

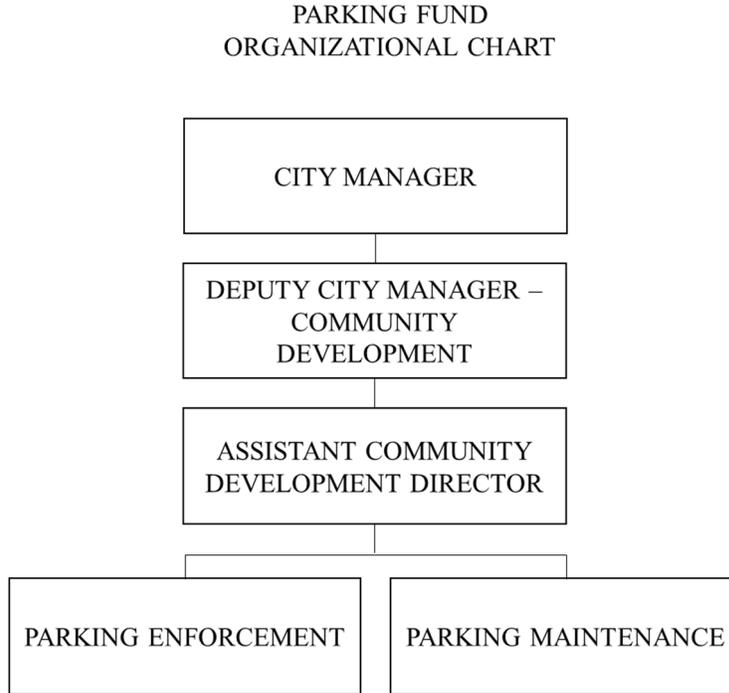
Special Revenue Funds

	2024 Actual	2025 Adopted	2025 Revised	2025 Projected	2026 Budget
Revenue					
Parking	\$3,255,322	\$3,075,607	\$3,075,607	\$3,600,276	\$3,094,848
Airport	\$483,697	\$493,583	\$506,083	\$539,583	\$512,196
Conservation Property	\$92,878	\$152,565	\$152,565	\$89,565	\$145,688
Revolving Loan	\$364,176	\$319,837	\$319,837	\$82,008	\$629,100
Golf	\$1,907,109	\$1,905,712	\$1,905,712	\$2,104,372	\$2,023,085
Arena	\$826,807	\$813,240	\$813,240	\$761,618	\$772,480
Solid Waste	\$5,288,148	\$4,123,245	\$4,123,245	\$4,124,467	\$4,172,010
Sub Total	\$12,218,138	\$10,883,789	\$10,896,289	\$11,301,889	\$11,349,407
Expense					
Parking	\$2,943,871	\$3,426,360	\$3,426,360	\$3,246,983	\$3,446,812
Airport	\$450,247	\$567,603	\$580,103	\$552,009	\$532,567
Conservation Property	\$92,878	\$152,565	\$152,565	\$152,565	\$145,688
Revolving Loan	\$363,864	\$319,837	\$319,837	\$37,000	\$622,600
Golf	\$1,805,150	\$1,782,057	\$1,782,057	\$1,873,811	\$1,823,353
Arena	\$847,215	\$897,880	\$897,880	\$918,044	\$887,178
Solid Waste	\$4,634,402	\$4,958,014	\$4,958,014	\$4,926,754	\$5,189,528
Sub Total	\$11,137,626	\$12,104,315	\$12,116,815	\$11,707,166	\$12,647,726

Parking Fund

Mission

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



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>	2025 Revised	2025 Projected	2026 Budget
Revenue	\$3,075,607	\$3,600,276	\$3,094,848
Expense	\$3,426,360	\$3,246,983	\$3,446,812
Net Income (Loss)		\$353,293	(\$351,964)
Beginning Working Capital		\$1,980,898	\$2,334,191
Ending Working Capital		\$2,334,191	\$1,982,227

Reserve

This fund has a goal to target a working capital reserve that is 20% of operating expenses, including debt service and capital expenditures.

Parking Fund

<u>Budget Detail</u>	2024 Actual	2025 Adopted	2025 Revised	2025 Projected	2026 Budget
Revenue					
Parking Penalties	\$447,214	\$430,000	\$430,000	\$550,000	\$431,000
Metered Parking	\$1,410,587	\$1,300,000	\$1,300,000	\$1,522,700	\$1,316,630
Metered Parking Cards	\$75,223	\$70,000	\$70,000	\$20,000	\$35,000
Rental Income	\$803,308	\$860,872	\$860,872	\$963,366	\$871,397
Investment Income	\$45,438	\$10,000	\$10,000	\$32,000	\$35,000
Sale of Assets	\$6,500	\$0	\$0	\$0	\$0
Finance Charges	\$58,016	\$2,525	\$2,525	\$110,000	\$5,000
Other Revenue	\$19,434	\$17,310	\$17,310	\$17,310	\$16,500
Transfer In - Trust	\$10,500	\$10,500	\$10,500	\$10,500	\$10,500
Transfer In - General	\$56,643	\$56,643	\$56,643	\$56,643	\$59,980
Transfer In - Solid Waste	\$13,650	\$13,650	\$13,650	\$13,650	\$13,650
Transfer In - Sears Block TIF	\$308,810	\$304,107	\$304,107	\$304,107	\$300,191
Total Revenue	\$3,255,322	\$3,075,607	\$3,075,607	\$3,600,276	\$3,094,848

The Parking Fund’s revenue comes from three sources: Metered Parking (43%), 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

