



CONCORD MUNICIPAL LIGHT PLANT

ELECTRIC | BROADBAND | ENERGY MANAGEMENT

2021 OPERATING FORECAST

Containing History and Forecasts of ...

- Light Plant and Telecom Net Income
- Electricity and Telecom Sales and Other Revenue
- Purchased Power Costs
- Operating and Maintenance Costs
- Energy Management Programs
- Light and Telecom Plant Value
- Debt Service
- Capital Improvement Plan through 2026

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EXECUTIVE SUMMARY

CMLP COMBINED

Forecast net income from the combined operations of the Light Plant and Telecom divisions for 2021 is \$1.59MM; consisting of \$1.27MM from the Light Plant and \$0.32MM from Telecom.

Light Plant

The Light Plant revenue is expected to be \$31.0MM and expenses \$29.7MM. CMLP experienced a low load year in 2020 due to 6% lower degree days compared to the 2010 to 2019 average. Assuming a return to normal weather in 2021, electricity sales are forecasted to increase \$1.0MM versus 2020. A modest rate increase also contributes to the increased sales figure. Total Revenues include \$1.7MM which is due to a planned drawdown of the Provision for Rate Refund over the next two years.

Overall Expenses are expected to increase \$1.29MM. Power supply will increase costs by 2%, or \$0.46MM versus 2020. Operating & Maintenance costs are expected to increase 9%, or \$0.59MM. Debt service interest cost will increase \$0.15MM due to projected AMI capital borrowing.

Based on this anticipated net income, a rate of return of 1.89% is expected.

Light Plant Income Statement 2021 vs. 2020

MM\$	2020	2021	2021 vs 2020
Revenue	\$28.1	\$31.0	\$2.9
Expense	\$28.5	\$29.8	\$1.3
Net Income	(\$0.4)	\$1.2	\$1.6

Telecom

Telecom sales are expected to grow 15% from \$1.2MM in 2019 to \$1.4MM in 2021. As of 11/30/20 there were 1,562 Residential and 129 Commercial broadband customers, an increase of 9% from 11/30/19.

Telecom expenses are expected to increase \$0.3MM over 2020 due to increased personnel costs and expanded bandwidth.

As a result, Telecom net income is expected to total \$0.3MM, which is the same as 2020.

Telecom Income Statement 2021 vs. 2020

MM\$	2020	2021	2021 vs 2020
Revenue	\$1.3	\$1.6	\$0.3
Expense	\$1.0	\$1.3	\$0.3
Net Income	\$0.3	\$0.3	\$0.0

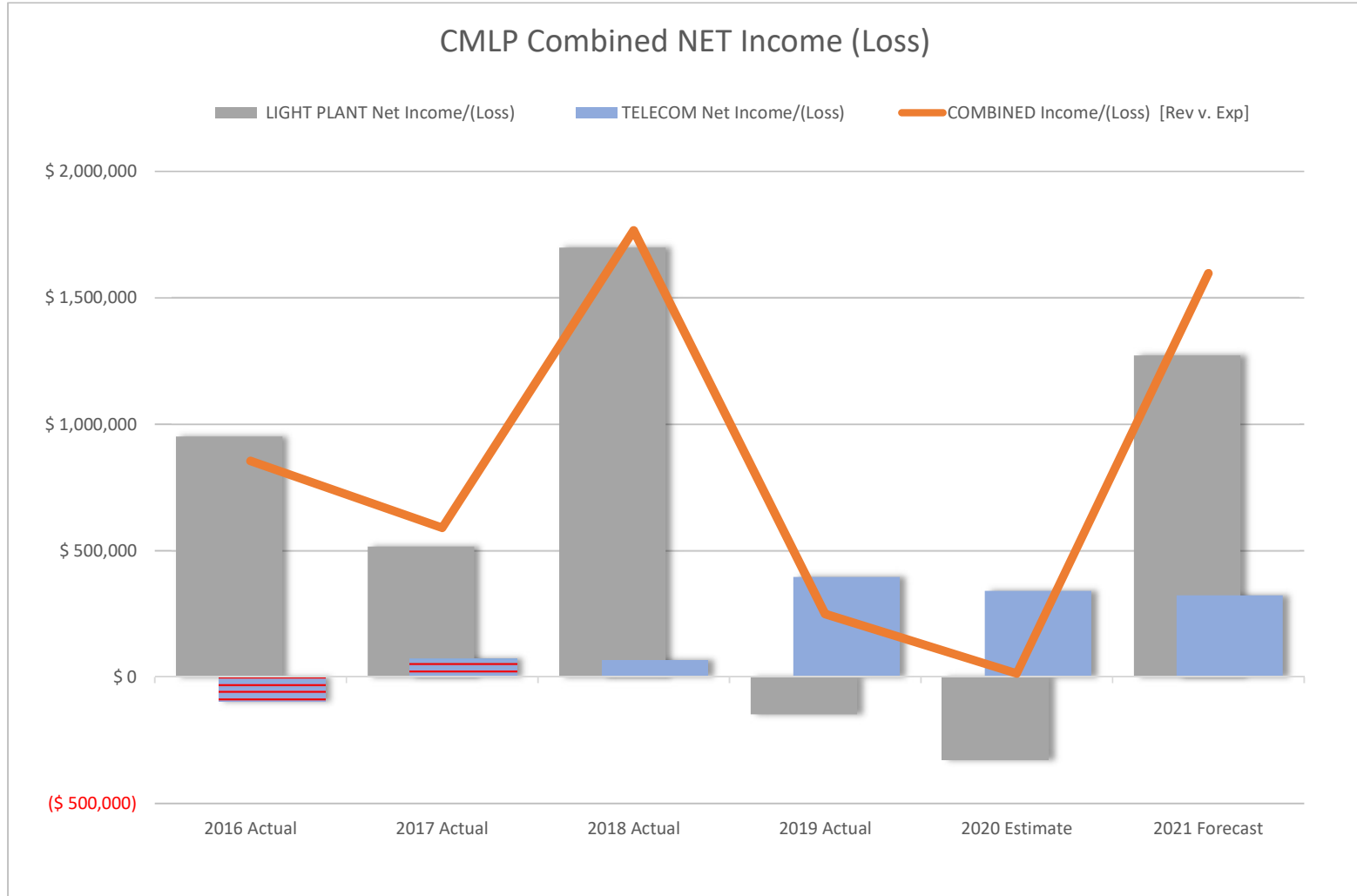
NET INCOME

CMLP-CONCORD MUNICIPAL LIGHT PLANT

2021 OPERATING FORECAST

FORECAST OVERVIEW

CMLP COMBINED



CMLP-CONCORD MUNICIPAL LIGHT PLANT

2021 OPERATING FORECAST

FORECAST SUMMARY

CMLP COMBINED

Description	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Estimate	2021 Forecast
COMBINED Income/(Loss) [Rev v. Exp]	\$ 854,670	\$ 589,693	\$ 1,766,749	\$ 249,114	\$ 14,030	\$ 1,596,500
TOTAL Combined Revenue	25,932,442	27,593,499	30,075,039	29,929,841	29,491,582	\$ 32,603,864
TOTAL Combined Expenses	25,077,771	27,003,807	28,308,290	29,680,727	29,477,551	31,007,363
COMBINED Income/(Loss) [Rev v. Exp]	\$ 854,670	\$ 589,693	\$ 1,766,749	\$ 249,114	\$ 14,030	\$ 1,596,500
LIGHT PLANT Net Income/(Loss)	951,576	516,516	1,698,513	(147,310)	(327,232)	1,272,911
TELECOM Net Income/(Loss)	(96,906)	73,176	68,235	396,424	341,262	323,589
LIGHT PLANT Net Income/(Loss)	\$ 951,576	\$ 516,516	\$ 1,698,513	\$ (147,310)	\$ (327,232)	\$ 1,272,911
Total Operating Revenues	25,360,752	26,829,077	29,111,600	28,725,990	28,128,893	\$ 31,023,878
Base Revenues	170,467	224,203	100,695	268,526	212,772	217,628
Electricity Sales	24,547,977	23,808,948	25,486,590	26,118,918	25,462,853	26,426,901
Meter Charges	883,539	1,091,208	1,160,609	1,434,001	1,432,350	1,856,838
Rate Refunds	(876,803)	979,657	1,389,924	41,970	132,014	1,748,680
Other Revenues	635,572	725,061	973,783	862,576	888,904	773,832
Total Expenses	24,409,175	26,312,561	27,413,087	28,873,300	28,456,125	\$ 29,750,967
Purchased Power Cost	17,287,536	18,768,438	19,299,625	19,540,467	19,363,591	19,825,191
Operating + Maintenance Costs	4,706,141	5,106,133	5,608,054	6,809,095	6,588,331	7,177,673
Depreciation Expense	1,735,799	1,777,915	1,880,907	1,926,932	1,900,352	2,000,203
Debt Service Interest	214,200	186,075	163,500	144,806	125,850	273,400
PILOT - Payment In Lieu of Taxes	465,500	474,000	461,000	452,000	478,000	474,500

CMLP-CONCORD MUNICIPAL LIGHT PLANT

2021 OPERATING FORECAST

FORECAST SUMMARY

CMLP COMBINED

Description	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Estimate	2021 Forecast
31 TELECOM Net Income/(Loss)	\$ (96,906)	\$ 73,176	\$ 68,235	\$ 396,424	\$ 341,262	\$ 323,589
32						
33 Total Operating Revenues	571,690	764,422	963,439	1,203,850	1,362,689	\$ 1,579,985
34 Sales	571,574	764,332	963,026	1,128,726	1,240,498	1,426,059
35 Other Revenues	116	91	413	75,125	122,191	153,926
36						
37 Total Expenses	668,596	691,246	895,204	807,427	1,021,427	1,256,396
38 Resource Costs	109,388	129,235	183,432	183,502	209,176	277,576
39 Operating + Maintenance Costs	523,933	516,156	641,181	542,803	725,693	870,143
40 Depreciation Expense	35,275	37,286	50,465	65,747	67,342	85,402
41 Debt Service Interest	-	8,569	20,125	15,375	19,215	23,275

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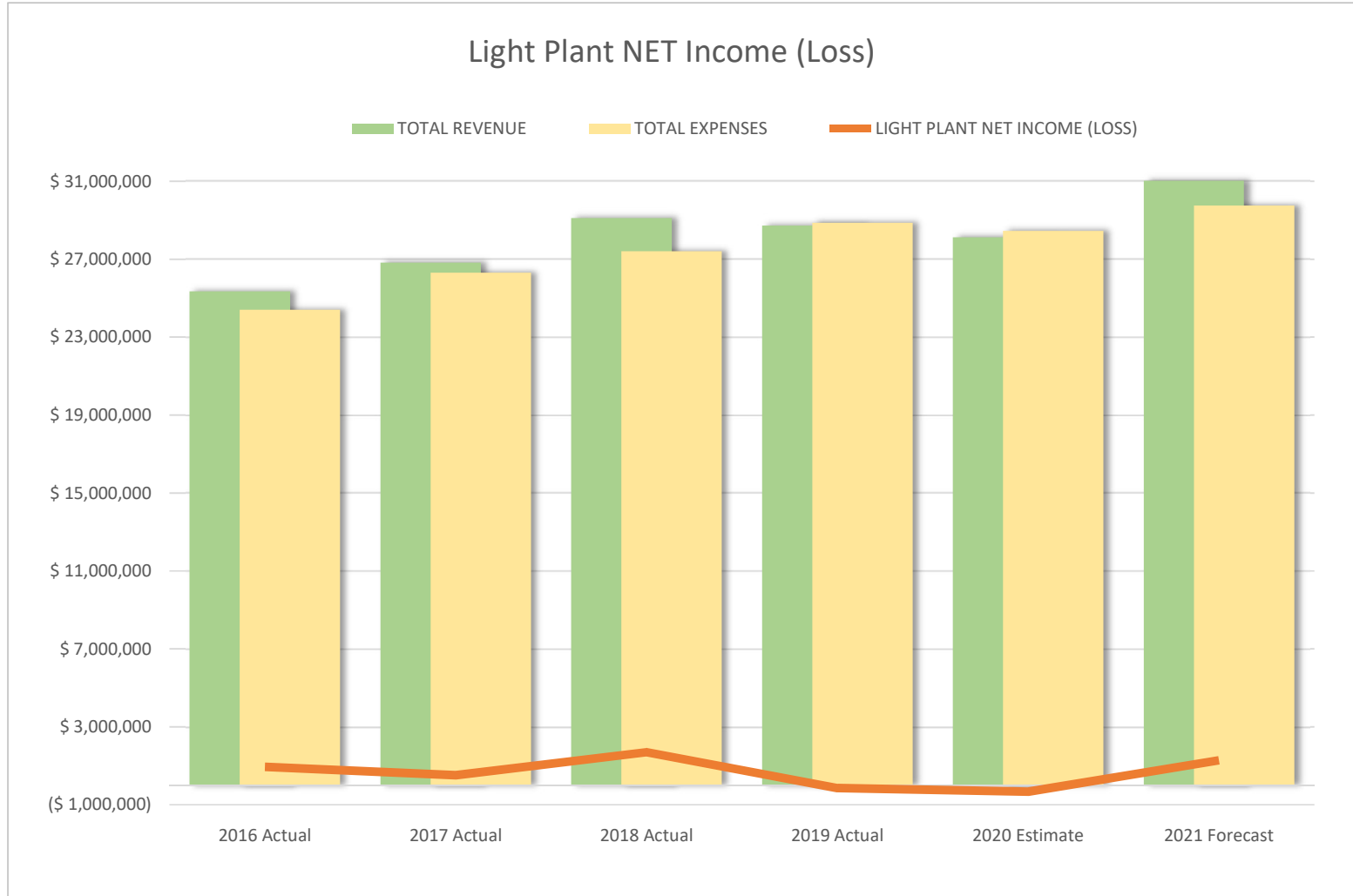
LIGHT PLANT

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2021 OPERATING FORECAST

INCOME AND EXPENSE OVERVIEW

LIGHT PLANT

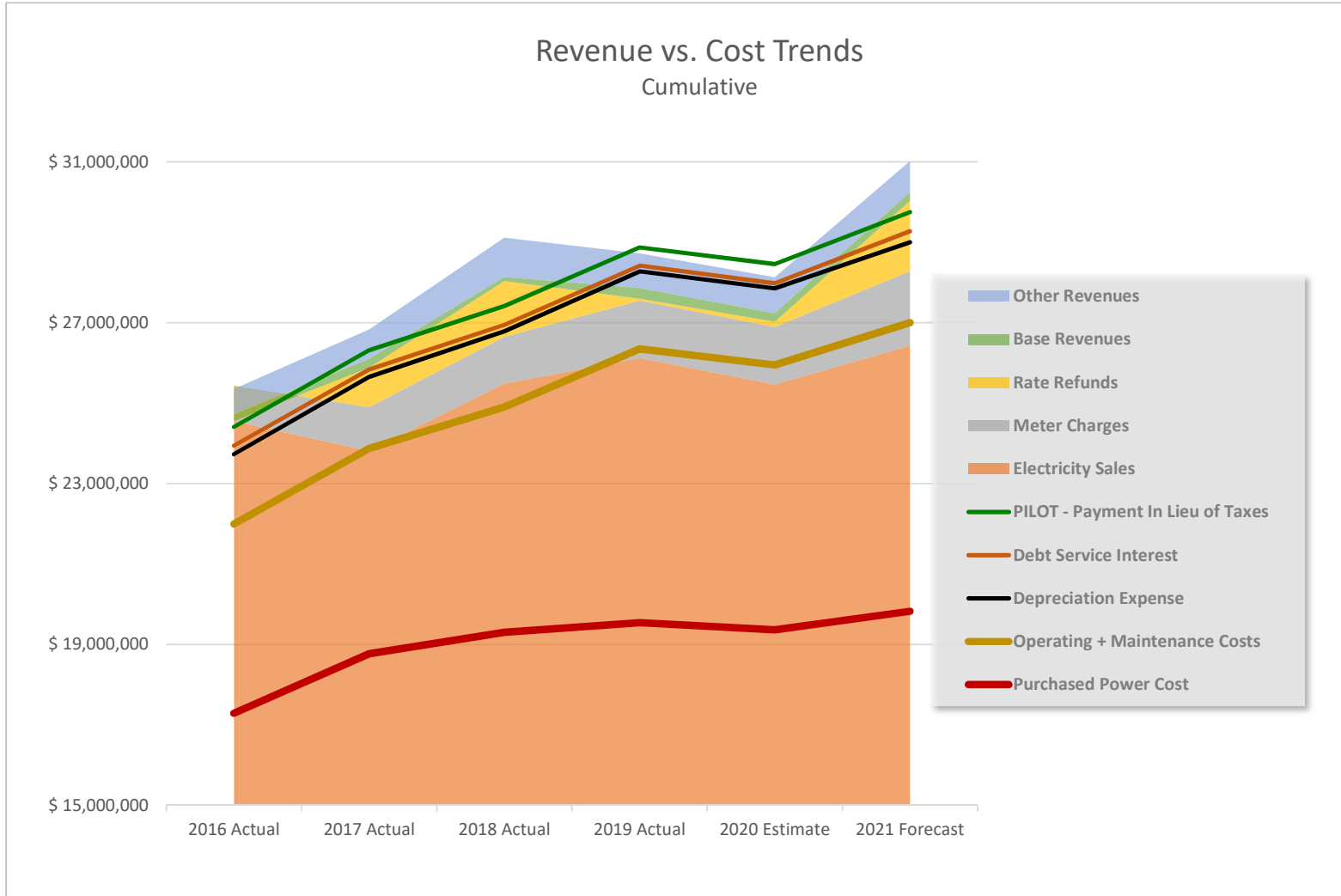


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2021 OPERATING FORECAST

REVENUE vs. COST TRENDS

LIGHT PLANT



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

NET INCOME SUMMARY

LIGHT PLANT

Description	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Estimate	2021 Forecast
LIGHT PLANT NET INCOME (LOSS)	\$ 951,576	\$ 516,516	\$ 1,698,513	\$ (147,310)	\$ (327,232)	\$ 1,272,911
Income (Loss) Margin	3.75 %	1.93 %	5.83 %	(0.51 %)	(1.16 %)	4.10 %
ANNUAL \$ CHANGE BY REVENUE CATEGORY ↑(↓)	x \$ 1,468,325	\$ 2,282,523	\$ (385,610)	\$ (597,098)	\$ 2,894,986	
Base Revenues	x 53,736	(123,509)	167,831	(55,754)	4,856	
Electricity Sales	x (739,029)	1,677,642	632,328	(656,065)	964,048	
Meter Charges	x 207,669	69,401	273,392	(1,651)	424,488	
Rate Refunds	x 1,856,460	410,267	(1,347,954)	90,044	1,616,666	
Other Revenues	x 89,489	248,722	(111,207)	26,328	(115,072)	
RATIOS OF TOTAL REVENUE	100 %	100 %	100 %	100 %	100 %	100 %
Base Revenues	1 %	1 %	0 %	1 %	1 %	1 %
Electricity Sales	97 %	89 %	88 %	91 %	91 %	85 %
Meter Charges	3 %	4 %	4 %	5 %	5 %	6 %
Rate Refunds	(3 %)	4 %	5 %	0 %	0 %	6 %
Other Revenues	3 %	3 %	3 %	3 %	3 %	2 %
TOTAL REVENUE	\$ 25,360,752	\$ 26,829,077	\$ 29,111,600	\$ 28,725,990	\$ 28,128,893	\$ 31,023,878
Base Revenues	170,467	224,203	100,695	268,526	212,772	217,628
Electricity Sales	24,547,976.72	23,808,948	25,486,589.68	26,118,918	25,462,853	26,426,901
Meter Charges	883,539	1,091,208	1,160,609	1,434,001	1,432,350	1,856,838
Rate Refunds	(876,803)	979,657	1,389,924	41,970	132,014	1,748,680
Other Revenues	635,572	725,061	973,783	862,576	888,904	773,832

CMLP - CONCORD MUNICIPAL LIGHT PLANT

2021 OPERATING FORECAST

NET INCOME SUMMARY

LIGHT PLANT

Description	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Estimate	2021 Forecast
ANNUAL \$ CHANGE BY EXPENSE CATEGORY ↑(↓)	x \$ 1,903,385	\$ 1,100,526	\$ 1,460,213	\$ (417,175)	\$ 1,294,843	
Purchased Power Cost	x \$ 1,480,902	\$ 531,187	\$ 240,842	\$ (176,877)	\$ 461,600	
Operating + Maintenance Costs	x \$ 399,993	\$ 501,921	\$ 1,201,040	\$ (220,763)	\$ 589,342	
Depreciation Expense	x \$ 42,116	\$ 102,992	\$ 46,025	\$ (26,580)	\$ 99,851	
Debt Service Interest	x \$ (28,125)	\$ (22,575)	\$ (18,694)	\$ (18,956)	\$ 147,550	
PILOT - Payment In Lieu of Taxes	x \$ 8,500	\$ (13,000)	\$ (9,000)	\$ 26,000	\$ (3,500)	
RATIOS OF TOTAL EXPENSES	100 %	100 %	100 %	100 %	100 %	100 %
Purchased Power Cost	71 %	71 %	70 %	68 %	68 %	67 %
Operating + Maintenance Costs	19 %	19 %	20 %	24 %	23 %	24 %
Depreciation Expense	7 %	7 %	7 %	7 %	7 %	7 %
Debt Service Interest	1 %	1 %	1 %	1 %	0 %	1 %
PILOT - Payment In Lieu of Taxes	2 %	2 %	2 %	2 %	2 %	2 %
TOTAL EXPENSES	\$ 24,409,175	\$ 26,312,561	\$ 27,413,087	\$ 28,873,300	\$ 28,456,125	\$ 29,750,967
Purchased Power Cost	17,287,536	18,768,438	19,299,625	19,540,467	19,363,591	19,825,191
Operating + Maintenance Costs	4,706,141	5,106,133	5,608,054	6,809,095	6,588,331	7,177,673
Depreciation Expense	1,735,799	1,777,915	1,880,907	1,926,932	1,900,352	2,000,203
Debt Service Interest	214,200	186,075	163,500	144,806	125,850	273,400
PILOT - Payment In Lieu of Taxes	465,500	474,000	461,000	452,000	478,000	474,500

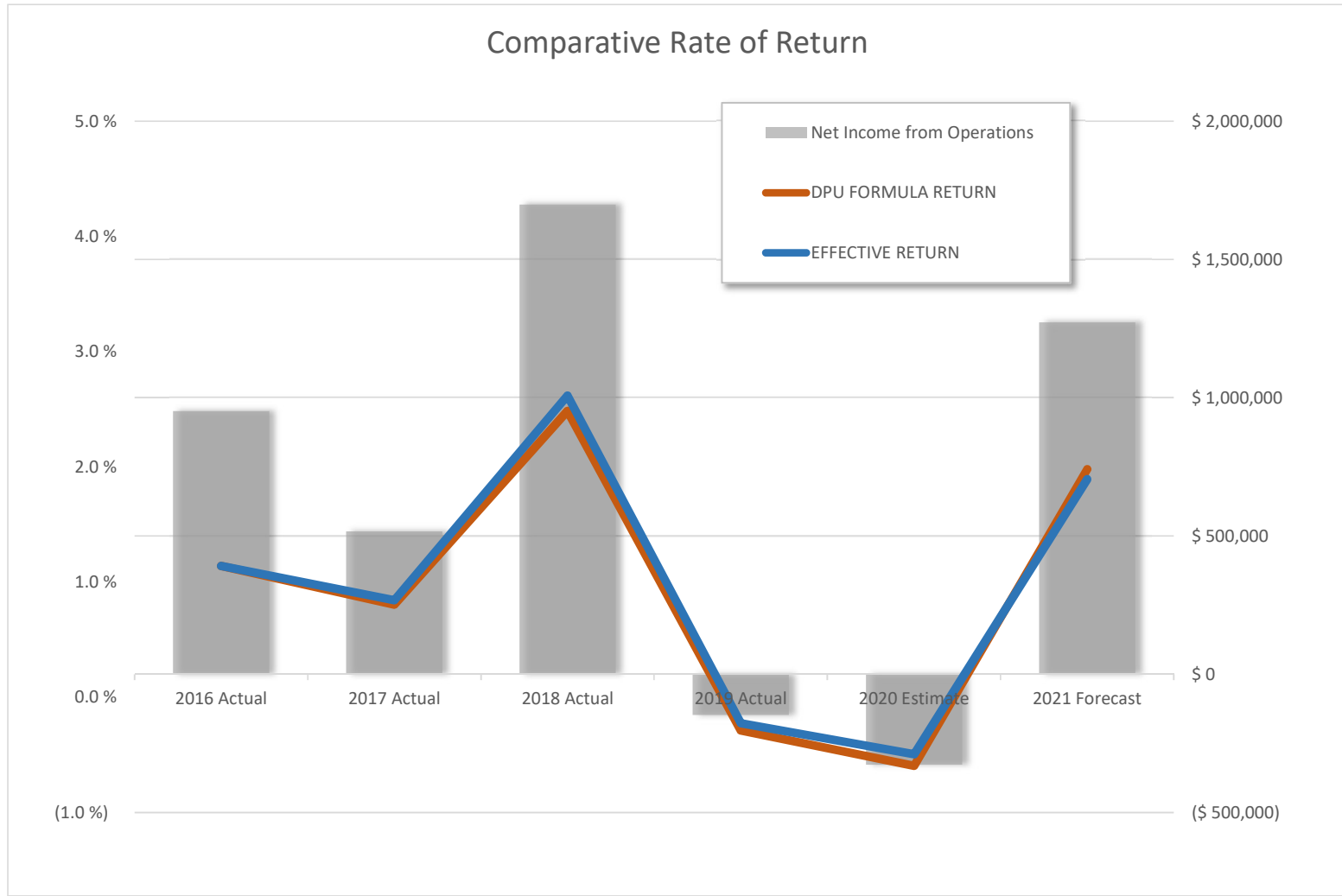


CMLP - CONCORD MUNICIPAL LIGHT PLANT

2021 OPERATING FORECAST

RATE OF RETURN - CMLP v. DPU

LIGHT PLANT



CMLP - CONCORD MUNICIPAL LIGHT PLANT

2021 OPERATING FORECAST

RATE OF RETURN

LIGHT PLANT

Description	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Estimate	2021 Forecast
EFFECTIVE RETURN	1.14 %	0.84 %	2.62 %	(0.22 %)	(0.50 %)	1.89 %
Net Income from Operations	951,576	516,516	1,698,513	(147,310)	(327,232)	1,272,911
DIVIDED by Gross Plant Value Used for DPU Formula Calculation	n/a	61,457,574	64,866,495	65,587,823	66,064,765	67,271,889
DPU FORMULA RETURN	1.14 %	0.80 %	2.49 %	(0.29 %)	(0.60 %)	1.98 %
DPU QUALIFIED INCOME	1,021,505	494,021	1,611,975	(190,216)	(393,239)	1,331,323
DIVIDED by Gross Plant Value Used for DPU Formula Calculation	n/a	61,457,574	64,866,495	65,587,823	66,064,765	67,271,889
DPU QUALIFIED INCOME	\$ 1,021,505	\$ 494,021	\$ 1,611,975	\$ (190,216)	\$ (393,239)	\$ 1,331,323
Net Income from Operations	951,576	516,516	1,698,513	(147,310)	(327,232)	1,272,911
PILOT - Payment In Lieu of Taxes Credit	465,500	474,000	461,000	452,000	478,000	474,500
Underground Surcharge Revenue	(293,741)	(368,685)	(406,588)	(403,137)	(403,969)	(416,088)
CARES Surcharge Revenue	(101,830)	(127,810)	(140,950)	(91,770)	(140,038)	-
GROSS VALUE OF PLANT						
At Year End	61,457,574	64,866,495	65,587,823	66,064,765	67,271,889	70,627,322
Used for DPU Formula Calculation	n/a	61,457,574	64,866,495	65,587,823	66,064,765	67,271,889
NET PROFIT MARGIN	3.75 %	1.93 %	5.83 %	(0.51 %)	(1.16 %)	4.10 %
Net Income from Operations	951,576	516,516	1,698,513	(147,310)	(327,232)	1,272,911
DIVIDED by Total Operating Revenue	25,360,752	26,829,077	29,111,600	28,725,990	28,128,893	31,023,878



