

2018 OPERATING BUDGET

ENTERPRISE FUNDS

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	2015 Actual	2016 Actual	2017 Budgeted	2017 Estimated	2018 Budget
<b>Revenue</b>					
Golf	\$929,228	\$1,020,600	\$1,096,040	\$1,089,305	\$1,125,800
Arena	\$597,186	\$639,236	\$601,735	\$596,402	\$601,535
Solid Waste	\$3,745,056	\$3,649,273	\$3,934,262	\$3,978,221	\$4,173,350
Water	\$5,819,045	\$6,041,692	\$5,881,955	\$6,060,725	\$5,948,960
Wastewater	\$7,216,363	\$7,468,989	\$7,281,673	\$7,332,262	\$7,453,662
<b>Total Revenue</b>	<b>\$18,306,877</b>	<b>\$18,819,791</b>	<b>\$18,795,665</b>	<b>\$19,056,915</b>	<b>\$19,303,307</b>
<b>Expense</b>					
Golf	\$937,189	\$1,012,344	\$1,094,826	\$1,090,968	\$1,107,217
Arena	\$548,229	\$640,326	\$599,509	\$575,927	\$615,458
Solid Waste	\$3,839,860	\$3,784,219	\$4,011,954	\$3,978,061	\$4,139,917
Water	\$5,593,460	\$5,885,367	\$6,164,417	\$6,030,430	\$6,239,108
Wastewater	\$6,909,565	\$7,107,814	\$7,574,444	\$7,539,885	\$7,922,660
<b>Total Expense</b>	<b>\$17,828,303</b>	<b>\$18,430,068</b>	<b>\$19,445,150</b>	<b>\$19,215,271</b>	<b>\$20,024,360</b>

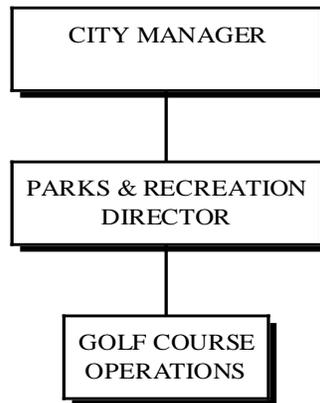
## GOLF COURSE FUND

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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.

2018 OPERATING BUDGET

**GOLF COURSE FUND**

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GOLF FUND SUMMARY

	<b>2017 Budgeted</b>	<b>2017 Estimated</b>	<b>2018 Budget</b>
<b>Revenue</b>	<b>\$1,096,040</b>	<b>\$1,089,305</b>	<b>\$1,125,800</b>
<b>Expense</b>	<b>\$1,094,826</b>	<b>\$1,090,968</b>	<b>\$1,107,217</b>
<b>Net Income (Loss)</b>		<b>(\$1,663)</b>	<b>\$18,583</b>
<b>Beginning Working Capital</b>		<b>\$31,427</b>	<b>\$29,764</b>
<b>Ending Working Capital</b>		<b>\$29,764</b>	<b>\$48,347</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.

