

## Special Revenue Funds

|                       | 2022<br>Actual      | 2023<br>Adopted     | 2023<br>Revised     | 2023<br>Projected   | 2024<br>Budget      |
|-----------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| <b>Revenue</b>        |                     |                     |                     |                     |                     |
| Parking               | \$3,394,618         | \$3,486,198         | \$3,486,198         | \$3,487,315         | \$3,052,850         |
| Airport               | \$423,575           | \$391,085           | \$391,085           | \$455,300           | \$477,180           |
| Conservation Property | \$76,863            | \$94,785            | \$94,785            | \$87,296            | \$130,449           |
| Revolving Loan        | \$226,089           | \$1,131,746         | \$1,131,746         | \$64,080            | \$639,680           |
| Golf                  | \$1,549,996         | \$1,455,184         | \$1,500,184         | \$1,812,793         | \$1,635,176         |
| Arena                 | \$925,458           | \$721,485           | \$721,485           | \$751,683           | \$767,455           |
| Solid Waste           | \$5,074,686         | \$4,582,697         | \$4,582,697         | \$4,543,835         | \$5,189,666         |
| <b>Sub Total</b>      | <b>\$11,671,286</b> | <b>\$11,863,180</b> | <b>\$11,908,180</b> | <b>\$11,202,302</b> | <b>\$11,892,456</b> |
| <b>Expense</b>        |                     |                     |                     |                     |                     |
| Parking               | \$2,697,998         | \$3,085,798         | \$3,085,798         | \$2,951,039         | \$3,292,980         |
| Airport               | \$477,055           | \$485,602           | \$485,602           | \$429,410           | \$473,594           |
| Conservation Property | \$55,889            | \$94,785            | \$94,785            | \$81,411            | \$130,449           |
| Revolving Loan        | \$199               | \$1,131,746         | \$1,131,746         | \$621,500           | \$639,680           |
| Golf                  | \$1,238,300         | \$1,453,566         | \$1,498,566         | \$1,648,757         | \$1,634,176         |
| Arena                 | \$696,688           | \$744,051           | \$744,051           | \$795,242           | \$822,299           |
| Solid Waste           | \$4,439,608         | \$4,813,449         | \$4,813,449         | \$4,812,368         | \$4,990,501         |
| <b>Sub Total</b>      | <b>\$9,605,738</b>  | <b>\$11,808,997</b> | <b>\$11,853,997</b> | <b>\$11,339,727</b> | <b>\$11,983,679</b> |

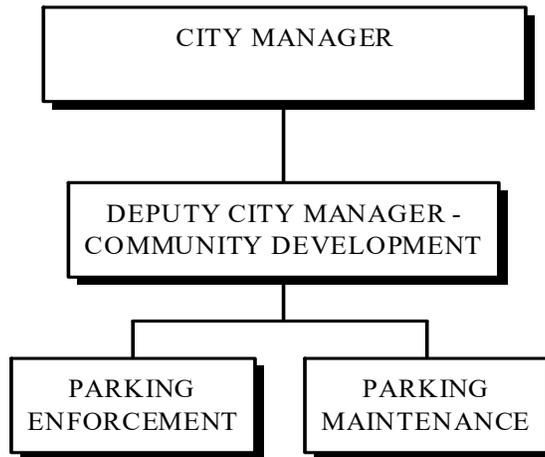
# Parking Fund

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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>2023<br/>Revised</b> | <b>2023<br/>Projected</b> | <b>2024<br/>Budget</b> |
|----------------------------------|-------------------------|---------------------------|------------------------|
| <b>Revenue</b>                   | <b>\$3,486,198</b>      | <b>\$3,487,315</b>        | <b>\$3,052,850</b>     |
| <b>Expense</b>                   | <b>\$3,085,798</b>      | <b>\$2,951,039</b>        | <b>\$3,292,980</b>     |
| <b>Net Income (Loss)</b>         |                         | <b>\$536,276</b>          | <b>(\$240,130)</b>     |
| <b>Beginning Working Capital</b> |                         | <b>\$967,950</b>          | <b>\$1,504,226</b>     |
| <b>Ending Working Capital</b>    |                         | <b>\$1,504,226</b>        | <b>\$1,264,096</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>2022</b>        | <b>2023</b>        | <b>2023</b>        | <b>2023</b>        | <b>2024</b>        |
|--------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
|                                | <b>Actual</b>      | <b>Adopted</b>     | <b>Revised</b>     | <b>Projected</b>   | <b>Budget</b>      |
| <b>Revenue</b>                 |                    |                    |                    |                    |                    |
| Parking Penalties              | \$265,040          | \$391,140          | \$391,140          | \$388,600          | \$426,950          |
| Metered Parking                | \$1,281,012        | \$1,272,787        | \$1,272,787        | \$1,291,716        | \$1,270,130        |
| Metered Parking Cards          | \$83,395           | \$85,000           | \$85,000           | \$75,000           | \$85,000           |
| Rental Income                  | \$863,766          | \$890,607          | \$890,607          | \$862,700          | \$860,142          |
| Investment Income              | \$162              | \$100              | \$100              | \$9,880            | \$8,000            |
| Finance Charges                | \$6,259            | \$2,500            | \$2,500            | \$18,445           | \$2,525            |
| Insurance Dist and Credits     | \$7,045            | \$0                | \$0                | \$2,570            | \$0                |
| Other Revenue                  | \$11,170           | \$10,500           | \$10,500           | \$4,840            | \$10,500           |
| Transfer In - Trust            | \$54,000           | \$10,500           | \$10,500           | \$10,500           | \$10,500           |
| Transfer In - General          | \$51,221           | \$54,295           | \$54,295           | \$54,295           | \$56,643           |
| Transfer In - Grts & Donations | \$438,358          | \$438,358          | \$438,358          | \$438,358          | \$0                |
| Transfer In - Solid Waste      | \$13,650           | \$13,650           | \$13,650           | \$13,650           | \$13,650           |
| Transfer In - Sears Block TIF  | \$319,540          | \$316,761          | \$316,761          | \$316,761          | \$308,810          |
| <b>Total Revenue</b>           | <b>\$3,394,618</b> | <b>\$3,486,198</b> | <b>\$3,486,198</b> | <b>\$3,487,315</b> | <b>\$3,052,850</b> |

In fiscal year 2024, 84% of the Parking fund’s revenue comes from three sources: Metered Parking (42%), Rental Income (28%), and Parking Penalties (14%). Metered Parking and Parking Penalties revenue is calculated using historical data, which is then adjusted for capital projects in parking facilities that are anticipated to affect the availability of metered spaces. Rental Income (parking lease) revenue is calculated using data from existing and anticipated rental agreements.

