

Special Revenue Funds

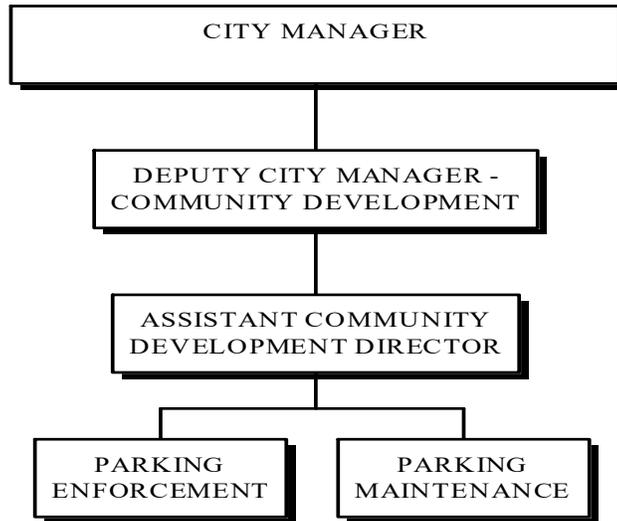
	2023	2024	2024	2024	2025
	Actual	Adopted	Revised	Projected	Budget
Revenue					
Parking	\$3,509,949	\$3,052,850	\$3,052,850	\$3,349,255	\$3,075,607
Airport	\$501,987	\$477,180	\$482,972	\$483,750	\$493,583
Conservation Property	\$90,928	\$130,449	\$130,449	\$99,484	\$152,565
Revolving Loan	\$65,250	\$639,680	\$639,680	\$363,700	\$319,837
Golf	\$1,802,839	\$1,635,176	\$1,635,176	\$1,903,118	\$1,905,712
Arena	\$796,434	\$767,455	\$767,455	\$810,629	\$813,240
Solid Waste	\$4,837,471	\$5,189,666	\$5,189,666	\$5,029,953	\$4,123,245
Sub Total	\$11,604,858	\$11,892,456	\$11,898,248	\$12,039,889	\$10,883,789
Expense					
Parking	\$2,808,452	\$3,292,980	\$3,292,980	\$3,132,376	\$3,426,360
Airport	\$412,956	\$473,594	\$479,386	\$526,013	\$567,603
Conservation Property	\$53,307	\$130,449	\$130,449	\$117,483	\$152,565
Revolving Loan	\$622,423	\$639,680	\$639,680	\$363,700	\$319,837
Golf	\$1,632,335	\$1,634,176	\$1,634,176	\$1,739,860	\$1,782,057
Arena	\$809,436	\$822,299	\$822,299	\$847,210	\$897,880
Solid Waste	\$4,557,520	\$4,990,501	\$4,990,501	\$4,791,786	\$4,958,014
Sub Total	\$10,896,428	\$11,983,679	\$11,989,471	\$11,518,428	\$12,104,315

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 are 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. The Community Development Department coordinates these efforts, staffs the Parking Committee, prepares parking ordinances, administers certain maintenance contracts, and manages all parking related capital improvement projects.

Parking Fund

<u>Fund Summary</u>	2024 Revised	2024 Projected	2025 Budget
Revenue	\$3,052,850	\$3,349,255	\$3,075,607
Expense	\$3,292,980	\$3,132,376	\$3,426,360
Net Income (Loss)		\$216,879	(\$350,753)
Beginning Working Capital		\$1,669,447	\$1,886,326
Ending Working Capital		\$1,886,326	\$1,535,573

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>	2023	2024	2024	2024	2025
	Actual	Adopted	Revised	Projected	Budget
Revenue					
Parking Penalties	\$400,928	\$426,950	\$426,950	\$434,000	\$430,000
Metered Parking	\$1,321,944	\$1,270,130	\$1,270,130	\$1,470,000	\$1,300,000
Metered Parking Cards	\$81,933	\$85,000	\$85,000	\$70,000	\$70,000
Rental Income	\$810,003	\$860,142	\$860,142	\$860,142	\$860,872
Investment Income	\$15,849	\$8,000	\$8,000	\$30,000	\$10,000
Sale of Assets	\$0	\$0	\$0	\$6,500	\$0
Finance Charges	\$20,474	\$2,525	\$2,525	\$70,000	\$2,525
Insurance Dist and Credits	\$2,565	\$0	\$0	\$0	\$0
Other Revenue	\$22,688	\$10,500	\$10,500	\$19,010	\$17,310
Transfer In - Trust	\$10,500	\$10,500	\$10,500	\$10,500	\$10,500
Transfer In - General	\$54,295	\$56,643	\$56,643	\$56,643	\$56,643
Transfer In - Grts & Donations	\$438,358	\$0	\$0	\$0	\$0
Transfer In - Solid Waste	\$13,650	\$13,650	\$13,650	\$13,650	\$13,650
Transfer In - Sears Block TIF	\$316,761	\$308,810	\$308,810	\$308,810	\$304,107
Total Revenue	\$3,509,949	\$3,052,850	\$3,052,850	\$3,349,255	\$3,075,607

In fiscal year 2025, 84% of the Parking Fund’s revenue came from three sources: Metered Parking (42%), Rental Income (28%), and Parking Penalties (14%). Revenue from Metered Parking and Parking Penalties is calculated using historical data, which is then adjusted for capital projects in parking facilities that are anticipated to affect the availability of metered spaces. Rental Income (parking lease) revenue is calculated using data from existing and anticipated rental agreements.

