

2017 OPERATING BUDGET

ENTERPRISE FUNDS

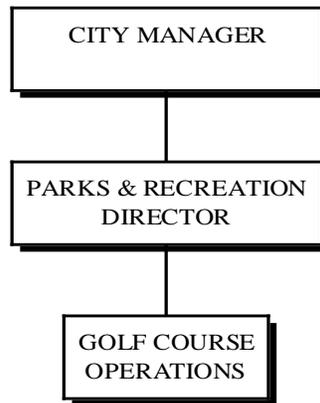
	2014 Actual	2015 Actual	2016 Budgeted	2016 Estimated	2017 Budget
Revenue					
Golf	\$918,200	\$929,228	\$984,315	\$1,031,620	\$1,096,040
Arena	\$603,064	\$597,186	\$653,900	\$623,113	\$601,735
Solid Waste	\$4,031,265	\$3,745,056	\$3,477,194	\$3,712,186	\$3,934,262
Water	\$5,577,602	\$5,819,045	\$5,726,185	\$5,830,495	\$5,881,955
Wastewater	\$7,246,335	\$7,216,363	\$7,326,029	\$7,329,970	\$7,281,673
Total Revenue	\$18,376,467	\$18,306,877	\$18,167,623	\$18,527,384	\$18,795,665
Expense					
Golf	\$920,408	\$937,189	\$979,933	\$1,028,703	\$1,094,826
Arena	\$642,040	\$548,229	\$686,223	\$662,301	\$599,509
Solid Waste	\$4,360,073	\$3,839,860	\$3,655,266	\$3,968,541	\$4,011,954
Water	\$5,988,706	\$5,593,460	\$6,113,562	\$6,011,191	\$6,164,417
Wastewater	\$6,947,492	\$6,909,565	\$7,401,099	\$7,290,416	\$7,574,444
Total Expense	\$18,858,720	\$17,828,303	\$18,836,083	\$18,961,152	\$19,445,150

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.

2017 OPERATING BUDGET

GOLF COURSE FUND

GOLF FUND SUMMARY

	2016 Budgeted	2016 Estimated	2017 Budget
Revenue	\$984,315	\$1,031,620	\$1,096,040
Expense	\$979,933	\$1,028,703	\$1,094,826
Net Income (Loss)		\$2,917	\$1,214
Beginning Working Capital		\$26,720	\$29,637
Ending Working Capital		\$29,637	\$30,851

RESERVE

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

2017 OPERATING BUDGET

GOLF COURSE FUND

BUDGET DETAIL

	2014 Actual	2015 Actual	2016 Budgeted	2016 Estimated	2017 Budget
Revenue					
Interest Costs and Penalties	(\$136)	(\$13)	\$0	\$100	\$0
Camps	\$39,183	\$32,667	\$42,550	\$28,000	\$37,100
Seasonal Passes	\$188,503	\$211,094	\$208,085	\$220,000	\$231,080
Daily Fees	\$352,260	\$332,766	\$345,000	\$334,820	\$345,000
Cart Rental	\$110,302	\$123,202	\$125,000	\$140,000	\$150,000
Handicapping	\$6,485	\$6,661	\$6,500	\$6,880	\$7,000
Driving Range	\$43,375	\$53,381	\$55,000	\$58,000	\$58,000
League & Tournament Fees	\$9,881	\$15,125	\$2,000	\$10,000	\$10,000
Golf Simulator Revenue	\$0	\$0	\$39,160	\$52,000	\$56,000
Pro Shop Sales	\$88,354	\$104,329	\$100,000	\$120,000	\$135,000
Pro Shop Sales-Rentals & Other	\$9,977	\$1,617	\$8,500	\$1,000	\$1,000
Investment Income	\$40	\$26	\$0	\$80	\$100
Insurance Distributions & Credits	\$0	\$0	\$0	\$5,060	\$0
Concession Income	\$39,060	\$21,514	\$32,000	\$34,060	\$42,000
Miscellaneous	\$2,812	\$379	\$0	\$1,100	\$4,000
Transfer In-General Fund	\$28,104	\$26,480	\$20,520	\$20,520	\$19,760
Total Revenue	\$918,200	\$929,228	\$984,315	\$1,031,620	\$1,096,040
Expense					
Compensation	\$360,970	\$351,219	\$373,383	\$393,250	\$406,760
Fringe Benefits	\$84,577	\$83,679	\$139,993	\$125,110	\$153,642
Outside Services	\$108,128	\$115,548	\$96,290	\$117,990	\$99,318
Supplies	\$188,742	\$203,563	\$198,887	\$203,710	\$215,676
Utilities	\$34,841	\$40,779	\$40,180	\$57,130	\$43,410
Insurance	\$3,940	\$3,120	\$3,240	\$3,253	\$3,360
Debt Service	\$57,353	\$49,227	\$48,520	\$48,520	\$88,600
Miscellaneous	\$3,906	\$12,104	\$0	\$300	\$0
Transfer Out	\$77,950	\$77,950	\$79,440	\$79,440	\$84,060
Total Expense	\$920,408	\$937,189	\$979,933	\$1,028,703	\$1,094,826