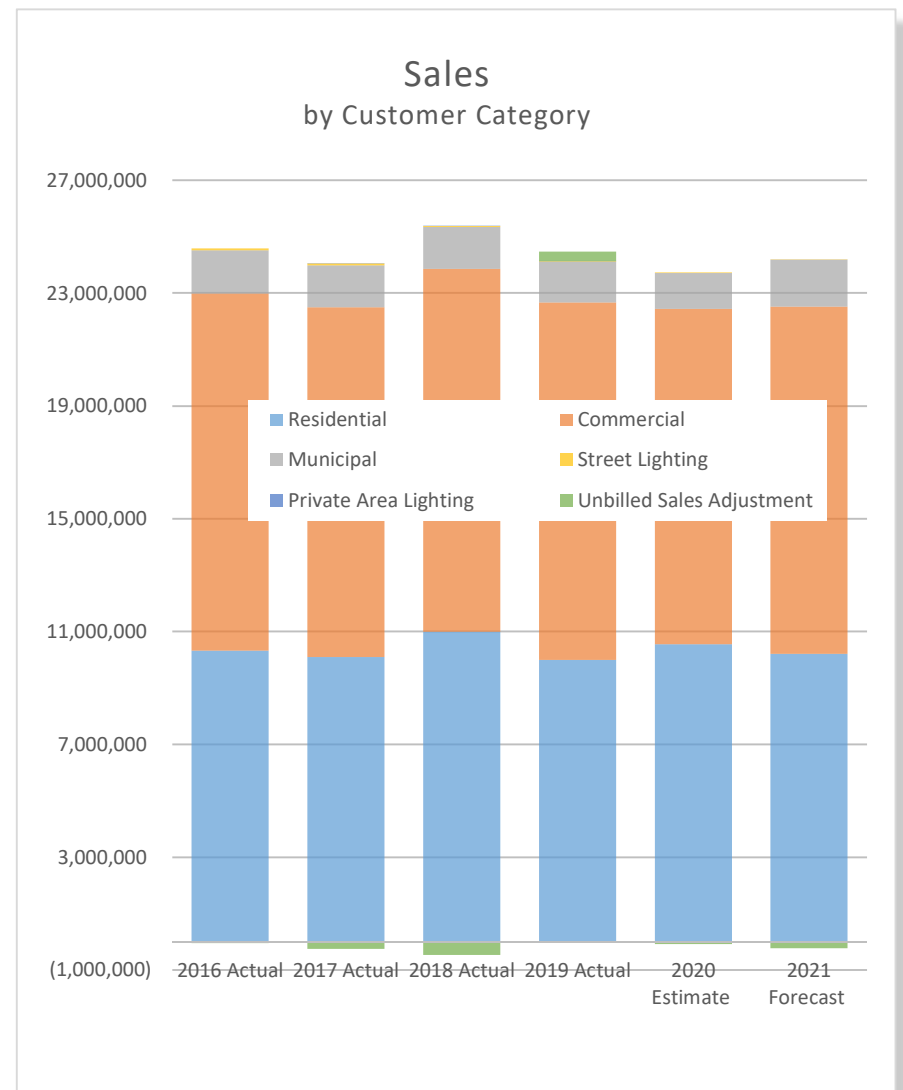
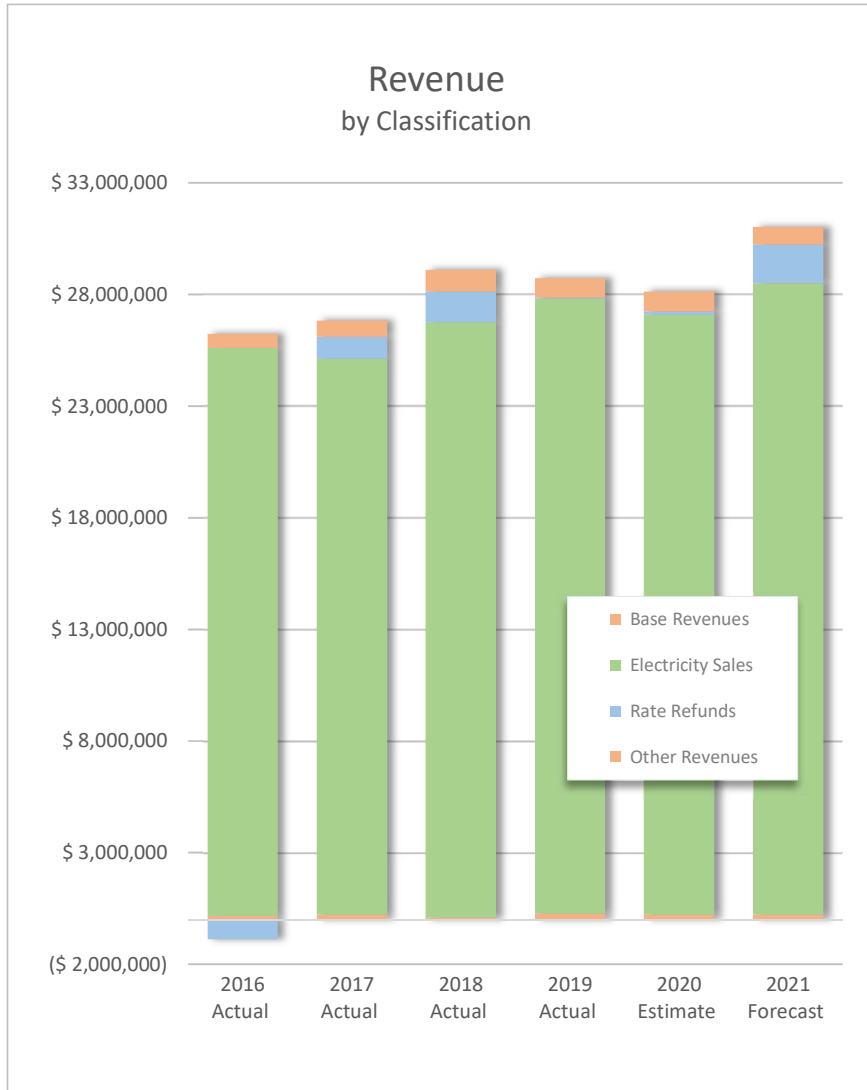
REVENUE

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2021 OPERATING FORECAST

SALES REVENUE OVERVIEW

LIGHT PLANT



CMLP - CONCORD MUNICIPAL LIGHT PLANT

2021 OPERATING FORECAST

REVENUE SUMMARY

LIGHT PLANT

Description	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Estimate	2021 Forecast
ANNUAL % CHANGE BY REVENUE CATEGORY ↑(↓)	x	6 %	9 %	(1 %)	(2 %)	10 %
■ Base Revenues	x	32 %	(55 %)	167 %	(21 %)	2 %
■ Electricity Sales	x	(2 %)	7 %	3 %	(2 %)	5 %
■ Rate Refunds	x	(212 %)	42 %	(97 %)	215 %	1225 %
■ Other Revenues	x	14 %	34 %	(11 %)	3 %	(13 %)
ANNUAL \$ CHANGE BY REVENUE CATEGORY ↑(↓)	x \$	1,468,325 \$	2,282,523 \$	(385,610) \$	(597,098) \$	2,894,986 \$
■ Base Revenues	x \$	53,736 \$	(123,509) \$	167,831 \$	(55,754) \$	4,856 \$
■ Electricity Sales	x \$	(531,360) \$	1,747,043 \$	905,720 \$	(657,716) \$	1,388,536 \$
■ Rate Refunds	x \$	1,856,460 \$	410,267 \$	(1,347,954) \$	90,044 \$	1,616,666 \$
■ Other Revenues	x \$	89,489 \$	248,722 \$	(111,207) \$	26,328 \$	(115,072) \$
RATIOS OF OPERATING REVENUE BY REVENUE CATEGORY	100 %	100 %	100 %	100 %	100 %	100 %
■ Base Revenues	1 %	1 %	0 %	1 %	1 %	1 %
■ Electricity Sales	100 %	93 %	92 %	96 %	96 %	91 %
■ Rate Refunds	-3 %	4 %	5 %	0 %	0 %	6 %
■ Other Revenues	3 %	3 %	3 %	3 %	3 %	2 %
TOTAL OPERATING REVENUE BY REVENUE CATEGORY	\$ 25,360,752 \$	\$ 26,829,077 \$	\$ 29,111,600 \$	\$ 28,725,990 \$	\$ 28,128,893 \$	\$ 31,023,878 \$
■ Base Revenues	170,467	224,203	100,695	268,526	212,772	217,628
■ Electricity Sales	25,431,516	24,900,156	26,647,199	27,552,919	26,895,203	28,283,739
■ Rate Refunds	(876,803)	979,657	1,389,924	41,970	132,014	1,748,680
■ Other Revenues	635,572	725,061	973,783	862,576	888,904	773,832

CMLP - CONCORD MUNICIPAL LIGHT PLANT

2021 OPERATING FORECAST

REVENUE SUMMARY

LIGHT PLANT

Description	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Estimate	2021 Forecast
ANNUAL % CHANGE BY REVENUE CATEGORY ↑(↓)	x	(3 %)	5 %	(2 %)	(3 %)	1 %
■ Residential	x	(2 %)	9 %	(9 %)	6 %	(3 %)
■ Commercial	x	(2 %)	4 %	(1 %)	(6 %)	4 %
■ Municipal	x	(3 %)	(0 %)	(3 %)	(13 %)	31 %
■ Street Lighting	x	(0 %)	(35 %)	(66 %)	65 %	6 %
■ Private Area Lighting	x	14 %	(20 %)	(65 %)	(100 %)	0 %
■ Unbilled Sales Adjustment	x	84 %	46 %	(174 %)	(125 %)	63 %
ANNUAL kWh CHANGE BY REVENUE CATEGORY ↑(↓)	x	(739,028)	1,118,871	(451,617)	(830,425)	328,239
■ Residential	x	(235,606)	903,890	(997,437)	559,805	(347,428)
■ Commercial	x	(252,721)	457,628	(189,368)	(784,470)	431,187
■ Municipal	x	(41,494)	(3,472)	(43,998)	(182,230)	387,997
■ Street Lighting	x	(122)	(22,146)	(27,646)	9,151	1,417
■ Private Area Lighting	x	736	(1,162)	(3,055)	(1,676)	-
■ Unbilled Sales Adjustment	x	(209,821)	(215,867)	809,887	(431,006)	(144,934)
RATIOS OF ELECTRICITY SALES VOLUME BY CUSTOMER CATEGORY	100 %	100 %	100 %	100 %	100 %	100 %
■ Residential	42 %	42 %	44 %	41 %	45 %	43 %
■ Commercial	52 %	52 %	52 %	52 %	50 %	51 %
■ Municipal	6 %	6 %	6 %	6 %	5 %	7 %
■ Street Lighting	0 %	0 %	0 %	0 %	0 %	0 %
■ Private Area Lighting	0 %	0 %	0 %	0 %	-	-
■ Unbilled Sales Adjustment	(0 %)	(1 %)	(2 %)	1 %	(0 %)	(1 %)
ELECTRICITY SALES VOLUME BY CUSTOMER CATEGORY	\$ 24,547,976	\$ 23,808,948	\$ 24,927,818	\$ 24,476,201	\$ 23,645,776	\$ 23,974,015
■ Residential	10,326,758	10,091,151	10,995,041	9,997,604	10,557,409	10,209,981
■ Commercial	12,657,137	12,404,417	12,862,044	12,672,676	11,888,206	12,319,393
■ Municipal	1,534,503	1,493,008	1,489,536	1,445,538	1,263,308	1,651,305
■ Street Lighting	64,075	63,953	41,807	14,161	23,312	24,729

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

REVENUE SUMMARY

LIGHT PLANT

Description	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Estimate	2021 Forecast
57 Private Area Lighting	5,156	5,893	4,731	1,676	-	-
58 Unbilled Sales Adjustment	(39,652)	(249,473)	(465,340)	344,547	(86,459)	(231,393)
60						
61						
62 TOTAL OPERATING REVENUE	\$ 25,360,752	\$ 26,829,077	\$ 29,111,600	\$ 28,725,990	\$ 28,128,893	\$ 31,023,878
63						
64 Base Revenues	\$ 170,467	\$ 224,203	\$ 100,695	\$ 268,526	\$ 212,772	\$ 217,628
65 1-4150.0000 Income - M&J	166,908	221,998	73,944	262,925	205,000	210,000
66 1-4150.0001 M&J Other Towns	-	-	7,658	3,050	5,000	5,000
67 1-4150.1000 M&J Mutual Aid	-	-	-	-	-	-
68 1-4210.0000 Income - Misc Non-Operating	3,559	2,206	19,092	2,551	2,772	2,628
69						
70 Electricity Sales	\$ 25,431,516	\$ 24,900,156	\$ 26,647,199	\$ 27,552,919	\$ 26,895,203	\$ 28,283,739
71 1-4400.0000 Residential Service	9,500,794	9,266,604	10,111,202	9,597,438	10,417,807	9,914,079
72 1-4400.0002 Residential - Controlled Hot Water Heater	624,770	619,085	654,345	266,716	-	-
73 1-4400.0003 Residential - Off Peak	164,286	163,877	181,387	116,336	144,045	295,902
74 1-4400.0004 Residential - Farm	11,993	11,497	14,191	5,435	-	-
75 1-4400.0009 Res Sales - Dist Charge	24,915	30,088	33,917	11,678	(4,444)	-
76 1-4420.0001 Commercial - Small	2,118,914	2,045,157	2,231,479	1,918,556	1,894,863	1,738,796
77 1-4420.0002 Commercial - Medium	3,940,519	3,714,567	3,805,802	3,932,833	3,615,770	3,846,684
78 1-4420.0003 Commercial - Large	6,533,401	6,574,254	6,750,846	6,785,217	6,372,306	6,724,910
79 1-4420.0004 PL Private Area Lighting	5,156	5,893	4,731	1,676	-	-
80 1-4420.0005 Commercial - Water Heater	-	-	-	-	-	-
81 1-4420.0006 Commercial - Small Farm	19,706	12,108	14,689	10,000	-	-
82 1-4420.0007 Commercial - Medium Farm	44,217	57,382	56,720	18,567	-	-
83 1-4420.0009 Electrical Vehicle Charging	381	949	2,509	7,502	5,267	9,002
85 1-4440.0001 Municipal - Small	56,135	57,757	71,657	54,298	57,809	51,847
86 1-4440.0002 Municipal - Medium	711,074	695,443	682,831	651,259	580,900	726,126
87 1-4440.0003 Municipal - Large	767,293	739,808	735,048	739,981	624,599	873,332
88 1-4440.0004 Municipal Street Lighting	64,075	63,953	41,807	14,161	23,312	24,729
89 Meter Charge	883,539	1,091,208	1,160,609	1,434,001	1,432,350	1,856,838
90 1-4450.0000 Unbilled Sales	(39,652)	(249,473)	(465,340)	344,547	(86,459)	(231,393)
91 1-4560.0005 REC Purchases Surcharge	-	-	558,771	1,642,716	1,817,077	2,452,886

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

REVENUE SUMMARY **LIGHT PLANT**

Description	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Estimate	2021 Forecast
Rate Refunds	\$ (876,803)	\$ 979,657	\$ 1,389,924	\$ 41,970	\$ 132,014	\$ 1,748,680
1-4490.0001 Provision for Rate Refund	(8,529)	269,699	639,704	(497,074)	(198,533)	1,748,680
1-4490.0003 Prov for Rate Stabilization	(868,274)	709,958	750,219	539,044	330,547	-
Other Revenues	\$ 635,572	\$ 725,061	\$ 973,783	\$ 862,576	\$ 888,904	\$ 773,832
1-4190.0000 Operating Interest Income	62,171	18,559	159,932	138,077	146,726	139,390
1-4190.0001 Non Op Int/Div Income	22,219	37,547	86,290	103,805	129,911	123,415
1-4290.0000 Amortization of Debt Premium	31,255	29,980	29,938	34,241	33,038	32,290
1-4490.0002 Provision for CARES	-	-	-	-	-	-
1-4500.0000 Finance Charge	16,584	15,769	16,814	54,859	4,886	31,559
1-4500.0001 Non Sufficient Funds Charge	-	-	-	775	1,200	1,200
1-4510.0000 Reconnection Meter Charges	(4,250)	1,000	5,400	7,250	250	1,000
1-4510.0001 Temporary Service Charges	-	-	-	-	-	-
1-4510.0099 Misc Charge/Credit	-	-	-	(127)	95	100
1-4540.2000 Smart Grid - Fiber Rental	84,805	98,495	100,655	-	-	-
1-4550.0000 Fiber Optics School Lease	27,216	27,216	27,216	28,789	28,789	28,789
1-4560.0000 Underground Surcharge	293,741	368,685	406,588	403,137	403,969	416,088
1-4560.0002 CARES Surcharge	101,830	127,810	140,950	91,770	140,038	-

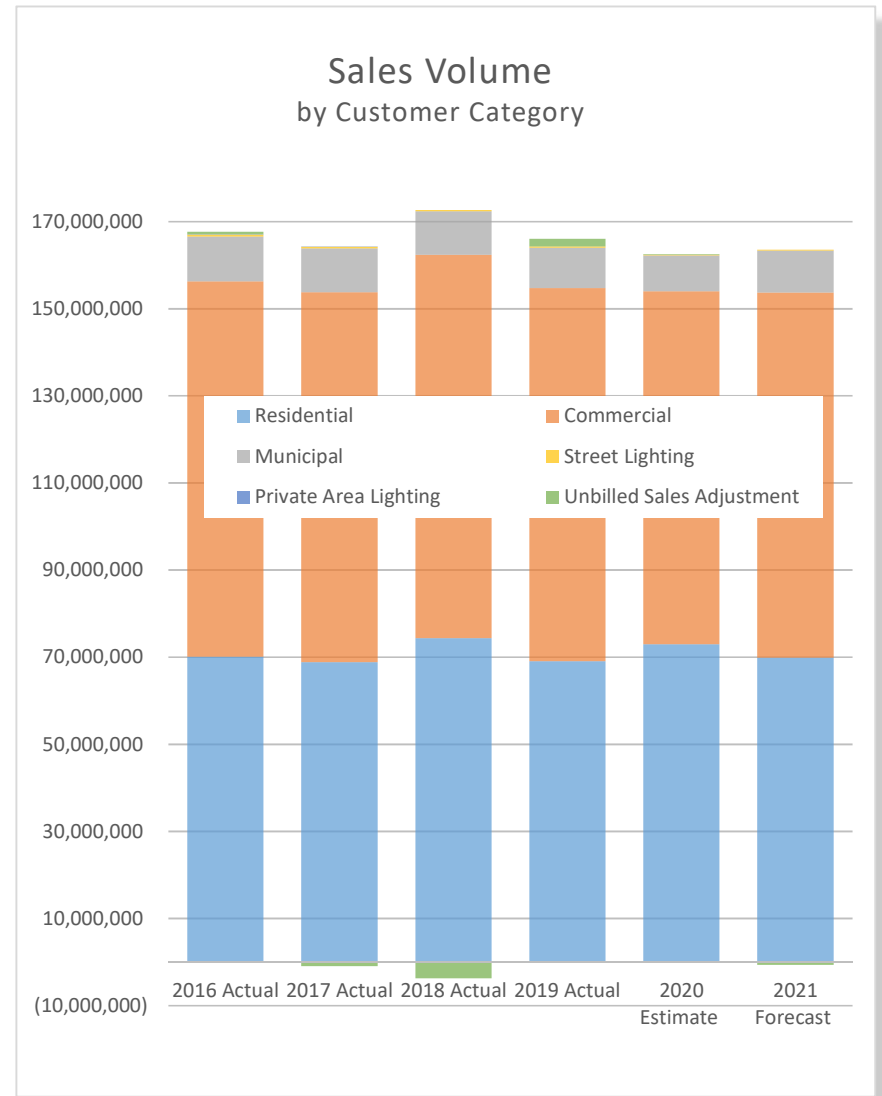
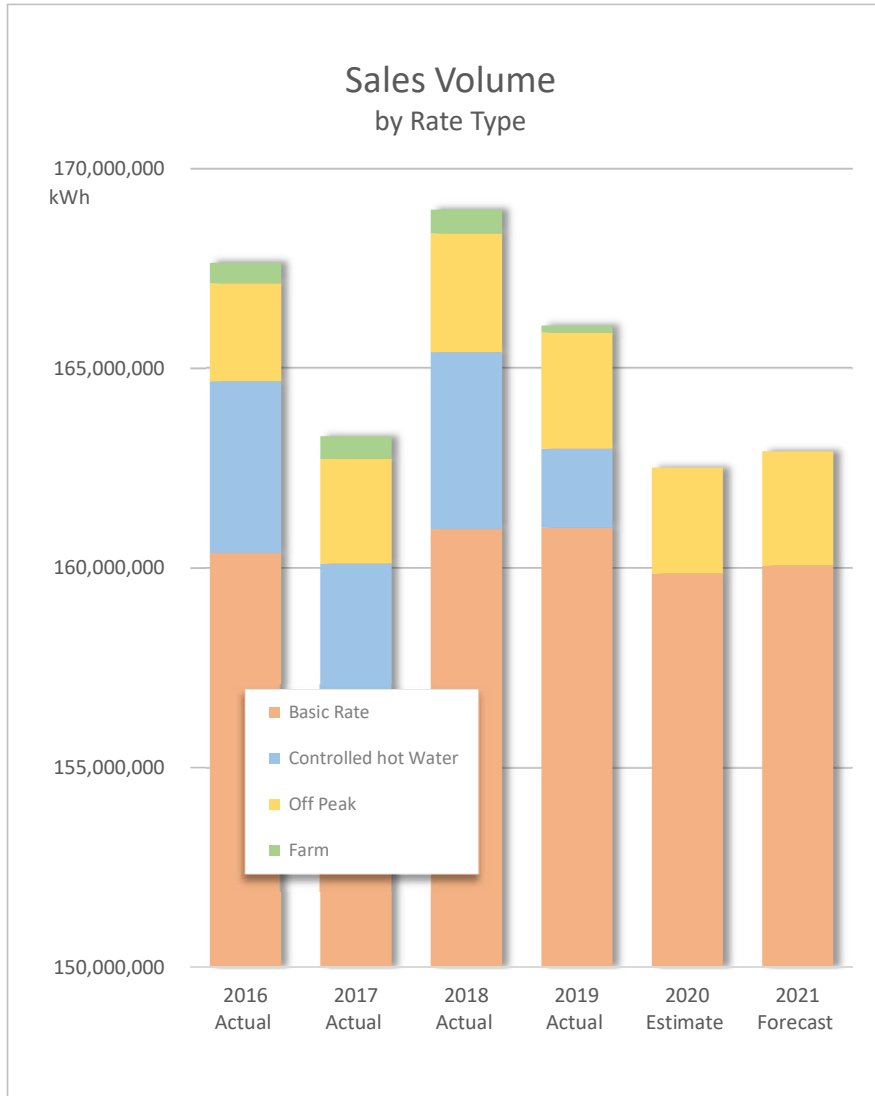


CMLP - CONCORD MUNICIPAL LIGHT PLANT

2021 OPERATING FORECAST

SALES VOLUME OVERVIEW

LIGHT PLANT



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

SALES VOLUME (kWh)

LIGHT PLANT

	Description	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Estimate	2021 Forecast
1	ANNUAL % CHANGE BY RATE TYPE ↑(↓)	x	(3 %)	3 %	(2 %)	(2 %)	0 %
2	Basic Rate	x	(3 %)	3 %	0 %	(1 %)	0 %
3	Controlled hot Water		(1 %)	5 %	(55 %)	(100 %)	0 %
4	Off Peak		7 %	14 %	(2 %)	(9 %)	8 %
5	Farm	x	8 %	6 %	(71 %)	(100 %)	0 %
6							
7	ANNUAL kWh CHANGE BY RATE TYPE ↑(↓)	x	(4,353,846)	5,684,704	(2,902,827)	(3,559,443)	402,065
8	Basic Rate	x	(4,503,974)	5,102,643	37,930	(1,148,728)	193,587
9	Controlled hot Water	x	(62,691)	191,781	(2,456,628)	(1,974,085)	-
10	Off Peak	x	169,027	356,861	(63,674)	(261,109)	208,478
11	Farm	x	43,792	33,419	(420,455)	(175,521)	-
12							
13							
14	RATIOS OF SALES VOLUME BY RATE TYPE	100 %	100 %	100 %	100 %	100 %	100 %
15	Basic Rate	96 %	95 %	95 %	97 %	98 %	98 %
16	Controlled hot Water	3 %	3 %	3 %	1 %	-	-
17	Off Peak	1 %	2 %	2 %	2 %	2 %	2 %
18	Farm	0 %	0 %	0 %	0 %	-	-
19							
20	SALES VOLUME BY RATE TYPE	167,648,627	163,294,781	168,979,485	166,076,658	162,517,215	162,919,280
21	Basic Rate	160,376,091	155,872,117	160,974,760	161,012,690	159,863,962	160,057,549
22	Controlled hot Water	4,301,623	4,238,932	4,430,713	1,974,085	-	-
23	Off Peak	2,452,148	2,621,175	2,978,036	2,914,362	2,653,253	2,861,731
24	Farm	518,765	562,557	595,976	175,521	-	-
25							
26							
27							

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

SALES VOLUME (kWh)

LIGHT PLANT

Description	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Estimate	2021 Forecast
ANNUAL % CHANGE BY REVENUE CATEGORY ↑(↓)	x	(3 %)	3 %	(2 %)	(2 %)	0 %
■ Residential	x	(2 %)	8 %	(7 %)	6 %	(4 %)
■ Commercial		(1 %)	4 %	(3 %)	(5 %)	4 %
■ Municipal		(3 %)	(0 %)	(7 %)	(12 %)	16 %
■ Street Lighting	x	(1 %)	(33 %)	(16 %)	(30 %)	(1 %)
■ Private Area Lighting	x	10 %	(100 %)	0 %	0 %	0 %
■ Unbilled Sales Adjustment	x	(266 %)	74 %	(149 %)	(95 %)	(801 %)
ANNUAL kWh CHANGE BY REVENUE CATEGORY ↑(↓)	x	(4,353,846)	5,684,704	(2,902,827)	(3,559,443)	402,065
■ Residential	x	(1,245,494)	5,604,585	(5,340,583)	3,903,337	(3,141,526)
■ Commercial	x	(1,233,644)	2,994,366	(2,356,320)	(4,599,349)	2,883,692
■ Municipal	x	(297,426)	(12,710)	(673,475)	(1,070,443)	1,355,043
■ Street Lighting	x	(3,536)	(147,964)	(48,608)	(74,297)	(2,218)
■ Private Area Lighting	x	2,332	(25,971)	-	-	-
■ Unbilled Sales Adjustment	x	(1,576,078)	(2,727,602)	5,516,159	(1,718,691)	(692,926)
RATIOS OF SALES VOLUME BY CUSTOMER CATEGORY	100 %	100 %	100 %	100 %	100 %	100 %
■ Residential	42 %	42 %	44 %	42 %	45 %	43 %
■ Commercial	51 %	52 %	52 %	52 %	50 %	52 %
■ Municipal	6 %	6 %	6 %	6 %	5 %	6 %
■ Street Lighting	0 %	0 %	0 %	0 %	0 %	0 %
■ Private Area Lighting	0 %	0 %	-	-	-	-
■ Unbilled Sales Adjustment	0 %	(1 %)	(2 %)	1 %	0 %	(0 %)

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

SALES VOLUME (kWh)

