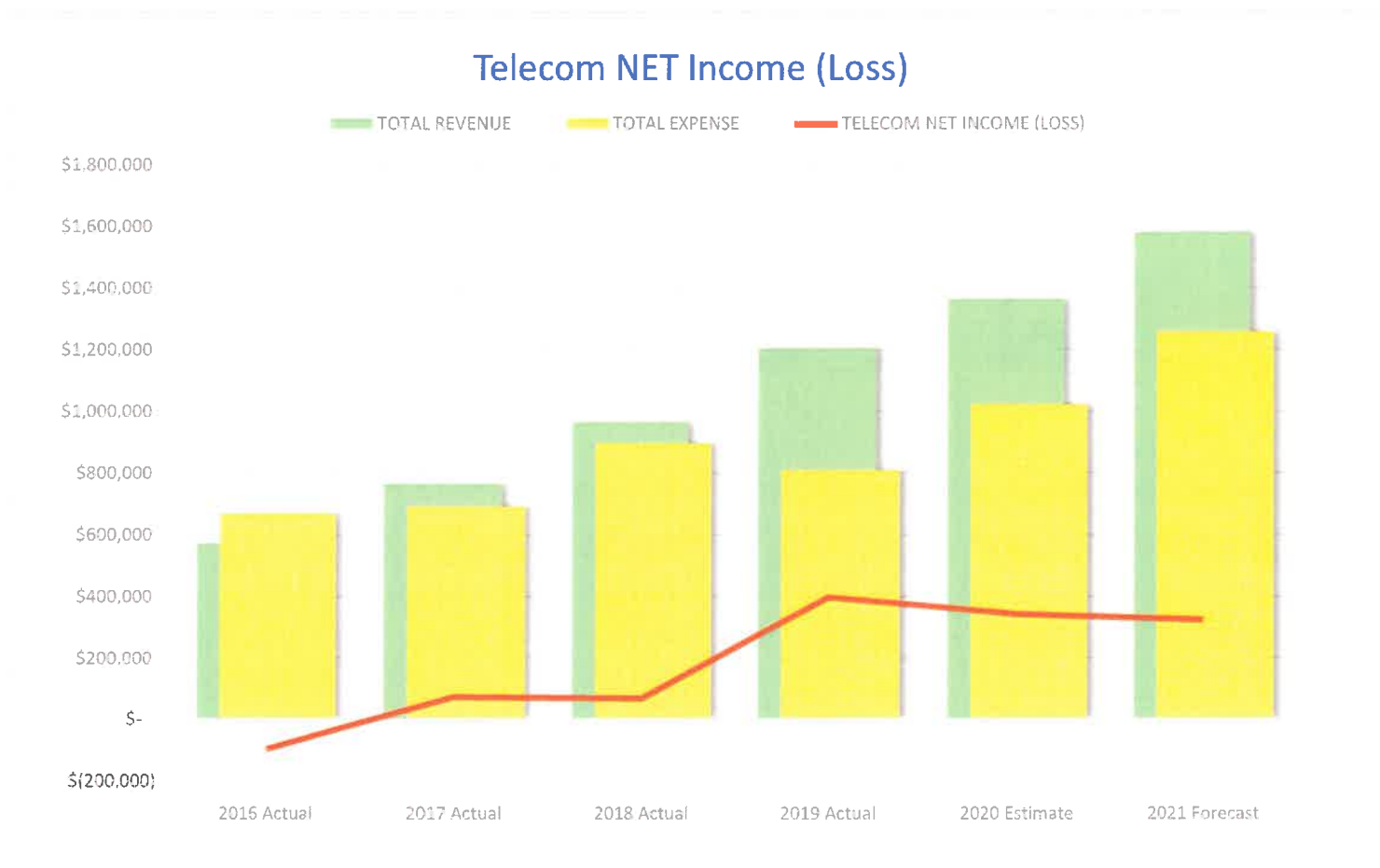


TELECOM



CMLP - CONCORD MUNICIPAL LIGHT PLANT

2021 OPERATING FORECAST

INCOME AND EXPENSE SUMMARY

TELECOM

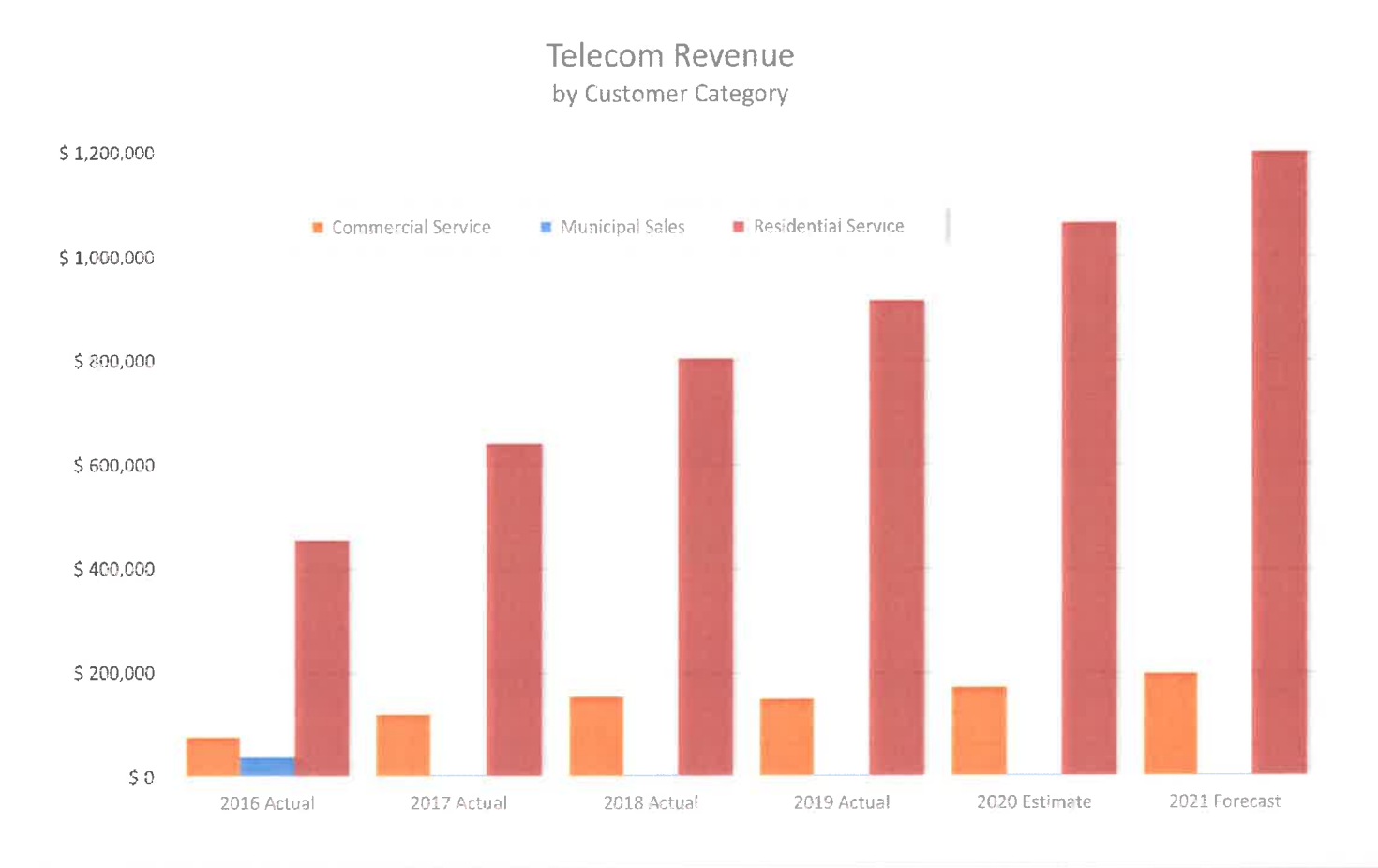
Description	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Estimate	2021 Forecast
TELECOM RATE OF RETURN	(17 %)	10 %	7 %	33 %	25 %	20 %
TELECOM NET INCOME (LOSS)	\$ (96,906)	\$ 73,176	\$ 68,235	\$ 396,424	\$ 341,262	\$ 323,589
TOTAL REVENUE	\$ 571,690	\$ 764,422	\$ 963,439	\$ 1,203,850	\$ 1,362,689	\$ 1,579,985
Sales	571,574	764,332	963,026	1,128,726	1,240,498	1,426,059
Other Revenues	116	91	413	75,125	122,191	153,926
TOTAL EXPENSE	\$ 668,596	\$ 691,246	\$ 895,204	\$ 807,427	\$ 1,021,427	\$ 1,256,396
Resource Costs	109,388	129,235	183,432	183,502	209,176	277,576
Operating + Maintenance Costs	523,933	516,156	641,181	542,803	725,693	870,143
Depreciation Expense	35,275	37,286	50,465	65,747	67,342	85,402
Debt Service Interest	-	8,569	20,125	15,375	19,215	23,275



CMLP - CONCORD MUNICIPAL LIGHT PLANT 2021 OPERATING FORECAST