2018 OPERATING BUDGET

GOLF COURSE FUND

BUDGET DETAIL

	2015 Actual	2016 Actual	2017 Budgeted	2017 Estimated	2018 Budget
<b>Revenue</b>					
Interest Costs and Penalties	(\$13)	\$103	\$0	\$35	\$0
Camps	\$32,667	\$16,776	\$37,100	\$23,030	\$37,690
Seasonal Passes	\$211,094	\$219,552	\$231,080	\$237,230	\$256,000
Daily Fees	\$332,766	\$354,426	\$345,000	\$346,000	\$345,000
Cart Rental	\$123,202	\$144,458	\$150,000	\$155,500	\$155,000
Handicapping	\$6,661	\$6,829	\$7,000	\$6,390	\$7,000
Driving Range	\$53,381	\$52,601	\$58,000	\$45,740	\$55,000
League & Tournament Fees	\$15,125	\$17,610	\$10,000	\$10,000	\$10,000
Golf Simulator Revenue	\$0	\$29,595	\$56,000	\$64,500	\$66,000
Pro Shop Sales	\$104,329	\$118,938	\$135,000	\$126,430	\$135,000
Pro Shop Sales-Rentals & Other	\$1,617	\$951	\$1,000	\$780	\$1,000
Investment Income	\$26	\$116	\$100	\$110	\$110
Insurance Distributions & Credits	\$0	\$5,054	\$0	\$0	\$0
Concession Income	\$21,514	\$32,000	\$42,000	\$35,000	\$42,000
Miscellaneous	\$379	\$1,072	\$4,000	\$1,800	\$1,000
Advertising Revenue	\$0	\$0	\$0	\$17,000	\$15,000
Transfer In-General Fund	\$26,480	\$20,520	\$19,760	\$19,760	\$0
<b>Total Revenue</b>	<b>\$929,228</b>	<b>\$1,020,600</b>	<b>\$1,096,040</b>	<b>\$1,089,305</b>	<b>\$1,125,800</b>
<b>Expense</b>					
Compensation	\$351,219	\$376,949	\$406,760	\$391,280	\$423,265
Fringe Benefits	\$83,679	\$130,015	\$153,642	\$155,520	\$158,634
Outside Services	\$115,548	\$120,305	\$99,318	\$98,840	\$97,802
Supplies	\$203,563	\$199,818	\$215,676	\$210,580	\$217,353
Utilities	\$40,779	\$53,652	\$43,410	\$56,280	\$50,758
Insurance	\$3,120	\$3,253	\$3,360	\$3,360	\$4,190
Debt Service	\$49,227	\$48,518	\$88,600	\$88,598	\$75,565
Miscellaneous	\$12,104	\$394	\$0	\$3,500	\$0
Transfer Out	\$77,950	\$79,440	\$84,060	\$83,010	\$79,650
<b>Total Expense</b>	<b>\$937,189</b>	<b>\$1,012,344</b>	<b>\$1,094,826</b>	<b>\$1,090,968</b>	<b>\$1,107,217</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 73% of the Fund's revenue. Historical data is used to forecast these revenues. Pro Shop Sales is the next largest revenue stream at approximately 12%. This is a new revenue source for the Fund and revenue projections are under development.

2018 OPERATING BUDGET

GOLF COURSE FUND

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<u>SERVICE INDICATORS</u>	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Estimated</u>	2018 <u>Projected</u>
1. Number of Season Memberships	271	229	229	229
2. Number of rounds played	27,502	27,500	27,500	27,500
3. Number of unique web site visitors	25,715	32,053	34,000	35,000

2018 GOALS

1. Continue to expand the use of the facility as a year round destination.
2. Increase and maintain the level of use of the new golf simulators.
3. Increase the number of youth taking part in learn to play programs by 15%.

2017 GOALS STATUS

1. Create an integrated marketing campaign for course operations.  
9-Month Status: The course now has the ability to coordinate marketing with several different media at once. With its robust web site, the course can send out an email for events or course news to several thousand subscribers and to social media at the same time. The course also coordinates newspaper ads and radio ads based on events and the season.
2. Rebrand course lessons and camp programs to Academy Programs.  
9-Month Status: All camps and lessons have been rebranded to the Academy Program. This spring, the course entered into a relationship with the First Tee of New Hampshire to help grow the number of youth learning and playing golf. Starting in May 2017, the course will be starting a PGA Jr. Team Program.
3. Continue to expand the use of the facility as a year round destination.  
9-Month Status: Cross country skiing and ice skating continued to grow with cooperative weather.
4. Increase and maintain level of use of new golf simulators.  
9-Month Status: Achieved. Fiscal year revenue exceeded the middle of March. The course added several new indoor tournaments and winter leagues, resulting in an increase in participants from the previous year.
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.  
9-Month Status: Completed.

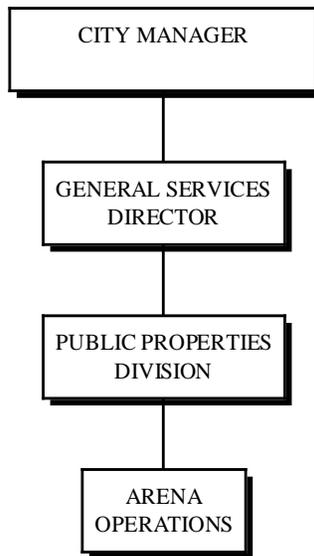
## ARENA FUND

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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.

