

2018 OPERATING BUDGET

SPECIAL REVENUE FUNDS

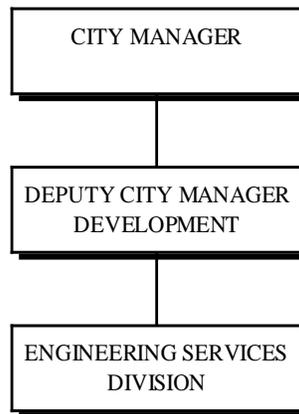
	2015 Actual	2016 Actual	2017 Budgeted	2017 Estimated	2018 Budget
Revenue					
Project Inspection	\$260,518	\$307,363	\$289,750	\$296,020	\$300,750
Parking	\$2,120,847	\$2,064,924	\$1,929,326	\$1,952,386	\$1,918,854
Airport	\$357,495	\$345,956	\$351,233	\$344,072	\$351,177
Conservation Property	\$65,713	\$68,000	\$130,588	\$81,380	\$130,436
Total Revenue	\$2,804,573	\$2,786,242	\$2,700,897	\$2,673,858	\$2,701,217
Expense					
Project Inspection	\$258,547	\$333,626	\$286,759	\$290,897	\$298,340
Parking	\$2,047,774	\$2,144,168	\$2,097,142	\$2,049,242	\$2,101,884
Airport	\$446,193	\$340,101	\$414,773	\$413,063	\$415,615
Conservation Property	\$71,440	\$78,556	\$130,588	\$130,180	\$130,436
Total Expense	\$2,823,955	\$2,896,450	\$2,929,262	\$2,883,382	\$2,946,275

PROJECT INSPECTION FUND

MISSION

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

PROJECT INSPECTION FUND ORGANIZATIONAL CHART



CORE RESPONSIBILITIES

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

2018 OPERATING BUDGET

PROJECT INSPECTION FUND

PROJECT INSPECTION FUND SUMMARY

	2017 Budgeted	2017 Estimated	2018 Budget
Revenue	\$289,750	\$296,020	\$300,750
Expense	\$286,759	\$290,897	\$298,340
Net Income (Loss)		\$5,123	\$2,410
Beginning Working Capital		\$73,775	\$78,898
Ending Working Capital		\$78,898	\$81,308

BUDGET DETAIL

	2015 Actual	2016 Actual	2017 Budgeted	2017 Estimated	2018 Budget
Revenue					
Engineering Permits	\$120,858	\$101,137	\$105,000	\$105,000	\$106,000
Miscellaneous Services	\$138,889	\$200,414	\$184,200	\$190,320	\$194,200
Investment Income	\$417	\$649	\$400	\$600	\$400
Finance Charges	\$355	\$193	\$150	\$100	\$150
Insurance Distributions & Credits	\$0	\$4,970	\$0	\$0	\$0
Total Revenue	\$260,518	\$307,363	\$289,750	\$296,020	\$300,750
Expense					
Compensation	\$160,840	\$187,454	\$170,951	\$186,300	\$176,361
Fringe Benefits	\$87,701	\$104,440	\$102,198	\$93,877	\$110,471
Outside Services	\$4,233	\$1,372	\$3,480	\$2,800	\$3,348
Supplies	\$4,244	\$4,754	\$5,340	\$4,030	\$4,080
Insurance	\$1,130	\$1,430	\$1,560	\$1,560	\$1,710
Capital Outlay	\$0	\$29,839	\$0	\$0	\$0
Transfer Out	\$400	\$4,336	\$3,230	\$2,330	\$2,370
Total Expense	\$258,547	\$333,626	\$286,759	\$290,897	\$298,340

PROJECT INSPECTION FUND

<u>SERVICE INDICATORS</u>	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Estimated</u>	2018 <u>Projected</u>
Private Development Projects Inspected by Staff	45	38	42	42

2018 GOALS

1. Continue to utilize the Project Inspection Fund and streamline reporting documentation depicting actual program costs vs. revenue.

2017 GOALS STATUS

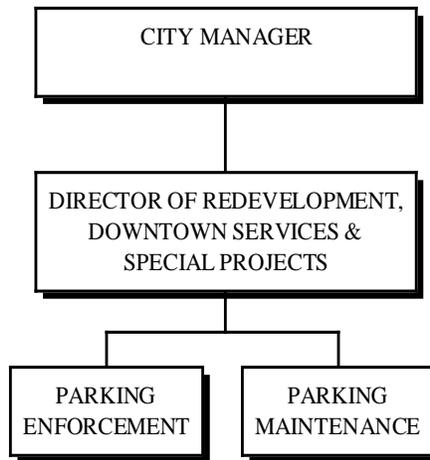
1. Continue to utilize the Project Inspection Fund and streamline reporting documentation depicting actual program costs vs. revenue.
9-Month Status: Ongoing.