REVENUE OVERVIEW

TELECOM



CMLP - CONCORD MUNICIPAL LIGHT PLANT **2021 OPERATING FORECAST**

REVENUE

TELECOM

Description	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Estimate	2021 Forecast
ANNUAL % CHANGE IN TOTAL OPERATING REVENUE ↑(↓)	x	3.3 %	98.7 %	114.1 %	47.5 %	33.6 %
■ Sales	x	25.2 %	20.6 %	14.7 %	9.0 %	13.0 %
■ Other Revenues	x	(21.9 %)	78.1 %	99.4 %	38.5 %	20.6 %
ANNUAL \$ CHANGE IN TOTAL OPERATING REVENUE ↑(↓)	x \$	(192,733) \$	(199,017) \$	(240,411) \$	(158,839) \$	(217,297)
■ Sales	x	(192,758)	(198,694)	(165,700)	(111,772)	(185,562)
■ Other Revenues	x	25	(323)	(74,711)	(47,067)	(31,735)
RATIOS OF TOTAL OPERATING REVENUE	100 %	100 %	100 %	100 %	100 %	100 %
■ Sales	100 %	100 %	100 %	94 %	91 %	90 %
■ Other Revenues	0 %	0 %	0 %	6 %	9 %	10 %
TOTAL OPERATING REVENUE	\$ 571,690	\$ 764,422	\$ 963,439	\$ 1,203,850	\$ 1,362,689	\$ 1,579,985
■ Sales	571,574	764,332	963,026	1,128,726	1,240,498	1,426,059
■ Other Revenues	116	91	413	75,125	122,191	153,926

