

2018 OPERATING BUDGET

GENERAL FUND REVENUE

SUMMARY

	2015 Actual	2016 Actual	2017 Budgeted	2017 Estimated	2018 Budget
<b>Revenue</b>					
Property Taxes	\$34,767,887	\$35,923,057	\$37,484,056	\$37,597,670	\$39,029,446
Other Taxes	\$734,467	\$718,471	\$702,286	\$713,455	\$715,703
Intergovernmental	\$3,796,571	\$3,878,501	\$3,920,738	\$3,944,554	\$3,917,740
Rents and Leases	\$291,536	\$265,470	\$252,348	\$243,120	\$241,260
Fines and Penalties	\$814,518	\$868,888	\$616,000	\$711,445	\$600,000
Licenses and Permits	\$893,205	\$1,176,229	\$1,259,712	\$1,186,550	\$1,264,072
Investment Income	\$56,135	\$102,606	\$111,200	\$111,200	\$225,000
Donations	\$546	\$30,971	\$36,100	\$35,500	\$36,000
Transfer In	\$2,562,364	\$3,535,955	\$3,354,490	\$3,335,790	\$3,816,177
Use of Fund Balance/Retained Earnings	\$0	\$0	\$930,000	\$0	\$0
Motor Vehicle Registrations	\$6,123,498	\$6,497,093	\$6,275,000	\$6,468,000	\$6,389,000
Department Service Charges	\$3,262,018	\$3,371,104	\$3,161,919	\$3,017,125	\$3,111,059
Retiree Health Reimbursement	\$1,450,305	\$1,420,966	\$1,366,370	\$1,366,370	\$1,435,530
Other Revenue	\$1,592,817	\$1,529,023	\$1,142,264	\$1,131,557	\$1,028,850
<b>Total Revenue</b>	<b>\$56,345,868</b>	<b>\$59,318,334</b>	<b>\$60,612,483</b>	<b>\$59,862,336</b>	<b>\$61,809,837</b>

2018 OPERATING BUDGET

GENERAL FUND REVENUE

DETAIL

	2015 Actual	2016 Actual	2017 Budgeted	2017 Estimated	2018 Budget
<b>Property Taxes</b>					
Property Taxes-2015	\$34,767,887	\$0	\$0	\$0	\$0
Property Taxes-2016 on	\$0	\$35,923,057	\$37,484,056	\$37,597,670	\$39,029,446
<b>Sub Total</b>	<b>\$34,767,887</b>	<b>\$35,923,057</b>	<b>\$37,484,056</b>	<b>\$37,597,670</b>	<b>\$39,029,446</b>
<b>Other Taxes</b>					
Timber Tax	\$29,574	\$29,102	\$15,000	\$17,725	\$15,000
Payment-In-Lieu of Tax	\$704,089	\$689,129	\$687,086	\$695,630	\$700,503
Excavation Activity Tax	\$804	\$240	\$200	\$100	\$200
<b>Sub Total</b>	<b>\$734,467</b>	<b>\$718,471</b>	<b>\$702,286</b>	<b>\$713,455</b>	<b>\$715,703</b>
<b>Intergovernmental</b>					
Railroad Tax	\$1,609	\$2,781	\$2,736	\$2,736	\$2,000
US Dep of Homeland Security/FEMA	\$0	\$0	\$0	\$19,058	\$0
Medicare D Reimbursement	\$103,119	\$116,609	\$0	\$0	\$0
Drug Forfeiture/Restitution	\$16,461	\$18,723	\$17,782	\$17,000	\$12,000
Rooms and Meals Tax	\$2,053,492	\$2,042,723	\$2,191,965	\$2,191,965	\$2,191,965
Highway Block Grant	\$764,379	\$863,882	\$862,762	\$862,762	\$862,762
Share of Debt Service	\$36,499	\$0	\$0	\$0	\$0
Forest Loss Reimbursement	\$393	\$400	\$393	\$393	\$393
Fire Service Aid	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000
School District Payments	\$142,739	\$145,253	\$154,160	\$152,400	\$157,000
Multiple Local Governments	\$542,259	\$563,131	\$565,940	\$573,240	\$566,620
Misc. State of NH	\$10,621	\$0	\$0	\$0	\$0
<b>Sub Total</b>	<b>\$3,796,571</b>	<b>\$3,878,501</b>	<b>\$3,920,738</b>	<b>\$3,944,554</b>	<b>\$3,917,740</b>
<b>Rents and Leases</b>					
Cruiser Rental Fee	\$47,854	\$36,181	\$40,000	\$19,000	\$25,000
Building Lease or Rental	\$191,287	\$169,321	\$160,300	\$165,900	\$155,900
Facility Lease or Rental	\$27,552	\$34,379	\$25,828	\$32,000	\$33,360
Land Lease or Rental	\$24,844	\$25,589	\$26,220	\$26,220	\$27,000
<b>Sub Total</b>	<b>\$291,536</b>	<b>\$265,470</b>	<b>\$252,348</b>	<b>\$243,120</b>	<b>\$241,260</b>

