinances to govern operation of EV parking spaces.
5. Working with the Parking Committee, review and revise winter storm event vehicle impoundment protocols and citation structure.
6. Strategic Plan: a) Continue efforts to convert all reserved parking spaces at the School Street and Storrs Street Parking Garages from leases to permits; and b) Select and implement a web-based system for receiving and processing parking permit applications (i.e. on-street residential permits, parking garages, and encumbrance permits), as well as management of said permits, including invoicing.
7. Implement the FY 2023 Capital Improvement Program as adopted by the City Council: a) CIP #403: Replace the enforcement vehicle; b) CIP #595: Replace all remaining mechanical meters to IPS smart meters and upgrade Flowbird “MP” kiosk pay station doors for continued reliability due to discontinuance of parts; and c) CIP #432: Design and construct comprehensive repairs for the State Street Parking Garage, or, alternatively, select and implement a replacement option for the facility.
8. Support the Parking Committee with review of citizen requests and other ongoing initiatives.

### 2022 Goals Status

1. To the extent practical, work to manage or mitigate the ongoing negative repercussions on the parking system associated with the COVID-19 pandemic.  
9-Month Status: The COVID-19 Pandemic, which began on March 15, 2022 and continued through early fall 2022, had a significant negative impact on Parking Fund revenues. On March 14, 2022, the City Council approved Resolution #9439, which appropriated \$876,715 of American Rescue Plan Act funds to reimburse the Parking Fund for financial losses stemming from the pandemic. These funds will be deposited into the Parking Fund during FY 2022 and FY 2023, thereby increasing the Fund’s working capital to preserve financial solvency.

## Parking Fund

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### 2022 Goals Status (continued)

2. Continue implementation of the 2017 Strategic Parking Plan:
  - a) Prepare for meter rate, lease/permit rate, and citation rate increases in FY 2023, in accordance with the Strategic Parking Plan.  
9-Month Status: On March 14, 2022, the City Council approved Resolution #9439, which appropriated \$876,715 of American Rescue Plan Act funds to reimburse the Parking Fund for financial losses associated with the COVID-19 Pandemic. As a result of these additional revenues, no rate increases will be required in FY 2023. However, future rate increases have been incorporated into the outyears of the Parking Fund pro forma, as it is anticipated that increases will be needed to support significant capital improvement projects, including, but not limited to, repair or replacement of the State Street Parking Garage.
  - b) Complete negotiations with long-term lessees to convert reserved spaces at the Storrs Street and School Street Parking Garages from leases to permits.  
9-Month Status: Following the completion of renovations of the School Street Parking Garage in June 2021, the City converted all reserved parking spaces in the garage, which were not subject to long-term agreements, from assigned space leases to permit parking. As a result of this conversion, there are now 94 permit parking spaces at the facility (with capacity for 118 parking permits), as well as 167 residual lease spaces which are associated with long-term parking agreements. City Administration is also engaged in negotiations with Capital Commons L.L.C. to convert their allocation of 89 leased parking spaces at the Storrs Street Garage to permits. City Administration is hopeful this can be achieved by the start of FY 2023.
  - c) Select and implement an on-line application portal for parking garage permits, resident permits, and on-street parking encumbrance permits.  
9-Month Status: A Program Change Request (PCR) to implement an on-line permit module was not approved for this item in FY 2022. However, staff has secured a proposal from its parking software vendor for this service and a PCR has been submitted to the City Manager for consideration as part of the FY 2023 budget.
3. Working closely with the Parking Committee, Fire Department, General Services Department, and the public, complete the Narrow Streets Study and prepare ordinances to address neighborhood narrow street concerns as recommended by the Parking Committee for the Wall Street neighborhood.  
9-Month Status: The Parking Committee held community forums for the Wall Street neighborhood on August 30, 2021 and October 25, 2021. Following those meetings, recommendations were finalized and submitted to the City Council in November 2021. On December 13, 2021, the City Council approved five ordinances which implemented the Parking Committee's recommendations. Signage and pavement markings will be installed in spring 2022 to implement said ordinances.
4. Working with the Parking Committee, review and revise the winter storm event vehicle impoundment protocols and citation structure.  
9-Month Status: This item was included on the Parking Committee's FY 2022 work plan and is ongoing.
5. Support the Parking Committee with review of citizen parking requests and other ongoing initiatives.  
9-Month Status: During FY 2022, staff has assisted the Parking Committee with review of parking requests concerning removal of parking on Eastern Avenue, removal of 20-minute parking spaces on Kennedy Lane, implementation of a loading zone on South Street, a request for additional handicap parking on Warren Street and South Fruit Street, a request to expand the on-street residential parking permit program to properties on Rollins Street, as well as parking on Whitney Road related to the Wheelabrator facility. Staff also provided multiple analyses of revenues associated with meter expansion areas, as well as recommendations to implement loading zone regulations in the community. Staff also developed and implemented pavement marking plans for on-street parking on Thompson and North Spring Streets.

