

2017 OPERATING BUDGET

SPECIAL REVENUE FUNDS

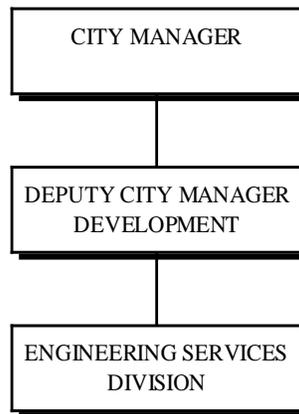
	2014 Actual	2015 Actual	2016 Budgeted	2016 Estimated	2017 Budget
Revenue					
Project Inspection	\$208,538	\$260,518	\$272,550	\$315,700	\$289,750
Parking	\$2,095,122	\$2,120,847	\$2,055,581	\$2,033,319	\$1,929,326
Airport	\$381,045	\$357,495	\$370,090	\$346,403	\$347,257
Conservation Property	\$66,792	\$65,713	\$127,074	\$124,400	\$130,588
Total Revenue	\$2,751,497	\$2,804,573	\$2,825,295	\$2,819,822	\$2,696,921
Expense					
Project Inspection	\$237,225	\$258,547	\$302,115	\$321,212	\$286,759
Parking	\$2,052,502	\$2,047,774	\$2,219,392	\$2,200,962	\$2,097,142
Airport	\$404,843	\$446,193	\$459,739	\$405,775	\$410,797
Conservation Property	\$34,480	\$71,440	\$127,074	\$119,354	\$130,588
Total Expense	\$2,729,050	\$2,823,955	\$3,108,320	\$3,047,303	\$2,925,286

PROJECT INSPECTION FUND

MISSION

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

PROJECT INSPECTION FUND ORGANIZATIONAL CHART



CORE RESPONSIBILITIES

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

2017 OPERATING BUDGET

PROJECT INSPECTION FUND

PROJECT INSPECTION FUND SUMMARY

	2016 Budgeted	2016 Estimated	2017 Budget
Revenue	\$272,550	\$315,700	\$289,750
Expense	\$302,115	\$321,212	\$286,759
Net Income (Loss)		(\$5,512)	\$2,991
Beginning Working Capital		\$100,039	\$94,527
Ending Working Capital		\$94,527	\$97,518

BUDGET DETAIL

	2014 Actual	2015 Actual	2016 Budgeted	2016 Estimated	2017 Budget
Revenue					
Engineering Permits	\$102,328	\$120,858	\$102,000	\$110,000	\$105,000
Miscellaneous Services	\$105,840	\$138,889	\$170,000	\$200,000	\$184,200
Investment Income	\$309	\$417	\$400	\$500	\$400
Finance Charges	\$61	\$355	\$150	\$200	\$150
Insurance Distributions & Credits	\$0	\$0	\$0	\$5,000	\$0
Total Revenue	\$208,538	\$260,518	\$272,550	\$315,700	\$289,750
Expense					
Compensation	\$149,569	\$160,840	\$165,044	\$178,520	\$170,951
Fringe Benefits	\$77,570	\$87,701	\$93,861	\$102,940	\$102,198
Outside Services	\$5,072	\$4,233	\$4,520	\$3,120	\$3,480
Supplies	\$4,615	\$4,244	\$5,368	\$5,310	\$5,340
Insurance	\$0	\$1,130	\$1,430	\$1,430	\$1,560
Capital Outlay	\$0	\$0	\$30,000	\$27,000	\$0
Transfer Out	\$400	\$400	\$1,892	\$2,892	\$3,230
Total Expense	\$237,225	\$258,547	\$302,115	\$321,212	\$286,759

PROJECT INSPECTION FUND

<u>SERVICE INDICATORS</u>	2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Estimated</u>	2017 <u>Projected</u>
Private Development Projects Inspected by Staff	42	45	45	50

2017 GOALS

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

2016 GOALS STATUS

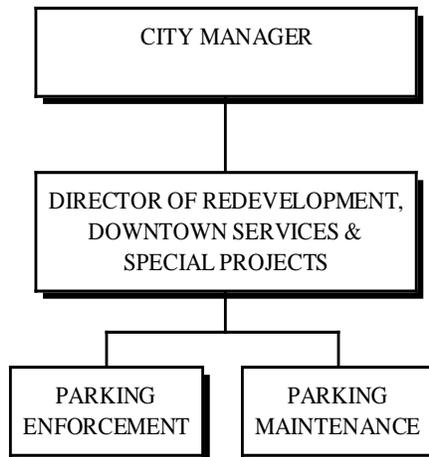
1. Continue to utilize the Project Inspection Fund and streamline reporting documentation depicting actual program costs vs. revenue.
9-Month Status: Ongoing.