CMLP - CONCORD MUNICIPAL LIGHT PLANT

2021 OPERATING FORECAST

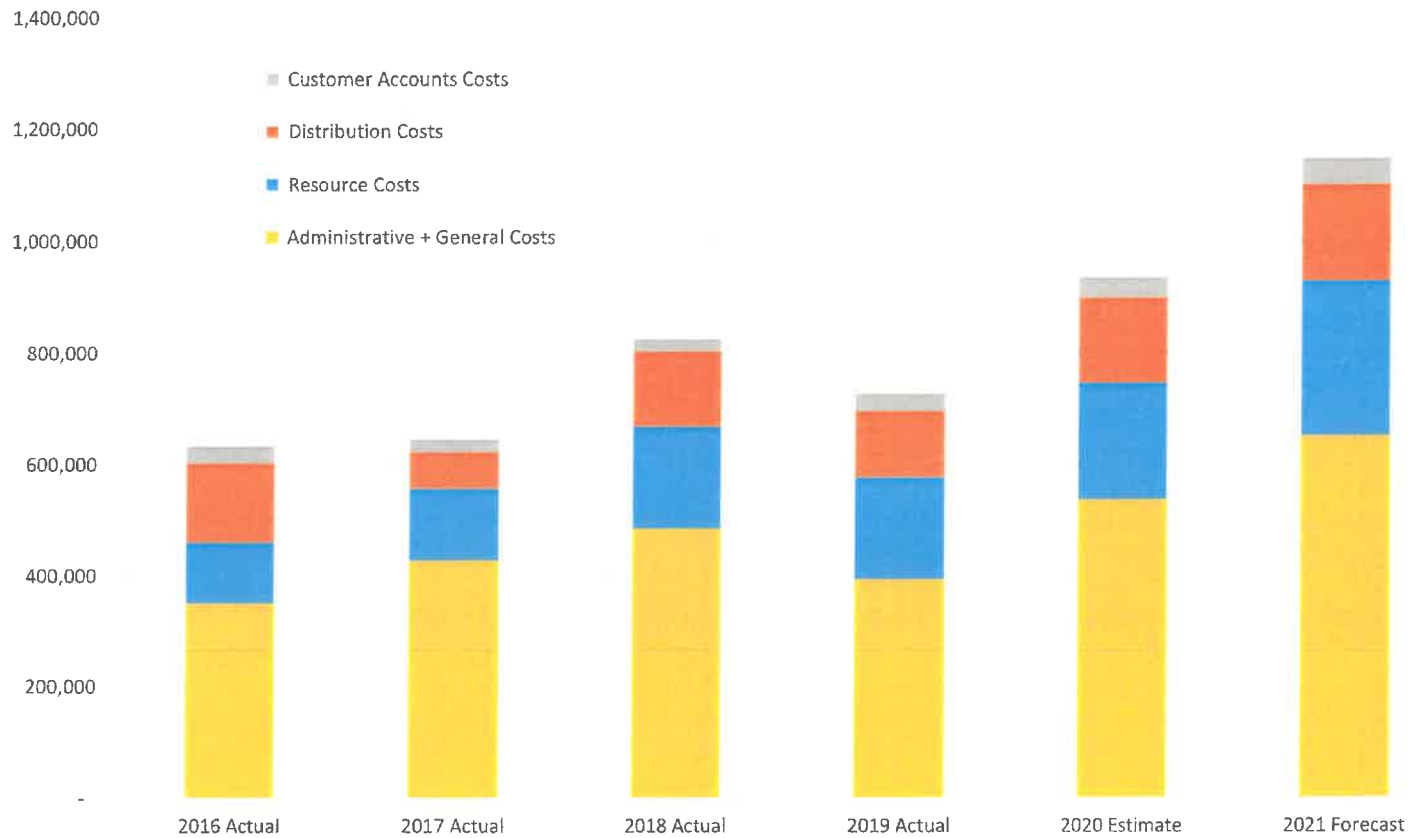
REVENUE

TELECOM

Description	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Estimate	2021 Forecast
TOTAL OPERATING REVENUE	\$ 571,690	\$ 764,422	\$ 963,439	\$ 1,203,850	\$ 1,362,689	\$ 1,579,985
Sales	571,574	764,332	963,026	1,128,726	1,240,498	1,426,059
4-4400.0000 Residential Service	455,945	640,822	804,438	915,982	1,064,732	1,224,442
4-4400.0800 Revenue Conversion Difference Balance	-	-	-	59,297	-	-
4-4410.0000 Commercial Service	77,029	119,910	154,912	149,967	172,345	198,197
4-4410.0001 Private VLAN Provision C	-	-	-	-	-	-
4-4440.0000 Municipal Sales	38,600	3,600	3,675	3,480	3,420	3,420
Other Revenues	116	91	413	75,125	122,191	153,926
4-4150.0000 Income - M&J	-	-	-	46,745	99,330	101,316
4-4500.0000 Finance Charge	116	91	413	1,761	230	500
4-4500.0001 NSF CHECK CHARGE	-	-	-	3,800	50	50
4-4510.0000 Installation Fee	-	-	-	13,050	20,700	48,750
4-4510.0001 Reconnection Charge	-	-	-	1,190	3,010	3,310
4-4510.0002 Installation Fees	-	-	-	8,550	-	-
4-4510.0099 Misc Charge/Credit	-	-	-	29	(1,129)	-