LIGHT PLANT

Description	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Estimate	2021 Forecast
SALES VOLUME BY CUSTOMER CATEGORY	167,648,627	163,294,781	168,979,485	166,076,658	162,517,215	162,919,280
■ Residential	70,077,788	68,832,294	74,436,879	69,096,296	72,999,633	69,858,107
■ Commercial	86,238,993	85,005,349	87,999,715	85,643,395	81,044,046	83,927,738
■ Municipal	10,267,419	9,969,993	9,957,283	9,283,808	8,213,365	9,568,408
■ Street Lighting	448,117	444,581	296,617	248,009	173,712	171,494
■ Private Area Lighting	23,639	25,971	-	-	-	-
■ Unbilled Sales Adjustment	592,671	(983,407)	(3,711,009)	1,805,150	86,459	(606,467)
TOTAL SALES VOLUME	167,648,627	163,294,781	168,979,485	166,078,845	162,539,025	162,919,280
Electricity Sales	167,648,627	163,294,781	168,979,485	166,078,845	162,539,025	162,919,280
1-4400.0000 Residential Service	63,244,976	61,895,427	66,935,104	64,172,068	70,346,380	66,996,376
1-4400.0002 Residential - Controlled Hot Water Heater	4,301,623	4,238,932	4,430,713	1,974,085	-	-
1-4400.0003 Residential - Off Peak	2,452,148	2,621,175	2,978,036	2,914,362	2,653,253	2,861,731
1-4400.0004 Residential - Farm	79,041	76,760	93,026	35,781	-	-
1-4400.0009 Res Sales - Dist Charge	-	-	-	2,187	21,810	-
1-4420.0001 Commercial - Small	12,461,635	12,095,510	13,135,019	12,161,890	11,131,014	12,270,431
1-4420.0002 Commercial - Medium	25,232,393	23,899,622	24,616,114	25,128,667	23,302,767	23,854,451
1-4420.0003 Commercial - Large	48,105,241	48,524,420	49,745,632	48,213,098	46,610,265	47,802,856
1-4420.0004 PL Private Area Lighting	23,639	25,971	-	-	-	-
1-4420.0005 Commercial - Water Heater	-	-	-	-	-	-
1-4420.0006 Commercial - Small Farm	120,704	73,619	84,620	-	-	-
1-4420.0007 Commercial - Medium Farm	319,020	412,178	418,330	139,740	-	-
1-4420.0009 Electrial Vehicle Charging	-	-	-	-	-	-
1-4430.0004 Adopt a Street Light	-	-	-	-	-	-
1-4440.0001 Municipal - Small	321,723	335,678	414,801	391,304	341,106	398,601
1-4440.0002 Municipal - Medium	4,685,961	4,582,789	4,527,694	4,044,285	3,727,249	4,350,868
1-4440.0003 Municipal - Large	5,259,735	5,051,526	5,014,788	4,848,219	4,145,010	4,818,939
1-4440.0004 Municipal Street Lighting	448,117	444,581	296,617	248,009	173,712	171,494
1-4450.0000 Unbilled Sales	592,671	(983,407)	(3,711,009)	1,805,150	86,459	(606,467)



PURCHASED POWER

CMLP - CONCORD MUNICIPAL LIGHT PLANT

2021 OPERATING FORECAST

LOAD FORECAST

LIGHT PLANT

Historical CMLP Electric Load and Weather



Discussion of Plan for 2021 - Purchased Power Expense and Recovery

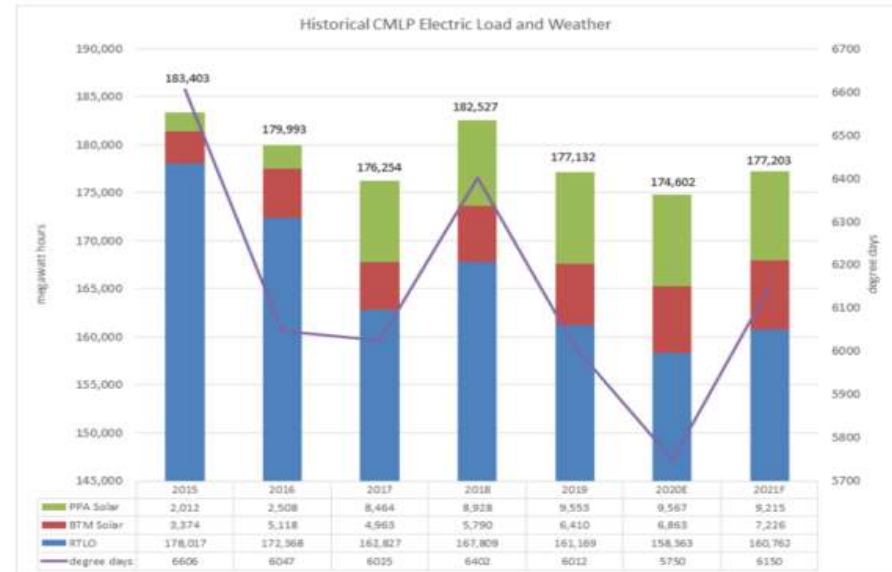
CMLP staff prepares the load forecast based upon estimated load growth, solar generation and normal weather. Energy New England (ENE) then estimates the cost to serve load using current contracts and capacity prices, and price forecasts for energy, transmission and ancillary services. ENE’s optimization model devises a least cost portfolio through the optimal dispatch of resources.

Load Forecast

CMLP’s power needs are sensitive to the weather. Colder or hotter than normal weather results in higher electricity sales and purchases. Over the last five years CMLP’s load has varied between an estimated 174,602 megawatt hours (“MWh”) in 2020 when the weather was very mild and 183,403 MWh in 2015 when the weather was more severe¹.

The load volumes in the chart to the right are measured in megawatt hours on the left axis and include 1) power purchased from third parties and imported to Concord (RTLO), 2) power purchased from third party solar generating facilities located in Town (PPA Solar), and 3) a simulation of the amount of power produced by customer-owned solar arrays (BTM Solar). The sum of those three represent a fair estimate of the amount of power the Town consumed in any given year. Shown on the right axis are the total number of degree days for the year (see footnote 1.) The 2020

data includes actuals through November and an estimate for December.



¹ Temperature severity can be measured using a unit called a “degree day.” Degree days are the difference between the daily temperature mean and a fixed, mild temperature, usually 60°F.

Power Purchase Cost

The cost of purchased power is the largest expense for CMLP. In 2020 total purchased power expenses are expected to be \$19.1 million. The items that are classified as Purchased Power Expense include: capacity, energy, transmission, fixed costs and renewable energy certificates.

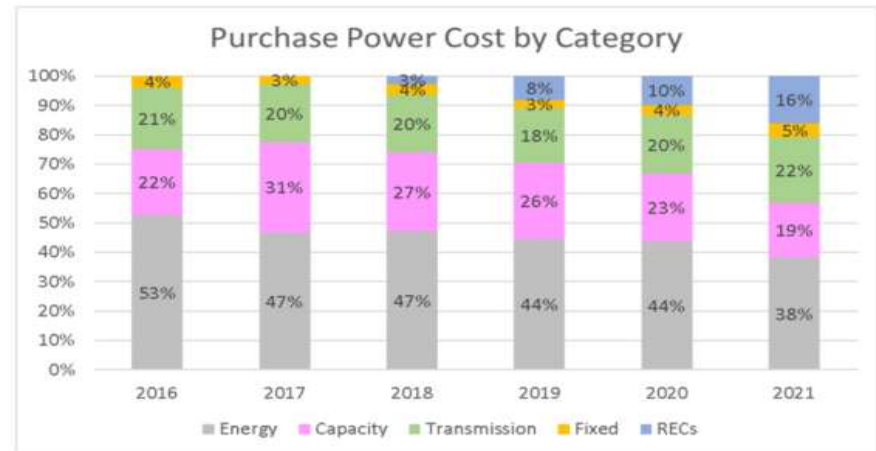
Energy

The energy component of the purchased power budget is for electricity produced by generation asset owners and delivered to CMLP. These are the costs associated with the ongoing provision of electricity to native load customers and are the largest expense in the power portfolio.

CMLP maintains a diverse portfolio of energy counterparties to ensure reliable, cost-effective delivery of energy to CMLP ratepayers. Contracts are set at different lengths and with different characteristics (e.g. take or pay, load-following, calls). Contracts and resources are processed through an economic dispatch model which uses market pricing to determine how to optimize CMLP’s portfolio and system costs for a given period.

A consideration of this process is the pricing and availability in the spot market. Spot market energy is secured either day-ahead or in real-time to meet CMLP’s load. For 2021, 20% of all energy that will be purchased is forecasted to be in the spot market.

Energy expenses are expected to total \$7.9 million in 2021. The chart below shows what percent of total purchase power costs each of energy, capacity, transmission and Renewable Energy Certificates is expected to total in 2021.



Capacity

Load-serving entities - the market participants that secure electric energy, transmission service, and related services to serve the demand of their customers- make capacity payments to generators to ensure the long-term availability of sufficient generation capacity for the reliable operation of the bulk power grid. CMLP pays ISO-New England for its estimated capacity requirements as do all other load serving entities within the ISO.

For 2021, net capacity costs are expected to be \$3.9 million. Included in that amount are: fixed capacity and O&M payments for the Thomas A Watson Generating Facility, capacity charges associated with the RISE contract, capacity charges assessed by the New York Power Authority for hydro resources, forward capacity market costs for ISO-supplied capacity and credits received for capacity that CMLP cannot use to offset its load obligation directly.

Transmission

Transmission costs consist of the tariffs and fees to move energy from generators to CMLP's distribution system. The fees listed below are based on the revenue requirements of the transmission providers and allocated to CMLP in proportion to the respective load for each type of service.

Regional Network Service

CMLP is a part of ISO-New England, the Regional Transmission Organization, which is responsible for the operation and reliability of the power grid in New England. The majority of CMLP's contracts are delivered at the ISO-New England hub for which CMLP pays Regional Network Service ("RNS") to use the ISO-New England pool assets. RNS is by far CMLP's largest transmission expense. Projected RNS expense for 2021 is \$4.4 million.

Local Network Service

Beyond the ISO-New England pool assets, energy is subsequently transmitted over non-pool transmission lines owned by Eversource via the Sudbury substation. For use of the Eversource network, CMLP pays Local Network Service ("LNS") fees, expected to cost \$110,000 in 2021. After the Sudbury substation, Eversource delivers the power over two underground 115 kV transmission lines to the Maynard substation at which point the power enters CMLP's two underground 115 kV transmission lines and continues to CMLP Station 219. For the interconnection with Eversource, CMLP also pays facilities fees for the operation and maintenance of the equipment used at the interconnection between CMLP and Eversource. The annual facilities charge is approximately \$60,000.

Greater Springfield Reliability Project

In October, 2014, CMLP began paying for the use of non-pool transmission improvements as a Massachusetts beneficiary of the Greater Springfield Reliability Project (GSRP). The Project began in late 2010 to upgrade 39 miles of transmission lines on an existing right-of-way between Ludlow, Massachusetts, and Bloomfield, Connecticut.

With over 600 new structures and 13 new or rebuilt substations and switching stations, GSRP is one of the major transmission projects that are part of the New England East- West Solutions to address limitations to east-west/west-east movement of electricity on the New England power grid and weaknesses in the transmission system in and around Springfield, MA. Costs related to GSRP are expected to cost CMLP \$4,000 for 2021.

Hydro Quebec II Transmission Capacity

CMLP is an Interconnection Right Holder to a share of high voltage transmission capacity between the Sandy Pond HVDC Terminal, which interconnects Central Massachusetts and the Nicolet and/or Radisson HVDC terminals of Hydro-Québec. CMLP is responsible for support charges for the facilities and is billed monthly. 2021 costs are projected to be \$58,000. ENE re-marks this transmission capacity, which is part of the Forward Capacity Market, and collects capacity credits that serve to reduce the cost of this obligation.

Fixed Costs

For 2021, fixed costs are expected to be \$1 million. Included in that amount are: fixed fees associated with the RISE contract, ENE administrative fees and ancillary services provided by ISO-New England.

Renewable Energy Certificates

In 2018 CMLP began collecting an extra \$0.01 per kilowatt hour from customers on all energy sales in order to establish a fund to pay for increased amounts of renewable energy including Massachusetts Class 1 renewable energy certificates ("MA Class 1 RECs.") With the money that was collected in 2018 CMLP purchased 74,256 MWh 2018 MA Class 1 RECs. When added to the 19,115 MWh other 2018 RECs to which CMLP had entitlement by virtue of direct purchases made from renewable generators, CMLP was able to claim that 54% of the 172,654 MWh sales came from renewable resources in 2018.

CMLP's REC purchase strategy purposefully sets the cost of the program at a fixed level while letting the amount of RECs purchased in any year to fluctuate based upon the market price of RECs. That program feature prevents the attainment of carbon neutral power from significantly increasing rates. Like commodity prices, REC prices fluctuate with supply and demand. 2018 REC prices were generally less than \$0.01/kWh. 2019 REC prices averaged \$0.029/kWh. CMLP was able to purchase only 55,703 MWh 2019 Massachusetts Class 1 RECs with the money collected in 2019. When added to the 27,239 MWh other 2019 RECs to which CMLP had entitlement by virtue of direct purchases made from

renewable generators, CMLP was able to claim that 50% of the 164,272 MWh sales came from renewable resources in 2019.

Power Cost Adjustment

The Power Cost Adjustment (PCA) is the cost recovery mechanism to collect expenses for purchased power that were not included in the base rate charges. Currently, \$0.11317/kWh is embedded in base rates. Costs above that level are collected via the PCA. Other considerations in formulating the PCA include maintaining adequate levels of working capital and addressing prior period over/under collections.

The result will be a levelized PCA, generally over each quarter, with a monthly review and forecast process to incorporate the latest price forecasts and updated costs from ENE as well as evaluating prior month(s) revenue collection in contrast to costs. This monthly review will ensure gross over/under collections are minimized and that Purchased Power Expenses are passed onto customers in a relatively short period of time which is important for cash flow.

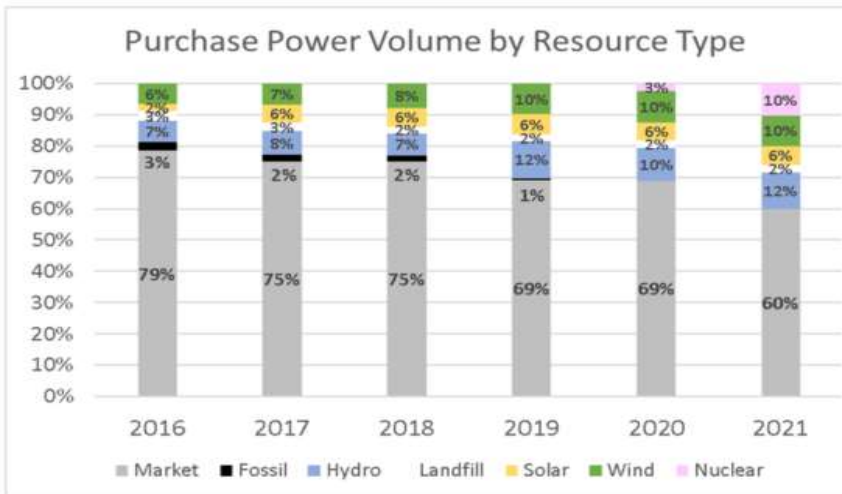
For 2021, it is currently forecasted that a PCA will not be needed.

Non-PCA Rate Stabilization for Purchased Power

The fund for provision of rate stabilization is a distinct and different fund from operating cash and PCA working capital, though all funds are analyzed comprehensively. There is currently no Rate Stabilization Fund in effect for 2021.

Purchase Power Portfolio Composition

CMLP sources power from a diverse supply of generation. Over recent years CMLP has increased the percentage of renewable resources in its portfolio. Solar purchased from third parties has increased from 2% of the mix in 2016 to an expected 6% for 2021. Hydro has increased from 7% to 12%. Landfill has decreased from 3% to 2%. A new contract for output from a nuclear facility will supply about 10% of CMLP’s needs in 2021. As a result of the net increase of renewables, CMLP has lowered the amount of energy it buys from the Market from 79% in 2016 to an expected 60% in 2021.



CMLP plans to continue increasing the amount of electricity it purchases directly from renewable resources, and purchasing Massachusetts Class 1 Renewable Energy Certificates to offset the

emissions generated by the portion of the portfolio that continues to be sourced from the Market.

Percentage Non-Carbon Emitting

Though not subject to the Massachusetts Renewable Portfolio Standard, Concord is committed to renewable and non-carbon emitting energy initiatives. The energy portfolio reflects the community’s value of balancing cost and decreasing reliance on fossil fuels. For 2021, 40% of CMLP’s energy supply is forecasted to come from generation that does not emit carbon. However, CMLP does not own the Renewable Energy Credits (“RECs”) for all of that generation.

2021 Forecast	MWh	%
MA Class 1	16,544	10%
ME Class 2	12,864	8%
EFECs (nuclear)	17,520	10%
Total certificates	46,928	28%
Other sources; no RECs	21,068	12%
Total	67,996	40%
Expected purchases	169,978	

CMLP has title to Massachusetts Class 1 RECs for 10% of expected purchases. CMLP has title to Maine Class 2 RECs for a further 8% of expected purchases. CMLP is expected to receive 17,520 Emission-Free Energy Certificates (“EFECs”) associated with energy purchased from the Seabrook nuclear plant. An additional 12% of purchases come from generating resources that are non-carbon emitting; such as NYPA hydro power, in-Town solar generation from the third-party owned large solar arrays, and other solar and landfill plants to which CMLP does not own the RECs.

PURCHASED POWER NARRATIVE

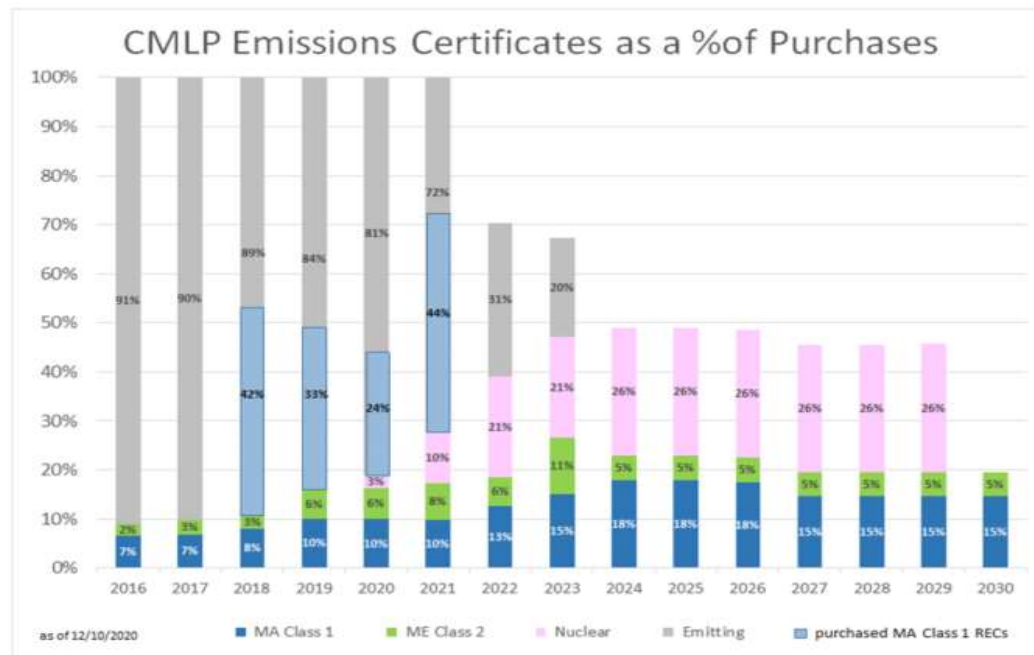
LIGHT PLANT

The chart below shows the percentage of purchases that are currently contracted to come from resources with associated MA Class 1, ME Class 2, and Zero-emission RECs; emitting sources including both fossil-based and market purchases; and purchases of non-associated MA Class I RECs.

In 2018 CMLP retired, as a percent of its purchases, 8% Massachusetts Class 1 RECs associated with power purchases, 3% Maine Class 2 RECs associated with power purchases, and 42% non-associated Massachusetts Class 1 RECs for a total of 53%. When

calculated as a percentage of sales, the total was 54% (sales are lower than purchases due to losses.)

In 2019 the cost of purchasing non-associated Massachusetts Class 1 RECs increased resulting in CMLP not being able to purchase as many RECs as it did in 2018. CMLP had title to more associated RECs in 2019: 10% Massachusetts Class 1 and 6% Maine Class 2. However when added to the 33% purchase of non-associated Massachusetts Class 1 RECs, CMLP retired RECS equal to 49% of its total purchases in 2019 (50% of its sales.)



PURCHASED POWER NARRATIVE

LIGHT PLANT

REC prices continued to increase throughout 2020. CMLP's first purchase of 2020 RECs was at a price 54% higher than the average it paid for 2019 RECs. CMLP will not conclude its 2020 REC purchases until June of 2021. However, if the price remains at its current level, then CMLP will be able to purchase only 24% non-associated MA Class 1 RECs. Adding that to 10%, 6% and 3% MA Class 2, ME Class 2 and EFECs from associated power purchases, CMLP would retire RECs equal to 43% of its total 2020 electricity purchases and perhaps 45% of its sales.

The picture gets better in 2021 for two reasons. First, new hydro and nuclear supply contracts come online increasing the total amount of ME Class 2 and EFECs that CMLP will be able to retire.

The new total of associated RECs will be approximately 28% compared to 19% in 2020. Second, the CMLP Board of Director's implemented an increase in the renewable energy surcharge collected from ratepayers. More money will be available to offset the cost of either non-associated MA Class 1 REC purchases or renewable energy contracts. At current market prices, CMLP would retire RECs equal to approximately 72% of its total 2021 electricity purchases and perhaps 74% of its sales.

As CMLP's purchases of energy from resources with certificates increases further in 2022 and beyond, it is expected that CMLP will be able to retire RECs equal to as much as 90% of its purchases with REC prices remaining at current levels.

CMLP - CONCORD MUNICIPAL LIGHT PLANT

2019 OPERATING FORECAST

PURCHASED POWER VOLUME (kWh)

LIGHT PLANT

Account #	Description	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Estimate	2021 Forecast
1	ANNUAL % CHANGE BY ENERGY GENERATION TYPE ↑(↓)	x	(2 %)	3 %	(4 %)	(1 %)	1 %
2	■ Fossil Fuel Powered Generation ONLY	x	-	-	-	-	-
3	■ Natural Gas Powered Generation	x	-	-	-	-	-
4	■ Hydro-Electric Generation	x	10 %	(4 %)	213 %	(51 %)	2 %
5	■ Landfill Gas Powered Generation	x	(30 %)	(46 %)	127 %	(50 %)	(3 %)
6	■ Generation Using Multiple Fuel Types	x	(6 %)	5 %	(91 %)	873 %	(11 %)
7	■ Solar Powered Generation	x	151 %	4 %	806 %	(84 %)	90 %
8	■ Wind Powered Generation	x	2 %	21 %	21 %	(4 %)	2 %
10							
11	ANNUAL \$ CHANGE BY ENERGY GENERATION TYPE ↑(↓)	x \$	(3,589,354) \$	5,430,254 \$	(6,976,044) \$	(1,308,243) \$	1,528,475 \$
12	■ Fossil Fuel Powered Generation ONLY	x \$	- \$	- \$	- \$	- \$	- \$
13	■ Natural Gas Powered Generation	x \$	- \$	- \$	- \$	- \$	- \$
14	■ Hydro-Electric Generation	x \$	1,182,282 \$	(496,753) \$	27,016,038 \$	(20,431,451) \$	446,284 \$
15	■ Landfill Gas Powered Generation	x \$	(2,939,054) \$	(3,180,936) \$	4,821,985 \$	(4,355,269) \$	(136,723) \$
16	■ Generation Using Multiple Fuel Types	x \$	(7,945,018) \$	6,273,526 \$	(124,279,378) \$	102,483,258 \$	(12,238,933) \$
17	■ Solar Powered Generation	x \$	5,929,877 \$	396,572 \$	82,605,739 \$	(78,286,218) \$	13,148,292 \$
18	■ Wind Powered Generation	x \$	182,559 \$	2,437,845 \$	2,859,572 \$	(718,563) \$	309,555 \$
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CMLP - CONCORD MUNICIPAL LIGHT PLANT

2019 OPERATING FORECAST

PURCHASED POWER VOLUME (kWh)

LIGHT PLANT

Account #	Description		2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Estimate	2021 Forecast
22	RATIOS OF VOLUME PURCHASED BY ENERGY GENERATION TYPE		100 %	100 %	100 %	100 %	100 %	100 %
23	■ Fossil Fuel Powered Generation ONLY	Fossil	-	-	-	-	-	-
24	■ Natural Gas Powered Generation	Nat Gas	-	-	-	-	-	-
25	■ Hydro-Electric Generation	Hydro	7 %	8 %	7 %	23 %	11 %	12 %
26	■ Landfill Gas Powered Generation	LF Gas	6 %	4 %	2 %	5 %	3 %	2 %
27	■ Generation Using Multiple Fuel Types	Mixed	79 %	76 %	77 %	7 %	68 %	60 %
28	■ Solar Powered Generation	Solar	2 %	6 %	6 %	55 %	9 %	16 %
29	■ Wind Powered Generation	Wind	6 %	7 %	8 %	10 %	10 %	10 %
30								
31	VOLUME PURCHASED BY ENERGY GENERATION TYPE		174,892,912	171,303,559	176,733,812	169,757,768	168,449,525	169,978,000
32	■ Fossil Fuel Powered Generation ONLY	Fossil	-	-	-	-	-	-
33	■ Natural Gas Powered Generation	Nat Gas	-	-	-	-	-	-
34	■ Hydro-Electric Generation	Hydro	12,026,103	13,208,385	12,711,632	39,727,670	19,296,219	19,742,503
35	■ Landfill Gas Powered Generation	LF Gas	9,928,788	6,989,734	3,808,798	8,630,783	4,275,514	4,138,791
36	■ Generation Using Multiple Fuel Types	Mixed	137,689,107	129,744,089	136,017,615	11,738,237	114,221,495	101,982,562
37	■ Solar Powered Generation	Solar	3,923,079	9,852,957	10,249,528	92,855,267	14,569,049	27,717,341
38	■ Wind Powered Generation	Wind	11,325,835	11,508,394	13,946,239	16,805,811	16,087,248	16,396,803
39								
40								

CMLP - CONCORD MUNICIPAL LIGHT PLANT

2019 OPERATING FORECAST

PURCHASED POWER VOLUME (kWh)

LIGHT PLANT

Account #	Description	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Estimate	2021 Forecast
41	TOTAL PURCHASED POWER VOLUME (kWh)	174,892,912	171,303,559	176,733,812	169,757,768	168,449,525	169,978,000
42							
43	Energy	174,892,912	171,303,559	176,733,812	169,757,768	168,449,525	169,978,000
44	1-5550.0045-E Cabot/Turners Hydro	-	-	-	-	-	-
45	1-5550.0032-E Canton Mtn Wind	-	-	-	-	-	-
46	1-5570.1032-E Canton REC Wind	-	-	-	-	-	-
47	1-5550.0000-E Exelon Purchase Mixed	-	-	-	-	-	-
48	1-5550.1000-E Financial Settlements Mixed	-	-	-	-	-	-
49	1-5550.0033-E Granite Wind Wind	-	-	-	-	-	-
50	1-5550.0010-E Industrial Power LF Gas	-	-	-	-	-	-
51	1-5550.0006-E ISO Invoice (Energy) Mixed	-	-	-	-	-	-
52	1-5550.0016-S Kearsage Solar Project Solar	-	-	-	-	-	-
53	1-5550.0031-S Kearsage2 Solar Project Solar	-	-	-	-	-	-
54	1-5550.0008-E Miller Hydro Energy Hydro	-	-	-	-	-	-
55	1-5550.0018-E New Bedford Landfill LF Gas	-	-	-	-	-	-
56	1-5550.0042-E NextEra (Shaped Seabrook) Solar	-	-	-	-	-	-
57	1-5550.1014-E Nextera Purchase Mixed	-	-	-	-	-	-
58	1-5550.0014-E Nextera Rise Energy Mixed	-	-	-	-	-	-
59	1-5550.0019-E Nugen Capital Solar	-	-	-	-	-	-
60	1-5550.0002-E NYPA Hydro	-	-	-	-	-	-
61	1-5550.0015-E Saddleback Energy Wind	-	-	-	-	-	-
62	1-5570.0015-R Saddleback REC Wind	-	-	-	-	-	-
63	1-5550.0017-E Shell Purchase Mixed	-	-	-	-	-	-
64	1-5550.0043-E Shepaug Hydro	-	-	-	-	-	-
65	1-5550.0030-S Solect Solar Project Solar	-	-	-	-	-	-
66	1-5550.0012-E Spruce Mtn Energy Wind	-	-	-	-	-	-
67	1-5570.0012-R Spruce Mtn REC Wind	-	-	-	-	-	-
68	1-5550.0044-E Stevenson Hydro	-	-	-	-	-	-
69	1-5550.0004-E Watson Energy Mixed	-	-	-	-	-	-



