

ENTERPRISE FUNDS

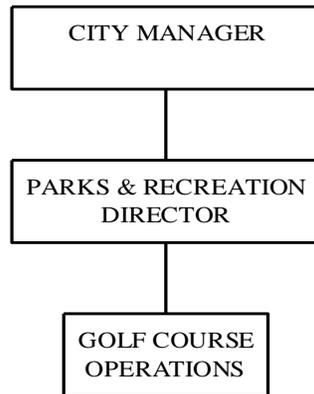
	2013 Actual	2014 Actual	2015 Budgeted	2015 Estimated	2016 Budget
Revenue					
Golf	\$825,922	\$918,200	\$965,955	\$922,990	\$945,155
Arena	\$566,759	\$603,064	\$599,979	\$593,060	\$608,170
Solid Waste	\$4,160,276	\$4,031,265	\$3,947,997	\$3,680,073	\$3,477,194
Water	\$5,592,406	\$5,577,602	\$5,561,895	\$5,682,350	\$5,726,185
Wastewater	\$6,979,017	\$7,246,335	\$7,246,728	\$7,089,542	\$7,326,029
Total Revenue	\$18,124,380	\$18,376,467	\$18,322,554	\$17,968,015	\$18,082,733
Expense					
Golf	\$793,792	\$920,408	\$952,073	\$929,695	\$954,833
Arena	\$551,368	\$642,040	\$637,630	\$589,646	\$640,493
Solid Waste	\$4,345,889	\$4,360,073	\$4,052,957	\$3,822,177	\$3,655,266
Water	\$5,507,412	\$5,988,706	\$5,861,070	\$5,660,545	\$6,113,562
Wastewater	\$6,809,757	\$6,947,492	\$7,136,624	\$7,013,358	\$7,401,099
Total Expense	\$18,008,218	\$18,858,720	\$18,640,354	\$18,015,421	\$18,765,253

GOLF COURSE FUND

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 FUNDGOLF FUND SUMMARY

	2015 Budgeted	2015 Estimated	2016 Budget
Revenue	\$965,955	\$922,990	\$945,155
Expense	\$952,073	\$929,695	\$954,833
Net Income (Loss)		(\$6,705)	(\$9,678)
Beginning Working Capital		\$23,313	\$16,608
Ending Working Capital		\$16,608	\$6,930

RESERVE

This Fund has a goal to target a working capital reserve that is 5% of operating expenses, including debt service and capital expenditures.

GOLF COURSE FUND

BUDGET DETAIL

	2013 Actual	2014 Actual	2015 Budgeted	2015 Estimated	2016 Budget
Revenue					
Interest Costs and Penalties	(\$346)	(\$136)	\$0	\$100	\$0
Camps	\$26,112	\$39,183	\$42,550	\$33,230	\$42,550
Seasonal Passes	\$200,547	\$188,503	\$219,845	\$190,400	\$208,085
Daily Fees	\$344,820	\$352,260	\$362,000	\$339,700	\$345,000
Cart Rental	\$106,309	\$110,302	\$110,000	\$120,780	\$125,000
Handicapping	\$5,957	\$6,485	\$6,300	\$6,500	\$6,500
Driving Range	\$42,243	\$43,375	\$48,000	\$54,200	\$55,000
League & Tournament Fees	\$0	\$9,881	\$2,000	\$26,000	\$2,000
Pro Shop Sales	\$24,802	\$88,354	\$100,000	\$99,700	\$100,000
Pro Shop Sales-Rentals & Other	\$582	\$9,977	\$10,500	\$3,900	\$8,500
Investment Income	\$375	\$40	\$280	\$280	\$0
Concession Income	\$38,000	\$39,060	\$38,000	\$21,490	\$32,000
Miscellaneous	\$8,258	\$2,812	\$0	\$230	\$0
Transfer In-General Fund	\$28,263	\$28,104	\$26,480	\$26,480	\$20,520
Total Revenue	\$825,922	\$918,200	\$965,955	\$922,990	\$945,155
Expense					
Compensation	\$246,363	\$360,970	\$355,601	\$345,920	\$352,259
Fringe Benefits	\$109,485	\$84,577	\$107,322	\$84,505	\$136,017
Outside Services	\$125,946	\$108,128	\$89,630	\$111,350	\$96,290
Supplies	\$133,956	\$188,742	\$210,420	\$208,970	\$198,887
Utilities	\$35,421	\$34,841	\$41,430	\$36,450	\$40,180
Insurance	\$4,580	\$3,940	\$3,120	\$3,120	\$3,240
Debt Service	\$57,463	\$57,353	\$46,600	\$49,230	\$48,520
Miscellaneous	\$5,627	\$3,906	\$0	\$12,200	\$0
Transfer Out	\$77,950	\$77,950	\$97,950	\$77,950	\$79,440
(Gain) Loss on Refunding	(\$3,000)	\$0	\$0	\$0	\$0
Total Expense	\$793,792	\$920,408	\$952,073	\$929,695	\$954,833