Operating and Maintenance Cost



CMLP - CONCORD MUNICIPAL LIGHT PLANT

2021 OPERATING FORECAST

OPERATIONS + MAINTENANCE

TELECOM

Description	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Estimate	2021 Forecast
RATIOS OF OPERATING + MAINTENANCE COSTS	100 %	100 %	100 %	100 %	100 %	100 %
■ Resource Costs	17 %	20 %	22 %	25 %	22 %	24 %
■ Distribution Costs	22 %	10 %	16 %	16 %	16 %	15 %
■ Customer Accounts Costs	5 %	4 %	3 %	4 %	4 %	4 %
■ Administrative + General Costs	55 %	66 %	59 %	54 %	57 %	57 %
OPERATING + MAINTENANCE COSTS	\$ 633,321	\$ 645,391	\$ 824,614	\$ 726,305	\$ 934,869	\$ 1,147,719
■ Resource Costs	109,388	129,235	183,432	183,502	209,176	277,576
■ Distribution Costs	142,359	65,471	135,225	118,776	152,511	173,121
■ Customer Accounts Costs	30,800	23,109	21,471	30,762	36,430	46,936
■ Administrative + General Costs	350,773	427,575	484,486	393,265	536,752	650,086
TOTAL BASE OPERATING + MAINTENANCE COSTS	\$ 633,321	\$ 645,391	\$ 824,614	\$ 726,305	\$ 934,869	\$ 1,147,719
Resource Costs	109,388	129,235	183,432	183,502	209,176	\$ 277,576
4-5500.0000 Bandwidth	109,388	129,235	183,432	183,502	209,176	277,576
Distribution Costs	142,359	65,471	135,225	118,776	152,511	\$ 173,121
4-5810.0000 Line and Station Supplies and Expenses	14,149	8,526	32,028	56,678	55,071	55,621
4-5820.0000 Station Expenses	24,465	18,807	29,524	11,285	64,006	73,607
4-5860.0000 Meter Expense	9,141	10,345	23,277	16,351	6,243	6,430
4-5930.0000 Maintenance of Overhead Lines	41,660	1,009	26,541	16,432	24,229	26,652
4-5940.0000 Maintenance of Underground Lines	52,945	26,785	23,854	18,030	2,963	10,811

