

## Special Revenue Funds

---

	2020 Actual	2021 Adopted	2021 Revised	2021 Projected	2022 Budget
<b>Revenue</b>					
Inspection	\$434,621	\$291,200	\$291,200	\$297,823	\$310,521
Parking	\$2,498,785	\$3,069,699	\$3,072,274	\$2,325,161	\$2,671,531
Airport	\$359,907	\$375,110	\$375,116	\$362,642	\$366,911
Conservation Property	\$77,936	\$92,792	\$92,792	\$92,845	\$102,374
Golf	\$1,080,421	\$1,130,751	\$1,139,919	\$1,374,248	\$1,208,888
Arena	\$640,785	\$680,600	\$691,728	\$489,426	\$678,180
Solid Waste	\$4,352,382	\$4,416,452	\$4,417,010	\$4,123,660	\$4,446,091
<b>Sub Total</b>	<b>\$9,444,837</b>	<b>\$10,056,604</b>	<b>\$10,080,040</b>	<b>\$9,065,805</b>	<b>\$9,784,496</b>
<b>Expense</b>					
Inspection	\$439,644	\$279,502	\$279,502	\$338,327	\$310,521
Parking	\$2,557,108	\$3,171,675	\$3,174,250	\$2,805,154	\$2,881,180
Airport	\$392,865	\$461,327	\$461,333	\$450,286	\$478,703
Conservation Property	\$69,155	\$92,792	\$92,792	\$92,845	\$102,374
Golf	\$1,078,416	\$1,130,751	\$1,139,919	\$1,195,270	\$1,201,929
Arena	\$680,543	\$668,245	\$679,373	\$624,103	\$704,338
Solid Waste	\$4,178,653	\$4,582,662	\$4,583,220	\$4,201,740	\$4,619,835
<b>Sub Total</b>	<b>\$9,396,385</b>	<b>\$10,386,954</b>	<b>\$10,410,390</b>	<b>\$9,707,725</b>	<b>\$10,298,880</b>

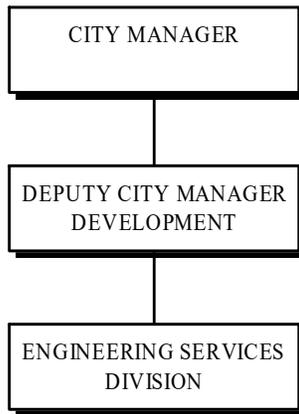
# Inspection Fund

---

## 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>	<b>2021 Revised</b>	<b>2021 Projected</b>	<b>2022 Budget</b>
<b>Revenue</b>	<b>\$291,200</b>	<b>\$297,823</b>	<b>\$310,521</b>
<b>Expense</b>	<b>\$279,502</b>	<b>\$338,327</b>	<b>\$310,521</b>
<b>Net Income (Loss)</b>		<b>(\$40,504)</b>	<b>\$0</b>
<b>Beginning Working Capital</b>		<b>\$40,504</b>	<b>\$0</b>
<b>Ending Working Capital</b>		<b>\$0</b>	<b>\$0</b>

<u>Budget Detail</u>	<b>2020 Actual</b>	<b>2021 Adopted</b>	<b>2021 Revised</b>	<b>2021 Projected</b>	<b>2022 Budget</b>
<b>Revenue</b>					
Other Permits	\$113,361	\$90,000	\$90,000	\$90,000	\$100,000
Inspection Fees	\$315,829	\$200,000	\$200,000	\$207,140	\$210,271
Investment Income	\$2,401	\$1,000	\$1,000	\$58	\$100
Finance Charges	\$1,368	\$200	\$200	\$75	\$150
Insurance Dist and Credits	\$737	\$0	\$0	\$550	\$0
Other Gov Agencies - State	\$925	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$434,621</b>	<b>\$291,200</b>	<b>\$291,200</b>	<b>\$297,823</b>	<b>\$310,521</b>
<b>Expense</b>					
Compensation	\$293,251	\$175,345	\$175,345	\$218,106	\$191,463
Fringe Benefits	\$135,252	\$93,063	\$93,063	\$108,950	\$106,888
Outside Services	\$2,806	\$2,054	\$2,054	\$1,741	\$2,292
Supplies	\$3,050	\$3,190	\$3,190	\$3,890	\$3,808
Insurance	\$1,740	\$2,050	\$2,050	\$2,050	\$2,280
Transfer Out	\$3,546	\$3,800	\$3,800	\$3,590	\$3,790
<b>Total Expense</b>	<b>\$439,644</b>	<b>\$279,502</b>	<b>\$279,502</b>	<b>\$338,327</b>	<b>\$310,521</b>

## Inspection Fund

---

<u>Service Indicators</u>	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Estimated</u>	<u>2022 Projected</u>
1. Private Development Projects Inspected by Staff	62	34	40	43