2018 OPERATING BUDGET

GENERAL FUND REVENUE

	2015 Actual	2016 Actual	2017 Budgeted	2017 Estimated	2018 Budget
<b>Fines and Penalties</b>					
Interest Costs and Penalties	\$614,213	\$665,885	\$425,000	\$560,000	\$425,000
Court Ordered Payments-Cemeteries	\$93	\$106	\$0	\$110	\$0
Court Ordered Payments-Legal	\$1,862	\$180	\$1,000	\$300	\$1,000
Court Ordered Pymnts-Parks & Rec	\$0	\$0	\$0	\$35	\$0
Non-Metered Parking Penalties	\$99,944	\$94,740	\$100,000	\$80,000	\$90,000
False Alarm Penalties	\$35,557	\$49,848	\$37,000	\$30,000	\$32,000
Fines For Overdue Books	\$33,720	\$35,511	\$33,000	\$31,000	\$32,000
Fines For Code Prosecution	\$29,130	\$22,618	\$20,000	\$10,000	\$20,000
<b>Sub Total</b>	<b>\$814,518</b>	<b>\$868,888</b>	<b>\$616,000</b>	<b>\$711,445</b>	<b>\$600,000</b>
<b>Licenses and Permits</b>					
Building Permits	\$409,226	\$612,218	\$750,000	\$650,000	\$730,000
Electrical Permits	\$80,954	\$95,856	\$99,000	\$90,000	\$95,000
Mechanical Permits	\$90,379	\$122,831	\$93,500	\$130,000	\$120,000
Plumbing Permits	\$39,396	\$64,963	\$49,500	\$48,000	\$50,000
Sign Permits	\$10,394	\$17,931	\$12,500	\$14,000	\$14,000
Fire Protect Permits	\$3,640	\$2,370	\$3,000	\$2,000	\$2,000
Misc Permits	\$52,444	\$50,883	\$48,000	\$50,000	\$50,000
PD Licenses and Permits	\$6,655	\$8,236	\$8,000	\$7,000	\$3,000
Engineering Licenses	\$4,900	\$5,160	\$4,560	\$4,560	\$4,320
Engineering Pole License Recording Fees	\$70	\$100	\$50	\$50	\$50
POA Inspection Fees	\$18,485	\$18,810	\$18,260	\$18,260	\$18,810
School Inspection Fees	\$3,180	\$2,862	\$2,862	\$3,498	\$3,630
Food Service Licenses	\$86,899	\$92,537	\$90,000	\$90,000	\$95,000
Amusement Center Licenses	\$478	\$570	\$660	\$570	\$600
Rooming House Licenses	\$4,222	\$4,324	\$4,200	\$4,300	\$4,350
Yard Sales Permits	\$1,160	\$1,135	\$1,200	\$1,200	\$1,200
Taxi Cab Licenses	\$3,250	\$3,850	\$3,500	\$3,200	\$3,200
Peddler Licenses	\$13,160	\$12,640	\$9,000	\$10,000	\$10,000
Amusement Device Licenses	\$6,235	\$6,640	\$6,000	\$6,300	\$6,800
Billiard and Bowling Licenses	\$270	\$312	\$270	\$312	\$312
Entertainment Licenses	\$9,575	\$10,772	\$9,500	\$7,500	\$7,000
Convalescent Home Licenses	\$1,335	\$1,361	\$1,400	\$1,400	\$1,400
Recycling Center Licenses	\$1,531	\$1,578	\$1,550	\$1,600	\$1,600
Solicitation Licenses	\$901	\$1,182	\$1,100	\$1,200	\$1,200
Taxi Drivers Licenses	\$6,225	\$6,525	\$6,000	\$4,000	\$4,000
Misc Licenses & Permits	\$1,945	\$1,574	\$1,300	\$1,300	\$1,300
Pawnbroker/Secondhand Dealer Licenses	\$2,000	\$1,750	\$2,000	\$1,500	\$1,500
Dog Licenses	\$31,502	\$24,341	\$30,000	\$32,000	\$31,000
Marriage Licenses	\$2,793	\$2,919	\$2,800	\$2,800	\$2,800
<b>Sub Total</b>	<b>\$893,205</b>	<b>\$1,176,229</b>	<b>\$1,259,712</b>	<b>\$1,186,550</b>	<b>\$1,264,072</b>