2018 OPERATING BUDGET

ARENA FUND

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ARENA FUND SUMMARY

	<b>2017 Budgeted</b>	<b>2017 Estimated</b>	<b>2018 Budget</b>
<b>Revenue</b>	<b>\$601,735</b>	<b>\$596,402</b>	<b>\$601,535</b>
<b>Expense</b>	<b>\$599,509</b>	<b>\$575,927</b>	<b>\$615,458</b>
<b>Net Income (Loss)</b>		<b>\$20,475</b>	<b>(\$13,923)</b>
<b>Beginning Working Capital</b>		<b>\$189,324</b>	<b>\$209,799</b>
<b>Ending Working Capital</b>		<b>\$209,799</b>	<b>\$195,876</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.

2018 OPERATING BUDGET

ARENA FUND

BUDGET DETAIL

	2015 Actual	2016 Actual	2017 Budgeted	2017 Estimated	2018 Budget
<b>Revenue</b>					
Investment Income	\$394	\$539	\$400	\$600	\$400
Facility Lease or Rental	\$61,493	\$70,738	\$80,395	\$74,870	\$75,885
Ice Rental	\$433,115	\$449,636	\$436,840	\$428,882	\$433,000
Parking Rental	\$520	\$0	\$0	\$0	\$0
Finance Charges	\$503	\$518	\$100	\$350	\$250
Insurance Distributions & Credits	\$0	\$4,362	\$0	\$0	\$0
Concession Income	\$50,037	\$54,258	\$52,000	\$58,000	\$59,000
Sale of Surplus Property	\$0	\$112	\$0	\$0	\$0
Miscellaneous	\$1,969	\$956	\$0	\$1,200	\$0
Advertising Revenue	\$33,125	\$32,125	\$32,000	\$32,500	\$33,000
Transfer In-General Fund	\$16,030	\$15,280	\$0	\$0	\$0
Transfer In-Arena Capital Fund	\$0	\$10,712	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$597,186</b>	<b>\$639,236</b>	<b>\$601,735</b>	<b>\$596,402</b>	<b>\$601,535</b>
<b>Expense</b>					
Compensation	\$169,849	\$194,809	\$223,099	\$203,170	\$226,953
Fringe Benefits	\$63,047	\$79,762	\$81,598	\$80,090	\$84,940
Outside Services	\$30,471	\$23,353	\$27,455	\$29,595	\$27,685
Supplies	\$37,661	\$39,238	\$42,305	\$42,220	\$42,885
Utilities	\$92,929	\$90,452	\$93,622	\$89,420	\$83,958
Insurance	\$7,037	\$7,648	\$8,090	\$8,090	\$8,440
Debt Service	\$93,223	\$93,704	\$52,700	\$52,702	\$55,010
Allocated Costs	\$16,259	\$0	\$0	\$0	\$0
Transfer Out	\$37,753	\$111,360	\$70,640	\$70,640	\$85,587
<b>Total Expense</b>	<b>\$548,229</b>	<b>\$640,326</b>	<b>\$599,509</b>	<b>\$575,927</b>	<b>\$615,458</b>

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.

2018 OPERATING BUDGET

ARENA FUND

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<u>SERVICE INDICATORS</u>	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Estimated</u>	2018 <u>Projected</u>
1. Total Ice Rental Hours	1,562	1,597	1,523	1,550
2. Show Rental Revenue	\$43,585	\$44,045	\$39,170	\$41,055
3. Public Ice Skating Attendance	8,077	9,040	8,435	9,000
4. Recreational Hockey Stick / Puck Attendance	927	931	802	850

2018 GOALS

1. Continue to develop additional revenue sources, such as continued development of the roller skating program. Explore the possibility of taking the Pro Shop operation in house versus operation by an outside vendor.
2. Provide a firm financial foundation by maximizing revenue through increased public attendance and minimizing expenses by refining the energy management program and exploring possible solar options.
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 the plan for future operations, investment, and management of Kiwanis Park and the Everett Arena Property.
4. Install automated louvers that are tied in to the arena's exhaust fans to improve summer building cooling.