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 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.

2017 OPERATING BUDGET

GOLF COURSE FUND

<u>SERVICE INDICATORS</u>	2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Estimated</u>	2017 <u>Projected</u>
1. Number of Season Memberships	260	271	280	280
2. Number of rounds played	26,573	27,502	28,000	28,500
3. Number of unique web site visitors	24,168	25,715	26,500	27,000

2017 GOALS

1. Create an integrated marketing campaign for course operations.
2. Rebrand course lessons and camp programs to Academy Programs.
3. Continue to expand the use of the facility as a year round destination.
4. Increase and maintain level of use of new golf simulators.
5. Work with the Parks & Recreation and Beaver Meadow Golf Course Advisory Committees to create a 10-year master plan for Beaver Meadow Golf Course.

2016 GOALS STATUS

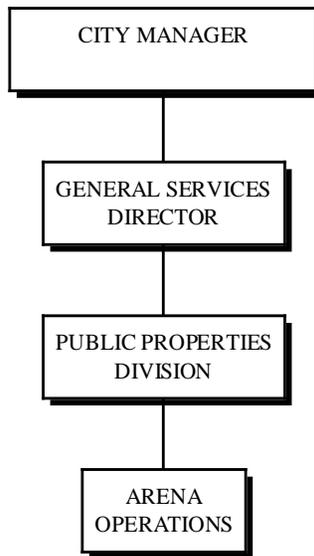
1. Increase lesson and camp programs by 10%.
9-Month Status: This past winter the lesson and camp programs were re-designed to provide low student to instructor ratios and to provide the ability to track return visits to the course. With the addition of the golf simulators, there was growth in the number of lessons offered during the winter months.
2. Institute Learn to Golf short course program.
9-Month Status: Staff redesigned the Get Golf Ready Two program to provide more on-course instruction for beginner and intermediate golfers. Adding the on-course instruction helps new golfers become comfortable coming back and playing on the course, not just on the driving range.
3. Increase season memberships by 5%.
9-Month Status: The 2015 season experienced membership growth of around 6% over the 2014 season. With the milder than normal winter, the course opened on March 17th, allowing members to sign up and play earlier than ever. Many new members signed up; however, final membership numbers will not be known until late June.

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.