## Parking Fund

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### 2022 Goals Status (continued)

6. Continue to manage ongoing capital improvement projects, as follows:

- a) CIP #403, Parking Division Vehicles and Equipment, purchase of line striping machine.  
9-Month Status: The line striping machine has been purchased by the General Services Department and will be used to refresh existing pavement markings, as well as add new markings when requested by City Administration.
  
- b) CIP #432, State Street Parking Garage, complete structural review and needs assessment to prepare for design in FY 2023 and construction in FY 2024.  
9-Month Status: In January 2018, the H.L. Turner Group completed a structural evaluation of the State Street Parking Garage. Per the recommendations of the report, in spring 2018, the City implemented \$30,000 of emergency repairs and temporary stabilization. The 2018 report recommended that the City proceed with a major renovation of the facility by spring 2020. The FY 2020 budget, which began on July 1, 2019, included funds to update the 2018 structural assessment to prepare for comprehensive renovation of the facility. However, that effort was delayed due to the COVID-19 Pandemic, which began on March 15, 2020 and continued through late summer 2021. On February 11, 2022, the H.L. Turner Group completed an updated needs assessment of the facility. The 2022 study determined the facility requires significant comprehensive repairs/renovations within the next 12 months. The 2022 study also recommended that \$200,000 of emergency repairs and temporary structural stabilization be implemented immediately. On March 14, 2022, the City Council approved Resolution #9445, which appropriated \$200,000 for said repairs. Knowles Industrial Services, Inc. was engaged for the repairs shortly thereafter. Repairs are underway and will be completed in June 2022. Per the 2022 needs assessment, the estimated cost to fully repair and renovate the garage is \$9.5 million. The same report noted that demolition and replacement of the facility with a new 240-space parking garage would cost upwards of \$25 million (presuming construction in 2023). Demolition and replacement of the facility with a new 60+/- space parking lot would cost approximately \$4.5 million. In April 2022, the Legislature announced plans to demolish the existing 205-space legislative garage and construct a new 600+/- space facility. Simultaneously, the YMCA announced it was exploring a potential public/private partnership with the Concord School District regarding a new facility as part of the District's new middle school project. These potential projects, which are in the preliminary stages, may have impacts on parking activity in Downtown Concord, and are presently making it challenging to determine an appropriate course of action for the State Street Parking Garage.
  
- c) CIP 529, Storrs Street Garage, proceed with the FY 2020 renovation project with the goal to complete in FY 2022 or early FY 2023.  
9-Month Status: Bids for the project were received on March 30, 2021. The contractor was engaged on July 12, 2021. Work began in early September 2021. Currently, the project is scheduled to be completed in summer 2022. The project includes concrete repairs, replacement of sealants and membranes, replacement of all lighting with LED fixtures, installation of bird mitigation devices, painting all structural steel, repairs to the South Main Street Plaza, and other miscellaneous items.
  
- d) CIP 595, Parking Meters and Kiosks, replace modems in older kiosk units to maintain credit card service, subject to City Council approval, and reprogram meters and kiosks for proposed July 1, 2023 rate increase.  
9-Month Status: Modems were purchased and installed during the third quarter of FY 2022.
  
- e) CIP 616, Parking Division Technology, purchase replacement zebra citation printers to facilitate issuance of parking tickets.  
9-Month Status: The printers have been ordered and the Parking Division is awaiting delivery.

