

## Enterprise Funds

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	2020 Actual	2021 Adopted	2021 Revised	2021 Projected	2022 Budget
<b>Revenue</b>					
Water	\$6,401,920	\$6,381,560	\$6,386,790	\$6,570,398	\$6,510,860
Wastewater	\$7,891,291	\$8,127,654	\$8,137,483	\$8,338,654	\$8,449,403
<b>Sub Total</b>	<b>\$14,293,211</b>	<b>\$14,509,214</b>	<b>\$14,524,274</b>	<b>\$14,909,052</b>	<b>\$14,960,263</b>
<b>Expense</b>					
Water	\$6,129,182	\$6,806,207	\$6,811,437	\$6,893,592	\$7,005,233
Wastewater	\$8,256,516	\$8,538,963	\$8,548,792	\$8,342,391	\$8,766,529
<b>Sub Total</b>	<b>\$14,385,698</b>	<b>\$15,345,170</b>	<b>\$15,360,229</b>	<b>\$15,235,983</b>	<b>\$15,771,762</b>

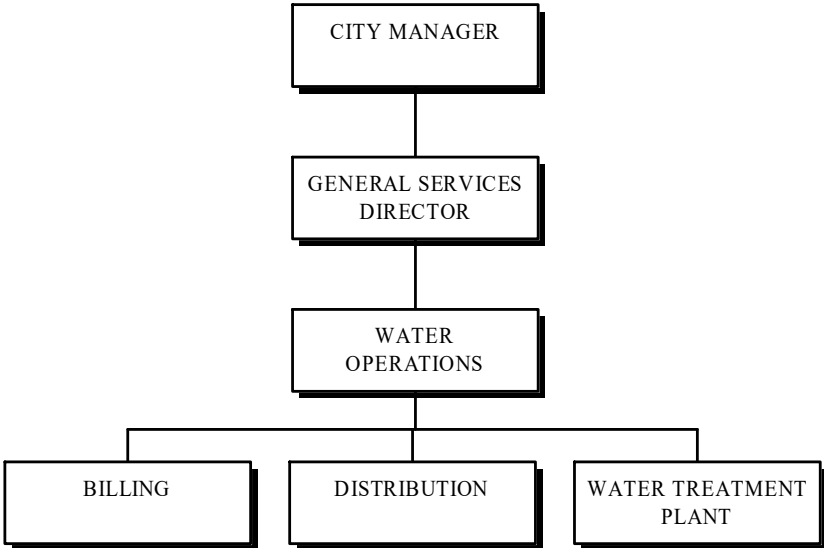
# Water Fund

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Mission

To provide an adequate supply of safe, high-quality water and protect the health and well-being of customers.

WATER FUND  
ORGANIZATIONAL CHART



Core Responsibilities

1. The Water Treatment Division is responsible for filtering water from Penacook Lake and purifying out any contaminants to meet all federal and state standards for water quality and treatment before distributing to customers.

## Water Fund

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### Fund Summary

	2021 Revised	2021 Projected	2022 Budget
<b>Revenue</b>	<b>\$6,386,790</b>	<b>\$6,570,398</b>	<b>\$6,510,860</b>
<b>Expense</b>	<b>\$6,811,437</b>	<b>\$6,893,592</b>	<b>\$7,005,233</b>
<b>Net Income (Loss)</b>		<b>(\$323,194)</b>	<b>(\$494,373)</b>
<b>Beginning Working Capital</b>		<b>\$4,032,786</b>	<b>\$3,709,592</b>
<b>Ending Working Capital</b>		<b>\$3,709,592</b>	<b>\$3,215,219</b>

### Reserve

This Fund has goals of attaining and maintaining the following reserves for operations, capital, and rate stabilization:

- Operations: 25% operating expense less debt service and pay-as-you-go capital.
- Capital: 25% of debt service but not less than \$500,000.
- Rate Stabilization: 10% of operating revenue or no less than \$500,000.

A 3.5% rate increase is recommended for FY 2022.