Parking Fund

|                               | 2022<br>Actual     | 2023<br>Adopted    | 2023<br>Revised    | 2023<br>Projected  | 2024<br>Budget     |
|-------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| <b>Expense</b>                |                    |                    |                    |                    |                    |
| Full Time                     | \$358,172          | \$477,803          | \$477,803          | \$432,128          | \$550,664          |
| Temporary                     | \$3,699            | \$10,230           | \$10,230           | \$0                | \$10,310           |
| Overtime                      | \$15,834           | \$3,750            | \$3,750            | \$12,634           | \$8,670            |
| Retirement                    | \$52,928           | \$67,706           | \$67,706           | \$62,425           | \$75,679           |
| FICA                          | \$28,268           | \$37,061           | \$37,061           | \$33,981           | \$43,040           |
| Beneflex                      | \$109,424          | \$170,903          | \$170,903          | \$121,746          | \$185,096          |
| Worker's Compensation         | \$5,331            | \$5,185            | \$5,185            | \$5,185            | \$5,930            |
| Unemployment Insurance        | \$286              | \$356              | \$356              | \$355              | \$366              |
| Professional Development      | \$695              | \$4,200            | \$4,200            | \$2,000            | \$4,200            |
| Repairs and Maintenance       | \$170,004          | \$263,710          | \$263,710          | \$263,710          | \$263,710          |
| Professional Services         | \$208,163          | \$274,400          | \$274,400          | \$258,165          | \$308,335          |
| Software/Hardware Maintenance | \$4,188            | \$4,200            | \$4,200            | \$4,200            | \$4,200            |
| Communications                | \$4,583            | \$4,561            | \$4,561            | \$4,560            | \$5,460            |
| Postage                       | \$5,124            | \$6,000            | \$6,000            | \$5,000            | \$6,000            |
| Office Supplies               | \$11,163           | \$14,940           | \$14,940           | \$10,000           | \$14,940           |
| Departmental Supplies         | \$8,474            | \$19,250           | \$19,250           | \$15,000           | \$19,250           |
| Building Supplies             | \$2,797            | \$15,800           | \$15,800           | \$15,800           | \$15,800           |
| Uniforms                      | \$4,630            | \$7,560            | \$7,560            | \$7,560            | \$11,470           |
| Vehicle Fuel                  | \$2,222            | \$5,438            | \$5,438            | \$3,500            | \$3,058            |
| Electricity                   | \$56,727           | \$56,260           | \$56,260           | \$51,990           | \$73,270           |
| Water and Wastewater          | \$495              | \$1,000            | \$1,000            | \$260              | \$260              |
| Property and Auto Insurance   | \$17,660           | \$19,143           | \$19,143           | \$19,143           | \$19,760           |
| Liability Insurance           | \$3,260            | \$3,438            | \$3,438            | \$3,440            | \$3,270            |
| Taxes - Real Estate           | \$160,111          | \$162,409          | \$162,409          | \$167,760          | \$172,785          |
| Principal                     | \$1,023,275        | \$1,015,900        | \$1,015,900        | \$1,015,901        | \$1,068,030        |
| Interest                      | \$298,189          | \$256,537          | \$256,537          | \$256,538          | \$239,000          |
| Transfer Out - Trust          | \$10,500           | \$10,500           | \$10,500           | \$10,500           | \$10,500           |
| Transfer Out - General        | \$109,795          | \$167,558          | \$167,558          | \$167,558          | \$169,928          |
| Transfer Out - Gen Cap Proj   | \$22,000           | \$0                | \$0                | \$0                | \$0                |
| <b>Total Expense</b>          | <b>\$2,697,998</b> | <b>\$3,085,798</b> | <b>\$3,085,798</b> | <b>\$2,951,039</b> | <b>\$3,292,980</b> |

## Parking Fund

| <u>Service Indicators</u>                             | 2021<br><u>Actual</u> | 2022<br><u>Actual</u> | 2023<br><u>Estimated</u> | 2024<br><u>Projected</u> |
|---|-----------------------|-----------------------|--------------------------|--------------------------|
| 1. Overtime Parking Meter Citations                   | 10,451                | 15,180                | 15,000                   | 20,000                   |
| 2. Time Zone Citations                                | 292                   | 904                   | 500                      | 1,000                    |
| 3. Meter Feeding Citations                            | 11                    | 55                    | 100                      | 200                      |
| 4. Winter Parking Ban Citations                       | 132                   | 230                   | 272                      | 250                      |
| 5. Booted Vehicles                                    | 7                     | 5                     | 5                        | 10                       |
| 6. Credit Card Transactions at Kiosks                 | 249,695               | 320,541               | 294,885                  | 300,000                  |
| 7. Credit Card Transactions – Fines/Penalties/P-Cards | 77                    | -                     | -                        | -                        |
| 8. Customer Payment Plans Created                     | 21                    | 22                    | 10                       | 10                       |
| 9. Violations Appealed to Court                       | 45                    | 72                    | 35                       | 35                       |
| 10. Parking Garage Leases & Permits Issued            | 756                   | 720                   | 727                      | 750                      |
| 11. Mobile Unit Hours of Enforcement                  | -                     | -                     | 2,080                    | 2,545                    |
| 12. Single Space Smart Meter Transactions             | 78,759                | 104,904               | 99,300                   | 125,000                  |
| 13. Online Citation Payments Transactions             | 5,475                 | 5,393                 | 6,500                    | 7,000                    |
| 14. PayByPhone Transactions                           | 34,893                | 167,030               | 204,475                  | 210,000                  |

### 2024 Goals

1. Staff all funded vacant Parking Officer and Equipment Technician (POET) positions.
2. Implement cross training programs for administrative functions and back office operations.
3. Continue negotiations to convert all reserved parking spaces at the School Street and Storrs Street Parking Garages from leases to permits.
4. Continue to monitor the State of New Hampshire’s potential new 400+/- 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 for disabled members of the Legislature.
5. Complete an analysis to determine capacity of the parking system to absorb parking demand in the event the 238 space State Street Parking Garage is demolished and replaced with a 60-70 space surface parking lot. Factors to review include, but are not limited to, the State’s new Legislative Parking Garage, potential conversion of the School Street and Storrs Street garages from leases to permits, development of a new surface parking lot at the State Street Garage site, as well as capacity of the on-street parking system.
6. Prepare Ordinance amendments as required to implement a winter parking ban impound lot at the Old Turnpike Road landfill.
7. Evaluate the feasibility of bringing additional pay by mobile device providers into the Concord market.
8. Working in concert with other communities, explore potential legislative changes at the State level to permit use of License Plate Recognition for parking enforcement.
9. 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.
10. Implement capital improvement projects as approved in the FY 2024 budget.
11. Commence planning for potential rate increases in FY 2025.
12. Support the Parking Committee with review of citizen requests and other ongoing initiatives.

## Parking Fund

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### 2023 Goals Status

1. Staff all funded vacant Parking Officer and Equipment Technician (POET) positions.  
9-Month Status: As of March 2023, the Parking Division has two POET vacancies. A candidate has been interviewed and is undergoing required Police Department background checks for potential hire. If successful, it is anticipated the candidate will begin work in April 2023. Recruitment for the second position remains ongoing.
2. Subject to City Council approval of applicable Program Change Requests, reallocate resources to prioritize and expand neighborhood parking enforcement.  
9-Month Status: In accordance with Program Change Requests approved as part of the FY 2024 Budget, the Parking Division continues to make neighborhood parking enforcement a priority. This remains an ongoing goal for the Division.
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.  
9-Month Status: As of March 2023, the New Hampshire House approved HB 384, which proposes to appropriate \$22.5 million to design and construct the proposed garage, as we establish a State Committee to oversee the project. The bill is pending with the New Hampshire Senate.
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.  
9-Month Status: Staff continues to monitor potential grant opportunities.
5. Working with the Parking Committee, review and revise winter storm event vehicle impoundment protocols and citation structure.  
9-Month Status: The FY 2024 proposed budget includes a Program Change Request to establish a City operated impound lot at the Old Turnpike Road landfill to improve efficiency and effectiveness of towing operations during winter parking bans. Potential ordinance changes therewith will be forthcoming, as needed, prior to the 2023-2024 winter season.
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.  
9-Month Status:
  - a) The City continues to dialog with Capital Plaza Concord LLC, PRM Holdings, the Duprey Center LLC, Bindery Redevelopment LLC, Concord Hospital, and Capita Plaza Concord LLC to transition from leases to permits. Negotiations are ongoing.
  - b) The City has engaged T2 Systems to develop the new on-line permitting module. Work remains ongoing, and the project is nearing completion.

## Parking Fund

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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.