CMLP - CONCORD MUNICIPAL LIGHT PLANT

2019 OPERATING FORECAST

PURCHASED POWER COST (\$\$\$)

LIGHT PLANT

Description	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Estimate	2021 Forecast
ANNUAL % CHANGE BY ENERGY GENERATION TYPE ↑(↓)	x	9 %	3 %	1 %	(1 %)	2 %
■ Fossil Fuel Powered Generation ONLY	x	x	-	-	-	-
■ Natural Gas Powered Generation	x	x	-	-	-	-
■ Hydro-Electric Generation	x	x	(13 %)	742 %	(71 %)	22 %
■ Landfill Gas Powered Generation	x	x	(42 %)	222 %	(78 %)	41 %
■ Generation Using Multiple Fuel Types	x	x	1 %	(41 %)	60 %	(10 %)
■ Solar Powered Generation	x	x	4 %	543 %	(80 %)	62 %
■ Wind Powered Generation	x	x	32 %	(92 %)	1419 %	9 %
■ Not a Power Generation Cost	x	x	5 %	18 %	(15 %)	22 %
ANNUAL \$ CHANGE BY ENERGY GENERATION TYPE ↑(↓)	x \$	1 \$	531,188 \$	240,843 \$	(176,876) \$	461,601 \$
■ Fossil Fuel Powered Generation ONLY	x	x \$	- \$	- \$	- \$	- \$
■ Natural Gas Powered Generation	x	x \$	- \$	- \$	- \$	- \$
■ Hydro-Electric Generation	x	x \$	(36,823) \$	1,800,699 \$	(1,441,521) \$	130,390 \$
■ Landfill Gas Powered Generation	x	x \$	(123,162) \$	377,108 \$	(428,597) \$	48,901 \$
■ Generation Using Multiple Fuel Types	x	x \$	165,048 \$	(5,308,508) \$	4,666,384 \$	(1,241,210) \$
■ Solar Powered Generation	x	x \$	25,320 \$	3,792,609 \$	(3,602,563) \$	549,656 \$
■ Wind Powered Generation	x	x \$	301,709 \$	(1,142,014) \$	1,342,640 \$	126,235 \$
■ Not a Power Generation Cost	x	x \$	199,095 \$	720,948 \$	(713,220) \$	847,629 \$
RATIOS OF COST BY ENERGY GENERATION TYPE	100.00 %	100 %	100 %	100 %	100 %	100 %
■ Fossil Fuel Powered Generation ONLY	Fossil	-	-	-	-	-
■ Natural Gas Powered Generation	Nat Gas	-	-	-	-	-
■ Hydro-Electric Generation	Hydro	-	1 %	1 %	10 %	3 %
■ Landfill Gas Powered Generation	LF Gas	-	2 %	1 %	3 %	1 %
■ Generation Using Multiple Fuel Types	Mixed	-	69 %	67 %	39 %	64 %
■ Solar Powered Generation	Solar	-	4 %	4 %	23 %	5 %
■ Wind Powered Generation	Wind	-	5 %	6 %	0 %	7 %
■ Not a Power Generation Cost	N/A	-	20 %	20 %	24 %	24 %

CMLP - CONCORD MUNICIPAL LIGHT PLANT

2019 OPERATING FORECAST

PURCHASED POWER COST (\$\$\$)

LIGHT PLANT

Description	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Estimate	2021 Forecast
COST BY ENERGY GENERATION TYPE	\$ 17,287,536	\$ 18,768,438	\$ 19,299,625	\$ 19,540,467	\$ 19,363,591	\$ 19,825,191
■ Fossil Fuel Powered Generation ONLY	Fossil	-	-	-	-	-
■ Natural Gas Powered Generation	Nat Gas	-	-	-	-	-
■ Hydro-Electric Generation	Hydro	294,786	279,436	242,613	2,043,312	601,791
■ Landfill Gas Powered Generation	LF Gas	461,837	292,751	169,588	546,696	118,099
■ Generation Using Multiple Fuel Types	Mixed	11,425,073	12,859,514	13,024,561	7,716,053	12,382,437
■ Solar Powered Generation	Solar	273,986	673,423	698,743	4,491,353	888,789
■ Wind Powered Generation	Wind	742,908	934,951	1,236,660	94,646	1,437,286
■ Not a Power Generation Cost	XPC	3,631,262	3,728,364	3,927,460	4,648,408	3,935,188
ANNUAL % CHANGE IN TOTAL PURCHASED POWER COST ↑(↓)	x	x	(64 %)	(55 %)	(173 %)	(361 %)
■ Energy	x	x	x	(0.08)	0.00	(0.06)
■ Forward Capacity Market Costs	x	x	x	(25 %)	(16 %)	(20 %)
■ Transmission Costs	x	x	x	23 %	(18 %)	22 %
■ Fixed + Other Costs	x	x	x	(14 %)	131 %	8 %
■ Renewable Energy Certificates (RECs)	x	x	x	x	x	x
ANNUAL \$ CHANGE IN TOTAL PURCHASED POWER COST ↑(↓)	x \$	1,480,902 \$	531,187 \$	240,842 \$	(176,877)	461,600
■ Energy	x	x	582,352	(750,193)	7,002	(490,217)
■ Forward Capacity Market Costs	x	x	135,176	(1,364,218)	(636,647)	(679,968)
■ Transmission Costs	x	x	163,248	854,812	(846,305)	832,314
■ Fixed + Other Costs	x	x	(349,589)	(142,274)	1,124,713	163,663
■ Renewable Energy Certificates (RECs)	x	x	-	1,642,716	174,361	635,809

CMLP - CONCORD MUNICIPAL LIGHT PLANT

2019 OPERATING FORECAST

PURCHASED POWER COST (\$\$\$)

LIGHT PLANT

Description	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Estimate	2021 Forecast
RATIOS OF TOTAL PURCHASED POWER COST BY COST CATEGORY	100.00 %	100.00 %	100.00 %	100.00 %	100.00 %	100.00 %
Energy	-	45.65 %	47.41 %	42.99 %	43.41 %	39.93 %
Forward Capacity Market Costs	-	27.83 %	27.76 %	20.44 %	17.34 %	13.51 %
Transmission Costs	-	19.34 %	19.66 %	23.79 %	19.64 %	23.38 %
Fixed + Other Costs	74,400.00	7.18 %	5.17 %	4.38 %	10.23 %	10.81 %
Renewable Energy Certificates (RECs)	89,120.44	0.00 %	0.00 %	8.41 %	9.38 %	12.37 %
TOTAL PURCHASED POWER COST BY COST CATEGORY	\$ 17,287,536	\$ 18,768,438	\$ 19,299,625	\$ 19,540,467	\$ 19,363,591	\$ 19,825,191
Energy	17,287,536	8,567,447	9,149,799	8,399,606	8,406,607	7,916,390
Forward Capacity Market Costs	2,756,585	5,223,207	5,358,383	3,994,165	3,357,518	2,677,550
Transmission Costs	3,510,899	3,630,348	3,793,596	4,648,408	3,802,102	4,634,416
Fixed + Other Costs	1,876,460	1,347,436	997,847	855,573	1,980,286	2,143,949
Renewable Energy Certificates (RECs)	-	-	-	1,642,716	1,817,077	2,452,886

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CMLP - CONCORD MUNICIPAL LIGHT PLANT

2019 OPERATING FORECAST

PURCHASED POWER COST (\$\$\$)

LIGHT PLANT

Description	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Estimate	2021 Forecast
TOTAL PURCHASED POWER COST	\$ 17,287,536	\$ 18,768,438	\$ 19,299,625	\$ 19,540,467	\$ 19,363,591	\$ 19,825,191
Energy	17,287,536	8,567,447	9,149,799	8,399,606	8,406,607	\$ 7,916,390
1-5550.0045-E Cabot/Turners Hydro	-	-	-	-	-	-
1-5550.0032-E Canton Mtn Wind	-	-	-	-	-	-
1-5570.1032-E Canton REC Wind	-	-	-	-	-	-
1-5550.0000-E Exelon Purchase Mixed	-	-	-	-	-	-
1-5550.1000-E Financial Settlements Mixed	-	-	-	-	-	-
1-5550.0033-E Granite Wind Wind	-	-	-	-	-	-
1-5550.0010-E Industrial Power LF Gas	-	-	-	-	-	-
1-5550.0006-E ISO Invoice (Energy) Mixed	-	-	-	-	-	-
1-5550.0016-S Kearsage Solar Project Solar	-	-	-	-	-	-
1-5550.0031-S Kearsage2 Solar Project Solar	-	-	-	-	-	-
1-5550.0008-E Miller Hydro Energy Hydro	-	-	-	-	-	-
1-5550.0018-E New Bedford Landfill LF Gas	-	-	-	-	-	-
1-5550.0042-E NextEra (Shaped Seabrook) Solar	-	-	-	-	-	-
1-5550.1014-E Nextera Purchase Mixed	-	-	-	-	-	-
1-5550.0014-E Nextera Rise Energy Mixed	-	-	-	-	-	-
1-5550.0019-E Nugen Capital Solar	-	-	-	-	-	-
1-5550.0002-E NYPA Hydro	-	-	-	-	-	-
1-5550.0015-E Saddleback Energy Wind	-	-	-	-	-	-
1-5570.0015-R Saddleback REC Wind	-	-	-	-	-	-
1-5550.0017-E Shell Purchase Mixed	-	-	-	-	-	-
1-5550.0043-E Shepaug Hydro	-	-	-	-	-	-
1-5550.0030-S Solect Solar Project Solar	-	-	-	-	-	-
1-5550.0012-E Spruce Mtn Energy Wind	-	-	-	-	-	-
1-5570.0012-R Spruce Mtn REC Wind	-	-	-	-	-	-
1-5550.0044-E Stevenson Hydro	-	-	-	-	-	-
1-5550.0004-E Watson Energy Mixed	-	-	-	-	-	-

CMLP - CONCORD MUNICIPAL LIGHT PLANT

2019 OPERATING FORECAST

PURCHASED POWER COST (\$\$\$)

LIGHT PLANT

Description	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Estimate	2021 Forecast
Forward Capacity Market Costs	2,756,585	5,223,207	5,358,383	3,994,165	3,357,518	\$ 2,677,550
1-5550.0032-C Canton Capacity Solar	-	-	-	-	-	-
1-5550.0010-C Industrial Capacity LF Gas	-	-	-	-	-	-
1-5550.0006-C ISO FCM Cost Mixed	-	-	-	-	-	-
1-5550.0008-C Miller Hydro Capacity Hydro	-	-	-	-	-	-
1-5550.1000-C Net Resource Payment by LP Mixed	-	-	-	-	-	-
1-5550.0014-C Nextera Rise Capacity Mixed	-	-	-	-	-	-
1-5550.0002-C NYPA Capacity Hydro	-	-	-	-	-	-
1-5550.0013-C PSEG Capacity Mixed	-	-	-	-	-	-
1-5550.0015-C Saddleback Capacity Wind	-	-	-	-	-	-
1-5550.0012-C Spruce Mtn Capacity Wind	-	-	-	-	-	-
1-5550.0004-C Watson Capacity Wind	-	-	-	-	-	-
Transmission Costs	3,510,899	3,630,348	3,793,596	4,648,408	3,802,102	\$ 4,634,416
1-5570.0007-T Eversource Category B XPC	-	-	-	-	-	-
1-5570.1001-T Eversource HQ ICC Capacity XPC	-	-	-	-	-	-
1-5570.2001-T Eversource HQ Phase 2 XPC	-	-	-	-	-	-
1-5570.3001-T Eversource HQ Use Rights XPC	-	-	-	-	-	-
1-5570.4001-T Eversource LNS XPC	-	-	-	-	-	-
1-5570.5001-T Eversource Support Charges XPC	-	-	-	-	-	-
1-5570.0004-T ISO Transmission XPC	-	-	-	-	-	-
1-5570.2003-T National Grid - NEH-HQII XPC	-	-	-	-	-	-
1-5570.1003-T National Grid - NEPAC-HQII XPC	-	-	-	-	-	-
1-5570.0003-T National Grid - NHH-HQII XPC	-	-	-	-	-	-
1-5570.0002-T NYPA Transmission XPC	-	-	-	-	-	-

CMLP - CONCORD MUNICIPAL LIGHT PLANT

2019 OPERATING FORECAST

PURCHASED POWER COST (\$\$\$)

LIGHT PLANT

Description	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Estimate	2021 Forecast
Fixed + Other Costs	1,876,460	1,347,436	997,847	855,573	1,980,286	\$ 2,143,949
1-5570.0005-F ENE Admin Fee XPC						
1-5550.0006-F ISO Ancillary Cost Mixed						
1-5550.1006-F ISO Schedule Charges Mixed						-
1-5550.0014-F Nextera Rise Fix Mixed						
1-5550.0002-F NYPA Fixed Costs Hydro						-
1-5550.0004-F Watson Fixed Costs Mixed						
1-5550.1004-F Watson O+M Mixed	-	-	-		-	
Renewable Energy Certificates (RECs)	-	-	-	1,642,716	1,817,077	2,452,886
1-5570.0099 Purchase of RECs Mixed	-	-	-	1,642,716	1,817,077	2,452,886



OPERATIONS +
MAINTENANCE

Discussion of Plan for 2021 - Operations and Maintenance Expense

In general, averages or amounts approximating last year's estimated results were used in arriving at the estimate for this year. Specific comments are provided only for estimates that differ from this general approach.

A/C 5700.0002 - Maintenance of Station Equipment – Eversource

This is the OM&T charge estimated by Eversource per our Interconnection Agreement with them. It covers operations and maintenance plus municipal taxes associated with the transmission equipment we own in the Eversource Maynard substation. It also covers the additional 115 kV equipment Eversource owns in the Maynard station which is used for, or which was installed as a direct result of, our high voltage interconnection.

A/C 5890.0000 –Rent Expense

The allowance for this year covers the rent paid to Amtrak for use of their land along Main Street at the South Bridge. The land is used for conduit and manholes for a future river crossing.

A/C 5920.0000 – Maintenance of Station Equipment

We do routine maintenance at substations on an ongoing basis. In some years, we do more than in others. The estimate for this year is intended to provide for this work.

A/C 5930.0001 - Maintenance of Overhead Lines – Tree Trimming

This account covers the cost of tree trimming the overhead electric facilities. This year CMLP will provide vegetation control for 50% of the distribution system.

A/C 9020.0000 – Meter Reading Expenses

This account covers the cost of meter reading net of reimbursement received from the Water Division of Public Works. The projected amount reflects less meter readers and efficiencies from the AMR system.

A/C 9040.0000 – Uncollectible Accounts

The amount reflects open invoice balances that have not been paid.

A/C 9060.0000 – Customer Service and Information

This account covers the costs associated with customer service relating to the proper and efficient use of CMLP's service.

A/C 9080.0000 – Consumer Education

The amount indicated in this account covers the expected costs for energy efficiency and outreach programs.

A/C 9090.0005 – Energy Conservation & Load Management

Conservation rebates and programs associated with CMLP's load management system are contained within this account. This value provides for services such as:

- Energy audits
- Appliance rebates
- Solar PV rebates
- EV rebates
- Commercial Lighting Program

A/C 9100.0000 – Energy Conservation

Included in this account are costs for residential and general service audits, customer surveys and CMLP promotional materials.

A/C 9200.0000 – Administrative & General Salaries

This account reflects the administrative and general salaries not specified under the 926000 series.

A/C 9230.0001 - Outside Services - Engineering

CMLP Plans to use engineering services in 2020 for station equipment testing.

A/C 9230.0002 - Outside Services - Legal

Routine costs under this account include legal work on power supply and generation and general legal work by Town and Special Counsel.

A/C 9230.2000 - Outside Services - Telecommunications

An allowance has been made for consulting services associated with the fiber system.

A/C 9240.0000 – Insurance

CMLP's insurance needs are provided in part through the Town of Concord's insurance portfolio as provided by Massachusetts Interlocal Insurance Association (MIIA) and in part through the Public Utilities Risk Management Association (PURMA).

A/C 9260.0000 - Pensions and Benefits

Light Plant employees have been separated out from the rest of the town by the actuary. The Finance Director provided an estimate of pension costs. Social Security and Medicare costs were estimated as a function of salary.

A/C 9260.0003 - Training

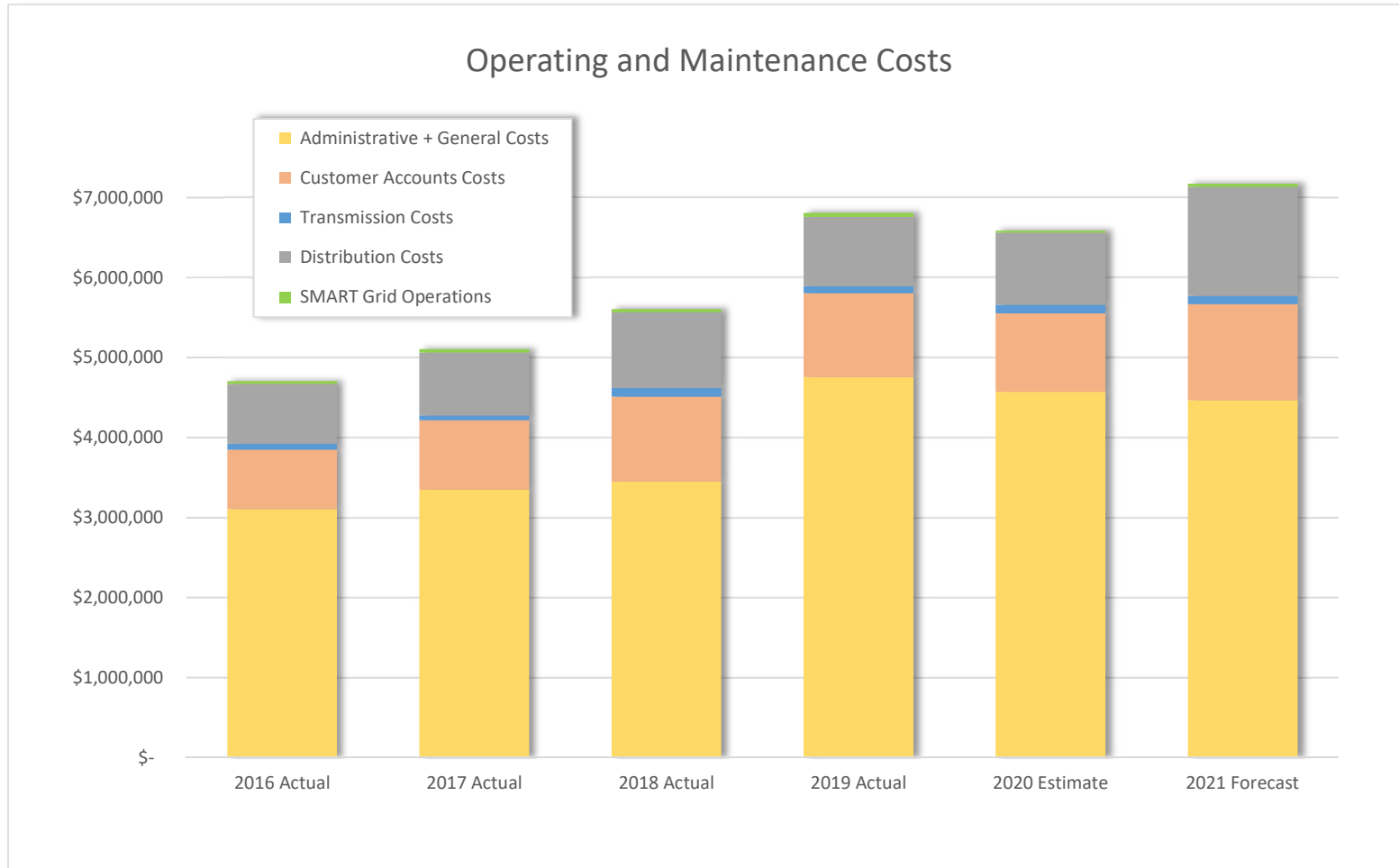
Training of our employees is very important but we do not attempt to identify in advance who will go where or receive what in a particular year. Instead we maintain flexibility so we can respond to opportunities or needs as they may arise. The allowance is based on the most recent calendar year as being reflective of increasing registration cost, hotel cost and airfare.

A/C 9310.0000 – Miscellaneous Contributions to Town

This account includes costs associated with hanging holiday lighting around town and contributions to the Hugh Cargill fund.

A/C 9330.0000 – Transportation

Note that since A/C 9330.0000 Transportation Expenses acts as a clearing account, all charges for the cost of transportation are intended to be re-allocated to either O&M, M&J or Plant accounts and included therein.



CMLP - CONCORD MUNICIPAL LIGHT PLANT

2021 OPERATING FORECAST

OPERATIONS+MAINTENANCE

LIGHT PLANT

Account #	Description	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Estimate	2021 Forecast
1	ANNUAL % CHANGE BY COST CATEGORY ↑(↓)	x	8 %	10 %	21 %	(3 %)	9 %
2	■ Transmission Costs	x	(16 %)	73 %	(19 %)	18 %	1 %
3	■ Distribution Costs	x	5 %	21 %	(9 %)	4 %	51 %
4	■ Customer Accounts Costs	x	17 %	22 %	(1 %)	(7 %)	22 %
5	■ Administrative + General Costs	x	8 %	3 %	38 %	(4 %)	(2 %)
6	■ SMART Grid Operations	x	11 %	2 %	15 %	(45 %)	39 %
7							
8	ANNUAL \$ CHANGE BY COST CATEGORY ↑(↓)	x \$	399,993 \$	501,921 \$	1,201,040 \$	(220,763) \$	584,901
9	■ Transmission Costs	x	(12,286)	46,324	(20,466)	16,071	1,241
10	■ Distribution Costs	x	39,892	161,636	(82,388)	36,850	460,922
11	■ Customer Accounts Costs	x	126,388	188,167	(5,803)	(69,806)	217,192
12	■ Administrative + General Costs	x	241,796	104,943	1,303,265	(182,004)	(104,843)
13	■ SMART Grid Operations	x	4,202	851	6,433	(21,875)	10,390
14							
15							
16	RATIOS OF OPERATING + MAINTENANCE COSTS	100 %	100 %	100 %	100 %	100 %	100 %
17	■ Transmission Costs	2 %	1 %	2 %	1 %	2 %	1 %
18	■ Distribution Costs	16 %	15 %	17 %	13 %	14 %	19 %
19	■ Customer Accounts Costs	16 %	17 %	19 %	15 %	15 %	17 %
20	■ Administrative + General Costs	66 %	66 %	62 %	70 %	69 %	62 %
21	■ SMART Grid Operations	1 %	1 %	1 %	1 %	0 %	1 %
22							
23	TOTAL OPERATING + MAINTENANCE COSTS	\$ 4,706,141	\$ 5,106,133	\$ 5,608,054	\$ 6,809,095	\$ 6,588,331	\$ 7,173,233
24	■ Transmission Costs	75,546	63,261	109,584	89,118	105,190	106,431
25	■ Distribution Costs	746,288	786,180	947,816	865,428	902,278	1,363,200
26	■ Customer Accounts Costs	743,199	869,588	1,057,755	1,051,952	982,146	1,199,338
27	■ Administrative + General Costs	3,103,904	3,345,700	3,450,643	4,753,908	4,571,904	4,467,061
28	■ SMART Grid Operations	37,203	41,405	42,256	48,689	26,814	37,203
29							
30							

CMLP - CONCORD MUNICIPAL LIGHT PLANT

2021 OPERATING FORECAST

OPERATIONS+MAINTENANCE

LIGHT PLANT

Account #	Description	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Estimate	2021 Forecast
TOTAL OPERATING + MAINTENANCE COSTS		\$ 4,706,141	\$ 5,106,133	\$ 5,608,054	\$ 6,809,095	\$ 6,588,331	\$ 7,177,673
Transmission Costs		\$ 75,546	\$ 63,261	\$ 109,584	\$ 89,118	\$ 105,190	\$ 106,431
1-5610.0000	Trans Load Dispatching	-	-	-	671	3,827	3,827
1-5620.0000	Trans Station Expense	6,225	7,230	41,654	31,996	49,823	41,158
1-5700.0000	Maintenance of Station Equipment	1,525	-	-	218	-	500
1-5700.0001	Subtrans Maint of Station Equipment	4,847	1,244	-	9,800	4,900	5,198
1-5700.0002	Maint of Station Equipment - Eversourc	62,949	54,787	67,930	46,433	46,640	55,748
1-5720.0000	Trans Maint UG Lines	-	-	-	-	-	-
Distribution Costs		\$ 746,288	\$ 786,180	\$ 947,816	\$ 865,428	\$ 902,278	\$ 1,363,200
1-5810.0000	Line and Station Supplies and Expenses	109,705	161,943	165,202	204,694	163,081	171,235
1-5820.0000	Station Expenses	1,110	803	-	1,784	356	1,013
1-5830.0000	Overhead Line Expense	27,780	40,122	19,390	9,317	2,998	19,921
1-5840.0000	UG Operations Line Expense	-	-	-	-	-	-
1-5860.0000	Meter Expense	47,273	44,448	32,009	56,973	5,404	37,221
1-5890.0000	Rent Expense - MBTA	9,042	9,196	9,495	9,801	12,450	12,824
1-5900.0000	Maintenance Supervision	66,838	50,618	59,023	95,491	114,150	119,858
1-5910.0000	Maintenance of Structures	-	-	-	-	-	-
1-5920.0000	Maintenance of Station Equipment	4,457	7,362	25,312	15,967	29,420	23,566
1-5930.0000	Maintenance of Overhead Lines	289,472	213,936	395,074	211,742	150,694	302,620
1-5930.0001	Maint OH Lines - Tree Trimming	19,025	37,294	33,823	77,551	337,327	450,000
1-5930.0002	Maint OH Lines - Damages	-	555	-	9,404	-	4,979
1-5940.0000	Maintenance of Underground Lines	129,369	162,887	175,083	137,901	73,511	158,623
1-5950.0000	Maintenance of Transformers	480	-	-	180	300	320
1-5950.0001	Transformer Disposal	280	1,000	1,470	-	-	-
1-5960.0000	Maintenance of Street Lights	40,904	53,658	30,958	31,843	9,629	57,398
1-5970.0000	Maintenance of Meters	-	-	-	-	-	-
1-5980.0000	Maint of Customer LTD Mgt Switches	553	2,359	978	2,685	1,745	1,803
1-5980.0001	Maint of EV Charging Stations	-	-	-	96	1,213	1,820