Parking Fund

	2023 Actual	2024 Adopted	2024 Revised	2024 Projected	2025 Budget
Expense					
Full Time	\$430,140	\$550,664	\$550,664	\$466,850	\$577,882
Temporary	\$0	\$10,310	\$10,310	\$10,310	\$10,720
Overtime	\$12,292	\$8,670	\$8,670	\$8,926	\$8,990
Retirement	\$63,644	\$75,679	\$75,679	\$64,370	\$79,404
FICA	\$33,344	\$43,040	\$43,040	\$36,398	\$45,027
Beneflex	\$123,064	\$185,096	\$185,096	\$144,170	\$207,310
Worker's Compensation	\$5,178	\$5,930	\$5,930	\$5,930	\$4,850
Unemployment Insurance	\$307	\$366	\$366	\$366	\$394
Professional Development	\$695	\$4,200	\$4,200	\$2,000	\$4,200
Repairs and Maintenance	\$143,693	\$263,710	\$263,710	\$263,710	\$263,710
Professional Services	\$248,521	\$308,335	\$308,335	\$308,335	\$286,500
Software/Hardware Maintenance	\$4,188	\$4,200	\$4,200	\$4,200	\$4,200
Communications	\$4,802	\$5,460	\$5,460	\$4,620	\$4,755
Postage	\$3,595	\$6,000	\$6,000	\$4,500	\$6,000
Office Supplies	\$9,158	\$14,940	\$14,940	\$10,000	\$16,440
Departmental Supplies	\$17,385	\$19,250	\$19,250	\$19,250	\$19,250
Building Supplies	\$3,225	\$15,800	\$15,800	\$15,800	\$19,260
Uniforms	\$5,506	\$11,470	\$11,470	\$6,000	\$11,550
Vehicle Fuel	\$3,066	\$3,058	\$3,058	\$3,058	\$3,003
Electricity	\$54,467	\$73,270	\$73,270	\$70,050	\$81,540
Water and Wastewater	\$242	\$260	\$260	\$260	\$270
Property and Auto Insurance	\$19,140	\$19,760	\$19,760	\$19,760	\$20,490
Liability Insurance	\$3,440	\$3,270	\$3,270	\$3,270	\$3,800
Taxes - Real Estate	\$169,004	\$172,785	\$172,785	\$172,785	\$183,750
Principal	\$1,015,900	\$1,068,030	\$1,068,030	\$1,068,030	\$1,084,410
Interest	\$256,537	\$239,000	\$239,000	\$239,000	\$197,300
Transfer Out - Trust	\$10,500	\$10,500	\$10,500	\$10,500	\$10,500
Transfer Out - General	\$167,558	\$169,928	\$169,928	\$169,928	\$170,855
Transfer Out - Gen Cap Proj	-\$138	\$0	\$0	\$0	\$100,000
Total Expense	\$2,808,452	\$3,292,980	\$3,292,980	\$3,132,376	\$3,426,360

Parking Fund

<u>Service Indicators</u>	2022 <u>Actual</u>	2023 <u>Actual</u>	2024 <u>Estimated</u>	2025 <u>Projected</u>
1. Overtime Parking Meter Citations	15,180	15,701	19,340	21,000
2. Time Zone Citations	904	1175	832	1,000
3. Meter Feeding Citations	55	42	10	40
4. Winter Parking Ban Citations	230	212	*20	50
5. Booted Vehicles	5	7	8	10
6. Credit Card Transactions at Kiosks	320,541	252,616	346,078	350,000
7. Customer Payment Plans Created	22	17	14	15
8. Violations Appealed to Court	72	24	32	35
9. Parking Garage Leases & Permits Issued	720	718	705	720
10. Single Space Smart Meter Transactions	104,904	114,611	145,690	155,000
11. Online Citation Payments Transactions	5,393	8,683	10,125	12,000
12. Pay-By-Phone Transactions	167,030	175,514	229,560	253,000

* Changed to issue only on vehicles that are not towed during winter parking ban.

2025 Goals

1. Working with the Police Department and Human Resources Department, continue to work toward staffing all funded vacant Parking Officer and Equipment Technician (POET) positions.
2. Implement cross training programs for administrative functions and back office operations.
3. Continue negotiations to convert all reserved parking spaces at the School Street and Storrs Street Parking Garages from leases to permits.
4. Work with the State of NH to ensure demolition of the existing 205 space Legislative Parking Garage, located on Storrs Street, and termination of the associated 1975 “air rights” lease related thereto, following completion of the State’s new Legislative Garage at 33 Capitol Street.
5. Upon opening of the new Legislative Parking Garage facility at 33 Capitol Street, review Article 18-1-17 of the City’s Code of Ordinances, which permits the State to encumber on-street municipal parking for disabled members of the Legislature.
6. Complete the State Street Garage Options Study, and implement any appropriate recommendations resulting from the analysis to determine capacity of the parking system to absorb parking demand in the event the 238 space State Street Parking Garage is demolished and replaced with a 60-70 space surface parking lot.
7. Continue to monitor winter storm emergency towing procedures with the General Services Department and the Police Department to improve efficiency of violation procedures and ensure proper plowing operations during overnight parking bans.
8. Work with the Parking Committee to continue evaluating the feasibility of bringing additional pay by mobile device providers into the Concord market.
9. Working in concert with other communities, explore potential legislative changes at the State level to permit use of License Plate Recognition for parking enforcement.
10. Monitor grant funding opportunities to support the purchase and installation of electric vehicle (EV) charging stations in municipal parking lots and garages; pursue those opportunities which make sense for the community; and implement appropriate ordinances to govern operation of EV parking spaces.
11. Implement capital improvement projects as approved in the FY 2025 budget.
12. Commence planning for potential rate increases in FY 2026.
13. Support the Parking Committee with review of citizen requests and other ongoing initiatives.

Parking Fund

2024 Goals Status

1. Staff all funded vacant Parking Officer and Equipment Technician (POET) positions.
9-Month Status: Recruitment for the vacant positions remains ongoing and challenging given current labor market conditions. Several candidates have been interviewed and offered positions. Two positions are currently vacant.
2. Implement cross training programs for administrative functions and back office operations.
9-Month Status: This goal will be continued into FY 2025, as the staffing of a vacant Community Development Department position, which will support some Parking activities, remains vacant (and in the process of reconfiguration).
3. Continue negotiations to convert all reserved parking spaces at the School Street and Storrs Street Parking Garages from leases to permits.
9-Month Status: With the hiring of the Assistant Director of Community Development, lease to permit negotiations have continued with two lease holders: one at the School Street Parking Garage, and one at the Storrs Street Parking Garage. Staff is hopeful to accomplish a number of lease to permit transitions prior to the start of FY 2025, and begin negotiations with other lease holders in the two garages.
4. Continue to monitor the State of New Hampshire's potential new 400+/- space Legislative Parking Garage, and potential impacts to Downtown Parking. If the proposed garage comes to fruition, work with the State to ensure demolition of the existing 205 space Legislative Parking Garage located on Storrs Street and termination of the associated 1975 "air rights" lease related thereto. Also, upon opening of the new facility, review Article 18-1-17 of City's Code of Ordinances, which permits the State to encumber on-street municipal parking for disabled members of the Legislature.
9-Month Status: The Legislative Parking Garage project is currently underway, and demolition of the former Department of Justice building is progressing. The Planning Board held an RSA 674:54 public hearing on the project in February 2024, and provided the State with non-binding feedback relative to the normally applicable development requirements of the City. Staff remains engaged with the State as the project continues through construction, and will continue to work collaboratively as the new garage is constructed, including planning for the eventual demolition of the State's garage over Storrs Street. Goals related to the review of the City's Code of Ordinances will continue in FY 2025.
5. Complete an analysis to determine capacity of the parking system to absorb parking demand in the event the 238 space State Street Parking Garage is demolished and replaced with a 60-70 space surface parking lot. Factors to review include, but are not limited to, the State's new Legislative Parking Garage, potential conversion of the School Street and Storrs Street garages from leases to permits, development of a new surface parking lot at the State Street Garage site, as well as capacity of the on-street parking system.
9-Month Status: Staff is in the initial stages of preparing an RFP/RFQ for consultant services to assist the City in completing the analysis in the coming months.
6. Prepare Ordinance amendments as required to implement a winter parking ban impound lot at the Old Turnpike Road landfill.
9-Month Status: Ordinance amendments are no longer necessary, as the City and contracted towing companies have developed an alternative method of dealing with towed/impounded vehicles during winter parking bans. The funding for the impound lot has not been spent and will be returned to fund balance.
7. Evaluate the feasibility of bringing additional pay by mobile device providers into the Concord market.
9-Month Status: The Parking Committee has discussed adding this item to its 2024-2025 work plan in the hopes of having a proposal ready for the FY 2026 budget process.
8. Working in concert with other communities, explore potential legislative changes at the State level to permit use of License Plate Recognition for parking enforcement.
9-Month Status: Staff will pursue this goal in upcoming legislative sessions, and maintain this goal for FY 2025.