The majority of Golf Fund revenue is generated through fees charged for golfing activities, seasonal passes, daily fees, and cart rentals. These revenue streams make up 72% of the Fund's revenue. Historical data is used to forecast these revenues. Pro Shop Sales is the next largest revenue stream at approximately 11%. This is a new revenue source for the Fund and revenue projections are under development.

GOLF COURSE FUND

<u>SERVICE INDICATORS</u>	2013 <u>Actual</u>	2014 <u>Actual</u>	2015 <u>Estimated</u>	2016 <u>Projected</u>
1. Number of Season Memberships	252	260	260	260
2. Number of rounds played	26,931	26,573	28,337	29,187
3. Number of unique web site visitors	20,788	24,168	25,000	25,600

2016 GOALS

1. Increase lesson and camp programs by 10%.
2. Institute Learn to Golf short course program.
3. Increase season memberships by 5%.

2015 GOALS STATUS

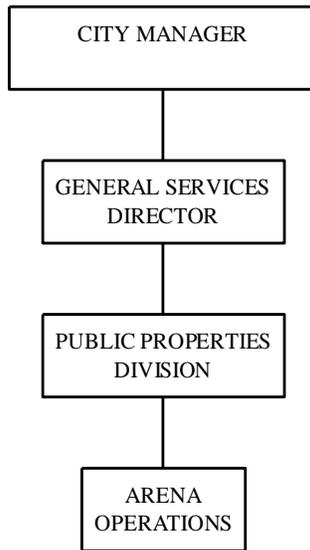
1. Quantify/measure the effectiveness of current marketing expenditures.
9-Month Status: Staff are working with advertising executives on an updated marketing plan, which will be finalized in the fourth quarter. The contract for the Beaver Meadow Golf Course web site has been executed for the 2015 season.
2. Develop written maintenance plan for the golf course.
9-Month Status: The plan is currently being written and will be finalized in the fourth quarter.
3. Determine the affordability of capital investments by preparing a cost analysis as needed.
9-Month Status: The Golf Course Advisory Committee is working with staff and has forwarded a plan to City Council for approval.
4. Make the Golf Fund self-supporting by increasing revenue and deploying scarce resources in a cost effective manner.
9-Month Status: Installed an automatic range ball dispenser and increased the size of the driving range. This has increased the number of hours that the driving range is open and has resulted in increased range revenue.

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 SUMMARY

	2015 Budgeted	2015 Estimated	2016 Budget
Revenue	\$599,979	\$593,060	\$608,170
Expense	\$637,630	\$589,646	\$640,493
Net Income (Loss)		\$3,414	(\$32,323)
Beginning Working Capital		\$141,458	\$144,872
Ending Working Capital		\$144,872	\$112,549

RESERVE

This Fund has a goal to target a working capital reserve that is 5% of operating expenses, including debt service and capital expenditures.

