

## Special Revenue Funds

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	2017 Actual	2018 Actual	2019 Budgeted	2019 Estimated	2020 Budget
<b>Revenue</b>					
Project Inspection	\$292,917	\$380,751	\$315,050	\$354,970	\$363,550
Parking	\$1,970,964	\$1,948,623	\$2,471,902	\$2,779,516	\$3,049,358
Airport	\$344,919	\$354,333	\$365,199	\$358,713	\$362,378
Conservation Property	\$82,108	\$62,676	\$123,687	\$86,187	\$106,491
Golf	\$1,001,847	\$1,042,149	\$1,070,799	\$1,016,000	\$1,092,044
Arena	\$595,997	\$629,449	\$614,995	\$660,925	\$666,200
Solid Waste	\$4,633,620	\$4,285,287	\$4,411,584	\$4,265,394	\$4,458,581
<b>Sub Total</b>	<b>\$8,922,371</b>	<b>\$8,703,268</b>	<b>\$9,373,216</b>	<b>\$9,521,705</b>	<b>\$10,098,602</b>
<b>Expense</b>					
Project Inspection	\$339,891	\$354,324	\$314,269	\$342,690	\$359,109
Parking	\$1,946,066	\$2,096,359	\$2,527,750	\$2,315,958	\$2,924,555
Airport	\$346,878	\$373,157	\$445,908	\$425,332	\$444,765
Conservation Property	\$101,638	\$87,086	\$123,687	\$115,187	\$106,491
Golf	\$1,025,786	\$1,042,421	\$1,121,074	\$1,132,510	\$1,092,044
Arena	\$562,926	\$588,765	\$677,912	\$656,315	\$647,896
Solid Waste	\$3,912,189	\$4,038,615	\$4,396,698	\$4,195,969	\$4,539,339
<b>Sub Total</b>	<b>\$8,235,375</b>	<b>\$8,580,729</b>	<b>\$9,607,298</b>	<b>\$9,183,961</b>	<b>\$10,114,199</b>

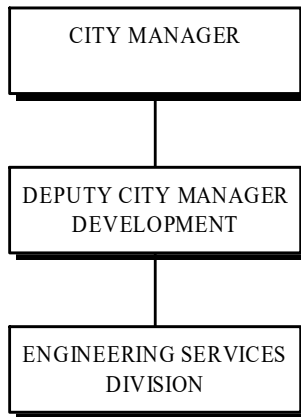
## Project Inspection Fund

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### 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.

Project Inspection Fund

<u>Fund Summary</u>	<b>2019 Budgeted</b>	<b>2019 Estimated</b>	<b>2020 Budget</b>
<b>Revenue</b>	<b>\$315,050</b>	<b>\$354,970</b>	<b>\$363,550</b>
<b>Expense</b>	<b>\$314,269</b>	<b>\$342,690</b>	<b>\$359,109</b>
<b>Net Income (Loss)</b>		<b>\$12,280</b>	<b>\$4,441</b>
<b>Beginning Working Capital</b>		<b>\$53,228</b>	<b>\$65,508</b>
<b>Ending Working Capital</b>		<b>\$65,508</b>	<b>\$69,949</b>

<u>Budget Detail</u>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Budgeted</b>	<b>2019 Estimated</b>	<b>2020 Budget</b>
<b>Revenue</b>					
Engineering Permits	\$104,370	\$96,473	\$106,000	\$106,000	\$98,000
Miscellaneous Services	\$187,270	\$279,124	\$208,500	\$240,000	\$265,000
Investment Income	\$1,227	\$4,472	\$400	\$5,100	\$400
Finance Charges	\$49	\$683	\$150	\$1,400	\$150
Insurance Distributions & Credits	\$0	\$0	\$0	\$2,470	\$0
<b>Total Revenue</b>	<b>\$292,917</b>	<b>\$380,751</b>	<b>\$315,050</b>	<b>\$354,970</b>	<b>\$363,550</b>
<b>Expense</b>					
Compensation	\$218,518	\$229,514	\$184,080	\$208,751	\$222,255
Fringe Benefits	\$111,756	\$114,438	\$117,949	\$117,949	\$125,934
Outside Services	\$2,118	\$1,078	\$2,650	\$6,800	\$2,380
Supplies	\$3,550	\$3,842	\$4,080	\$3,680	\$3,190
Insurance	\$1,560	\$1,710	\$1,800	\$1,800	\$1,750
Transfer Out	\$2,389	\$3,742	\$3,710	\$3,710	\$3,600
<b>Total Expense</b>	<b>\$339,891</b>	<b>\$354,324</b>	<b>\$314,269</b>	<b>\$342,690</b>	<b>\$359,109</b>

## Project Inspection Fund

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<u>Service Indicators</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Estimated</u>	<u>2020 Projected</u>
1. Private Development Projects Inspected by Staff	40	76	65	60

### 2020 Goals

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

### 2019 Goals Status

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

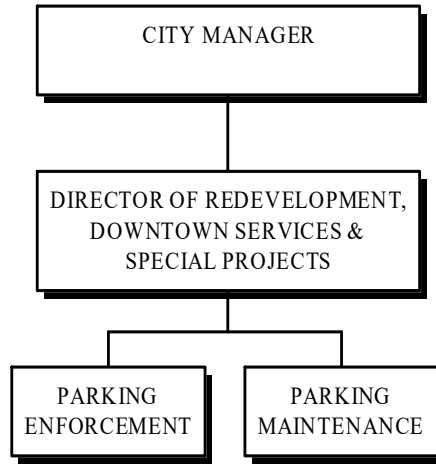
# Parking Fund

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## Mission

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

### PARKING FUND ORGANIZATIONAL CHART



## Core Responsibilities

1. Develop, enact, and enforce parking regulations and policies in order to support citywide community and economic development activities.
2. Maintain parking meters and kiosks to maximize convenience for customers and revenues.
3. Daily property management services for parking garages and surface lots is provided by the General Services Department. Snow removal is done by contract.
4. Major capital improvement projects are managed by City Administration.