CMLP - CONCORD MUNICIPAL LIGHT PLANT

2021 OPERATING FORECAST

OPERATIONS+MAINTENANCE

LIGHT PLANT

Account #	Description	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Estimate	2021 Forecast
Customer Accounts Costs		\$ 743,199	\$ 869,588	\$ 1,057,755	\$ 1,051,952	\$ 982,146	\$ 1,199,338
62	1-9010.0000 Supervision	30,561	43,499	63,411	66,414	13,588	43,495
63	1-9020.0000 Meter Reading	22,158	22,455	31,406	39,989	28,744	33,380
64	1-9030.0000 Accounting, Collection Expense	235,440	190,805	237,909	296,893	276,102	284,385
65	1-9040.0000 Uncollectable Accounts	17,183	283	(12,821)	48,681	28,723	25,850
66	1-9040.0001 Small Balance Write Off	-	-	-	(7)	2	5
67	1-9040.0002 Uncollectable Accounts - MR	-	-	-	-	27,706	5,000
68	1-9060.0000 Customer Service and Informational	16,355	92,464	105,555	102,575	93,766	115,342
68	1-9080.0000 Customer Education	65,991	38,397	43,132	44,455	10,426	85,073
69	1-9080.0001 SmartHub Sign Up Credit	-	-	-	75	-	-
70	1-9090.0000 Informational & Instructional	10,817	89,881	95,525	46,835	37,534	77,414
71	1-9090.0001 Appliance Rebate	-	400	800	-	-	-
72	1-9090.0002 Lighting Rebate	4,913	2,301	143	3,398	-	2,689
73	1-9090.0003 ETS Rebate	8,290	-	-	-	-	-
74	1-9090.0005 CARES expenses	321,084	357,239	472,865	374,191	440,138	488,999
75	1-9090.0008 Cool Concord Rebate CMLP	-	6,597	16,634	939	848	993
76	1-9090.0009 Cooler Concord Rebates - TH	-	8,538	(8,538)	-	-	-
77	1-9090.0030 Electric Vehicle Level 2 Expense	-	-	3,750	13,072	5,250	5,513
78	1-9090.0031 Electric Vehicle Miles Expense	-	-	7,600	14,059	19,320	31,200
79	1-9100.0000 Energy Conservation	10,408	16,728	384	384	-	-
80							
81							

CMLP - CONCORD MUNICIPAL LIGHT PLANT

2021 OPERATING FORECAST

OPERATIONS+MAINTENANCE

LIGHT PLANT

Account #	Description	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Estimate	2021 Forecast
82	Administrative + General Costs	\$ 3,103,904	\$ 3,345,700	\$ 3,450,643	\$ 4,753,908	\$ 4,571,904	\$ 4,467,061
83	1-4160.0000 M&J Operating Expenses	-	-	2,405	111,057	63,583	116,610
84	1-9200.0000 Administration & General Salaries	977,715	998,727	911,107	1,232,219	1,839,998	1,681,998
85	1-9200.0001 G & A Town House Transfer	307,667	317,928	346,104	361,904	367,449	385,821
86	1-9200.0002 G & A IS Dept Transfer	105,230	81,331	118,516	177,842	162,826	170,968
87	1-9210.0000 Office Supplies & Expenses	92,241	169,773	341,869	362,914	236,930	186,305
88	1-9230.0000 Misc Outside Services	29,726	146,978	176,319	62,991	254,838	135,201
89	1-9230.0001 Outside SVS Engineering	21,470	5,301	-	-	-	-
90	1-9230.0002 Outside SVS Legal	89,821	88,598	108,841	54,890	33,570	75,144
91	1-9240.0000 Property Insurance	44,291	48,390	52,376	53,784	52,131	53,695
92	1-9250.0000 Employee Injuries & Damages	22,940	19,757	21,147	20,772	30,381	31,293
93	1-9260.0000 Employee Pension & Benefits	666,427	847,514	512,303	1,473,124	745,716	780,265
94	1-9260.0001 Employee Sick Leave	142,681	104,888	97,847	104,401	67,702	103,504
95	1-9260.0002 Employee Vacation & Holiday	323,056	328,695	331,793	350,614	407,272	398,088
96	1-9260.0003 Employee Benefits Training	72,195	68,481	68,455	77,857	99,556	77,309
97	1-9300.0000 Misc General Expense	36,424	32,674	33,547	38,658	33,802	35,021
98	1-9310.0000 Contribution to the Town	35,066	30,022	47,379	29,228	25,177	33,374
99	1-9320.0000 Maint General Plant	179,827	162,249	260,828	286,760	159,120	209,757
100	1-9330.0000 Transportation Expense	(75,565)	(105,607)	(5,680)	(7,739)	(7,291)	(7,291)
101	1-9340.0000 Inventory Adjustment	32,693	-	22,865	(37,369)	(856)	-
102	1-9350.0000 Maint of General Plant	-	-	2,622	-	-	-
103							
104	SMART Grid Operations	\$ 37,203	\$ 41,405	\$ 42,256	\$ 48,689	\$ 26,814	\$ 41,643
105	1-5820.2000 SG - Station Expenses	270	1,218	410	5,747	-	-
106	1-5860.2000 SG - Meter Expense	652	901	20	10,010	4,037	3,124
107	1-5930.2000 SG - Maint OH lines	2,888	2,818	9,181	2,779	6,834	6,207
108	1-5940.2000 SG - Maint UG Lines	-	1,279	2,223	-	-	-
109	1-5960.2000 SG - Maint St Lights	2,933	6,220	5,948	10,059	-	6,290
110	1-9020.2000 SG - Meter Reading	6,794	7,205	4,890	5,402	8,189	8,435
111	1-9030.2000 SG - Accounting, Collection Expense	2,724	1,014	-	271	-	428
112	1-9200.2000 SG - General Salaries	324	-	-	-	-	-
113	1-9230.2000 SG - Outside SVS	6,238	6,295	6,378	6,921	7,129	7,126
114	1-9320.2000 SG - Maintenance	14,380	14,455	13,206	7,500	625	10,033
115							

CMLP - CONCORD MUNICIPAL LIGHT PLANT

2021 OPERATING FORECAST

CARES

LIGHT PLANT

2021 ENERGY MANAGEMENT EXPENDITURE FORECAST

	Notes	2020 Budget	Actual as of 12/2/20	Consumer Education (9080)	Energy Conservation & Load Management (9090)	Total Energy Services
RESIDENTIAL		584,175	313,368	84,665	453,510	538,175
Residential Home Energy Assessments	A	57,500	17,130	-	21,683	21,683
LED Bulb Installations during Home Energy Assessments	B	34,950	5,895	-	6,190	6,190
Power Strips Provided during Home Energy Assessments	C	2,875	352	-	-	-
LED Bulb Rebates	D	1,200	743	-	851	851
Air Source Heat Pump Rebates	E	71,500	44,695	-	71,920	71,920
Ground Source Heat Pump Rebates	F	10,080	3,641	-	3,641	3,641
Ground Source Heat Pump Design Review Expertise		1,300	-	-	-	-
Heat Pump Water Heater Rebates	G	3,740	3,740	-	4,284	4,284
Heat Pump Promotion	H	17,500	4,282	54,441	-	54,441
Weatherization rebates	I	25,000	5,834	-	6,683	6,683
Solar PV Rebates	J	85,000	80,281	-	91,958	91,958
Massachusetts MLP Solar Program Rebates	K	127,000	89,124	-	102,087	102,087
Massachusetts MLP Solar Program Rebate Processing Fees	L	-	-	-	6,500	6,500
EV Miles Program	M	25,530	21,265	-	31,200	31,200
EV Level 2 Rebate Program	N	12,000	4,750	-	5,513	5,513
EV Education and Promotion	O	41,500	27,636	30,224	-	30,224
EV Make Ready Grant Pilot Program	P	67,500	4,000	-	72,500	72,500
EV Ready Program	Q	-	-	-	24,000	24,000
Used EV Rebate Pilot Program	R	-	-	-	4,500	4,500
COMMERCIAL		144,294	35,894	-	45,021	45,021
Facility energy audits	S	13,500	-	-	3,500	3,500
Air-Source Heat Pump Rebates - Small Businesses	T	5,250	-	-	-	-
Heat Pump Water Heater Rebates - Small Businesses	U	1,870	-	-	935	935
Variable Refrigerant Flow ASHP Rebates - Large Businesses	V	46,000	-	-	-	-
Ground-Source Heat Pump Rebates - Small Businesses	W	6,250	-	-	-	-
High Efficiency Lighting Program Rebates	X	67,000	28,820	-	33,012	33,012
Participant Recognition Costs	Y	4,424	-	-	-	-
Air Purifier Rebate Program	Z	-	3,934	-	4,434	4,434
Electric Patio Heater Rebate Program	AA	-	3,140	-	3,140	3,140
RESIDENTIAL ENERGY EFFICIENCY PROGRAM ADMINISTRATION	BB	13,800	11,500	-	14,400	14,400
REBATE PROCESSING	CC	11,000	1,661	-	12,191	12,191
PR, PUBLICATIONS & BROCHURES		25,108	2,300	408	-	408
Misc. Educational Materials and Equipment	DD	4,000	1,892	-	-	-
SurveyMonkey ProPlan		408	408	408	-	408
Heat Pump Support Interns	EE	13,500	-	-	-	-
Summer Communications Intern	FF	7,200	-	-	-	-
NEEP'S AIR SOURCE HEAT PUMP & SMART CONTROLS INITIATIVE	GG	5,000	-	-	-	-
DOER RESIDENTIAL CONSERVATION SERVICE ASSESSMENT		556	590	-	590	590
TOTALS		783,933	365,313	85,073	525,712	610,785

Notes:

- A. Using standard CMLP procedure, we have projected 2021 costs to be 5% greater than 2020 costs.
- B. Using standard CMLP procedure, we have projected 2021 costs to be 5% greater than 2020 costs.
- C. In the past, ENE has provided audit customers with an advanced power strip. CMLP will discontinue this practice in 2021 to reduce costs.
- D. CMLP offers a rebate of \$1 per LED bulb, up to 50 bulbs per year for residents and 60 per year for businesses. Using standard CMLP procedure, we have projected 2021 costs to be 5% greater than 2020 costs.
- E. We will strive to facilitate the adoption of 60 residential heat pump installations in 2020, assuming that 58 of them will be air-source heat pumps and 2 of them will be ground source heat pumps (see footnote f). We will be launching an extensive heat pump awareness and coaching effort (see footnote h) in 2021, which we anticipate will boast adoption well over 2020 levels, which were impacted by the pandemic. We are budgeting an average rebate of \$1,240 per ASHP installation, based on 2020 data through 12/2/20.
- F. Two GSHPs were installed in Concord in 2020. GSHP adopters received a total of \$3,641 in rebates. As of the end of 2020, we have no further GSHP projects that have been pre-approved for rebates. We expect that our new 2021 heat pump awareness and coaching program will initially focus on ASHPs, since the program contractor's expertise lies in that area. We intend to integrate GSHP promotion and coaching into the program later in 2021. Since GSHP installations have long lead times, we will assume that 2 GSHPs will be installed in 2021, and that each will receive the same average rebate as we saw in 2020.
- G. We offer a rebate of \$750 when a HPWH replaces a fossil-fuel fired water or is installed in a new home, and \$185 when a HPWH replaces an electric resistance water heater. Using standard CMLP procedure, we have projected 2021 costs to be 5% greater than 2020 costs.
- H. CMLP has contacted with ENE through its subcontractor Abode Energy Management to deliver a HP Awareness and Quality Assurance Program in 2021. The program will also include a Heating/Cooling Coaching Service, staffed by part-time coaches supported by both CMLP funds and a DEED grant. Services offered include a technical specialist and coaches to assist CMLP customers with heat adoption, quality assurance processes to improve heat pump sizing and installation, and marketing. We have also assumed expenditures of \$5,200 to do community-wide promotion of a HP educational event in the latter part of 2021, and to prepare bill inserts, social media posts, etc. to publicize the program services.
 - I. For customers whose primary source of heat is electricity, oil, propane or wood, CMLP provides a rebate of 50% of the cost of eligible weatherization measures, up to \$1,000. Using standard CMLP procedure, we have projected 2021 costs to be 5% greater than 2020 costs.
 - J. The forecast assumes that the rebate remains \$625/kW AC up to 5 kW. Using standard CMLP procedure, we have projected 2021 costs to be 5% greater than 2020 costs.
 - K. The Municipal Light Plant (MLP) Solar Program provides customers who install solar with rebates that are 50% funded by DOER. CMLP is responsible for providing \$600 per kW DC of installed capacity, up to 25 kW, in order to match the DOER funding. These rebates are provided to customers in addition to CMLP's ongoing solar rebates, not in place of them. The MLP Solar Program began at the end of May 2019, and may be extended through 6/30/21. Our expenditure forecast assumes that it is. Using standard CMLP procedure, we have projected 2021 costs to be 5% greater than 2020 costs. This estimate takes into account that rebates for some applications submitted in 2020 will be paid out in 2021.
 - L. In 2021, ENE will begin charging \$250 per MLP solar rebate that they process for us, since the administrative fee they are paid by DOER does not cover their costs.
 - M. The EV Miles Program offers electric bill credits to EV owners when charging at home is done off peak. Battery electric vehicle (BEV) owners receive \$10/month and plug-in hybrid (PHEV) electric vehicle owners receive \$5/month. We project EV Miles incentive expenditures based

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LIGHT PLANT

on average monthly enrollments seen in 2020, and based on the assumption that all new enrollees will be BEVs. This provides a conservatively high forecast. We have estimated expenses to pay Sagewell to administer the EV Miles Program through the end of 2021, based on the average monthly enrollment seen in 2020. While the EV Miles program contract with Sagewell ends in spring 2021, we assume we'll continue paying Sagewell to administer the program thru the end of 2021, in order to prepare a conservative forecast.

- N. The EV Level 2 rebate is \$250. Using standard CMLP procedure, we have projected 2021 costs to be 5% greater than 2020 costs.
- O. We have contracted with Energy New England to provide various EV education and awareness program on a time and materials basis. We will limit monthly expenditures to no more than \$1,800 per month. The services include providing access to a dedicated 800 # and email address to a trained EV specialist to answer utility and customer questions; coordination and management of promotional events, an auto dealership education program, general program support, including consulting services on best practices and industry trends. We have also included monies in this line item for EV promotional materials, including graphic design services, printing of bill inserts and postcards, postage, media advertising and event giveaways. This expenditure category also includes \$5,000 for annual license fees for WattPlan, a website that helps people compare the costs of EVs and conventional vehicles.
- P. In 2020, CMLP contracted for and oversaw EV charging infrastructure design work for three multi-dwelling units (MDUs) as part of its EV Ready Pilot Program, and committed \$75,000 in incentives to help the MDUs offset the cost of installing EV charging infrastructure. All charging infrastructure design work is complete. However, the engineering design firm has elected to delay invoicing CMLP for \$22,500 in design work costs until a final deliverable, a Project Cost Estimator Tool, is completed. This will likely happen in January 2021. Two of the three pilot program participants wish to install the designed EV charging infrastructure. CMLP will provide 1/3 of the reserved \$75,000 to each of the two MDUs who plan to install EV charging infrastructure, for a total of \$50,000 in installation funding expected to be paid out in 2021.
- Q. As a successor program to its EV Ready Pilot Program, CMLP expects to launch the EV Ready Program for MDUs in mid 2021. CMLP will fund up to \$6,000 each in engineering design costs per MDU for up to 4 MDUs in 2021, requiring a \$1,000 copay from the MDU.
- R. We plan to pilot a Used EV Rebate Pilot Program in 2021. Used EV buyers do not receive state rebates or federal tax credits, and in a survey of over 500 potential EV buyers we conducted in 2020, 62.5% of respondents indicated that a cash rebate is a top influence factor for their decision to purchase or lease an EV. Further, this rebate program will serve those who might not otherwise be able to afford an EV, and will communicate to the public that the EV market has matured to the point where there are numerous used EV choices, just like for gasoline powered cars. We will follow the lead of Taunton MLP, and offer a \$450 rebate per vehicle. We project that 10 customers will participate in the program in year 1.
- S. Requests for commercial audits are unpredictable from year to year, and we did not receive any requests for commercial energy audits in 2019 or 2020. In 2021, we would like to consider paying the full cost of commercial energy audits for interested G1 customers. One audit for a facility < 15,000 sq. ft would cost up to \$2,250. We'll assume that one small businesses will take advantage of a no-cost commercial energy audit in 2021.
- T. CMLP plans to launch an air-source heat pump rebate program for small businesses by 12/31/2020. We will offer \$500 per heating ton, up to a maximum of 20 tons, or \$10,000. We don't anticipate that marketing this opportunity to the business community will be a priority in 2021, but we have included a modest expenditure in the 2021 budget. The average residential ASHP installation is about 3 heating tons. Based on assumptions used in the strategic plan, we've assumed that small business ASHPs will be modestly larger than residential installations, about 15%. Two 3.5 ton ASHP installations will result in an expenditure of \$3,500 in 2021.
- U. In late 2020, CMLP launched a heat pump water heater rebate program for small businesses. Rebate levels are the same as currently offered to residential customers. We do not expect to be able to publicize this

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LIGHT PLANT

program widely until 2022. Therefore, for forecasting purposes, we estimate that two businesses will take advantage of the HPWH rebate program in 2021, one replacing a fossil fuel fired water heater and one replacing an electric water heater.

- V. CMLP had hoped to launch a variable refrigerant flow (VRF) air-source heat pump rebate program for large commercial application in 2020. However, at this time, we do not anticipate launching or publicizing this program until 2022. Therefore, for forecasting purposes, we have assumed no expenditure in 2021.
- W. CMLP began offering ground-source heat pump rebates to small businesses in March 2018. However, no businesses have applied for GSHP rebates. We project no expenditures on this program in 2021.
- X. We expect the level of High Efficiency Lighting Program rebate expenditures in 2021 to be similar to the amount we expended in 2020, due to ongoing negative financial impacts that businesses are experiencing as a result of the pandemic. Using standard CMLP procedure, we have projected 2021 costs to be 5% greater than 2020 costs.
- Y. We plan to discontinue our past recognition efforts for High Efficiency Lighting Program participants, since we have not been able to prioritize preparing the Concord Journal ad and providing plaques to participants.
- Z. In October 2020, at the Town's request, CMLP began to offer air purifier rebates to our commercial customers. Commercial customers are eligible for a rebate of 50% of the purchase cost of air purifiers, up to \$500 per 12-month period, purchased on or after July 1, 2020. Commercial landlords are eligible for 50% of the cost of purchasing one or more air purifiers for tenant spaces, capped at \$2,000 per 12-month period. We anticipate air purifier rebate requests during the 1st part of 2021 in an amount similar to what we received in the 4th quarter of 2020.
- AA. In August, 2020, at the Town's request, CMLP began to offer electric patio heater rebates, as a more sustainable alternative to propane patio heaters. Commercial customers are eligible for a rebate for 50% of the purchase cost of electric patio heaters, up to \$1,000, purchased on or after July 1, 2020. We anticipate electric patio heater rebate requests

during the 1st part of 2021, in an amount similar to what we received in the 3rd and 4th quarter of 2020.

- BB. Our contact with ENE for 2020 - 2021 sets the monthly residential energy efficiency administrative services fee at \$1,200 per month in 2021. This fee pays for customer inquiry management, coordination with state resources for funding and inclusion in program opportunities, rebate program evaluation and research, website maintenance and quarterly and annual reporting required by DOER.
- CC. Energy New England (ENE) processes rebate applications submitted by our customers for weatherization, EV Level 2 charging systems, CMLP solar (MLP solar rebate processing is covered by DOER funds and fees addressed in footnote [I]), ASHPs, HPWHs and LED bulbs. In late 2020, our customers began to submit to rebate applications via an online portal developed by ENE for more efficient processing. ENE charges a \$500/month software fee and a \$21 per rebate application processing fee for all of our rebates, except for LED rebates, which will be processed at \$10 per application. Forecasted rebate processing expenditures are based upon these fees.
- DD. In the past, this line item has covered materials expenses incurred in order to deliver interactive educational sessions to the 4th grade classes in the Concord Public Schools. The sessions were not requested by CPS in 2020 and CMLP does not expect them to be requested in 2021. In 2020, this amount also covered costs for design of an infographic describing our energy management programs that is made available to new customers when they set up an account with CMLP. We will avoid similar expenditures in 2021 in order to reduce costs.
- EE. This expenditure item, renamed Heating/Cooling Coaches, has been incorporated into the Heat Pump promotion line item.
- FF. Due to the pandemic, we did not follow through on our plan to hire a communications intern during the summer of 2020. As a cost reduction measure, we will forego hiring an intern in 2021.
- GG. This budget item was intended to provide financial support for the Northeast Energy Efficiency Partnership's (NEEP's) Air Source Heat Pump and Smart Controls Initiative. However, NEEP discontinued Initiative membership fees for organizations such as CMLP.

PLANT

Discussion of Plan for 2021 - Additions to Utility Plant in Service

In general, five year historical averages were used in arriving at the estimates for the upcoming year. Specific comments are provided for accounts that differ from this approach.

A/C 352011 – Structures & Improvements (Transmission/Subtransmission)

A depreciation fund allowance has been made for security system and high-efficiency lighting upgrades to the Substations 219 and 223.

A/C 362000 – Station Equipment (Distribution)

This account provides funding for upgraded metering equipment on our distribution circuits.

A/C 365000 – Overhead Conductors and Devices

An allowance for upgrades to our reclosers and field switches is included in this account.

A/C 366000 – Underground Conduit

A depreciation fund allotment has been estimated to support the following system improvements:

- Cambridge Turnpike
- Thoreau Street
- Bartkus Farm
- Wright Farm Road

A/C 367000 – Underground Conductors and Devices

Provisions have been made to support a number of underground infrastructure improvements and conversions. Improvements are covered by depreciation reserves and conversions are covered by underground surcharge funds. The projects planned for 2020 are as follows:

- Cambridge Turnpike Conversion (Underground Fund)
- Thoreau Street Improvement (Main Street to Sudbury Road)
- Bartkus Farm direct buried circuit upgrade
- Wright Farm Road direct buried circuit upgrade
- 2011 Underground Conversion Project

A/C 370000 – Meters

A 5 year average has been allotted for in this account. The Smart Meter upgrade project will be funded through a bond, and is estimated to cost \$3,000,000. The expectation is that \$750,000 will be spent this year. Of note, analog meters, calibration / testing equipment and repair tooling, may need to be purchased

A/C 390000 - Structures & Improvements (General Plant)

An allowance is provided for the following upgrades to the facilities at 1175 Elm Street:

- Roof repairs

A/C 391001 – Computer Equipment (General Plant)

An allowance is provided for the following upgrades to software systems:

- Upgrade Several Older Computers
- Upgrade Outdated Software
- Add laptops for deployment flexibility

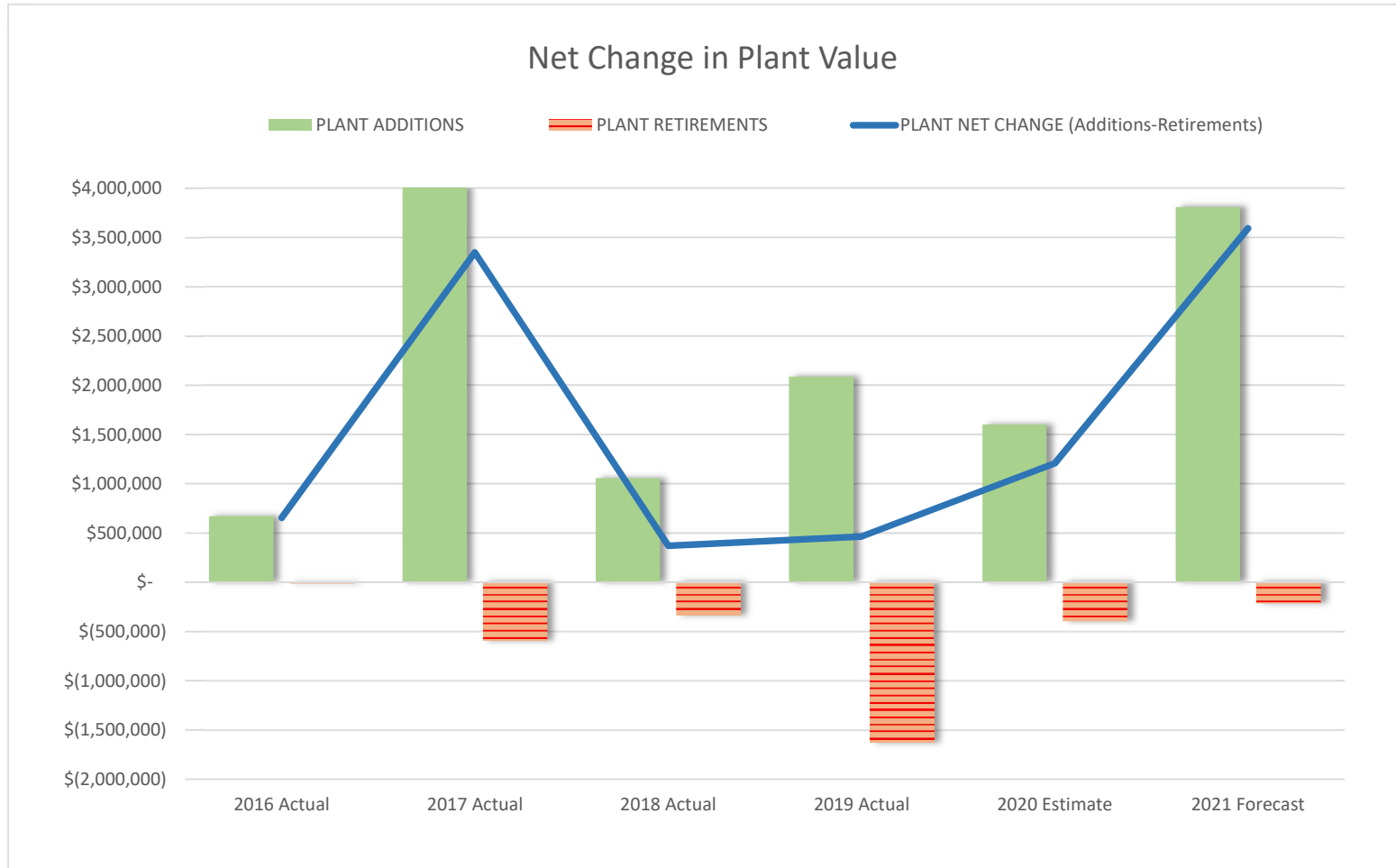
A/C 395000 – Laboratory Equipment

The following equipment purchases are anticipated to support CMLP operations:

- Voltage Detector/Analyzer
- Overhead Line Current Recorders
- Power quality recording equipment
- Metal detector

A/C 398000 – Miscellaneous Equipment

This account provides funding for an EV charging station.