2017 GOALS STATUS

1. Explore increasing ice revenue by investigating curling opportunities.  
9-Month Status: Due to the earliest start time being 10:00 PM this program is not feasible at this time.
2. Develop additional revenue by exploring other off-ice activities, such as expanding the roller skating program.  
9-Month Status: In progress. Information has been sent to summer camps.
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.  
9-Month Status: Public skating and stick practice attendance finished slightly below FY 2016. This is attributed to more snow this winter allowing for more choices of recreational activities. The LED project is scheduled for review by City Council in April and May, and, if approved, the project will be executed in May/June.
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.  
9-Month Status: The Arena Advisory Committee and General Services' staff have had a series of meetings with the Recreation and Parks Advisory Committee and Parks & Recreation staff, and are in the process of formulating a plan to present for the future development of Kiwanis Park.

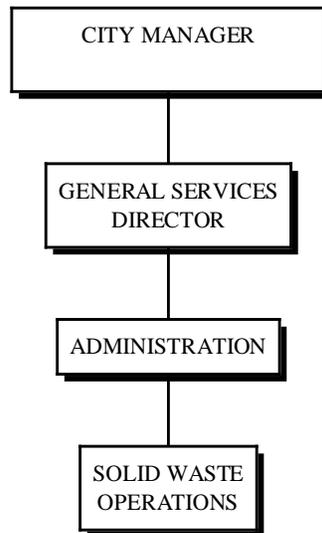
## SOLID WASTE FUND

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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.

2018 OPERATING BUDGET

**SOLID WASTE FUND**

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SOLID WASTE FUND SUMMARY

	<b>2017 Budgeted</b>	<b>2017 Estimated</b>	<b>2018 Budget</b>
<b>Revenue</b>	<b>\$3,934,262</b>	<b>\$3,978,221</b>	<b>\$4,173,350</b>
<b>Expense</b>	<b>\$4,011,954</b>	<b>\$3,978,061</b>	<b>\$4,139,917</b>
<b>Net Income (Loss)</b>		<b>\$160</b>	<b>\$33,433</b>
<b>Beginning Working Capital</b>		<b>\$471,503</b>	<b>\$471,663</b>
<b>Ending Working Capital</b>		<b>\$471,663</b>	<b>\$505,096</b>