## Parking Fund

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<u>Fund Summary</u>	<b>2019 Budgeted</b>	<b>2019 Estimated</b>	<b>2020 Budget</b>
<b>Revenue</b>	<b>\$2,471,902</b>	<b>\$2,779,516</b>	<b>\$3,049,358</b>
<b>Expense</b>	<b>\$2,527,750</b>	<b>\$2,315,958</b>	<b>\$2,924,555</b>
<b>Net Income (Loss)</b>		<b>\$463,558</b>	<b>\$124,803</b>
<b>Beginning Working Capital</b>		<b>\$3,761</b>	<b>\$467,319</b>
<b>Ending Working Capital</b>		<b>\$467,319</b>	<b>\$592,122</b>

### Reserve

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

## Parking Fund

<u>Budget Detail</u>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2019</b>	<b>2020</b>
	<b>Actual</b>	<b>Actual</b>	<b>Budgeted</b>	<b>Estimated</b>	<b>Budget</b>
<b>Revenue</b>					
Metered Parking	\$720,404	\$793,512	\$1,004,994	\$1,256,875	\$1,379,874
Metered Parking-Cards	\$84,154	\$37,963	\$85,000	\$85,000	\$85,000
Investment Income	\$136	\$53	\$200	\$490	\$500
Parking Rental	\$561,035	\$569,155	\$627,441	\$627,500	\$671,805
Finance Charges	\$2,439	\$11,505	\$500	\$11,900	\$5,000
Parking Penalties	\$327,328	\$320,805	\$478,651	\$374,025	\$633,436
Insurance Distributions & Credits	\$0	\$0	\$0	\$3,610	\$0
Contribution In Aid	\$10,500	\$10,500	\$10,500	\$10,500	\$10,500
Miscellaneous	\$0	\$0	\$0	\$145,000	\$0
Transfer In-General Fund	\$0	\$0	\$40,706	\$40,706	\$38,099
Transfer In-Sears Block TIF	\$206,167	\$205,130	\$223,910	\$223,910	\$225,144
Transfer in-Trust/Durgin	\$58,800	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$1,970,964</b>	<b>\$1,948,623</b>	<b>\$2,471,902</b>	<b>\$2,779,516</b>	<b>\$3,049,358</b>
<b>Expense</b>					
Compensation	\$390,834	\$419,582	\$445,549	\$365,160	\$484,098
Fringe Benefits	\$190,289	\$199,363	\$218,919	\$169,550	\$262,855
Outside Services	\$237,832	\$274,386	\$482,550	\$415,963	\$541,204
Supplies	\$15,721	\$40,353	\$61,467	\$57,300	\$89,935
Utilities	\$54,585	\$53,869	\$57,770	\$50,400	\$51,900
Insurance	\$25,786	\$26,250	\$22,780	\$22,800	\$21,380
Debt Service	\$764,823	\$769,604	\$955,615	\$955,600	\$1,190,705
Miscellaneous	\$129,156	\$132,408	\$136,530	\$132,615	\$158,715
Transfer Out	\$137,040	\$180,543	\$146,570	\$146,570	\$123,763
<b>Total Expense</b>	<b>\$1,946,066</b>	<b>\$2,096,359</b>	<b>\$2,527,750</b>	<b>\$2,315,958</b>	<b>\$2,924,555</b>

## Parking Fund

<u>Service Indicators</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Estimated</u>	<u>2020 Projected</u>
1. Overtime Parking Meter Citations	18,467	18,860	20,400	20,000
2. Time Zone Citations	1,316	1,372	600	1,300
3. Meter Feeding Citations	5	2	5	5
4. Winter Parking Ban Citations	300	327	270	300
5. Booted Vehicles	23	33	10	25
6. Credit Card Transactions at Kiosks	241,908	295,954	393,000	425,000
7. Credit Card Transactions – Fines/Penalties/P-Cards	1,538	1,710	1,200	1,000
8. Customer Payment Plans Created	29	20	15	30
9. Violations Appealed to Court	48	52	25	50
10. Parking Permits Issued	-	-	*452	850
11. Mobile Unit Hours of Enforcement	-	-	-	*2,200
12. Single Space Smart Meter Transactions	-	-	*9,650	35,000
13. Online Citation Payments	-	-	*3,000	5,000

\*First year reported.

### 2020 Goals

1. Continue implementation of the Strategic Plan:
  - a. Complete the smart meter and kiosk trial period initiated in FY 2019, and install smart meters for Phase I / Phase II Meter Expansion Areas.
  - b. Complete negotiations with long-term lessees to convert reserved spaces at the Storrs Street and School Street Parking Garages from leases to permits.
  - c. Select and implement a pay-by-cell application for the City.
  - d. Select and implement an on-line application portal for parking garage permits, resident permits, and on-street parking encumbrance permits.
2. Fully staff the Parking Division in accordance with the Parking Strategic Plan, as modified by FY 2020 Program Change Request (PCR) #1132.
3. Working closely with the Parking Committee, Fire Department, General Services Department, as well as the public, complete the Narrow Streets Study and enact new City ordinances to implement the Study's final recommendations.
4. Working with the Parking Committee, review and revise the winter storm event parking tickets and towing protocols.
5. Maintenance: Continue to implement new daily and annual maintenance programs for the City's three municipal parking garages.
6. Capital Projects:
  - a. Continue to manage ongoing capital projects, such as repair and renovation of the School Street and Storrs Street parking garages.
  - b. Complete implementation of FY 2019 CIP Projects, including installation of surveillance systems in all three parking garages, construction of a new parking lot at 10 Prince Street, and others.
  - c. Implement the FY 2020 CIP as adopted by the City Council.



