

Special Revenue Funds

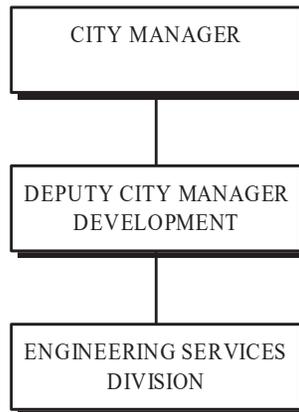
	2018 Actual	2019 Actual	2020 Budgeted	2020 Estimated	2021 Budget
Revenue					
Inspection	\$380,751	\$414,721	\$363,550	\$441,730	\$291,200
Parking	\$1,948,623	\$2,938,120	\$3,049,358	\$2,482,715	\$3,069,699
Airport	\$354,333	\$365,791	\$362,378	\$361,452	\$375,110
Conservation Property	\$62,676	\$72,756	\$114,991	\$79,886	\$92,792
Golf	\$1,042,149	\$1,116,887	\$1,099,144	\$910,603	\$1,130,751
Arena	\$629,449	\$669,936	\$666,200	\$651,852	\$680,600
Solid Waste	\$4,285,287	\$4,320,407	\$4,458,581	\$4,102,070	\$4,416,452
Sub Total	\$8,703,268	\$9,898,619	\$10,114,202	\$9,030,308	\$10,056,604
Expense					
Inspection	\$354,324	\$422,423	\$359,109	\$508,260	\$279,502
Parking	\$2,096,359	\$2,265,938	\$2,924,555	\$2,743,733	\$3,171,675
Airport	\$373,157	\$409,833	\$444,765	\$427,632	\$461,327
Conservation Property	\$87,086	\$72,066	\$114,991	\$84,844	\$92,792
Golf	\$1,042,421	\$1,116,885	\$1,099,144	\$1,075,853	\$1,130,751
Arena	\$588,765	\$674,436	\$647,896	\$677,223	\$668,245
Solid Waste	\$4,038,615	\$4,089,494	\$4,539,339	\$4,464,616	\$4,582,662
Sub Total	\$8,580,729	\$9,051,075	\$10,129,799	\$9,982,161	\$10,386,954

Inspection Fund

Mission

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

INSPECTION FUND ORGANIZATIONAL CHART



Core Responsibilities

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

Inspection Fund

<u>Fund Summary</u>	2020 Budgeted	2020 Estimated	2021 Budget
Revenue	\$363,550	\$441,730	\$291,200
Expense	\$359,109	\$508,260	\$279,502
Net Income (Loss)		(\$66,530)	\$11,698
Beginning Working Capital		\$45,527	(\$21,003)
Ending Working Capital		(\$21,003)	(\$9,305)

<u>Budget Detail</u>	2018 Actual	2019 Actual	2020 Budgeted	2020 Estimated	2021 Budget
Revenue					
Other Permits	\$96,473	\$108,583	\$98,000	\$101,400	\$90,000
Inspection Fees	\$279,124	\$294,690	\$265,000	\$335,380	\$200,000
Investment Income	\$4,472	\$6,310	\$400	\$1,950	\$1,000
Finance Charges	\$683	\$2,673	\$150	\$2,200	\$200
Insurance Dist and Credits	\$0	\$2,465	\$0	\$800	\$0
Total Revenue	\$380,751	\$414,721	\$363,550	\$441,730	\$291,200
Expense					
Compensation	\$229,514	\$276,226	\$222,255	\$345,023	\$175,345
Fringe Benefits	\$114,438	\$132,112	\$125,934	\$149,663	\$93,063
Outside Services	\$1,078	\$5,604	\$2,380	\$4,550	\$2,054
Supplies	\$3,842	\$3,804	\$3,190	\$3,790	\$3,190
Insurance	\$1,710	\$1,800	\$1,750	\$1,740	\$2,050
Transfer Out	\$3,742	\$2,876	\$3,600	\$3,494	\$3,800
Total Expense	\$354,324	\$422,423	\$359,109	\$508,260	\$279,502

Inspection Fund

<u>Service Indicators</u>	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Estimated</u>	<u>2021 Projected</u>
1. Private Development Projects Inspected by Staff	76	62	60	54

2021 Goals

1. Continue to utilize the Inspection Fund and streamline reporting and documentation of private project compliance with City Standards and actual program costs vs. revenue.

2020 Goals Status

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

Parking Fund

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. Daily property management services for parking garages and surface lots is provided by the General Services Department. Snow removal is done by contract.
4. Major capital improvement projects are managed by City Administration.