Expense	2024 Actual	2025 Adopted	2025 Revised	2025 Projected	2026 Budget
Full Time	\$467,338	\$577,882	\$577,882	\$490,170	\$617,765
Temporary	\$0	\$10,720	\$10,720	\$0	\$11,150
Overtime	\$9,595	\$8,990	\$8,990	\$12,200	\$9,350
Retirement	\$65,286	\$79,404	\$79,404	\$66,765	\$79,958
FICA	\$36,446	\$45,027	\$45,027	\$37,749	\$48,057
Beneflex	\$141,593	\$207,310	\$207,310	\$146,620	\$207,458
Worker's Compensation	\$5,930	\$4,850	\$4,850	\$4,850	\$6,260
Unemployment Insurance	\$257	\$394	\$394	\$394	\$449
Professional Development	\$695	\$4,200	\$4,200	\$4,200	\$4,200
Repairs and Maintenance	\$118,263	\$263,710	\$263,710	\$263,710	\$257,470
Professional Services	\$298,194	\$286,500	\$286,500	\$286,500	\$288,400
Software/Hardware Maintenance	\$0	\$4,200	\$4,200	\$4,200	\$4,200
Communications	\$4,628	\$4,755	\$4,755	\$4,755	\$6,487
Postage	\$4,503	\$6,000	\$6,000	\$4,500	\$6,000
Office Supplies	\$5,793	\$16,440	\$16,440	\$16,440	\$15,500
Departmental Supplies	\$20,307	\$19,250	\$19,250	\$20,000	\$19,750
Building Supplies	\$816	\$19,260	\$19,260	\$19,260	\$15,800
Uniforms	\$524	\$11,550	\$11,550	\$5,000	\$12,000
Vehicle Fuel	\$2,915	\$3,003	\$3,003	\$3,003	\$3,000
Electricity	\$74,432	\$81,540	\$81,540	\$89,580	\$90,490
Water and Wastewater	\$276	\$270	\$270	\$310	\$330
Property and Auto Insurance	\$19,760	\$20,490	\$20,490	\$20,490	\$21,170
Liability Insurance	\$3,270	\$3,800	\$3,800	\$3,800	\$3,920
Taxes - Real Estate	\$175,613	\$183,750	\$183,750	\$179,422	\$193,300
Principal	\$1,068,020	\$1,084,410	\$1,084,410	\$1,084,410	\$1,121,740
Interest	\$238,990	\$197,300	\$197,300	\$197,300	\$171,700
Transfer Out - Trust	\$10,500	\$10,500	\$10,500	\$10,500	\$10,500
Transfer Out - General	\$169,928	\$170,855	\$170,855	\$170,855	\$170,408
Transfer Out - Gen Cap Proj	\$0	\$100,000	\$100,000	\$100,000	\$50,000
Total Expense	\$2,943,871	\$3,426,360	\$3,426,360	\$3,246,983	\$3,446,812

Parking Fund

<u>Service Indicators</u>	2023 <u>Actual</u>	2024 <u>Actual</u>	2025 <u>Estimated</u>	2026 <u>Projected</u>
1. Overtime Parking Meter Citations	15,701	16,826	16,500	18,000
2. Time Zone Citations	1175	804	710	800
3. Meter Feeding Citations	42	1	10	40
4. Winter Parking Ban Citations *	212	161	75	150
5. Booted Vehicles	7	20	10	20
6. Credit Card Transactions at Kiosks	252,616	352,741	355,000	360,000
7. Customer Payment Plans Created	17	28	15	25
8. Violations Appealed to Court	24	74	48	65
9. Parking Garage Leases & Permits Issued	718	684	660	660
10. Single Space Smart Meter Transactions	114,611	150,233	140,000	142,000
11. Online Citation Payments Transactions	8,683	9,851	10,500	11,500
12. Pay-By-Phone Transactions	175,514	235,507	246,100	250,000

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

2026 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. Continue negotiations to convert all reserved parking spaces at the School Street and Storrs Street Parking Garages from leases to permits.
3. 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.
4. Upon opening of the new Legislative Parking Garage facility on School and Capitol Streets, 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.
5. Complete the State Street Parking Garage alternatives study and implement recommendations contained therein.
6. Continue to monitor winter storm emergency towing procedures with General Services and Police to improve efficiency of violation procedures and ensure proper plowing operations during overnight parking bans.
7. Work with the Parking Committee to continue evaluating the feasibility of bringing additional pay by mobile device providers into the Concord market.
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. 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.
10. Implement capital improvement projects as approved in the FY 2026 budget.
11. Commence planning for potential rate increases in FY 2027.
12. Support the Parking Committee with review of citizen requests and other ongoing initiatives.

Parking Fund

2025 Goals Status

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.
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, but ultimately two positions are currently vacant as of March 30, 2025. Subject to the approval of a Program Change Request (PCR), staff is proposing the creation of two “POET II” positions in the FY 2026 budget, to help retain qualified employees and assist in succession planning for the Parking Division.
2. Implement cross training programs for administrative functions and back office operations.
9-Month Status: This goal has been accomplished in FY 2025, with the hiring of the new Administrative Coordinator position in the Community Development Department that supports Parking activities.
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: 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. While progress has been slow, staff is hopeful to finalize new agreements and convert the lease to permit transitions prior to or during FY 2026.
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.
9-Month Status: Construction of the new Legislative Parking Garage is well underway. 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.
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.
9-Month Status: Staff will work with the Parking Committee on a potential ordinance amendment once the new Legislative Parking Garage nears completion.
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.
9-Month Status: A consultant for the study was selected in March 2025 and the analysis is in progress. Staff will work with the Parking Committee and City Council to implement recommendations of the analysis, as appropriate, including examining parking fees and penalties to ensure the City is properly pricing parking rates and fees to ensure continued viability of the Parking Fund.
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.
9-Month Status: The City has refined the emergency towing procedures, working with three towing vendors on a rotating basis each storm event, which has been successful overall. Staff will continue to work with General Services and the vendors to ensure the process continues to operate as intended.
8. Work with the Parking Committee to continue evaluating the feasibility of bringing additional pay by mobile device providers into the Concord market.
9-Month Status: The Parking Committee has started preliminary discussion on this topic, staff is engaging additional vendors, and the hope is to have a proposal ready for the FY 2027 budget process.