### 2022 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.

### 2021 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.

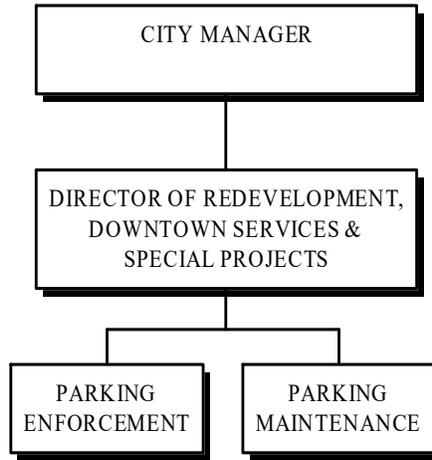
# Parking Fund

---

## 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. 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, and manages all parking related capital improvement projects.

## Parking Fund

---

<u>Fund Summary</u>	<b>2021 Revised</b>	<b>2021 Projected</b>	<b>2022 Budget</b>
<b>Revenue</b>	<b>\$3,072,274</b>	<b>\$2,325,161</b>	<b>\$2,671,531</b>
<b>Expense</b>	<b>\$3,174,250</b>	<b>\$2,805,154</b>	<b>\$2,881,180</b>
<b>Net Income (Loss)</b>		<b>(\$479,993)</b>	<b>(\$209,649)</b>
<b>Beginning Working Capital</b>		<b>\$617,622</b>	<b>\$137,629</b>
<b>Ending Working Capital</b>		<b>\$137,629</b>	<b>(\$72,020)</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>2020 Actual</b>	<b>2021 Adopted</b>	<b>2021 Revised</b>	<b>2021 Projected</b>	<b>2022 Budget</b>
<b>Revenue</b>					
Parking Penalties	\$331,542	\$558,667	\$558,667	\$294,835	\$336,090
Metered Parking	\$1,037,963	\$1,377,750	\$1,377,750	\$776,690	\$1,013,000
Metered Parking Cards	\$19,243	\$85,000	\$85,000	\$8,135	\$35,000
Rental Income	\$814,510	\$662,175	\$662,175	\$864,529	\$833,520
Investment Income	\$3,674	\$5,000	\$5,000	\$25	\$10
Finance Charges	\$12,640	\$5,000	\$5,000	\$660	\$5,000
Insurance Dist and Credits	\$2,519	\$0	\$0	\$1,600	\$0
Other Revenue	\$10,560	\$10,500	\$10,500	\$10,500	\$10,500
Other Gov Agencies - State	\$2,891	\$0	\$2,575	\$2,580	\$0
Transfer In - Trust	\$0	\$0	\$0	\$0	\$54,000
Transfer In - General	\$38,099	\$48,932	\$48,932	\$48,932	\$51,221
Transfer In - Solid Waste	\$0	\$0	\$0	\$0	\$13,650
Transfer In - Sears Block TIF	\$225,144	\$316,675	\$316,675	\$316,675	\$319,540
<b>Total Revenue</b>	<b>\$2,498,785</b>	<b>\$3,069,699</b>	<b>\$3,072,274</b>	<b>\$2,325,161</b>	<b>\$2,671,531</b>
<b>Expense</b>					
Compensation	\$423,092	\$511,541	\$513,709	\$442,950	\$433,079
Fringe Benefits	\$200,927	\$300,992	\$301,400	\$249,069	\$259,949
Outside Services	\$319,014	\$535,890	\$535,890	\$333,352	\$413,997
Supplies	\$20,888	\$57,795	\$57,795	\$30,665	\$43,050
Utilities	\$54,508	\$54,570	\$54,570	\$60,180	\$62,910
Insurance	\$21,360	\$19,920	\$19,920	\$19,880	\$20,959
Debt Service	\$1,191,215	\$1,377,370	\$1,377,370	\$1,367,330	\$1,321,480
Miscellaneous	\$202,341	\$194,599	\$194,599	\$182,730	\$183,461
Transfer Out	\$123,763	\$118,998	\$118,998	\$118,998	\$142,295
<b>Total Expense</b>	<b>\$2,557,108</b>	<b>\$3,171,675</b>	<b>\$3,174,250</b>	<b>\$2,805,154</b>	<b>\$2,881,180</b>

## Parking Fund

<u>Service Indicators</u>	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Estimated</u>	<u>2022 Projected</u>
1. Overtime Parking Meter Citations	21,319	13,778	10,700	14,000
2. Time Zone Citations	447	338	360	400
3. Meter Feeding Citations	7	7	10	15
4. Winter Parking Ban Citations	267	199	132	150
5. Booted Vehicles	13	12	4	10
6. Credit Card Transactions at Kiosks	418,362	297,389	195,000	210,000
7. Credit Card Transactions – Fines/Penalties/P-Cards	1,154	626	40	200
8. Customer Payment Plans Created	19	32	25	30
9. Violations Appealed to Court	8	29	37	40
10. Parking Garage Leases & Permits Issued	773	770	754	761
11. Mobile Unit Hours of Enforcement	-	-	-	-
12. Single Space Smart Meter Transactions		*84,929	74,579	80,000
13. Online Citation Payments Transactions	1,928	3,288	4,250	5,000
14. PayByPhone Transactions		*17,130	73,738	80,000

\*First year reported.