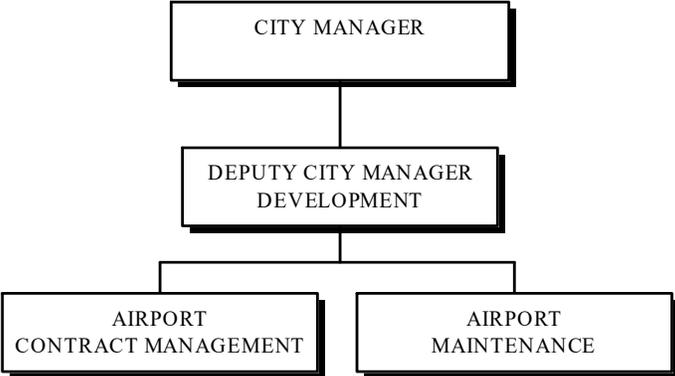
# Airport Fund

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Mission

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

AIRPORT FUND  
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

<u>Fund Summary</u>	<b>2022 Revised</b>	<b>2022 Projected</b>	<b>2023 Budget</b>
<b>Revenue</b>	<b>\$367,336</b>	<b>\$408,595</b>	<b>\$391,085</b>
<b>Expense</b>	<b>\$479,128</b>	<b>\$479,747</b>	<b>\$485,602</b>
<b>Net Income (Loss)</b>		<b>(\$71,152)</b>	<b>(\$94,517)</b>
<b>Beginning Working Capital</b>		<b>\$382,560</b>	<b>\$311,408</b>
<b>Ending Working Capital</b>		<b>\$311,408</b>	<b>\$216,891</b>

<u>Budget Detail</u>	<b>2021 Actual</b>	<b>2022 Adopted</b>	<b>2022 Revised</b>	<b>2022 Projected</b>	<b>2023 Budget</b>
<b>Revenue</b>					
Mark-up	\$26,716	\$25,000	\$25,000	\$34,125	\$35,000
Rental Income	\$331,852	\$335,411	\$335,411	\$335,410	\$349,535
Investment Income	\$340	\$100	\$100	\$140	\$150
Use of Fund Balance	\$0	\$0	\$425	\$0	\$0
Insurance Dist and Credits	\$564	\$0	\$0	\$1,152	\$0
Other Gov Agencies - State	\$6	\$0	\$0	\$0	\$0
Airport Operators Grant	\$6,896	\$6,400	\$6,400	\$6,270	\$6,400
Transfer In - Grts & Donations	\$0	\$0	\$0	\$31,498	\$0
<b>Total Revenue</b>	<b>\$366,375</b>	<b>\$366,911</b>	<b>\$367,336</b>	<b>\$408,595</b>	<b>\$391,085</b>
<b>Expense</b>					
Compensation	\$91,734	\$92,313	\$92,313	\$92,103	\$92,772
Fringe Benefits	\$38,288	\$42,538	\$42,538	\$48,306	\$48,568
Outside Services	\$60,198	\$66,735	\$66,735	\$65,219	\$66,735
Supplies	\$27,122	\$43,872	\$43,872	\$43,872	\$50,091
Utilities	\$24,641	\$24,540	\$24,540	\$21,542	\$21,810
Insurance	\$6,551	\$6,765	\$6,765	\$6,765	\$3,867
Debt Service	\$73,496	\$70,480	\$70,480	\$70,480	\$62,613
Miscellaneous	\$42,803	\$45,900	\$45,900	\$45,900	\$46,820
Transfer Out	\$61,383	\$85,560	\$85,985	\$85,560	\$92,326
<b>Total Expense</b>	<b>\$426,216</b>	<b>\$478,703</b>	<b>\$479,128</b>	<b>\$479,747</b>	<b>\$485,602</b>

Rental Income represents 89% of Airport Fund revenue. Revenue estimates are based on existing leases and anticipated changes to leases expiring within the upcoming fiscal year.

### 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

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<u>Service Indicators</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Estimated</u>	<u>2023 Projected</u>
1. Number of Based Planes	96	90	95	98

2023 Goals

- 1. Continue to bank the FAA annual grant allocation with the goal of funding design of the Terminal in FY 2024 and construction in FY 2025.
- 2. Seek additional opportunities to develop land at the airport.

2022 Goals Status

- 1. Continue to bank the FAA annual grant allocation with the goal of funding a future Terminal project.  
9-Month Status: Ongoing.
- 2. Continue CIP #75, general maintenance repairs, as needed.  
9-Month Status: Ongoing, as needed.