2018 OPERATING BUDGET

SOLID WASTE FUND

BUDGET DETAIL

	2015 Actual	2016 Actual	2017 Budgeted	2017 Estimated	2018 Budget
<b>Revenue</b>					
Waste Haulers Permit	\$1,200	\$400	\$700	\$600	\$700
Household Waste	\$7,673	\$5,541	\$5,541	\$6,395	\$5,541
School District Payments	\$52,038	\$52,013	\$65,025	\$65,025	\$65,025
Miscellaneous Services	\$12,601	\$11,910	\$0	\$0	\$0
Commercial Disposal	\$1,087,821	\$1,036,204	\$1,119,175	\$1,087,200	\$1,177,160
DTSWRD-Dwntwn Sol Waste Rem Dstr	\$221,528	\$229,146	\$230,526	\$230,526	\$237,390
Contaminated Loads	\$510	\$364	\$1,500	\$200	\$500
PAYT Bags	\$943,505	\$905,805	\$1,023,750	\$1,100,740	\$1,137,500
PAYT Containers	\$302,105	\$296,277	\$369,325	\$369,325	\$368,000
Cart Collection Program	\$17,547	\$17,600	\$17,880	\$17,390	\$17,040
Motor Vehicle Waste Disposal	\$93,630	\$94,865	\$94,000	\$94,000	\$94,000
Finance Charges	\$1,202	\$894	\$1,100	\$1,300	\$1,200
Insurance Distributions & Credits	\$0	\$4,403	\$0	\$0	\$0
Miscellaneous	\$1,343	\$1,729	\$720	\$500	\$720
Transfer In-General Fund	\$990,130	\$990,130	\$990,130	\$990,130	\$1,053,684
Transfer In-Golf Fund	\$0	\$0	\$3,000	\$3,000	\$3,000
Transfer In-Arena Fund	\$0	\$0	\$3,790	\$3,790	\$3,790
Transfer In-Solid Waste Cap Fund	\$0	\$1,993	\$0	\$0	\$0
Transfer In-Water Fund	\$0	\$0	\$4,350	\$4,350	\$4,350
Transfer In-Wastewater Fund	\$0	\$0	\$3,750	\$3,750	\$3,750
Transfer In-Trust/Svms	\$12,222	\$0	\$0	\$0	\$0
<b>Total Revenue</b>	<b>\$3,745,056</b>	<b>\$3,649,273</b>	<b>\$3,934,262</b>	<b>\$3,978,221</b>	<b>\$4,173,350</b>
<b>Expense</b>					
Compensation	\$217,705	\$195,226	\$203,334	\$189,490	\$210,067
Fringe Benefits	\$103,986	\$101,946	\$104,590	\$98,581	\$107,094
Outside Services	\$3,474,738	\$3,446,352	\$3,650,430	\$3,640,190	\$3,773,394
Utilities	\$9,228	\$7,072	\$10,700	\$6,880	\$7,040
Insurance	\$140	\$140	\$0	\$0	\$0
Debt Service	\$30,462	\$29,882	\$29,300	\$29,320	\$28,722
Allocated Costs	\$3,600	\$0	\$0	\$0	\$0
Transfer Out	\$0	\$3,600	\$13,600	\$13,600	\$13,600
<b>Total Expense</b>	<b>\$3,839,860</b>	<b>\$3,784,219</b>	<b>\$4,011,954</b>	<b>\$3,978,061</b>	<b>\$4,139,917</b>

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

2018 OPERATING BUDGET

SOLID WASTE FUND

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<u>SERVICE INDICATORS</u>	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Estimated</u>	2018 <u>Projected</u>
1. Number of tons diverted from traditional disposal	8,015	6,554	6,600	6,800
2. Percentage of Citizen Request Tracker items resolved	99%	99%	99%	99%
3. Number of households serviced during annual Household Hazardous Waste Collection	523	720	604	650

2018 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.

2017 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: 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).

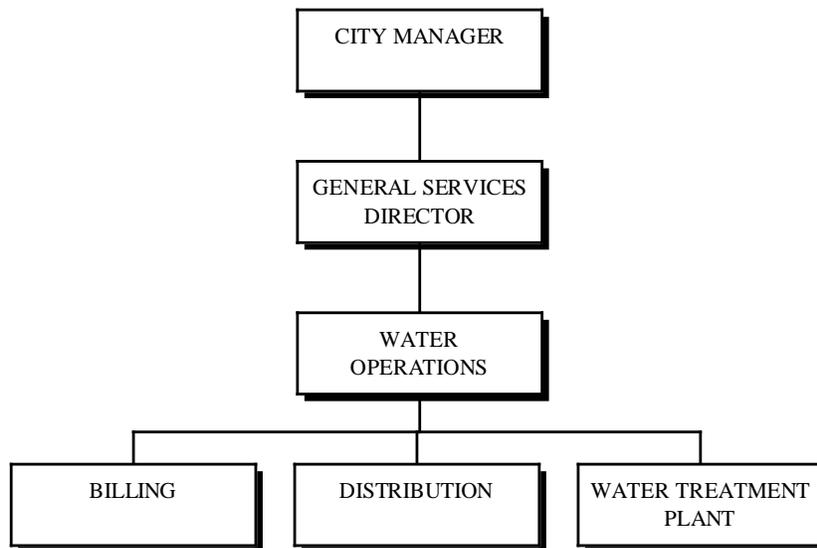
## WATER FUND

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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.