CMLP - CONCORD MUNICIPAL LIGHT PLANT

2021 OPERATING FORECAST

PLANT - CHANGE IN GROSS VALUE

LIGHT PLANT

Description	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Estimate	2021 Forecast
% CHANGE IN PLANT GROSS VALUE	1 %	5 %	1 %	1 %	2 %	5 %
■ INTANGIBLE PLANT - NET CHANGE (Additions-Retirements)	-	-	-	-	-	-
■ TRANSMISSION PLANT - NET CHANGE (Additions-Retirements)	0 %	0 %	0 %	(0 %)	0 %	-
■ SUBTRANSMISSION PLANT - NET CHANGE (Additions-Retirements)	-	-	-	(1 %)	0 %	0 %
■ DISTRIBUTION PLANT - NET CHANGE (Additions-Retirements)	1 %	5 %	0 %	1 %	1 %	4 %
■ GENERAL PLANT - NET CHANGE (Additions-Retirements)	0 %	0 %	0 %	2 %	1 %	1 %
PLANT NET CHANGE (Additions-Retirements)	\$ 654,101	\$ 3,351,755	\$ 370,958	\$ 463,730	\$ 1,207,124	\$ 3,595,259
■ INTANGIBLE PLANT - NET CHANGE (Additions-Retirements)	-	-	-	-	-	-
■ TRANSMISSION PLANT - NET CHANGE (Additions-Retirements)	25,182	14,356	19,143	(133,451)	43,361	-
■ SUBTRANSMISSION PLANT - NET CHANGE (Additions-Retirements)	-	-	-	(952,481)	3,550	100,000
■ DISTRIBUTION PLANT - NET CHANGE (Additions-Retirements)	377,651	3,214,960	209,158	477,959	822,109	2,911,651
■ GENERAL PLANT - NET CHANGE (Additions-Retirements)	251,268	122,439	142,658	1,071,703	338,104	583,608
PLANT ADDITIONS	\$ 669,599	\$ 4,010,516	\$ 1,056,822	\$ 2,089,447	\$ 1,601,435	\$ 3,811,000
■ Intangible Plant - Additions	-	64,886	350,000	-	-	-
■ Transmission Plant - Additions	25,182	14,356	19,143	55,213	43,361	-
■ Subtransmission Plant - Additions	-	-	-	2,635	3,550	100,000
■ Distribution Plant - Additions	377,651	3,806,306	439,798	784,631	1,185,242	3,120,000
■ General Plant - Additions	266,766	124,968	247,882	1,246,968	369,282	591,000
PLANT RETIREMENTS	\$ 15,499	\$ 593,875	\$ 335,864	\$ 1,625,717	\$ 394,311	\$ 215,741
■ Intangible Plant - Retirements	7,114	64,886	350,000	-	-	-
■ Transmission Plant - Retirements	-	-	-	188,664	-	-
■ Subtransmission Plant - Retirements	-	-	-	955,116	-	-
■ Distribution Plant - Retirements	-	591,346	230,640	306,672	363,133	208,349
■ General Plant - Retirements	15,499	2,529	105,224	175,265	31,178	7,392

CMLP - CONCORD MUNICIPAL LIGHT PLANT

2021 OPERATING FORECAST

PLANT - CHANGE IN GROSS VALUE

LIGHT PLANT

Description	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Estimate	2021 Forecast
INTANGIBLE PLANT - NET CHANGE (Additions-Retirements)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Intangible Plant - Additions	7,114	64,886	350,000	-	-	-
1-3030.0000 Misc Intangible Plant	-	-	-	-	-	-
1-3400.0000 Land and Land Rights Generation	7,114	64,886	350,000	-	-	-
1-3500.0000 Land & Land Rights	-	-	-	-	-	-
Intangible Plant - Retirements	7,114	64,886	350,000	-	-	-
1-3030.0000 Misc Intangible Plant	-	-	-	-	-	-
1-3400.0000 Land and Land Rights Generation	7,114	64,886	350,000	-	-	-
1-3500.0000 Land & Land Rights	-	-	-	-	-	-
TRANSMISSION PLANT - NET CHANGE (Additions-Retirements)	\$ 25,182	\$ 14,356	\$ 19,143	\$ (133,451)	\$ 43,361	\$ -
Transmission Plant - Additions	25,182	14,356	19,143	55,213	43,361	-
1-3520.0000 Trans Structures & Improvements	-	14,356	19,143	-	9,101	-
1-3530.0000 Trans Station Equipment	25,182	-	-	55,213	34,260	-
1-3570.0000 Trans Underground Conduit	-	-	-	-	-	-
1-3580.0000 Trans Underground Conductors	-	-	-	-	-	-
Transmission Plant - Retirements	-	-	-	188,664	-	-
1-3520.0000 Trans Structures & Improvements	-	-	-	188,664	-	-
1-3530.0000 Trans Station Equipment	-	-	-	-	-	-
1-3570.0000 Trans Underground Conduit	-	-	-	-	-	-
1-3580.0000 Trans Underground Conductors	-	-	-	-	-	-

CMLP - CONCORD MUNICIPAL LIGHT PLANT

2021 OPERATING FORECAST

PLANT - CHANGE IN GROSS VALUE

LIGHT PLANT

Description	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Estimate	2021 Forecast
SUBTRANSMISSION PLANT - NET CHANGE (Additions-Retirements)	\$ -	\$ -	\$ -	\$ (952,481)	\$ 3,550	\$ 100,000
Subtransmission Plant - Additions	-	-	-	2,635	3,550	100,000
1-3521.0000 Subtrans - Structures & Improvement	-	-	-	2,635	-	-
1-3531.0000 Subtrans - Station Equipment	-	-	-	-	3,550	100,000
1-3571.0000 Subtrans - Underground Conduit	-	-	-	-	-	-
1-3581.0000 Subtrans - Underground Conductors	-	-	-	-	-	-
Subtransmission Plant - Retirements	-	-	-	955,116	-	-
1-3521.0000 Subtrans - Structures & Improvement	-	-	-	-	-	-
1-3531.0000 Subtrans - Station Equipment	-	-	-	955,116	-	-
1-3571.0000 Subtrans - Underground Conduit	-	-	-	-	-	-
1-3581.0000 Subtrans - Underground Conductors	-	-	-	-	-	-
DISTRIBUTION PLANT - NET CHANGE (Additions-Retirements)	\$ 377,651	\$ 3,214,960	\$ 209,158	\$ 477,959	\$ 822,109	\$ 2,911,651
Distribution Plant - Additions	377,651	3,806,306	439,798	784,631	1,185,242	3,120,000
1-3600.0000 Distribution Land & Land Rights	-	-	-	-	-	-
1-3610.0000 Distribution Structures & Improveme	-	-	-	-	-	-
1-3620.0000 Distribution Station Equipment	-	10,260	-	-	-	-
1-3640.0000 Poles, Towers & Fixtures	4,808	794	297	16,950	49,145	27,500
1-3641.0000 Distribution JO Poles	23,534	11,293	19,308	-	-	-
1-3642.0000 Distribution JO Anchors & Guys	-	-	-	10,581	1,272	10,000
1-3643.0000 Plant Anchors & Guys Plant	7,315	5,380	6,213	-	-	-
1-3644.0000 Distribution Plant Poles	-	-	891	-	-	-
1-3650.0000 Overhead Conductors & Devices	52,252	26,437	130,576	149,538	116,010	110,500
1-3660.0000 Distribution UG Conduit	19,427	2,653,847	67,437	172,187	320,545	250,000
1-3670.0000 UG Conductors/FO	42,990	96,492	28,937	45,584	634,675	1,725,000
1-3680.0000 Distribution Line Xformer	27,223	274,786	67,365	10,937	2,341	150,000
1-3690.0000 Distribution - Services	82,687	562,872	50,765	88,396	30,407	61,000
1-3691.0000 Distr Svs - Conversions	33,160	20,000	20,800	27,000	16,750	16,000
1-3692.0000 Distr Services - House Service Reim	-	-	-	-	-	-
1-3700.0000 Dist - Meters	44,762	6,855	17,907	2,245	9,459	765,000

CMLP - CONCORD MUNICIPAL LIGHT PLANT

2021 OPERATING FORECAST

PLANT - CHANGE IN GROSS VALUE

LIGHT PLANT

Description	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Estimate	2021 Forecast
89 1-3710.0000 Install Customers Premises	695	312	271	93	-	-
90 1-3730.0000 Street Lighting & Signal System	38,799	136,977	29,031	261,120	4,639	5,000
91						
92 Distribution Plant - Retirements	-	591,346	230,640	306,672	363,133	208,349
93 1-3600.0000 Distribution Land & Land Rights	-	-	-	-	-	-
94 1-3610.0000 Distribution Structures & Improveme	-	-	-	-	-	-
95 1-3620.0000 Distribution Station Equipment	-	-	-	-	-	-
96 1-3640.0000 Poles, Towers & Fixtures	-	3,864	200	4,780	59,766	13,722
97 1-3641.0000 Distribution JO Poles	-	-	13,244	-	-	-
98 1-3642.0000 Distribution JO Anchors & Guys	-	-	-	4,395	20,400	4,959
99 1-3643.0000 Plant Anchors & Guys Plant	-	-	946	-	-	-
100 1-3644.0000 Distribution Plant Poles	-	-	-	-	-	-
101 1-3650.0000 Overhead Conductors & Devices	-	74,683	13,890	7,566	217,423	62,713
102 1-3660.0000 Distribution UG Conduit	-	302,740	-	1,235	500	60,895
103 1-3670.0000 UG Conductors/FO	-	-	6,500	5,862	5,489	3,570
104 1-3680.0000 Distribution Line Xformer	-	22,830	182,075	215,455	-	-
105 1-3690.0000 Distribution - Services	-	172,138	8,822	7,441	10,303	39,741
106 1-3691.0000 Distr Svs - Conversions	-	15,091	-	-	-	-
107 1-3692.0000 Distr Services - House Service Reim	-	-	-	-	-	-
108 1-3700.0000 Dist - Meters	-	-	-	-	-	-
109 1-3710.0000 Install Customers Premises	-	-	71	332	-	-
110 1-3730.0000 Street Lighting & Signal System	-	-	4,892	59,606	49,251	22,750
111						
112 GENERAL PLANT - NET CHANGE (Additions-Retirements)	\$ 251,268	\$ 122,439	\$ 142,658	\$ 1,071,703	\$ 338,104	\$ 583,608
113						
114 General Plant - Additions	266,766	124,968	247,882	1,246,968	369,282	591,000
115 1-3900.0000 General Plant - Structure & Improve	41,620	-	54,785	587,486	253,354	50,000
116 1-3910.0000 Office Furniture & Equipment	11,868	-	2,113	3,142	-	-
117 1-3911.0000 Computer Equipment & Software	32,771	13,453	26,713	343,903	44,551	50,000
118 1-3912.0000 Telecom Office & Equipment	-	-	-	-	-	-
119 1-3913.0000 Telecom Computer Equipment	-	-	-	-	-	-
120 1-3920.0000 Transportation Equipment	32,857	3,698	56,887	267,765	14,692	425,000
121 1-3930.0000 General Plant - Store Equipment	14,310	-	-	-	-	-
122 1-3940.0000 Tools, Shop & Garage Equipment	18,459	-	9,490	6,447	-	-

CMLP - CONCORD MUNICIPAL LIGHT PLANT

2021 OPERATING FORECAST

PLANT - CHANGE IN GROSS VALUE

LIGHT PLANT

Description	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Estimate	2021 Forecast
123 1-3950.0000 Laboratory Equipment	-	1,326	30,508	-	2,935	50,000
124 1-3960.0000 Power Operated Equipment	-	-	-	-	-	-
125 1-3970.0000 Communication Equipment	-	-	1,302	-	6,776	-
126 1-3972.0000 Fiber Optics-Town Loop Comm Equip	4,733	-	-	-	-	-
127 1-3974.0000 Comm Equip FO School	-	-	-	-	-	-
128 1-3975.0000 Comm Equip -Telephone	-	-	-	-	-	-
129 1-3976.0000 Comm Smart Grid	95,448	96,157	23,575	25,012	5,372	16,000
130 1-3980.0000 Misc Equip - General Plant	14,699	10,334	42,508	13,213	41,603	-
131						
132 General Plant - Retirements	15,499	2,529	105,224	175,265	31,178	7,392
133 1-3900.0000 General Plant - Structure & Improve	-	-	-	-	-	-
134 1-3910.0000 Office Furniture & Equipment	-	-	24,856	-	-	-
135 1-3911.0000 Computer Equipment & Software	-	2,529	20,769	29,515	-	-
136 1-3912.0000 Telecom Office & Equipment	-	-	-	-	-	-
137 1-3913.0000 Telecom Computer Equipment	-	-	3,261	1,174	-	-
138 1-3920.0000 Transportation Equipment	15,499	-	21,025	130,619	-	-
139 1-3930.0000 General Plant - Store Equipment	-	-	-	-	-	-
140 1-3940.0000 Tools, Shop & Garage Equipment	-	-	-	-	-	-
141 1-3950.0000 Laboratory Equipment	-	-	28,679	-	-	-
142 1-3960.0000 Power Operated Equipment	-	-	1,595	-	-	-
143 1-3970.0000 Communication Equipment	-	-	-	-	-	-
144 1-3972.0000 Fiber Optics-Town Loop Comm Equip	-	-	-	-	-	-
145 1-3974.0000 Comm Equip FO School	-	-	-	-	-	-
146 1-3975.0000 Comm Equip -Telephone	-	-	-	-	-	-
147 1-3976.0000 Comm Smart Grid	-	-	2,345	744	16,178	3,853
148 1-3980.0000 Misc Equip - General Plant	-	-	2,694	13,213	15,000	3,539

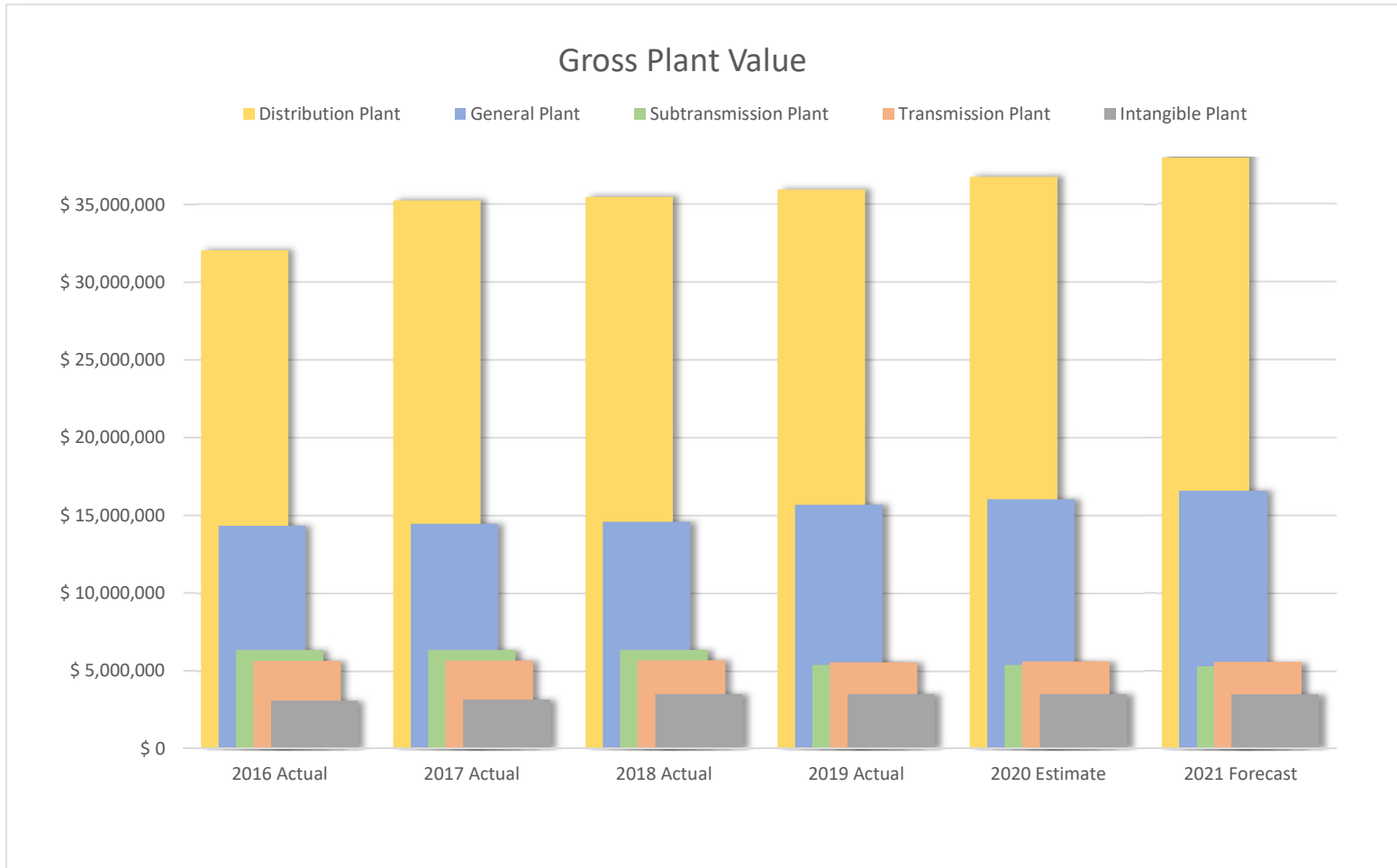


CMLP - CONCORD MUNICIPAL LIGHT PLANT

2021 OPERATING FORECAST

GROSS PLANT VALUE OVERVIEW

LIGHT PLANT



CMLP - CONCORD MUNICIPAL LIGHT PLANT

2021 OPERATING FORECAST

GROSS PLANT VALUE

LIGHT PLANT

Description	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Estimate	2021 Forecast
CALCULATED DEPRECIATION EXPENSE	\$ 1,664,931	\$ 1,843,727	\$ 1,945,995	\$ 1,967,635	\$ 1,981,943	\$ 2,018,157
GROSS VALUE OF PLANT IN SERVICE	61,457,574	64,866,495	65,587,823	66,064,765	67,271,889	70,627,322
LESS Land and Land Rights	-	-	-	-	-	-
NET Value for Depreciation Calculation	61,457,574	64,866,495	65,587,823	66,064,765	67,271,889	70,627,322
Depreciation Rate	3.00 %	3.00 %	3.00 %	3.00 %	3.00 %	3.00 %
RATIOS OF GROSS PLANT VALUE	100 %	100 %	100 %	100 %	100 %	100 %
■ Intangible Plant	5 %	5 %	5 %	5 %	5 %	5 %
■ Transmission Plant	9 %	9 %	9 %	8 %	8 %	8 %
■ Subtransmission Plant	10 %	10 %	10 %	8 %	8 %	7 %
■ Distribution Plant	52 %	54 %	54 %	54 %	55 %	56 %
■ General Plant	23 %	22 %	22 %	24 %	24 %	23 %
GROSS VALUE OF PLANT IN SERVICE	\$ 61,457,574	\$ 64,866,495	\$ 65,587,823	\$ 66,064,765	\$ 67,271,889	\$ 70,627,322
■ Intangible Plant	3,087,550	3,152,436	3,502,436	3,502,436	3,502,436	3,502,436
■ Transmission Plant	5,639,904	5,654,261	5,673,403	5,539,952	5,583,313	5,536,147
■ Subtransmission Plant	6,335,881	6,335,881	6,335,881	5,383,400	5,386,950	5,248,171
■ Distribution Plant	32,054,731	35,269,691	35,478,849	35,956,808	36,778,917	39,787,004
■ General Plant	14,339,508	14,454,226	14,597,254	15,682,170	16,020,273	16,553,564

CMLP - CONCORD MUNICIPAL LIGHT PLANT

2021 OPERATING FORECAST

GROSS PLANT VALUE

LIGHT PLANT

Description	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Estimate	2021 Forecast
TOTAL GROSS VALUE OF PLANT IN SERVICE	\$ 61,457,574	\$ 64,866,495	\$ 65,587,823	\$ 66,064,765	\$ 67,271,889	\$ 70,627,322
Intangible Plant	3,087,550	3,152,436	3,502,436	3,502,436	3,502,436	3,502,436
1-3030.0000 Misc Intangible Plant	2,086,402	2,086,402	2,086,402	2,086,402	2,086,402	2,086,402
1-3400.0000 Land and Land Rights Generation	503,559	568,445	918,445	918,445	918,445	918,445
1-3500.0000 Land & Land Rights	497,589	497,589	497,589	497,589	497,589	497,589
Transmission Plant	5,639,904	5,654,261	5,673,403	5,539,952	5,583,313	5,536,147
1-3520.0000 Trans Structures & Improvements	1,967,109	1,981,465	2,000,607	1,811,943	1,821,044	1,773,878
1-3530.0000 Trans Station Equipment	2,763,283	2,763,283	2,763,283	2,818,496	2,852,756	2,852,756
1-3570.0000 Trans Underground Conduit	421,793	421,793	421,793	421,793	421,793	421,793
1-3580.0000 Trans Underground Conductors	487,720	487,720	487,720	487,720	487,720	487,720
Subtransmission Plant	6,335,881	6,335,881	6,335,881	5,383,400	5,386,950	5,248,171
1-3521.0000 Subtrans - Structures & Improvement	211,474	211,474	211,474	214,109	214,109	214,109
1-3531.0000 Subtrans - Station Equipment	1,293,960	1,293,960	1,293,960	338,844	342,394	203,615
1-3571.0000 Subtrans - Underground Conduit	2,829,992	2,829,992	2,829,992	2,829,992	2,829,992	2,829,992
1-3581.0000 Subtrans - Underground Conductors	2,000,455	2,000,455	2,000,455	2,000,455	2,000,455	2,000,455
Distribution Plant	32,054,731	35,269,691	35,478,849	35,956,808	36,778,917	39,787,004
1-3600.0000 Distribution Land & Land Rights	186,275	186,275	186,275	186,275	186,275	186,275
1-3610.0000 Distribution Structures & Improveme	783,689	783,689	783,689	783,689	783,689	783,689
1-3620.0000 Distribution Station Equipment	817,042	827,302	827,302	827,302	827,302	1,027,302
1-3640.0000 Poles, Towers & Fixtures	743,349	740,280	740,377	1,339,905	1,329,284	1,343,062
1-3641.0000 Distribution JO Poles	530,630	541,923	547,987	-	-	-
1-3642.0000 Distribution JO Anchors & Guys	49,988	49,988	49,988	265,155	246,027	251,068
1-3643.0000 Plant Anchors & Guys Plant	236,814	242,194	247,461	-	-	-
1-3644.0000 Distribution Plant Poles	-	-	891	-	-	-
1-3650.0000 Overhead Conductors & Devices	3,438,775	3,390,529	3,507,215	3,649,187	3,547,773	3,595,561
1-3660.0000 Distribution UG Conduit	10,050,465	12,401,573	12,469,009	12,639,962	12,960,006	13,149,112
1-3670.0000 UG Conductors/FO	6,896,552	6,993,044	7,015,481	7,055,203	7,684,389	9,405,819
1-3680.0000 Distribution Line Xformer	4,423,125	4,675,081	4,560,371	4,355,852	4,358,193	4,403,103

CMLP - CONCORD MUNICIPAL LIGHT PLANT

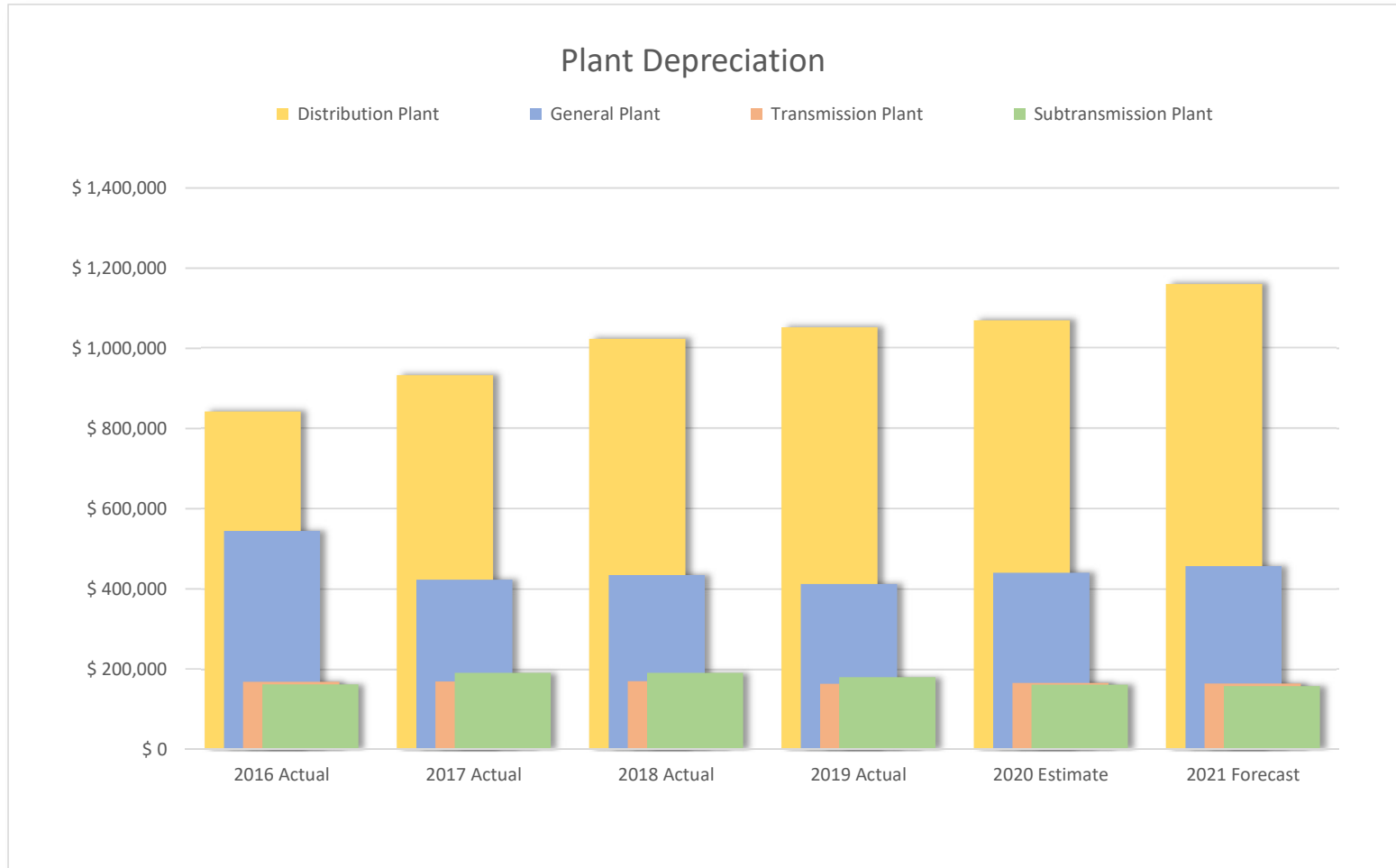
2021 OPERATING FORECAST

GROSS PLANT VALUE

LIGHT PLANT

Description	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Estimate	2021 Forecast
53 1-3690.0000 Distribution - Services	1,144,937	1,535,671	1,577,614	1,658,569	1,678,673	1,699,932
54 1-3691.0000 Distr Svs - Conversions	556,791	561,700	582,500	609,500	626,250	638,477
55 1-3692.0000 Distr Services - House Service Reim	-	-	-	-	-	-
56 1-3700.0000 Dist - Meters	1,030,665	1,037,520	1,055,426	1,057,672	1,067,131	1,832,131
57 1-3710.0000 Install Customers Premises	68,079	68,392	68,592	68,353	68,353	73,652
58 1-3730.0000 Street Lighting & Signal System	1,097,555	1,234,532	1,258,671	1,460,185	1,415,572	1,397,823
59						
60 General Plant	14,339,508	14,454,226	14,597,254	15,682,170	16,020,273	16,553,564
61 1-3900.0000 General Plant - Structure & Improve	5,740,424	5,732,704	5,787,489	6,374,975	6,628,329	6,678,329
62 1-3910.0000 Office Furniture & Equipment	254,222	254,222	231,479	234,621	234,621	238,407
63 1-3911.0000 Computer Equipment & Software	422,158	433,083	439,397	753,785	798,336	835,132
64 1-3912.0000 Telcom Office & Equipment	3,305	3,305	3,305	3,305	3,305	3,305
65 1-3913.0000 Telecom Computer Equipment	9,962	9,962	6,701	5,526	5,526	4,418
66 1-3920.0000 Transportation Equipment	1,983,296	1,986,994	2,022,856	2,160,002	2,174,694	2,557,908
67 1-3930.0000 General Plant - Store Equipment	145,395	145,395	145,395	145,395	145,395	145,395
68 1-3940.0000 Tools, Shop & Garage Equipment	111,192	111,192	120,682	127,129	127,129	137,129
69 1-3950.0000 Laboratory Equipment	156,435	157,761	159,590	159,590	162,525	205,355
70 1-3960.0000 Power Operated Equipment	94,904	94,904	93,309	93,309	93,309	92,910
71 1-3970.0000 Communication Equipment	64,504	64,504	65,805	65,805	72,581	72,581
72 1-3972.0000 Fiber Optics-Town Loop Comm Equip	642,258	642,258	642,258	642,258	642,258	642,258
73 1-3974.0000 Comm Equip FO School	238,897	238,897	238,897	238,897	238,897	238,897
74 1-3975.0000 Comm Equip -Telephone	108,390	108,390	108,390	108,390	108,390	108,390
75 1-3976.0000 Comm Smart Grid	4,328,652	4,424,809	4,446,039	4,470,307	4,459,501	4,471,211
76 1-3980.0000 Misc Equip - General Plant	35,515	45,848	85,662	98,875	125,478	121,939