2017 OPERATING BUDGET

ARENA FUND

ARENA FUND SUMMARY

	2016 Budgeted	2016 Estimated	2017 Budget
Revenue	\$653,900	\$623,113	\$601,735
Expense	\$686,223	\$662,301	\$599,509
Net Income (Loss)		(\$39,188)	\$2,226
Beginning Working Capital		\$0	(\$39,188)
Ending Working Capital		(\$39,188)	(\$36,962)

RESERVE

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

2017 OPERATING BUDGET

ARENA FUND

BUDGET DETAIL

	2014 Actual	2015 Actual	2016 Budgeted	2016 Estimated	2017 Budget
Revenue					
Investment Income	\$175	\$394	\$490	\$490	\$400
Facility Lease or Rental	\$65,554	\$61,493	\$72,750	\$69,400	\$80,395
Ice Rental	\$442,384	\$433,115	\$439,400	\$442,738	\$436,840
Parking Rental	\$120	\$520	\$0	\$0	\$0
Finance Charges	\$779	\$503	\$250	\$60	\$100
Concession Income	\$46,954	\$50,037	\$50,000	\$51,700	\$52,000
Miscellaneous	\$1,013	\$1,969	\$0	\$600	\$0
Advertising Revenue	\$29,375	\$33,125	\$30,000	\$32,125	\$32,000
Budgetary Use of Fund Balance	\$0	\$0	\$45,730	\$0	\$0
Transfer In-General Fund	\$16,710	\$16,030	\$15,280	\$15,280	\$0
Transfer In-Arena Capital Fund	\$0	\$0	\$0	\$10,720	\$0
Total Revenue	\$603,064	\$597,186	\$653,900	\$623,113	\$601,735
Expense					
Compensation	\$169,371	\$169,849	\$216,564	\$206,790	\$223,099
Fringe Benefits	\$68,244	\$63,047	\$80,126	\$79,930	\$81,598
Outside Services	\$25,235	\$30,471	\$29,854	\$68,670	\$27,455
Supplies	\$37,594	\$37,661	\$41,325	\$41,325	\$42,305
Utilities	\$83,089	\$92,929	\$105,900	\$98,238	\$93,622
Insurance	\$7,373	\$7,037	\$7,384	\$7,648	\$8,090
Capital Outlay	\$693	\$0	\$0	\$0	\$0
Debt Service	\$95,312	\$93,223	\$93,710	\$93,710	\$52,700
Allocated Costs	\$12,870	\$16,259	\$0	\$0	\$0
Transfer Out	\$142,260	\$37,753	\$111,360	\$65,990	\$70,640
Total Expense	\$642,040	\$548,229	\$686,223	\$662,301	\$599,509

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

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.

2017 OPERATING BUDGET

ARENA FUND

<u>SERVICE INDICATORS</u>	2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Estimated</u>	2017 <u>Projected</u>
1. Total Ice Rental Hours	1,622	1,562	1,597	1,520
2. Show Rental Revenue	\$45,000	\$43,585	\$44,045	\$46,440
3. Public Ice Skating Attendance	7,531	8,077	9,040	8,250
4. Recreational Hockey Stick / Puck Attendance	800	927	931	885

2017 GOALS

1. Explore increasing ice revenue by investigating curling opportunities.
2. Develop additional revenue by exploring other off-ice activities, such as expanding the roller skating program.
3. Provide a firm financial foundation by maximizing revenue through increased public attendance and minimizing expenses by refining the energy management program and exploring LED light conversion.
4. Work with the Parks & Recreation Advisory Committee, the Arena Advisory Committee, and City staff from the Parks & Recreation and Community Development Departments to create a plan for future operations, investment, and management of Kiwanis Park and the Everett Arena property.