Parking Fund

<u>Fund Summary</u>	2020 Budgeted	2020 Estimated	2021 Budget
Revenue	\$3,049,358	\$2,482,715	\$3,069,699
Expense	\$2,924,555	\$2,743,733	\$3,171,675
Net Income (Loss)		(\$261,018)	(\$101,976)
Beginning Working Capital		\$675,944	\$414,926
Ending Working Capital		\$414,926	\$312,950

Reserve

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

<u>Budget Detail</u>	2018 Actual	2019 Actual	2020 Budgeted	2020 Estimated	2021 Budget
Revenue					
Parking Penalties	\$320,805	\$404,848	\$633,436	\$353,170	\$558,667
Metered Parking	\$793,512	\$1,321,123	\$1,379,874	\$1,119,665	\$1,377,750
Metered Parking Cards	\$37,963	\$77,336	\$85,000	\$21,975	\$85,000
Rental Income	\$569,155	\$678,870	\$671,805	\$692,160	\$662,175
Investment Income	\$53	\$1,571	\$500	\$5,920	\$5,000
Finance Charges	\$11,505	\$22,012	\$5,000	\$13,503	\$5,000
Insurance Dist and Credits	\$0	\$12,245	\$0	\$2,519	\$0
Other Revenue	\$10,500	\$155,500	\$10,500	\$10,560	\$10,500
Transfer In - General	\$0	\$40,706	\$38,099	\$38,099	\$48,932
Transfer In - Sears Block TIF	\$205,130	\$223,910	\$225,144	\$225,144	\$316,675
Total Revenue	\$1,948,623	\$2,938,120	\$3,049,358	\$2,482,715	\$3,069,699
Expense					
Compensation	\$419,582	\$372,617	\$484,098	\$429,310	\$511,541
Fringe Benefits	\$199,363	\$174,496	\$262,855	\$201,930	\$300,992
Outside Services	\$274,386	\$384,381	\$541,204	\$487,258	\$535,890
Supplies	\$40,353	\$23,457	\$89,935	\$48,885	\$57,795
Utilities	\$53,869	\$52,182	\$51,900	\$57,620	\$54,570
Insurance	\$26,250	\$22,800	\$21,380	\$21,360	\$19,920
Debt Service	\$769,604	\$955,593	\$1,190,705	\$1,190,305	\$1,377,370
Miscellaneous	\$132,408	\$133,841	\$158,715	\$189,302	\$194,599
Transfer Out	\$180,543	\$146,570	\$123,763	\$117,763	\$118,998
Total Expense	\$2,096,359	\$2,265,938	\$2,924,555	\$2,743,733	\$3,171,675

Parking Fund

Service Indicators	2018 Actual	2019 Actual	2020 Estimated	2021 Projected
1. Overtime Parking Meter Citations	18,860	21,319	15,000	19,000
2. Time Zone Citations	1,372	447	300	350
3. Meter Feeding Citations	2	7	10	25
4. Winter Parking Ban Citations	327	267	200	300
5. Booted Vehicles	33	13	15	30
6. Credit Card Transactions at Kiosks	295,954	418,362	390,000	400,000
7. Credit Card Transactions – Fines/Penalties/P-Cards	1,710	1,154	950	900
8. Customer Payment Plans Created	20	19	20	20
9. Violations Appealed to Court	52	8	35	25
10. Parking Permits Issued (Garages Only)	-	*	387	400
11. Mobile Unit Hours of Enforcement	-	*	600	1,200
12. Single Space Smart Meter Transactions	-	*	35,925	95,000
13. Online Citation Payments Transactions	-	*	4,200	5000
14. PayByPhone Transactions	-	0	23,000	67,000

*First year reported.

2021 Goals

1. Continue Implementation of the Strategic Parking Plan.
 - a) Complete negotiations with long-term lessees to convert reserved spaces at the Storrs Street and School Street Parking Garages from leases to permits.
 - b) Select and implement an on-line application portal for parking garage permits, resident permits, and on-street parking encumbrance permits.
2. Fully staff the Parking Division in accordance with the Parking Strategic Plan, as modified by FY 2020 Program Change Request (PCR) #1132.
3. Working closely with the Parking Committee, Fire Department, General Services Department, and the public, complete the Narrow Streets Study and prepare ordinances to address neighborhood concerns as recommended by the Parking Committee.
4. Working with the Parking Committee, review and revise the winter storm event vehicle impoundment protocols and citation structure.
5. Implement the FY 2021 CIP as adopted by the City Council, with emphasis on the following projects:
 - a) CIP 432 State Street Garage: Subject to the appropriation of funds by the City Council, begin the \$3.5 million repair and renovation project for the State Street Garage in Q4 of FY2021.
 - b) CIP 433 School Street Garage: Complete the \$5.8 million repair and renovation project commenced in FY2018.
 - c) CIP 529 Storrs Street Garage: Complete the \$1.060 million repair and renovation project previously approved in FY 2020.
 - d) CIP 595 Parking Meters: Subject to the appropriation of funds by the City Council, complete replacement of remaining 170 mechanical meters, as well as 85 kiosk pay stations.