PARKING FUND

MISSION

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

PARKING FUND ORGANIZATIONAL CHART



CORE RESPONSIBILITIES

1. Develop, enact, and enforce parking regulations in order to support citywide community and economic development activities.
2. Maintain parking meters and kiosks to maximize convenience for customers and revenues.
3. Daily maintenance and capital repairs/improvements for parking garages and surface lots are managed by the General Services Department. Snow removal is done by contract.

2018 OPERATING BUDGET

PARKING FUND

PARKING FUND SUMMARY

	2017 Budgeted	2017 Estimated	2018 Budget
Revenue	\$1,929,326	\$1,952,386	\$1,918,854
Expense	\$2,097,142	\$2,049,242	\$2,101,884
Net Income (Loss)		(\$96,856)	(\$183,030)
Beginning Working Capital		\$126,600	\$29,744
Ending Working Capital		\$29,744	(\$153,286)

RESERVE

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

2018 OPERATING BUDGET

PARKING FUND

BUDGET DETAIL

	2015 Actual	2016 Actual	2017 Budgeted	2017 Estimated	2018 Budget
Revenue					
Metered Parking	\$735,149	\$710,232	\$687,450	\$701,540	\$716,935
Metered Parking-Cards	\$90,895	\$86,491	\$88,000	\$85,500	\$85,500
Investment Income	\$233	\$174	\$250	\$250	\$250
Parking Rental	\$550,196	\$542,105	\$565,659	\$544,729	\$554,239
Finance Charges	\$2,408	\$2,509	\$500	\$1,800	\$500
Metered Parking Penalties	\$328,134	\$309,554	\$312,000	\$343,100	\$345,800
Insurance Distributions & Credits	\$0	\$5,778	\$0	\$0	\$0
Contribution In Aid	\$10,343	\$10,500	\$10,500	\$10,500	\$10,500
Miscellaneous	\$0	\$504	\$0	\$0	\$0
Transfer In-Cap Proj-Sears Block	\$746	\$0	\$0	\$0	\$0
Transfer In-Cap Proj (2008 on)	\$0	\$6,188	\$0	\$0	\$0
Transfer In-Sears Block TIF	\$270,000	\$258,145	\$206,167	\$206,167	\$205,130
Transfer In-Trust Fund	\$2,744	\$2,744	\$0	\$0	\$0
Transfer in-Trust/Durgin	\$130,000	\$130,000	\$58,800	\$58,800	\$0
Total Revenue	\$2,120,847	\$2,064,924	\$1,929,326	\$1,952,386	\$1,918,854
Expense					
Compensation	\$363,575	\$384,831	\$407,718	\$395,260	\$422,067
Fringe Benefits	\$177,137	\$185,927	\$193,905	\$185,931	\$206,582
Outside Services	\$195,133	\$229,171	\$275,950	\$275,192	\$278,925
Supplies	\$47,557	\$39,218	\$40,655	\$31,080	\$39,265
Utilities	\$55,081	\$59,801	\$56,790	\$52,905	\$51,230
Insurance	\$21,600	\$22,540	\$25,790	\$25,790	\$26,250
Debt Service	\$876,146	\$862,490	\$764,840	\$764,828	\$769,610
Miscellaneous	\$134,214	\$130,020	\$142,854	\$129,616	\$132,225
Allocated Costs	\$9,480	\$0	\$0	\$0	\$0
Transfer Out	\$167,850	\$230,170	\$188,640	\$188,640	\$175,730
Total Expense	\$2,047,774	\$2,144,168	\$2,097,142	\$2,049,242	\$2,101,884

Note: Beginning in FY 2016, Allocated Costs are reported as a Transfer Out expense.

2018 OPERATING BUDGET

PARKING FUND

<u>SERVICE INDICATORS</u>	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Estimated</u>	2018 <u>Projected</u>
1. Overtime Parking Meter Citations	18,373	18,524	18,220	17,650
2. Time Zone Citations	1,201	1,471	1,275	1,300
3. Meter Feeding Citations	4	10	6	10
4. Winter Parking Ban Citations	204	82	254	100
5. Booted Vehicles	39	26	34	35
6. Credit Card Transactions at Kiosks	215,051	218,203	225,000	225,000
7. Credit Card Transactions – Fines/Penalties/P-Cards	823	1,212	1,554	1,850
8. Customer Payment Plans Created	39	26	28	30
9. Violations Appealed to Court	54	31	40	40

2018 GOALS

1. Adopt and implement the Strategic Parking Plan.
2. Update service indicators as appropriate to measure anticipated outcomes of Strategic Plan recommendations.
3. Commence repairs and improvements for the School Street (Durgin Block) Parking Garage (CIP #432).