## Parking Fund

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### 2019 Goals Status

1. Continue Implementation of the Strategic Parking Plan.
  - a) General Fund / Parking Fund Relationship: Rebalance the financial relationship between the General Fund and Parking Fund. This includes PCRs in the FY 2019 Budget pertaining to non-meter ticket revenues, downtown snow removal, and General Fund support for operating and debt service expenses for parking facilities used by General Fund vehicles and employees.  
9-Month Status: This goal was implemented in July 2018. Specific changes implemented in FY 2019 included the General Fund absorbing the cost of Downtown Snow Removal, adjusting the relationship between the Parking Fund and General Fund regarding staff costs for certain positions, as well as the General Fund providing the Parking Fund with financial support for operating and debt service costs for certain parking facilities used by the General Fund employees (such as the City Hall, Auditorium, Library, and Police Department parking lots, as well as the State Street Parking Garage). Per City Council, the recommendation to allow the Parking Fund to capture non-meter ticket revenues was not implemented. Review of this specific recommendation remains ongoing.
  - b) Hours of Enforcement: Implement new hours of enforcement, Monday through Saturday, 9AM – 7PM, for on-street spaces; and Monday through Friday, 9AM – 7PM, for parking garages, in accordance with Ordinance #2995 adopted on December 9, 2017. Subject to approval of the FY 2019 Budget, hire additional Parking Enforcement Officers to support expanded hours of operations.  
9-Month Status: New hours of enforcement were implemented on July 1, 2018. A total of four new parking enforcement officer positions (two 24 hours, two 12 hours for a total of 1.8 FTEs) were created and funded in the FY 2019 adopted budget. However, due to a strong economy, historically low unemployment rates (approximately 2.5%), as well as challenging working conditions associated with these positions, none of these positions have been staffed as of April 1, 2019.
  - c) Rates: Implement new meter rates of \$1.00/hour for on-street parking spaces, and \$0.50/hour for surface parking lots, in accordance with Ordinance #2995 adopted on December 9, 2017. Garage meter rates remain unchanged from \$0.50/hour.  
9-Month Status: New meter rates were successfully implemented on July 1, 2018. Meter revenues have been robust during the initial nine months of FY 2019, and actual revenues have been significantly stronger than budget.
  - d) Meter Time Limits: Implement new 3-hour and 10-hour time zones for on-street metered parking, in accordance with Ordinance #2995 adopted on December 9, 2017. Garages remain unchanged.  
9-Month Status: New meter time limits were successfully implemented on July 1, 2018. These adjustments have been successful, as longer time limits are customer friendly and positive for downtown economic development. Also, increased time limits have contributed to robust meter revenues for the parking system.
  - e) Permit Program: Convert the State Street Parking Garage to a permit system. Continue to operate the School Street Garage under the interim permit program for the duration of construction and negotiate with long-term lessees about making the permit program permanent. Lastly, continue negotiations with long-term lessees in the Storrs Street Garage regarding conversion from leases to a permit system.  
9-Month Status: The State Street Parking Garage was successfully converted from leases to a permit program on July 1, 2018. As of March 1, 2019, State Street has 110 permits issued for 92 permit reserved spaces, and will exceed budget for FY 2019. An interim permit program was implemented in the School Street Garage in January 2019 in order to facilitate ongoing repairs and renovations. Negotiations are ongoing to permanently convert the garage to a permit program once repairs and renovations are finished in summer 2020. Negotiations with long-term lessees in the Storrs Street Garage began in earnest in FY 2019 and remain ongoing. Staff is optimistic that the garage will be converted to a permit program during FY 2020.

## Parking Fund

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### 2019 Goals Status (continued)

- f) Meter Expansion: Implement Phase I of meter expansion for portions of South Main Street, Concord Street, and Dixon Avenue, in accordance with Ordinance 2995 adopted on December 9, 2017. Total of 50 new meters. Finish the qualifications-based selection process for a smart meter vendor which began in FY 2018.  
9-Month Status: Phase I meter expansion was implemented in October 2018. Approximately 43 meters were installed on South Main Street (Wentworth Avenue to Perley Street) and Concord Street (South Main to South State Street). Meters were not installed on Dixon Avenue due to the removal of on-street parking spaces associated with the Granite Center Redevelopment Project. Mechanical meters have been installed on an interim basis until the City selects a new smart meter and kiosk vendor in early FY 2020. A 9-month trial period involving two meter / kiosk vendors was initiated in fall 2018 and is scheduled to conclude in July 2019.
- g) Technology: Implement the following:
- Independent website for the parking system (ParkConcordNH.com). Domain name has been secured.
  - Pay-by-cell application.
  - Convert from the POM parking card to the Cale America parking card.
  - On-line payment capabilities for payment of parking tickets.
  - On-line application processes for parking leases and permits.
- 9-Month Status:
- Independent website for the parking system (ParkConcordNH.com): The domain name has been secured and \$25,000 was appropriated in FY 2019 to create the website. This project is ongoing. However, in late FY2018, the City created ConcordNH.gov/Parking on an interim basis to help improve customer service and facilitate implementation of strategic parking recommendations. This interim website has served the Parking Division's needs well to date.
  - Pay-by-cell application: Staff has met with two vendors currently operating in New Hampshire. Pending additional due diligence, staff is confident that a vendor will be selected and operating in Concord this summer.
  - Convert from the POM parking card to the Cale America parking card: This recommendation has been successfully implemented.
  - On-line payment capabilities for parking tickets: This recommendation has been successfully implemented. The portal for on-line payments can be accessed at Concordnh.gov/Parking.
  - On-line application processes for parking leases and permits: Applications for parking permits in the School Street and State Street Parking Garages, as well as for Resident Parking Permits, are available at Concordnh.gov/Parking. However, permits must be printed and returned to the Parking Division. This is not ideal for the public or Parking Division. As such, staff continues to explore options for creating an on-line portal, which the public could use to directly apply for permits via the City's website.
- h) Citations: Implement changes to parking citations, including expired meter tickets, per Ordinance #2996 adopted on December 9, 2017.  
9-Month Status: This goal was implemented on July 1, 2018. Specifically, seven of the approximately 34 citations the City has were revised. These included citations for Parking Against Traffic (increased from \$20 to \$25), Illegal Parking in a Reserved Space (increased from \$20 to \$25), Parking in a No Parking Zone (increased from \$15 to \$20), Expired Meter Citations (increased from \$10 to \$15), Parking at an Encumbered Meter (increased from \$10 to \$15), Not Parking Within Lines (increased from \$5 to \$10), and Parking Without a Resident Permit (increased from \$10 to \$15).
- i) Neighborhood Parking: Subject to approval of the FY 2019 Budget, hire additional Parking Enforcement Officers to support dedicated neighborhood parking enforcement.  
9-Month Status: Staffing for two, part-time 24 hour Parking Enforcement Officers was approved as part of the FY 2019 Budget. Funding was approved for 9 months of the fiscal year. The Parking Division has been actively recruiting for these positions without success. Key factors thwarting the filling of these positions include: a strong economy, very low unemployment, as well as challenging working conditions for these positions.

## Parking Fund

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### 2019 Goals Status (continued)