2018 OPERATING BUDGET

**WATER FUND**

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WATER FUND SUMMARY

	<b>2017 Budgeted</b>	<b>2017 Estimated</b>	<b>2018 Budget</b>
<b>Revenue</b>	<b>\$5,881,955</b>	<b>\$6,060,725</b>	<b>\$5,948,960</b>
<b>Expense</b>	<b>\$6,164,417</b>	<b>\$6,030,430</b>	<b>\$6,239,108</b>
<b>Net Income (Loss)</b>		<b>\$30,295</b>	<b>(\$290,148)</b>
<b>Beginning Working Capital</b>		<b>\$3,004,901</b>	<b>\$3,035,196</b>
<b>Ending Working Capital</b>		<b>\$3,035,196</b>	<b>\$2,745,048</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.

2018 OPERATING BUDGET

**WATER FUND**

BUDGET DETAIL

	2015 Actual	2016 Actual	2017 Budgeted	2017 Estimated	2018 Budget
<b>Revenue</b>					
Interest Costs and Penalties	\$26,545	\$27,011	\$26,500	\$29,000	\$27,500
Testing Services	\$3,866	\$3,140	\$2,500	\$1,500	\$2,500
Commercial Sales	\$4,315,483	\$4,461,984	\$4,393,440	\$4,550,000	\$4,468,020
Private Fire Service	\$117,384	\$126,008	\$117,000	\$106,500	\$110,000
Water Availability	\$1,184,661	\$1,180,326	\$1,187,000	\$1,164,480	\$1,170,000
Sundry Services	\$17,469	\$23,304	\$17,000	\$17,750	\$18,000
Labor Services-Water	\$9,845	\$9,656	\$7,500	\$16,000	\$10,000
Misc. Recollectible	\$529	\$17,884	\$0	\$3,000	\$0
Cross Connection	\$69,800	\$69,440	\$65,000	\$65,000	\$65,000
Investment Income	\$6,162	\$16,966	\$6,000	\$18,000	\$12,000
Finance Charges	(\$70)	\$0	\$100	\$200	\$150
Insurance Distributions & Credits	\$0	\$21,029	\$0	\$0	\$0
Investment Fee	\$19,728	\$32,890	\$20,000	\$45,000	\$20,000
NHRS subsidy for Retiree Health Ins	\$34,117	\$32,535	\$31,995	\$31,995	\$30,480
Retiree share of Health Ins	\$3,814	\$5,510	\$6,120	\$6,500	\$12,810
Sale of Surplus Property	\$5,359	\$7,639	\$0	\$800	\$0
Miscellaneous	\$4,351	\$6,373	\$1,800	\$5,000	\$2,500
<b>Total Revenue</b>	<b>\$5,819,045</b>	<b>\$6,041,692</b>	<b>\$5,881,955</b>	<b>\$6,060,725</b>	<b>\$5,948,960</b>
<b>Expense</b>					
Compensation	\$1,095,193	\$1,138,504	\$1,231,160	\$1,106,030	\$1,273,838
Fringe Benefits	\$631,062	\$659,054	\$694,725	\$625,110	\$738,564
Outside Services	\$152,487	\$112,211	\$168,240	\$169,850	\$164,693
Supplies	\$383,464	\$385,183	\$437,452	\$443,605	\$428,985
Utilities	\$203,163	\$280,928	\$250,860	\$291,490	\$248,610
Insurance	\$38,080	\$42,540	\$47,840	\$47,840	\$48,110
Capital Outlay	\$77,680	\$70,097	\$115,000	\$95,000	\$119,000
Debt Service	\$1,845,981	\$1,912,809	\$1,947,700	\$1,956,795	\$1,956,830
Miscellaneous	\$22,004	\$4,190	\$6,000	\$4,270	\$6,000
Allocated Costs	\$350,047	\$0	\$0	\$0	\$0
Transfer Out	\$832,098	\$1,279,851	\$1,265,440	\$1,290,440	\$1,254,478
(Gain) Loss on Refunding	(\$37,800)	\$0	\$0	\$0	\$0
<b>Total Expense</b>	<b>\$5,593,460</b>	<b>\$5,885,367</b>	<b>\$6,164,417</b>	<b>\$6,030,430</b>	<b>\$6,239,108</b>

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

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.