Water Fund

<u>Budget Detail</u>	<b>2020 Actual</b>	<b>2021 Adopted</b>	<b>2021 Revised</b>	<b>2021 Projected</b>	<b>2022 Budget</b>
<b>Revenue</b>					
Fines and Penalties	\$22,415	\$27,500	\$27,500	\$27,500	\$27,500
Sundry Services	\$16,071	\$15,000	\$15,000	\$15,000	\$15,000
Water Usage	\$4,744,122	\$4,753,700	\$4,753,700	\$4,911,790	\$4,891,840
Water Availability	\$1,169,680	\$1,170,000	\$1,170,000	\$1,170,000	\$1,170,000
Private Fire Service	\$120,925	\$110,000	\$110,000	\$110,000	\$110,000
Other Service Charges	\$130,897	\$152,500	\$152,500	\$152,500	\$152,500
Testing Services	\$2,991	\$2,500	\$2,500	\$2,500	\$2,500
Utility Investment Fee	\$65,788	\$20,000	\$20,000	\$45,518	\$20,000
Investment Income	\$57,298	\$76,000	\$76,000	\$76,000	\$76,000
Sale of Assets	\$2,430	\$0	\$0	\$0	\$0
Finance Charges	\$8	\$300	\$300	\$300	\$300
Retiree Health Insurance	\$44,292	\$51,560	\$51,560	\$51,560	\$42,720
Insurance Dist and Credits	\$5,035	\$0	\$0	\$0	\$0
Other Revenue	\$11,784	\$2,500	\$2,500	\$2,500	\$2,500
Other Gov Agencies - Federal	\$197	\$0	\$0	\$0	\$0
Other Gov Agencies - State	\$7,988	\$0	\$5,230	\$5,230	\$0
<b>Total Revenue</b>	<b>\$6,401,920</b>	<b>\$6,381,560</b>	<b>\$6,386,790</b>	<b>\$6,570,398</b>	<b>\$6,510,860</b>
<b>Expense</b>					
Compensation	\$1,257,371	\$1,294,017	\$1,298,438	\$1,345,352	\$1,476,038
Fringe Benefits	\$795,808	\$830,438	\$831,248	\$835,839	\$927,289
Outside Services	\$88,411	\$187,067	\$187,067	\$190,836	\$208,467
Supplies	\$407,285	\$462,088	\$462,088	\$462,088	\$465,110
Utilities	\$195,408	\$249,070	\$249,070	\$276,010	\$260,190
Insurance	\$39,910	\$38,480	\$38,480	\$38,420	\$40,125
Capital Outlay	\$60,195	\$119,000	\$119,000	\$119,000	\$119,000
Debt Service	\$1,953,968	\$2,250,560	\$2,250,560	\$2,250,560	\$2,263,810
Miscellaneous	\$4,281	\$6,000	\$6,000	\$6,000	\$6,000
Transfer Out	\$1,326,545	\$1,369,487	\$1,369,487	\$1,369,487	\$1,239,204
<b>Total Expense</b>	<b>\$6,129,182</b>	<b>\$6,806,207</b>	<b>\$6,811,437</b>	<b>\$6,893,592</b>	<b>\$7,005,233</b>

The Water Fund Commercial Sales revenue projection is based on a combination of historical data and knowledge-based forecasting. The critical factor in determining water revenue is to predict water consumption for the next fiscal year; and the Department has more than 20 years of historical data to use. This data, coupled with economic trends over the last three to five years, provides the basis for a conservative prediction for water consumption. This year it was determined that the best model to follow would be to take 97% of average water consumption over the last three years.

## Water Fund

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<u>Service Indicators</u>	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Estimated</u>	<u>2022 Projected</u>
1. Residential Per Capita Gallons Used per Day	84	96	84	84
2. Percentage of Turbidity Readings Below 0.1 NTUs	99%	99%	99%	99%

### 2022 Goals

1. Maintain Fluoride Optimization to 99%, receive optimization award from NHHHS.
2. Complete construction of new high lift station at water treatment plant.
3. Complete Penacook Dam spillway re-design.
4. Complete last year of involvement with Chamber of Commerce Leadership Greater Concord program.
5. Transition utility billing to the new Munis financial module.

### 2021 Goals Status

1. Complete formal Level 3 AWWA Partnership for Safe Water by April of 2021.  
9-Month Status: Not completed, limited available time for application.
2. Complete design and bid Station 4 upgrade, high lift station at the Water Treatment Plant.  
9-Month Status: Completed. Project awarded to Kingsbury Construction.
3. Maintain competitive rates with comparable communities in New Hampshire.  
9-Month Status: There was no rate increase in FY 2021. Rates continue to be the second lowest relative to the seven sister communities.
4. Implement the 2019 energy evaluation recommendations.  
9-Month Status: Ongoing. LED lights have replaced incandescent lights in several key locations.