2016 GOALS STATUS

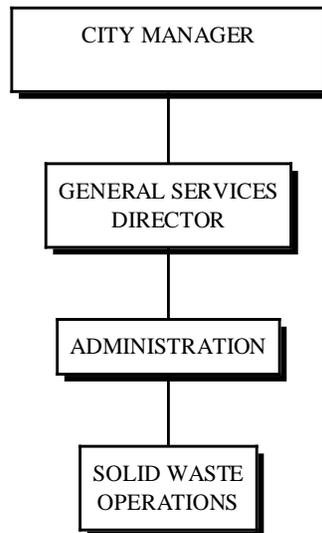
1. Explore increasing ice revenue by investigating curling opportunities.
9-Month Status: Not started. This was expected to be an initiative of the Arena Supervisor but the position was not filled until January 2016.
2. Develop additional revenue by exploring other off-ice activities, such as roller skating.
9-Month Status: The roller skating program is scheduled to begin in the fourth quarter, starting on June 10th and running through July 31st. Public sessions will be offered on Friday and Sunday afternoons/evenings. Private rentals will also be available.
3. Provide a firm financial foundation by maximizing revenue through increased hockey stick/puck attendance and minimizing expenses by refining the energy management program.
9-Month Status: Public sessions increased this season by close to a thousand customers. Some of this is attributed to the mild winter with fewer outside ice skating opportunities. Electric KW consumption is on track to use approximately 15,000 less kilowatts than FY 2015. While some of this is attributed to maximizing night temperature setbacks, the majority of the savings is from the chiller repair work that took place in August of 2015. The repair included cleaning out the tubes the brine passes through inside the chiller which increased efficiency of the refrigeration system.

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.

2017 OPERATING BUDGET

SOLID WASTE FUND

SOLID WASTE FUND SUMMARY

	2016 Budgeted	2016 Estimated	2017 Budget
Revenue	\$3,477,194	\$3,712,186	\$3,934,262
Expense	\$3,655,266	\$3,968,541	\$4,011,954
Net Income (Loss)		(\$256,355)	(\$77,692)
Beginning Working Capital		\$606,448	\$350,093
Ending Working Capital		\$350,093	\$272,401

2017 OPERATING BUDGET

SOLID WASTE FUND

BUDGET DETAIL

	2014 Actual	2015 Actual	2016 Budgeted	2016 Estimated	2017 Budget
Revenue					
Waste Haulers Permit	\$700	\$1,200	\$900	\$600	\$700
Household Waste	\$15,210	\$7,673	\$5,541	\$5,541	\$5,541
School District Payments	\$48,443	\$52,038	\$52,020	\$52,020	\$65,025
Miscellaneous Services	\$11,910	\$12,601	\$11,910	\$11,910	\$0
Commercial Disposal	\$1,236,915	\$1,087,821	\$832,279	\$1,153,280	\$1,119,175
DTSWRD-Dwntwn Sol Waste Rem Dstr	\$211,352	\$221,528	\$223,974	\$229,200	\$230,526
Contaminated Loads	\$490	\$510	\$1,500	\$500	\$1,500
PAYT Bags	\$867,685	\$943,505	\$950,000	\$850,000	\$1,023,750
PAYT Containers	\$296,004	\$302,105	\$297,270	\$297,270	\$369,325
Cart Collection Program	\$16,890	\$17,547	\$17,400	\$17,600	\$17,880
Motor Vehicle Waste Disposal	\$92,211	\$93,630	\$93,000	\$94,000	\$94,000
Finance Charges	\$246	\$1,202	\$970	\$2,310	\$1,100
Insurance Distributions & Credits	\$0	\$0	\$0	\$4,410	\$0
Miscellaneous	\$280	\$1,343	\$300	\$1,420	\$720
Transfer In-General Fund	\$1,219,130	\$990,130	\$990,130	\$990,130	\$990,130
Transfer In-Golf Fund	\$0	\$0	\$0	\$0	\$3,000
Transfer In-Arena Fund	\$0	\$0	\$0	\$0	\$3,790
Transfer In-Solid Waste Cap Fund	\$0	\$0	\$0	\$1,995	\$0
Transfer In-Water Fund	\$0	\$0	\$0	\$0	\$4,350
Transfer In-Wastewater Fund	\$0	\$0	\$0	\$0	\$3,750
Transfer In-Trust/Svms	\$13,800	\$12,222	\$0	\$0	\$0
Total Revenue	\$4,031,265	\$3,745,056	\$3,477,194	\$3,712,186	\$3,934,262
Expense					
Compensation	\$155,294	\$217,705	\$197,345	\$207,380	\$203,334
Fringe Benefits	\$93,331	\$103,986	\$108,276	\$103,833	\$104,590
Outside Services	\$4,086,196	\$3,474,738	\$3,301,545	\$3,615,488	\$3,650,430
Utilities	\$8,239	\$9,228	\$14,480	\$8,220	\$10,700
Insurance	\$140	\$140	\$140	\$140	\$0
Debt Service	\$41,701	\$30,462	\$29,880	\$29,880	\$29,300
Allocated Costs	\$3,600	\$3,600	\$0	\$0	\$0
Transfer Out	(\$28,427)	\$0	\$3,600	\$3,600	\$13,600
Total Expense	\$4,360,073	\$3,839,860	\$3,655,266	\$3,968,541	\$4,011,954