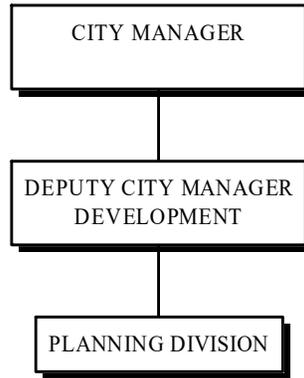
# Conservation Property Fund

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## 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

<u>Fund Summary</u>	<b>2022 Revised</b>	<b>2022 Projected</b>	<b>2023 Budget</b>
<b>Revenue</b>	<b>\$102,374</b>	<b>\$68,374</b>	<b>\$94,785</b>
<b>Expense</b>	<b>\$102,374</b>	<b>\$102,374</b>	<b>\$94,785</b>
<b>Net Income (Loss)</b>		<b>(\$34,000)</b>	<b>\$0</b>
<b>Beginning Working Capital</b>		<b>\$60,381</b>	<b>\$26,381</b>
<b>Ending Working Capital</b>		<b>\$26,381</b>	<b>\$26,381</b>

<u>Budget Detail</u>	<b>2021 Actual</b>	<b>2022 Adopted</b>	<b>2022 Revised</b>	<b>2022 Projected</b>	<b>2023 Budget</b>
<b>Revenue</b>					
Rental Income	\$80,373	\$60,760	\$60,760	\$60,760	\$60,760
Use of Fund Balance	\$0	\$34,000	\$34,000	\$0	\$26,000
Transfer In - Trust	\$0	\$7,614	\$7,614	\$7,614	\$8,025
<b>Total Revenue</b>	<b>\$80,373</b>	<b>\$102,374</b>	<b>\$102,374</b>	<b>\$68,374</b>	<b>\$94,785</b>
<b>Expense</b>					
Compensation	\$5,586	\$5,793	\$5,793	\$5,825	\$6,104
Fringe Benefits	\$1,848	\$2,081	\$2,081	\$2,186	\$2,182
Outside Services	\$26,027	\$37,500	\$37,500	\$37,363	\$37,500
Supplies	\$20,955	\$23,000	\$23,000	\$23,000	\$23,000
Transfer Out	\$25,000	\$34,000	\$34,000	\$34,000	\$26,000
<b>Total Expense</b>	<b>\$79,414</b>	<b>\$102,374</b>	<b>\$102,374</b>	<b>\$102,374</b>	<b>\$94,785</b>

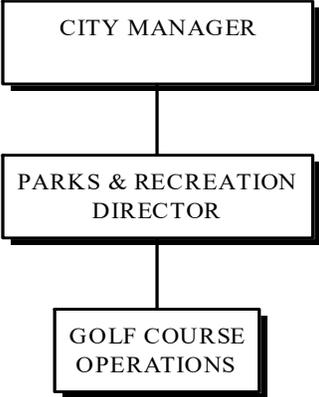
# Golf Fund

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Mission

To provide the public with a quality golfing experience at a safe, attractive and well operated facility.

GOLF FUND  
ORGANIZATIONAL CHART



Core Responsibilities

1. Manage the year-round operation of the Beaver Meadow Golf Course. Activities include course maintenance, tournaments, lessons and camp programs, marketing, pro shop operations and winter operations.

## Golf Fund

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<u>Fund Summary</u>	<b>2022 Revised</b>	<b>2022 Projected</b>	<b>2023 Budget</b>
<b>Revenue</b>	<b>\$1,241,388</b>	<b>\$1,514,770</b>	<b>\$1,455,184</b>
<b>Expense</b>	<b>\$1,234,429</b>	<b>\$1,232,824</b>	<b>\$1,453,566</b>
<b>Net Income (Loss)</b>		<b>\$281,946</b>	<b>\$1,618</b>
<b>Beginning Working Capital</b>		<b>\$254,781</b>	<b>\$536,727</b>
<b>Ending Working Capital</b>		<b>\$536,727</b>	<b>\$538,345</b>