Parking Fund

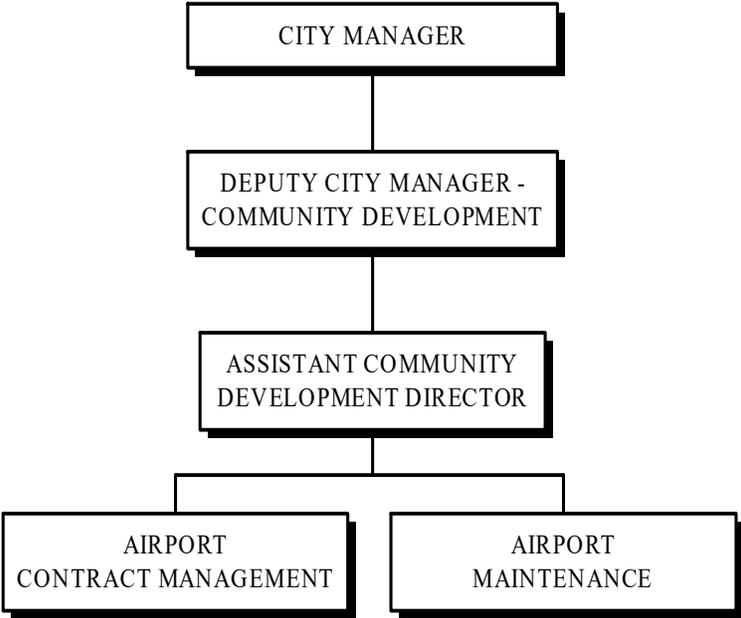
9. Monitor grant funding opportunities to support the purchase and installation of electric vehicle (EV) charging stations in municipal parking lots and garages; pursue those opportunities which make sense for the community; and implement appropriate ordinances to govern operation of EV parking spaces.
9-Month Status: Staff continues to monitor potential grant opportunities.
10. Implement capital improvement projects as approved in the FY 2024 budget.
9-Month Status: FY 2024 capital projects included the analysis of the State Street Parking Garage and overall parking system capacity analysis, and the design for the City Hall/City Auditorium (Prince Street) surface lot. Both projects are scheduled to be initiated in the final few months of FY 2024.
11. Commence planning for potential rate increases in FY 2025.
9-Month Status: Staff and the Parking Committee have decided to await the results of the upcoming study of the State Street Public Parking Garage (FY 2024, Goal #5), and the impacts of various alternatives (reconstruction, renovation, demolition and replacement with surface parking, etc.) on the overall parking system before proceeding with any rate adjustments.
12. Support the Parking Committee with review of citizen requests and other ongoing initiatives.
9-Month Status: The Parking Committee, with assistance from staff, has reviewed a variety of citizen requests related to parking rules and regulations, and is poised to continue to work collaboratively with citizens and staff to address parking related issues as they arise.

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>	2024 Revised	2024 Projected	2025 Budget
Revenue	\$482,972	\$483,750	\$493,583
Expense	\$479,386	\$526,013	\$567,603
Net Income (Loss)		(\$42,263)	(\$74,021)
Beginning Working Capital		\$418,111	\$375,848
Ending Working Capital		\$375,848	\$301,827

Reserve

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

Airport Fund

<u>Budget Detail</u>	2023	2024	2024	2024	2025
	Actual	Adopted	Revised	Projected	Budget
Revenue					
Mark-up	\$24,938	\$25,000	\$25,000	\$25,000	\$25,000
Rental Income	\$418,835	\$440,780	\$440,780	\$440,780	\$451,658
Investment Income	\$6,969	\$5,000	\$5,000	\$9,750	\$10,000
Finance Charges	\$39	\$0	\$0	\$0	\$0
Use of Fund Balance	\$0	\$0	\$5,792	\$0	\$0
Insurance Dist and Credits	\$485	\$0	\$0	\$0	\$0
Other Revenue	\$1,772	\$0	\$0	\$2,270	\$1,020
Airport Operators Grant	\$5,950	\$6,400	\$6,400	\$5,950	\$5,904
Transfer In - Grts & Donations	\$43,000	\$0	\$0	\$0	\$0
Total Revenue	\$501,987	\$477,180	\$482,972	\$483,750	\$493,583
Expense					
Full Time	\$51,104	\$84,930	\$84,930	\$82,530	\$94,401
Temporary	\$86	\$400	\$400	\$400	\$420
Overtime	\$4,139	\$7,140	\$7,140	\$7,140	\$7,500
Retirement	\$7,845	\$12,458	\$12,458	\$12,129	\$13,787
FICA	\$4,256	\$6,964	\$6,964	\$6,887	\$7,716
Beneflex	\$16,517	\$24,006	\$24,006	\$23,430	\$23,998
Worker's Compensation	\$1,953	\$1,660	\$1,660	\$1,660	\$1,310
Unemployment Insurance	\$31	\$36	\$36	\$36	\$39
Business Expense	\$141	\$0	\$0	\$0	\$50
Repairs and Maintenance	\$1,650	\$9,800	\$9,800	\$51,000	\$9,800
Professional Services	\$57,453	\$65,800	\$65,800	\$65,800	\$76,962
Communications	\$2,071	\$3,340	\$3,340	\$4,040	\$4,234
Office Supplies	\$0	\$40	\$40	\$40	\$40
Building Supplies	\$28,669	\$40,680	\$40,680	\$40,680	\$45,880
Vehicle Fuel	\$11,505	\$9,209	\$9,209	\$9,209	\$33,224
Electricity	\$14,732	\$18,210	\$18,210	\$19,120	\$22,500
Natural Gas and Propane	\$7,880	\$8,430	\$8,430	\$8,300	\$9,620
Water and Wastewater	\$2,074	\$2,060	\$2,060	\$1,940	\$2,030
Property and Auto Insurance	\$3,100	\$3,180	\$3,180	\$3,180	\$3,470
Liability Insurance	\$770	\$800	\$800	\$4,041	\$4,330
Taxes - Real Estate	\$42,121	\$43,490	\$43,490	\$43,490	\$44,950
Principal	\$50,000	\$45,000	\$45,000	\$45,000	\$53,900
Interest	\$12,613	\$10,320	\$10,320	\$10,320	\$16,020
Transfer Out - General	\$77,326	\$75,641	\$75,641	\$75,641	\$81,423
Transfer Out - Gen Cap Proj	\$14,921	\$0	\$5,792	\$10,000	\$10,000
Total Expense	\$412,956	\$473,594	\$479,386	\$526,013	\$567,603

