

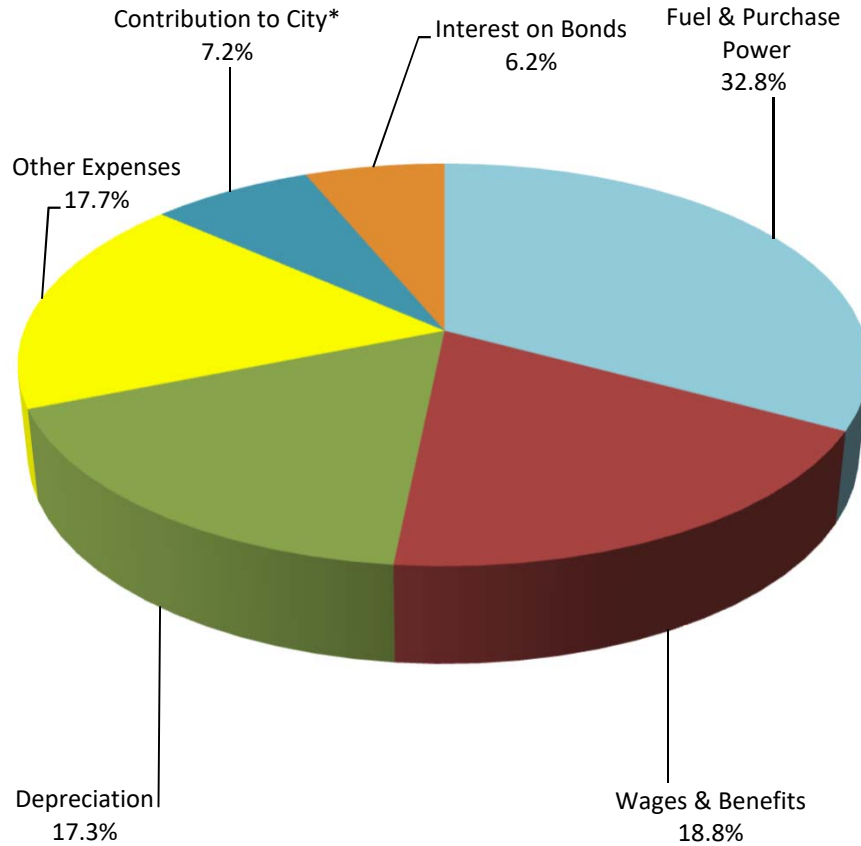
# Holland Board of Public Works

*Fiscal Year 2021  
Annual Budget*

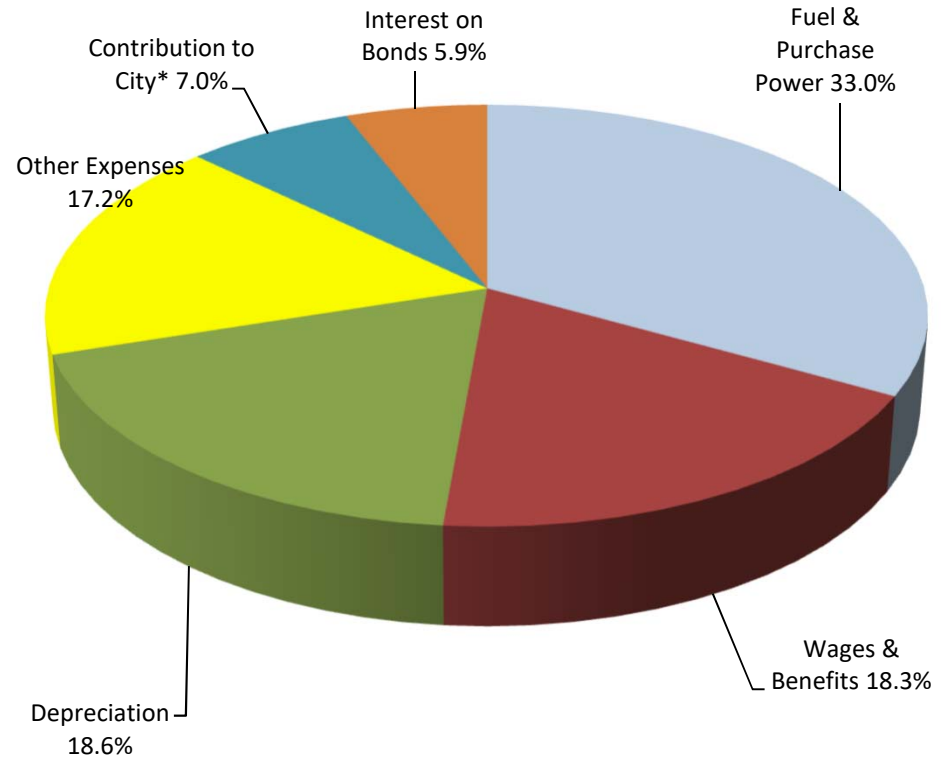


# HOLLAND BOARD OF PUBLIC WORKS

**Fiscal Year 2021 Expense Budget - \$ 110,209,160**



**Fiscal Year 2020 Expense Budget - \$110,124,981**



\* Contributions to City equals average of three calendar year Electric sales @ 6.25% plus 50% of Wholesale marginal net revenues

Holland Board of Public Works  
Budget Year 2021  
Total Combined Expenses

	<u>Actual FY 2019</u>	<u>Forecast FY 2020</u>	<u>Proposed FY20 Budget</u>	<u>Proposed FY21 Budget</u>	<u>% FY 21 Vs. FY20 Budget</u>	<u>\$ FY21 vs. FY20 Budget</u>
<b>Major Expense Items:</b>						
Fuel and Purchased Power	\$ 33,621,308	\$ 33,424,892	\$ 36,465,950	\$ 36,198,491	(0.73%)	(267,459)
Salaries and Wages	13,261,634	14,093,727	14,214,493	14,919,412	4.96%	704,918
MERS Employer Contribution	1,836,050	2,313,450	2,466,544	2,268,805	(8.02%)	(197,739)
Health Insurance	2,013,778	1,998,861	2,156,401	2,127,832	(1.32%)	(28,570)
Soc. Sec., Life Ins., LTD, STD	1,098,408	1,222,547	1,305,954	1,366,201	4.61%	60,247
Interest on Bonds	6,595,257	6,527,668	6,462,916	6,880,583	6.46%	417,667
Contribution to City	6,606,000	6,630,415	6,713,748	6,591,621	(1.82%)	(122,127)
Contribution to City (Electric Wholesale Revenue)	-	1,025,861	942,528	1,377,279	46.13%	434,751
Depreciation	19,141,255	19,359,280	19,551,739	18,034,227	(7.76%)	(1,517,512)
Depreciation Contributed Capital	955,582	951,210	953,425	986,389	3.46%	32,964
Extraordinary Items	758,644	(22,000)	-	-	0.00%	-
Landfill Closure Costs	2,137	-	326,016	-	(100.00%)	(326,016)
<b>Sum of Major Expenses</b>	<b>\$ 85,890,052</b>	<b>\$ 87,525,910</b>	<b>\$ 91,559,714</b>	<b>\$ 90,750,839</b>	<b>(0.88%)</b>	<b>\$ (808,875.09)</b>
<b>Detail of Expense Items:</b>						
Maintenance Supplies / Services	5,121,424	6,018,931	5,786,136	6,288,697	8.69%	502,561
Other Outside Services	659,104	664,627	563,161	644,071	14.37%	80,910
Conservation Program - Electric	1,087,662	1,150,000	1,150,000	1,150,000	0.00%	-