- j) Resident Parking: Implement the revised on-street resident parking program, as approved by Ordinance #2997 on December 9, 2017.  
9-Month Status: This ordinance was implemented on July 1, 2018. At the request of the Parking Committee, the cost of these permits was reduced from \$50/permit/year to \$5/permit/year. Approximately 61 residential permits were issued in FY 2019. Enacted in the early 1980s, this program is limited to four streets near the UNH School of Law.
- k) Maintenance: Subject to the adoption of the FY 2019 Budget, implement new Parking Facility Maintenance Policy enacted by the City Manager, which establishes the roles and responsibilities of City Administration, the Parking Division, and the General Services Department's Public Properties Division and Downtown Services Team, concerning maintenance of parking facilities. Issue bids and proposals as needed to supplement in-house maintenance capabilities in accordance with the Parking Facility Maintenance Policy.  
9-Month Status: This recommendation was implemented as part of the FY 2019 Budget and codified by a Policy enacted by the City Manager on March 29, 2018. Per this policy, roles and responsibilities of each department are as follows:
- City Manager's Office:
- General oversight, administration, and coordination of the City Parking System.
  - Administration of all capital projects, including the annual update of the Parking Division's Capital Improvement Program, unless otherwise assigned to the Parking Division or General Services Department.
  - Lead staff for the Parking Committee, with support from other City Departments / Divisions as needed.
  - Administration of parking lease and permit programs.
  - Preparation of Parking Ordinances and associated reports to City Council, unless otherwise assigned to the Parking Division or City Engineering Division.
  - Preparation of bids and requests for proposals for goods and services for the Parking System, unless otherwise assigned to the Parking Division.
  - Preparation of the Parking Operating and Capital Budgets.
- General Services Department:
- All custodial, maintenance, and basic repairs for all parking facilities unless otherwise assigned to the City Parking Division on the attached matrix.
- Parking Division:
- Enforcement of the City Parking System.
  - Repair of parking kiosk and meters, except as otherwise assigned to the General Services Department.
  - Administration of certain facility services contracts, such as security / surveillance systems, snow removal for garages and lots, garage sweeping, garage pavement markings, and annual cleaning of garage drainage structures.
- l) Miscellaneous Recommendations: Commence enforcement of time limits for handicap parking spaces and placards. Review the possibility of implementing "quarters only" for coin payment at meters. Consider implementation of a valet parking ordinance for the Downtown Central Business District.  
9-Month Status: Enforcement of handicap parking time limits began on July 1, 2018. The remaining recommendations are ongoing and shall be reviewed by the Parking Committee as circumstances warrant. Specifically, the "quarters only" recommendation will be reviewed as the City transitions to new smart meters and kiosks. Valet parking will continue to be reviewed given the advent of a new downtown hotel, as well as additional restaurants and performing arts venues.

## Parking Fund

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### 2019 Goals Status (continued)

#### 2. Capital Improvement Projects:

- a) Continue ongoing repairs and renovations of the School Street Parking Garage.  
9-Month Status: Repairs and renovations began in November 2017. The project is scheduled to be completed in summer 2020 (FY 2021). Steel repairs have been completed on Levels 2 –5. Much of the garage has been repainted, the new north stair tower has been completed, and the elevator has been replaced. As of April 2019, replacement of the south stair tower was underway. Remaining work includes completion of the south stair, construction of the maintenance storage room, concrete and waterproofing repairs, as well as installation of new signage.
- b) Complete reconstruction of the Red River Theatre vestibule and elevator tower roof at the Storrs Street Parking Garage.  
9-Month Status: The project was substantially completed in fall 2017; however, the vestibule continues to leak. The Contractor will resume work in spring 2019 to permanently resolve the issue. In addition, work to address mold and paint issues in all three stair towers will be completed in spring / summer 2019.
- c) Subject to adoption of the FY 2019 budget, implement pigeon control measures at the Storrs Street Parking Lot.  
9-Month Status: Funds were appropriated as part of the FY 2019 Capital Improvement Program. This project remains ongoing.
- d) Subject to adoption of the FY 2019 budget, purchase and install 50 new smart meters per the Strategic Parking Plan.  
9-Month Status: Meters were installed on South Main Street (Wentworth Avenue to Perley Street), as well as Concord Street (South Main to South State Street) in October 2018, in accordance with the Strategic Parking Plan. Meters were not installed on Dixon Avenue due to the Granite Center Redevelopment Project. Mechanical meters, in lieu of smart meters, were installed due to the ongoing smart meter trial with two vendors, which is due to be completed in July 2019.

#### 3. Neighborhood Parking:

- a) Narrow Streets: Work with the Parking Committee to complete the ongoing review of parking issues on narrow streets generally located in Wards 4, 5, and 6.  
9-Month Status: This project is ongoing. The study area has been subdivided into four separate zones. The Parking Committee has completed its review of Zone 3 (UNH School of Law/White Park Neighborhood) and ordinances have been set for public hearing on May 13, 2019. The initial public forum for Zone 2 (City Hall Neighborhood) occurred on February 4, 2019. Work on Zones 1 and 4 will follow once efforts in Zone 2 are completed.
- b) Parking Bans: Work with the Parking Committee to examine alternative methods of informing the public about parking bans.  
9-Month Status: This review is ongoing. Currently, the public may subscribe for notifications through the City's "Notify Me" page on the City's website. The City also publishes closures through local media outlets, as well as City social media accounts and websites. The FY 2020-2029 Capital Improvement Program includes a project for the installation of parking beacons to notify the public of winter parking bans (Project #597 in FY 2023 for \$150,000).

## Parking Fund

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### 2019 Goals Status (continued)

- c) Parking Encumbrances during Street Closures for Festivals and Community Events: Work with the Parking Committee to review meter encumbrance fees for downtown street festivals and community events.  
9-Month Status: This goal was achieved by passage of Ordinance #3023 on October 9, 2018, which amended City Code of Ordinances 18-3-18 relative to parking encumbrances for downtown street festivals, as well as development projects, construction activities, and utility work. Currently, the Engineering Division of the Community Development Department is working to revise the City's Street Encumbrance Permit application to include a section about parking closures for ease of the public, as well as to ensure consistent and routine application of this ordinance.

#### 4. State Parking:

- a) Continue to examine the practice of bagging parking meters for the Legislature in accordance with City Ordinance 18-1-17.  
9-Month Status: Ordinance 18-1-17 permits bagging of meters specifically for handicapped members of the Legislature. Approximately 50 meters are bagged daily free of charge to the State during the Legislative Session annually. This practice is problematic as: 1) it is challenging to enforce this ordinance as the Legislature recently adopted rules which exempted itself for using State issued license plates, 2) use of these spaces by the Legislature is sporadic and inefficient, thus depriving the public access to prime downtown parking spaces, and 3) providing these spaces free of charge deprives the City of critical parking revenues, thus resulting in higher meter and permit rates as paid by the general public. Although the State purchases approximately \$55,000 worth of parking cards from the City for its downtown employees, the State has never compensated the City for these 50 on-street spaces.

Related to this goal, in February 2019, the State secured 21 parking permits for the State Street Parking Garage and is paying the full market rate of \$113.75/month for said spaces.

In March 2018, the State secured a parking encumbrance permit for six parking spaces in the City's Auditorium Parking Lot for the period of March 11—June 28, 2019. The purpose of these spaces is to make up several on-street "bagged" spaces which were closed to facilitate the State's steam project. The State is paying the required rate of \$15/parking space/day for a total cost of \$7,200.

Recently, the Legislature renewed its interest in the potential development of a new 500+/- space parking garage at either the Department of Justice or other property on Storrs Street to provide dedicated parking for the House and Senate. Originally conceived in 2008, it is unclear when, or if, construction of this potential new parking garage will move forward.