9-Month Status:

- a) CIP #503: The Division placed an order for a new enforcement vehicle. However, the order was later terminated due to supply chain challenges. The Division continues to explore options to replace this critical piece of equipment.
- b) CIP #595: In early December 2022, staff removed 159 single space meters throughout the Downtown area. The majority of these units were IPS Smart Meters. These will be reprogrammed and reinstalled to replace outdated mechanical meters. Work will be completed by June 30, 2023. Flowbird kiosk doors were replaced in March 2023.
- c) CIP #432: Working with its on-call structural engineer, staff continues to monitor the status of the garage. The structure continues to deteriorate. Given the \$12.5+/- million cost to repair and renovate the State Street Garage, and anticipated useful life thereof, the FY 2024 Capital Improvement Program recommends completion of an updated Downtown Parking Study to determine whether sufficient parking supply would exist if the State Street Parking Garage were to be demolished and replaced with a surface parking lot. Specifically, the analysis will study a variety of factors related thereto, including development of the new 425+/- space Legislative Parking Garage and termination of on-street “bagged metered parking spaces” for the Legislature related thereto, potential conversion of the School Street and Storrs Street Parking Garages from leases to permits (thus expanding capacity), as well as construction of a new 70+/- space parking lot at the site of the State Street Parking Garage.
8. Support the Parking Committee with review of citizen requests and other ongoing initiatives.
- 9-Month Status: During FY 2023, the Parking Committee, with assistance from staff, reviewed a variety of citizen requests related to parking rules and regulations. Items included parking at 72 Washington Street (Concord); Spruce Street narrow parking regulations; handicap parking on Warren Street near the YMCA; on-street parking issues on South Main Street (West Street to Langdon Avenue); Rumford Street (Penacook Street to North State Street), including unauthorized parking at the Blossom Hill Cemetery; on-street parking near the Hoit Road Marsh; as well as some two-hour parking zones on select streets in Penacook Village.

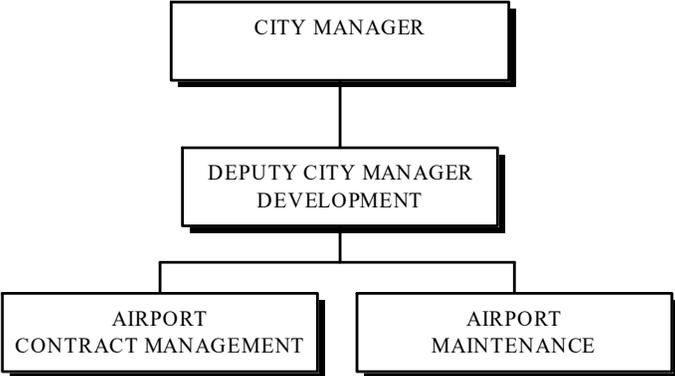
# Airport Fund

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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

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| <u>Fund Summary</u>              | <b>2023<br/>Revised</b> | <b>2023<br/>Projected</b> | <b>2024<br/>Budget</b> |
|----------------------------------|-------------------------|---------------------------|------------------------|
| <b>Revenue</b>                   | <b>\$391,085</b>        | <b>\$455,300</b>          | <b>\$477,180</b>       |
| <b>Expense</b>                   | <b>\$485,602</b>        | <b>\$429,410</b>          | <b>\$473,594</b>       |
| <b>Net Income (Loss)</b>         |                         | <b>\$25,890</b>           | <b>\$3,586</b>         |
| <b>Beginning Working Capital</b> |                         | <b>\$329,080</b>          | <b>\$354,970</b>       |
| <b>Ending Working Capital</b>    |                         | <b>\$354,970</b>          | <b>\$358,556</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.

## Airport Fund

| <u>Budget Detail</u>           | <b>2022</b>      | <b>2023</b>      | <b>2023</b>      | <b>2023</b>      | <b>2024</b>      |
|--------------------------------|------------------|------------------|------------------|------------------|------------------|
|                                | <b>Actual</b>    | <b>Adopted</b>   | <b>Revised</b>   | <b>Projected</b> | <b>Budget</b>    |
| <b>Revenue</b>                 |                  |                  |                  |                  |                  |
| Mark-up                        | \$37,138         | \$35,000         | \$35,000         | \$25,070         | \$25,000         |
| Rental Income                  | \$345,992        | \$349,535        | \$349,535        | \$418,720        | \$440,780        |
| Investment Income              | \$377            | \$150            | \$150            | \$5,110          | \$5,000          |
| Insurance Dist and Credits     | \$2,303          | \$0              | \$0              | \$0              | \$0              |
| Airport Operators Grant        | \$6,267          | \$6,400          | \$6,400          | \$6,400          | \$6,400          |
| Transfer In - Grts & Donations | \$31,498         | \$0              | \$0              | \$0              | \$0              |
| <b>Total Revenue</b>           | <b>\$423,575</b> | <b>\$391,085</b> | <b>\$391,085</b> | <b>\$455,300</b> | <b>\$477,180</b> |
| <b>Expense</b>                 |                  |                  |                  |                  |                  |
| Full Time                      | \$86,745         | \$85,492         | \$85,492         | \$54,600         | \$84,930         |
| Temporary                      | \$189            | \$400            | \$400            | \$61             | \$400            |
| Overtime                       | \$5,689          | \$6,880          | \$6,880          | \$837            | \$7,140          |
| Retirement                     | \$13,089         | \$12,987         | \$12,987         | \$7,781          | \$12,458         |
| FICA                           | \$6,902          | \$6,914          | \$6,914          | \$4,236          | \$6,964          |
| Beneflex                       | \$25,205         | \$26,671         | \$26,671         | \$18,805         | \$24,006         |
| Worker's Compensation          | \$2,205          | \$1,955          | \$1,955          | \$1,955          | \$1,660          |
| Unemployment Insurance         | \$53             | \$40             | \$40             | \$39             | \$36             |
| Business Expense               | \$0              | \$50             | \$50             | \$0              | \$0              |
| Repairs and Maintenance        | \$12,732         | \$9,800          | \$9,800          | \$9,800          | \$9,800          |
| Professional Services          | \$56,850         | \$54,415         | \$54,415         | \$54,415         | \$65,800         |
| Communications                 | \$2,018          | \$2,470          | \$2,470          | \$2,470          | \$3,340          |
| Office Supplies                | \$0              | \$40             | \$40             | \$40             | \$40             |
| Building Supplies              | \$26,545         | \$40,680         | \$40,680         | \$40,680         | \$40,680         |
| Vehicle Fuel                   | \$8,953          | \$9,371          | \$9,371          | \$9,372          | \$9,209          |
| Electricity                    | \$14,239         | \$12,820         | \$12,820         | \$13,030         | \$18,210         |
| Natural Gas and Propane        | \$7,295          | \$7,480          | \$7,480          | \$8,000          | \$8,430          |
| Water and Wastewater           | \$2,009          | \$1,510          | \$1,510          | \$2,370          | \$2,060          |
| Property and Auto Insurance    | \$2,870          | \$3,100          | \$3,100          | \$3,100          | \$3,180          |
| Liability Insurance            | \$7,101          | \$767            | \$767            | \$770            | \$800            |
| Taxes - Real Estate            | \$39,904         | \$46,820         | \$46,820         | \$42,110         | \$43,490         |
| Principal                      | \$55,000         | \$50,000         | \$50,000         | \$50,000         | \$45,000         |
| Interest                       | \$15,476         | \$12,613         | \$12,613         | \$12,613         | \$10,320         |
| Transfer Out - General         | \$75,560         | \$77,326         | \$77,326         | \$77,326         | \$75,641         |
| Transfer Out -Grts & Donations | \$425            | \$0              | \$0              | \$0              | \$0              |
| Transfer Out - Gen Cap Proj    | \$10,000         | \$15,000         | \$15,000         | \$15,000         | \$0              |
| <b>Total Expense</b>           | <b>\$477,055</b> | <b>\$485,602</b> | <b>\$485,602</b> | <b>\$429,410</b> | <b>\$473,594</b> |

Rental Income represents 92% of Airport Fund revenue. Revenue estimates are based on existing leases and anticipated changes to leases expiring within the upcoming fiscal year.