CMLP - CONCORD MUNICIPAL LIGHT PLANT

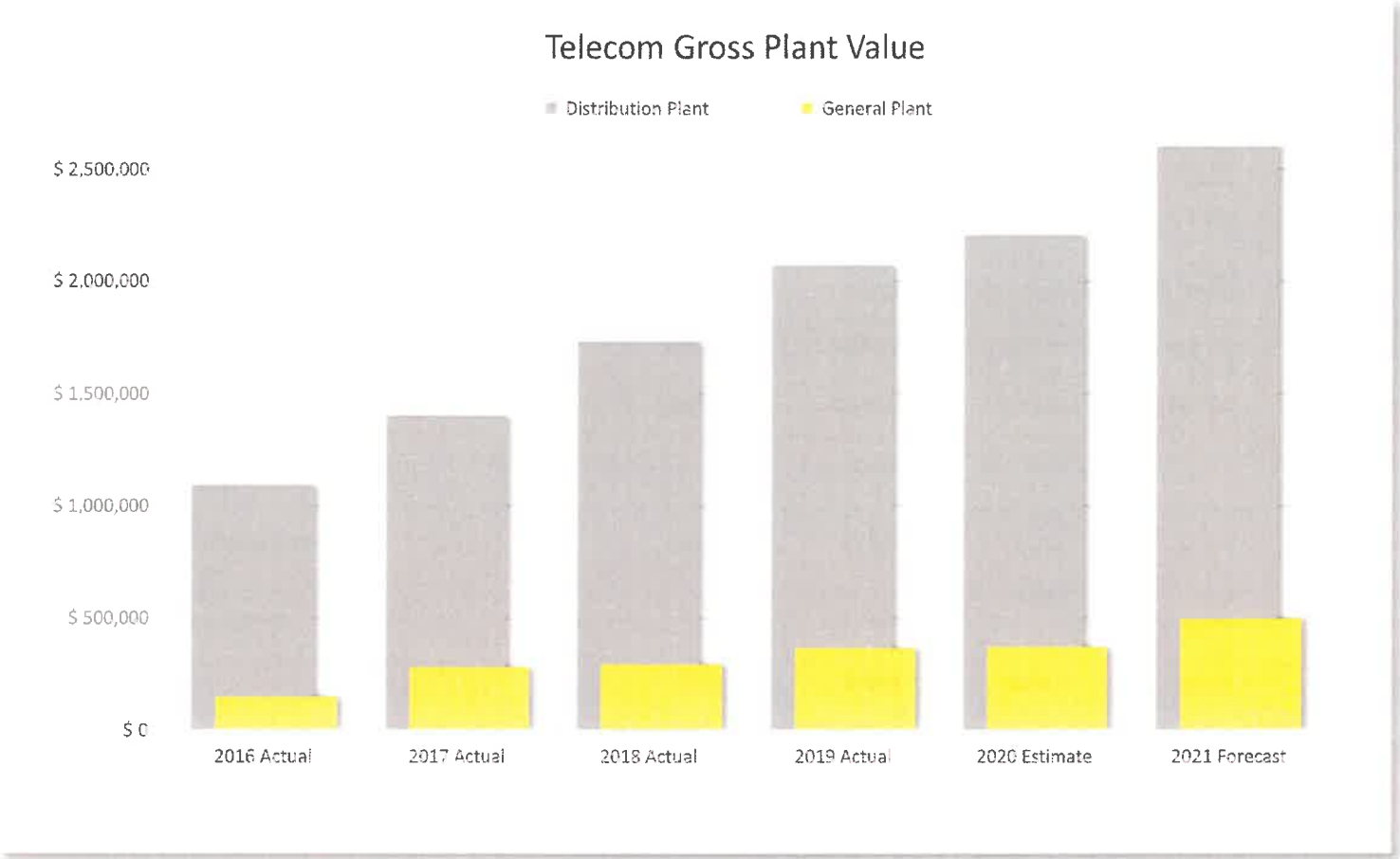
2021 OPERATING FORECAST

OPERATIONS + MAINTENANCE

TELECOM

Description	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Estimate	2021 Forecast
Customer Accounts Costs	30,800	23,109	21,471	30,762	36,430	\$ 46,936
4-9020.0000 Meter Reading	-	-	-	308	-	-
4-9030.0000 Accounting, Collection Expense	-	448	-	8,528	24,449	25,182
4-9040.0000 Uncollectable Accounts	-	-	1,324	(449)	1,089	655
4-9040.0001 Small Balance Write Off	-	-	-	(92)	1	5
4-9060.0000 Customer Service and Informational	30,800	21,160	19,329	22,468	10,716	20,895
4-9080.0000 Customer Education	-	-	668	-	-	-
4-9080.0001 SmartHub Sign Up Credit	-	-	-	-	-	-
4-9130.0000 Advertising	-	1,501	150	-	175	200
Administrative + General Costs	350,773	427,575	484,486	393,265	536,752	\$ 650,086
4-4160.0000 M&J Operating Expenses	-	-	1,710	4,952	4,140	4,773
4-9200.0000 Administration & General Salaries	189,544	203,051	205,424	208,898	321,374	421,015
4-9200.0002 G & A IS Dept Transfer	29,243	27,080	34,264	362	38,613	39,771
4-9210.0000 Office Supplies & Expenses	3,746	2,670	2,760	6,620	27,030	8,565
4-9230.0000 Misc Outside Services	15,872	32,727	31,540	32,038	33,613	34,622
4-9230.0002 Outside SVS Legal	-	-	-	-	-	-
4-9240.0000 Property Insurance	682	-	1,888	1,965	2,608	2,738
4-9250.0000 Employee Injuries & Damages	2,600	3,823	3,986	4,185	5,797	6,087
4-9260.0000 Employee Pension & Benefits	45,771	71,410	86,304	17,929	52,845	63,502
4-9260.0001 Employee Sick Leave	6,746	13,051	7,925	13,798	4,455	9,195
4-9260.0002 Employee Vacation & Holiday	29,379	34,184	50,141	40,837	44,494	48,054
4-9260.0003 Employee Benefits Training	14,664	21,683	13,270	7,699	1,000	11,663
4-9300.0000 Misc General Expense	80	-	-	-	-	-
4-9310.0000 Contribution to the Town	-	-	-	-	81	100
4-9320.0000 Maint General Plant	16,745	27,403	58,190	72,215	22	-
4-9330.0000 Transportation Expense	(4,298)	(9,508)	(12,916)	(10,898)	1,741	-
4-9340.0000 Inventory Adjustment	-	-	-	(7,335)	(1,062)	-