### FY2022 Goals

1. To the extent practical, work to manage or mitigate the ongoing negative repercussions on the parking system associated with the COVID-19 pandemic.
2. Continue implementation of the 2017 Strategic Parking Plan:
  - a) Prepare for meter rate, lease/permit rate, and citation rate increases in FY 2023, in accordance with the Strategic Parking Plan.
  - b) Complete negotiations with long-term lessees to convert reserved spaces at the Storrs Street and School Street Parking Garages from leases to permits.
  - c) Select and implement an on-line application portal for parking garage permits, resident permits, and on-street parking encumbrance permits.
3. Working closely with the Parking Committee, Fire Department, General Services Department, and the public, complete the Narrow Streets Study and prepare ordinances to address neighborhood narrow street concerns as recommended by the Parking Committee for the Wall Street neighborhood.
4. Working with the Parking Committee, review and revise the winter storm event vehicle impoundment protocols and citation structure.
5. Support the Parking Committee with review of citizen parking requests and other ongoing initiatives.
6. Continue to manage ongoing capital improvement projects, as follows:
  - a) CIP #403, Parking Division Vehicles and Equipment, purchase of line striping machine.
  - b) CIP #432, State Street Parking Garage, complete structural review and needs assessment to prepare for design in FY 2023 and construction in FY 2024.
  - c) CIP #529, Storrs Street Garage, proceed with the FY 2020 renovation project with the goal to complete in FY 2022 or early FY 2023.
  - d) CIP #595, Parking Meters and Kiosks, replace modems in older kiosk units to maintain credit card service, subject to City Council approval, and reprogram meters and kiosks for proposed July 1, 2023 rate increase.
  - e) CIP #616, Parking Division Technology, purchase replacement zebra citation printers to facilitate issuance of parking tickets.

## Parking Fund

---

### FY2021 Goals Status

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.  
9-Month Status: Discussions have been ongoing for several years. The City provided long-term lease holders in the School Street and Storrs Street Parking Garages with revised permit proposals in August 2020. The COVID-19 pandemic has had an impact on these efforts and discussions remain ongoing.  
  
 Concerning the School Street Garage, an interim permit program was established in FY 2018 to facilitate the \$5.8 million repair and renovation project (CIP #433). The project will be completed in FY 2021. Upon completion, City Administration shall permanently convert 94+/- of 108+/- public lease spaces, which are not subject to any long-term agreements, to permits. The remaining 14 spaces shall become metered spaces. After the conversion, parking spaces within the garage shall be allocated as follows: one city vehicle, six public handicap, 201 metered, 94 permit, and 172 leases. Pending utilization, upwards of 118 permits shall be available for the 94 permit spaces.  
  
 Regarding the Storrs Street Parking Garage, the City received bids for the FY 2020 repair project on March 30, 2021. Pending due diligence and discussions with the apparent low bidder, the project shall begin in April/May 2021. Like the School Street Garage, City Administration plans to suspend assigned space leases and implement an interim permit program to efficiently and effectively facilitate the project.  
  
 The State Street Garage was successfully converted to permits on July 1, 2018. The garage was not subject to any long-term lease agreements at the time of conversion.
  - b) 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 continues to explore various options for an on-line permit module. In addition, City Administration is working with the Community Development Department on the potential creation of a “master right-of-way permit”, which would combine the City Engineering Division’s Street Encumbrance Permit and the Parking Division’s Parking Encumbrance Permit into a single permit application, available via Intergov, for improved customer service and interdepartmental coordination.
2. Fully staff the Parking Division in accordance with the 2017 Parking Strategic Plan, as modified by FY 2020 Program Change Request (PCR) #1132.  
9-Month Status: Due to negative financial impacts associated with the COVID-19 pandemic, the two full-time Parking Enforcement Officer positions created in FY 2020 remain intentionally vacant, as does a part-time Meter Technician position. Because the Meter Technician position remains vacant, an existing full-time Parking Enforcement Officer has been assigned these duties for approximately 20 hours per week. This circumstance reduces staff availability for enforcement efforts and, in turn, decreases citation revenues related thereto.
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.  
9-Month Status: The narrow streets review process has been completed for three of the four neighborhoods targeted in the study. Only the Wall Street neighborhood, located to the southeast of the Downtown Central Business District, remains to be completed. The review effort has been delayed due to the COVID-19 pandemic and prohibitions on large, in-person community meetings related thereto, per Governor Sununu’s executive orders. Review of narrow street issues within the Wall Street neighborhood shall be addressed once the pandemic has subsided.
4. Working with the Parking Committee, review and revise the winter storm event vehicle impoundment protocols and citation structure.  
9-Month Status: This effort is ongoing.