2018 OPERATING BUDGET

GENERAL FUND REVENUE

	2015 Actual	2016 Actual	2017 Budgeted	2017 Estimated	2018 Budget
<b>Investment Income</b>					
Investment Income	\$56,135	\$102,606	\$111,200	\$111,200	\$225,000
<b>Sub Total</b>	<b>\$56,135</b>	<b>\$102,606</b>	<b>\$111,200</b>	<b>\$111,200</b>	<b>\$225,000</b>
<b>Donations</b>					
Donations	\$0	\$30,000	\$35,000	\$35,000	\$35,000
Music Program Donations	\$546	\$971	\$1,100	\$500	\$1,000
<b>Sub Total</b>	<b>\$546</b>	<b>\$30,971</b>	<b>\$36,100</b>	<b>\$35,500</b>	<b>\$36,000</b>
<b>Transfer In</b>					
Transfer in-Engineering Inspections Fund	\$400	\$4,336	\$3,230	\$2,330	\$2,370
Transfer In-Parking Fund	\$96,150	\$106,870	\$106,940	\$106,940	\$107,030
Transfer In-Parking Fund Snow Reim	\$58,200	\$58,200	\$58,200	\$58,200	\$58,200
Transfer In-Airport Fund	\$32,360	\$67,390	\$68,720	\$68,720	\$68,812
Transfer In-CD Con Prop Mgmt Fund	\$47,560	\$55,600	\$48,800	\$48,800	\$45,000
Transfer In-Impact Fee Fund	\$151,794	\$151,790	\$60,000	\$60,000	\$65,390
Transfer In-NEOCTIF	\$132,140	\$138,749	\$145,685	\$145,685	\$153,000
Transfer In-Sears Block TIF	\$282,780	\$385,210	\$412,560	\$412,560	\$469,882
Transfer In-Penacook TIF	\$1,240	\$6,618	\$6,690	\$6,690	\$7,025
Transfer In-Golf Fund	\$74,950	\$76,440	\$76,560	\$76,560	\$76,650
Transfer In-Arena Fund	\$47,444	\$64,630	\$64,350	\$64,350	\$65,797
Transfer In-Solid Waste Fund	\$0	\$3,600	\$3,600	\$3,600	\$3,600
Transfer In-Water Fund	\$454,970	\$813,561	\$832,650	\$832,650	\$819,878
Transfer In-Wastewater Fund	\$560,361	\$915,849	\$951,705	\$951,705	\$1,029,243
Transfer In-Trust/Capital Reserve	\$150,703	\$93,000	\$80,000	\$60,000	\$0
Transfer In-Trust/Concord Calvary	\$15,000	\$15,000	\$15,000	\$15,000	\$13,000
Transfer In-Trust/Economic Dev	\$20,000	\$105,000	\$34,000	\$34,000	\$80,000
Transfer In-Trust/Flowers	\$4,000	\$8,000	\$6,000	\$6,000	\$5,500
Transfer In-Trust/Forest	\$0	\$1,067	\$51,500	\$53,700	\$20,000
Transfer In-Trust/General Care	\$95,789	\$92,158	\$122,000	\$122,000	\$118,000
Transfer In-Trust/Library	\$186,300	\$186,300	\$186,300	\$186,300	\$186,300
Transfer In-Trust/Self Insurance	\$149,523	\$185,168	\$20,000	\$20,000	\$420,000
Transfer In-Trust/Shrubs	\$700	\$1,419	\$0	\$0	\$1,500
<b>Sub Total</b>	<b>\$2,562,364</b>	<b>\$3,535,955</b>	<b>\$3,354,490</b>	<b>\$3,335,790</b>	<b>\$3,816,177</b>
<b>Use of Fund Balance/Retained Earnings</b>					
Budgetary Use of Fund Balance	\$0	\$0	\$930,000	\$0	\$0
<b>Sub Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$930,000</b>	<b>\$0</b>	<b>\$0</b>