## Airport Fund

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| <u>Service Indicators</u> | <u>2021<br/>Actual</u> | <u>2022<br/>Actual</u> | <u>2023<br/>Estimated</u> | <u>2024<br/>Projected</u> |
|---------------------------|------------------------|------------------------|---------------------------|---------------------------|
| 1. Number of Based Planes | 90                     | 86                     | 86                        | 91                        |

### 2024 Goals

1. Support development of United Therapeutics Corporation’s new corporate hangar at Development Zone D3.
2. Complete negotiations with Concord Aviation Services to renew and extend agreements for Fixed Base Operator and Airport Manager services prior to June 30, 2024.
3. Continue to pursue additional opportunities to develop real estate at the Airport.
4. Continue to pursue grant opportunities to develop a new terminal building at the Airport.

### 2023 Goals Status

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.  
9-Month Status: In October 2022, the City applied for funding from the US FAA’s terminal grant program for design of a new facility. The application was not successful. In March 2023, the City Council authorized staff to apply for two separate grants, totaling approximately \$435,000, to design the new terminal and associated parking lot. These applications are currently pending.
  
2. Seek additional opportunities to develop land at the airport.  
9-Month Status: On January 1, 2023, the City renewed its lease agreement with the State of New Hampshire concerning a 25,350 SF parcel of land located at 91 Airport Road for the NH Department of Safety’s hangar. The new lease has a five-year term. Base rent in the agreement has increased from \$17,340 to \$20,832 per year.

On April 1, 2023, the City entered into a Lease Agreement with United Therapeutics Corporation, a publicly traded biotechnology company, concerning development of a new 36,000 SF corporate aircraft hangar on 2.88 acres of raw land located at Development Zone 3D. The Lessee shall be responsible for design, permitting, and construction of all on-site and off-site improvements associated with the project at its sole expense. The Lease has an initial term of 20 years, and can be extended for four additional five year terms, for a maximum total term of 40 years. The project has received required development permits and approvals. Construction is scheduled to commence in April 2023. The estimated cost of the project is approximately \$20 million, including improvements to the abandoned runway by the Lessee to facilitate access to its new hangar. Estimated permitting fees to the City are approximately \$140,000, combined. Once completed, the new hangar will generate approximately \$102,000—\$141,500 in property tax revenues annually. Over the 20 year initial term of the Agreement, lease revenues (excluding property taxes) will total more than \$1,178,000.

The City is currently in negotiations with the FAA to renew leased space within the terminal building.

The City continues to receive interest in the Airport and is currently in discussions with multiple parties concerning additional potential development.

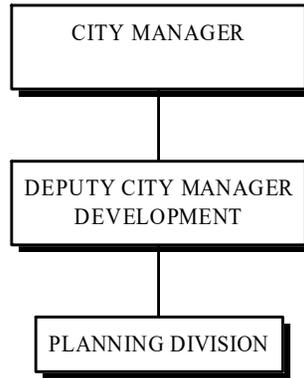
# Conservation Property Fund

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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>2023<br/>Revised</b> | <b>2023<br/>Projected</b> | <b>2024<br/>Budget</b> |
|----------------------------------|-------------------------|---------------------------|------------------------|
| <b>Revenue</b>                   | <b>\$94,785</b>         | <b>\$87,296</b>           | <b>\$130,449</b>       |
| <b>Expense</b>                   | <b>\$94,785</b>         | <b>\$81,411</b>           | <b>\$130,449</b>       |
| <b>Net Income (Loss)</b>         |                         | <b>\$5,885</b>            | <b>\$0</b>             |
| <b>Beginning Working Capital</b> |                         | <b>\$81,356</b>           | <b>\$87,241</b>        |
| <b>Ending Working Capital</b>    |                         | <b>\$87,241</b>           | <b>\$87,241</b>        |

| <u>Budget Detail</u>      | <b>2022<br/>Actual</b> | <b>2023<br/>Adopted</b> | <b>2023<br/>Revised</b> | <b>2023<br/>Projected</b> | <b>2024<br/>Budget</b> |
|---------------------------|------------------------|-------------------------|-------------------------|---------------------------|------------------------|
| <b>Revenue</b>            |                        |                         |                         |                           |                        |
| Rental Income             | \$76,863               | \$60,760                | \$60,760                | \$87,296                  | \$64,965               |
| Use of Fund Balance       | \$0                    | \$26,000                | \$26,000                | \$0                       | \$55,000               |
| Transfer In - Trust       | \$0                    | \$8,025                 | \$8,025                 | \$0                       | \$10,484               |
| <b>Total Revenue</b>      | <b>\$76,863</b>        | <b>\$94,785</b>         | <b>\$94,785</b>         | <b>\$87,296</b>           | <b>\$130,449</b>       |
| <b>Expense</b>            |                        |                         |                         |                           |                        |
| Full Time                 | \$5,881                | \$6,104                 | \$6,104                 | \$6,200                   | \$6,672                |
| Retirement                | \$827                  | \$858                   | \$858                   | \$870                     | \$902                  |
| FICA                      | \$441                  | \$461                   | \$461                   | \$470                     | \$511                  |
| Beneflex                  | \$813                  | \$852                   | \$852                   | \$860                     | \$902                  |
| Worker's Compensation     | \$7                    | \$8                     | \$8                     | \$8                       | \$10                   |
| Unemployment Insurance    | \$2                    | \$2                     | \$2                     | \$3                       | \$2                    |
| Business Expense          | \$24                   | \$0                     | \$0                     | \$0                       | \$0                    |
| Professional Services     | \$10,093               | \$37,500                | \$37,500                | \$25,000                  | \$37,500               |
| Grounds and Horticultural | \$3,802                | \$23,000                | \$23,000                | \$22,000                  | \$20,300               |
| Transfer Out - General    | \$34,000               | \$26,000                | \$26,000                | \$26,000                  | \$63,650               |
| <b>Total Expense</b>      | <b>\$55,889</b>        | <b>\$94,785</b>         | <b>\$94,785</b>         | <b>\$81,411</b>           | <b>\$130,449</b>       |

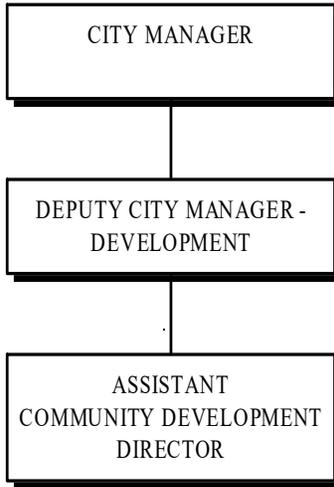
# Revolving Loan Fund

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Mission:

To provide alternate sources of capital and gap financing to support housing, social service agency, and economic development projects and initiatives.

REVOLVING LOAN FUND  
ORGANIZATIONAL CHART



The Revolving Loan Fund Program was established in 1983 and was initially capitalized with Community Development Block Grant funds. Community Development Advisory Committee is the entity responsible for reviewing and acting upon loan applications, as well as modifications to loan agreements. CDAC also reviews and makes recommendations to the City Council concerning periodic amendments to the Program Income Reuse Plan.

Core Responsibilities

1. Maintain, and periodically review / amend, the Program Income Reuse Plan (“PIRP”) which serves as the eligibility and lending guidelines for the Revolving Loan Fund Program.
2. Receive and review loan applications for eligible housing, social service agency and economic development projects.
3. Manage Revolving Loan Fund to create long-term revenues to sustain and grow the program.