## Parking Fund

---

### FY2021 Goals Status (continued)

5. Implement the FY 2021 Capital Improvement Program (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.  
9-Month Status: Due to the COVID-19 pandemic, funding was not appropriated for this project in FY 2021. Because of ongoing negative financial impacts associated with the pandemic, design has been delayed until FY 2023 and construction is now scheduled for FY 2024. Due to delays and a strong construction market, the project's total estimated cost has increased to \$4,020,000.
  - b) CIP #433 School Street Garage: Complete the \$5.8 million repair and renovation project commenced in FY 2018.  
9-Month Status: As of April 2021, final punch list items were being addressed. The project will be completed by the end of FY 2021.
  - c) CIP 529 Storrs Street Garage: Complete the \$1.060 million repair and renovation project previously approved in FY 2020.  
9-Month Status: Bids from three contractors were received on March 30, 2021. One bid is within budget. Subject to due diligence and execution of a contract with the low bidder, the project will commence in April/May 2021.
  - 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.  
9-Month Status: Due to the COVID-19 pandemic, funding was not appropriated for this project in FY 2021. Because of ongoing negative financial impacts associated with the pandemic, replacement of the remaining 170 mechanical meters has been delayed until FY 2023. Kiosk replacement has also been delayed until FY 2023, and the scope of work has been modified due to financial impacts of the pandemic. Specifically, in lieu of full replacement of kiosk units, staff is recommending retrofitting existing kiosks with new components. This approach will be significantly less expensive than full replacement.

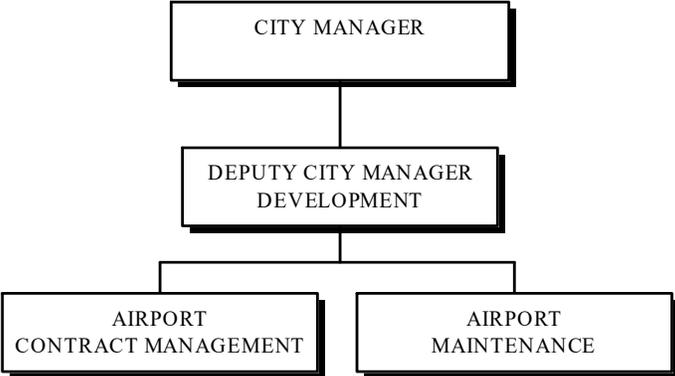
# Airport Fund

---

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>	<b>2021 Revised</b>	<b>2021 Projected</b>	<b>2022 Budget</b>
<b>Revenue</b>	<b>\$375,116</b>	<b>\$362,642</b>	<b>\$366,911</b>
<b>Expense</b>	<b>\$461,333</b>	<b>\$450,286</b>	<b>\$478,703</b>
<b>Net Income (Loss)</b>		<b>(\$87,644)</b>	<b>(\$111,792)</b>
<b>Beginning Working Capital</b>		<b>\$442,401</b>	<b>\$354,757</b>
<b>Ending Working Capital</b>		<b>\$354,757</b>	<b>\$242,965</b>

### Budget Detail

	<b>2020 Actual</b>	<b>2021 Adopted</b>	<b>2021 Revised</b>	<b>2021 Projected</b>	<b>2022 Budget</b>
<b>Revenue</b>					
Mark-up	\$19,944	\$32,000	\$32,000	\$24,000	\$25,000
Rental Income	\$328,902	\$332,410	\$332,410	\$331,822	\$335,411
Investment Income	\$4,283	\$4,300	\$4,300	\$260	\$100
Insurance Dist and Credits	\$378	\$0	\$0	\$160	\$0
Other Gov Agencies - State	\$0	\$0	\$6	\$0	\$0
Airport Operators Grant	\$6,400	\$6,400	\$6,400	\$6,400	\$6,400
<b>Total Revenue</b>	<b>\$359,907</b>	<b>\$375,110</b>	<b>\$375,116</b>	<b>\$362,642</b>	<b>\$366,911</b>
<b>Expense</b>					
Compensation	\$68,465	\$88,208	\$88,213	\$82,623	\$92,313
Fringe Benefits	\$29,290	\$39,879	\$39,880	\$36,666	\$42,538
Outside Services	\$59,925	\$66,763	\$66,763	\$63,920	\$66,735
Supplies	\$21,180	\$43,955	\$43,955	\$43,915	\$43,872
Utilities	\$24,287	\$23,290	\$23,290	\$24,760	\$24,540
Insurance	\$6,576	\$5,780	\$5,780	\$5,750	\$6,765
Debt Service	\$53,417	\$73,500	\$73,500	\$73,500	\$70,480
Miscellaneous	\$44,696	\$45,800	\$45,800	\$45,000	\$45,900
Transfer Out	\$85,028	\$74,152	\$74,152	\$74,152	\$85,560
<b>Total Expense</b>	<b>\$392,865</b>	<b>\$461,327</b>	<b>\$461,333</b>	<b>\$450,286</b>	<b>\$478,703</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>Service Indicators</u>	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Estimated</u>	<u>2022 Projected</u>
1. Number of Based Planes	95	96	100	105