Parking Fund

2025 Goals Status (continued)

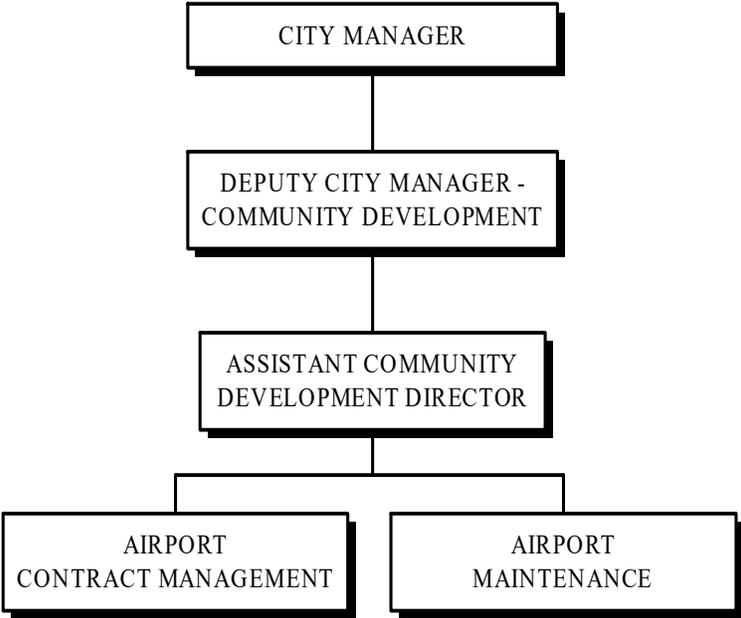
9. Working in concert with other communities, explore potential legislative changes at the State level to permit use of License Plate Recognition for parking enforcement.
9-Month Status: Staff will pursue this goal in upcoming legislative sessions, and maintain this goal for FY 2026.
10. Monitor grant 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.
9-Month Status: Staff continues to monitor potential grant opportunities.
11. Implement capital improvement projects as approved in the FY 2025 budget.
9-Month Status: FY 2025 capital projects included lease signage changes at the State Street and School Street Parking Garages, and battery replacements for the IPS Smart Parking Meters. The signage funds were re-directed to graffiti prevention measures at the School Street Garage, and the parking meter batteries were purchased in early 2025. Design of potential reconstruction of the City Hall Parking Lot (CIP #596 / FY 2024) has been suspended pending completion of the forthcoming City Hall Campus Master Plan.
12. Commence planning for potential rate increases in FY 2026.
9-Month Status: Staff and the Parking Committee has decided to await the results of the upcoming study of the State Street Public Parking Garage alternatives analysis (FY 2024 Goal #5, which is currently underway) 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.
13. 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>	2025 Revised	2025 Projected	2026 Budget
Revenue	\$506,083	\$539,583	\$512,196
Expense	\$580,103	\$552,009	\$532,567
Net Income (Loss)		(\$12,427)	(\$20,371)
Beginning Working Capital		\$451,561	\$439,134
Ending Working Capital		\$439,134	\$418,763

Reserve

This fund has a goal to target a working capital reserve that is 20% of operating expenses, including debt service and capital expenditures.

Airport Fund

<u>Budget Detail</u>	2024	2025	2025	2025	2026
	Actual	Adopted	Revised	Projected	Budget
Revenue					
Mark-up	\$29,657	\$25,000	\$25,000	\$35,000	\$30,000
Rental Income	\$430,925	\$451,658	\$451,658	\$451,658	\$466,007
Investment Income	\$14,897	\$10,000	\$10,000	\$14,000	\$10,000
Finance Charges	-\$18	\$0	\$0	\$0	\$0
Use of Fund Balance	\$0	\$0	\$12,500	\$0	\$0
Other Revenue	\$2,332	\$1,020	\$1,020	\$33,020	\$1,000
Airport Operators Grant	\$5,904	\$5,904	\$5,904	\$5,904	\$5,189
Total Revenue	\$483,697	\$493,583	\$506,083	\$539,583	\$512,196
Expense					
Full Time	\$88,356	\$94,401	\$94,401	\$95,980	\$97,316
Temporary	\$65	\$420	\$420	\$420	\$440
Overtime	\$3,198	\$7,500	\$7,500	\$7,500	\$7,800
Retirement	\$12,628	\$13,787	\$13,787	\$13,257	\$13,402
FICA	\$7,037	\$7,716	\$7,716	\$7,506	\$7,958
Beneflex	\$23,427	\$23,998	\$23,998	\$23,500	\$23,539
Worker's Compensation	\$1,660	\$1,310	\$1,310	\$1,310	\$1,850
Unemployment Insurance	\$34	\$39	\$39	\$39	\$41
Business Expense	\$57	\$50	\$50	\$75	\$75
Repairs and Maintenance	\$23,227	\$9,800	\$9,800	\$9,800	\$10,400
Professional Services	\$56,916	\$76,962	\$76,962	\$76,962	\$71,762
Communications	\$4,235	\$4,234	\$4,234	\$4,235	\$4,458
Office Supplies	\$0	\$40	\$40	\$40	\$40
Building Supplies	\$5,724	\$45,880	\$45,880	\$20,000	\$47,250
Vehicle Fuel	\$5,361	\$33,224	\$33,224	\$33,225	\$10,000
Electricity	\$19,242	\$22,500	\$22,500	\$20,360	\$20,570
Natural Gas and Propane	\$9,304	\$9,620	\$9,620	\$9,900	\$10,350
Water and Wastewater	\$2,042	\$2,030	\$2,030	\$1,890	\$2,060
Property and Auto Insurance	\$3,180	\$3,470	\$3,470	\$3,740	\$3,570
Liability Insurance	\$4,041	\$4,330	\$4,330	\$3,711	\$4,150
Taxes - Real Estate	\$43,768	\$44,950	\$44,950	\$44,716	\$46,060
Principal	\$45,000	\$53,900	\$53,900	\$53,900	\$45,000
Interest	\$10,313	\$16,020	\$16,020	\$16,020	\$14,034
Transfer Out - General	\$75,641	\$81,423	\$81,423	\$81,423	\$80,692
Transfer Out - Gen Cap Proj	\$5,792	\$10,000	\$22,500	\$22,500	\$9,750
Total Expense	\$450,247	\$567,603	\$580,103	\$552,009	\$532,567

Rental Income represents 91% 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>2023</u> <u>Actual</u>	<u>2024</u> <u>Actual</u>	<u>2025</u> <u>Estimated</u>	<u>2026</u> <u>Projected</u>
1. Number of Based Planes	89	95	100	110

2026 Goals

1. Working with state and federal partners, continue to pursue grant opportunities to facilitate the construction of a new terminal facility at the Concord Municipal Airport.
2. Continue to work with the Airport Advisory Committee to develop marketing strategy for encouraging aviation related development at and near the Airport.
3. Research and pursue grant opportunities to provide EV charging stations at the Airport.