- b) Begin to enforce meter fees and time limits for all non-Concord governmental vehicles which are not otherwise exempted by City Ordinance.  
9-Month Status: This remains an ongoing recommendation. Currently, City Ordinance only exempts police and fire vehicles from other governmental subdivisions from paying for parking in Concord. However, there is no State Law or City Ordinances that exempts State or other non-Concord governmental vehicles from paying for parking. As part of this effort, the City and State could explore blanket payment for state vehicle on-street parking, which might ease administrative burdens for all parties. In addition, the City Council may wish to consider repealing the current exemption for non-Concord fire and police vehicles.
- c) Continue to examine the possibility of codifying on-street parking spaces reserved for the Governor's Executive Council and Legislative Leadership in the City Code of Ordinances.  
9-Month Status: There are six on-street parking spaces currently reserved for the Governor and certain leadership positions in the Legislature. These do not exist by Ordinance. This recommendation is going.

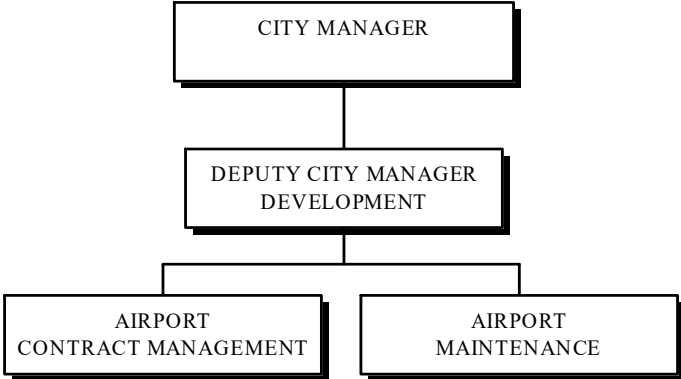
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Mission

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.

Airport

<u>Fund Summary</u>	<b>2019 Budgeted</b>	<b>2019 Estimated</b>	<b>2020 Budget</b>
<b>Revenue</b>	<b>\$365,199</b>	<b>\$358,713</b>	<b>\$362,378</b>
<b>Expense</b>	<b>\$445,908</b>	<b>\$425,332</b>	<b>\$444,765</b>
<b>Net Income (Loss)</b>		<b>(\$66,619)</b>	<b>(\$82,387)</b>
<b>Beginning Working Capital</b>		<b>\$519,402</b>	<b>\$452,783</b>
<b>Ending Working Capital</b>		<b>\$452,783</b>	<b>\$370,396</b>

Reserve

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

<u>Budget Detail</u>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Budgeted</b>	<b>2019 Estimated</b>	<b>2020 Budget</b>
<b>Revenue</b>					
Airport Operators Grant	\$1,355	\$1,324	\$1,300	\$1,380	\$1,350
Fuel Flow Mark-up	\$30,740	\$30,288	\$41,035	\$30,000	\$30,000
Investment Income	\$2,863	\$6,720	\$3,500	\$6,950	\$6,200
Building Lease or Rental	\$309,961	\$316,001	\$319,364	\$319,364	\$324,828
Insurance Distributions & Credits	\$0	\$0	\$0	\$1,019	\$0
<b>Total Revenue</b>	<b>\$344,919</b>	<b>\$354,333</b>	<b>\$365,199</b>	<b>\$358,713</b>	<b>\$362,378</b>
<b>Expense</b>					
Compensation	\$83,699	\$65,203	\$82,559	\$66,660	\$84,363
Fringe Benefits	\$35,963	\$34,001	\$40,117	\$37,280	\$39,015
Outside Services	\$54,349	\$58,239	\$73,714	\$73,284	\$62,834
Supplies	\$16,622	\$24,477	\$42,993	\$42,993	\$43,955
Utilities	\$21,391	\$23,590	\$23,560	\$23,270	\$23,250
Insurance	\$6,529	\$6,618	\$6,165	\$6,160	\$5,919
Debt Service	\$33,847	\$33,640	\$32,840	\$32,840	\$53,500
Miscellaneous	\$44,818	\$45,835	\$46,600	\$45,485	\$46,395
Transfer Out	\$49,661	\$81,555	\$97,360	\$97,360	\$85,534
<b>Total Expense</b>	<b>\$346,878</b>	<b>\$373,157</b>	<b>\$445,908</b>	<b>\$425,332</b>	<b>\$444,765</b>

## Airport

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<u>Service Indicators</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Estimated</u>	<u>2020 Projected</u>
1. Number of Based Planes	87	88	95	95

### 2020 Goals

1. Complete taxiway A rehabilitation.
2. Complete terminal study.
3. Pending Council approval, make improvements to Hangar 3 ceiling and drainage.

### 2019 Goals Status

1. Construct Phase 1 of Taxiway A rehabilitation.  
9-Month Status: Construction is anticipated to begin in late April 2019 and conclude in the summer.
2. Conduct the Terminal Area Study.  
9-Month Status: Jacobs Consulting has scoped this project. Pending grant funding, project should begin in FY 2020.



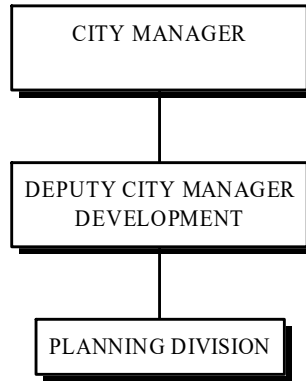
## Conservation Property

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### 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

<u>Fund Summary</u>	<b>2019 Budgeted</b>	<b>2019 Estimated</b>	<b>2020 Budget</b>
<b>Revenue</b>	<b>\$123,687</b>	<b>\$86,187</b>	<b>\$106,491</b>
<b>Expense</b>	<b>\$123,687</b>	<b>\$115,187</b>	<b>\$106,491</b>
<b>Net Income (Loss)</b>		<b>(\$29,000)</b>	<b>\$0</b>
<b>Beginning Working Capital</b>		<b>\$49,952</b>	<b>\$20,952</b>
<b>Use of Fund Balance</b>		<b>\$29,000</b>	<b>\$20,000</b>
<b>Ending Working Capital</b>		<b>\$20,952</b>	<b>\$952</b>