### 2022 Goals

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

### 2021 Goals Status

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

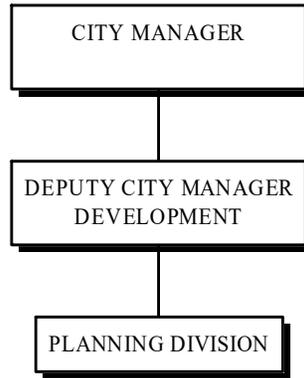
# Conservation Property Fund

---

## 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>	<b>2021 Revised</b>	<b>2021 Projected</b>	<b>2022 Budget</b>
<b>Revenue</b>	<b>\$92,792</b>	<b>\$92,845</b>	<b>\$102,374</b>
<b>Expense</b>	<b>\$92,792</b>	<b>\$92,845</b>	<b>\$102,374</b>
<b>Net Income (Loss)</b>		<b>\$0</b>	<b>\$0</b>
<b>Beginning Working Capital</b>		<b>\$59,422</b>	<b>\$59,422</b>
<b>Ending Working Capital</b>		<b>\$59,422</b>	<b>\$59,422</b>

<u>Budget Detail</u>	<b>2020 Actual</b>	<b>2021 Adopted</b>	<b>2021 Revised</b>	<b>2021 Projected</b>	<b>2022 Budget</b>
<b>Revenue</b>					
Rental Income	\$69,436	\$62,765	\$62,765	\$62,765	\$60,760
Use of Fund Balance	\$0	\$25,000	\$25,000	\$25,000	\$34,000
Transfer In - Trust	\$8,500	\$5,027	\$5,027	\$5,080	\$7,614
<b>Total Revenue</b>	<b>\$77,936</b>	<b>\$92,792</b>	<b>\$92,792</b>	<b>\$92,845</b>	<b>\$102,374</b>
<b>Expense</b>					
Compensation	\$5,306	\$5,503	\$5,503	\$5,503	\$5,793
Fringe Benefits	\$1,765	\$1,789	\$1,789	\$1,842	\$2,081
Outside Services	\$32,121	\$37,500	\$37,500	\$37,500	\$37,500
Supplies	\$9,963	\$23,000	\$23,000	\$23,000	\$23,000
Transfer Out	\$20,000	\$25,000	\$25,000	\$25,000	\$34,000
<b>Total Expense</b>	<b>\$69,155</b>	<b>\$92,792</b>	<b>\$92,792</b>	<b>\$92,845</b>	<b>\$102,374</b>