CMLP - CONCORD MUNICIPAL LIGHT PLANT **2021 OPERATING FORECAST**
GROSS PLANT VALUE OVERVIEW **TELECOM**



CMLP - CONCORD MUNICIPAL LIGHT PLANT

2021 OPERATING FORECAST

GROSS PLANT VALUE

TELECOM

Description	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Estimate	2021 Forecast
1 ANNUAL % CHANGE IN TOTAL PLANT VALUE ↑(↓)	x	441 %	430 %	536 %	1523 %	502 %
2 ■ Distribution Plant	x	354 %	425 %	512 %	1521 %	469 %
3 ■ General Plant	x	87 %	5 %	24 %	2 %	33 %
4						
5 ANNUAL \$ CHANGE IN TOTAL PLANT VALUE ↑(↓)	x \$	439,314 \$	344,009 \$	407,360 \$	142,647 \$	594,755
6 ■ Distribution Plant	x	308,262	329,530	337,603	135,977	470,285
7 ■ General Plant	x	131,052	14,479	69,757	6,671	124,470
8						
9						
10 RATIOS OF GROSS PLANT VALUE	100 %	100 %	100 %	100 %	100 %	100 %
11 ■ Distribution Plant	88 %	83 %	85 %	85 %	86 %	84 %
12 ■ General Plant	12 %	17 %	15 %	15 %	14 %	16 %
13						
14 GROSS VALUE OF PLANT IN SERVICE	\$ 1,242,853	\$ 1,682,167	\$ 2,026,176	\$ 2,433,536	\$ 2,576,183	\$ 3,170,938
15 ■ Distribution Plant	1,092,382	1,400,643	1,730,173	2,067,776	2,203,752	2,674,037
16 ■ General Plant	150,471	281,524	296,003	365,760	372,430	496,900
17						
18						