2017 GOALS STATUS

1. Adopt and implement the Strategic Parking Plan.
9-Month Status: The Strategic Parking Plan was presented to the Parking Committee on June 27, 2016. Since June, the Parking Committee has held two public forums; one on August 18th and one on September 8th. In addition, the Committee has held approximately 12 workshop meetings since June 2016 to review the recommendations of the study, and potential modifications thereof. The Parking Committee last met on March 16, 2017 to review revised policy recommendations, as well as the accompanying financial pro forma. Pending the outcome of its April meeting, the Parking Committee has tentative plans to hold a public forum to present the final recommendations in May 2017. Following the forum, the Committee plans to meet again to further hone its recommendations based upon public input. The Committee tentatively plans to present its final recommendations, together with accompanying resolutions and appropriation resolutions (if required), to the City Council in June or July 2017.
2. Undertake repairs for the School Street (Durgin Block) Parking Garage (CIP #432), as identified within the 2012 Needs Assessment Report.
9-Month Status: The City completed a Facility Needs Assessment of the School Street Parking Garage in 2012. That report identified that the 467-space garage, which opened in 1985, requires significant repairs and improvements. The City Council appropriated funds for design and repair in FY 2013 (\$1.4M) and in FY 2017 (\$3.2M). Repairs were delayed due to parking impacts associated with the Downtown Complete Streets Project, as well as the diminished financial capacity of the Parking Fund. A contract for design of repairs and improvements was issued on October 25, 2016. The project is scheduled to go out to bid in April 2017. Pending available budget, work will begin in May or June. The project is scheduled for completion by December 1, 2018. The project will result in the temporary loss of meter and parking citation revenues due to periodic temporary closure of parking spaces during repairs.

PARKING FUND

3. Upgrade the older, 2G modem Cale Kiosks with 3G modems, as 2G will no longer be supported by cellular service providers.
9-Month Status: Changes in cellular technology required the City to convert 74 of its 85 kiosk units from 2G to 3G modems in order to maintain the ability to process credit card transactions. The project was completed in March 2017.

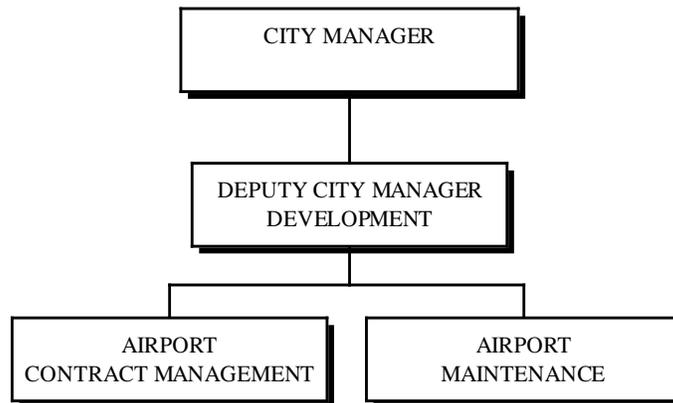
4. Identify, negotiate, and implement parking options to support redevelopment of the so-called Remi Block Redevelopment Project located at 148-158 North Main Street.
9-Month Status: The Remi Block Redevelopment Project was completed in March 2017. The project features 20 market rate apartments and 3 commercial storefronts. The building owner currently leases 7 parking spaces from the City at the Dixon Avenue Surface Lot. It was initially anticipated that the owner would need to lease spaces at the City's Storrs Street Parking Lot beneath the Loudon Road overpass. However, the building owner secured an additional 20 spaces at a surface parking lot owned by a third party.

AIRPORT FUND

MISSION

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

AIRPORT 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.