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

Airport Fund

<u>Service Indicators</u>	<u>2022 Actual</u>	<u>2023 Actual</u>	<u>2024 Estimated</u>	<u>2025 Projected</u>
1. Number of Based Planes	86	89	95	100

2025 Goals

1. Complete design and permitting of the new Airport Terminal; proceed with construction subject to final receipt of Federal Aviation grant funds and appropriation of matching City funds by City Council.
2. Monitor/support any modifications/additions to the development of United Therapeutics Corporation’s new corporate hangar at Development Zone D3.
3. Work with the Airport Advisory Committee to develop a marketing strategy for encouraging aviation-related development at and near the Airport.
4. Research and pursue grant opportunities to provide EV charging stations at the Airport.

2024 Goals Status

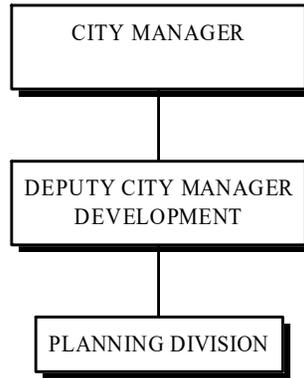
1. Support development of United Therapeutics Corporation’s new corporate hangar at Development Zone D3.
9-Month Status: Construction is nearly complete for this unique asset to the Concord Airport. A ribbon cutting ceremony was held in early March 2024, and the City anticipates an occupancy permit will be issued in late March/early April 2024. The 36,000 SF facility, which is constructed of glulam timber, is the first “net zero” airplane hangar in the world.
2. Complete negotiations with Concord Aviation Services to renew and extend agreements for Fixed Base Operator and Airport Manager services prior to June 30, 2024.
9-Month Status: An extension agreement has been offered to Concord Aviation Services to continue as the Fixed Based Operator and Airport Manager. Staff anticipates the final extension contracts will be executed in the coming months.
3. Continue to pursue additional opportunities to develop real estate at the Airport.
9-Month Status: Staff continues to work collaboratively with members of the Airport Advisory Committee to develop real estate at the Airport, and will be examining other means of marketing to aviation related development over the coming year.
4. Continue to pursue grant opportunities to develop a new terminal building at the Airport.
9-Month Status: In March 2024, the Federal Aviation Administration announced that the City will receive over \$2.5 million in grant funding for the construction of the new terminal building. This is in addition to grant funds which were recently awarded for design of the facility and associated parking lot. Staff will be working to proceed into design and construction of the new terminal building over the next several months.

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>	2024 Revised	2024 Projected	2025 Budget
Revenue	\$130,449	\$99,484	\$152,565
Expense	\$130,449	\$117,483	\$152,565
Net Income (Loss)		(\$17,999)	\$0
Beginning Working Capital		\$118,976	\$100,977
Ending Working Capital		\$100,977	\$100,977

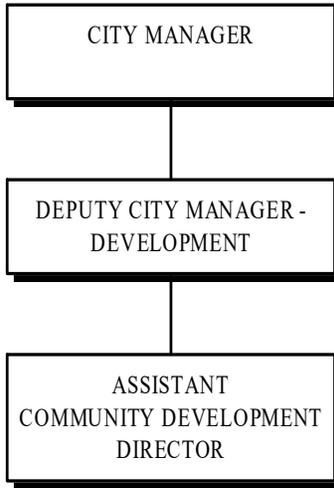
<u>Budget Detail</u>	2023 Actual	2024 Adopted	2024 Revised	2024 Projected	2025 Budget
Revenue					
Rental Income	\$90,921	\$64,965	\$64,965	\$89,000	\$89,565
Use of Fund Balance	\$0	\$55,000	\$55,000	\$0	\$63,000
Other Revenue	\$7	\$0	\$0	\$0	\$0
Transfer In - Trust	\$0	\$10,484	\$10,484	\$10,484	\$0
Total Revenue	\$90,928	\$130,449	\$130,449	\$99,484	\$152,565
Expense					
Full Time	\$6,228	\$6,672	\$6,672	\$4,060	\$6,286
Retirement	\$875	\$902	\$902	\$550	\$850
FICA	\$457	\$511	\$511	\$310	\$466
Beneflex	\$854	\$902	\$902	\$1,100	\$1,722
Worker's Compensation	\$8	\$10	\$10	\$10	\$10
Unemployment Insurance	\$2	\$2	\$2	\$3	\$3
Business Expense	\$14	\$0	\$0	\$0	\$0
Professional Services	\$18,091	\$37,500	\$37,500	\$27,500	\$38,440
Grounds and Horticultural	\$778	\$20,300	\$20,300	\$20,300	\$20,300
Transfer Out - Trust	\$0	\$0	\$0	\$0	\$12,548
Transfer Out - General	\$26,000	\$63,650	\$63,650	\$63,650	\$71,940
Total Expense	\$53,307	\$130,449	\$130,449	\$117,483	\$152,565

Revolving Loan Fund

Mission:

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

REVOLVING LOAN FUND
ORGANIZATIONAL CHART



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

Core Responsibilities

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

Revolving Loan Fund

<u>Fund Summary</u>	2024 Revised	2024 Projected	2025 Budget
Revenue	\$639,680	\$363,700	\$319,837
Expense	\$639,680	\$363,700	\$319,837
Net Income (Loss)		\$0	\$0
Beginning Working Capital		\$589,737	\$589,737
Ending Working Capital		\$589,737	\$589,737

<u>Budget Detail</u>	2023 Actual	2024 Adopted	2024 Revised	2024 Projected	2025 Budget
Revenue					
Loan Repayments	\$53,132	\$65,250	\$65,250	\$65,800	\$90,984
Investment Income	\$12,118	\$0	\$0	\$18,000	\$7,500
Use of Fund Balance	\$0	\$574,430	\$574,430	\$279,900	\$221,353
Total Revenue	\$65,250	\$639,680	\$639,680	\$363,700	\$319,837
Expense					
Professional Services	\$22,423	\$5,000	\$5,000	\$15,000	\$10,000
Special Programs	\$600,000	\$634,680	\$634,680	\$348,700	\$309,837
Total Expense	\$622,423	\$639,680	\$639,680	\$363,700	\$319,837

Revolving Loan Fund

<u>Service Indicators</u>	<u>2022</u> <u>Actual</u>	<u>2023</u> <u>Actual</u>	<u>2024</u> <u>Estimated</u>	<u>2025</u> <u>Projected</u>
1. Total Loans in Portfolio	12	13	15	16
2. Total Outstanding Principal Owed	\$510,176	\$1,056,175	\$1,380,000	\$1,500,000
3. Applications Received & Processed	-	1	2	1
4. Delinquent Loans	1	1	1	1

2025 Goals

1. Continue to make loans for impactful projects and initiatives associated with housing, social service agencies and economic development which serve to further the City’s community development goals and objectives.

2024 Goals Status

1. Subject to resolution of title issues, close on a \$335,000 loan to Top O’ The Hill Manufactured Housing Cooperative for utility improvements which was originally approved in 2019.
9-Month Status: A loan with Top O’ The Hill Cooperative was originally approved by CDAC in January 2019. The purpose of the loan was to support sewer improvements at the newly formed manufactured housing cooperative, and was used to match Community Development Block Grant funds for sewer improvements at the Park. Unfortunately, due to title issues, the loan never closed and interim funding was provided by another lender. On November 16, 2002, CDAC extended its loan commitment to January 31, 2024, pending resolution of title issues. Title issues were finally resolved in April 2023. On January 25, 2004, CDAC reaffirmed its loan commitment and extended the closing deadline to June 30, 2024. Preparation of closing documents are underway and it is anticipated the loan will close by the end of FY 2024.

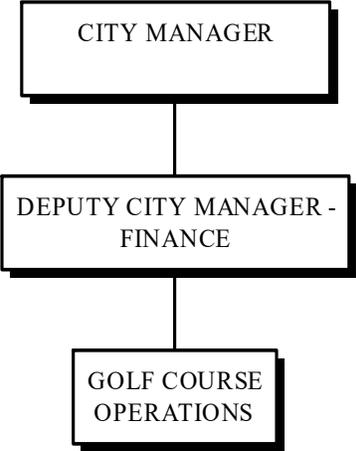
2. Continue to make loans for impactful projects and initiatives associated with housing, social service agencies and economic development which serve to further the City’s community development goals and objectives.
9-Month Status: In addition to resolving the Top O’ The Hill loan, CDAC approved an emergency \$13,700 zero interest, zero payment loan, becoming due to the City upon sale or refinancing of the property. With the completion of Penacook Landing Phase 2, the \$600,000 loan for the Caleb Group to assist with the development of affordable housing as part of that project will transition from interest only to full principal and interest payments in the third quarter of FY 2024. The Department has fielded inquiries for additional loans, but has not received any new applications to date.

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 simulator operations.

Golf Fund

<u>Fund Summary</u>	2024 Revised	2024 Projected	2025 Budget
Revenue	\$1,635,176	\$1,903,118	\$1,905,712
Expense	\$1,634,176	\$1,739,860	\$1,782,057
Net Income (Loss)		\$163,258	\$123,655
Beginning Working Capital		\$736,981	\$900,239
Ending Working Capital		\$900,239	\$1,023,894

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>	2023	2024	2024	2024	2025
	Actual	Adopted	Revised	Projected	Budget
Revenue					
Camps	\$30,458	\$27,100	\$27,100	\$33,500	\$37,150
Seasonal Passes	\$343,035	\$312,705	\$312,705	\$396,000	\$468,155
Daily Fees	\$575,669	\$555,426	\$555,426	\$581,783	\$604,498
Cart Rental	\$279,985	\$249,900	\$249,900	\$288,000	\$256,970
Handicapping	\$15,970	\$13,650	\$13,650	\$16,000	\$15,000
Driving Range	\$105,988	\$83,965	\$83,965	\$120,000	\$93,649
League and Tournament Fees	\$53,534	\$51,180	\$51,180	\$68,005	\$68,005
Golf Simulator Revenue	\$90,135	\$90,000	\$90,000	\$82,000	\$88,125
Pro Shop Sales	\$230,284	\$169,000	\$169,000	\$225,000	\$175,500
Concession Sales	\$40,550	\$50,000	\$50,000	\$50,000	\$52,000
Rental Income	\$14,183	\$22,750	\$22,750	\$19,500	\$24,000
Investment Income	\$15,529	\$7,500	\$7,500	\$20,000	\$20,000
Sale of Assets	\$1,592	\$0	\$0	\$0	\$0
Insurance Dist and Credits	\$1,183	\$0	\$0	\$0	\$0
Other Revenue	\$4,743	\$2,000	\$2,000	\$3,330	\$2,660
Total Revenue	\$1,802,839	\$1,635,176	\$1,635,176	\$1,903,118	\$1,905,712