CMLP - CONCORD MUNICIPAL LIGHT PLANT **2021 OPERATING FORECAST**

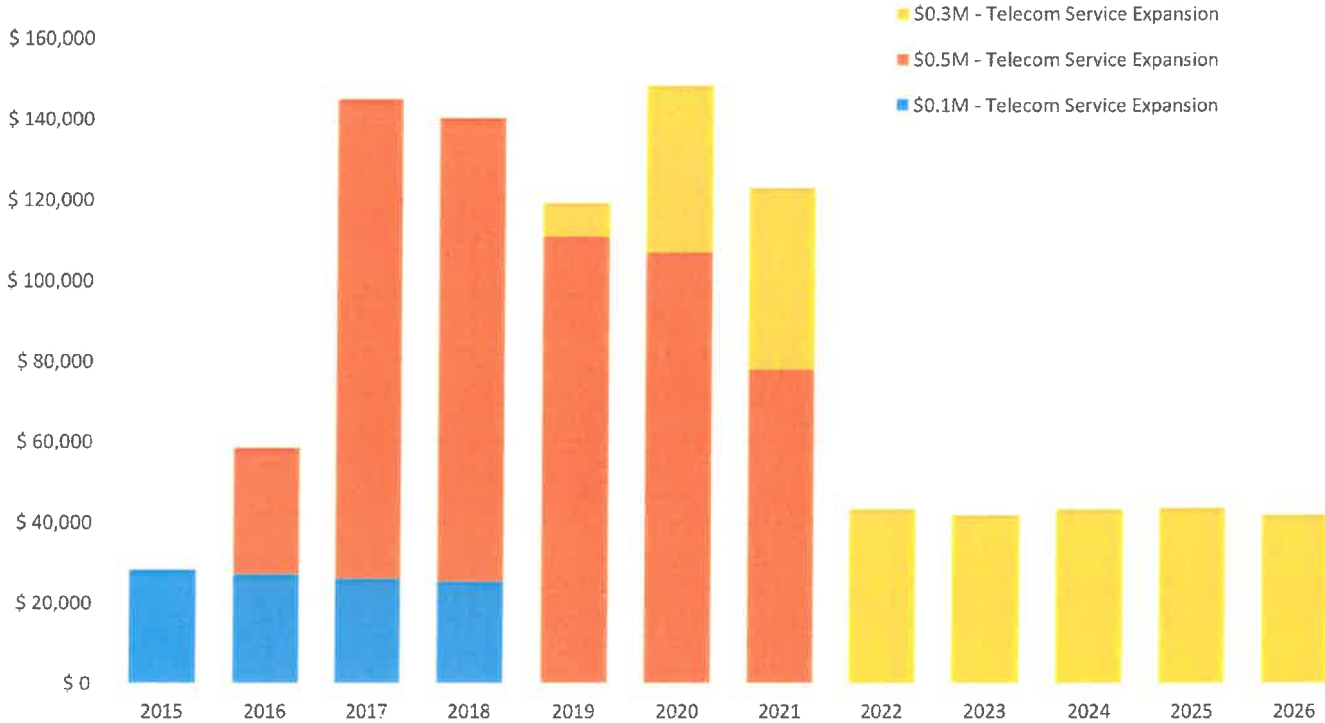
GROSS PLANT VALUE

TELECOM

Description	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Estimate	2021 Forecast
TOTAL GROSS VALUE OF PLANT IN SERVICE	\$ 1,242,853	\$ 1,682,167	\$ 2,026,176	\$ 2,433,536	\$ 2,576,183	\$ 3,170,938
Distribution Plant	1,092,382	1,400,643	1,730,173	2,067,776	2,203,752	\$ 2,674,037
4-3650.0000 Overhead Conductors & Devices	5,294	5,294	5,294	5,294	5,294	5,294
4-3660.0000 Distribution UG Conduit	9,058	11,915	16,190	16,190	16,190	16,041
4-3670.0000 UG Conductors/FO	2,679	2,679	2,825	2,825	2,825	27,825
4-3690.0000 Distribution - Services	713,182	909,112	1,137,578	1,301,534	1,373,327	1,623,222
4-3720.0000 ONT Installation	362,168	471,643	568,286	741,933	806,116	1,001,656
General Plant	150,471	281,524	296,003	365,760	372,430	\$ 496,900
4-3910.0000 Office Furniture & Equipment	2,860	2,860	4,042	4,042	4,042	4,042
4-3910.0001 Computer Equipment & Software	28,864	49,392	51,102	-	-	-
4-3910.0021 SG Computer Equipment	-	-	-	-	-	-
4-3911.0000 Computer Equipment & Software	-	-	-	51,102	51,102	60,572
4-3920.0000 Transportation Equipment	85,173	92,097	92,097	92,097	92,097	207,097
4-3940.0000 Tools, Shop & Garage Equipment	31,000	37,868	37,868	55,545	55,545	55,545
4-3970.0000 Communication Equipment	2,575	99,307	110,894	162,974	169,645	169,645



Telecom Debt Service



CMLP - CONCORD MUNICIPAL LIGHT PLANT

2021 OPERATING FORECAST

DEBT SERVICE

TELECOM

Description	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Estimate	2021 Forecast
ANNUAL % CHANGE IN TOTAL DEBT SERVICE EXPENSE ↑(↓)	x	485 %	(24 %)	105 %	246 %	(39 %)
■ Debt Service Principle	x	250 %	0 %	(20 %)	125 %	(16 %)
■ Debt Service Interest	x	235 %	(24 %)	125 %	121 %	(23 %)
ANNUAL \$ CHANGE IN TOTAL DEBT SERVICE EXPENSE ↑(↓)	x \$	86,556 \$	(4,750) \$	(21,160) \$	29,060 \$	(25,375) \$
■ Debt Service Principle	x	75,000	-	(25,000)	25,000	(20,000)
■ Debt Service Interest	x	11,556	(4,750)	3,840	4,060	(5,375)
RATIOS OF DEBT SERVICE EXPENSE BY OBLIGATION	100 %	100 %	100 %	100 %	100 %	100 %
\$100,000 Bond Fund 6/2014-6/2018	46 %	18 %	18 %	0 %	0 %	0 %
\$500,000 BOND 5/16-9/21	54 %	82 %	82 %	93 %	87 %	84 %
\$338,000 BOND 6/19-6/29	0 %	0 %	0 %	7 %	13 %	16 %
TOTAL DEBT SERVICE EXPENSE BY OBLIGATION	\$ 58,569	\$ 145,125	\$ 140,375	\$ 119,215	\$ 123,275	\$ 92,900
\$100,000 Bond Fund 6/2014-6/2018	27,125	26,125	25,375	-	-	-
\$500,000 BOND 5/16-9/21	31,444	119,000	115,000	111,000	107,000	78,000
\$338,000 BOND 6/19-6/29	-	-	-	8,215	16,275	14,900
RATIOS OF DEBT SERVICE EXPENSE BY TYPE	100 %	100 %	100 %	100 %	100 %	100 %
■ Debt Service Principle	85 %	86 %	89 %	84 %	84 %	85 %
■ Debt Service Interest	15 %	14 %	11 %	16 %	16 %	15 %
TOTAL DEBT SERVICE EXPENSE BY TYPE	\$ 58,569	\$ 145,125	\$ 140,375	\$ 119,215	\$ 148,275	\$ 122,900
■ Debt Service Principle	50,000	125,000	125,000	100,000	125,000	105,000
■ Debt Service Interest	8,569	20,125	15,375	19,215	23,275	17,900

CMLP - CONCORD MUNICIPAL LIGHT PLANT

2021 OPERATING FORECAST

DEBT SERVICE

TELECOM

Description	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Estimate	2021 Forecast
TOTAL DEBT SERVICE EXPENSE	\$ 58,569	\$ 145,125	\$ 140,375	\$ 119,215	\$ 148,275	\$ 122,900
Debt Service Principle	50,000	125,000	125,000	100,000	125,000	105,000
4-1280.1001 \$100,000 Bond Fund 6/2014-6/2018	25,000	25,000	25,000	-	-	-
4-1280.1002 \$500,000 BOND 5/16-9/21	25,000	100,000	100,000	100,000	100,000	75,000
4-1280.1003 \$338,000 BOND 6/19-6/29	-	-	-	-	25,000	30,000
Debt Service Interest	8,569	20,125	15,375	19,215	23,275	17,900
4-1280.1001 \$100,000 Bond Fund 6/2014-6/2018	2,125	1,125	375	-	-	-
4-1280.1002 \$500,000 BOND 5/16-9/21	6,444	19,000	15,000	11,000	7,000	3,000
4-1280.1003 \$338,000 BOND 6/19-6/29	-	-	-	8,215	16,275	14,900