### Reserve

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

Golf Fund

<u>Budget Detail</u>	<b>2021 Actual</b>	<b>2022 Adopted</b>	<b>2022 Revised</b>	<b>2022 Projected</b>	<b>2023 Budget</b>
<b>Revenue</b>					
Camps	\$28,158	\$24,765	\$24,765	\$24,500	\$24,500
Seasonal Passes	\$146,764	\$210,015	\$210,015	\$282,468	\$256,575
Daily Fees	\$565,493	\$413,532	\$433,532	\$522,842	\$506,556
Cart Rental	\$273,602	\$188,380	\$188,380	\$243,831	\$228,853
Handicapping	\$11,485	\$8,000	\$8,000	\$11,250	\$11,250
Driving Range	\$86,307	\$51,596	\$51,596	\$82,330	\$74,800
League and Tournament Fees	\$36,277	\$44,200	\$44,200	\$44,200	\$44,200
Golf Simulator Revenue	\$84,139	\$80,000	\$80,000	\$82,225	\$83,000
Pro Shop Sales	\$203,758	\$131,500	\$131,500	\$160,224	\$159,000
Concession Sales	\$37,000	\$44,000	\$44,000	\$44,000	\$46,200
Rental Income	\$8,445	\$12,900	\$12,900	\$16,900	\$20,250
Investment Income	\$169	\$0	\$0	\$0	\$0
Use of Fund Balance	\$0	\$0	\$12,500	\$0	\$0
Insurance Dist and Credits	\$1,844	\$0	\$0	\$0	\$0
Other Revenue	\$946	\$0	\$0	\$0	\$0
Other Gov Agencies - State	\$10,077	\$0	\$0	\$0	\$0
Transfer In - General	\$40,596	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$1,535,059</b>	<b>\$1,208,888</b>	<b>\$1,241,388</b>	<b>\$1,514,770</b>	<b>\$1,455,184</b>
<b>Expense</b>					
Compensation	\$501,612	\$490,202	\$508,781	\$503,700	\$554,941
Fringe Benefits	\$181,618	\$191,405	\$192,826	\$182,023	\$204,134
Outside Services	\$139,309	\$132,325	\$144,825	\$147,521	\$158,623
Supplies	\$314,786	\$253,314	\$253,314	\$266,914	\$287,050
Utilities	\$43,553	\$49,680	\$49,680	\$47,796	\$49,700
Insurance	\$3,300	\$4,503	\$4,503	\$4,370	\$5,435
Debt Service	\$105,871	\$77,200	\$77,200	\$77,200	\$79,023
Transfer Out	\$3,000	\$3,300	\$3,300	\$3,300	\$114,660
<b>Total Expense</b>	<b>\$1,293,050</b>	<b>\$1,201,929</b>	<b>\$1,234,429</b>	<b>\$1,232,824</b>	<b>\$1,453,566</b>

The majority of Golf Fund revenue is generated through fees charged for golfing activities, seasonal passes, daily fees, cart rentals, and indoor simulator use. These revenue streams make up 68.2% of the Fund's revenue. Pro Shop Sales are the next largest revenue stream at approximately 10.9%. Revenues are projected using historical data.

## Golf Fund

<u>Service Indicators</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Estimated</u>	<u>2023 Projected</u>
1. Number of Season Memberships	217	362	375	400
2. Number of rounds played	19,500	29,888	31,500	33,000
3. Number of unique web site visitors	72,006	86,232	89,352	92,232
4. Tent Rentals by Golf Event	8	9	13	15
5. Tent Rentals, Non-Golf	1	2	6	7

### 2023 Goals

1. Grow the game of golf locally through learn to play programs that focus on youth.
2. Focus on increased pace of play through new starting and rangers procedures.
3. Continue to focus on increased customer service, customer engagement and customer experience.
4. Restore and manage Phase 1 of the tree project.
5. Implement the next phase of the irrigation project, which includes holes 10, 17 and 18.
6. Continue with Phase 2 of the tree project, to include mitigation of hazardous trees and unhealthy trees on holes 2, 15 and 16.

### 2022 Goals Status

1. Successfully celebrate the 125th anniversary of Beaver Meadow.  
9-Month Status: The celebration was impacted by weather last July; therefore, we have partnered with Concord TV to help us celebrate the 125th anniversary of Beaver Meadow with a video.
2. Increase Outing Rounds: Advertise our new shoulder season pricing to increase outing rounds during the early and late part of the golfing season.  
9-Month Status: The new shoulder season pricing has brought in four new events in the spring and two in the fall.
3. Increase tent revenue and increase use of the tent for non-golf events.  
9-Month Status: The tent continues to offer a great option for outdoor event space. Inquiries about rentals continue to come in on a weekly basis. The larger golf outings in the area have identified the tent as a great asset for their events. We will have a total of 13 golf outings in the tent in FY 2022.
4. Complete the next phase of the ongoing irrigation project: Holes 10 and 16.  
9-Month Status: The irrigation project will begin on May 10, 2022, and will be complete by June 15, 2022.
5. Implement the remainder of the recommendations in the USGA Agronomist Tree Report.  
9-Month Status: Phase 1 of the Beaver Meadow tree project has addressed problem areas outlined in the agronomist report. In the coming months, we will be working with NH Fish & Game and Federal Fish & Game to introduce pollinators to the new wildlife openings created by the tree removal program.
6. Continue to use the recommendations outlined in the USGA Agronomic Report.  
9-Month Status: We continue to use the recommendations outlined in the report to execute our fertilizing programs.