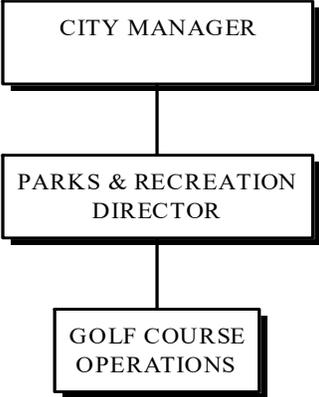
# Golf Fund

---

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>	<b>2021 Revised</b>	<b>2021 Projected</b>	<b>2022 Budget</b>
<b>Revenue</b>	<b>\$1,139,919</b>	<b>\$1,374,248</b>	<b>\$1,208,888</b>
<b>Expense</b>	<b>\$1,139,919</b>	<b>\$1,195,270</b>	<b>\$1,201,929</b>
<b>Net Income (Loss)</b>		<b>\$178,978</b>	<b>\$6,959</b>
<b>Beginning Working Capital</b>		<b>\$12,771</b>	<b>\$191,749</b>
<b>Ending Working Capital</b>		<b>\$191,749</b>	<b>\$198,708</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>2020 Actual</b>	<b>2021 Adopted</b>	<b>2021 Revised</b>	<b>2021 Projected</b>	<b>2022 Budget</b>
<b>Revenue</b>					
Camps	\$16,990	\$25,835	\$25,835	\$14,200	\$24,765
Seasonal Passes	\$161,266	\$215,170	\$215,170	\$215,200	\$210,015
Daily Fees	\$369,547	\$335,000	\$335,000	\$512,537	\$413,532
Cart Rental	\$170,019	\$158,000	\$158,000	\$245,000	\$188,380
Handicapping	\$7,280	\$7,600	\$7,600	\$7,600	\$8,000
Driving Range	\$40,173	\$50,000	\$50,000	\$52,000	\$51,596
League and Tournament Fees	\$26,499	\$40,800	\$40,800	\$40,800	\$44,200
Golf Simulator Revenue	\$68,045	\$75,000	\$75,000	\$75,000	\$80,000
Pro Shop Sales	\$114,071	\$126,800	\$126,800	\$153,000	\$131,500
Concession Sales	\$31,500	\$43,250	\$43,250	\$37,000	\$44,000
Rental Income	\$4,431	\$10,700	\$10,700	\$10,700	\$12,900
Investment Income	\$378	\$0	\$0	\$86	\$0
Advertising	\$0	\$2,000	\$2,000	\$0	\$0
Insurance Dist and Credits	\$1,166	\$0	\$0	\$1,297	\$0
Other Revenue	\$88	\$0	\$0	\$945	\$0
Other Gov Agencies - Federal	\$2,976	\$0	\$0	\$0	\$0
Other Gov Agencies - State	\$8,641	\$0	\$9,168	\$8,883	\$0
Transfer In - General	\$57,351	\$40,596	\$40,596	\$0	\$0
<b>Total Revenue</b>	<b>\$1,080,421</b>	<b>\$1,130,751</b>	<b>\$1,139,919</b>	<b>\$1,374,248</b>	<b>\$1,208,888</b>
<b>Expense</b>					
Compensation	\$431,352	\$451,451	\$459,755	\$454,759	\$490,202
Fringe Benefits	\$173,358	\$170,718	\$171,051	\$172,600	\$191,405
Outside Services	\$119,089	\$109,831	\$110,225	\$124,610	\$132,325
Supplies	\$209,902	\$241,021	\$241,158	\$279,021	\$253,314
Utilities	\$42,981	\$45,250	\$45,250	\$51,800	\$49,680
Insurance	\$3,940	\$3,300	\$3,300	\$3,300	\$4,503
Debt Service	\$94,793	\$105,880	\$105,880	\$105,880	\$77,200
Transfer Out	\$3,000	\$3,300	\$3,300	\$3,300	\$3,300
<b>Total Expense</b>	<b>\$1,078,416</b>	<b>\$1,130,751</b>	<b>\$1,139,919</b>	<b>\$1,195,270</b>	<b>\$1,201,929</b>

The majority of Golf Fund revenue is generated through fees charged for golfing activities, seasonal passes, daily fees, cart rentals, and indoor simulator use. These revenue streams make up 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>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Estimated</u>	<u>2022 Projected</u>
1. Number of Season Memberships	216	217	230	235
2. Number of rounds played	19,500	19,500	27,500	30,000
3. Number of unique web site visitors	70,112	72,006	82,150	84,000
4. Tent Rentals by Golf Event	0	8	12	15
5. Tent Rentals, Non-Golf	0	1	5	8

### 2022 Goals

1. Successfully celebrate the 125th anniversary of Beaver Meadow.
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 tent revenue and increase use of the tent for non-golf events.
4. Complete the next phase of the ongoing irrigation project: Holes 10 and 16.
5. Implement the remainder of the recommendations in the USGA Agronomist Tree Report.
6. Continue to use the recommendations outlined in the USGA Agronomic Report.

### 2021 Goals Status

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.  
9-Month Status: We successfully increased the pace of play by utilizing the 10th tee and maintaining tee time intervals at ten minutes.
2. Increase Outing Rounds: Advertise our new shoulder season pricing to increase outing rounds during the early and late part of the golfing season.  
9-Month Status: Due to COVID –19, we did not see an increase in outing rounds. However, with our proactive approach and safety protocols, we were able to maintain prior years attendance.
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.  
9-Month Status: We have seen a dramatic increase in our tee time utilization. We will continue to focus on our dynamic pricing model to ensure maximization of tee time usage.
4. Implement recommendations contained in USGA Agronomist’s reports.  
9-Month Status: We successfully implemented recommendations per the USGA Agronomist’s Tree report on Holes 13 and 14.
5. Complete next phase of ongoing irrigation project, holes, 10, 17, and 18.  
9-Month Status: Due to COVID-19, no irrigation upgrades were completed on Holes 10, 17 and 18.
6. Reestablish holding capacity of irrigation pond to 1993 capacity to lessen reliance on purchase of City water.  
9-Month Status: The irrigation pond has been dredged and successfully restored to the 1993 capacity.