CMLP - CONCORD MUNICIPAL LIGHT PLANT

2021 OPERATING FORECAST

PLANT - DEPRECIATION

LIGHT PLANT

Description	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Estimate	2021 Forecast
ANNUAL % CHANGE IN ACCUMULATED DEPRECIATION ↑(↓)	x	2 %	6 %	2 %	(1 %)	2 %
■ Intangible Plant	x	246 %	0 %	92 %	(48 %)	18 %
■ Transmission Plant	x	0 %	0 %	(4 %)	1 %	(0 %)
■ Subtransmission Plant	x	17 %	0 %	(6 %)	(10 %)	(0 %)
■ Distribution Plant	x	11 %	10 %	3 %	2 %	5 %
■ General Plant	x	(22 %)	3 %	(5 %)	7 %	(6 %)
ANNUAL \$ CHANGE IN ACCUMULATED DEPRECIATION ↑(↓)	x \$	42,116 \$	102,992 \$	46,025 \$	(26,580) \$	41,138 \$
■ Intangible Plant	x	44,523	0	57,376	(57,376)	11,131
■ Transmission Plant	x	756	431	(6,395)	2,028	(795)
■ Subtransmission Plant	x	28,300	0	(10,504)	(18,009)	(53)
■ Distribution Plant	x	90,356	90,774	28,451	17,901	56,870
■ General Plant	x	(121,819)	11,788	(22,903)	28,875	(26,014)
RATIOS OF ACCUMULATED DEPRECIATION BY CATEGORY	100 %	100 %	100 %	100 %	100 %	100 %
■ Intangible Plant	1 %	4 %	3 %	6 %	3 %	3 %
■ Transmission Plant	10 %	10 %	9 %	8 %	9 %	8 %
■ Subtransmission Plant	9 %	11 %	10 %	9 %	9 %	8 %
■ Distribution Plant	49 %	52 %	54 %	55 %	56 %	58 %
■ General Plant	31 %	24 %	23 %	21 %	23 %	23 %
TOTAL ACCUMULATED DEPRECIATION	\$ 1,735,799	\$ 1,777,915	\$ 1,880,907	\$ 1,926,932	\$ 1,900,352	\$ 2,000,203
■ Intangible Plant	18,069	62,592	62,592	119,968	62,592	62,592
■ Transmission Plant	168,442	169,197	169,628	163,233	165,261	163,846
■ Subtransmission Plant	161,777	190,077	190,077	179,573	161,564	157,401
■ Distribution Plant	842,674	933,030	1,023,804	1,052,255	1,070,156	1,159,999
■ General Plant	544,837	423,018	434,807	411,904	440,780	456,365

CMLP - CONCORD MUNICIPAL LIGHT PLANT

2021 OPERATING FORECAST

PLANT - DEPRECIATION

LIGHT PLANT

Description	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Estimate	2021 Forecast
TOTAL ADDITIONS TO PLANT	\$ 1,735,799	\$ 1,777,915	\$ 1,880,907	\$ 1,926,932	\$ 1,900,352	\$ 2,000,203
Intangible Plant	18,069	62,592	62,592	119,968	62,592	62,592
1-3030.0000 Misc Intangible Plant	18,069	62,592	62,592	119,968	62,592	62,592
Transmission Plant	168,442	169,197	169,628	163,233	165,261	163,846
1-3520.0000 Trans Structures & Improvements	59,013	59,013	59,444	56,499	54,609	53,194
1-3530.0000 Trans Station Equipment	82,143	82,899	82,899	81,619	85,154	85,154
1-3570.0000 Trans Underground Conduit	12,654	12,654	12,654	11,366	10,866	10,866
1-3580.0000 Trans Underground Conductors	14,632	14,632	14,632	13,748	14,632	14,632
Subtransmission Plant	161,777	190,077	190,077	179,573	161,564	157,401
1-3521.0000 Subtrans - Structures & Improvement	6,344	6,344	6,344	5,986	6,423	6,423
1-3531.0000 Subtrans - Station Equipment	38,819	38,819	38,819	36,609	10,228	6,064
1-3571.0000 Subtrans - Underground Conduit	56,600	84,900	84,900	80,651	84,900	84,900
1-3581.0000 Subtrans - Underground Conductors	60,014	60,014	60,014	56,327	60,013	60,013
Distribution Plant	842,674	933,030	1,023,804	1,052,255	1,070,156	1,159,999
1-3610.0000 Distribution Structures & Improveme	23,511	23,511	23,511	21,543	20,064	20,064
1-3620.0000 Distribution Station Equipment	24,511	24,511	24,819	23,778	24,819	24,819
1-3640.0000 Poles, Towers & Fixtures	22,282	22,300	22,208	37,959	40,346	46,346
1-3642.0000 Distribution JO Anchors & Guys	1,526	1,500	1,500	7,486	7,959	7,959
1-3650.0000 Overhead Conductors & Devices	101,890	103,163	101,716	102,116	109,802	109,802
1-3660.0000 Distribution UG Conduit	182,799	301,514	372,047	366,299	379,211	380,645
1-3670.0000 UG Conductors/FO	201,488	206,897	209,791	202,175	211,835	217,508
1-3680.0000 Distribution Line Xformer	131,877	132,694	140,252	129,316	130,676	182,318
1-3690.0000 Distribution - Services	32,359	34,348	46,070	47,144	49,759	51,106
1-3691.0000 Distr Svs - Conversions	15,709	16,704	11,676	43,703	18,583	19,220
1-3700.0000 Dist - Meters	49,606	30,920	31,126	30,582	31,955	31,955
1-3710.0000 Install Customers Premises	2,058	2,042	2,052	2,052	2,051	25,001
1-3730.0000 Street Lighting & Signal System	53,058	32,927	37,036	38,101	43,096	43,255

CMLP - CONCORD MUNICIPAL LIGHT PLANT

2021 OPERATING FORECAST

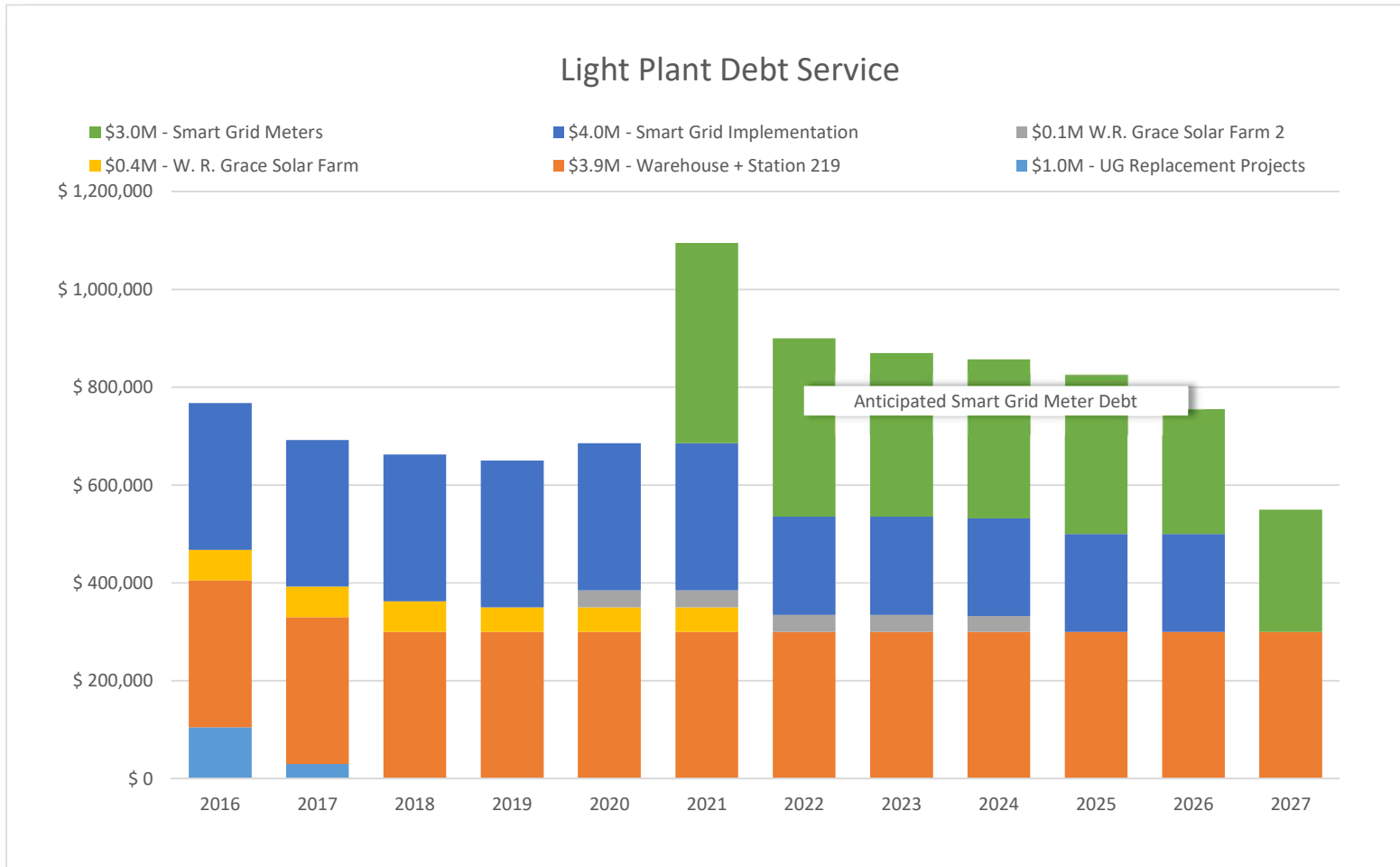
PLANT - DEPRECIATION

LIGHT PLANT

Description	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Estimate	2021 Forecast
49 General Plant	544,837	423,018	434,807	411,904	440,780	456,365
50 1-3900.0000 General Plant - Structure & Improve	169,452	172,213	171,981	167,562	192,506	191,974
51 1-3910.0000 Office Furniture & Equipment	12,201	7,627	7,627	5,765	4,018	5,518
52 1-3911.0000 Computer Equipment & Software	23,363	12,665	12,993	12,677	22,794	22,908
53 1-3912.0000 Telecom Office & Equipment	330	99	99	50	-	1,104
54 1-3913.0000 Telecom Computer Equipment	1,992	299	299	187	166	166
55 1-3920.0000 Transportation Equipment	158,495	59,499	59,601	53,820	45,833	45,799
56 1-3930.0000 General Plant - Store Equipment	2,908	4,362	4,362	4,175	4,362	15,858
57 1-3940.0000 Tools, Shop & Garage Equipment	7,751	3,336	3,336	3,266	2,779	2,779
58 1-3950.0000 Laboratory Equipment	11,038	4,693	4,733	4,600	4,722	5,022
59 1-3960.0000 Power Operated Equipment	4,745	2,847	2,847	2,450	1,938	3,223
60 1-3970.0000 Communication Equipment	4,515	1,935	1,935	1,926	1,974	1,962
61 1-3972.0000 Fiber Optics-Town Loop Comm Equip	12,750	19,268	27,623	18,151	19,264	19,264
62 1-3974.0000 Comm Equip FO School	1,887	0	-	-	-	-
63 1-3975.0000 Comm Equip -Telephone	3,252	3,252	3,252	3,139	3,252	3,252
64 1-3976.0000 Comm Smart Grid	127,035	129,860	132,744	131,481	133,706	133,706
65 1-3980.0000 Misc Equip - General Plant	3,122	1,065	1,375	2,655	3,465	3,829



DEBT SERVICE
+ CAPITAL PLAN



CMLP - CONCORD MUNICIPAL LIGHT PLANT

2021 OPERATING FORECAST

DEBT SERVICE

LIGHT PLANT

Description	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Estimate	2021 Forecast
ANNUAL % CHANGE IN TOTAL DEBT SERVICE EXPENSE ↑(↓)	x	(26 %)	(18 %)	(15 %)	(10 %)	177 %
■ Debt Service Principle	x	(11 %)	(5 %)	(2 %)	5 %	60 %
■ Debt Service Interest	x	(15 %)	(14 %)	(13 %)	(15 %)	117 %
ANNUAL \$ CHANGE IN TOTAL DEBT SERVICE EXPENSE ↑(↓)	x \$	(103,125) \$	(52,575) \$	(31,194) \$	16,044 \$	557,550 \$
■ Debt Service Principle	x	(75,000)	(30,000)	(12,500)	35,000	410,000
■ Debt Service Interest	x	(28,125)	(22,575)	(18,694)	(18,956)	147,550
RATIOS OF DEBT SERVICE EXPENSE BY TYPE	100 %	100 %	100 %	100 %	100 %	100 %
■ Debt Service Principle	78 %	79 %	80 %	82 %	84 %	80 %
■ Debt Service Interest	22 %	21 %	20 %	18 %	16 %	20 %
TOTAL DEBT SERVICE EXPENSE BY TYPE	\$ 981,700	\$ 878,575	\$ 826,000	\$ 794,806	\$ 810,850	\$ 1,368,400
■ Debt Service Principle	767,500	692,500	662,500	650,000	685,000	1,095,000
■ Debt Service Interest	214,200	186,075	163,500	144,806	125,850	273,400
RATIOS OF DEBT SERVICE EXPENSE BY OBLIGATION	100 %	100 %	100 %	100 %	100 %	100 %
\$1.0M Bond 2007-17 - UG REPLACEMENT PROJECTS	11 %	4 %	0 %	0 %	0 %	0 %
\$3.9M Bond 2014-27 - WRHSE + STA 219	42 %	46 %	47 %	48 %	46 %	26 %
\$400K Bond 2015-21 - WR GRACE	7 %	8 %	8 %	7 %	7 %	4 %
\$172K Bond 2019-24 - WR GRACE 2	0 %	0 %	0 %	1 %	5 %	3 %
\$4.0M Bond 2011-26 - SMART GRID	39 %	43 %	44 %	45 %	43 %	25 %
\$3.0M Bond 2020-2029 - SMART-GRID METERS	0 %	0 %	0 %	0 %	0 %	43 %
TOTAL DEBT SERVICE EXPENSE BY OBLIGATION	\$ 981,700	\$ 878,575	\$ 826,000	\$ 794,806	\$ 810,850	\$ 1,368,400
\$1.0M Bond 2007-17 - UG REPLACEMENT PROJECTS	111,450	31,200	-	-	-	-
\$3.9M Bond 2014-27 - WRHSE + STA 219	412,875	400,875	391,875	381,375	369,375	357,375
\$400K Bond 2015-21 - WR GRACE	72,625	70,750	68,875	54,500	53,000	51,500
\$172K Bond 2019-24 - WR GRACE 2	-	-	-	4,181	42,725	40,975
\$4.0M Bond 2011-26 - SMART GRID	384,750	375,750	365,250	354,750	345,750	336,750
\$3.0M Bond 2020-2029 - SMART-GRID METERS	-	-	-	-	-	581,800

CMLP - CONCORD MUNICIPAL LIGHT PLANT

2021 OPERATING FORECAST

DEBT SERVICE

LIGHT PLANT

Description	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Estimate	2021 Forecast
TOTAL DEBT SERVICE EXPENSE	\$ 981,706	\$ 878,582	\$ 826,007	\$ 794,813	\$ 810,858	\$ 1,368,409
Debt Service Principle	767,500	692,500	662,500	650,000	685,000	\$ 1,095,000
1-1280.1001 \$1.0M Bond 2007-17 - UG REPLACEMENT PROJECTS	105,000	30,000	-	-	-	-
1-1280.1012 \$3.9M Bond 2014-27 - WRHSE + STA 219	300,000	300,000	300,000	300,000	300,000	300,000
1-1280.1013 \$400K Bond 2015-21 - WR GRACE	62,500	62,500	62,500	50,000	50,000	50,000
1-1280.1015 \$172K Bond 2019-24 - WR GRACE 2	-	-	-	-	35,000	35,000
1-1280.1020 \$4.0M Bond 2011-26 - SMART GRID	300,000	300,000	300,000	300,000	300,000	300,000
1-1280.xxxx \$3.0M Bond 2020-2029 - SMART-GRID METERS	-	-	-	-	-	410,000
Debt Service Interest	214,200	186,075	163,500	144,806	125,850	\$ 273,400
1-1280.1001 \$1.0M Bond 2007-17 - UG REPLACEMENT PROJECTS	6,450	1,200	-	-	-	-
1-1280.1012 \$3.9M Bond 2014-27 - WRHSE + STA 219	112,875	100,875	91,875	81,375	69,375	57,375
1-1280.1013 \$400K Bond 2015-21 - WR GRACE	10,125	8,250	6,375	4,500	3,000	1,500
1-1280.1015 \$172K Bond 2019-24 - WR GRACE 2	-	-	-	4,181	7,725	5,975
1-1280.1020 \$4.0M Bond 2011-26 - SMART GRID	84,750	75,750	65,250	54,750	45,750	36,750
1-1280.xxxx \$3.0M Bond 2020-2029 - SMART-GRID METERS	-	-	-	Estimates from TOC Finance >>>		171,800

CMLP - CONCORD MUNICIPAL LIGHT PLANT

2021 OPERATING FORECAST

FUTURE DEBT SERVICE

LIGHT PLANT

Description	2022	2023	2024	2025	2026	2027
ANNUAL % CHANGE IN TOTAL DEBT SERVICE EXPENSE ↑(↓)	x	(18 %)	(19 %)	(36 %)	(50 %)	(87 %)
■ Debt Service Principle	x	(3 %)	(2 %)	(4 %)	(9 %)	(37 %)
■ Debt Service Interest	x	(15 %)	(17 %)	(32 %)	(40 %)	(50 %)
ANNUAL \$ CHANGE IN TOTAL DEBT SERVICE EXPENSE ↑(↓)	x \$	(52,800) \$	(35,300) \$	(63,550) \$	(98,313) \$	(228,438)
■ Debt Service Principle	x	(30,000)	(13,000)	(32,000)	(70,000)	(205,000)
■ Debt Service Interest	x	(22,800)	(22,300)	(31,550)	(28,313)	(23,438)
RATIOS OF DEBT SERVICE EXPENSE BY TYPE	100 %	100 %	100 %	100 %	100 %	100 %
■ Debt Service Principle	84 %	85 %	87 %	89 %	91 %	92 %
■ Debt Service Interest	16 %	15 %	13 %	11 %	9 %	8 %
TOTAL DEBT SERVICE EXPENSE BY TYPE	\$ 1,075,150	\$ 1,022,350	\$ 987,050	\$ 923,500	\$ 825,188	\$ 596,750
■ Debt Service Principle	900,000	870,000	857,000	825,000	755,000	550,000
■ Debt Service Interest	175,150	152,350	130,050	98,500	70,188	46,750
RATIOS OF DEBT SERVICE EXPENSE BY OBLIGATION	100 %	100 %	100 %	100 %	100 %	100 %
\$1.0M Bond 2007-17 - UG REPLACEMENT PROJECTS	0 %	0 %	0 %	0 %	0 %	0 %
\$3.9M Bond 2014-27 - WRHSE + STA 219	32 %	33 %	33 %	34 %	38 %	51 %
\$400K Bond 2015-21 - WR GRACE	0 %	0 %	0 %	0 %	0 %	0 %
\$172K Bond 2019-24 - WR GRACE 2	4 %	4 %	3 %	0 %	0 %	0 %
\$4.0M Bond 2011-26 - SMART GRID	21 %	22 %	22 %	23 %	25 %	0 %
\$3.0M Bond 2020-2029 - SMART-GRID METERS	43 %	42 %	42 %	43 %	38 %	49 %
TOTAL DEBT SERVICE EXPENSE BY OBLIGATION	\$ 1,075,150	\$ 1,022,350	\$ 987,050	\$ 923,500	\$ 825,188	\$ 596,750
\$1.0M Bond 2007-17 - UG REPLACEMENT PROJECTS	-	-	-	-	-	-
\$3.9M Bond 2014-27 - WRHSE + STA 219	345,375	334,875	325,875	318,000	311,063	303,750
\$400K Bond 2015-21 - WR GRACE	-	-	-	-	-	-
\$172K Bond 2019-24 - WR GRACE 2	39,225	37,475	32,800	-	-	-
\$4.0M Bond 2011-26 - SMART GRID	229,250	223,250	217,000	210,375	203,500	-
\$3.0M Bond 2020-2029 - SMART-GRID METERS	461,300	426,750	411,375	395,125	310,625	293,000

CMLP - CONCORD MUNICIPAL LIGHT PLANT

2021 OPERATING FORECAST

DEBT SERVICE

LIGHT PLANT

Description	2022	2023	2024	2025	2026	2027
TOTAL DEBT SERVICE EXPENSE	\$ 1,075,150	\$ 1,022,350	\$ 987,050	\$ 923,500	\$ 825,188	\$ 596,750
Debt Service Principle	900,000	870,000	857,000	825,000	755,000	\$ 550,000
1-1280.1001 \$1.0M Bond 2007-17 - UG REPLACEMENT PROJECTS	-	-	-	-	-	-
1-1280.1012 \$3.9M Bond 2014-27 - WRHSE + STA 219	300,000	300,000	300,000	300,000	300,000	300,000
1-1280.1013 \$400K Bond 2015-21 - WR GRACE	-	-	-	-	-	-
1-1280.1015 \$172K Bond 2019-24 - WR GRACE 2	35,000	35,000	32,000	-	-	-
1-1280.1020 \$4.0M Bond 2011-26 - SMART GRID	200,000	200,000	200,000	200,000	200,000	-
1-1280.xxxx \$3.0M Bond 2020-2029 - SMART-GRID METERS	365,000	335,000	325,000	325,000	255,000	250,000
Debt Service Interest	175,150	152,350	130,050	98,500	70,188	\$ 46,750
1-1280.1001 \$1.0M Bond 2007-17 - UG REPLACEMENT PROJECTS	-	-	-	-	-	-
1-1280.1012 \$3.9M Bond 2014-27 - WRHSE + STA 219	45,375	34,875	25,875	18,000	11,063	3,750
1-1280.1013 \$400K Bond 2015-21 - WR GRACE	-	-	-	-	-	-
1-1280.1015 \$172K Bond 2019-24 - WR GRACE 2	4,225	2,475	800	-	-	-
1-1280.1020 \$4.0M Bond 2011-26 - SMART GRID	29,250	23,250	17,000	10,375	3,500	-
1-1280.xxxx \$3.0M Bond 2020-2029 - SMART-GRID METERS	96,300	91,750	86,375	70,125	55,625	43,000



CMLP - CONCORD MUNICIPAL LIGHT PLANT

2021 OPERATING FORECAST

5 - YEAR CAPITAL PLAN

LIGHT PLANT

Description	2021	2022	2023	2024	2025	2026
TOTAL CAPITAL PLAN COSTS BY CATEGORY	\$ 4,036,400	\$ 2,538,000	\$ 1,318,600	\$ 737,200	\$ 2,662,300	\$ 779,600
Intangible Plant	-	-	-	-	-	-
Transmission Plant	-	-	-	-	-	-
Subtransmission Plant	100,000	100,000	100,000	-	-	-
Distribution Plant	3,325,400	1,801,500	1,021,100	539,200	1,963,300	579,600
General Plant	611,000	636,500	197,500	198,000	699,000	200,000
TOTAL CAPITAL PLAN COSTS	\$ 4,036,400	\$ 2,538,000	\$ 1,318,600	\$ 737,200	\$ 2,662,300	\$ 779,600
Intangible Plant	-	-	-	-	-	-
1-3030.0000 Misc Intangible Plant	-	-	-	-	-	-
1-3400.0000 Land & Land Rights Generation	-	-	-	-	-	-
1-3500.0000 Land & Land Rights	-	-	-	-	-	-
Transmission Plant	-	-	-	-	-	-
1-3520.0000 Trans Structures & Improvements	-	-	-	-	-	-
1-3530.0000 Trans Station Equipment	-	-	-	-	-	-
1-3570.0000 Trans Underground Conduit	-	-	-	-	-	-
1-3580.0000 Trans Underground Conductors	-	-	-	-	-	-
Subtransmission Plant	100,000	100,000	100,000	-	-	-
1-3521.0000 Subtrans - Structures & Improvement	-	-	-	-	-	-
1-3531.0000 Subtrans - Station Equipment	100,000	100,000	100,000	-	-	-
1-3571.0000 Subtrans - Underground Conduit	-	-	-	-	-	-
1-3581.0000 Subtrans - Underground Conductors	-	-	-	-	-	-