2025 Goals Status

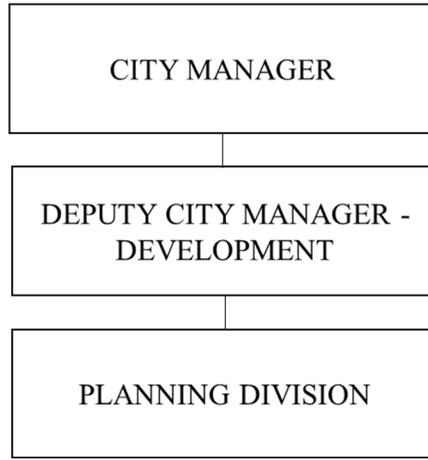
1. Complete design and permitting of the new Airport Terminal; proceed with construction subject to final receipt of Federal Aviation grant funds and appropriation of matching City funds by City Council.
9-Month Status: In February 2024, the Federal Aviation Administration (FAA) informed the City of its notice of intent to provide a \$2.51 million grant from the Bipartisan Infrastructure Law for a new terminal building. As design of the new terminal and related improvements progressed, the City was informed by the FAA that the 2011 environmental assessment (EA) for the Airport is insufficient for the new Terminal Project. As such, a consultant must be engaged and a new EA prepared. It is anticipated that the updated EA will include an alternative analysis for the proposed new terminal building, demolition of the existing terminal building, as well as other projects programmed in the City’s current Capital Improvement Program.
2. Monitor/support any modifications/additions to the development of United Therapeutics Corporation’s new corporate hangar at Development Zone D3.
9-Month Status: Construction was completed for this unique asset to the Concord Airport, and the City issued the occupancy permit in April 2024. The facility is the first “net zero” airplane hangar in the world. The company plans to use electric airplanes from this hangar to move organ transplants from Manchester, NH, to locations along the eastern seaboard. Staff continues to work with United Therapeutics to support their operation at the Airport. Presently, the hangar has an assessed value of \$4,576,900 and generates \$126,734 of property taxes annually, as well as \$45,188 in yearly lease revenues for the Airport.
3. Work with the Airport Advisory Committee to develop a marketing strategy for encouraging aviation-related development at and near the Airport.
9-Month Status: Staff continues to work with a hangar developer for construction of 10 T-Hangars at Development Zone 4 of the Airport. Lease negotiations are ongoing, and the developer has filed site plan review applications with the Planning Board for the project. The project is scheduled to appear before the Planning Board in March and April 2025. Construction is anticipated in the last quarter of FY 2025 and the first quarter of FY 2026. The new development will add both property tax revenue for the General Fund and lease revenue for the Airport Fund.
4. Research and pursue grant opportunities to provide EV charging stations at the Airport.
9-Month Status: Staff continues to monitor potential grant opportunities.

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>	2025 Revised	2025 Projected	2026 Budget
Revenue	\$152,565	\$89,565	\$145,688
Expense	\$152,565	\$152,565	\$145,688
Net Income (Loss)		(\$63,000)	\$0
Beginning Working Capital		\$118,977	\$55,977
Ending Working Capital		\$55,977	\$55,977

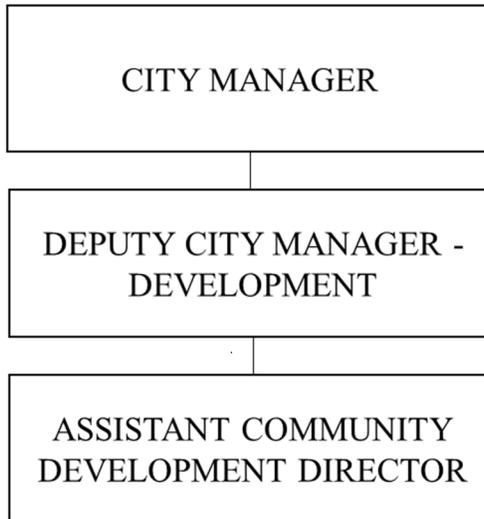
<u>Budget Detail</u>	2024 Actual	2025 Adopted	2025 Revised	2025 Projected	2026 Budget
Revenue					
Rental Income	\$92,878	\$89,565	\$89,565	\$89,565	\$89,748
Use of Fund Balance	\$0	\$63,000	\$63,000	\$0	\$55,940
Total Revenue	\$92,878	\$152,565	\$152,565	\$89,565	\$145,688
Expense					
Full Time	\$4,401	\$6,286	\$6,286	\$6,286	\$6,376
Retirement	\$595	\$850	\$850	\$850	\$813
FICA	\$338	\$466	\$466	\$466	\$466
Beneflex	\$1,097	\$1,722	\$1,722	\$1,722	\$2,539
Worker's Compensation	\$10	\$10	\$10	\$10	\$10
Unemployment Insurance	\$4	\$3	\$3	\$3	\$3
Business Expense	\$0	\$0	\$0	\$5	\$0
Professional Services	\$12,826	\$38,440	\$38,440	\$38,440	\$38,440
Grounds and Horticultural	\$948	\$20,300	\$20,300	\$20,300	\$20,300
Transfer Out - Trust	\$9,009	\$12,548	\$12,548	\$12,543	\$11,141
Transfer Out - General	\$63,650	\$71,940	\$71,940	\$71,940	\$65,600
Total Expense	\$92,878	\$152,565	\$152,565	\$152,565	\$145,688