## Revolving Loan Fund

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| <u>Fund Summary</u>              | <b>2023<br/>Revised</b> | <b>2023<br/>Projected</b> | <b>2024<br/>Budget</b> |
|----------------------------------|-------------------------|---------------------------|------------------------|
| <b>Revenue</b>                   | <b>\$1,131,746</b>      | <b>\$64,080</b>           | <b>\$639,680</b>       |
| <b>Expense</b>                   | <b>\$1,131,746</b>      | <b>\$621,500</b>          | <b>\$639,680</b>       |
| <b>Net Income (Loss)</b>         |                         | <b>(\$557,420)</b>        | <b>\$0</b>             |
| <b>Beginning Working Capital</b> |                         | <b>\$1,146,910</b>        | <b>\$589,490</b>       |
| <b>Ending Working Capital</b>    |                         | <b>\$589,490</b>          | <b>\$589,490</b>       |

| <u>Budget Detail</u>  | <b>2022<br/>Actual</b> | <b>2023<br/>Adopted</b> | <b>2023<br/>Revised</b> | <b>2023<br/>Projected</b> | <b>2024<br/>Budget</b> |
|-----------------------|------------------------|-------------------------|-------------------------|---------------------------|------------------------|
| <b>Revenue</b>        |                        |                         |                         |                           |                        |
| Loan Repayments       | \$224,987              | \$0                     | \$0                     | \$55,000                  | \$65,250               |
| Investment Income     | \$1,102                | \$0                     | \$0                     | \$9,080                   | \$0                    |
| Use of Fund Balance   | \$0                    | \$1,131,746             | \$1,131,746             | \$0                       | \$574,430              |
| <b>Total Revenue</b>  | <b>\$226,089</b>       | <b>\$1,131,746</b>      | <b>\$1,131,746</b>      | <b>\$64,080</b>           | <b>\$639,680</b>       |
| <b>Expense</b>        |                        |                         |                         |                           |                        |
| Professional Services | \$176                  | \$5,000                 | \$5,000                 | \$21,500                  | \$5,000                |
| Postage               | \$23                   | \$0                     | \$0                     | \$0                       | \$0                    |
| Special Programs      | \$0                    | \$1,126,746             | \$1,126,746             | \$600,000                 | \$634,680              |
| <b>Total Expense</b>  | <b>\$199</b>           | <b>\$1,131,746</b>      | <b>\$1,131,746</b>      | <b>\$621,500</b>          | <b>\$639,680</b>       |

## Revolving Loan Fund

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| <u>Service Indicators</u>            | 2021<br><u>Actual</u> | 2022<br><u>Actual</u> | 2023<br><u>Estimated</u> | 2024<br><u>Projected</u> |
|--------------------------------------|-----------------------|-----------------------|--------------------------|--------------------------|
| 1. Total Loans in Portfolio          | 16                    | 12                    | 13                       | 14                       |
| 2. Total Outstanding Principal Owed  | \$706,441             | \$510,176             | \$1,096,089              | \$1,075,000              |
| 3. Applications Received & Processed | -                     | -                     | 1                        | 1                        |
| 4. Delinquent Loans                  | 1                     | 1                     | 1                        | 1                        |

### 2024 Goals

1. Subject to resolution of title issues, close on \$335,000 loan to Top O’ The Hill Manufactured Housing Cooperative for utility improvements which was originally approved in 2019.
2. Continue to make loans for impactful projects and initiatives associated with housing, social service agencies and economic development which serve to further the City’s community development goals and objectives.

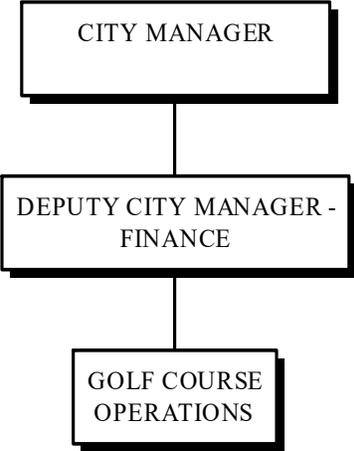
# Golf Fund

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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>2023<br/>Revised</b> | <b>2023<br/>Projected</b> | <b>2024<br/>Budget</b> |
|----------------------------------|-------------------------|---------------------------|------------------------|
| <b>Revenue</b>                   | <b>\$1,500,184</b>      | <b>\$1,812,793</b>        | <b>\$1,635,176</b>     |
| <b>Expense</b>                   | <b>\$1,498,566</b>      | <b>\$1,648,757</b>        | <b>\$1,634,176</b>     |
| <b>Net Income (Loss)</b>         |                         | <b>\$164,036</b>          | <b>\$1,000</b>         |
| <b>Beginning Working Capital</b> |                         | <b>\$566,477</b>          | <b>\$730,513</b>       |
| <b>Ending Working Capital</b>    |                         | <b>\$730,513</b>          | <b>\$731,514</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>2022</b>        | <b>2023</b>        | <b>2023</b>        | <b>2023</b>        | <b>2024</b>        |
|----------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
|                            | <b>Actual</b>      | <b>Adopted</b>     | <b>Revised</b>     | <b>Projected</b>   | <b>Budget</b>      |
| <b>Revenue</b>             |                    |                    |                    |                    |                    |
| Camps                      | \$25,625           | \$24,500           | \$24,500           | \$29,666           | \$27,100           |
| Seasonal Passes            | \$300,143          | \$256,575          | \$256,575          | \$339,103          | \$312,705          |
| Daily Fees                 | \$518,455          | \$506,556          | \$506,556          | \$542,356          | \$555,426          |
| Cart Rental                | \$236,807          | \$228,853          | \$228,853          | \$334,840          | \$249,900          |
| Handicapping               | \$13,735           | \$11,250           | \$11,250           | \$13,625           | \$13,650           |
| Driving Range              | \$82,273           | \$74,800           | \$74,800           | \$94,855           | \$83,965           |
| League and Tournament Fees | \$25,965           | \$44,200           | \$44,200           | \$67,550           | \$51,180           |
| Golf Simulator Revenue     | \$78,787           | \$83,000           | \$83,000           | \$84,008           | \$90,000           |
| Pro Shop Sales             | \$206,740          | \$159,000          | \$159,000          | \$229,168          | \$169,000          |
| Concession Sales           | \$44,550           | \$46,200           | \$46,200           | \$46,200           | \$50,000           |
| Rental Income              | \$12,242           | \$20,250           | \$20,250           | \$19,582           | \$22,750           |
| Investment Income          | \$666              | \$0                | \$0                | \$7,980            | \$7,500            |
| Use of Fund Balance        | \$0                | \$0                | \$45,000           | \$0                | \$0                |
| Insurance Dist and Credits | \$3,872            | \$0                | \$0                | \$1,890            | \$0                |
| Other Revenue              | \$138              | \$0                | \$0                | \$1,970            | \$2,000            |
| <b>Total Revenue</b>       | <b>\$1,549,996</b> | <b>\$1,455,184</b> | <b>\$1,500,184</b> | <b>\$1,812,793</b> | <b>\$1,635,176</b> |

The majority of Golf Fund revenue is generated through fees charged for golfing activities which include seasonal passes, daily fees, cart rentals, and indoor simulator use. These revenue streams make up 74% of the Fund's revenue. Pro Shop Sales are the next largest revenue stream at approximately 10%. Revenues are projected using historical data.