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

Golf Fund

Expense	2023 Actual	2024 Adopted	2024 Revised	2024 Projected	2025 Budget
Full Time	\$373,725	\$403,730	\$403,730	\$403,730	\$429,435
Part Time	\$22,814	\$20,143	\$20,143	\$20,393	\$21,143
Temporary	\$166,412	\$187,000	\$187,000	\$202,424	\$208,590
Overtime	\$18,661	\$25,480	\$25,480	\$21,652	\$26,440
Allowance	\$600	\$1,800	\$1,800	\$600	\$600
Retirement	\$52,622	\$54,757	\$54,757	\$54,757	\$61,680
FICA	\$43,684	\$46,453	\$46,453	\$46,453	\$51,649
Beneflex	\$108,761	\$130,175	\$130,175	\$130,175	\$147,620
Worker's Compensation	\$6,248	\$7,680	\$7,680	\$7,680	\$6,405
Unemployment Insurance	\$544	\$222	\$222	\$222	\$614
Professional Development	\$7,285	\$5,240	\$5,240	\$5,000	\$5,240
Business Expense	\$51	\$0	\$0	\$0	\$0
Repairs and Maintenance	\$31,477	\$23,614	\$23,614	\$35,200	\$28,170
Professional Services	\$39,909	\$49,320	\$49,320	\$49,320	\$63,400
Software/Hardware Maintenance	\$11,500	\$12,640	\$12,640	\$12,600	\$12,640
Advertising	\$6,589	\$6,750	\$6,750	\$6,750	\$2,000
Rent	\$54,866	\$49,421	\$49,421	\$50,566	\$49,421
Communications	\$3,220	\$3,220	\$3,220	\$4,690	\$4,636
Office Supplies	\$2,228	\$3,000	\$3,000	\$2,500	\$3,000
Departmental Supplies	\$22,977	\$11,800	\$11,800	\$22,085	\$11,500
Auto Parts	\$21,609	\$23,000	\$23,000	\$25,000	\$25,100
Grounds and Horticultural	\$78,196	\$90,000	\$90,000	\$90,000	\$87,000
Building Supplies	\$2,250	\$4,000	\$4,000	\$2,500	\$4,000
Uniforms	\$3,024	\$3,565	\$3,565	\$3,565	\$5,044
COGS	\$185,536	\$120,000	\$120,000	\$183,500	\$147,000
League and Tournament	\$58,679	\$51,180	\$51,180	\$66,000	\$64,825
Vehicle Fuel	\$20,973	\$17,278	\$17,278	\$13,500	\$19,560
Electricity	\$32,452	\$41,310	\$41,310	\$37,240	\$45,020
Natural Gas and Propane	\$8,763	\$10,010	\$10,010	\$9,800	\$11,400
Water and Wastewater	\$5,490	\$5,750	\$5,750	\$6,320	\$6,100
Property and Auto Insurance	\$1,240	\$1,270	\$1,270	\$1,270	\$1,180
Liability Insurance	\$4,190	\$4,220	\$4,220	\$4,220	\$5,000
Capital Outlay - GL	\$42,300	\$0	\$0	\$0	\$0
Principal	\$64,000	\$78,300	\$78,300	\$78,300	\$73,060
Interest	\$15,023	\$18,150	\$18,150	\$18,150	\$17,110
Transfer Out - General	\$111,438	\$120,698	\$120,698	\$120,698	\$132,634
Transfer Out - Solid Waste	\$3,000	\$3,000	\$3,000	\$3,000	\$3,840
Total Expense	\$1,632,335	\$1,634,176	\$1,634,176	\$1,739,860	\$1,782,057

Golf Fund

<u>Service Indicators</u>	<u>2022</u> <u>Actual</u>	<u>2023</u> <u>Actual</u>	<u>2024</u> <u>Estimated</u>	<u>2025</u> <u>Projected</u>
1. Number of Season Memberships	394	409	425	425
2. Number of rounds played	31,321	32,876	33,200	34,200
3. Number of unique web site visitors	87,434	88,569	89,500	90,000
4. Tent Rentals by Golf Event	15	18	22	25
5. Tent Rentals, Non-Golf	2	3	5	8

2025 Goals

1. Implement a “Strengths, Weakness, Opportunities and Threat” Plan for improvement for BMGC.
2. Increase Rounds and Revenue through advertising and increased social media presence.
3. Create and implement a PGA Associate Mentoring Plan for BMGC employees.
4. Complete phase VI of the irrigation project to include holes 3,4, and 5.
5. Continue tree removal, as per the USGA Agronomist Report, between holes 15/16, 1/18, and 10/18 to improve sunlight, air movement, and to remove hazardous trees.
6. Continue to fill in small bunkers deemed unnecessary or overly penal in the USGA Agronomist Report.

2024 Goals Status

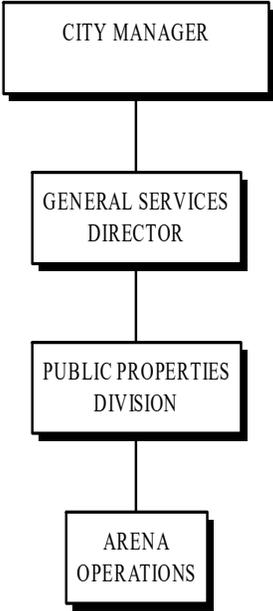
1. Develop new programming to engage lapsed and new customers.
9-Month Status: BMGC continues to expand and develop our Learn to Play Programs to engage local golfers. Get Golf Ready, Junior Camps, and Lessons have all seen growth. Ladies leagues have grown to three days a week with over a hundred players. The Senior League has grown to sixty players.
2. Increase tee sheet utilization efficiency.
9-Month Status: BMGC tee time utilization has continued to become better and more efficient. The addition of two new leagues and full tee sheets on the weekends has helped BMGC see a 3% growth in our tee time utilization.
3. Continue to focus on increased customer service, customer engagement and customer experience.
9-Month Status: BMGC’s goal is to be consistent, effective and strategic on all of our day to day operations. To reach these goals we are present and responsive to all customer needs, experiences, and enjoyment. The staff at BMGC continues to produce a quality customer experience.
4. Continue updates to bunkers per the USGA Agronomist Report.
9-Month Status: BMGC maintenance staff completed edging of all bunkers in the 2023 golfing season. The purpose of cutting new edges on the bunkers was to determine which bunkers could be reclaimed and identify bunkers that need further updates. Maintenance staff will begin filling in bunkers identified as unnecessary in the USGA report over the 2024 golfing season.
5. Continue with phase 5 of the irrigation project to include Holes #2, #9, and Putting. The project will include the central irrigation management system.
9-Month Status: The next phase of the irrigation project is currently being designed by White Engineering. Once design is complete, materials will be ordered and work will be scheduled with NMP to be completed at their earliest availability
6. Continue to cultivate and produce naturalized areas and create pollinator areas throughout the golf course.
9-Month Status: In the spring of last season the area adjacent to the 16th tees was planted with a pollinator wild flower mix. Trees had been removed in this area the previous winter and it was determined by staff to be an ideal area for wild flower cultivation as it is visible from the club house and will add an aesthetic view when looking across the pond from the patio. Areas that were previously planted with wildflowers continue to show further establishment as wild flowers are spreading naturally. The grassy naturalized areas were mowed in the late fall to promote grass spread and diminish woody regeneration. ALL grassy naturalized areas will be mowed more frequently this season at a height of 6-8 inches to further promote grass spread and diminish woody regeneration.