ARENA FUND

BUDGET DETAIL

	2013 Actual	2014 Actual	2015 Budgeted	2015 Estimated	2016 Budget
Revenue					
Investment Income	\$558	\$175	\$490	\$319	\$490
Facility Lease or Rental	\$81,744	\$65,554	\$62,480	\$61,700	\$72,750
Ice Rental	\$438,868	\$442,384	\$445,729	\$429,809	\$439,400
Parking Rental	\$0	\$120	\$0	\$360	\$0
Finance Charges	\$1,028	\$779	\$250	\$267	\$250
Concession Income	\$0	\$46,954	\$50,000	\$50,000	\$50,000
Miscellaneous	\$1,281	\$1,013	\$0	\$1,450	\$0
Advertising Revenue	\$25,900	\$29,375	\$25,000	\$33,125	\$30,000
Transfer In-General Fund	\$17,380	\$16,710	\$16,030	\$16,030	\$15,280
Total Revenue	\$566,759	\$603,064	\$599,979	\$593,060	\$608,170
Expense					
Compensation	\$161,603	\$169,371	\$194,726	\$156,713	\$216,564
Fringe Benefits	\$95,724	\$68,244	\$73,474	\$61,920	\$80,126
Outside Services	\$25,800	\$25,235	\$29,485	\$29,805	\$29,854
Supplies	\$17,470	\$37,594	\$42,172	\$42,172	\$41,325
Utilities	\$77,411	\$83,089	\$91,490	\$93,868	\$105,900
Insurance	\$6,769	\$7,373	\$7,240	\$7,240	\$7,384
Capital Outlay	\$14,944	\$693	\$0	\$0	\$0
Debt Service	\$97,777	\$95,312	\$94,340	\$93,225	\$93,710
Allocated Costs	\$12,870	\$12,870	\$16,259	\$16,259	\$0
Transfer Out	\$41,000	\$142,260	\$88,444	\$88,444	\$65,630
Total Expense	\$551,368	\$642,040	\$637,630	\$589,646	\$640,493

Note: New for FY 2016, Allocated Costs are now included in the Transfer Out expense line.

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.

<u>SERVICE INDICATORS</u>	2013 <u>Actual</u>	2014 <u>Actual</u>	2015 <u>Estimated</u>	2016 <u>Projected</u>
1. Total Ice Rental Hours	1,673	1,622	1,546	1,570
2. Show Rental Revenue	\$51,800	\$45,000	\$43,585	\$44,045
3. Public Ice Skating Attendance	6,511	7,531	8,077	8,000
4. Recreational Hockey Stick / Puck Attendance	838	800	927	900

2016 GOALS

1. Explore increasing ice revenue by investigating curling opportunities.
2. Develop additional revenue by exploring other off-ice activities, such as roller skating.
3. Provide a firm financial foundation by maximizing revenue through increased hockey stick/puck attendance and minimizing expenses by refining the energy management program.

2015 GOALS STATUS

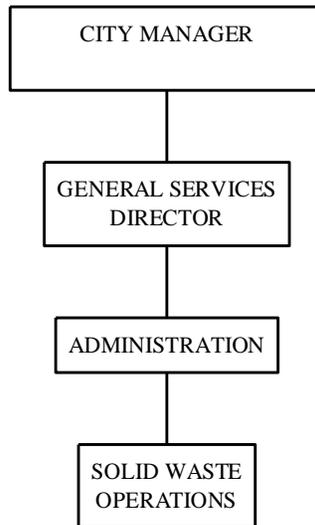
1. Continue to work with the Office of Management and Budget to further develop and refine a special reserve fund targeted to replace capital equipment.
9-Month Status: Not started.
2. Increase winter ice revenue by 1%.
9-Month Status: Ice revenue is slightly below budgeted revenue for this fiscal year. Inclement weather caused the arena to close nine times during the winter. These closures accounted for about \$15,000 in lost revenue.
3. Continue to work with the Black Ice Pond Hockey Tournament to develop additional advertising opportunities.
9-Month Status: Completed. The arena has added advertising space above the bleachers.
4. Track a performance baseline of the percent of customers surveyed who rate the quality of service and ice time cost and availability as “good” or better. Perform a survey of the following groups: public skating, recreational hockey, youth hockey, high school hockey, and other ice time renters.
9-Month Status: This survey is sent out in March at the end of the ice skating season. The results are not due until the end of April.
5. Track a performance baseline of the percent of promoters and exhibitors surveyed who are satisfied with the quality of service for non-ice time rentals.
9-Month Status: Not Started. This survey is done in June at the end of the fiscal year.

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 FUNDSOLID WASTE FUND SUMMARY

	2015 Budgeted	2015 Estimated	2016 Budget
Revenue	\$3,947,997	\$3,680,073	\$3,477,194
Expense	\$4,052,957	\$3,822,177	\$3,655,266
Net Income (Loss)		(\$142,104)	(\$178,072)
Beginning Working Capital		\$701,252	\$559,148
Ending Working Capital		\$559,148	\$381,076