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

Pay-As-You-Throw (PAYT) bag revenue is determined by looking at historical Municipal Solid Waste tonnage and bag sales information. The FY 2017 budget projection includes a recommended 25% increase in PAYT prices. The revenue projection of \$1,137,500 is conservatively lowered to \$1,023,750 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 should occur in FY 2018.

2017 OPERATING BUDGET

SOLID WASTE FUND

<u>SERVICE INDICATORS</u>	2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Estimated</u>	2017 <u>Projected</u>
1. Number of tons diverted from traditional disposal	6,760	8,015	6,803	7,409
2. Percentage of Citizen Request Tracker items resolved	99%	99%	99%	99%
3. Number of households serviced during annual Household Hazardous Waste Collection	204	523	720	720

2017 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.

2016 GOALS STATUS

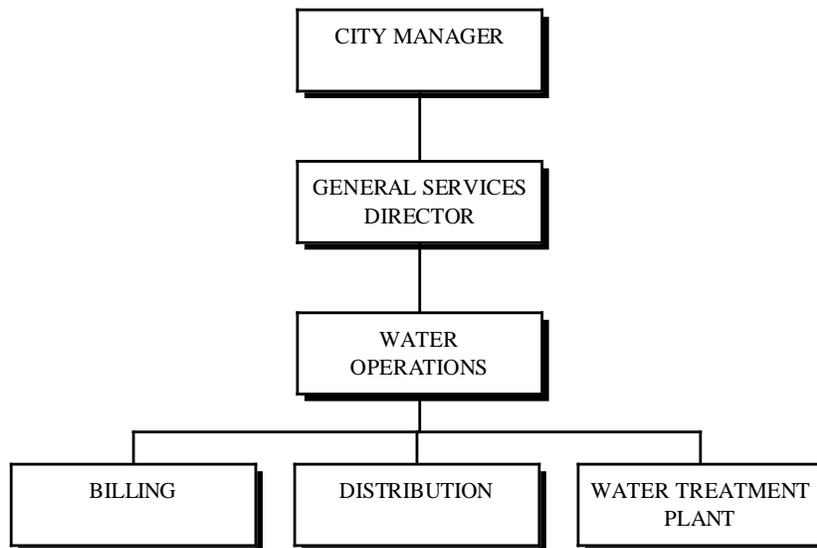
1. Positively engage the public by continuing to develop relationships with condo/management companies in regards to the City’s single stream container program.
9-Month Status: Ongoing. Staff continues to work with condo/management companies in an effort to optimize waste management programs through recycling at multi-family dwellings.
2. Monitor curbside tonnage and track any major changes in residential disposal behaviors.
9-Month Status: Residential MSW tonnage through the third quarter is in line with expected tonnage as budgeted.
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.
9-Month Status: Ongoing. Complaints and concerns are given high priority and a protocol is in place to quickly correct any issue (such as a missed pick-up).

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.