Parking Fund

2020 Goals Status

1. Continue Implementation of the Strategic Parking Plan.
 - a) Complete the smart meter and kiosk trial period initiated in FY 2019, and install smart meters for Phase I / Phase II Meter Expansion Areas.

9-Month Status: Phase I of meter expansion was completed in October 2018 and resulted in approximately 43 parking spaces on South Main Street (Wentworth to Perley) and Concord Street (South Main to South State) being metered. Phase II was completed on January 15, 2020, and resulted in approximately 300 parking spaces being metered, located primarily to the south, west, and north of the Downtown Central Business District. Using surplus funds from these efforts, the Parking Division commenced expedited replacement of the City's remaining mechanical meters in March 2020. Specifically, 140 mechanical meters were replaced. A proposal to replace the remaining 170 mechanical meters is included in the FY 2021 budget proposal to City Council.
 - b) Complete negotiations with long-term lessees to convert reserved spaces at the Storrs Street and School Street Parking Garages from leases to permits.

9-Month Status: Conversations were initiated with long-term leaseholders associated with the School Street and Storrs Street Parking Garages as part of the 2017 Strategic Parking Plan. Generally speaking, the majority of the long-term lessees are interested in this concept and are motivated to transition to permits. Negotiations are ongoing, and will likely be accelerated once renovations at the School Street Garage are completed in August 2020. Pending ongoing negotiations, City Administration presently anticipates that permits will be implemented in FY 2022.
 - c) Select and implement a pay-by-cell application for the City.

9-Month Status: A Request for Proposals for mobile payment services to vendors already operating in New Hampshire was issued on May 22, 2019. Proposals were received on June 21, 2019. Field testing by City staff was conducted in August 2019. The Parking Committee reviewed proposals on September 23, 2019 and provided guidance to City Administration, following which PayByPhone was selected as the City's preferred vendor. A contract with PayByPhone was executed on November 27, 2019. PayByPhone was successfully launched on February 3, 2020. The app can be used to pay for parking at any metered parking space downtown. During the month of February 2020, a total of 5,566 PayByPhone transactions were processed totaling approximately \$12,800. After credit card and other transaction fees, net revenues to the City were approximately \$11,000. PayByPhone, which can be downloaded and installed on any smart phone, is easy to use and has been well received by the community.
 - d) Select and implement an on-line application portal for parking garage permits, resident permits, and on-street parking encumbrance permits.

9-Month Status: The Parking Division is engaged in ongoing discussions with T-2, the City's parking enforcement software vendor, concerning implementation of an on-line portal for parking garage permits, resident permits, and on-street parking encumbrance permits. This goal has been carried over to FY 2021.
2. Fully staff the Parking Division in accordance with the Parking Strategic Plan, as modified by FY 2020 Program Change Request (PCR) #1132.

9-Month Status: As of March 2020, four of the six Parking Enforcement Officer (PEO) positions were filled. Recruitment was ongoing for the two remaining vacancies, with one candidate undergoing the Police Department's background screening process. The retirement of a PEO in December 2019 contributed to the number of vacant positions. In addition, with the recent completion of meter expansion phase II, recruitment of the 24-hour part-time maintenance technician was commencing in March 2020.

Parking Fund

2020 Goals Status (continued)

3. Working closely with the Parking Committee, Fire Department, General Services Department, and the public, complete the Narrow Streets Study and enact new City ordinances to implement the Study's final recommendations.

9-Month Status: In January 2017, the Parking Committee initiated a comprehensive review of narrow streets located in Wards 4, 5, and 6. The study area was predominately focused on the neighborhoods located to the south, west, and north of the Downtown Central Business District. Approximately 145 street segments were reviewed as part of the study. The process involved several neighborhood meetings with the public.

This effort was initiated in response to growing resident complaints and concerns regarding a variety of parking issues. These included: difficulty accessing/egressing driveways, safe travel on narrow streets when snow banks are present and vehicles are parked, the City's ability to effectively and efficiently clear snow from certain narrow streets, as well as the ability for emergency service vehicles to safely and efficiently navigate narrow streets when vehicles are parked.

To be considered a "narrow street," a road must have less than 12' of travel way for vehicular travel whenever vehicles are parked on the roadway. This concept is articulated in Section 18-1-1 and Section 18-1-4 of the City's Codes of Ordinances.