Golf Fund

| Expense                       | 2022<br>Actual     | 2023<br>Adopted    | 2023<br>Revised    | 2023<br>Projected  | 2024<br>Budget     |
|-------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Full Time                     | \$290,707          | \$345,796          | \$345,796          | \$370,350          | \$403,730          |
| Part Time                     | \$10,169           | \$19,063           | \$19,063           | \$21,063           | \$20,143           |
| Temporary                     | \$167,036          | \$162,761          | \$162,761          | \$159,163          | \$187,000          |
| Overtime                      | \$19,388           | \$25,520           | \$25,520           | \$20,118           | \$25,480           |
| Allowance                     | \$600              | \$1,800            | \$1,800            | \$800              | \$1,800            |
| Retirement                    | \$42,585           | \$52,207           | \$52,207           | \$54,900           | \$54,757           |
| FICA                          | \$36,917           | \$40,142           | \$40,142           | \$43,700           | \$46,453           |
| Beneflex                      | \$86,349           | \$105,351          | \$105,351          | \$110,290          | \$130,175          |
| Worker's Compensation         | \$7,560            | \$6,256            | \$6,256            | \$6,256            | \$7,680            |
| Unemployment Insurance        | \$461              | \$179              | \$179              | \$300              | \$222              |
| Professional Development      | \$3,024            | \$10,140           | \$10,140           | \$7,335            | \$5,240            |
| Business Expense              | \$447              | \$0                | \$0                | \$0                | \$0                |
| Repairs and Maintenance       | \$24,867           | \$23,610           | \$23,610           | \$34,414           | \$23,614           |
| Professional Services         | \$47,789           | \$48,200           | \$48,200           | \$46,960           | \$49,320           |
| Software/Hardware Maintenance | \$7,500            | \$12,620           | \$12,620           | \$12,100           | \$12,640           |
| Advertising                   | \$5,515            | \$6,750            | \$6,750            | \$5,244            | \$6,750            |
| Rent                          | \$52,975           | \$54,421           | \$54,421           | \$54,866           | \$49,421           |
| Communications                | \$3,109            | \$2,882            | \$2,882            | \$2,882            | \$3,220            |
| Office Supplies               | \$1,315            | \$4,000            | \$4,000            | \$2,495            | \$3,000            |
| Departmental Supplies         | \$9,632            | \$6,500            | \$6,500            | \$22,300           | \$11,800           |
| Auto Parts                    | \$12,107           | \$18,000           | \$18,000           | \$17,568           | \$23,000           |
| Grounds and Horticultural     | \$63,569           | \$82,000           | \$82,000           | \$80,866           | \$90,000           |
| Building Supplies             | \$5,043            | \$4,000            | \$4,000            | \$4,000            | \$4,000            |
| Uniforms                      | \$2,036            | \$3,565            | \$3,565            | \$3,565            | \$3,565            |
| COGS                          | \$168,624          | \$110,000          | \$110,000          | \$191,627          | \$120,000          |
| League and Tournament         | \$25,965           | \$44,200           | \$44,200           | \$67,550           | \$51,180           |
| Vehicle Fuel                  | \$12,306           | \$14,785           | \$14,785           | \$19,500           | \$17,278           |
| Electricity                   | \$30,983           | \$33,870           | \$33,870           | \$31,970           | \$41,310           |
| Natural Gas and Propane       | \$9,365            | \$8,560            | \$8,560            | \$9,500            | \$10,010           |
| Water and Wastewater          | \$5,451            | \$7,270            | \$7,270            | \$5,650            | \$5,750            |
| Property and Auto Insurance   | \$1,150            | \$1,240            | \$1,240            | \$1,240            | \$1,270            |
| Liability Insurance           | \$3,320            | \$4,195            | \$4,195            | \$4,195            | \$4,220            |
| Other                         | \$35               | \$0                | \$0                | \$0                | \$0                |
| Capital Outlay - GL           | \$0                | \$0                | \$45,000           | \$42,300           | \$0                |
| Principal                     | \$65,700           | \$64,000           | \$64,000           | \$64,000           | \$78,300           |
| Interest                      | \$11,494           | \$15,023           | \$15,023           | \$15,030           | \$18,150           |
| Transfer Out - General        | \$208              | \$111,660          | \$111,660          | \$111,660          | \$120,698          |
| Transfer Out - Solid Waste    | \$3,000            | \$3,000            | \$3,000            | \$3,000            | \$3,000            |
| <b>Total Expense</b>          | <b>\$1,238,300</b> | <b>\$1,453,566</b> | <b>\$1,498,566</b> | <b>\$1,648,757</b> | <b>\$1,634,176</b> |

## Golf Fund

| <u>Service Indicators</u>             | 2021<br><u>Actual</u> | 2022<br><u>Actual</u> | 2023<br><u>Estimated</u> | 2024<br><u>Projected</u> |
|---------------------------------------|-----------------------|-----------------------|--------------------------|--------------------------|
| 1. Number of Season Memberships       | 362                   | 394                   | 415                      | 425                      |
| 2. Number of rounds played            | 29,888                | 31,321                | 32,000                   | 33,000                   |
| 3. Number of unique web site visitors | 86,232                | 87,434                | 89,200                   | 90,500                   |
| 4. Tent Rentals by Golf Event         | 9                     | 15                    | 18                       | 22                       |
| 5. Tent Rentals, Non-Golf             | 2                     | 2                     | 4                        | 6                        |

### 2024 Goals

1. Develop new programming to engage lapsed and new customers.
2. Increase tee sheet utilization efficiency.
3. Continue to focus on increased customer service, customer engagement and customer experience.
4. Continue updates to bunkers per the USGA Agronomist Report.
5. Continue with phase 5 of the irrigation project to include Holes #2, #9, and Putting. The project will include the central irrigation management system.
6. Continue to cultivate and produce naturalized areas and create pollinator areas throughout the golf course.

### 2023 Goals Status

1. Grow the game of golf locally through learn to play programs that focus on youth.  
9-Month Status: Our learn to play programs continue to have great success. Last year, we were able to provide four sold out adult classes that gave 40 new golfers the opportunity to learn golf through “Get Golf Ready.” Junior camps once again sold out, with 48 kids having the opportunity to learn all about the game of golf. The PGA Junior League saw a spike in participation as well, with 42 players. The professional staff also saw an increase in the desire for one-on-one lessons and were teaching between 26-30 lessons a week.
2. Focus on increased pace of play through new starting and rangersing procedures.  
9-Month Status: The pace of play has improved and feedback from members and customers has been positive.
3. Continue to focus on increased customer service, customer engagement and customer experience.  
9-Month Status: Staff is consistently meeting our customers’ expectations. Our goal is to provide customer service that is quick, easy, personalized and enjoyable. We continue to take the time to understand the needs of our unique customer base and work hard to exceed their expectations.
4. Restore and manage Phase 1 of the tree project.  
9-Month Status: All in play areas of the cut were cleaned of debris, graded and seeded. All seeded areas are now established and will only require over seeding as naturalized areas mature. Areas adjacent to the #5 green and the #10 green, that were directly in play, were sodded and are fully established. New cart paths were constructed with proper turn arounds on Holes #5 and #11, as well as a walking path from the #10 green to the #11 tee, where tree work allowed for re-routing of paths. Maintenance staff have begun clearing overgrown brush along the brook on the #14 fairway to continue to open up views through the golf course. Maintenance staff continues to clear debris and existing deadfall from the out of play forested areas that were left after the cut. We will continue to evaluate all naturalized areas, adding wildflowers, pollinator plants and grasses, as areas mature over time.
5. Implement the next phase of the irrigation project, which includes holes 10, 17 and 18.  
9-Month Status: Design plans for Holes #1, #17 and #18 were received and approved. The contract to continue with Phase 6 has been signed with a start date in the spring and a completion date no later than July 15, 2023.

## Golf Fund

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6. Continue with Phase 2 of the tree project, to include mitigation of hazardous trees and unhealthy trees on Holes #2, #15 and #16.

9-Month Status: Phase 2 of the tree project was continued in the off season with the cutting and removal of approximately 150 hazardous and unhealthy trees between Holes #2 and #16. The trees were removed, all brush cleared, and the area has been left rough/finish graded. When weather permits, maintenance staff will final grade and seed the area. Several trees will be strategically planted in areas as needed. The Beaver Meadow Tree Donation Program will be utilized to purchase trees.