2017 OPERATING BUDGET

WATER FUND

WATER FUND SUMMARY

	2016 Budgeted	2016 Estimated	2017 Budget
Revenue	\$5,726,185	\$5,830,495	\$5,881,955
Expense	\$6,113,562	\$6,011,191	\$6,164,417
Net Income (Loss)		(\$180,696)	(\$282,462)
Beginning Working Capital		\$2,848,576	\$2,667,880
Ending Working Capital		\$2,667,880	\$2,385,418

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 4.5% rate increase is proposed for FY 2017. The proposed rate adjustment would result in an increase of \$0.88 per month on the water portion of the utility bill for an average family.

2017 OPERATING BUDGET

WATER FUND

BUDGET DETAIL

	2014 Actual	2015 Actual	2016 Budgeted	2016 Estimated	2017 Budget
Revenue					
Interest Costs and Penalties	\$26,678	\$26,545	\$25,000	\$28,500	\$26,500
Testing Services	\$1,788	\$3,866	\$2,500	\$2,500	\$2,500
Commercial Sales	\$4,070,609	\$4,315,483	\$4,246,000	\$4,300,000	\$4,393,440
Private Fire Service	\$114,355	\$117,384	\$117,000	\$117,000	\$117,000
Water Availability	\$1,179,155	\$1,184,661	\$1,183,000	\$1,183,000	\$1,187,000
Sundry Services	\$19,291	\$17,469	\$13,000	\$17,000	\$17,000
Labor Services-Water	\$5,647	\$9,845	\$7,500	\$7,750	\$7,500
Misc. Recollectible	\$4,133	\$529	\$0	\$18,000	\$0
Repairs to Hydrants	\$488	\$0	\$0	\$0	\$0
Cross Connection	\$68,379	\$69,800	\$65,000	\$65,000	\$65,000
Investment Income	\$4,392	\$6,162	\$4,400	\$8,000	\$6,000
Finance Charges	\$291	(\$70)	\$300	\$100	\$100
Insurance Distributions & Credits	\$0	\$0	\$0	\$21,030	\$0
Utility Demand Compensation	\$267	\$0	\$0	\$0	\$0
Investment Fee	\$27,757	\$19,728	\$20,000	\$20,000	\$20,000
NHRS subsidy for Retiree Health Ins	\$36,566	\$34,117	\$34,340	\$34,340	\$31,995
Retiree share of Health Ins	\$7,979	\$3,814	\$6,345	\$6,345	\$6,120
Sale of Surplus Property	\$2,800	\$5,359	\$0	\$130	\$0
Miscellaneous	\$7,028	\$4,351	\$1,800	\$1,800	\$1,800
Total Revenue	\$5,577,602	\$5,819,045	\$5,726,185	\$5,830,495	\$5,881,955
Expense					
Compensation	\$1,100,714	\$1,095,193	\$1,202,824	\$1,145,340	\$1,231,160
Fringe Benefits	\$654,478	\$631,062	\$733,131	\$666,270	\$694,725
Outside Services	\$170,000	\$152,487	\$150,801	\$150,880	\$168,240
Supplies	\$433,433	\$383,464	\$425,151	\$445,426	\$437,452
Utilities	\$225,507	\$203,163	\$278,790	\$256,360	\$250,860
Insurance	\$38,290	\$38,080	\$42,340	\$42,540	\$47,840
Capital Outlay	\$40,555	\$77,680	\$109,000	\$109,000	\$115,000
Debt Service	\$2,242,377	\$1,845,981	\$1,889,300	\$1,914,250	\$1,947,700
Miscellaneous	\$24,776	\$22,004	\$7,600	\$6,000	\$6,000
Allocated Costs	\$330,110	\$350,047	\$0	\$0	\$0
Transfer Out	\$728,467	\$832,098	\$1,274,625	\$1,275,125	\$1,265,440
(Gain) Loss on Refunding	\$0	(\$37,800)	\$0	\$0	\$0
Total Expense	\$5,988,706	\$5,593,460	\$6,113,562	\$6,011,191	\$6,164,417

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

2017 OPERATING BUDGET

WATER FUND

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>	2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Estimated</u>	2017 <u>Projected</u>
1. Residential per capita gallons used per day	72	51	50	48
2. Percentage of turbidity readings below 0.1 NTUs	93%	94%	95%	95%

2017 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.