2018 OPERATING BUDGET

AIRPORT FUND

AIRPORT FUND SUMMARY

	2017 Budgeted	2017 Estimated	2018 Budget
Revenue	\$351,233	\$344,072	\$351,177
Expense	\$414,773	\$413,063	\$415,615
Net Income (Loss)		(\$68,991)	(\$64,438)
Beginning Working Capital		\$540,185	\$471,194
Ending Working Capital		\$471,194	\$406,756

RESERVE

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

2018 OPERATING BUDGET

AIRPORT FUND

BUDGET DETAIL

	2015 Actual	2016 Actual	2017 Budgeted	2017 Estimated	2018 Budget
Revenue					
Airport Operators Grant	\$1,108	\$1,715	\$1,700	\$1,355	\$1,300
Fuel Flow Mark-up	\$27,050	\$33,269	\$34,340	\$31,000	\$34,000
Investment Income	\$875	\$1,575	\$1,300	\$1,800	\$1,800
Building Lease or Rental	\$328,461	\$306,635	\$309,917	\$309,917	\$314,077
Insurance Distributions & Credits	\$0	\$1,988	\$0	\$0	\$0
Miscellaneous	\$0	\$775	\$0	\$0	\$0
Budgetary Use of Fund Balance	\$0	\$0	\$3,976	\$0	\$0
Total Revenue	\$357,495	\$345,956	\$351,233	\$344,072	\$351,177
Expense					
Compensation	\$86,070	\$71,461	\$77,166	\$83,210	\$80,049
Fringe Benefits	\$33,397	\$32,366	\$36,644	\$34,597	\$37,946
Outside Services	\$87,946	\$48,245	\$68,886	\$68,880	\$62,610
Supplies	\$33,446	\$15,138	\$43,190	\$39,190	\$43,438
Utilities	\$23,328	\$23,177	\$23,911	\$22,210	\$21,600
Insurance	\$7,430	\$7,700	\$6,930	\$6,930	\$6,565
Debt Service	\$20,244	\$37,064	\$33,850	\$33,850	\$33,640
Miscellaneous	\$44,150	\$44,365	\$45,500	\$45,500	\$45,955
Allocated Costs	\$7,449	\$0	\$0	\$0	\$0
Transfer Out	\$102,733	\$60,585	\$78,696	\$78,696	\$83,812
Total Expense	\$446,193	\$340,101	\$414,773	\$413,063	\$415,615

Note: Beginning in FY 2016, Allocated Costs are reported as a Transfer Out expense.

2018 OPERATING BUDGET

AIRPORT FUND

<u>SERVICE INDICATORS</u>	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Estimated</u>	2018 <u>Projected</u>
Number of based planes	76	82	82	87

2018 GOALS

1. Construct Phase 1 of Taxiway A rehabilitation.

2017 GOALS STATUS

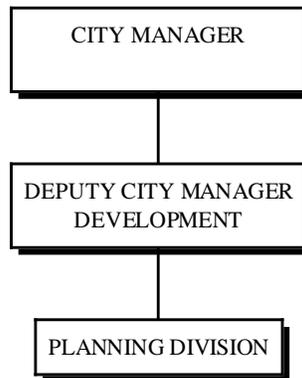
1. Provide airport services to the community.
9-Month Status: The General Services Department, Community Development Department, and the Airport Manager continue to work closely to keep the airport maintained, safe and open.
2. Design rehabilitation of Taxiway A.
9-Month Status: Proceeding.

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.

2018 OPERATING BUDGET

CONSERVATION PROPERTY FUND

CONSERVATION PROPERTY FUND SUMMARY

	2017 Budgeted	2017 Estimated	2018 Budget
Revenue	\$130,588	\$81,380	\$130,436
Expense	\$130,588	\$130,180	\$130,436
Net Income (Loss)		(\$48,800)	\$0
Beginning Working Capital		\$93,893	\$45,093
Use of Fund Balance		\$48,800	\$45,000
Ending Working Capital		\$45,093	\$93

BUDGET DETAIL

	2015 Actual	2016 Actual	2017 Budgeted	2017 Estimated	2018 Budget
Revenue					
Land Lease or Rental	\$65,713	\$68,000	\$69,077	\$69,000	\$69,100
Budgetary Use of Fund Balance	\$0	\$0	\$48,800	\$0	\$45,000
Transfer In-Trust/Conservation	\$0	\$0	\$12,711	\$12,380	\$16,336
Total Revenue	\$65,713	\$68,000	\$130,588	\$81,380	\$130,436
Expense					
Compensation	\$861	\$1,613	\$1,681	\$1,330	\$4,515
Fringe Benefits	\$452	\$587	\$607	\$550	\$1,421
Outside Services	\$9,177	\$12,883	\$56,500	\$56,500	\$56,500
Supplies	\$6,400	\$7,873	\$23,000	\$23,000	\$23,000
Transfer Out	\$54,550	\$55,600	\$48,800	\$48,800	\$45,000
Total Expense	\$71,440	\$78,556	\$130,588	\$130,180	\$130,436