CMLP - CONCORD MUNICIPAL LIGHT PLANT

2021 OPERATING FORECAST

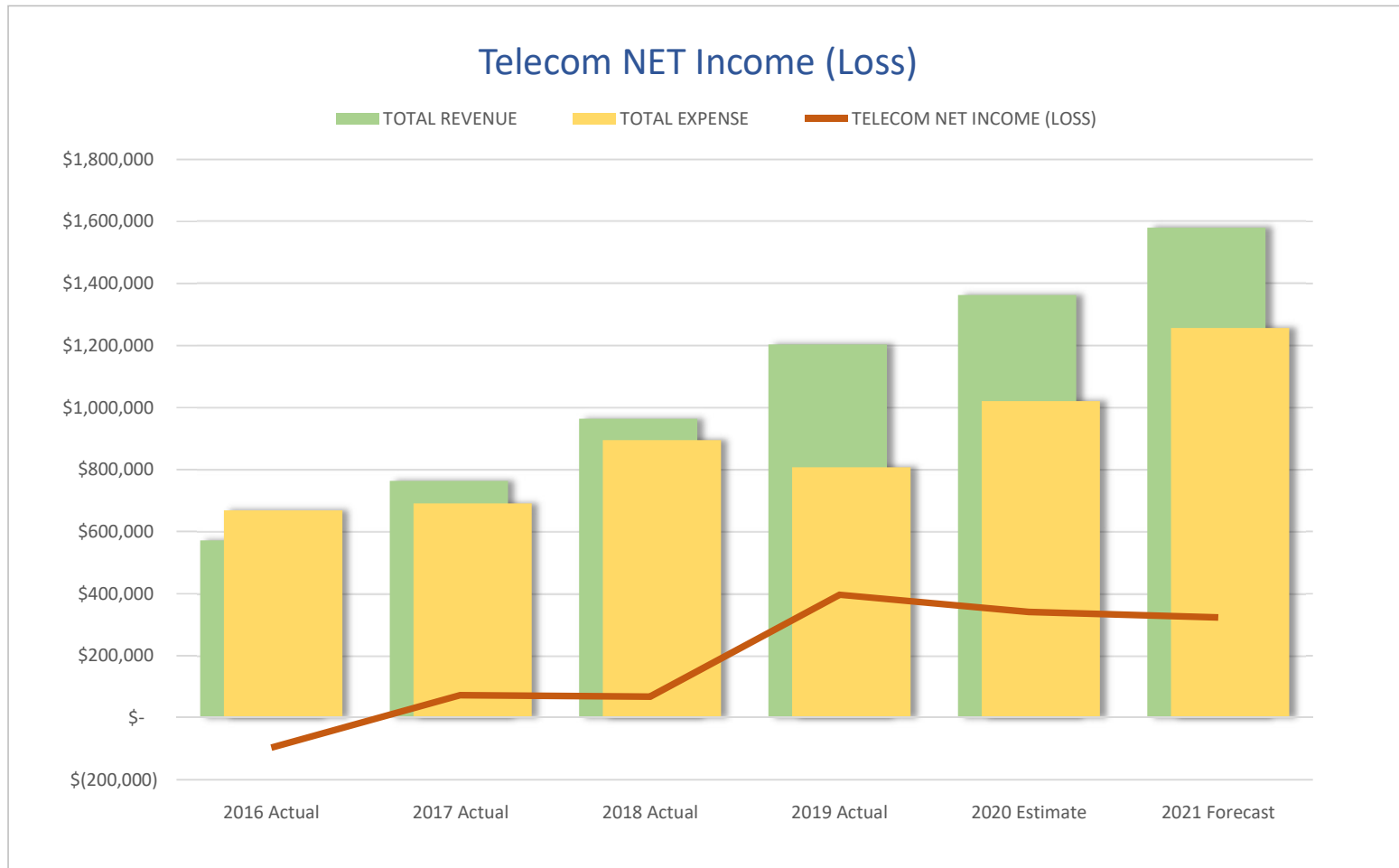
5 - YEAR CAPITAL PLAN

LIGHT PLANT

Description	2021	2022	2023	2024	2025	2026
Distribution Plant	3,325,400	1,801,500	1,021,100	539,200	1,963,300	579,600
1-3600.0000 Distribution Land & Land Rights	-	-	-	-	-	-
1-3610.0000 Distribution Structures & Improvements	-	-	-	-	-	-
1-3620.0000 Distribution Station Equipment	200,000	-	-	-	-	-
1-3640.0000 Poles, Towers & Fixtures	27,500	29,000	30,500	32,000	33,500	35,000
1-3642.0000 Distribution JO Anchors & Guys	10,000	10,000	12,000	12,000	12,000	14,000
1-3650.0000 Overhead Conductors & Devices	110,500	115,500	121,500	127,500	134,000	141,000
1-3660.0000 Distribution UG Conduit	250,000	115,500	121,500	127,500	134,000	140,700
1-3670.0000 UG Conductors/FO	1,725,000	100,000	50,000	50,000	1,250,000	50,000
1-3680.0000 Distribution Line Xformer	150,000	75,000	75,000	75,000	150,000	75,000
1-3690.0000 Distribution - Services	61,000	64,000	67,000	70,500	74,000	77,500
1-3691.0000 Distr Svs - Conversions	16,000	17,000	18,000	19,000	150,000	20,500
1-3692.0000 Distr Services - House Service Reimbur	-	-	-	-	-	-
1-3700.0000 Dist - Meters	765,000	1,265,000	515,000	15,000	15,000	15,000
1-3710.0000 Install Customers Premises	5,400	5,500	5,600	5,700	5,800	5,900
1-3730.0000 Street Lighting & Signal System	5,000	5,000	5,000	5,000	5,000	5,000
General Plant	611,000	636,500	197,500	198,000	699,000	200,000
1-3900.0000 General Plant - Structure & Improvemen	50,000	50,000	50,000	50,000	550,000	50,000
1-3910.0000 Office Furniture & Equipment	10,000	10,000	10,000	10,000	10,000	10,000
1-3911.0000 Computer Equipment & Software	50,000	50,000	50,000	50,000	50,000	50,000
1-3912.0000 SG Office & Equipment	-	-	-	-	-	-
1-3913.0000 SG Computer Equipment	-	-	-	-	-	-
1-3920.0000 Transportation Equipment	425,000	425,000	50,000	50,000	50,000	50,000
1-3930.0000 General Plant - Store Equipment	-	-	-	-	-	-
1-3940.0000 Tools, Shop & Garage Equipment	10,000	10,000	10,000	10,000	10,000	10,000
1-3950.0000 Laboratory Equipment	50,000	25,000	10,000	10,000	10,000	10,000
1-3960.0000 Power Operated Equipment	-	50,000	-	-	-	-
1-3970.0000 Communication Equipment	-	-	-	-	-	-
1-3972.0000 Fiber Optics-Town Loop Comm Equip	-	-	-	-	-	-
1-3974.0000 Comm Equip FO School	-	-	-	-	-	-
1-3975.0000 Comm Equip -Telephone	-	-	-	-	-	-
1-3976.0000 Comm Smart Grid	16,000	16,500	17,500	18,000	19,000	20,000
1-3980.0000 Misc Equip - General Plant	-	-	-	-	-	-



TELECOM



CMLP - CONCORD MUNICIPAL LIGHT PLANT

2021 OPERATING FORECAST

INCOME AND EXPENSE SUMMARY

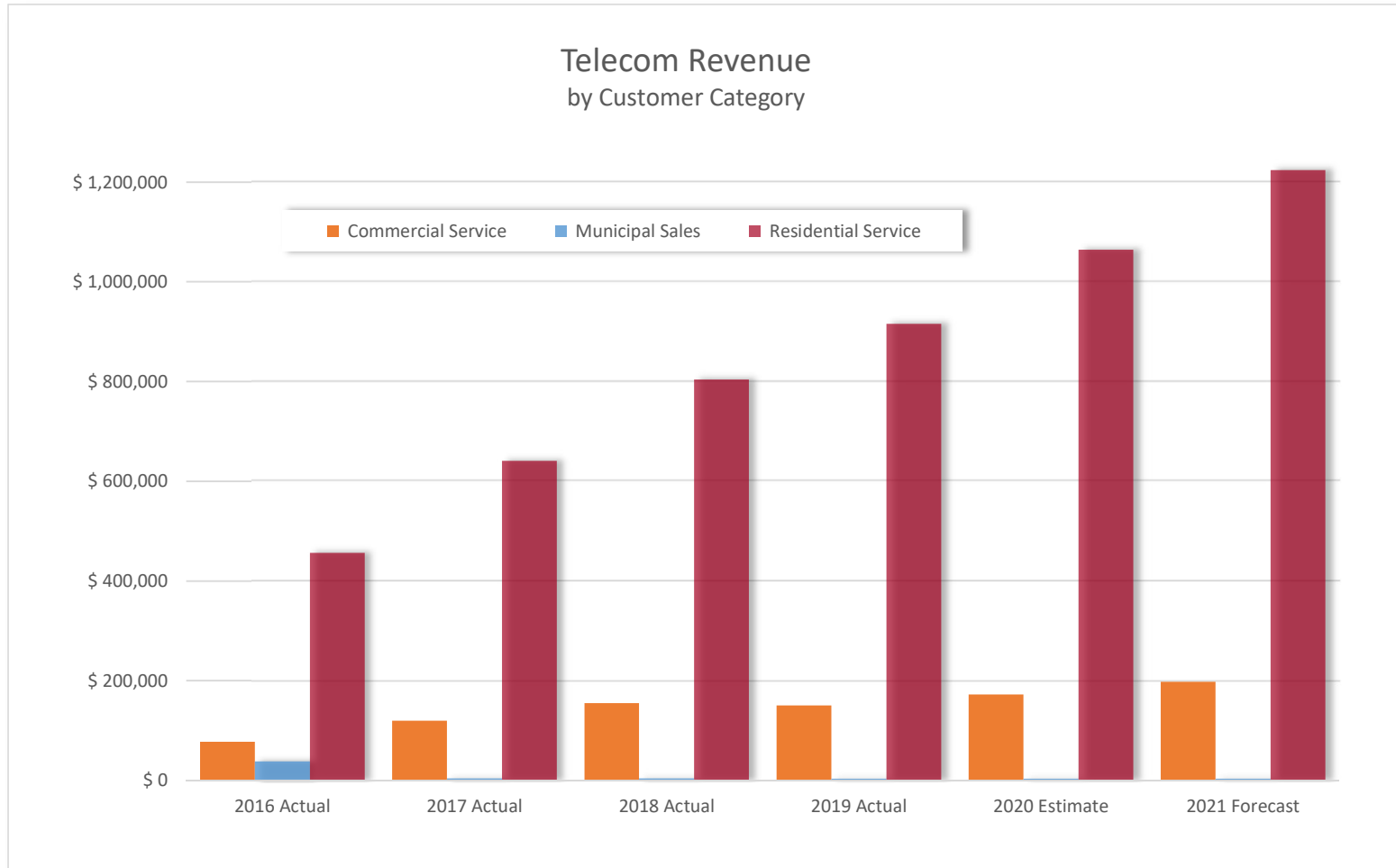
TELECOM

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

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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)	-

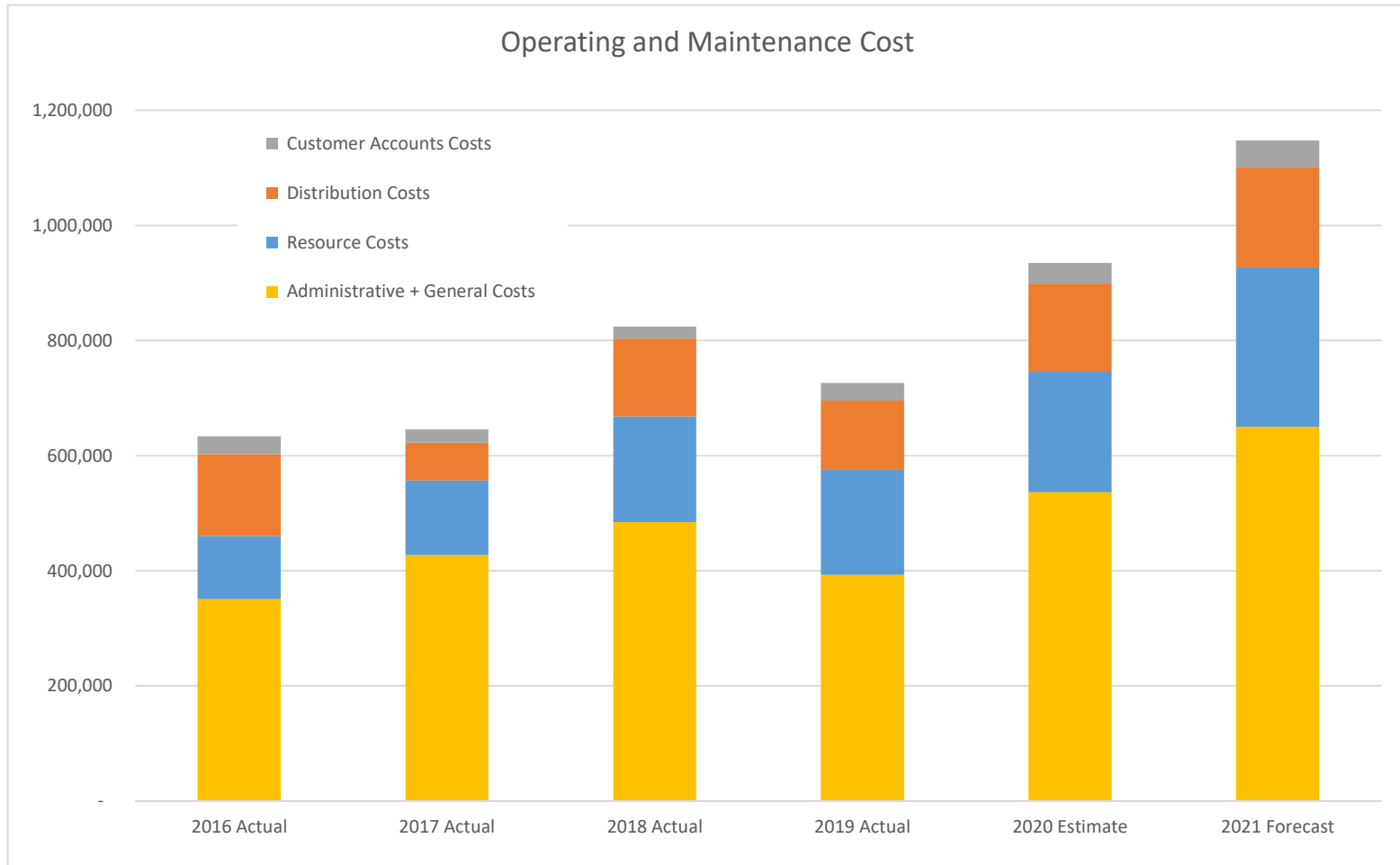
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CMLP - CONCORD MUNICIPAL LIGHT PLANT

2021 OPERATING FORECAST

OPS + MAINTENANCE OVERVIEW

TELECOM



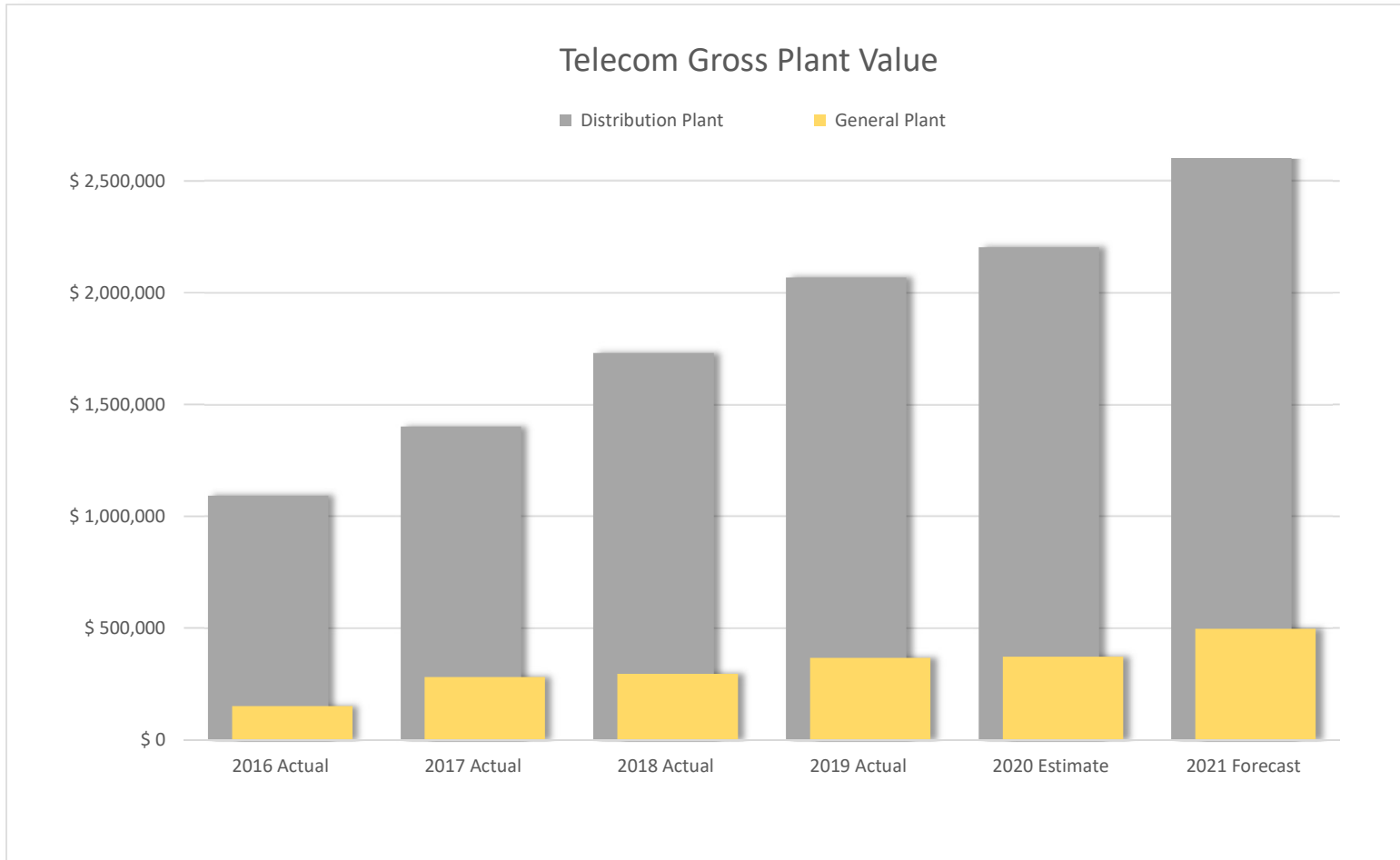
CMLP - CONCORD MUNICIPAL LIGHT PLANT **2021 OPERATING FORECAST**

OPERATIONS + MAINTENANCE **TELECOM**

	Description	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Estimate	2021 Forecast
1	RATIOS OF OPERATING + MAINTENANCE COSTS	100 %	100 %	100 %	100 %	100 %	100 %
2	■ Resource Costs	17 %	20 %	22 %	25 %	22 %	24 %
3	■ Distribution Costs	22 %	10 %	16 %	16 %	16 %	15 %
4	■ Customer Accounts Costs	5 %	4 %	3 %	4 %	4 %	4 %
5	■ Administrative + General Costs	55 %	66 %	59 %	54 %	57 %	57 %
6							
7	OPERATING + MAINTENANCE COSTS	\$ 633,321	\$ 645,391	\$ 824,614	\$ 726,305	\$ 934,869	\$ 1,147,719
8	■ Resource Costs	109,388	129,235	183,432	183,502	209,176	277,576
9	■ Distribution Costs	142,359	65,471	135,225	118,776	152,511	173,121
10	■ Customer Accounts Costs	30,800	23,109	21,471	30,762	36,430	46,936
11	■ Administrative + General Costs	350,773	427,575	484,486	393,265	536,752	650,086
12							
13							
14	TOTAL BASE OPERATING + MAINTENANCE COSTS	\$ 633,321	\$ 645,391	\$ 824,614	\$ 726,305	\$ 934,869	\$ 1,147,719
15							
16	Resource Costs	109,388	129,235	183,432	183,502	209,176	\$ 277,576
17	4-5500.0000 Bandwidth	109,388	129,235	183,432	183,502	209,176	277,576
18							
19	Distribution Costs	142,359	65,471	135,225	118,776	152,511	\$ 173,121
20	4-5810.0000 Line and Station Supplies and Expenses	14,149	8,526	32,028	56,678	55,071	55,621
21	4-5820.0000 Station Expenses	24,465	18,807	29,524	11,285	64,006	73,607
22	4-5860.0000 Meter Expense	9,141	10,345	23,277	16,351	6,243	6,430
23	4-5930.0000 Maintenance of Overhead Lines	41,660	1,009	26,541	16,432	24,229	26,652
24	4-5940.0000 Maintenance of Underground Lines	52,945	26,785	23,854	18,030	2,963	10,811
25							

CMLP - CONCORD MUNICIPAL LIGHT PLANT **2021 OPERATING FORECAST**
OPERATIONS + MAINTENANCE **TELECOM**

	Description	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Estimate	2021 Forecast
26	Customer Accounts Costs	30,800	23,109	21,471	30,762	36,430	\$ 46,936
27	4-9020.0000 Meter Reading	-	-	-	308	-	-
28	4-9030.0000 Accounting, Collection Expense	-	448	-	8,528	24,449	25,182
29	4-9040.0000 Uncollectable Accounts	-	-	1,324	(449)	1,089	655
30	4-9040.0001 Small Balance Write Off	-	-	-	(92)	1	5
31	4-9060.0000 Customer Service and Informational	30,800	21,160	19,329	22,468	10,716	20,895
32	4-9080.0000 Customer Education	-	-	668	-	-	-
33	4-9080.0001 SmartHub Sign Up Credit	-	-	-	-	-	-
34	4-9130.0000 Advertising	-	1,501	150	-	175	200
35							
36	Administrative + General Costs	350,773	427,575	484,486	393,265	536,752	\$ 650,086
37	4-4160.0000 M&J Operating Expenses	-	-	1,710	4,952	4,140	4,773
38	4-9200.0000 Administration & General Salaries	189,544	203,051	205,424	208,898	321,374	421,015
39	4-9200.0002 G & A IS Dept Transfer	29,243	27,080	34,264	362	38,613	39,771
40	4-9210.0000 Office Supplies & Expenses	3,746	2,670	2,760	6,620	27,030	8,565
41	4-9230.0000 Misc Outside Services	15,872	32,727	31,540	32,038	33,613	34,622
42	4-9230.0002 Outside SVS Legal	-	-	-	-	-	-
43	4-9240.0000 Property Insurance	682	-	1,888	1,965	2,608	2,738
44	4-9250.0000 Employee Injuries & Damages	2,600	3,823	3,986	4,185	5,797	6,087
45	4-9260.0000 Employee Pension & Benefits	45,771	71,410	86,304	17,929	52,845	63,502
46	4-9260.0001 Employee Sick Leave	6,746	13,051	7,925	13,798	4,455	9,195
47	4-9260.0002 Employee Vacation & Holiday	29,379	34,184	50,141	40,837	44,494	48,054
48	4-9260.0003 Employee Benefits Training	14,664	21,683	13,270	7,699	1,000	11,663
49	4-9300.0000 Misc General Expense	80	-	-	-	-	-
50	4-9310.0000 Contribution to the Town	-	-	-	-	81	100
51	4-9320.0000 Maint General Plant	16,745	27,403	58,190	72,215	22	-
52	4-9330.0000 Transportation Expense	(4,298)	(9,508)	(12,916)	(10,898)	1,741	-
53	4-9340.0000 Inventory Adjustment	-	-	-	(7,335)	(1,062)	-



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
ANNUAL % CHANGE IN TOTAL PLANT VALUE ↑(↓)	x	441 %	430 %	536 %	1523 %	502 %
■ Distribution Plant	x	354 %	425 %	512 %	1521 %	469 %
■ General Plant	x	87 %	5 %	24 %	2 %	33 %
ANNUAL \$ CHANGE IN TOTAL PLANT VALUE ↑(↓)	x \$	439,314 \$	344,009 \$	407,360 \$	142,647 \$	594,755 \$
■ Distribution Plant	x	308,262	329,530	337,603	135,977	470,285
■ General Plant	x	131,052	14,479	69,757	6,671	124,470
RATIOS OF GROSS PLANT VALUE	100 %	100 %	100 %	100 %	100 %	100 %
■ Distribution Plant	88 %	83 %	85 %	85 %	86 %	84 %
■ General Plant	12 %	17 %	15 %	15 %	14 %	16 %
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
■ General Plant	150,471	281,524	296,003	365,760	372,430	496,900

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CMLP - CONCORD MUNICIPAL LIGHT PLANT

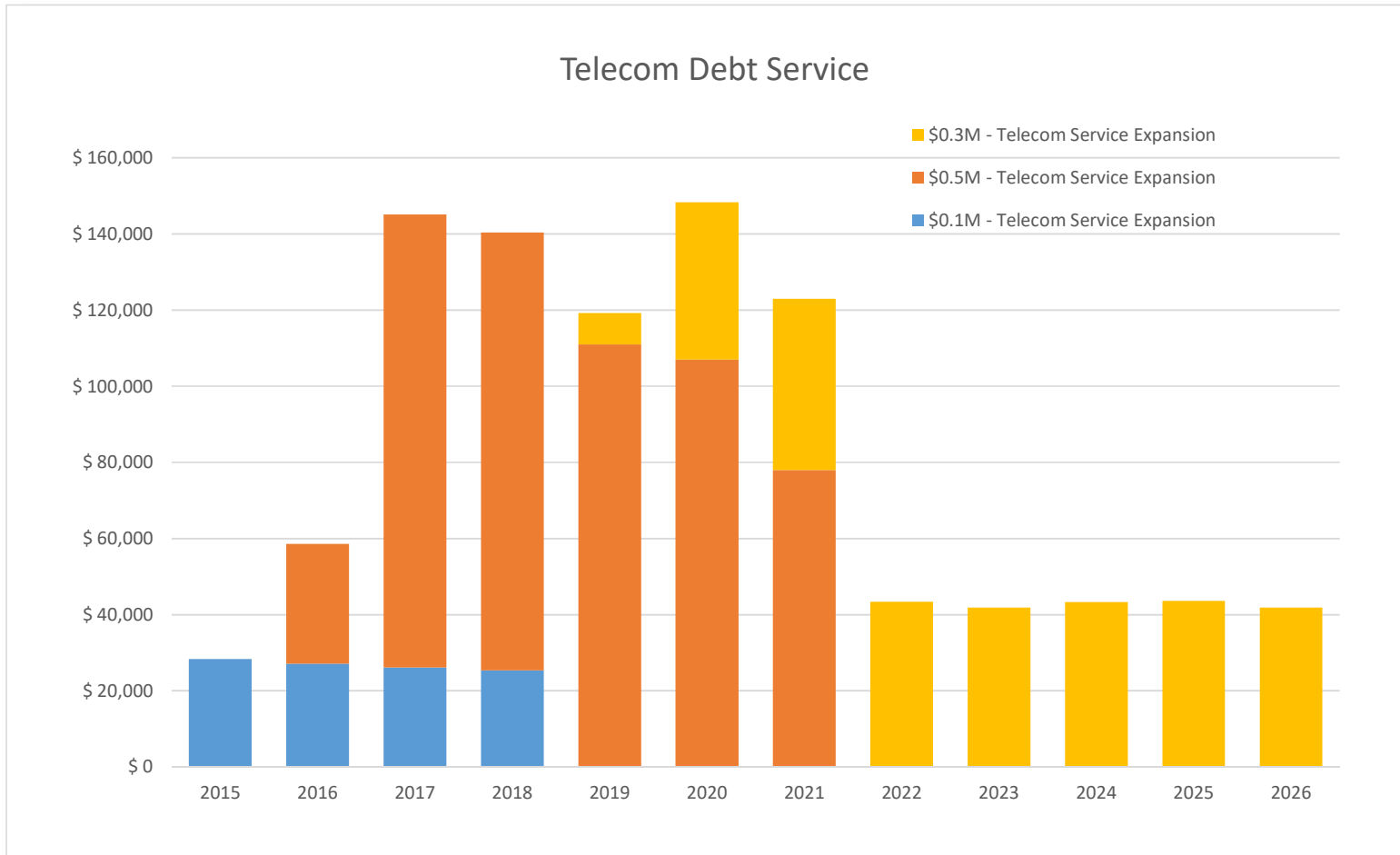
2021 OPERATING FORECAST

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





CMLP - CONCORD MUNICIPAL LIGHT PLANT

2021 OPERATING FORECAST

DEBT SERVICE

TELECOM

	Description	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Estimate	2021 Forecast
1	ANNUAL % CHANGE IN TOTAL DEBT SERVICE EXPENSE ↑(↓)	x	485 %	(24 %)	105 %	246 %	(39 %)
2	■ Debt Service Principle	x	250 %	0 %	(20 %)	125 %	(16 %)
3	■ Debt Service Interest	x	235 %	(24 %)	125 %	121 %	(23 %)
4							
5	ANNUAL \$ CHANGE IN TOTAL DEBT SERVICE EXPENSE ↑(↓)	x \$	86,556 \$	(4,750) \$	(21,160) \$	29,060 \$	(25,375) \$
6	■ Debt Service Principle	x	75,000	-	(25,000)	25,000	(20,000)
7	■ Debt Service Interest	x	11,556	(4,750)	3,840	4,060	(5,375)
8							
9	RATIOS OF DEBT SERVICE EXPENSE BY OBLIGATION	100 %	100 %	100 %	100 %	100 %	100 %
10	\$100,000 Bond Fund 6/2014-6/2018	46 %	18 %	18 %	0 %	0 %	0 %
11	\$500,000 BOND 5/16-9/21	54 %	82 %	82 %	93 %	87 %	84 %
12	\$338,000 BOND 6/19-6/29	0 %	0 %	0 %	7 %	13 %	16 %
13							
14	TOTAL DEBT SERVICE EXPENSE BY OBLIGATION	\$ 58,569	\$ 145,125	\$ 140,375	\$ 119,215	\$ 123,275	\$ 92,900
15	\$100,000 Bond Fund 6/2014-6/2018	27,125	26,125	25,375	-	-	-
16	\$500,000 BOND 5/16-9/21	31,444	119,000	115,000	111,000	107,000	78,000
17	\$338,000 BOND 6/19-6/29	-	-	-	8,215	16,275	14,900
18							
19	RATIOS OF DEBT SERVICE EXPENSE BY TYPE	100 %	100 %	100 %	100 %	100 %	100 %
20	■ Debt Service Principle	85 %	86 %	89 %	84 %	84 %	85 %
21	■ Debt Service Interest	15 %	14 %	11 %	16 %	16 %	15 %
22							
23	TOTAL DEBT SERVICE EXPENSE BY TYPE	\$ 58,569	\$ 145,125	\$ 140,375	\$ 119,215	\$ 148,275	\$ 122,900
24	■ Debt Service Principle	50,000	125,000	125,000	100,000	125,000	105,000
25	■ Debt Service Interest	8,569	20,125	15,375	19,215	23,275	17,900
26							

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 ■ General Plant	475,000	463,500	477,000	491,500	506,000	521,500
	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	-	-	-	-	-	-