2018 OPERATING BUDGET

WATER FUND

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<u>SERVICE INDICATORS</u>	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Estimated</u>	2018 <u>Projected</u>
1. Residential per capita gallons used per day	51	75	75	75
2. Percentage of turbidity readings below 0.1 NTUs	94%	97%	98%	98%

2018 GOALS

1. Complete Rate Study
2. Apply for Level 3 AWWA Partnership for safe water.

2017 GOALS STATUS

1. Increase community awareness about water conservation.  
9-Month Status: Ongoing. Due to dry conditions during this fiscal year, the State classified Merrimack County as experiencing moderate drought conditions. The Department used social media platforms, the City website and Variable Message Board signs advising the public to use water wisely. The Department also developed rainfall comparison graphs, making the drought more visual for its customers and reasserting the need to conserve water.
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 of FY 2017. The NH Department of Environmental Services 2015 Rate Survey was completed in early 2016, in which 103 utilities participated. Concord was ranked 21<sup>st</sup> with 1 being the lowest.
3. Continue with the application process for Partnership for Safe Water.  
9-Month Status: Data has been submitted to AWWA Partnership and Level 2 has been maintained. The application for Level 3 will be submitted in early 2018.

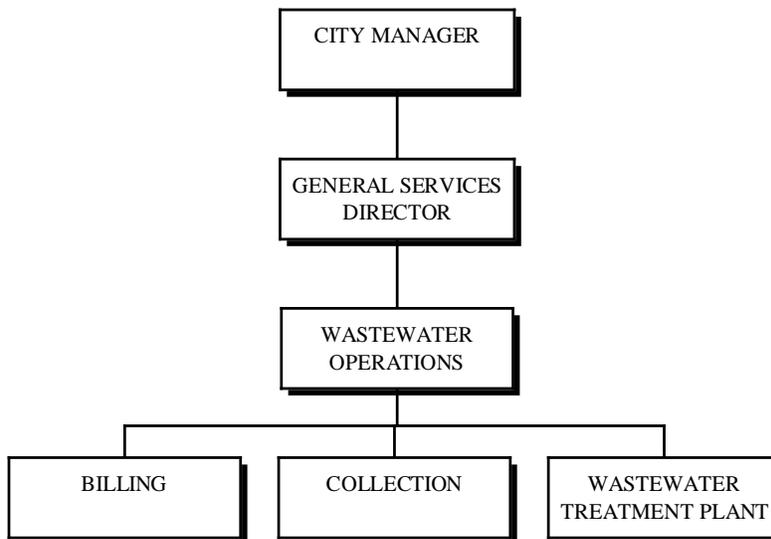
# WASTEWATER FUND

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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.

2018 OPERATING BUDGET

**WASTEWATER FUND**

WASTEWATER FUND SUMMARY

	2017 Budgeted	2017 Estimated	2018 Budget
<b>Revenue</b>	<b>\$7,281,673</b>	<b>\$7,332,262</b>	<b>\$7,453,662</b>
<b>Expense</b>	<b>\$7,574,444</b>	<b>\$7,539,885</b>	<b>\$7,922,660</b>
<b>Net Income (Loss)</b>		<b>(\$207,623)</b>	<b>(\$468,998)</b>
<b>Beginning Working Capital</b>		<b>\$3,794,649</b>	<b>\$3,801,030</b>
<b>Current Portion of State Grant</b>		<b>\$214,004</b>	<b>\$0</b>
<b>Ending Working Capital</b>		<b>\$3,801,030</b>	<b>\$3,332,032</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.