CMLP - CONCORD MUNICIPAL LIGHT PLANT

2021 OPERATING FORECAST

FUTURE DEBT SERVICE

TELECOM

Description	2022	2023	2024	2025	2026	2027
ANNUAL % CHANGE IN TOTAL DEBT SERVICE EXPENSE ↑(↓)	x	(4 %)	13 %	7 %	(4 %)	22 %
■ Debt Service Principle	x	(4 %)	3 %	1 %	(4 %)	7 %
■ Debt Service Interest	x	0 %	10 %	6 %	0 %	14 %
ANNUAL \$ CHANGE IN TOTAL DEBT SERVICE EXPENSE ↑(↓)	x \$	(1,500) \$	1,425 \$	300 \$	(1,750) \$	3,125
■ Debt Service Principle	x	-	-	-	-	-
■ Debt Service Interest	x	(1,500)	1,425	300	(1,750)	3,125
RATIOS OF FUTURE DEBT SERVICE EXPENSE	100 %	100 %	100 %	100 %	100 %	100 %
\$100,000 Bond Fund 6/2014-6/2018	0 %	0 %	0 %	0 %	0 %	0 %
\$500,000 BOND 5/16-9/21	0 %	0 %	0 %	0 %	0 %	0 %
\$338,000 BOND 6/19-6/29	100 %	100 %	100 %	100 %	100 %	100 %
TOTAL FUTURE DEBT SERVICE EXPENSE BY OBLIGATION	\$ 13,400	\$ 11,900	\$ 10,325	\$ 8,625	\$ 6,875	\$ 5,000
\$100,000 Bond Fund 6/2014-6/2018	-	-	-	-	-	-
\$500,000 BOND 5/16-9/21	-	-	-	-	-	-
\$338,000 BOND 6/19-6/29	13,400	11,900	10,325	8,625	6,875	5,000
RATIOS OF FUTURE DEBT SERVICE EXPENSE BY TYPE	114 %	111 %	107 %	105 %	103 %	101 %
■ Debt Service Principle	69 %	72 %	76 %	80 %	84 %	89 %
■ Debt Service Interest	45 %	40 %	31 %	25 %	20 %	13 %
TOTAL FUTURE DEBT SERVICE EXPENSE BY TYPE	\$ 43,400	\$ 41,900	\$ 43,325	\$ 43,625	\$ 41,875	\$ 45,000
■ Debt Service Principle	30,000	30,000	33,000	35,000	35,000	40,000
■ Debt Service Interest	13,400	11,900	10,325	8,625	6,875	5,000

CMLP - CONCORD MUNICIPAL LIGHT PLANT

2021 OPERATING FORECAST

FUTURE DEBT SERVICE

TELECOM

Description	2022	2023	2024	2025	2026	2027
TOTAL FUTURE DEBT SERVICE EXPENSE	\$ 43,400	\$ 41,900	\$ 43,325	\$ 43,625	\$ 41,875	45,000
Debt Service Principle	30,000	30,000	33,000	35,000	35,000	40,000
4-1280.1001 \$100,000 Bond Fund 6/2014-6/2018	-	-	-	-	-	-
4-1280.1002 \$500,000 BOND 5/16-9/21	-	-	-	-	-	-
4-1280.1003 \$338,000 BOND 6/19-6/29	30,000	30,000	33,000	35,000	35,000	40,000
Debt Service Interest	13,400	11,900	10,325	8,625	6,875	5,000
4-1280.1001 \$100,000 Bond Fund 6/2014-6/2018	-	-	-	-	-	-
4-1280.1002 \$500,000 BOND 5/16-9/21	-	-	-	-	-	-
4-1280.1003 \$338,000 BOND 6/19-6/29	13,400	11,900	10,325	8,625	6,875	5,000



CMLP - CONCORD MUNICIPAL LIGHT PLANT **2021 OPERATING FORECAST**

5 - YEAR CAPITAL PLAN **TELECOM**

Description	2021	2022	2023	2024	2025	2026
TOTAL CAPITAL PLAN COSTS BY CATEGORY	\$ 602,000	\$ 463,500	\$ 477,000	\$ 491,500	\$ 506,000	\$ 521,500
■ Distribution Plant	475,000	463,500	477,000	491,500	506,000	521,500
■ General Plant	127,000	-	-	-	-	-
TOTAL CAPITAL PLAN COSTS	\$ 602,000	\$ 463,500	\$ 477,000	\$ 491,500	\$ 506,000	\$ 521,500
Distribution Plant	475,000	463,500	477,000	491,500	506,000	521,500
4-3650.0000 Overhead Conductors & Devices	-	-	-	-	-	-
4-3660.0000 Distribution UG Conduit	-	-	-	-	-	-
4-3670.0000 UG Conductors/FO	25,000	-	-	-	-	-
4-3690.0000 Distribution - Services	250,000	257,500	265,000	273,000	281,000	289,500
4-3720.0000 ONT Installation	200,000	206,000	212,000	218,500	225,000	232,000
General Plant	127,000	-	-	-	-	-
4-3910.0000 Office Furniture & Equipment	-	-	-	-	-	-
4-3911.0000 Computer Equipment & Software	12,000	-	-	-	-	-
4-3920.0000 Transportation Equipment	115,000	-	-	-	-	-
4-3940.0000 Tools, Shop & Garage Equipment	-	-	-	-	-	-
4-3970.0000 Communication Equipment	-	-	-	-	-	-