2018 OPERATING BUDGET

GENERAL FUND REVENUE

	2015 Actual	2016 Actual	2017 Budgeted	2017 Estimated	2018 Budget
<b>Motor Vehicle Registrations</b>					
Motor Vehicle Registrations	\$6,123,498	\$6,497,093	\$6,275,000	\$6,468,000	\$6,389,000
<b>Sub Total</b>	<b>\$6,123,498</b>	<b>\$6,497,093</b>	<b>\$6,275,000</b>	<b>\$6,468,000</b>	<b>\$6,389,000</b>
<b>Department Service Charges</b>					
Salt Sales	\$35,984	\$12,514	\$30,000	\$30,000	\$30,000
Street Tree Sales	\$1,765	\$2,840	\$9,000	\$4,200	\$9,000
Timber Sales	\$30,529	\$27,410	\$7,500	\$26,000	\$30,000
MV State Agent Admin	\$122,667	\$124,773	\$120,000	\$121,000	\$120,000
MV Transportation Admin	\$19,401	\$19,680	\$19,000	\$19,000	\$19,000
MV Transportation Surcharge	\$174,605	\$177,089	\$172,000	\$174,000	\$173,000
MV Waste Disposal	\$19,662	\$19,916	\$19,000	\$19,000	\$19,000
Alarm Panel Plug In/Out	\$5,551	\$5,673	\$5,490	\$5,490	\$5,490
Master Alarm Box Connection	\$197,697	\$199,442	\$198,960	\$202,185	\$202,017
Advanced Life Support Intercept	\$6,588	\$4,392	\$1,647	\$1,647	\$1,647
Ambulance Service Charge	\$1,624,491	\$1,812,724	\$1,595,000	\$1,595,000	\$1,600,000
Recording Fees	\$4,880	\$5,265	\$6,000	\$3,500	\$4,000
Application Fee	\$21,484	\$20,862	\$19,032	\$20,740	\$21,450
Application for Appeal	\$16,208	\$21,498	\$19,000	\$19,000	\$19,000
Review Fee-Site Plans	\$41,730	\$39,664	\$30,000	\$40,000	\$35,000
Review Fee-Subdivision	\$9,578	\$9,100	\$9,000	\$9,000	\$9,000
Reports, Prints and Copies	\$21,337	\$18,800	\$19,350	\$23,050	\$20,350
Special Fire Duty Services	\$21,516	\$23,619	\$19,000	\$21,843	\$20,200
Recreation Player Fee-Facilities	\$6,112	\$0	\$0	\$0	\$0
Recreation Player Fee-Parks	\$6,956	\$5,797	\$6,230	\$5,000	\$6,000
Sundry Services	\$50,409	\$51,451	\$37,500	\$42,000	\$42,440
Police Patrol Services	\$6,260	\$4,759	\$4,650	\$7,500	\$5,800
Police Witness Fees	\$12,957	\$12,852	\$15,200	\$15,200	\$15,200
Special Police Duty Services	\$308,732	\$290,941	\$305,000	\$150,000	\$252,000
Interment	\$97,660	\$83,997	\$92,000	\$84,610	\$84,435
Cemetery Maintenance	\$2,416	\$2,405	\$3,500	\$1,740	\$2,000
Inventory Mark-up	\$7,952	\$15,264	\$15,400	\$15,400	\$15,400
Professional Service Mark-up	\$0	\$385	\$0	\$0	\$0
Overtime & Supply Charges	\$9,711	\$8,484	\$8,320	\$7,150	\$8,200
Miscellaneous Services	\$212,876	\$198,721	\$206,640	\$197,590	\$185,310
Non-Resident Library Fees	\$8,447	\$6,125	\$8,000	\$6,500	\$7,000
Camps	\$121,790	\$112,261	\$127,550	\$111,050	\$110,970
Aquatics Program	\$27,216	\$22,489	\$23,850	\$32,910	\$30,150
Lighting Charge	\$3,567	\$5,795	\$4,800	\$3,000	\$4,000
Concession Income	\$3,286	\$4,119	\$4,300	\$2,820	\$4,000
<b>Sub Total</b>	<b>\$3,262,018</b>	<b>\$3,371,104</b>	<b>\$3,161,919</b>	<b>\$3,017,125</b>	<b>\$3,111,059</b>