2018 OPERATING BUDGET

WASTEWATER FUND

BUDGET DETAIL

	2015 Actual	2016 Actual	2017 Budgeted	2017 Estimated	2018 Budget
<b>Revenue</b>					
Interest Costs and Penalties	\$30,586	\$31,150	\$30,000	\$30,500	\$30,500
Misc Permits	\$2,245	\$1,360	\$1,500	\$1,800	\$1,500
Share of Debt Service	\$74,851	\$48,762	\$275,578	\$61,570	\$267,182
Testing Services	\$2,104	\$1,540	\$1,800	\$1,800	\$1,800
Sewer Service	\$6,358,451	\$6,493,307	\$6,293,000	\$6,550,000	\$6,514,840
Sewer Service-Boscawen	\$171,372	\$218,237	\$165,000	\$195,672	\$165,000
Sewer Service-Bow	\$38,068	\$64,881	\$40,000	\$64,020	\$60,000
Leachate Processing	\$258,197	\$320,972	\$260,000	\$218,000	\$225,000
Labor Services-Wastewater	\$2,610	\$6,961	\$3,000	\$1,500	\$1,500
Septage Processing	\$146,553	\$103,404	\$107,000	\$60,000	\$45,000
Sludge Disposal	\$21,438	\$27,538	\$17,500	\$28,000	\$28,000
Investment Income	\$5,744	\$20,347	\$6,000	\$25,000	\$25,000
Land Lease or Rental	\$0	\$5,334	\$1,830	\$1,400	\$3,400
Finance Charges	\$1,148	\$1,415	\$1,000	\$1,150	\$1,150
Insurance Distributions & Credits	\$0	\$22,120	\$0	\$0	\$0
Investment Fee	\$51,827	\$52,448	\$40,000	\$51,500	\$40,000
NHRS subsidy for Retiree Health Ins	\$34,117	\$32,535	\$31,995	\$29,500	\$30,480
Retiree share of Health Ins	\$3,814	\$5,510	\$6,120	\$9,750	\$12,810
Sale of Surplus Property	\$7,178	\$5,830	\$0	\$0	\$0
Miscellaneous	\$6,059	\$5,340	\$350	\$1,100	\$500
<b>Total Revenue</b>	<b>\$7,216,363</b>	<b>\$7,468,989</b>	<b>\$7,281,673</b>	<b>\$7,332,262</b>	<b>\$7,453,662</b>
<b>Expense</b>					
Compensation	\$1,369,401	\$1,397,247	\$1,442,987	\$1,384,390	\$1,464,555
Fringe Benefits	\$805,846	\$836,473	\$843,499	\$798,924	\$821,685
Outside Services	\$424,781	\$394,370	\$543,405	\$553,790	\$570,427
Supplies	\$434,372	\$424,605	\$454,261	\$459,926	\$457,656
Utilities	\$561,376	\$561,455	\$553,867	\$561,510	\$545,040
Insurance	\$61,054	\$66,629	\$69,560	\$69,560	\$69,640
Capital Outlay	\$40,101	\$45,787	\$56,000	\$115,000	\$58,000
Debt Service	\$2,223,803	\$2,168,065	\$2,427,250	\$2,400,490	\$2,672,414
Miscellaneous	\$16,744	\$2,686	\$0	\$1,580	\$0
Allocated Costs	\$279,785	\$0	\$0	\$0	\$0
Transfer Out	\$726,488	\$1,210,497	\$1,183,615	\$1,194,715	\$1,263,243
(Gain) Loss on Refunding	(\$34,186)	\$0	\$0	\$0	\$0
<b>Total Expense</b>	<b>\$6,909,565</b>	<b>\$7,107,814</b>	<b>\$7,574,444</b>	<b>\$7,539,885</b>	<b>\$7,922,660</b>

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

2018 OPERATING BUDGET

WASTEWATER FUND

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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.

<u>SERVICE INDICATORS</u>	2015 <u>Actual</u>	2016 <u>Actual</u>	2017 <u>Estimated</u>	2018 <u>Projected</u>
1. Number of wastewater odor complaints addressed	1	0	2	2
2. Percentage of Class A materials produced	99.5%	99.9%	97.9%	*90.0%
3. Percentage of Class B materials produced	0.5%	0.1%	0.7%	2.0%
4. Unclassified Material	0.0%	0.0%	1.4%	8.0%

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

2018 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.

2017 GOALS STATUS

1. Meet the community's expectation for odor control.  
9-Month Status: There have been two odor complaints through the third quarter of FY 2017.
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 of FY 2017.
3. Continue to be a leader in bio-solids management.  
9-Month Status: Over 97.5% of Class A biosolids have been produced through the third quarter of FY 2017.