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>	2025 Revised	2025 Projected	2026 Budget
Revenue	\$319,837	\$82,008	\$629,100
Expense	\$319,837	\$37,000	\$622,600
Net Income (Loss)		\$45,008	\$6,500
Beginning Working Capital		\$590,049	\$635,057
Ending Working Capital		\$635,057	\$641,557

<u>Budget Detail</u>	2024 Actual	2025 Adopted	2025 Revised	2025 Projected	2026 Budget
Revenue					
Loan Repayments	\$343,017	\$90,984	\$90,984	\$68,008	\$65,100
Investment Income	\$21,159	\$7,500	\$7,500	\$14,000	\$14,000
Use of Fund Balance	\$0	\$221,353	\$221,353	\$0	\$550,000
Total Revenue	\$364,176	\$319,837	\$319,837	\$82,008	\$629,100
Expense					
Professional Services	\$15,164	\$10,000	\$10,000	\$10,000	\$10,000
Special Programs	\$348,700	\$309,837	\$309,837	\$27,000	\$612,600
Total Expense	\$363,864	\$319,837	\$319,837	\$37,000	\$622,600

Revolving Loan Fund

<u>Service Indicators</u>	<u>2023</u> <u>Actual</u>	<u>2024</u> <u>Actual</u>	<u>2025</u> <u>Estimated</u>	<u>2026</u> <u>Projected</u>
1. Total Loans in Portfolio	13	12	13	15
2. Total Outstanding Principal Owed	\$1,056,175	\$1,137,500	\$1,102,000	\$1,150,000
3. Applications Received & Processed	1	2	2	2
4. Delinquent Loans	1	0	0	0

2026 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.

2025 Goals Status

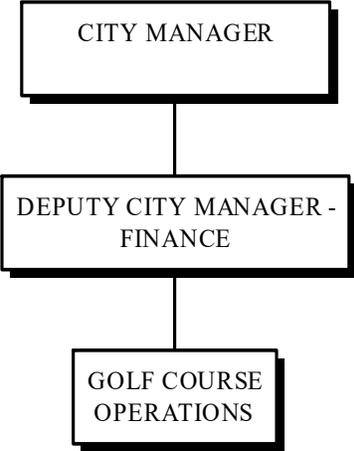
1. Continue to make loans for impactful projects and initiatives associated with housing, social service agencies and economic development, which serve to further the City’s community development goals and objectives.
9-Month Status: CDAC approved an emergency loan to assist a local resident with addressing a property maintenance code violation resulting in the demolition of a dilapidated garage. The \$7,000 loan is a zero interest, zero payment loan, becoming due to the City upon sale or refinancing of the property. Another loan request was initially approved, but ultimately withdrawn when the applicant was found to have secured alternative financing.

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>	2025 Revised	2025 Projected	2026 Budget
Revenue	\$1,905,712	\$2,104,372	\$2,023,085
Expense	\$1,782,057	\$1,873,811	\$1,823,353
Net Income (Loss)		\$230,561	\$199,732
Beginning Working Capital		\$838,941	\$1,069,502
Ending Working Capital		\$1,069,502	\$1,269,234

Reserve

This Fund has a goal to target a working capital reserve that is 20% of operating expenses, including debt service and capital expenditures.

Golf Fund

<u>Budget Detail</u>	2024	2025	2025	2025	2026
	Actual	Adopted	Revised	Projected	Budget
Revenue					
Camps	\$38,520	\$37,150	\$37,150	\$39,500	\$47,150
Seasonal Passes	\$375,085	\$468,155	\$468,155	\$387,000	\$392,975
Daily Fees	\$610,106	\$604,498	\$604,498	\$676,959	\$670,500
Cart Rental	\$285,188	\$256,970	\$256,970	\$307,200	\$335,010
Handicapping	\$13,440	\$15,000	\$15,000	\$15,000	\$15,000
Driving Range	\$129,742	\$93,649	\$93,649	\$135,114	\$144,000
League and Tournament Fees	\$14,514	\$68,005	\$68,005	\$68,005	\$39,200
Golf Simulator Revenue	\$81,824	\$88,125	\$88,125	\$86,000	\$92,000
Pro Shop Sales	\$260,979	\$175,500	\$175,500	\$291,654	\$189,500
Concession Sales	\$50,450	\$52,000	\$52,000	\$42,640	\$38,000
Rental Income	\$11,548	\$24,000	\$24,000	\$24,700	\$29,750
Investment Income	\$32,016	\$20,000	\$20,000	\$30,000	\$30,000
Other Revenue	\$3,698	\$2,660	\$2,660	\$600	\$0
Total Revenue	\$1,907,109	\$1,905,712	\$1,905,712	\$2,104,372	\$2,023,085

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 9%. Revenues are projected using historical data and anticipated usage.