2018 OPERATING BUDGET

GENERAL FUND REVENUE

	2015 Actual	2016 Actual	2017 Budgeted	2017 Estimated	2018 Budget
<b>Retiree Health Reimbursement</b>					
NHRS subsidy for Retiree Health Ins	\$994,283	\$992,233	\$974,960	\$974,960	\$963,150
Retiree share of Health Ins	\$456,021	\$428,733	\$391,410	\$391,410	\$472,380
<b>Sub Total</b>	<b>\$1,450,305</b>	<b>\$1,420,966</b>	<b>\$1,366,370</b>	<b>\$1,366,370</b>	<b>\$1,435,530</b>
<b>Other Revenue</b>					
Cable TV Franchise	\$799,876	\$839,214	\$918,460	\$918,460	\$918,460
Finance Charges	\$1,296	\$5,733	\$2,500	\$2,000	\$2,000
Insurance Distributions & Credits	\$163,786	\$529,979	\$80,000	\$0	\$0
Contribution-Purchase of Lots	\$23,136	\$25,836	\$18,000	\$20,710	\$20,820
Contribution-Purchase of Niches	\$0	\$0	\$2,000	\$2,000	\$2,000
Reimbursements	\$18,423	\$24,444	\$18,000	\$15,000	\$15,000
Sale of Surplus Property	\$92,888	\$46,029	\$30,000	\$52,100	\$30,000
Miscellaneous	\$474,713	\$52,290	\$67,804	\$115,787	\$35,070
Advertising Revenue	\$18,700	\$5,500	\$5,500	\$5,500	\$5,500
<b>Sub Total</b>	<b>\$1,592,817</b>	<b>\$1,529,023</b>	<b>\$1,142,264</b>	<b>\$1,131,557</b>	<b>\$1,028,850</b>
<b>Total Revenue</b>	<b>\$56,345,868</b>	<b>\$59,318,334</b>	<b>\$60,612,483</b>	<b>\$59,862,336</b>	<b>\$61,809,837</b>

2018 OPERATING BUDGET

GENERAL FUND REVENUE

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DESCRIPTION OF REVENUE DETAIL

The following items represent 85.8% of all General Fund revenues:

Property Taxes	\$39,029,446	63.1%
Motor Vehicle Registrations	\$6,389,000	10.3%
Transfer-In	\$3,816,177	6.2%
Intergovernmental - Rooms and Meals Tax	\$2,191,965	3.5%
Department Service Charges - Ambulance Service Charge	\$1,600,000	2.6%
TOTAL	\$53,026,588	85.7%

Property Taxes

FY 2018 property taxes account for approximately 63.1% of General Fund revenues. This represents a 3.4% tax rate increase over FY 2017. Budgeted property taxes are determined by subtracting all other budgeted General Fund revenues from total General Fund budgeted expenses. The City Council did not set a specific tax rate target for FY 2018 and instead instructed the City Manager to present a responsible budget and work towards the City Council priorities.

In addition to the taxes to be raised for appropriations, \$567,800 of tax revenue is estimated to be raised for tax abatements or overlay (\$300,000) and war service credits (\$267,800). Including overlay and war service credits, the FY 2018 total tax revenue is \$39,597,246, up from \$38,054,263 adopted by City Council for FY 2017. Please refer to the Resolution section for a comparison of FY 2017 versus FY 2018 budgetary tax rates.

Motor Vehicle Registrations

Revenue from motor vehicle registrations represents 10.3% of all General Fund revenue and is the second largest source of revenue for the Fund. This revenue is budgeted by using the current fiscal year's actual year-to-date receipts and estimating the remainder of the year, analyzing the local and national economy for automobile purchases, and considering forecasts of new car sales for the next 12-18 months.

Transfer In

The Transfer In portion of revenue represents 6.2% of all General Fund revenue. It is comprised of Municipal Overhead charges to most of the City's Enterprise and Special Revenue funds; General Services Overhead Charges to the Water, Wastewater, and Arena Funds; as well as Information Technology (IT) computer charges to the Parking, Airport, Golf, Arena, Water, and Wastewater Funds. Municipal Overhead and General Services Overhead is determined using a formula to calculate the overhead expenses and prorating to the applicable funds based on their percentage of budgets. The amounts may also be adjusted based on the Fund's financial position or ability to absorb an increase in any given year. The IT charges, small in comparison to the overhead charges, are based on a cost-per-computer formula, as applicable to the individual Funds.

In addition to overhead transfers, the City also recognizes revenues as transfer in from trusts including cemetery, library, insurance and capital reserves; and transfers from Impact Fee and Tax Increment Finance (TIF) District funds as reimbursement for operating expenses and applicable debt service costs.

## GENERAL FUND REVENUE

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### Intergovernmental

Rooms and Meals taxes represent 3.5% of all General Fund revenue and are estimated to be equal to FY 2017.

### Department Service Charges

Ambulance Service charges represent 2.6% of all General Fund revenue and is the fifth largest source of revenue for the fund. Revenue is projected primarily based on historical trends and increases in emergency medical services demand. Changes in payor mix (Medicare, Medicaid, private insurance, no insurance) can have a significant effect on revenues received.

### USE OF FUND BALANCE

The City Council has adopted balanced budgets since FY 2010, and if adopted, FY 2018 will be the ninth consecutive year. After financial year-end activities are completed, the City Council considers using a portion of surplus remaining from the previous fiscal year, typically to fund one-time expenditures and transfers to capital reserve accounts. This process uses fund balance as the funding source, which has no real impact on the succeeding fiscal years' budgeting since this use of funds is primarily for one-time activities and not ongoing operations.

<u>Fiscal Year</u>	<u>Total Fund Balance</u>	<u>Unassigned Fund Balance</u>
2007	\$5,724,246	\$3,453,608
2008	\$5,747,884	\$4,447,779
2009	\$6,471,747	\$5,302,478
2010	\$7,992,313	\$5,695,545
2011	\$12,590,168	\$6,736,075
2012	\$14,153,990	\$8,168,250
2013	\$14,896,285	\$9,079,250
2014	\$14,199,114	\$9,879,330
2015	\$14,549,738	\$10,171,068
2016	\$15,939,783	\$10,735,579

Source: 2007-2016 Comprehensive Annual Financial Reports