PARKING FUND

MISSION

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

PARKING FUND ORGANIZATIONAL CHART



CORE RESPONSIBILITIES

1. Develop, enact, and enforce parking regulations in order to support citywide community and economic development activities.
2. Maintain parking meters and kiosks to maximize convenience for customers and revenues.
3. Daily maintenance and capital repairs/improvements for parking garages and surface lots are managed by the General Services Department. Snow removal is done by contract.

2017 OPERATING BUDGET

PARKING FUND

PARKING FUND SUMMARY

	2016 Budgeted	2016 Estimated	2017 Budget
Revenue	\$2,055,581	\$2,033,319	\$1,929,326
Expense	\$2,219,392	\$2,200,962	\$2,097,142
Net Income (Loss)		(\$167,643)	(\$167,816)
Beginning Working Capital		\$205,844	\$38,201
Ending Working Capital		\$38,201	(\$129,615)

RESERVE

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

2017 OPERATING BUDGET

PARKING FUND

BUDGET DETAIL

	2014 Actual	2015 Actual	2016 Budgeted	2016 Estimated	2017 Budget
Revenue					
Metered Parking	\$759,124	\$735,149	\$701,925	\$705,125	\$687,450
Metered Parking-Cards	\$86,755	\$90,895	\$85,000	\$87,900	\$88,000
Investment Income	\$84	\$233	\$250	\$165	\$250
Parking Rental	\$509,842	\$550,196	\$541,517	\$525,881	\$565,659
Finance Charges	\$3,548	\$2,408	\$500	\$2,373	\$500
Metered Parking Penalties	\$340,205	\$328,134	\$325,000	\$298,000	\$312,000
Insurance Distributions & Credits	\$0	\$0	\$0	\$5,778	\$0
Contribution In Aid	\$10,500	\$10,343	\$10,500	\$10,500	\$10,500
Sale of Surplus Property	\$0	\$0	\$0	\$20	\$0
Miscellaneous	\$25,320	\$0	\$0	\$500	\$0
Transfer In-Cap Proj-Sears Block	\$0	\$746	\$0	\$0	\$0
Transfer In-Cap Proj (2008 on)	\$0	\$0	\$0	\$6,188	\$0
Transfer In-Sears Block TIF	\$227,000	\$270,000	\$258,145	\$258,145	\$206,167
Transfer In-Trust Fund	\$2,744	\$2,744	\$2,744	\$2,744	\$0
Transfer in-Trust/Durgin	\$130,000	\$130,000	\$130,000	\$130,000	\$58,800
Total Revenue	\$2,095,122	\$2,120,847	\$2,055,581	\$2,033,319	\$1,929,326
Expense					
Compensation	\$367,145	\$363,575	\$393,640	\$380,930	\$407,718
Fringe Benefits	\$177,702	\$177,137	\$193,269	\$187,191	\$193,905
Outside Services	\$206,288	\$195,133	\$271,685	\$272,438	\$275,950
Supplies	\$35,123	\$47,557	\$54,350	\$53,530	\$40,655
Utilities	\$45,072	\$55,081	\$63,440	\$62,030	\$56,790
Insurance	\$21,370	\$21,600	\$22,500	\$22,540	\$25,790
Capital Outlay	\$1,600	\$0	\$0	\$0	\$0
Debt Service	\$888,491	\$876,146	\$862,485	\$862,500	\$764,840
Miscellaneous	\$136,131	\$134,214	\$127,853	\$129,633	\$142,854
Allocated Costs	\$5,730	\$9,480	\$0	\$0	\$0
Transfer Out	\$167,850	\$167,850	\$230,170	\$230,170	\$188,640
Total Expense	\$2,052,502	\$2,047,774	\$2,219,392	\$2,200,962	\$2,097,142

Note: Beginning in FY 2016, Allocated Costs are reported as a Transfer Out expense.