Golf Fund

Expense	2024 Actual	2025 Adopted	2025 Revised	2025 Projected	2026 Budget
Full Time	\$433,341	\$429,435	\$429,435	\$429,435	\$460,594
Part Time	\$20,899	\$21,143	\$21,143	\$21,143	\$22,996
Temporary	\$225,176	\$208,590	\$208,590	\$220,000	\$229,680
Overtime	\$20,837	\$26,440	\$26,440	\$22,500	\$27,500
Allowance	\$600	\$600	\$600	\$600	\$600
Retirement	\$57,402	\$61,680	\$61,680	\$61,680	\$61,211
FICA	\$53,130	\$51,649	\$51,649	\$51,649	\$56,520
Beneflex	\$129,958	\$147,620	\$147,620	\$147,620	\$132,503
Worker's Compensation	\$7,680	\$6,405	\$6,405	\$6,405	\$7,630
Unemployment Insurance	\$710	\$614	\$614	\$614	\$873
Professional Development	\$2,673	\$5,240	\$5,240	\$4,900	\$8,490
Repairs and Maintenance	\$40,039	\$28,170	\$28,170	\$37,000	\$25,150
Professional Services	\$45,888	\$63,400	\$63,400	\$59,000	\$57,816
Software/Hardware Maintenance	\$12,704	\$12,640	\$12,640	\$12,640	\$12,640
Advertising	\$4,289	\$2,000	\$2,000	\$2,000	\$2,000
Rent	\$52,486	\$49,421	\$49,421	\$53,493	\$49,421
Communications	\$4,750	\$4,636	\$4,636	\$5,401	\$5,536
Office Supplies	\$1,261	\$3,000	\$3,000	\$3,000	\$3,000
Departmental Supplies	\$20,523	\$11,500	\$11,500	\$13,500	\$15,700
Auto Parts	\$27,562	\$25,100	\$25,100	\$24,900	\$27,600
Grounds and Horticultural	\$84,469	\$87,000	\$87,000	\$91,500	\$92,000
Building Supplies	\$2,344	\$4,000	\$4,000	\$3,000	\$4,000
Uniforms	\$2,620	\$5,044	\$5,044	\$4,000	\$5,044
COGS	\$214,274	\$147,000	\$147,000	\$224,200	\$149,500
League and Tournament	\$43,950	\$64,825	\$64,825	\$64,825	\$24,200
Vehicle Fuel	\$19,102	\$19,560	\$19,560	\$19,560	\$19,560
Electricity	\$35,248	\$45,020	\$45,020	\$39,130	\$39,530
Natural Gas and Propane	\$9,794	\$11,400	\$11,400	\$11,800	\$12,010
Water and Wastewater	\$5,742	\$6,100	\$6,100	\$4,050	\$4,410
Property and Auto Insurance	\$1,270	\$1,180	\$1,180	\$1,180	\$1,210
Liability Insurance	\$4,220	\$5,000	\$5,000	\$5,000	\$5,760
Principal	\$78,300	\$73,060	\$73,060	\$73,060	\$100,000
Interest	\$18,147	\$17,110	\$17,110	\$17,100	\$20,744
Transfer Out - General	\$120,762	\$132,634	\$132,634	\$134,085	\$134,085
Transfer Out - Solid Waste	\$3,000	\$3,840	\$3,840	\$3,840	\$3,840
Total Expense	\$1,805,150	\$1,782,057	\$1,782,057	\$1,873,811	\$1,823,353

Golf Fund

<u>Service Indicators</u>	2023 <u>Actual</u>	2024 <u>Actual</u>	2025 <u>Estimated</u>	2026 <u>Projected</u>
1. Number of Season Memberships	409	382	359	350
2. Number of rounds played	32,876	26,792	27,896	28,500
3. Number of unique web site visitors	88,569	101,530	101,813	101,900
4. Tent Rentals by Golf Event	18	20	20	20
5. Tent Rentals, Non-Golf	3	4	4	4

2026 Goals

1. Add two additional golf club demo days.
2. Incorporate new, on-trend apparel brands in order to increase Pro Shop sales.
3. Increase attendance at junior camps and participation in the PGA Junior League.
4. Continue in-house and selective removal of trees that are deemed detrimental to turf conditions per the PGA Tree Report.
5. Construct crushed stone cart path along the length of Hole 1.
6. Continue to optimize usage of the Lynx Smart Control System to minimize water usage and maximize the effectiveness of the irrigation system.

2025 Goals Status

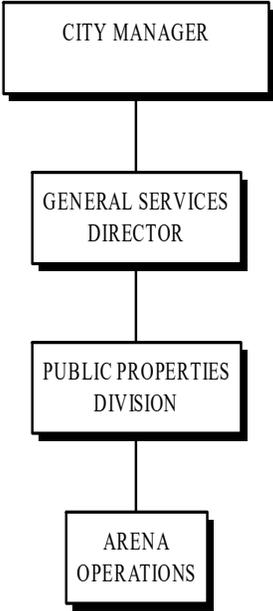
1. Implement a “Strengths, Weakness, Opportunities and Threat” Plan for improvement for BMGC.
9-Month Status: Staff have begun to identify what BMGC does well, areas for improvement, and the strengths and weaknesses facing the golf industry. Management will formulate a plan to address these issues.
2. Increase Rounds and Revenue through advertising and increased social media presence.
9-Month Status: Throughout the 2024 golf season, social media was used to display course conditions and notify followers of course events and specials.
3. Create and implement a PGA Associate Mentoring Plan for BMGC employees.
9-Month Status: Two seasonal Pro Shop employees have entered the PGA Associate Program. Adding two qualified teachers to assist with the increasing demand for lessons increases Beaver Meadow’s ability to maintain the high quality of instruction that customers have come to expect and enhances overall customer experience.
4. Complete phase VI of the irrigation project to include holes 3,4, and 5.
9-Month Status: The contractor is scheduled to begin work in mid to late May (weather dependent), and is expected to take 3-4 weeks to complete. Instead of Holes 3, 4, and 5; the project will complete Holes 2, 8, and 9; the practice green; and the #6 green.
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.
9-Month Status: Over the winter, 15 trees were removed. Two of the trees had been struck by lightning over the summer and were hazardous. The remaining trees cast heavy shade on the fairway, causing weak turf and excessively wet conditions. The removal of these trees on 15/16, 1/18, and 10/18, will greatly increase air movement and allow sunlight to dry the area and improve turf conditions.
6. Continue to fill in small bunkers deemed unnecessary or overly penal in the USGA Agronomist Report.
9-Month Status: Two small bunkers on the #6 green were filled in and grassed, per the USGA Agronomist Report.

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>	2025 Revised	2025 Projected	2026 Budget
Revenue	\$813,240	\$761,618	\$772,480
Expense	\$897,880	\$918,044	\$887,178
Net Income (Loss)		(\$156,426)	(\$114,698)
Beginning Working Capital		\$271,116	\$114,690
Ending Working Capital		\$114,690	(\$8)

Reserve

This Fund has a goal to target a working capital reserve that is 20% of operating expenses, including debt service and capital expenditures.