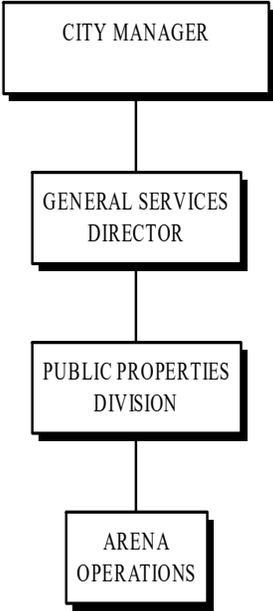
# Arena Fund

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Mission

To provide a safe, attractive and well-operated multipurpose, multifunctional facility for the citizens of Concord at rates which are competitive with other facilities in the region.

ARENA FUND  
ORGANIZATIONAL CHART



CORE RESPONSIBILITIES

- 1. Make and maintain ice for skating and maintain facility for non-ice rentals.

## Arena Fund

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<u>Fund Summary</u>	<b>2022 Revised</b>	<b>2022 Projected</b>	<b>2023 Budget</b>
<b>Revenue</b>	<b>\$678,180</b>	<b>\$893,804</b>	<b>\$721,485</b>
<b>Expense</b>	<b>\$704,338</b>	<b>\$693,074</b>	<b>\$744,051</b>
<b>Net Income (Loss)</b>		<b>\$200,730</b>	<b>(\$22,566)</b>
<b>Beginning Working Capital</b>		<b>\$75,755</b>	<b>\$276,485</b>
<b>Ending Working Capital</b>		<b>\$276,485</b>	<b>\$253,919</b>

### Reserve

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

Arena Fund

<u>Budget Detail</u>	<b>2021</b>	<b>2022</b>	<b>2022</b>	<b>2022</b>	<b>2023</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Revised</b>	<b>Projected</b>	<b>Budget</b>
<b>Revenue</b>					
Pro Shop Sales	\$20,568	\$40,000	\$40,000	\$38,180	\$43,680
Concession Sales	\$18,250	\$60,000	\$60,000	\$54,000	\$60,000
Rental Income	\$431,287	\$546,480	\$546,480	\$566,260	\$579,105
Investment Income	\$90	\$3,200	\$3,200	\$3,200	\$3,200
Advertising	\$25,485	\$28,000	\$28,000	\$31,000	\$35,000
Finance Charges	\$1,688	\$250	\$250	\$970	\$250
Insurance Dist and Credits	\$1,073	\$0	\$0	\$2,995	\$0
Other Revenue	\$930	\$250	\$250	\$17,603	\$250
Other Gov Agencies - State	\$4,962	\$0	\$0	\$0	\$0
Transfer In - Grts & Donations	\$0	\$0	\$0	\$179,596	\$0
<b>Total Revenue</b>	<b>\$504,332</b>	<b>\$678,180</b>	<b>\$678,180</b>	<b>\$893,804</b>	<b>\$721,485</b>
<b>Expense</b>					
Compensation	\$244,332	\$249,774	\$249,774	\$245,097	\$262,160
Fringe Benefits	\$89,129	\$99,933	\$99,933	\$91,162	\$92,558
Outside Services	\$55,120	\$30,092	\$30,092	\$33,818	\$46,689
Supplies	\$31,194	\$52,349	\$52,349	\$53,567	\$60,879
Utilities	\$71,062	\$78,580	\$78,580	\$78,620	\$80,150
Insurance	\$4,560	\$7,949	\$7,949	\$5,149	\$5,633
Debt Service	\$63,855	\$106,770	\$106,770	\$106,770	\$113,859
Transfer Out	\$70,555	\$78,891	\$78,891	\$78,891	\$82,123
<b>Total Expense</b>	<b>\$629,808</b>	<b>\$704,338</b>	<b>\$704,338</b>	<b>\$693,074</b>	<b>\$744,051</b>

Arena revenue is determined by using historical data for ice and dry-floor rentals. This data is used to determine the anticipated hours (prime and off-peak) that will be sold during the six month ice-in period. Historical data is also used to project anticipated requests for dry-floor rentals during the late spring and summer period. Many of the vendors that book the arena for a dry-floor venue are repeat customers.