2016 GOALS STATUS

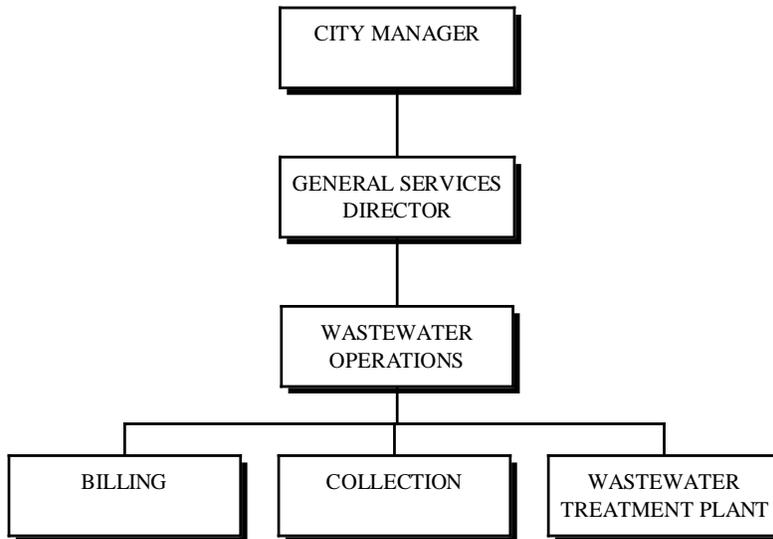
1. Increase community awareness about water conservation.
9-Month Status: Ongoing. The General Services Department received a water main leak detection grant from the NH Department of Environmental Services, which was completed during the first quarter. Many residents throughout the city were directly involved, as repairs were made to their own infrastructure. Water conservation inside the home was also on display at Market Days, as staff raffled off WaterSense labeled showerheads to those who signed up for the City’s e-mail alert system, “Notify Me”. The Department provided input to the Downtown Streetscapes irrigation plan, ensuring that WaterSense fixtures were used. The Department also produced a YouTube video, “How to Detect a Toilet Leak”, and participated in the national “Fix a Leak Week” promotion.
2. Maintain competitive rates with comparable communities in New Hampshire.
9-Month Status: Budget revenues and expenditures are on target through the first three quarters.
3. Continue with the application process for Partnership for Safe Water.
9-Month Status: Application for this voluntary four-phase program is complete. Concord is currently in Phase II of the program, which will continue through March of 2017, and which requires significant reporting and self-assessment. The application for Phase III will be submitted in March of 2017.

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.

2017 OPERATING BUDGET

WASTEWATER FUND

WASTEWATER FUND SUMMARY

	2016 Budgeted	2016 Estimated	2017 Budget
Revenue	\$7,326,029	\$7,329,970	\$7,281,673
Expense	\$7,401,099	\$7,290,416	\$7,574,444
Net Income (Loss)		\$39,554	(\$292,771)
Beginning Working Capital		\$3,315,245	\$3,473,029
Current Portion of State Grant		\$118,230	\$0
Ending Working Capital		\$3,473,029	\$3,180,258

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.