2017 OPERATING BUDGET

PARKING FUND

<u>SERVICE INDICATORS</u>	2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Estimated</u>	2017 <u>Projected</u>
1. Overtime Parking Meter Citations	20,172	18,373	18,800	18,500
2. Time Zone Citations	1,481	1,201	1,600	1,650
3. Meter Feeding Citations	4	4	1	10
4. Winter Parking Ban Citations	213	204	82	200
5. Booted Vehicles	40	39	25	30
6. Credit Card Transactions at Kiosks	209,463	215,051	205,180	210,000
7. Credit Card Transactions – Fines/Penalties/P-Cards	160	823	1,030	1,150
8. Customer Payment Plans Created	42	39	25	30
9. Violations Appealed to Court	48	54	32	45

2017 GOALS

1. Adopt and implement the Strategic Parking Plan.
2. Undertake repairs for the Durgin Block Parking Garage (CIP #432), as identified within the 2012 Needs Assessment Report.
3. Upgrade the older, 2G modem Cale Kiosks with 3G modems, as 2G will no longer be supported by cellular service providers.
4. Identify, negotiate, and implement parking options to support redevelopment of the so-called Remi Block Redevelopment Project located at 148-158 North Main Street.

2016 GOALS STATUS

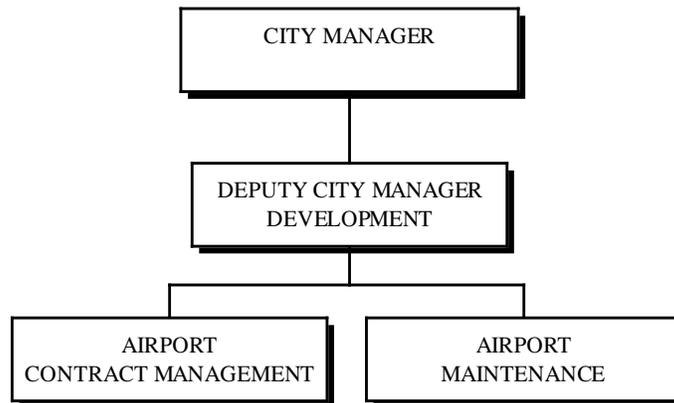
1. Complete the Strategic Parking Plan and develop an implementation strategy for key recommendations contained therein.
9-Month Status: The draft Strategic Parking Plan has been completed and a comprehensive 10 year financial pro forma has been prepared by City staff. A report outlining the draft recommendations, together with a financial pro forma modeling the fiscal impacts of recommendations were submitted to the City Manager for review. The City Manager completed his review on March 29, 2016. A final staff report is being prepared, with the goal of presenting the findings of the plan to the Parking Committee in April. It is the City Administration’s hope that the final report, together with financial pro forma, will be adopted by the City Council in early FY 2017.
2. Continue implementation of flexible parking strategies to support business activity within the downtown central business district throughout the duration of the Complete Streets Project.
9-Month Status: Construction of the Complete Streets Project (CIP #460) began in spring 2015. During the FY 2016 construction season, the City provided free, two-hour on-street parking within the designated work zones on North and South Main Street. Free parking within the work zone resumed on March 28, 2016, with the start of Phase 2 construction, and will continue until the project’s completion in November 2016.

AIRPORT FUND

MISSION

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

AIRPORT ORGANIZATIONAL CHART



CORE RESPONSIBILITIES

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

2017 OPERATING BUDGET

AIRPORT FUND

AIRPORT FUND SUMMARY

	2016 Budgeted	2016 Estimated	2017 Budget
Revenue	\$370,090	\$346,403	\$347,257
Expense	\$459,739	\$405,775	\$410,797
Net Income (Loss)		(\$59,372)	(\$63,540)
Beginning Working Capital		\$534,328	\$474,956
Ending Working Capital		\$474,956	\$411,416