## Arena Fund

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<u>Service Indicators</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Estimated</u>	<u>2023 Projected</u>
1. Total Ice Rental Hours	1,613	1,498	1,646	1,600
2. Show Rental Revenue	\$15,960	\$14,031	\$41,175	\$42,000
3. Public Ice Skating Attendance	11,549	6,620	10,767	11,000
4. Recreational Hockey Stick/Puck Attendance	1,187	1,136	1,295	1,300

### 2023 Goals

1. Continue to look for additional revenue opportunities.
2. Continue to work with the Recreation & Parks Advisory Committee, the Arena Advisory Committee, and City staff from the Parks & Recreation and Community Development Departments, on the master plan for Kiwanis Park and the Everett Arena property.
3. Continue to explore additional energy saving measures for the arena.

### 2022 Goals Status

1. Continue to expand revenue opportunities in the Pro Shop and explore other outside activities for summer park rentals.  
9-Month Status: Pro Shop revenue for FY 2022 has returned to close to pre-COVID levels. One outside park rental is scheduled to return this summer.
2. Continue to work with the Recreation & Parks Advisory Committee (RPAC), the Arena Advisory Committee, and City staff from the Parks & Recreation and Community Development Departments, on the master plan for Kiwanis Park and the Everett Arena property.  
9-Month Status: Arena staff and the Arena Advisory Committee completed the conceptual plans and costing for a new entrance to the arena. Arena staff and Arena Advisory Committee members sent the recommendation to RPAC to request that City Council consider moving the design money for CIP #60 - Kiwanis Riverfront Park - from FY 2024 to FY 2023.
3. Continue to explore additional energy saving measures for the arena.  
9-Month Status: The arena completed a boiler replacement project in the fall. The existing failed hot water heaters and furnace were replaced with high efficiency condensing boilers.

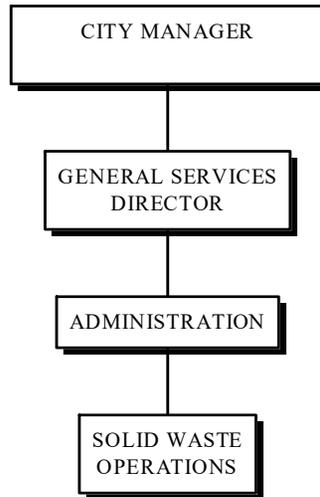
# Solid Waste Fund

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## Mission

To provide recycling and solid waste collection services and promote a clean and healthy environment.

## SOLID WASTE FUND ORGANIZATIONAL CHART



## Core Responsibilities

1. Manage the City of Concord's solid waste and recycling collection programs.
2. Manage the closed landfills.
3. Supervise the Pay-As-You-Throw (PAYT) Program.
4. Manage the Blue Bag Volunteer Program.
5. Coordinate the execution of household hazardous waste collection.

## Solid Waste Fund

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<u>Fund Summary</u>	<b>2022 Revised</b>	<b>2022 Projected</b>	<b>2023 Budget</b>
<b>Revenue</b>	<b>\$4,446,091</b>	<b>\$4,764,505</b>	<b>\$4,582,697</b>
<b>Expense</b>	<b>\$4,619,835</b>	<b>\$4,467,734</b>	<b>\$4,813,449</b>
<b>Net Income (Loss)</b>		<b>\$296,771</b>	<b>(\$230,752)</b>
<b>Beginning Working Capital</b>		<b>\$2,131,928</b>	<b>\$2,428,699</b>
<b>Ending Working Capital</b>		<b>\$2,428,699</b>	<b>\$2,197,947</b>