In order to make the process more manageable, the study area was divided into four separate zones. As of March 2020, the study had been completed for three of the four zones, and ordinances had been enacted to make changes on streets of concern. The final zone was scheduled to be reviewed in spring 2020; however, this was delayed due to the coronavirus pandemic.

4. Working with the Parking Committee, review and revise the winter storm event parking tickets and towing protocols.

9-Month Status: As of March 2020, efforts on this item were ongoing. This item remains an ongoing goal for FY 2021.

5. Maintenance: Continue to implement new daily and annual maintenance programs for the City's three municipal parking garages.

9-Month Status: Expanded financial resources associated with implementation of the 2017 Strategic Parking Plan have enabled the City to improve maintenance of parking facilities. Daily cleaning and maintenance activities were improved through dedicated resources for the Downtown Services Team. Annual maintenance schedules for all three parking garages were implemented in FY 2019 and include washing all decks and stairwells, refreshing pavement markings, cleaning of floor drains, expanded sweeping, window washing, and other similar activities.

6. Capital Projects:

- a) Continue to manage ongoing capital projects, such as repair and renovation of the School Street and Storrs Street parking garages.

9-Month Status: The \$5.8 million repair and renovation of the School Street Garage, which began in December 2017, is scheduled to be completed in August 2020. The \$1.060 million renovation of the Storrs Street Garage, approved in FY2020, is underway. Specifically, in December 2019, the City entered into a contract with the H.L. Turner Group for design and construction oversight services. H.L. Turner is working with Walker Parking Consultants, a national firm with offices in Boston, which specializes in parking structures. Construction will be bid in spring 2020. It is anticipated that work will be completed by the end of FY 2021.

Parking Fund

2020 Goals Status (continued)

6. Capital Projects:

- b) Complete implementation of FY 2019 CIP Projects, including installation of surveillance systems in all three parking garages, construction of a new parking lot at 10 Prince Street, and others.

9-Month Status: On June 10, 2019, Minuteman Security Technologies was engaged to install security cameras in each of the City's three municipal parking garages. In total, approximately 94 cameras were installed. Installation of cameras at the Storrs Street Garage was completed in November 2019. Conduit, cabling, and camera mounts have been installed at the School Street and Storrs Street garages. As of March 2020, the Fire Department Alarm Division had not yet installed fiber optic service to either garage. It is anticipated that the School Street and State Street garages will be on-line by the end of FY 2020, subject to fiber optic installation by the Fire Department.

- c) Implement the FY 2020 CIP as adopted by the City Council.

9-Month Status: The following is an update for all other parking related projects in the FY 2020 Capital Improvement Program not already addressed elsewhere herein:

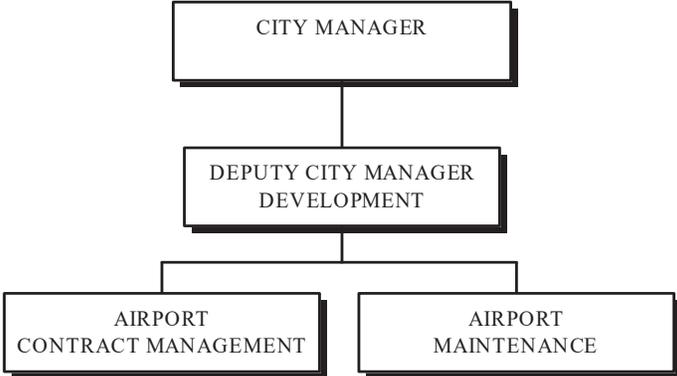
- CIP 403 (Parking Vehicle Replacement): A new pick-up truck has been ordered to replace the Parking Meter Technician's current vehicle. It will arrive by the end of FY 2020.
- CIP 432 (State Street Garage): The H.L. Turner Group, working with Walker Parking Consultants, was engaged in December 2019 to complete a facility needs assessment of the garage. This effort will be completed by the end of FY 2020.

Airport Fund

Mission

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

AIRPORT FUND
ORGANIZATIONAL CHART



Core Responsibilities

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

Airport Fund

<u>Fund Summary</u>	2020 Budgeted	2020 Estimated	2021 Budget
Revenue	\$362,378	\$361,452	\$375,110
Expense	\$444,765	\$427,632	\$461,327
Net Income (Loss)		(\$66,180)	(\$86,217)
Beginning Working Capital		\$475,360	\$409,180
Ending Working Capital		\$409,180	\$322,963