RESERVE

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

2017 OPERATING BUDGET

AIRPORT FUND

BUDGET DETAIL

	2014 Actual	2015 Actual	2016 Budgeted	2016 Estimated	2017 Budget
Revenue					
Airport Operators Grant	\$2,130	\$1,108	\$1,000	\$1,704	\$1,700
Fuel Flow Mark-up	\$10,047	\$27,050	\$32,110	\$34,000	\$34,340
Investment Income	\$545	\$875	\$550	\$1,300	\$1,300
Building Lease or Rental	\$367,624	\$328,461	\$308,755	\$306,619	\$309,917
Insurance Distributions & Credits	\$0	\$0	\$0	\$2,000	\$0
Miscellaneous	\$699	\$0	\$0	\$780	\$0
Budgetary Use of Fund Balance	\$0	\$0	\$27,675	\$0	\$0
Total Revenue	\$381,045	\$357,495	\$370,090	\$346,403	\$347,257
Expense					
Compensation	\$86,801	\$86,070	\$74,936	\$77,220	\$77,166
Fringe Benefits	\$33,005	\$33,397	\$36,745	\$33,640	\$36,644
Outside Services	\$81,647	\$87,946	\$56,330	\$57,610	\$68,886
Supplies	\$28,817	\$33,446	\$44,758	\$17,040	\$43,190
Utilities	\$21,202	\$23,328	\$24,005	\$24,360	\$23,911
Insurance	\$7,240	\$7,430	\$8,090	\$8,100	\$6,930
Debt Service	\$11,141	\$20,244	\$37,060	\$37,065	\$33,850
Miscellaneous	\$40,351	\$44,150	\$44,000	\$44,600	\$45,500
Allocated Costs	\$5,520	\$7,449	\$0	\$0	\$0
Transfer Out	\$89,119	\$102,733	\$133,815	\$106,140	\$74,720
Total Expense	\$404,843	\$446,193	\$459,739	\$405,775	\$410,797

Note: Beginning in FY 2016, Allocated Costs are reported as a Transfer Out expense.

2017 OPERATING BUDGET

AIRPORT FUND

<u>SERVICE INDICATORS</u>	2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Estimated</u>	2017 <u>Projected</u>
Number of based planes	64	76	78	80

2017 GOALS

1. Provide airport services to the community.
2. Design rehabilitation of Taxiway A.

2016 GOALS STATUS

1. Provide airport services to the community.
9-Month Status: In the fall of 2015, the Airport hosted the Runway 5K, which raised awareness of aviation in Concord. Approximately 800 people walked through the facility on that day. Additional promotional events are being planned for later in FY 2016.

Emergency repairs to the drainage outfall from the main runway were approved by City Council in early 2016 with work contemplated to be done in FY 2016.

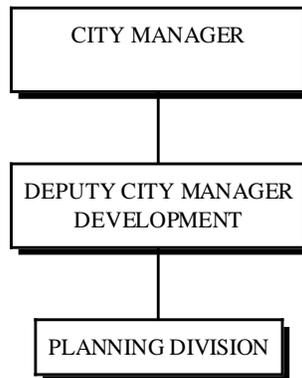
2. Replace the roof on Hangar 3.
9-Month Status: Completed.

CONSERVATION PROPERTY FUND

MISSION

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

CONSERVATION PROPERTY FUND ORGANIZATIONAL CHART



CORE RESPONSIBILITIES

1. 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.

2017 OPERATING BUDGET

CONSERVATION PROPERTY FUND

CONSERVATION PROPERTY FUND SUMMARY

	2016 Budgeted	2016 Estimated	2017 Budget
Revenue	\$127,074	\$124,400	\$130,588
Expense	\$127,074	\$119,354	\$130,588
Net Income (Loss)		\$5,046	\$0
Beginning Working Capital		\$104,450	\$109,496
Ending Working Capital		\$109,496	\$109,496

BUDGET DETAIL

	2014 Actual	2015 Actual	2016 Budgeted	2016 Estimated	2017 Budget
Revenue					
Land Lease or Rental	\$66,792	\$65,713	\$68,800	\$68,800	\$69,077
Budgetary Use of Fund Balance	\$0	\$0	\$55,600	\$55,600	\$48,800
Transfer In-Trust/Conservation	\$0	\$0	\$2,674	\$0	\$12,711
Total Revenue	\$66,792	\$65,713	\$127,074	\$124,400	\$130,588
Expense					
Compensation	\$2,798	\$861	\$1,592	\$1,590	\$1,681
Fringe Benefits	\$243	\$452	\$922	\$603	\$607
Outside Services	\$8,139	\$9,177	\$37,960	\$37,970	\$56,500
Supplies	\$0	\$6,400	\$31,000	\$23,591	\$23,000
Transfer Out	\$23,300	\$54,550	\$55,600	\$55,600	\$48,800
Total Expense	\$34,480	\$71,440	\$127,074	\$119,354	\$130,588