Arena Fund

<u>Budget Detail</u>	2024	2025	2025	2025	2026
	Actual	Adopted	Revised	Projected	Budget
Revenue					
Pro Shop Sales	\$53,637	\$52,000	\$52,000	\$47,200	\$50,000
Concession Sales	\$102,312	\$102,000	\$102,000	\$92,500	\$95,000
Rental Income	\$618,407	\$618,500	\$618,500	\$578,398	\$586,960
Investment Income	\$9,027	\$4,220	\$4,220	\$7,000	\$4,000
Sale of Assets	\$9	\$0	\$0	\$0	\$0
Advertising	\$32,575	\$30,000	\$30,000	\$30,000	\$30,000
Finance Charges	\$1,987	\$500	\$500	\$500	\$500
Other Revenue	\$8,853	\$6,020	\$6,020	\$6,020	\$6,020
Total Revenue	\$826,807	\$813,240	\$813,240	\$761,618	\$772,480

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

	2024	2025	2025	2025	2026
Expense	Actual	Adopted	Revised	Projected	Budget
Full Time	\$202,865	\$231,122	\$231,122	\$231,122	\$246,194
Part Time	\$1,555	\$0	\$0	\$0	\$0
Temporary	\$77,455	\$82,050	\$82,050	\$80,000	\$85,330
Overtime	\$13,191	\$5,970	\$5,970	\$9,000	\$6,210
Allowance	\$600	\$600	\$600	\$600	\$600
Retirement	\$29,642	\$32,080	\$32,080	\$32,080	\$32,181
FICA	\$22,305	\$23,813	\$23,813	\$23,813	\$25,352
Beneflex	\$77,178	\$80,846	\$80,846	\$61,270	\$57,284
Worker's Compensation	\$4,460	\$4,423	\$4,423	\$4,423	\$3,640
Unemployment Insurance	\$312	\$273	\$273	\$273	\$362
Professional Development	\$2,185	\$2,350	\$2,350	\$2,350	\$2,350
Business Expense	\$1,375	\$1,455	\$1,455	\$1,455	\$1,460
Repairs and Maintenance	\$38,125	\$35,424	\$35,424	\$60,424	\$30,220
Professional Services	\$14,888	\$27,177	\$27,177	\$41,777	\$26,020
Communications	\$1,793	\$2,014	\$2,014	\$2,014	\$2,163
Office Supplies	\$1,018	\$550	\$550	\$550	\$550
Departmental Supplies	\$4,450	\$1,400	\$1,400	\$1,400	\$2,400
Auto Parts	\$3,529	\$5,120	\$5,120	\$5,120	\$5,750
Building Supplies	\$13,466	\$16,420	\$16,420	\$16,420	\$16,420
Uniforms	\$731	\$1,180	\$1,180	\$1,180	\$1,180
COGS	\$43,483	\$40,483	\$40,483	\$40,483	\$41,250
Electricity	\$61,316	\$66,040	\$66,040	\$65,720	\$66,380
Natural Gas and Propane	\$20,259	\$26,940	\$26,940	\$27,000	\$27,960
Water and Wastewater	\$7,986	\$8,500	\$8,500	\$7,920	\$8,620
Property and Auto Insurance	\$3,700	\$3,650	\$3,650	\$3,650	\$3,770
Liability Insurance	\$2,200	\$2,390	\$2,390	\$2,390	\$2,430
Principal	\$80,000	\$75,030	\$75,030	\$75,030	\$75,000
Interest	\$27,843	\$25,810	\$25,810	\$25,810	\$22,847
Transfer Out - General	\$85,518	\$89,920	\$89,920	\$89,920	\$88,406
Transfer Out - Solid Waste	\$3,790	\$4,850	\$4,850	\$4,850	\$4,850
Total Expense	\$847,215	\$897,880	\$897,880	\$918,044	\$887,178

Arena Fund

<u>Service Indicators</u>	<u>2023</u> <u>Actual</u>	<u>2024</u> <u>Actual</u>	<u>2025</u> <u>Estimated</u>	<u>2026</u> <u>Projected</u>
1. Total Ice Rental Hours	1,610	1,665	1,568	1,560
2. Show Rental Revenue	\$43,700	\$52,130	\$54,650	\$54,880
3. Public Ice Skating Attendance	11,915	11,935	10,784	11,000
4. Recreational Hockey Stick/Puck Attendance	1,494	1,450	1,563	1,560

2026 Goals

1. Develop a plan to install a new skid-mounted ice plant. Investigate replacement of the 1950's compressors, while integrating recent EPA requirements for ammonia safety.
2. Narrow Arena deficit. Look at new ice-related opportunities such as new adult leagues. Investigate staffing alignments that will reduce payroll costs.
3. Capitalize on opportunities provided by the plans for a renewed Kiwanis Park. Work with show promoters for more outside events that will not interrupt existing shows or revenue programs such as roller skating.

2025 Goals Status

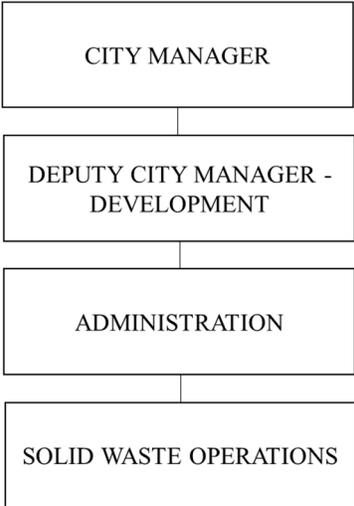
1. Continue to look for additional revenue opportunities.
9-Month Status: The purchase of rentable tables and chairs was included in the Arena CIP. Reached a 100% booking rate for 2025 dry-floor shows. Hosting profitable co-promotion of the popular Indoor Yard Sale.
2. Continue to work with the Recreation & 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: Continuing to work with the Parks and Recreation Department to support the Kiwanis Park master plan.
3. Continue to explore additional energy saving measures for the arena.
9-Month Status: Investigating new compressor technology and opportunities for a high efficiency ice plant to replace the legacy system currently in place.