### Reserve

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

Solid Waste Fund

<u>Budget Detail</u>	<b>2021</b>	<b>2022</b>	<b>2022</b>	<b>2022</b>	<b>2023</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Revised</b>	<b>Projected</b>	<b>Budget</b>
<b>Revenue</b>					
Other Permits	\$700	\$700	\$700	\$700	\$700
Commercial Disposal	\$1,034,274	\$1,262,117	\$1,262,117	\$1,123,041	\$1,368,609
DTSWRD - Downtown SW Rem Dist	\$285,525	\$279,970	\$279,970	\$279,970	\$290,368
PAYT Bags	\$1,371,281	\$1,172,025	\$1,172,025	\$1,172,025	\$1,172,025
PAYT Containers	\$472,386	\$472,260	\$472,260	\$472,260	\$488,064
Contaminated Loads	\$66	\$500	\$500	\$500	\$500
Cart Collection Program	\$14,580	\$15,600	\$15,600	\$15,600	\$14,400
Motor Vehicle Waste Disposal	\$100,707	\$94,800	\$94,800	\$94,800	\$100,000
Finance Charges	\$6,716	\$1,200	\$1,200	\$2,919	\$1,200
Insurance Dist and Credits	\$1,098	\$0	\$0	\$1,330	\$0
Other Revenue	\$61,438	\$300	\$300	\$67,887	\$300
Other Gov Agencies - State	\$558	\$0	\$0	\$0	\$0
Household Waste	\$5,372	\$5,116	\$5,116	\$5,970	\$5,116
School District Payments	\$65,775	\$65,025	\$65,025	\$65,025	\$65,025
Transfer In - General	\$1,061,588	\$1,061,588	\$1,061,588	\$1,061,588	\$1,061,500
Transfer In - Grts & Donations	\$0	\$0	\$0	\$386,000	\$0
Transfer In - Golf	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
Transfer In - Arena	\$3,790	\$3,790	\$3,790	\$3,790	\$3,790
Transfer In - Water	\$4,350	\$4,350	\$4,350	\$4,350	\$4,350
Transfer In - Wastewater	\$3,750	\$3,750	\$3,750	\$3,750	\$3,750
<b>Total Revenue</b>	<b>\$4,496,952</b>	<b>\$4,446,091</b>	<b>\$4,446,091</b>	<b>\$4,764,505</b>	<b>\$4,582,697</b>
<b>Expense</b>					
Compensation	\$154,985	\$181,343	\$181,343	\$178,036	\$187,285
Fringe Benefits	\$83,446	\$95,939	\$95,939	\$91,917	\$94,734
Outside Services	\$3,935,961	\$4,293,013	\$4,293,013	\$4,150,441	\$4,484,628
Utilities	\$7,518	\$11,130	\$11,130	\$8,930	\$8,880
Insurance	\$80	\$110	\$110	\$110	\$140
Debt Service	\$23,682	\$21,050	\$21,050	\$21,050	\$20,532
Transfer Out	\$3,600	\$17,250	\$17,250	\$17,250	\$17,250
<b>Total Expense</b>	<b>\$4,209,272</b>	<b>\$4,619,835</b>	<b>\$4,619,835</b>	<b>\$4,467,734</b>	<b>\$4,813,449</b>

Solid Waste PAYT Bag and Container Revenues are projected based on prior years' historical data of bag sales and blended with expected changes in disposal habits. Expected revenues from the container program are factored into this. Solid Waste Commercial Revenues are projected based on the previous fiscal year's delivered tonnage to maintain a conservative revenue projection in our approach to potential changes in the market.

## Solid Waste Fund

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<u>Service Indicators</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Estimated</u>	<u>2023 Projected</u>
1. Number of Tons Diverted from Traditional Disposal	5,072	4,929	5,200	5,200
2. Percentage of Citizen Request Items Resolved	99%	99%	99%	99%
3. Number of Households Services During Annual Household Hazardous Waste Collection	650	515	550	550

### 2023 Goals

1. Work collaboratively with the solid waste collection contractor to continue efforts to reduce recycling contamination.
2. Continue to be a leader in waste management by reviewing and closing complaints and concerns received through the City’s SeeClickFix program in a timely manner.
3. Monitor the solid waste and recycling markets in preparation for a new waste collection and disposal contract.

### 2022 Goals Status

1. Work collaboratively with the solid waste collection contractor to continue efforts to reduce recycling contamination.  
9-Month Status: General Services has worked through contamination in the Downtown, Multi-family and Curbside collection recycling streams.
2. Continue to be a leader in waste management by reviewing and closing complaints and concerns received through the City’s SeeClickFix program in a timely manner.  
9-Month Status: Staff continued to use the SeeClickFix program to routinely respond to citizen requests in a timely and professional manner.
3. Monitor the decline of global recycling markets.  
9-Month Status: Staff continues to monitor recycling markets, which are showing signs of improvement. Staff also continues to monitor disposal tip fees and collection costs, keeping the Solid Waste Advisory Committee informed.