<u>Budget Detail</u>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Budgeted</b>	<b>2019 Estimated</b>	<b>2020 Budget</b>
<b>Revenue</b>					
Land Lease or Rental	\$82,108	\$62,676	\$69,100	\$69,100	\$69,100
Budgetary Use of Fund Balance	\$0	\$0	\$29,000	\$0	\$20,000
Transfer In-Trust/Conservation	\$0	\$0	\$25,587	\$17,087	\$17,391
<b>Total Revenue</b>	<b>\$82,108</b>	<b>\$62,676</b>	<b>\$123,687</b>	<b>\$86,187</b>	<b>\$106,491</b>
<b>Expense</b>					
Compensation	\$2,026	\$4,738	\$4,973	\$5,030	\$5,227
Fringe Benefits	\$676	\$1,613	\$1,714	\$1,750	\$1,764
Outside Services	\$36,038	\$25,138	\$65,000	\$56,407	\$56,500
Supplies	\$14,098	\$10,597	\$23,000	\$23,000	\$23,000
Transfer Out	\$48,800	\$45,000	\$29,000	\$29,000	\$20,000
<b>Total Expense</b>	<b>\$101,638</b>	<b>\$87,086</b>	<b>\$123,687</b>	<b>\$115,187</b>	<b>\$106,491</b>

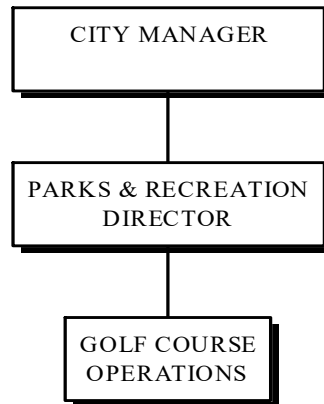
## Golf Course Fund

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### Mission

To provide the public with a quality golfing experience at a safe, attractive and well operated facility.

### GOLF COURSE FUND ORGANIZATIONAL CHART



### Core Responsibilities

1. Manage the year-round operation of the Beaver Meadow Golf Course. Activities include course maintenance, tournaments, lessons and camp programs, marketing, pro shop operations and winter operations.

## Golf Course Fund

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<u>Fund Summary</u>	<b>2019 Budgeted</b>	<b>2019 Estimated</b>	<b>2020 Budget</b>
<b>Revenue</b>	<b>\$1,070,799</b>	<b>\$1,016,000</b>	<b>\$1,092,044</b>
<b>Expense</b>	<b>\$1,121,074</b>	<b>\$1,132,510</b>	<b>\$1,092,044</b>
<b>Net Income (Loss)</b>		<b>(\$116,510)</b>	<b>\$0</b>
<b>Beginning Working Capital</b>		<b>\$10,765</b>	<b>(\$105,745)</b>
<b>Ending Working Capital</b>		<b>(\$105,745)</b>	<b>(\$105,745)</b>

### Reserve

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

## Golf Course Fund

<u>Budget Detail</u>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2019</b>	<b>2020</b>
	<b>Actual</b>	<b>Actual</b>	<b>Budgeted</b>	<b>Estimated</b>	<b>Budget</b>
<b>Revenue</b>					
Interest Costs and Penalties	\$11	\$510	\$0	\$270	\$0
Camps	\$19,970	\$19,239	\$26,324	\$22,110	\$30,489
Seasonal Passes	\$187,962	\$189,854	\$225,225	\$200,000	\$205,400
Daily Fees	\$332,162	\$344,041	\$350,000	\$325,110	\$330,000
Cart Rental	\$144,457	\$149,546	\$155,000	\$152,760	\$156,400
Handicapping	\$5,590	\$6,934	\$6,000	\$7,000	\$7,000
Driving Range	\$46,138	\$51,326	\$55,000	\$47,000	\$50,004
League & Tournament Fees	\$12,978	\$23,593	\$10,000	\$20,000	\$20,000
Golf Simulator Revenue	\$64,357	\$63,006	\$65,000	\$74,950	\$75,000
Pro Shop Sales	\$132,128	\$109,182	\$125,000	\$115,010	\$115,000
Pro Shop Sales-Rentals & Other	\$819	\$604	\$1,000	\$3,080	\$7,000
Investment Income	\$108	\$250	\$250	\$10	\$0
Insurance Distributions & Credits	\$0	\$0	\$0	\$3,180	\$0
Concession Income	\$33,833	\$35,500	\$42,000	\$42,000	\$42,000
Miscellaneous	\$1,574	\$564	\$0	\$20	\$0
Advertising Revenue	\$0	\$0	\$10,000	\$3,500	\$3,500
Transfer In-General Fund	\$19,760	\$48,000	\$0	\$0	\$50,251
<b>Total Revenue</b>	<b>\$1,001,847</b>	<b>\$1,042,149</b>	<b>\$1,070,799</b>	<b>\$1,016,000</b>	<b>\$1,092,044</b>
<b>Expense</b>					
Compensation	\$399,392	\$422,872	\$424,294	\$423,040	\$441,052
Fringe Benefits	\$154,292	\$161,837	\$171,404	\$170,300	\$172,869
Outside Services	\$97,139	\$121,700	\$100,690	\$105,280	\$117,003
Supplies	\$217,955	\$209,911	\$198,216	\$213,570	\$216,280
Utilities	\$56,820	\$41,833	\$47,140	\$40,990	\$42,690
Insurance	\$3,360	\$4,190	\$4,150	\$4,150	\$3,950
Debt Service	\$88,598	\$75,565	\$95,530	\$95,530	\$94,900
Miscellaneous	\$729	\$1,514	\$0	\$0	\$0
Transfer Out	\$7,500	\$3,000	\$79,650	\$79,650	\$3,300
<b>Total Expense</b>	<b>\$1,025,786</b>	<b>\$1,042,421</b>	<b>\$1,121,074</b>	<b>\$1,132,510</b>	<b>\$1,092,044</b>

The majority of Golf Fund revenue is generated through fees charged for golfing activities, seasonal passes, daily fees, cart rentals, and indoor simulator use. These revenue streams make up 70.2% of the Fund's revenue. Pro Shop Sales are the next largest revenue stream at approximately 11.1%.

## Golf Course Fund

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<u>Service Indicators</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Estimated</u>	<u>2020 Projected</u>
1. Number of Season Memberships	192	219	209	209
2. Number of rounds played	25,000	19,300	19,000	19,500
3. Number of unique web site visitors	53,694	69,814	84,000	90,000

### 2020 Goals

1. Reestablish holding capacity of irrigation pond to 1993 capacity to lessen reliance on purchase of City water.
2. Rent event tent for two non-golf events and rent 600 seats as part of golf outings.
3. Monitor and adjust dynamic pricing model for green fees using Point of Sale (POS) system to maximize green fee revenue and tee time inventory.
4. Increase Season Memberships to 225.
5. Continue to enhance the use of the facility as a year round destination.