Reserve

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

<u>Budget Detail</u>	2018 Actual	2019 Actual	2020 Budgeted	2020 Estimated	2021 Budget
Revenue					
Mark-up	\$30,288	\$28,765	\$30,000	\$20,000	\$32,000
Rental Income	\$316,001	\$323,902	\$324,828	\$328,862	\$332,410
Investment Income	\$6,720	\$10,728	\$6,200	\$5,800	\$4,300
Insurance Dist and Credits	\$0	\$1,019	\$0	\$390	\$0
Airport Operators Grant	\$1,324	\$1,377	\$1,350	\$6,400	\$6,400
Total Revenue	\$354,333	\$365,791	\$362,378	\$361,452	\$375,110
Expense					
Compensation	\$65,203	\$73,938	\$84,363	\$73,576	\$88,208
Fringe Benefits	\$34,001	\$39,025	\$39,015	\$33,358	\$39,879
Outside Services	\$58,239	\$64,966	\$62,834	\$63,419	\$66,763
Supplies	\$24,477	\$25,746	\$43,955	\$43,955	\$43,955
Utilities	\$23,590	\$23,899	\$23,250	\$23,500	\$23,290
Insurance	\$6,618	\$6,557	\$5,919	\$5,890	\$5,780
Debt Service	\$33,640	\$32,839	\$53,500	\$53,500	\$73,500
Miscellaneous	\$45,835	\$45,504	\$46,395	\$44,900	\$45,800
Transfer Out	\$81,555	\$97,360	\$85,534	\$85,534	\$74,152
Total Expense	\$373,157	\$409,833	\$444,765	\$427,632	\$461,327

Airport Fund

<u>Service Indicators</u>	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Estimated</u>	<u>2021 Projected</u>
1. Number of Based Planes	88	95	103	108

2021 Goals

1. Bank FAA annual grant allocation with goal of funding a future Terminal project.
2. Continue CIP 75, general maintenance repairs, as needed.

2020 Goals Status

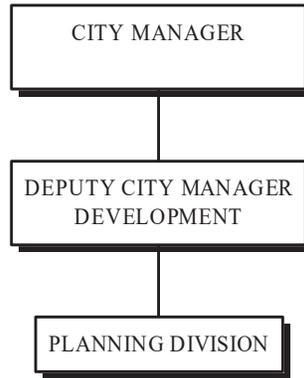
1. Complete Taxiway A rehabilitation.
9-Month Status: Completed.
2. Complete terminal study.
9-Month Status: Ongoing.
3. Pending Council approval, make improvements to Hangar 3 ceiling and drainage.
9-Month Status: In process.

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.

Conservation Property Fund

<u>Fund Summary</u>	2020 Budgeted	2020 Estimated	2021 Budget
Revenue	\$114,991	\$79,886	\$92,792
Expense	\$114,991	\$84,844	\$92,792
Net Income (Loss)		(\$4,958)	\$0
Beginning Working Capital		\$50,642	\$45,684
Ending Working Capital		\$45,684	\$45,684

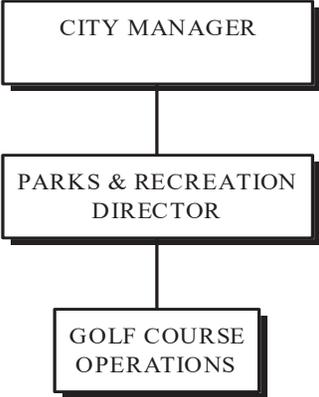
<u>Budget Detail</u>	2018 Actual	2019 Actual	2020 Budgeted	2020 Estimated	2021 Budget
Revenue					
Rental Income	\$62,676	\$72,756	\$69,100	\$62,495	\$62,765
Use of Fund Balance	\$0	\$0	\$20,000	\$0	\$25,000
Transfer In - Trust	\$0	\$0	\$25,891	\$17,391	\$5,027
Total Revenue	\$62,676	\$72,756	\$114,991	\$79,886	\$92,792
Expense					
Compensation	\$4,738	\$5,043	\$5,227	\$5,100	\$5,503
Fringe Benefits	\$1,613	\$1,729	\$1,764	\$1,729	\$1,789
Outside Services	\$25,138	\$25,148	\$65,000	\$35,015	\$37,500
Supplies	\$10,597	\$11,145	\$23,000	\$23,000	\$23,000
Transfer Out	\$45,000	\$29,000	\$20,000	\$20,000	\$25,000
Total Expense	\$87,086	\$72,066	\$114,991	\$84,844	\$92,792

Golf Fund

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

<u>Fund Summary</u>	2020 Budgeted	2020 Estimated	2021 Budget
Revenue	\$1,099,144	\$910,603	\$1,130,751
Expense	\$1,099,144	\$1,075,853	\$1,130,751
Net Income (Loss)		(\$165,250)	\$0
Beginning Working Capital		\$10,767	(\$154,483)
Ending Working Capital		(\$154,483)	(\$154,483)