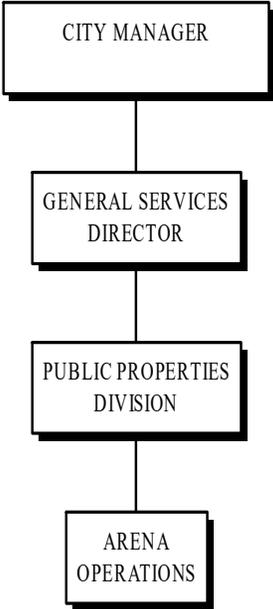
# Arena Fund

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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>2023<br/>Revised</b> | <b>2023<br/>Projected</b> | <b>2024<br/>Budget</b> |
|----------------------------------|-------------------------|---------------------------|------------------------|
| <b>Revenue</b>                   | \$721,485               | \$751,683                 | \$767,455              |
| <b>Expense</b>                   | \$744,051               | \$795,242                 | \$822,299              |
| <b>Net Income (Loss)</b>         |                         | (\$43,559)                | (\$54,844)             |
| <b>Beginning Working Capital</b> |                         | \$304,525                 | \$260,966              |
| <b>Ending Working Capital</b>    |                         | \$260,966                 | \$206,122              |

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>2022</b>      | <b>2023</b>      | <b>2023</b>      | <b>2023</b>      | <b>2024</b>      |
|--------------------------------|------------------|------------------|------------------|------------------|------------------|
|                                | <b>Actual</b>    | <b>Adopted</b>   | <b>Revised</b>   | <b>Projected</b> | <b>Budget</b>    |
| <b>Revenue</b>                 |                  |                  |                  |                  |                  |
| Pro Shop Sales                 | \$39,906         | \$43,680         | \$43,680         | \$49,240         | \$49,250         |
| Concession Sales               | \$68,235         | \$60,000         | \$60,000         | \$82,382         | \$82,300         |
| Rental Income                  | \$574,172        | \$579,105        | \$579,105        | \$581,065        | \$598,555        |
| Investment Income              | \$262            | \$3,200          | \$3,200          | \$3,200          | \$3,200          |
| Advertising                    | \$39,425         | \$35,000         | \$35,000         | \$33,650         | \$33,650         |
| Finance Charges                | \$1,881          | \$250            | \$250            | \$250            | \$250            |
| Insurance Dist and Credits     | \$2,995          | \$0              | \$0              | \$0              | \$0              |
| Other Revenue                  | \$18,985         | \$250            | \$250            | \$1,896          | \$250            |
| Transfer In - Grts & Donations | \$179,596        | \$0              | \$0              | \$0              | \$0              |
| <b>Total Revenue</b>           | <b>\$925,458</b> | <b>\$721,485</b> | <b>\$721,485</b> | <b>\$751,683</b> | <b>\$767,455</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

| Expense                     | 2022<br>Actual   | 2023<br>Adopted  | 2023<br>Revised  | 2023<br>Projected | 2024<br>Budget   |
|-----------------------------|------------------|------------------|------------------|-------------------|------------------|
| Full Time                   | \$186,305        | \$194,473        | \$194,473        | \$191,089         | \$204,610        |
| Part Time                   | \$113            | \$0              | \$0              | \$0               | \$0              |
| Temporary                   | \$61,503         | \$61,607         | \$61,607         | \$78,048          | \$78,892         |
| Overtime                    | \$5,818          | \$5,480          | \$5,480          | \$5,480           | \$5,690          |
| Allowance                   | \$600            | \$600            | \$600            | \$600             | \$600            |
| Retirement                  | \$27,716         | \$28,113         | \$28,113         | \$27,638          | \$28,454         |
| FICA                        | \$19,185         | \$19,818         | \$19,818         | \$19,750          | \$20,525         |
| Beneflex                    | \$41,564         | \$40,897         | \$40,897         | \$45,298          | \$52,804         |
| Worker's Compensation       | \$4,969          | \$3,612          | \$3,612          | \$3,612           | \$4,460          |
| Unemployment Insurance      | \$191            | \$117            | \$117            | \$117             | \$107            |
| Professional Development    | \$450            | \$2,350          | \$2,350          | \$2,350           | \$2,350          |
| Business Expense            | \$1,134          | \$1,355          | \$1,355          | \$1,355           | \$1,422          |
| Repairs and Maintenance     | \$21,865         | \$26,824         | \$26,824         | \$27,174          | \$27,174         |
| Professional Services       | \$6,904          | \$14,520         | \$14,520         | \$39,520          | \$18,440         |
| Communications              | \$1,549          | \$1,640          | \$1,640          | \$1,500           | \$2,014          |
| Office Supplies             | \$657            | \$550            | \$550            | \$550             | \$550            |
| Departmental Supplies       | \$876            | \$5,120          | \$5,120          | \$5,120           | \$3,850          |
| Auto Parts                  | \$4,281          | \$5,120          | \$5,120          | \$5,120           | \$5,120          |
| Building Supplies           | \$15,475         | \$19,220         | \$19,220         | \$19,220          | \$16,420         |
| Uniforms                    | \$844            | \$1,060          | \$1,060          | \$1,060           | \$1,180          |
| COGS                        | \$27,797         | \$29,809         | \$29,809         | \$39,309          | \$39,689         |
| Electricity                 | \$46,947         | \$47,600         | \$47,600         | \$47,680          | \$72,460         |
| Natural Gas and Propane     | \$21,201         | \$24,000         | \$24,000         | \$24,000          | \$23,840         |
| Water and Wastewater        | \$7,957          | \$8,550          | \$8,550          | \$8,040           | \$8,590          |
| Property and Auto Insurance | \$3,300          | \$3,590          | \$3,590          | \$3,590           | \$3,700          |
| Liability Insurance         | \$1,830          | \$2,043          | \$2,043          | \$2,040           | \$2,200          |
| Principal                   | \$70,800         | \$82,900         | \$82,900         | \$82,900          | \$80,000         |
| Interest                    | \$35,966         | \$30,959         | \$30,959         | \$30,959          | \$27,850         |
| Transfer Out - General      | \$75,101         | \$78,333         | \$78,333         | \$78,333          | \$85,518         |
| Transfer Out - Solid Waste  | \$3,790          | \$3,790          | \$3,790          | \$3,790           | \$3,790          |
| <b>Total Expense</b>        | <b>\$696,688</b> | <b>\$744,051</b> | <b>\$744,051</b> | <b>\$795,242</b>  | <b>\$822,299</b> |

## Arena Fund

| <u>Service Indicators</u>                    | 2021          | 2022          | 2023             | 2024             |
|--|---------------|---------------|------------------|------------------|
|  | <u>Actual</u> | <u>Actual</u> | <u>Estimated</u> | <u>Projected</u> |
| 1. Total Ice Rental Hours                    | 1,498         | 1,630         | 1,647            | 1640             |
| 2. Show Rental Revenue                       | \$14,031      | \$43,170      | \$44,000         | \$47,080         |
| 3. Public Ice Skating Attendance             | 6,620         | 10,767        | 11,601           | 11,900           |
| 4. Recreational Hockey Stick/Puck Attendance | 1,136         | 1,295         | 1,520            | 1,550            |

### 2024 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.

### 2023 Goals Status

1. Continue to look for additional revenue opportunities.  
9-Month Status: The arena is looking into table and chair rental for arena events as a potential revenue source.
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.  
9-Month Status: Arena staff has been working with the Parks & Recreation Department, advisory committees and VHB to develop a master plan concept that includes one public input session in February and a second to be scheduled in April or May.
3. Continue to explore additional energy saving measures for the arena.  
9-Month Status: This fiscal year, the arena replaced the condenser with a larger model, which allows the refrigeration system to run with a lower head pressure, which, in turn, saves electricity.