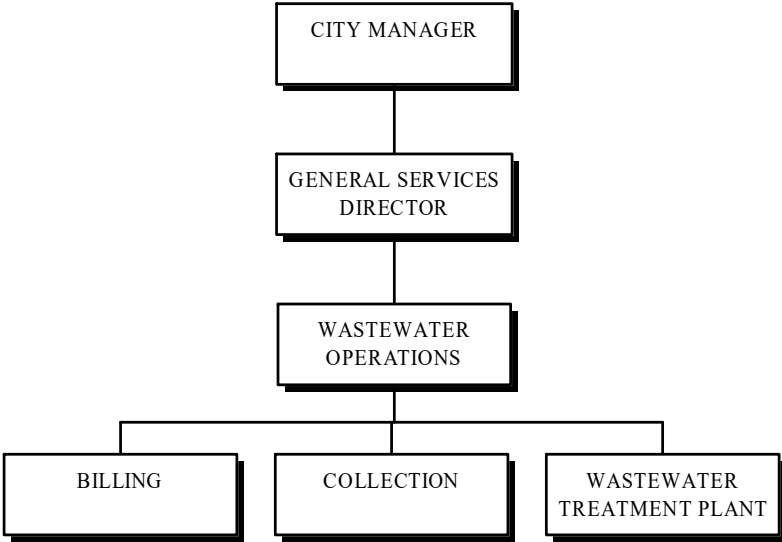
# Wastewater Fund

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Mission

To provide customers with quality and cost effective wastewater services, while being strong stewards of the environment, by promoting and implementing sustainable practices and infrastructure improvements.

WASTEWATER FUND  
ORGANIZATIONAL CHART



Core Responsibilities

1. The Wastewater Treatment Division is responsible for reclaiming and purifying the community’s wastewater before it is discharged to local water resources.

## Wastewater Fund

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Fund Summary

	2021 Revised	2021 Projected	2022 Budget
<b>Revenue</b>	<b>\$8,137,483</b>	<b>\$8,338,654</b>	<b>\$8,449,403</b>
<b>Expense</b>	<b>\$8,548,792</b>	<b>\$8,342,391</b>	<b>\$8,766,529</b>
<b>Net Income (Loss)</b>		<b>(\$3,737)</b>	<b>(\$317,126)</b>
<b>Beginning Working Capital</b>		<b>\$3,692,665</b>	<b>\$3,688,928</b>
<b>Ending Working Capital</b>		<b>\$3,688,928</b>	<b>\$3,371,802</b>

Reserve

This Fund has goals of attaining and maintaining reserves for operations, capital, and rate stabilization:

- Operations: 25% of operating expense less debt service and pay-as-you-go capital.
- Capital: 25% of debt service but not less than \$500,000.
- Rate Stabilization: 10% of operating revenue or no less than \$500,000.

An 8% rate increase is recommended for FY 2022.