Chemicals - PP/WFP/WWTP	1,450,648	1,499,797	1,386,673	1,404,182	1.26%	17,509
Property/Liability Ins. And Claims Paid	1,191,702	1,336,571	1,459,232	1,351,332	(7.39%)	(107,900)
Production Electricity	885,236	933,453	1,000,240	1,003,649	0.34%	3,409
Bio-Solids Disposal - WWTP	1,041,772	1,004,635	1,037,850	1,170,940	12.82%	133,090
Tree Trimming	882,293	835,545	848,565	877,565	3.42%	29,000
Legal/Professional and Consulting	1,205,899	762,026	925,982	821,979	(11.23%)	(104,003)
Education and Training	468,519	477,185	531,987	556,858	4.68%	24,871
Computer Software / Service Fees	736,695	664,024	671,970	708,956	5.50%	36,986
Electrical System Supplies/Maintenance	389,210	288,935	427,150	430,150	0.70%	3,000
Production Water PP/WFP/WWTP	581,633	533,701	527,600	550,000	4.25%	22,400
Vehicles	239,210	266,288	271,157	272,017	0.32%	860
Facilities Gas Heating	94,570	88,251	96,909	97,757	0.88%	848
Electric Subs O & M	64,447	234,584	168,700	153,600	(8.95%)	(15,100)
Facilities Electric	214,564	233,581	231,330	219,500	(5.11%)	(11,830)
Postage	140,927	160,270	178,317	153,276	(14.04%)	(25,041)
Safety	139,821	182,400	175,767	175,535	(0.13%)	(232)
Corporate Memberships	161,434	165,435	173,686	174,752	0.61%	1,066
Facilities Expense	179,722	310,947	306,494	366,792	19.67%	60,298
Operating Permit and Fees	80,670	121,474	109,841	99,465	(9.45%)	(10,376)
Telephone	153,004	140,992	131,505	141,384	7.51%	9,879
Computer Hardware Maintenance	78,027	103,253	102,250	105,100	2.79%	2,850
Uncollectables	(5,306)	10,000	50,000	10,000	(80.00%)	(40,000)
Promised Funds	54,601	54,843	86,000	86,000	0.00%	-
<b>Subtotal of Expenses</b>	<b>\$ 17,297,489</b>	<b>\$ 18,241,747</b>	<b>\$ 18,398,502</b>	<b>\$ 19,013,557</b>	<b>3.34%</b>	<b>615,055</b>
<b>All Other Remaining Expenses</b>	<b>466,882</b>	<b>290,684</b>	<b>166,765</b>	<b>444,764</b>	<b>166.70%</b>	<b>277,999</b>
<b>Grand Total BPW Expenses</b>	<b>103,654,423</b>	<b>106,058,341</b>	<b>110,124,981</b>	<b>110,209,160</b>	<b>0.08%</b>	<b>84,179</b>
Less Fuel and PP	70,033,115	72,633,449	73,659,031	74,010,669	0.48%	351,638