SOLID WASTE FUND

BUDGET DETAIL

	2013 Actual	2014 Actual	2015 Budgeted	2015 Estimated	2016 Budget
Revenue					
Waste Haulers Permit	\$600	\$700	\$700	\$900	\$900
Household Waste	\$0	\$15,210	\$0	\$7,673	\$5,541
School District Payments	\$60,580	\$48,443	\$52,020	\$52,020	\$52,020
Miscellaneous Services	\$11,910	\$11,910	\$11,910	\$11,910	\$11,910
Commercial Disposal	\$1,264,963	\$1,236,915	\$1,306,712	\$1,022,397	\$832,279
DTSWRD-Dwntwn Sol Waste Rem Dstr	\$203,503	\$211,352	\$216,840	\$221,580	\$223,974
Contaminated Loads	\$4,928	\$490	\$1,500	\$500	\$1,500
PAYT Bags	\$949,180	\$867,685	\$950,000	\$950,000	\$950,000
PAYT Containers	\$297,267	\$296,004	\$297,270	\$297,270	\$297,270
Cart Collection Program	\$19,230	\$16,890	\$16,850	\$17,500	\$17,400
Motor Vehicle Waste Disposal	\$92,763	\$92,211	\$89,000	\$93,000	\$93,000
Finance Charges	\$1,562	\$246	\$1,500	\$2,370	\$970
Miscellaneous	\$60	\$280	\$300	\$600	\$300
Transfer In-General Fund	\$1,239,930	\$1,219,130	\$990,130	\$990,130	\$990,130
Transfer In-Trust/Svms	\$13,800	\$13,800	\$13,265	\$12,223	\$0
Total Revenue	\$4,160,276	\$4,031,265	\$3,947,997	\$3,680,073	\$3,477,194
Expense					
Compensation	\$167,184	\$155,294	\$188,214	\$211,400	\$197,345
Fringe Benefits	\$119,508	\$93,331	\$97,594	\$106,450	\$108,276
Outside Services	\$4,040,439	\$4,086,196	\$3,724,210	\$3,459,707	\$3,301,545
Utilities	\$7,205	\$8,239	\$8,739	\$10,420	\$14,480
Insurance	\$1,715	\$140	\$140	\$140	\$140
Debt Service	\$20,645	\$41,701	\$30,460	\$30,460	\$29,880
Allocated Costs	\$3,100	\$3,600	\$3,600	\$3,600	\$0
Transfer Out	(\$13,907)	(\$28,427)	\$0	\$0	\$3,600
Total Expense	\$4,345,889	\$4,360,073	\$4,052,957	\$3,822,177	\$3,655,266

Note: New for FY 2016, Allocated Costs are now included in the Transfer Out expense line.

Pay-As-You-Throw (PAYT) bag revenue is determined by looking at historical Municipal Solid Waste tonnage and bag sales information. The FY 2016 budget projection includes a recommended 25% increase in PAYT prices. The revenue projection of \$1,187,500 is conservatively lowered to \$950,000 to account for potential behavioral changes by residents (i.e. pre-purchasing, overstuffing of bags) and outlets (i.e. pre-purchasing). Full recognition of increased PAYT revenues will occur in FY 2017.

Revised 6/25/2015

SOLID WASTE FUND

<u>SERVICE INDICATORS</u>	2013 <u>Actual</u>	2014 <u>Actual</u>	2015 <u>Estimated</u>	2016 <u>Projected</u>
1. Number of tons diverted from traditional disposal	6,641	6,760	7,981	8,140
2. Percentage of Citizen Request Tracker items resolved	97.5%	99.0%	99.5%	99.5%
3. Number of households serviced during annual Household Hazardous Waste Collection	154	204	523	500

2016 GOALS

1. Positively engage the public by continuing to develop relationships with condo/management companies in regards to the City's single stream container program.
2. Monitor curbside tonnage and track any major changes in residential disposal behaviors.
3. Continue to be a leader in waste management by reviewing and closing complaints and concerns received through the website's "Report a Concern" module in a timely manner.