2017 OPERATING BUDGET

WASTEWATER FUND

BUDGET DETAIL

	2014 Actual	2015 Actual	2016 Budgeted	2016 Estimated	2017 Budget
Revenue					
Interest Costs and Penalties	\$31,391	\$30,586	\$28,000	\$31,000	\$30,000
Misc Permits	\$1,360	\$2,245	\$1,970	\$1,500	\$1,500
Share of Debt Service	\$92,476	\$74,851	\$285,474	\$167,000	\$275,578
Testing Services	\$2,849	\$2,104	\$1,800	\$1,800	\$1,800
Sewer Service	\$6,126,743	\$6,358,451	\$6,306,500	\$6,400,000	\$6,293,000
Sewer Service-Boscawen	\$168,196	\$171,372	\$165,000	\$171,380	\$165,000
Sewer Service-Bow	\$43,559	\$38,068	\$40,000	\$40,000	\$40,000
Leachate Processing	\$382,714	\$258,197	\$225,000	\$260,000	\$260,000
Labor Services-Wastewater	\$994	\$2,610	\$2,000	\$6,000	\$3,000
Septage Processing	\$186,170	\$146,553	\$165,000	\$107,000	\$107,000
Sludge Disposal	\$76,888	\$21,438	\$17,500	\$22,500	\$17,500
Investment Income	\$3,107	\$5,744	\$5,000	\$8,500	\$6,000
Land Lease or Rental	\$0	\$0	\$1,250	\$1,830	\$1,830
Finance Charges	\$205	\$1,148	\$500	\$1,800	\$1,000
Insurance Distributions & Credits	\$21,900	\$0	\$0	\$22,120	\$0
Utility Demand Compensation	\$803	\$0	\$0	\$0	\$0
Investment Fee	\$39,379	\$51,827	\$40,000	\$45,000	\$40,000
NHRS subsidy for Retiree Health Ins	\$36,566	\$34,117	\$34,340	\$34,340	\$31,995
Retiree share of Health Ins	\$7,979	\$3,814	\$6,345	\$6,350	\$6,120
Sale of Surplus Property	\$1,160	\$7,178	\$0	\$0	\$0
Miscellaneous	\$21,896	\$6,059	\$350	\$1,850	\$350
Total Revenue	\$7,246,335	\$7,216,363	\$7,326,029	\$7,329,970	\$7,281,673
Expense					
Compensation	\$1,355,412	\$1,369,401	\$1,465,918	\$1,431,270	\$1,442,987
Fringe Benefits	\$788,934	\$805,846	\$889,740	\$851,630	\$843,499
Outside Services	\$439,158	\$424,781	\$462,357	\$444,240	\$543,405
Supplies	\$456,729	\$434,372	\$464,314	\$456,478	\$454,261
Utilities	\$496,997	\$561,376	\$654,165	\$616,130	\$553,867
Insurance	\$57,888	\$61,054	\$66,410	\$66,629	\$69,560
Capital Outlay	\$38,827	\$40,101	\$54,500	\$54,500	\$56,000
Debt Service	\$2,276,051	\$2,223,803	\$2,147,350	\$2,168,194	\$2,427,250
Miscellaneous	\$18,916	\$16,744	\$0	\$0	\$0
Allocated Costs	\$248,360	\$279,785	\$0	\$0	\$0
Transfer Out	\$770,219	\$726,488	\$1,196,345	\$1,201,345	\$1,183,615
(Gain) Loss on Refunding	\$0	(\$34,186)	\$0	\$0	\$0
Total Expense	\$6,947,492	\$6,909,565	\$7,401,099	\$7,290,416	\$7,574,444

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

WASTEWATER FUND

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>	2014 <u>Actual</u>	2015 <u>Actual</u>	2016 <u>Estimated</u>	2017 <u>Projected</u>
1. Number of wastewater odor complaints addressed	1	1	1	1
2. Percentage of Class A materials produced	98.0%	99.5%	99.0%	*80.0%
3. Percentage of Class B materials produced	2.0%	0.5%	1.0%	4.0%
4. Unclassified Material	0.0%	0.0%	0.0%	16.0%

* Reduction in Class A bio-solids is due to scheduled improvements in Class A producing equipment.

2017 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 bio-solids management.

2016 GOALS STATUS

1. Meet the community’s expectation for odor control.
9-Month Status: No odor complaints were received during the first three quarters.
2. Maintain competitive rates with comparable communities in New Hampshire.
9-Month Status: Budget revenues and expenditures are on target through the first three quarters.
3. Continue to be a leader in bio-solids management.
9-Month Status: Produced 100% Class A biosolids during the first two quarters and 97.6% during the third quarter.