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>	2018 Actual	2019 Actual	2020 Budgeted	2020 Estimated	2021 Budget
Revenue					
Camps	\$19,239	\$22,255	\$30,489	\$18,157	\$25,835
Seasonal Passes	\$189,854	\$202,804	\$205,400	\$160,000	\$215,170
Daily Fees	\$344,041	\$334,628	\$330,000	\$275,500	\$335,000
Cart Rental	\$149,546	\$146,512	\$156,400	\$137,800	\$158,000
Handicapping	\$6,934	\$7,389	\$7,000	\$7,000	\$7,600
Driving Range	\$51,326	\$48,268	\$50,004	\$34,500	\$50,000
League and Tournament Fees	\$23,593	\$31,122	\$20,000	\$30,000	\$40,800
Golf Simulator Revenue	\$63,006	\$75,448	\$75,000	\$64,375	\$75,000
Pro Shop Sales	\$110,296	\$139,310	\$116,000	\$95,000	\$126,800
Concession Sales	\$35,500	\$42,000	\$42,000	\$33,600	\$43,250
Rental Income	\$0	\$0	\$6,000	\$1,250	\$10,700
Investment Income	\$250	\$4	\$0	\$380	\$0
Advertising	\$0	\$1,200	\$3,500	\$1,500	\$2,000
Insurance Dist and Credits	\$0	\$3,179	\$0	\$1,200	\$0
Other Revenue	\$564	\$20	\$0	\$90	\$0
Transfer In - General	\$48,000	\$62,750	\$57,351	\$50,251	\$40,596
Total Revenue	\$1,042,149	\$1,116,887	\$1,099,144	\$910,603	\$1,130,751
Expense					
Compensation	\$422,872	\$427,714	\$441,052	\$415,800	\$451,451
Fringe Benefits	\$161,837	\$174,271	\$172,869	\$162,500	\$170,718
Outside Services	\$121,700	\$112,228	\$124,103	\$121,503	\$109,831
Supplies	\$209,911	\$260,395	\$216,280	\$228,720	\$241,021
Utilities	\$41,833	\$39,600	\$42,690	\$45,190	\$45,250
Insurance	\$4,190	\$4,150	\$3,950	\$3,940	\$3,300
Debt Service	\$75,565	\$95,528	\$94,900	\$94,900	\$105,880
Miscellaneous	\$1,514	\$0	\$0	\$0	\$0
Transfer Out	\$3,000	\$3,000	\$3,300	\$3,300	\$3,300
Total Expense	\$1,042,421	\$1,116,885	\$1,099,144	\$1,075,853	\$1,130,751

The majority of Golf Fund revenue is generated through fees charged for golfing activities, seasonal passes, daily fees, cart rentals, and indoor simulator use. These revenue streams make up 69.3% of the Fund’s revenue. Pro Shop Sales are the next largest revenue stream at approximately 11.2%.

Golf Fund

<u>Service Indicators</u>	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Estimated</u>	<u>2021 Projected</u>
1. Number of Season Memberships	219	216	228	225
2. Number of rounds played	19,300	19,500	20,000	21,000
3. Number of unique web site visitors	69,814	70,112	72,000	72,000
4. Tent Rentals by Golf Event	0	0	8	11
5. Tent Rentals, Non-Golf	0	0	2	2

2021 Goals

1. **Increased Pace of Play:** Pace-of-play is a common issue that public courses struggle with, and given its busy nature, Beaver Meadow does as well. There are a number of techniques that can help alleviate slow pace-of-play with immediate effect. An increased focus on tee-time intervals, proper starter procedures, drop areas, increased marshalling during our busiest times and starting on Hole #10 on the weekends.
2. **Increase Outing Rounds:** Advertise our new shoulder season pricing to increase outing rounds during the early and late part of the golfing season.
3. **Increase Tee Time Utilization:** Through focused dynamic pricing, increase the utilization of tee time by matching supply and demand. Our focus will be on the most under-utilized tee times, which should significantly impact overall tee time utilization
4. Implement recommendations contained in USGA Agronomist's reports.
5. Complete next phase of ongoing irrigation project, holes, 10, 17, and 18.
6. Reestablish holding capacity of irrigation pond to 1993 capacity to lessen reliance on purchase of City water.