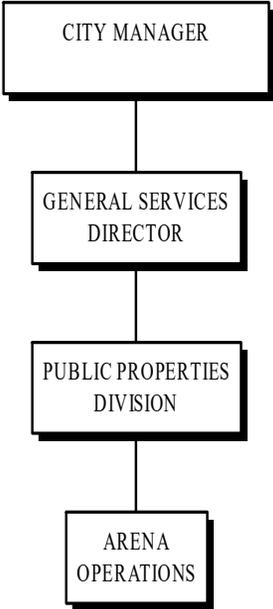
# Arena Fund

---

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>	<b>2021 Revised</b>	<b>2021 Projected</b>	<b>2022 Budget</b>
<b>Revenue</b>	<b>\$691,728</b>	<b>\$489,426</b>	<b>\$678,180</b>
<b>Expense</b>	<b>\$679,373</b>	<b>\$624,103</b>	<b>\$704,338</b>
<b>Net Income (Loss)</b>		<b>(\$134,677)</b>	<b>(\$26,158)</b>
<b>Beginning Working Capital</b>		<b>\$201,231</b>	<b>\$66,554</b>
<b>Ending Working Capital</b>		<b>\$66,554</b>	<b>\$40,396</b>

### Reserve

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

Arena Fund

<u>Budget Detail</u>	<b>2020 Actual</b>	<b>2021 Adopted</b>	<b>2021 Revised</b>	<b>2021 Projected</b>	<b>2022 Budget</b>
<b>Revenue</b>					
Pro Shop Sales	\$41,528	\$39,850	\$39,850	\$17,068	\$40,000
Concession Sales	\$51,067	\$63,300	\$63,300	\$18,785	\$60,000
Rental Income	\$509,290	\$543,750	\$543,750	\$427,256	\$546,480
Investment Income	\$5,012	\$3,200	\$3,200	\$3,200	\$3,200
Advertising	\$31,800	\$30,000	\$30,000	\$21,250	\$28,000
Finance Charges	\$690	\$250	\$250	\$570	\$250
Use of Fund Balance	\$0	\$0	\$5,500	\$0	\$0
Insurance Dist and Credits	\$858	\$0	\$0	\$0	\$0
Other Revenue	\$542	\$250	\$250	\$747	\$250
Other Gov Agencies - State	\$0	\$0	\$5,628	\$550	\$0
<b>Total Revenue</b>	<b>\$640,785</b>	<b>\$680,600</b>	<b>\$691,728</b>	<b>\$489,426</b>	<b>\$678,180</b>
<b>Expense</b>					
Compensation	\$237,876	\$241,661	\$246,156	\$232,944	\$249,774
Fringe Benefits	\$94,273	\$91,871	\$92,333	\$90,682	\$99,933
Outside Services	\$63,872	\$51,799	\$57,524	\$42,792	\$30,092
Supplies	\$43,188	\$55,649	\$56,094	\$34,317	\$52,349
Utilities	\$82,509	\$85,480	\$85,480	\$81,583	\$78,580
Insurance	\$7,434	\$7,370	\$7,370	\$7,370	\$7,949
Capital Outlay	\$15,750	\$0	\$0	\$0	\$0
Debt Service	\$65,605	\$63,860	\$63,860	\$63,860	\$106,770
Transfer Out	\$70,038	\$70,555	\$70,555	\$70,555	\$78,891
<b>Total Expense</b>	<b>\$680,543</b>	<b>\$668,245</b>	<b>\$679,373</b>	<b>\$624,103</b>	<b>\$704,338</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

---

<u>Service Indicators</u>	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Estimated</u>	<u>2022 Projected</u>
1. Total Ice Rental Hours	1,603	1,613	1,490	1,600
2. Show Rental Revenue	\$44,050	\$15,960	\$17,095	\$39,560
3. Public Ice Skating Attendance	9,816	11,549	6,245	9,000
4. Recreational Hockey Stick/Puck Attendance	871	1,187	1,060	1,000

### 2022 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. Continue to explore additional energy saving measures for the arena.

### 2021 Goals Status

1. Continue to expand revenue opportunities in the Pro Shop and explore other outside activities for summer park rentals.  
9-Month Status: Due to COVID-19, there were few revenue expanding opportunities this year. The Pro Shop managed to bring in approximately 50% of its budgeted revenue after staff, along with the New Hampshire Rink Coalition, successfully had public skating reinstated as a permitted activity by the State Task Force.
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.  
9-Month Status: The last step (costing) of the arena addition portion of the project is being completed by Milestone Engineering. A report is expected by the end of FY 2021.
3. Explore energy saving measures including solar options.  
9-Month Status: Revision Energy is reviewing the feasibility of a roof solar array on the south side of the main building. Staff has had several meetings with Revision Energy and has supplied Revision with necessary data to determine if solar is a viable option for the arena. A report is expected before the end of FY 2021.