2015 GOALS STATUS

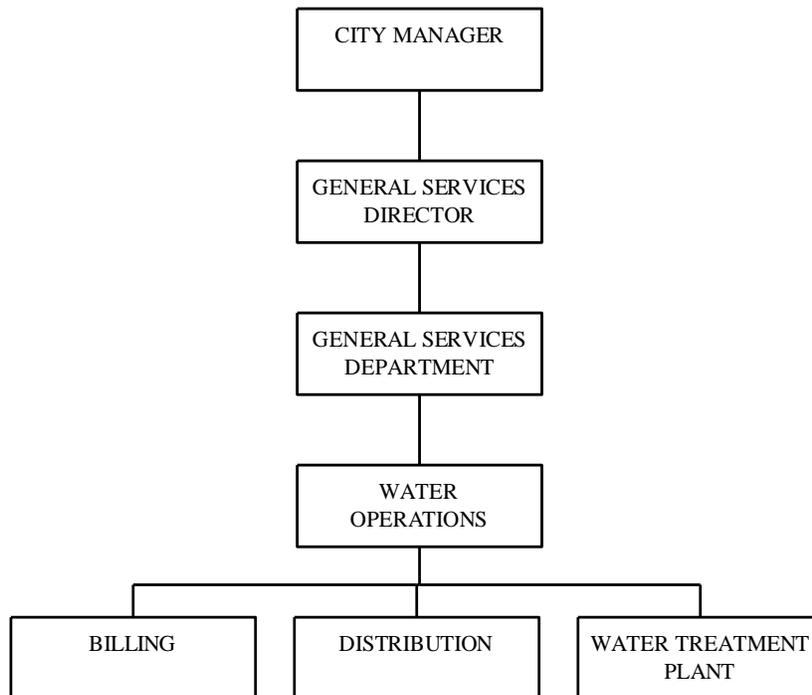
1. Continue to monitor curbside tonnage and track any major changes in residential behaviors.
9-Month Status: Residential MSW tonnage through the third quarter is in line with expected tonnage as budgeted.
2. Continue to make contact with condo/management companies in regards to the City's single stream container program.
9-Month Status: Ongoing. Staff continues to work with condo/management companies in an effort to optimize waste management programs through recycling at multi-family dwellings.
3. Continue to monitor the illegal bulk waste that has been occurring in the Downtown Solid Waste District.
9-Month Status: Incidents of illegal dumping in the Downtown Solid Waste District have been less regular this quarter.
4. Review and close complaints and concerns that come in from the website's Report a Concern request tracking system.
9-Month Status: Ongoing. Complaints and concerns are given high priority and a protocol is in place to correct any issue (such as a missed pick-up) quickly.
5. Continue to look at options to save on solid waste collection costs for all lines of work.
9-Month Status: Ongoing. Staff has been in communication with the City's contracted provider of collection services to verify agreements on multi-family collections.
6. Monitor any potential leakage of Concord tonnage to other disposal sites.
9-Month Status: Ongoing. Staff has begun identifying and investigating potential leakage to refer to City Administration and Legal.

WATER FUND

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 SUMMARY

	2015 Budgeted	2015 Estimated	2016 Budget
Revenue	\$5,561,895	\$5,682,350	\$5,726,185
Expense	\$5,861,070	\$5,660,545	\$6,113,562
Net Income (Loss)		\$21,805	(\$387,377)
Beginning Working Capital		\$2,660,791	\$2,682,596
Ending Working Capital		\$2,682,596	\$2,295,219

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% rate increase is proposed for Fiscal Year 2016.