2020 Goals Status

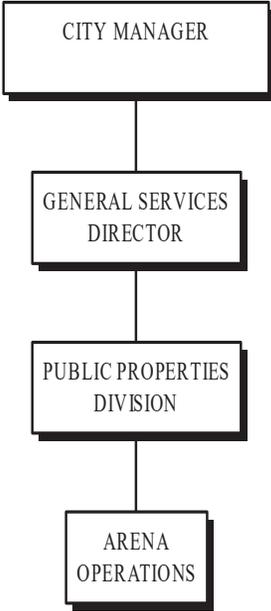
1. Reestablish holding capacity of irrigation pond to 1993 capacity to lessen reliance on purchase of City water.
9-Month Status: Project scheduled for FY 2021. Awaiting timber harvest in order to create space for de-watering dredged materials.
2. Rent event tent for two non-golf events and rent 600 seats as part of golf outings.
9-Month Status: We have rented one non-golf event and 633 seats.
3. Monitor and adjust dynamic pricing model for green fees using Point of Sale (POS) system to maximize green fee revenue and tee time inventory.
9-Month Status: This strategy had a positive impact on revenue over the past year.
4. Increase Season Memberships to 225.
9-Month Status: With an early spring and a healthy fall membership drive we should reach our goal of 225 members.
5. Continue to enhance the use of the facility as a year round destination.
9-Month Status: Winter of 2019-2020 saw a record number of participants in the simulator league, as well as strong praise for cross country ski grooming efforts. Beaver Meadow was often cited on local social media as having the best local ski conditions. Weather did not provide for consistent ice skating, but when the pond was open, it was actively used. Beaver Meadow was the ward three polling place for the February Presidential Primary.

Arena Fund

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

<u>Fund Summary</u>	2020 Budgeted	2020 Estimated	2021 Budget
Revenue	\$666,200	\$651,852	\$680,600
Expense	\$647,896	\$677,223	\$668,245
Net Income (Loss)		(\$25,371)	\$12,355
Beginning Working Capital		\$240,989	\$215,618
Ending Working Capital		\$215,618	\$227,973

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>	2018	2019	2020	2020	2021
	Actual	Actual	Budgeted	Estimated	Budget
Revenue					
Pro Shop Sales	\$0	\$36,520	\$33,000	\$41,528	\$39,850
Concession Sales	\$57,138	\$63,957	\$58,500	\$51,740	\$63,300
Rental Income	\$527,753	\$531,119	\$540,000	\$521,609	\$543,750
Investment Income	\$2,473	\$5,029	\$3,200	\$4,800	\$3,200
Advertising	\$29,880	\$29,575	\$31,000	\$30,325	\$30,000
Finance Charges	\$263	\$600	\$250	\$550	\$250
Insurance Dist and Credits	\$0	\$2,188	\$0	\$900	\$0
Other Revenue	\$11,942	\$949	\$250	\$400	\$250
Total Revenue	\$629,449	\$669,936	\$666,200	\$651,852	\$680,600
Expense					
Compensation	\$208,458	\$229,530	\$234,422	\$242,038	\$241,661
Fringe Benefits	\$83,346	\$94,148	\$93,197	\$94,285	\$91,871
Outside Services	\$28,906	\$30,395	\$38,551	\$46,119	\$51,799
Supplies	\$42,397	\$50,047	\$45,949	\$49,340	\$55,649
Utilities	\$77,335	\$83,448	\$76,780	\$86,220	\$85,480
Insurance	\$7,727	\$7,409	\$7,210	\$7,434	\$7,370
Capital Outlay	\$0	\$0	\$15,800	\$15,800	\$0
Debt Service	\$55,010	\$74,446	\$65,700	\$65,700	\$63,860
Transfer Out	\$85,587	\$105,013	\$70,287	\$70,287	\$70,555
Total Expense	\$588,765	\$674,436	\$647,896	\$677,223	\$668,245

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

<u>Service Indicators</u>	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Estimated</u>	<u>2021 Projected</u>
1. Total Ice Rental Hours	1,587	1,603	1,598	1,640
2. Show Rental Revenue	\$44,965	\$44,050	\$41,905	\$35,420
3. Public Ice Skating Attendance	8,435	9,816	10,622	10,800
4. Recreational Hockey Stick/Puck Attendance	820	871	1,082	1,080

2021 Goals

1. Continue to expand revenue opportunities in the Pro Shop and explore other outside activities for summer park rentals.
2. Continue to work with the Parks & Recreation 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. Explore energy saving measures such as solar options.