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>	2024 Revised	2024 Projected	2025 Budget
Revenue	\$767,455	\$810,629	\$813,240
Expense	\$822,299	\$847,210	\$897,880
Net Income (Loss)		(\$36,581)	(\$84,640)
Beginning Working Capital		\$291,523	\$254,942
Ending Working Capital		\$254,942	\$170,302

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>	2023	2024	2024	2024	2025
	Actual	Adopted	Revised	Projected	Budget
Revenue					
Pro Shop Sales	\$53,269	\$49,250	\$49,250	\$52,452	\$52,000
Concession Sales	\$100,176	\$82,300	\$82,300	\$100,854	\$102,000
Rental Income	\$585,472	\$598,555	\$598,555	\$614,905	\$618,500
Investment Income	\$5,993	\$3,200	\$3,200	\$4,075	\$4,220
Advertising	\$35,550	\$33,650	\$33,650	\$30,225	\$30,000
Finance Charges	\$573	\$250	\$250	\$662	\$500
Insurance Dist and Credits	\$789	\$0	\$0	\$0	\$0
Other Revenue	\$14,612	\$250	\$250	\$7,456	\$6,020
Total Revenue	\$796,434	\$767,455	\$767,455	\$810,629	\$813,240

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

	2023 Actual	2024 Adopted	2024 Revised	2024 Projected	2025 Budget
Expense					
Full Time	\$194,803	\$204,610	\$204,610	\$203,210	\$231,122
Part Time	\$341	\$0	\$0	\$1,196	\$0
Temporary	\$76,114	\$78,892	\$78,892	\$78,892	\$82,050
Overtime	\$6,366	\$5,690	\$5,690	\$12,000	\$5,970
Allowance	\$600	\$600	\$600	\$600	\$600
Retirement	\$29,385	\$28,454	\$28,454	\$28,609	\$32,080
FICA	\$21,049	\$20,525	\$20,525	\$22,302	\$23,813
Beneflex	\$55,192	\$52,804	\$52,804	\$77,540	\$80,846
Worker's Compensation	\$3,608	\$4,460	\$4,460	\$4,460	\$4,423
Unemployment Insurance	\$278	\$107	\$107	\$150	\$273
Professional Development	\$1,203	\$2,350	\$2,350	\$2,350	\$2,350
Business Expense	\$1,322	\$1,422	\$1,422	\$1,422	\$1,455
Repairs and Maintenance	\$24,675	\$27,174	\$27,174	\$36,074	\$35,424
Professional Services	\$48,305	\$18,440	\$18,440	\$21,522	\$27,177
Communications	\$1,609	\$2,014	\$2,014	\$1,830	\$2,014
Office Supplies	\$802	\$550	\$550	\$650	\$550
Departmental Supplies	\$5,259	\$3,850	\$3,850	\$4,126	\$1,400
Auto Parts	\$1,912	\$5,120	\$5,120	\$5,120	\$5,120
Building Supplies	\$14,108	\$16,420	\$16,420	\$16,420	\$16,420
Uniforms	\$1,041	\$1,180	\$1,180	\$1,180	\$1,180
COGS	\$43,483	\$39,689	\$39,689	\$39,689	\$40,483
Electricity	\$45,819	\$72,460	\$72,460	\$53,220	\$66,040
Natural Gas and Propane	\$22,036	\$23,840	\$23,840	\$23,000	\$26,940
Water and Wastewater	\$8,514	\$8,590	\$8,590	\$8,590	\$8,500
Property and Auto Insurance	\$3,590	\$3,700	\$3,700	\$3,700	\$3,650
Liability Insurance	\$2,040	\$2,200	\$2,200	\$2,200	\$2,390
Principal	\$82,900	\$80,000	\$80,000	\$80,000	\$75,030
Interest	\$30,959	\$27,850	\$27,850	\$27,850	\$25,810
Transfer Out - General	\$78,333	\$85,518	\$85,518	\$85,518	\$89,920
Transfer Out - Solid Waste	\$3,790	\$3,790	\$3,790	\$3,790	\$4,850
Total Expense	\$809,436	\$822,299	\$822,299	\$847,210	\$897,880

Arena Fund

<u>Service Indicators</u>	<u>2022</u> <u>Actual</u>	<u>2023</u> <u>Actual</u>	<u>2024</u> <u>Estimated</u>	<u>2025</u> <u>Projected</u>
1. Total Ice Rental Hours	1,630	1,610	1,496	1,530
2. Show Rental Revenue	\$43,170	\$43,700	\$51,714	\$53,800
3. Public Ice Skating Attendance	10,767	11,915	11,935	11,990
4. Recreational Hockey Stick/Puck Attendance	1,295	1,494	1,490	1,500

2025 Goals

1. Continue to look for additional revenue opportunities.
2. Continue to work with the Recreation & Parks Advisory Committee, the Arena Advisory Committee, and City staff from the Parks & Recreation and Community Development Departments, on the master plan for Kiwanis Park and the Everett Arena property.
3. Continue to explore additional energy saving measures for the arena.

2024 Goals Status

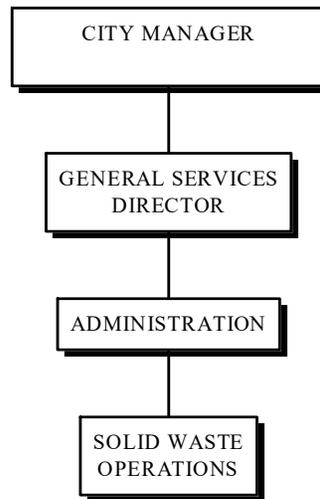
1. Continue to look for additional revenue opportunities.
9-Month Status: This season, staff worked with an adult league organizer to try to establish an additional four-team ice hockey league at the arena. While efforts for the 2023-2024 season were unsuccessful, there was enough interest to try again for the 2024-2025 ice skating season.
2. Continue to work with the Recreation & Parks Advisory Committee, the Arena Advisory Committee, and City staff from the Parks & Recreation and Community Development Departments, on the master plan for Kiwanis Park and the Everett Arena property.
9-Month Status: The engineering firm, VHB, is in the process of finishing the conceptual master plan for Kiwanis Riverfront Park. A spring completion date is anticipated, to be followed by a presentation to City Council.
3. Continue to explore additional energy saving measures for the arena.
9-Month Status: Staff is working with the Purchasing Department and the City's energy consultant, Beacon Integrated Solutions, to review what solar options may be available on the arena roof. The kW capacity, funding options, and impact to any existing metering agreements that the City is currently participating in are being explored.