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>	2025 Revised	2025 Projected	2026 Budget
Revenue	\$4,123,245	\$4,124,467	\$4,172,010
Expense	\$4,958,014	\$4,926,754	\$5,189,528
Net Income (Loss)		(\$802,287)	(\$1,017,518)
Beginning Working Capital		\$3,700,702	\$2,898,415
Ending Working Capital		\$2,898,415	\$1,880,898

Reserve

This Fund has a goal to target a working capital reserve that is 20% of operating expenses, including debt service and capital expenditures.

Solid Waste Fund

<u>Budget Detail</u>	2024 Actual	2025 Adopted	2025 Revised	2025 Projected	2026 Budget
Revenue					
Other Permits	\$96,180	\$0	\$0	\$0	\$0
Commercial Disposal	\$1,246,397	\$0	\$0	\$0	\$0
DTSWRD - Downtown SW Rem Dist	\$318,974	\$310,440	\$310,440	\$310,440	\$326,505
PAYT Bags	\$1,555,388	\$1,500,190	\$1,500,190	\$1,500,190	\$1,500,190
PAYT Containers	\$618,423	\$620,000	\$620,000	\$620,000	\$697,500
Contaminated Loads	\$0	\$500	\$500	\$500	\$500
Cart Collection Program	\$14,930	\$14,400	\$14,400	\$14,400	\$14,400
Motor Vehicle Waste Disposal	\$98,936	\$100,000	\$100,000	\$100,000	\$100,000
Finance Charges	\$5,357	\$1,200	\$1,200	\$1,200	\$1,200
Other Revenue	\$68,527	\$1,040	\$1,040	\$1,040	\$1,040
Household Waste	\$5,415	\$5,340	\$5,340	\$6,562	\$5,340
School District Payments	\$83,232	\$83,230	\$83,230	\$83,230	\$83,230
Transfer In - General	\$1,161,500	\$1,467,845	\$1,467,845	\$1,467,845	\$1,423,045
Transfer In - Golf	\$3,000	\$3,840	\$3,840	\$3,840	\$3,840
Transfer In - Arena	\$3,790	\$4,850	\$4,850	\$4,850	\$4,850
Transfer In - Water	\$4,350	\$5,570	\$5,570	\$5,570	\$5,570
Transfer In - Wastewater	\$3,750	\$4,800	\$4,800	\$4,800	\$4,800
Total Revenue	\$5,288,148	\$4,123,245	\$4,123,245	\$4,124,467	\$4,172,010

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 Fund

	2024 Actual	2025 Adopted	2025 Revised	2025 Projected	2026 Budget
Expense					
Full Time	\$156,938	\$169,587	\$169,587	\$158,990	\$169,492
Temporary	\$0	\$10,460	\$10,460	\$0	\$10,880
Overtime	\$11,665	\$15,700	\$15,700	\$14,330	\$16,330
Allowance	\$600	\$600	\$600	\$600	\$600
Retirement	\$23,202	\$25,071	\$25,071	\$23,450	\$23,694
FICA	\$12,877	\$14,675	\$14,675	\$13,260	\$14,929
Beneflex	\$45,743	\$53,241	\$53,241	\$46,230	\$49,924
Worker's Compensation	\$3,390	\$2,670	\$2,670	\$2,670	\$3,120
Unemployment Insurance	\$62	\$96	\$96	\$100	\$124
Professional Development	\$1,793	\$1,700	\$1,700	\$1,700	\$1,700
Business Expense	\$4,439	\$3,920	\$3,920	\$3,920	\$4,100
Repairs and Maintenance	\$431	\$300	\$300	\$300	\$300
Professional Services	\$4,274,342	\$4,610,980	\$4,610,980	\$4,610,980	\$4,844,425
Communications	\$2,382	\$2,394	\$2,394	\$2,394	\$2,298
Electricity	\$9,044	\$10,640	\$10,640	\$11,850	\$11,980
Property and Auto Insurance	\$120	\$80	\$80	\$80	\$80
Principal	\$17,000	\$16,000	\$16,000	\$16,000	\$16,000
Interest	\$3,122	\$2,650	\$2,650	\$2,650	\$2,302
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	\$50,000	\$0	\$0	\$0	\$0
Total Expense	\$4,634,402	\$4,958,014	\$4,958,014	\$4,926,754	\$5,189,528

Solid Waste Fund

<u>Service Indicators</u>	<u>2023</u> <u>Actual</u>	<u>2024</u> <u>Actual</u>	<u>2025</u> <u>Estimated</u>	<u>2026</u> <u>Projected</u>
1. Tons Diverted from Traditional Curbside Disposal	4,271	4,156	4,450	4,550
2. Percentage of Citizen Request Items Resolved	99%	99%	99%	99%
3. Households Serviced at Annual HHW Collection	410	455	433	433

2026 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.

2025 Goals Status

1. Work collaboratively with the solid waste collection contractor to continue efforts to reduce recycling contamination.
9-Month Status: Staff and Casella have worked together to develop outreach and materials designed to correct contaminated recycling materials at the curbside, as well as in multi-family recycling arrangements.
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: Timely resolution to resident concerns remains a top priority for the Department. Staff works hand in hand with the collection contractor to ensure service standards are met.
3. Continue planning efforts in anticipation of the new the impending transition to automated collection to occur in the new solid waste contract term.
9-Month Status: The General Services Department and the Solid Waste Advisory Committee continue to engage in planning efforts around the impending transition to automated collection, including work on developing a compliance program for Pay-As-You-Throw.
4. Investigate efforts to increase diversion from traditional disposal.
9-Month Status: The General Services Department and the Sold Waste Advisory Committee continues to investigate and promote recycling and other forms of diversion from traditional disposal methods available to residents.