WATER FUND

BUDGET DETAIL

	2013 Actual	2014 Actual	2015 Budgeted	2015 Estimated	2016 Budget
Revenue					
Interest Costs and Penalties	\$26,065	\$26,678	\$25,000	\$26,500	\$25,000
Testing Services	\$1,960	\$1,788	\$2,000	\$2,500	\$2,500
Commercial Sales	\$4,098,060	\$4,070,609	\$4,091,160	\$4,200,000	\$4,246,000
Private Fire Service	\$114,239	\$114,355	\$114,000	\$117,000	\$117,000
Water Availability	\$1,170,689	\$1,179,155	\$1,170,000	\$1,183,000	\$1,183,000
Sundry Services	\$22,815	\$19,291	\$17,500	\$13,000	\$13,000
Labor Services-Water	\$4,933	\$5,647	\$5,000	\$11,000	\$7,500
Misc. Recollectible	\$3,776	\$4,133	\$4,000	\$0	\$0
Repairs to Customer Services	\$139	\$0	\$0	\$0	\$0
Repairs to Hydrants	\$0	\$488	\$0	\$0	\$0
Cross Connection	\$57,742	\$68,379	\$60,000	\$65,000	\$65,000
Investment Income	\$8,321	\$4,392	\$5,500	\$4,400	\$4,400
Finance Charges	(\$961)	\$291	\$300	(\$60)	\$300
Utility Demand Compensation	\$3,965	\$267	\$0	\$0	\$0
Investment Fee	\$20,489	\$27,757	\$20,000	\$19,500	\$20,000
NHRS subsidy for Retiree Health Ins	\$38,869	\$36,566	\$35,670	\$34,600	\$34,340
Retiree share of Health Ins	\$11,704	\$7,979	\$11,765	\$3,810	\$6,345
Sale of Surplus Property	\$0	\$2,800	\$0	\$0	\$0
Miscellaneous	\$9,601	\$7,028	\$0	\$2,100	\$1,800
Total Revenue	\$5,592,406	\$5,577,602	\$5,561,895	\$5,682,350	\$5,726,185
Expense					
Compensation	\$912,006	\$1,100,714	\$1,140,099	\$1,062,769	\$1,202,824
Fringe Benefits	\$772,778	\$654,478	\$657,816	\$644,670	\$733,131
Outside Services	\$106,099	\$170,000	\$146,179	\$153,455	\$150,801
Supplies	\$413,444	\$433,433	\$418,856	\$423,544	\$425,151
Utilities	\$290,368	\$225,507	\$253,713	\$190,210	\$278,790
Insurance	\$40,323	\$38,290	\$38,020	\$38,090	\$42,340
Capital Outlay	\$25,362	\$40,555	\$111,000	\$106,000	\$109,000
Debt Service	\$1,984,870	\$2,242,377	\$1,883,870	\$1,866,990	\$1,889,300
Miscellaneous	\$33,291	\$24,776	\$29,080	\$30,680	\$7,600
Allocated Costs	\$277,090	\$330,110	\$350,067	\$350,067	\$0
Transfer Out	\$729,531	\$728,467	\$832,370	\$831,870	\$1,274,625
(Gain) Loss on Refunding	(\$77,750)	\$0	\$0	(\$37,800)	\$0
Total Expense	\$5,507,412	\$5,988,706	\$5,861,070	\$5,660,545	\$6,113,562

Note: New for FY 2016, Allocated Costs are now included in the Transfer Out expense line.

Revised 6/25/2015

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.

<u>SERVICE INDICATORS</u>	<u>2013</u> <u>Actual</u>	<u>2014</u> <u>Actual</u>	<u>2015</u> <u>Estimated</u>	<u>2016</u> <u>Projected</u>
1. Residential per capita gallons used per day	74	72	72	72
2. Percentage of turbidity readings below 0.1 NTUs	90%	93%	97%	98%

2016 GOALS

1. Increase community awareness about water conservation.
2. Maintain competitive rates with comparable communities in New Hampshire.
3. Continue with the application process for Partnership for Safe Water.

2015 GOALS STATUS

1. Do not exceed the MCL limit level(s) of the Safe Drinking Water Act requirements.
9-Month Status: No violations reported.
2. Continue to reduce electrical consumption and chemical addition at the Water Treatment Plant (WTP).
9-Month Status: Three out of four new chemical pumps are installed and running. This will contribute to savings at the WTP. A new process water pumping system was installed and will also reduce electrical use through the new Variable Frequency Drives.
3. Continue to work with schools, organizations, municipal and state government on water quality issues education.
9-Month Status: WTP staff attended a Cyanobacteria workshop at the EPA Regional offices. In January 2015, staff presented a discussion to water operators for CEU credits. WTP staff also provided training for the New Hampshire Water Works Association's (NHWWA) basics course students. Tours of the WTP were provided to a class of 34 NHWWA students and to a group of NHTI Engineering and Science students.
4. Continue to pursue funding opportunities from the State and Federal governments to provide enhanced security features at the plant and remote facilities.
9-Month Status: A request has been sent to the Department of Homeland Security for grant funding to purchase surveillance cameras.
5. Continue to implement and fund capital improvement projects for the water treatment plant and well sites.
9-Month Status: CIP projects continue. The chemical room upgrade is approximately 75% completed. The Variable Frequency Drive installation at Station 4 will be completed this year as well.