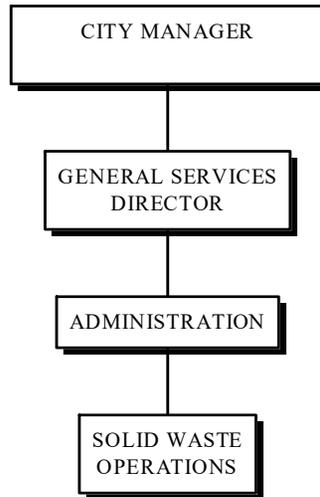
## Solid Waste Fund

---

### 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>	<b>2021 Revised</b>	<b>2021 Projected</b>	<b>2022 Budget</b>
<b>Revenue</b>	<b>\$4,417,010</b>	<b>\$4,123,660</b>	<b>\$4,446,091</b>
<b>Expense</b>	<b>\$4,583,220</b>	<b>\$4,201,740</b>	<b>\$4,619,835</b>
<b>Net Income (Loss)</b>		<b>(\$78,080)</b>	<b>(\$173,744)</b>
<b>Beginning Working Capital</b>		<b>\$1,844,247</b>	<b>\$1,766,167</b>
<b>Ending Working Capital</b>		<b>\$1,766,167</b>	<b>\$1,592,423</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>2020 Actual</b>	<b>2021 Adopted</b>	<b>2021 Revised</b>	<b>2021 Projected</b>	<b>2022 Budget</b>
<b>Revenue</b>					
Other Permits	\$500	\$700	\$700	\$700	\$700
Commercial Disposal	\$1,055,996	\$1,325,808	\$1,325,808	\$942,670	\$1,262,117
DTSWRD - Downtown SW Rem Dist	\$282,793	\$273,000	\$273,000	\$273,000	\$279,970
PAYT Bags	\$1,191,631	\$1,172,025	\$1,172,025	\$1,185,590	\$1,172,025
PAYT Containers	\$394,448	\$389,200	\$389,200	\$466,700	\$472,260
Contaminated Loads	\$8,269	\$500	\$500	\$500	\$500
Cart Collection Program	\$15,620	\$15,000	\$15,000	\$15,000	\$15,600
Motor Vehicle Waste Disposal	\$96,165	\$92,100	\$92,100	\$92,100	\$94,800
Finance Charges	\$13,046	\$1,200	\$1,200	\$200	\$1,200
Insurance Dist and Credits	\$453	\$0	\$0	\$486	\$0
Other Revenue	\$62,186	\$300	\$300	\$95	\$300
Other Gov Agencies - State	\$83,818	\$0	\$558	\$0	\$0
Household Waste	\$5,329	\$5,116	\$5,116	\$5,116	\$5,116
School District Payments	\$65,650	\$65,025	\$65,025	\$65,025	\$65,025
Transfer In - General	\$1,061,588	\$1,061,588	\$1,061,588	\$1,061,588	\$1,061,588
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
<b>Total Revenue</b>	<b>\$4,352,382</b>	<b>\$4,416,452</b>	<b>\$4,417,010</b>	<b>\$4,123,660</b>	<b>\$4,446,091</b>
<b>Expense</b>					
Compensation	\$147,040	\$172,705	\$173,174	\$164,294	\$181,343
Fringe Benefits	\$77,894	\$86,726	\$86,814	\$86,094	\$95,939
Outside Services	\$3,911,007	\$4,284,921	\$4,284,921	\$3,912,953	\$4,293,013
Utilities	\$11,619	\$10,940	\$10,940	\$11,029	\$11,130
Insurance	\$80	\$80	\$80	\$80	\$110
Debt Service	\$27,412	\$23,690	\$23,690	\$23,690	\$21,050
Transfer Out	\$3,600	\$3,600	\$3,600	\$3,600	\$17,250
<b>Total Expense</b>	<b>\$4,178,653</b>	<b>\$4,582,662</b>	<b>\$4,583,220</b>	<b>\$4,201,740</b>	<b>\$4,619,835</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

---

<u>Service Indicators</u>	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Estimated</u>	<u>2022 Projected</u>
1. Number of Tons Diverted from Traditional Disposal	5,256	5,072	5,300	5,300
2. Percentage of Citizen Request Items Resolved	99%	99%	99%	99%
3. Number of Households Services During Annual Household Hazardous Waste Collection	515	650	650	650

### 2022 Goals

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

### 2021 Goals Status

1. Work collaboratively with the solid waste collection contractor to continue efforts to reduce recycling contamination.  
9-Month Status: Staff has made significant efforts to address contamination in recycling, particularly in the multi-family recycling stream, making changes to collection programs as appropriate.
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: Staff has embraced the new SeeClickFix program and routinely responds to citizen requests in a timely and professional manner.
3. Monitor the decline of global recycling markets.  
9-Month Status: Staff continues to be informed of market changes and it’s impending impacts to the Solid Waste Fund at the expiration of the current collection contract.