### 2019 Goals Status

1. Increase overall membership by 4% and green fee play by 5%.  
9-Month Status: Membership sales for 2019 are just beginning. The golf course had a strong response to the fall season pre-buy program. Green fees are currently running 9% behind FY 2018, due to an unusually wet summer and fall.
2. Continue to expand the use of the facility as a year-round destination.  
9-Month Status: The skating pond saw increased use and was considered for use for the Black Ice Pond Hockey Tournament. The Concord entry in the Bill Koch Youth Ski League adopted Beaver Meadow as it's home course and, in conjunction with the Concord High School cross country ski team, hosted a home race at the course. Golf simulator use is up by 20%. Beaver Meadow also hosted an all-day dart tournament and was part of the rotation in the local dart league.
3. Increase off-season (non-winter) use of the golf simulator.  
9-Month Status: Simulator revenue is up \$2,399 for July to November 2018 (FY 2019) over same period in FY 2018.
4. Increase Junior and Young Adult membership by 25%.  
9-Month Status: Membership sales are just beginning for FY 2019. CY 2018 memberships for the two categories were up 69% from the 2017 season. There were an additional 29 members, resulting in \$19,850 revenue in these membership categories.

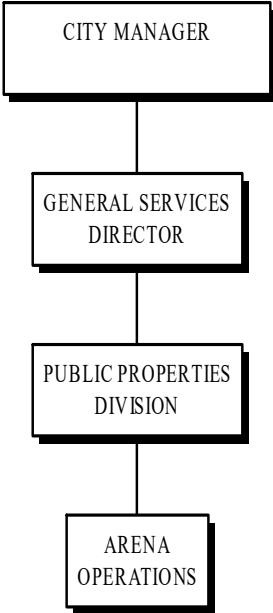
# Arena Fund

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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

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<u>Fund Summary</u>	<b>2019 Budgeted</b>	<b>2019 Estimated</b>	<b>2020 Budget</b>
<b>Revenue</b>	<b>\$614,995</b>	<b>\$660,925</b>	<b>\$666,200</b>
<b>Expense</b>	<b>\$677,912</b>	<b>\$656,315</b>	<b>\$647,896</b>
<b>Net Income (Loss)</b>		<b>\$4,610</b>	<b>\$18,304</b>
<b>Beginning Working Capital</b>		<b>\$263,080</b>	<b>\$267,690</b>
<b>Ending Working Capital</b>		<b>\$267,690</b>	<b>\$285,994</b>

### Reserve

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



## Arena Fund

<u>Budget Detail</u>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2019</b>	<b>2020</b>
	<b>Actual</b>	<b>Actual</b>	<b>Budgeted</b>	<b>Estimated</b>	<b>Budget</b>
<b>Revenue</b>					
Pro Shop Sales	\$0	\$0	\$19,525	\$34,000	\$33,000
Investment Income	\$1,366	\$2,473	\$400	\$3,200	\$3,200
Facility Lease or Rental	\$74,217	\$83,499	\$69,570	\$69,400	\$70,000
Ice Rental	\$430,894	\$443,913	\$440,000	\$466,700	\$470,000
Parking Rental	\$0	\$340	\$0	\$0	\$0
Finance Charges	\$498	\$263	\$250	\$250	\$250
Insurance Distributions & Credits	\$2,750	\$0	\$0	\$0	\$0
Concession Income	\$52,488	\$57,138	\$55,000	\$57,500	\$58,500
Miscellaneous	\$1,285	\$11,942	\$250	\$300	\$250
Advertising Revenue	\$32,500	\$29,880	\$30,000	\$29,575	\$31,000
<b>Total Revenue</b>	<b>\$595,997</b>	<b>\$629,449</b>	<b>\$614,995</b>	<b>\$660,925</b>	<b>\$666,200</b>
<b>Expense</b>					
Compensation	\$199,852	\$208,458	\$227,117	\$219,124	\$234,422
Fringe Benefits	\$79,844	\$83,346	\$102,065	\$93,430	\$93,197
Outside Services	\$31,234	\$28,906	\$29,919	\$32,080	\$38,551
Supplies	\$42,339	\$42,397	\$45,949	\$49,469	\$45,949
Utilities	\$79,238	\$77,335	\$85,499	\$75,340	\$76,780
Capital Outlay	\$0	\$0	\$0	\$0	\$15,800
Insurance	\$7,088	\$7,727	\$7,900	\$7,409	\$7,210
Debt Service	\$52,692	\$55,010	\$74,450	\$74,450	\$65,700
Transfer Out	\$70,640	\$85,587	\$105,013	\$105,013	\$70,287
<b>Total Expense</b>	<b>\$562,926</b>	<b>\$588,765</b>	<b>\$677,912</b>	<b>\$656,315</b>	<b>\$647,896</b>

Arena revenue is determined by using historical data for ice and dry-floor rentals. This data is used to determine the anticipated hours (prime and off-peak) that will be sold during the six month ice-in period. Historical data is also used to project anticipated requests for dry-floor rentals during the late spring and summer period. Many of the vendors that book the arena for a dry-floor venue are repeat customers.

## Arena Fund

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<u>SERVICE INDICATORS</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Estimated</u>	<u>2020 Projected</u>
1. Total Ice Rental Hours	1,523	1,587	1,590	1,590
2. Show Rental Revenue	\$39,769	\$44,965	\$43,450	\$43,890
3. Public Ice Skating Attendance	8,435	8,435	9,816	9,900
4. Recreational Hockey Stick/Puck Attendance	802	820	870	875

### 2020 GOALS

1. Develop additional revenue through expansion of the roller skating program and Pro Shop Operation. Explore other outside activities for summer park rentals, such as the Brew Fest.
2. Work with the Parks & Recreation Advisory Committee, the Arena Advisory Committee, and City staff from the Parks & Recreation and Community Development Departments on the plan for future operations, investment, and management of Kiwanis Park and the Everett Arena Property.
3. Explore energy saving measures including solar options.

### 2019 GOALS STATUS

1. Continue to develop additional revenue sources, such as further development of the roller skating program, and research other dry floor activities, such as a street hockey league. Recruit other outside activities for summer park rentals, such as the Brew Fest. Bring the Pro Shop operation in house versus operation by an outside vendor.  
9-Month Status: The Arena expanded its Roller Skating program in FY 2019 by increasing the number of private party rentals from the previous year. The Arena began operation of the Pro Shop in September 2018, improving customer service and revenue.
2. Explore other energy saving measures, such as possible solar options.  
9-Month Status: Ongoing.
3. Continue to work with the Parks & Recreation Advisory Committee, the Arena Advisory Committee, and City staff from the Parks & Recreation and Community Development Departments on a plan for future operations, investment, and management of Kiwanis Park and the Everett Arena Property.  
9-Month Status: The Arena Advisory Committee and Public Properties staff completed a space study for a new arena entrance and reallocation of existing space. The conceptual plan was unanimously endorsed by the Parks & Recreation Advisory Committee at a joint advisory meeting in March.