WATER FUND

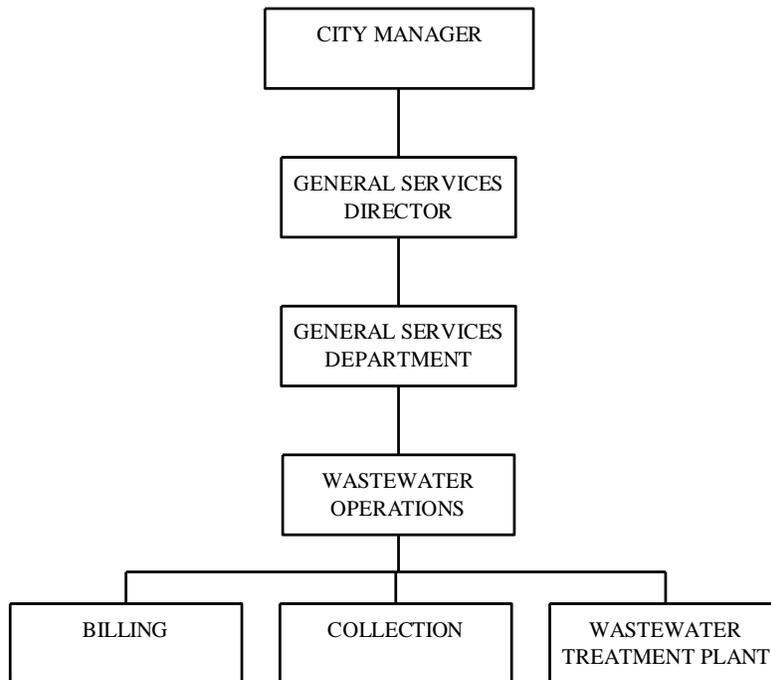
6. Supervise the execution of a leak detection program.
9-Month Status: Ongoing. General Services is still on track to have over 60 miles of City water infrastructure surveyed in the fourth quarter. The contractor will be performing most of the work at night in order to minimize interference with citizens and fire hydrant flushing activities.
7. Supervise the planning, managing and implementing of a water conservation plan for the water infrastructure.
9-Month Status: Ongoing. Residents were encouraged to help conserve water by celebrating “Fix a Leak Week”, an EPA WaterSense marketing campaign. Residents and business owners were encouraged to “detect a royal leak” and enter to win a new throne, a WaterSense labeled toilet.
8. Supervise the preparation and analysis of non-revenue water on a quarterly basis.
9-Month Status: Utility data was collected from many sources and compiled into the updated American Water Works Association (AWWA) computer model that determined the system has less than a 10% non-revenue water percentage. This number is well below par of 15% set by the AWWA M36 Water Audit manual. Minimal water main breaks this winter also support the number, and gathering more data for the validity of the FY 2015 quarterly audits is ongoing.

WASTEWATER FUND

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 FUNDWASTEWATER FUND SUMMARY

	2015 Budgeted	2015 Estimated	2016 Budget
Revenue	\$7,246,728	\$7,089,542	\$7,326,029
Expense	\$7,136,624	\$7,013,358	\$7,401,099
Net Income (Loss)		\$76,184	(\$75,070)
Beginning Working Capital		\$2,813,789	\$3,118,818
Current Portion of State Grant		\$228,845	\$0
Ending Working Capital		\$3,118,818	\$3,043,748

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.

A rate increase of 4.25% is proposed in FY 2016.