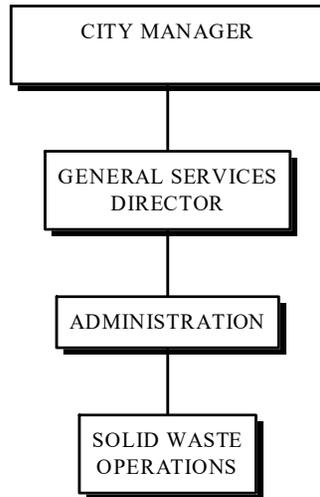
# Solid Waste Fund

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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>2023<br/>Revised</b> | <b>2023<br/>Projected</b> | <b>2024<br/>Budget</b> |
|----------------------------------|-------------------------|---------------------------|------------------------|
| <b>Revenue</b>                   | <b>\$4,582,697</b>      | <b>\$4,543,835</b>        | <b>\$5,189,666</b>     |
| <b>Expense</b>                   | <b>\$4,813,449</b>      | <b>\$4,812,368</b>        | <b>\$4,990,501</b>     |
| <b>Net Income (Loss)</b>         |                         | <b>(\$268,533)</b>        | <b>\$199,165</b>       |
| <b>Beginning Working Capital</b> |                         | <b>\$2,767,005</b>        | <b>\$2,498,472</b>     |
| <b>Ending Working Capital</b>    |                         | <b>\$2,498,472</b>        | <b>\$2,697,637</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>2022<br/>Actual</b> | <b>2023<br/>Adopted</b> | <b>2023<br/>Revised</b> | <b>2023<br/>Projected</b> | <b>2024<br/>Budget</b> |
|--------------------------------|------------------------|-------------------------|-------------------------|---------------------------|------------------------|
| <b>Revenue</b>                 |                        |                         |                         |                           |                        |
| Other Permits                  | \$900                  | \$700                   | \$700                   | \$500                     | \$700                  |
| Commercial Disposal            | \$1,168,584            | \$1,368,609             | \$1,368,609             | \$1,080,850               | \$1,388,320            |
| DTSWRD - Downtown SW Rem Dist  | \$303,891              | \$290,368               | \$290,368               | \$348,590                 | \$294,600              |
| PAYT Bags                      | \$1,373,156            | \$1,172,025             | \$1,172,025             | \$1,298,620               | \$1,500,190            |
| PAYT Containers                | \$486,566              | \$488,064               | \$488,064               | \$550,530                 | \$624,720              |
| Contaminated Loads             | \$0                    | \$500                   | \$500                   | \$500                     | \$500                  |
| Cart Collection Program        | \$14,920               | \$14,400                | \$14,400                | \$16,240                  | \$14,400               |
| Motor Vehicle Waste Disposal   | \$124,251              | \$100,000               | \$100,000               | \$94,900                  | \$100,000              |
| Finance Charges                | \$3,390                | \$1,200                 | \$1,200                 | \$2,975                   | \$1,200                |
| Insurance Dist and Credits     | \$1,330                | \$0                     | \$0                     | \$420                     | \$0                    |
| Other Revenue                  | \$63,476               | \$300                   | \$300                   | \$380                     | \$300                  |
| Household Waste                | \$5,970                | \$5,116                 | \$5,116                 | \$7,170                   | \$5,116                |
| School District Payments       | \$65,775               | \$65,025                | \$65,025                | \$65,770                  | \$83,230               |
| Transfer In - General          | \$1,061,588            | \$1,061,500             | \$1,061,500             | \$1,061,500               | \$1,161,500            |
| Transfer In - Grts & Donations | \$386,000              | \$0                     | \$0                     | \$0                       | \$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>\$5,074,686</b>     | <b>\$4,582,697</b>      | <b>\$4,582,697</b>      | <b>\$4,543,835</b>        | <b>\$5,189,666</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

| <b>Expense</b>              | <b>2022<br/>Actual</b> | <b>2023<br/>Adopted</b> | <b>2023<br/>Revised</b> | <b>2023<br/>Projected</b> | <b>2024<br/>Budget</b> |
|-----------------------------|------------------------|-------------------------|-------------------------|---------------------------|------------------------|
| Full Time                   | \$155,924              | \$162,285               | \$162,285               | \$160,778                 | \$167,821              |
| Temporary                   | \$0                    | \$9,990                 | \$9,990                 | \$9,990                   | \$10,060               |
| Overtime                    | \$12,460               | \$14,410                | \$14,410                | \$14,410                  | \$14,950               |
| Allowance                   | \$600                  | \$600                   | \$600                   | \$600                     | \$600                  |
| Retirement                  | \$23,777               | \$24,853                | \$24,853                | \$24,631                  | \$24,730               |
| FICA                        | \$12,394               | \$13,944                | \$13,944                | \$14,166                  | \$14,454               |
| Beneflex                    | \$48,912               | \$52,739                | \$52,739                | \$52,712                  | \$52,645               |
| Worker's Compensation       | \$3,536                | \$3,103                 | \$3,103                 | \$3,103                   | \$3,390                |
| Unemployment Insurance      | \$76                   | \$96                    | \$96                    | \$88                      | \$91                   |
| Professional Development    | \$564                  | \$200                   | \$200                   | \$200                     | \$1,700                |
| Business Expense            | \$3,685                | \$3,650                 | \$3,650                 | \$3,650                   | \$3,830                |
| Repairs and Maintenance     | \$0                    | \$300                   | \$300                   | \$300                     | \$300                  |
| Professional Services       | \$4,129,683            | \$4,479,088             | \$4,479,088             | \$4,479,088               | \$4,594,190            |
| Communications              | \$1,515                | \$1,390                 | \$1,390                 | \$1,370                   | \$1,470                |
| Electricity                 | \$8,329                | \$8,880                 | \$8,880                 | \$9,360                   | \$12,770               |
| Property and Auto Insurance | \$110                  | \$140                   | \$140                   | \$140                     | \$120                  |
| Principal                   | \$17,000               | \$17,000                | \$17,000                | \$17,000                  | \$17,000               |
| Interest                    | \$4,042                | \$3,532                 | \$3,532                 | \$3,532                   | \$3,130                |
| Transfer Out - General      | \$3,600                | \$3,600                 | \$3,600                 | \$3,600                   | \$3,600                |
| Transfer Out - Parking      | \$13,650               | \$13,650                | \$13,650                | \$13,650                  | \$13,650               |
| Transfer Out - Gen Cap Proj | -\$250                 | \$0                     | \$0                     | \$0                       | \$50,000               |
| <b>Total Expense</b>        | <b>\$4,439,608</b>     | <b>\$4,813,449</b>      | <b>\$4,813,449</b>      | <b>\$4,812,368</b>        | <b>\$4,990,501</b>     |

## Solid Waste Fund

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| <u>Service Indicators</u>   | 2021<br><u>Actual</u> | 2022<br><u>Actual</u> | 2023<br><u>Estimated</u> | 2024<br><u>Projected</u> |
|---|-----------------------|-----------------------|--------------------------|--------------------------|
| 1. Number of Tons Diverted from Traditional Disposal                                | 4,929                 | 5,294                 | 5,350                    | 5,500                    |
| 2. Percentage of Citizen Request Items Resolved                                     | 99%                   | 99%                   | 99%                      | 99%                      |
| 3. Number of Households Services During Annual Household Hazardous Waste Collection | 515                   | 430                   | 473                      | 473                      |

### 2024 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. Commence planning efforts in anticipation of the new Solid Waste contracts to begin at the end of the present Solid Waste contract.
4. Investigate efforts to increase diversion from traditional disposal.

### 2023 Goals Status

1. Work collaboratively with the solid waste collection contractor to continue efforts to reduce recycling contamination.  
9-Month Status: The City has methodically worked it’s way through it’s various recyclable streams, in concert with it’s vendor, to address contamination. Education and outreach efforts are ongoing to ensure continued efforts to reduce 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.  
9-Month Status: The City’s See, Click, Fix request system provides an efficient means by which any missed stops or service issues may be addressed, in real time, directly with contractor dispatch teams.
3. Monitor the solid waste and recycling markets in preparation for a new waste collection and disposal contract.  
9-Month Status: The General Services Department issued disposal and collections Requests for Proposals in late 2022. Subsequent negotiations and City Council action have resulted in the award of disposal and collections contracts to commence on July 1, 2024. The new contracts involve a change in disposal method from landfilling to incineration at a Waste-to-Energy facility and involve a phased transition from manual to automated curbside collection.