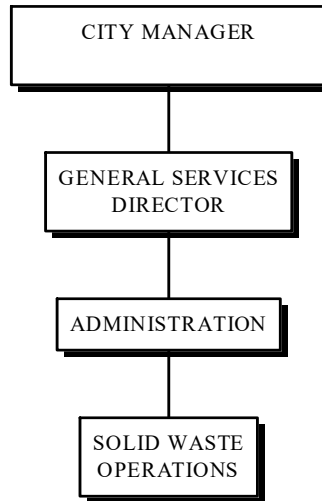
## Solid Waste Fund

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### 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

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<u>Fund Summary</u>	<b>2019 Budgeted</b>	<b>2019 Estimated</b>	<b>2020 Budget</b>
<b>Revenue</b>	<b>\$4,411,584</b>	<b>\$4,265,394</b>	<b>\$4,458,581</b>
<b>Expense</b>	<b>\$4,396,698</b>	<b>\$4,195,969</b>	<b>\$4,539,339</b>
<b>Net Income (Loss)</b>		<b>\$69,425</b>	<b>(\$80,758)</b>
<b>Beginning Working Capital</b>		<b>\$1,439,605</b>	<b>\$1,509,030</b>
<b>Ending Working Capital</b>		<b>\$1,509,030</b>	<b>\$1,428,272</b>

### Reserve

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

## Solid Waste Fund

<u>Budget Detail</u>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2019</b>	<b>2020</b>
	<b>Actual</b>	<b>Actual</b>	<b>Budgeted</b>	<b>Estimated</b>	<b>Budget</b>
<b>Revenue</b>					
Waste Haulers Permit	\$600	\$1,100	\$700	\$700	\$700
Household Waste	\$6,395	\$5,585	\$5,116	\$5,116	\$5,116
School District Payments	\$65,025	\$65,025	\$65,025	\$65,025	\$65,025
Commercial Disposal	\$1,124,643	\$1,174,552	\$1,389,685	\$1,174,100	\$1,372,167
DTSWRD-Dwntwn Sol Waste Rem Ds	\$235,102	\$253,722	\$250,650	\$250,650	\$265,270
Contaminated Loads	\$126	\$149	\$500	\$500	\$500
PAYT Bags	\$1,107,100	\$1,173,013	\$1,149,045	\$1,246,176	\$1,172,025
PAYT Containers	\$371,396	\$369,735	\$371,000	\$371,000	\$389,200
Cart Collection Program	\$17,430	\$18,130	\$18,240	\$18,240	\$15,600
Motor Vehicle Waste Disposal	\$95,444	\$97,300	\$94,000	\$96,000	\$95,000
Finance Charges	\$3,216	\$2,374	\$1,200	\$7,100	\$1,200
Insurance Distributions & Credits	\$0	\$0	\$0	\$1,864	\$0
Miscellaneous	\$602,122	\$56,030	\$720	\$720	\$300
Budgetary Use of Fund Balance	\$0	\$0	\$37,500	\$0	\$0
Transfer In-General Fund	\$990,130	\$1,053,684	\$1,013,313	\$1,013,313	\$1,061,588
Transfer In-Golf Fund	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
Transfer In-Arena Fund	\$3,790	\$3,790	\$3,790	\$3,790	\$3,790
Transfer In-Water Fund	\$4,350	\$4,350	\$4,350	\$4,350	\$4,350
Transfer In-Wastewater Fund	\$3,750	\$3,750	\$3,750	\$3,750	\$3,750
<b>Total Revenue</b>	<b>\$4,633,620</b>	<b>\$4,285,287</b>	<b>\$4,411,584</b>	<b>\$4,265,394</b>	<b>\$4,458,581</b>
<b>Expense</b>					
Compensation	\$203,979	\$183,770	\$162,764	\$163,075	\$167,651
Fringe Benefits	\$99,679	\$92,579	\$78,376	\$74,809	\$75,893
Outside Services	\$3,559,127	\$3,712,750	\$4,106,938	\$3,908,535	\$4,256,995
Utilities	\$6,501	\$7,194	\$6,880	\$7,800	\$7,700
Insurance	\$0	\$0	\$0	\$0	\$80
Debt Service	\$29,302	\$28,722	\$28,140	\$28,150	\$27,420
Transfer Out	\$13,600	\$13,600	\$13,600	\$13,600	\$3,600
<b>Total Expense</b>	<b>\$3,912,189</b>	<b>\$4,038,615</b>	<b>\$4,396,698</b>	<b>\$4,195,969</b>	<b>\$4,539,339</b>

Solid Waste PAYT Bag and Container Revenues are projected based on prior years' historical data of bag sales and blended with expected changes in disposal habits. Expected revenues from the container program are factored into this. Solid Waste Commercial Revenues are projected based on the previous fiscal year's delivered tonnage to maintain a conservative revenue projection in our approach to potential changes in the market.

## Solid Waste Fund

<u>Service Indicators</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Estimated</u>	<u>2020 Projected</u>
1. Number of Tons Diverted from Traditional Disposal	6,175	5,930	6,000	5,750
2. Percentage of Citizen Request Tracker Items Resolved	99%	99%	99%	99%
3. Number of Households Services During Annual Household Hazardous Waste Collection	627	596	600	625

### 2020 Goals

1. Work collaboratively with the solid waste collection contractor to continue efforts to reduce recycling contamination.
2. Be a leader in waste management by reviewing and closing complaints and concerns received through the web site’s “Report a Concern” module in a timely manner.
3. Monitor the decline of global recycling markets.

### 2019 Goals Status

1. Work collaboratively with the solid waste collection contractor to continue efforts to reduce recycling contamination.  
9-Month Status: City staff has been working diligently with Casella to address contamination in the recycling stream. In the curbside collection program, the City has rolled out an education campaign to coincide with increased enforcement efforts at the curb by the solid waste collection contractor. In the Downtown Solid Waste Management District, significant contamination issues have been addressed by installing new “slotted” lids on the recycling dumpsters designed to prevent contamination.
2. Continue to be a leader in waste management by reviewing and closing complaints and concerns received through the web site’s “Report a Concern” module in a timely manner.  
9-Month Status: Staff timely resolves any solid waste related issues, including missed collection calls.
3. Increase promotion of the City’s Blue Bag litter control program.  
9-Month Status: GSD is releasing an updated Blue Bag outreach effort coinciding with spring clean up efforts.
4. Investigate a Bagged Leaf Collection Program per Council request.  
9-Month Status: In the fall of 2018, the Department implemented a Bagged Fall Leaf Collection program, developed by the Solid Waste Advisory Committee and approved by City Council, that coincided with the Bulk Fall Leaf Collection program; giving residents options for leaf collection.