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>	2024 Revised	2024 Projected	2025 Budget
Revenue	\$5,189,666	\$5,029,953	\$4,123,245
Expense	\$4,990,501	\$4,791,786	\$4,958,014
Net Income (Loss)		\$238,167	(\$834,769)
Beginning Working Capital		\$3,046,956	\$3,285,123
Ending Working Capital		\$3,285,123	\$2,450,354

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>	2023 Actual	2024 Adopted	2024 Revised	2024 Projected	2025 Budget
Revenue					
Other Permits	\$900	\$700	\$700	\$700	\$0
Commercial Disposal	\$1,244,450	\$1,388,320	\$1,388,320	\$1,223,847	\$0
DTSWRD - Downtown SW Rem Dist	\$311,895	\$294,600	\$294,600	\$294,600	\$310,440
PAYT Bags	\$1,456,947	\$1,500,190	\$1,500,190	\$1,500,190	\$1,500,190
PAYT Containers	\$495,749	\$624,720	\$624,720	\$620,000	\$620,000
Contaminated Loads	\$35	\$500	\$500	\$500	\$500
Cart Collection Program	\$15,971	\$14,400	\$14,400	\$14,400	\$14,400
Motor Vehicle Waste Disposal	\$98,318	\$100,000	\$100,000	\$100,000	\$100,000
Finance Charges	\$3,555	\$1,200	\$1,200	\$9,750	\$1,200
Insurance Dist and Credits	\$423	\$0	\$0	\$0	\$0
Other Revenue	\$61,684	\$300	\$300	\$1,230	\$1,040
Household Waste	\$5,380	\$5,116	\$5,116	\$5,116	\$5,340
School District Payments	\$65,775	\$83,230	\$83,230	\$83,230	\$83,230
Transfer In - General	\$1,061,500	\$1,161,500	\$1,161,500	\$1,161,500	\$1,467,845
Transfer In - Golf	\$3,000	\$3,000	\$3,000	\$3,000	\$3,840
Transfer In - Arena	\$3,790	\$3,790	\$3,790	\$3,790	\$4,850
Transfer In - Water	\$4,350	\$4,350	\$4,350	\$4,350	\$5,570
Transfer In - Wastewater	\$3,750	\$3,750	\$3,750	\$3,750	\$4,800
Total Revenue	\$4,837,471	\$5,189,666	\$5,189,666	\$5,029,953	\$4,123,245

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 to end in FY25. On July 1st, 2024 the city’s Flow Control ordinance will no longer be in effect. This ordinance (No. 3146) was passed on April 10th, 2023.

Solid Waste Fund

	2023	2024	2024	2024	2025
Expense	Actual	Adopted	Revised	Projected	Budget
Full Time	\$159,336	\$167,821	\$167,821	\$156,550	\$169,587
Temporary	\$31	\$10,060	\$10,060	\$0	\$10,460
Overtime	\$12,246	\$14,950	\$14,950	\$14,950	\$15,700
Allowance	\$600	\$600	\$600	\$600	\$600
Retirement	\$24,233	\$24,730	\$24,730	\$23,204	\$25,071
FICA	\$12,581	\$14,454	\$14,454	\$13,120	\$14,675
Beneflex	\$50,086	\$52,645	\$52,645	\$45,720	\$53,241
Worker's Compensation	\$3,099	\$3,390	\$3,390	\$3,390	\$2,670
Unemployment Insurance	\$73	\$91	\$91	\$91	\$96
Professional Development	\$703	\$1,700	\$1,700	\$1,700	\$1,700
Business Expense	\$4,352	\$3,830	\$3,830	\$3,830	\$3,920
Repairs and Maintenance	\$458	\$300	\$300	\$300	\$300
Professional Services	\$4,244,498	\$4,594,190	\$4,594,190	\$4,428,501	\$4,610,980
Communications	\$1,252	\$1,470	\$1,470	\$4,230	\$2,394
Electricity	\$6,050	\$12,770	\$12,770	\$8,100	\$10,640
Property and Auto Insurance	\$140	\$120	\$120	\$120	\$80
Principal	\$17,000	\$17,000	\$17,000	\$17,000	\$16,000
Interest	\$3,532	\$3,130	\$3,130	\$3,130	\$2,650
Transfer Out - General	\$3,600	\$3,600	\$3,600	\$3,600	\$3,600
Transfer Out - Parking	\$13,650	\$13,650	\$13,650	\$13,650	\$13,650
Transfer Out - Gen Cap Proj	\$0	\$50,000	\$50,000	\$50,000	\$0
Total Expense	\$4,557,520	\$4,990,501	\$4,990,501	\$4,791,786	\$4,958,014

Solid Waste Fund

<u>Service Indicators</u>	<u>2022 Actual</u>	<u>2023 Actual</u>	<u>2024 Estimated</u>	<u>2025 Projected</u>
1. Number of Tons Diverted from Traditional Disposal	5,294	4,875	5,000	5,300
2. Percentage of Citizen Request Items Resolved	99%	99%	99%	99%
3. Number of Households Services During Annual Household Hazardous Waste Collection	430	410	450	450

2025 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. Continue planning efforts in anticipation of the new the impending transition to automated collection to occur in the new solid waste contract term.
4. Investigate efforts to increase diversion from traditional disposal.

2024 Goals Status

1. Work collaboratively with the solid waste collection contractor to continue efforts to reduce recycling contamination.
9-Month Status: The Department and Casella continue efforts to reduce recycling contamination across all various program areas. Most recently, efforts on preventing plastic bag contamination have been reinvigorated at the curbside.
2. Continue to be a leader in waste management by reviewing and closing complaints and concerns received through the City’s SeeClickFix program in a timely manner.
9-Month Status: The Department prioritizes resident requests and systematically addresses all requests received in prescribed timelines.
3. Commence planning efforts in anticipation of the new Solid Waste contracts to begin at the end of the present Solid Waste contract.
9-Month Status: The City has signed new solid waste collection and disposal contracts to commence July 1, 2024. Planning efforts for the transition to automated collection, which will occur in the terms of the new contracts, has commenced.
4. Investigate efforts to increase diversion from traditional disposal.
9-Month Status: The Solid Waste Advisory Committee has undertaken a series of meetings in which alternatives to traditional disposal have been discussed. The committee plans to continue to investigate and promote such activities.