WASTEWATER FUND

BUDGET DETAIL

	2013 Actual	2014 Actual	2015 Budgeted	2015 Estimated	2016 Budget
Revenue					
Interest Costs and Penalties	\$27,757	\$31,391	\$28,000	\$29,110	\$28,000
Misc Permits	\$1,360	\$1,360	\$1,100	\$1,970	\$1,970
Share of Debt Service	\$31,537	\$92,476	\$241,278	\$74,852	\$285,474
Testing Services	\$1,796	\$2,849	\$2,500	\$1,810	\$1,800
Sewer Service	\$6,129,003	\$6,126,743	\$6,276,850	\$6,281,000	\$6,306,500
Sewer Service-Boscawen	\$135,236	\$168,196	\$137,750	\$166,580	\$165,000
Sewer Service-Bow	\$43,032	\$43,559	\$40,000	\$40,000	\$40,000
Leachate Processing	\$255,107	\$382,714	\$225,000	\$227,080	\$225,000
Labor Services-Wastewater	\$299	\$994	\$3,000	\$1,890	\$2,000
Septage Processing	\$149,844	\$186,170	\$165,000	\$163,130	\$165,000
Sludge Disposal	\$81,212	\$76,888	\$16,600	\$19,400	\$17,500
Investment Income	\$7,957	\$3,107	\$5,000	\$4,720	\$5,000
Land Lease or Rental	\$0	\$0	\$0	\$0	\$1,250
Finance Charges	(\$139)	\$205	\$200	\$1,060	\$500
Insurance Distributions & Credits	\$0	\$21,900	\$0	\$0	\$0
Utility Demand Compensation	\$7,734	\$803	\$0	\$0	\$0
Investment Fee	\$49,510	\$39,379	\$40,000	\$32,920	\$40,000
NHRS subsidy for Retiree Health Ins	\$38,869	\$36,566	\$35,670	\$34,600	\$34,340
Retiree share of Health Ins	\$11,704	\$7,979	\$11,765	\$3,810	\$6,345
Sale of Surplus Property	\$0	\$1,160	\$0	\$0	\$0
Miscellaneous	\$7,201	\$21,896	\$0	\$5,610	\$350
Budgetary Use of Fund Balance	\$0	\$0	\$17,015	\$0	\$0
Total Revenue	\$6,979,017	\$7,246,335	\$7,246,728	\$7,089,542	\$7,326,029
Expense					
Compensation	\$1,120,977	\$1,355,412	\$1,404,061	\$1,357,123	\$1,465,918
Fringe Benefits	\$921,652	\$788,934	\$801,514	\$826,510	\$889,740
Outside Services	\$398,353	\$439,158	\$497,139	\$467,080	\$462,357
Supplies	\$437,697	\$456,729	\$486,848	\$466,242	\$464,314
Utilities	\$519,531	\$496,997	\$565,421	\$561,730	\$654,165
Insurance	\$53,400	\$57,888	\$61,170	\$61,060	\$66,410
Capital Outlay	\$76,756	\$38,827	\$53,000	\$53,000	\$54,500
Debt Service	\$2,337,910	\$2,276,051	\$2,253,025	\$2,236,150	\$2,147,350
Miscellaneous	\$17,641	\$18,916	\$19,930	\$19,930	\$0
Allocated Costs	\$236,120	\$248,360	\$279,855	\$291,138	\$0
Transfer Out	\$702,310	\$770,219	\$714,661	\$707,581	\$1,196,345
(Gain) Loss on Refunding	(\$12,590)	\$0	\$0	(\$34,186)	\$0
Total Expense	\$6,809,757	\$6,947,492	\$7,136,624	\$7,013,358	\$7,401,099

Note: New for FY 2016, Allocated Costs are now included in the Transfer Out expense line.

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. This year it was determined that the best model to follow would be to take 97% of the average wastewater processing volume over the last three years.

<u>SERVICE INDICATORS</u>	2013 <u>Actual</u>	2014 <u>Actual</u>	2015 <u>Estimated</u>	2016 <u>Projected</u>
1. Number of wastewater odor complaints addressed	3	1	0	0
2. Percentage of Class A materials produced	97.1%	98.0%	99.0%	98.0%
3. Percentage of Class B materials produced	2.9%	2.0%	1.0%	2.0%

2016 GOALS

1. Meet the community's expectation for odor control.
2. Maintain competitive rates with comparable communities in New Hampshire.
3. Continue to be a leader in biosolids management.

2015 GOALS STATUS

1. Experience no exceptions of NPDES permit requirements.
9-Month Status: The Hall Street Wastewater Treatment Facility (WWTF) experienced one permit exceedance during the third quarter. There were no permit exceedances at the Penacook WWTF.
2. Continue to actively monitor and control energy consumption at all wastewater facilities.
9-Month Status: Electrical consumption at both WWTF's is tracking at or below normal trends. Natural gas consumption data is no longer available since the switch from National Grid to Liberty Utilities.
3. Successfully implement projects as funded in the FY 2015 Capital Improvement Program.
9-Month Status: All planned projects are underway.
4. Renew the Hall Street Wastewater Treatment Facility (WWTF) biosolids "Sludge Quality Certification" with NHDES for another five year period.
9-Month Status: The sampling program continues on schedule, with three rounds of the required sampling completed.
5. In coordination with General Services Administration, develop long-term biosolids management plan for the Wastewater Division.
9-Month Status: Engineering evaluation is ongoing. Site visits to view alternative sludge stabilization process installations were conducted during the third quarter.
6. Complete required sampling and analysis for the Hall Street WWTF's NPDES permit renewal application which is due in 2016.
9-Month Status: The sampling program continues on schedule as planned. The second round of required sampling has been completed.

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7. Evaluate current staff work assignments, tasks and scheduling, and implement changes as necessary to effectively apply available resources to highest priority needs.
9-Month Status: Ongoing.

8. In coordination with the Department's Communication Coordinator, evaluate appropriate information related to the Wastewater Division and associated activities to facilitate expansion of the Department's website.
9-Month Status: Completed.