2020 Goals Status

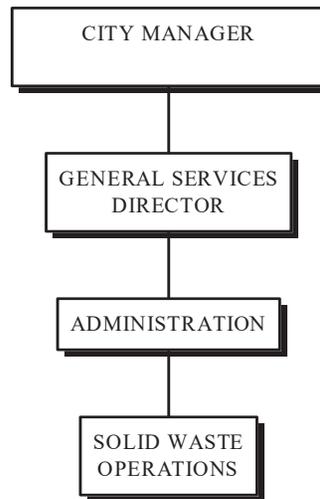
1. Develop additional revenue through expansion of the roller skating program and Pro Shop Operation. Explore other outside activities for summer park rentals, such as the Brew Fest.
9-Month Status: Pro Shop revenue has surpassed budgeted expectations. The roller skating program has been updated to include theme nights every other Wednesday during June and July.
2. Work with the Parks and Recreation Advisory Committee, the Arena Advisory Committee, and City staff from the Parks and Recreation and Community Development Departments on the plan for future operations, investment, and management of Kiwanis Park and the Everett Arena Property.
9-Month Status: General Services staff, the Arena Advisory Committee, and the Parks and Recreation Advisory Committee have completed conceptual drawings of an addition to the arena that will fit the future needs of the arena and park.
3. Explore energy saving measures including solar options.
9-Month Status: Not started.

Solid Waste Fund

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

<u>Fund Summary</u>	2020 Budgeted	2020 Estimated	2021 Budget
Revenue	\$4,458,581	\$4,102,070	\$4,416,452
Expense	\$4,539,339	\$4,464,616	\$4,582,662
Net Income (Loss)		(\$362,546)	(\$166,210)
Beginning Working Capital		\$1,670,519	\$1,307,973
Ending Working Capital		\$1,307,973	\$1,141,763

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>	2018 Actual	2019 Actual	2020 Budgeted	2020 Estimated	2021 Budget
Revenue					
Other Permits	\$1,100	\$700	\$700	\$700	\$700
Commercial Disposal	\$1,174,552	\$1,125,743	\$1,372,167	\$1,124,690	\$1,325,808
DTSWRD - Downtown SW Rem Dist	\$253,722	\$258,931	\$265,270	\$265,270	\$273,000
PAYT Bags	\$1,173,013	\$1,279,224	\$1,172,025	\$1,069,381	\$1,172,025
PAYT Containers	\$369,735	\$373,752	\$389,200	\$371,000	\$389,200
Contaminated Loads	\$149	\$0	\$500	\$9,000	\$500
Cart Collection Program	\$18,130	\$16,070	\$15,600	\$15,000	\$15,000
Motor Vehicle Waste Disposal	\$97,300	\$98,381	\$95,000	\$95,000	\$92,100
Finance Charges	\$2,374	\$11,638	\$1,200	\$3,750	\$1,200
Insurance Dist and Credits	\$0	\$1,864	\$0	\$460	\$0
Other Revenue	\$56,030	\$55,209	\$300	\$1,200	\$300
Household Waste	\$5,585	\$5,669	\$5,116	\$5,116	\$5,116
School District Payments	\$65,025	\$65,025	\$65,025	\$65,025	\$65,025
Transfer In - General	\$1,053,684	\$1,013,313	\$1,061,588	\$1,061,588	\$1,061,588
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
Total Revenue	\$4,285,287	\$4,320,407	\$4,458,581	\$4,102,070	\$4,416,452
Expense					
Compensation	\$183,770	\$129,777	\$167,651	\$153,447	\$172,705
Fringe Benefits	\$92,579	\$70,027	\$75,893	\$79,684	\$86,726
Outside Services	\$3,712,750	\$3,839,418	\$4,256,995	\$4,189,345	\$4,284,921
Utilities	\$7,194	\$8,531	\$7,700	\$11,040	\$10,940
Insurance	\$0	\$0	\$80	\$80	\$80
Debt Service	\$28,722	\$28,142	\$27,420	\$27,420	\$23,690
Transfer Out	\$13,600	\$13,600	\$3,600	\$3,600	\$3,600
Total Expense	\$4,038,615	\$4,089,494	\$4,539,339	\$4,464,616	\$4,582,662

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

<u>Service Indicators</u>	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Estimated</u>	<u>2021 Projected</u>
1. Number of Tons Diverted from Traditional Disposal	5,930	5,256	5,256	5,256
2. Percentage of Citizen Request Tracker Items Resolved	99%	99%	99%	99%
3. Number of Households Services During Annual Household Hazardous Waste Collection	596	515	515	515

2021 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 web site’s “Report a Concern” module in a timely manner.
3. Monitor the decline of global recycling markets.

2020 Goals Status

1. Work collaboratively with the solid waste collection contractor to continue efforts to reduce recycling contamination.
9-Month Status: A City/Casella initiative to address contamination in the multi-family recycling stream is underway.
2. Continue to be a leader in waste management by reviewing and closing complaints and concerns received through the web site’s “Report a Concern” module in a timely manner.
9-Month Status: Ongoing.
3. Monitor the decline of global recycling markets.
9-Month Status: The General Services Department continues to monitor and report industry development to the Solid Waste Advisory Committee.