## Wastewater Fund

### Budget Detail

	2020 Actual	2021 Adopted	2021 Revised	2021 Projected	2022 Budget
<b>Revenue</b>					
Fines and Penalties	\$25,310	\$30,500	\$30,500	\$30,500	\$30,500
Other Permits	\$1,100	\$1,500	\$1,500	\$1,500	\$1,500
Other Service Charges	\$0	\$1,500	\$1,500	\$1,500	\$1,500
Sewer Usage	\$6,933,313	\$7,172,000	\$7,172,000	\$7,122,250	\$7,606,893
Sewer Usage-Towns	\$256,991	\$195,000	\$195,000	\$195,000	\$195,000
Leachate Processing	\$241,173	\$200,000	\$200,000	\$340,000	\$275,000
Septage Processing	\$136,305	\$70,000	\$70,000	\$190,000	\$125,000
Sludge Disposal	\$22,098	\$20,000	\$20,000	\$20,000	\$20,000
Testing Services	\$2,705	\$1,600	\$1,600	\$1,600	\$1,600
Utility Investment Fee	\$84,521	\$40,000	\$40,000	\$40,000	\$40,000
Rental Income	\$0	\$4,190	\$4,190	\$4,190	\$4,190
Investment Income	\$71,919	\$104,000	\$104,000	\$104,000	\$104,000
Sale of Assets	\$8,065	\$0	\$0	\$0	\$0
Finance Charges	\$509	\$500	\$500	\$500	\$500
Retiree Health Insurance	\$44,292	\$51,560	\$51,560	\$51,560	\$42,720
Insurance Dist and Credits	\$6,562	\$0	\$0	\$0	\$0
Other Revenue	\$5,864	\$1,000	\$1,000	\$1,750	\$1,000
Other Gov Agencies - Federal	\$483	\$0	\$0	\$0	\$0
Other Gov Agencies - State	\$3,696	\$0	\$9,829	\$0	\$0
Share of Debt Service	\$46,385	\$234,304	\$234,304	\$234,304	\$0
<b>Total Revenue</b>	<b>\$7,891,291</b>	<b>\$8,127,654</b>	<b>\$8,137,483</b>	<b>\$8,338,654</b>	<b>\$8,449,403</b>
<b>Expense</b>					
Compensation	\$1,316,796	\$1,486,974	\$1,495,194	\$1,389,706	\$1,712,311
Fringe Benefits	\$779,405	\$856,076	\$857,601	\$834,503	\$1,010,844
Outside Services	\$661,941	\$1,242,941	\$1,242,941	\$1,243,385	\$1,282,022
Supplies	\$408,956	\$333,003	\$333,088	\$333,018	\$338,163
Utilities	\$576,215	\$663,550	\$663,550	\$585,480	\$611,050
Insurance	\$62,190	\$59,070	\$59,070	\$58,960	\$60,317
Capital Outlay	\$54,023	\$58,000	\$58,000	\$58,000	\$58,000
Debt Service	\$3,033,643	\$2,517,700	\$2,517,700	\$2,517,690	\$2,460,730
Transfer Out	\$1,363,348	\$1,321,649	\$1,321,649	\$1,321,649	\$1,233,092
<b>Total Expense</b>	<b>\$8,256,516</b>	<b>\$8,538,963</b>	<b>\$8,548,792</b>	<b>\$8,342,391</b>	<b>\$8,766,529</b>

The Wastewater Fund Sewer Service revenue projection is based on a combination of historical data and knowledge-based forecasting. The critical factor in determining wastewater revenue is to predict wastewater processing for the next fiscal year, and the Department has more than 20 years of historical data to use. This data, coupled with economic trends over the last three to five years, provides the basis for a conservative prediction for wastewater processing.



## Wastewater Fund

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<u>Service Indicators</u>	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Estimated</u>	<u>2022 Projected</u>
1. Number of Wastewater Odor Complaints Addressed	1	1	2	2
2. Percentage of Class A Materials Produced	96.2%	75%	0%	0%
3. Percentage of Class B Materials Produced	0%	0%	0%	0%
4. Unclassified Material	3.8%	25%	100%	100%

### 2021 Goals

1. Meet the community’s expectation for odor control.
2. Maintain competitive rates with comparable communities in New Hampshire.
3. Complete energy efficiency initiatives with a goal of 10% energy reduction within the division.
4. Implement new septage pilot program with a goal to increase revenue from septage disposal fees.
5. Transition utility billing to the new Munis financial module.

### 2021 Goals Status

1. Meet the community’s expectation for odor control.  
9-Month Status: One odor complaint was received in the 3<sup>rd</sup> quarter of FY 2021.
2. Maintain competitive rates with comparable communities in New Hampshire.  
9-Month Status: The division continues to maintain a balanced budget through the 3<sup>rd</sup> quarter of FY 2021.
3. Be a leader in PFAS source identification and management.  
9-Month Status: The division continues it’s tracking of PFAS concentrations within the collection system on an annual basis.
4. Complete implementation of energy savings initiatives outlined in the FY 2020 Capital Improvement Plan to reduce electrical usage at the Hall Street Wastewater Treatment Plant by 10% for FY 2021.
5. 9-Month Status: The division has completed several energy efficiency projects in the first three quarters of FY 2021, including new interior and exterior LED lighting, new high efficiency pumping equipment, installation of variable frequency drives, and the upgrade of several HVAC units at the plants. A major blower upgrade at the Hall Street plant is expected to be completed in the first quarter of FY 2022.