Holland Board Of Public Works  
Budget Year 2021  
Proforma Statement Combined

Year Ended June 30

	Actual FY 2019	Forecast FY 2020	Budgeted FY 2020	Proposed FY 2021	% FY21 vs. FY20 Budget	\$ FY21 vs. FY20 Budget	% FY21 vs. FY20 Forecast	\$ FY21 vs. FY20 Forecast
<b>Operating Revenues</b>								
Retail Sales	\$ 116,335,498	\$ 115,598,570	\$ 116,338,749	\$ 119,145,894	2.41%	\$ 2,807,145	3.07%	\$ 3,547,324
Wholesale Sales	5,591,836	6,840,979	6,923,105	6,164,549	(11.0)%	\$ (758,556)	(9.9)%	\$ (676,430)
Surcharges	2,488,783	2,399,365	2,100,000	2,100,000	0.00%	\$ -	(12.5)%	\$ (299,365)
Energy Optimization Charge	1,327,930	1,404,492	1,449,094	1,452,950	0.27%	\$ 3,856	3.45%	\$ 48,458
Broadband Revenue	1,642,495	1,667,076	1,644,594	1,683,032	2.34%	\$ 38,438	0.96%	\$ 15,956
Other Revenues	1,353,024	1,473,353	893,500	1,088,992	21.88%	\$ 195,492	(26.1)%	\$ (384,361)
Street Lighting	760,193	704,745	694,041	724,832	4.44%	\$ 30,791	2.85%	\$ 20,087
Fire Protection	321,826	320,730	310,266	321,262	3.54%	\$ 10,996	0.17%	\$ 532
Pollution Control Fees	102,928	109,246	110,000	110,000	0.00%	\$ -	0.69%	\$ 754
<i>Additional Revenues</i>	-	-	457,074	194,322	(57.5)%	\$ (262,752)	0.00%	\$ 194,322
<b>Total Operating Revenues</b>	<b>\$ 129,924,513</b>	<b>\$ 130,518,556</b>	<b>\$ 130,920,423</b>	<b>\$ 132,985,833</b>	<b>1.58%</b>	<b>\$ 2,065,410</b>	<b>1.89%</b>	<b>\$ 2,467,277</b>
<b>Operating Expenses</b>								
Purchased Power	\$ 7,637,448	\$ 13,883,658	\$ 17,126,446	\$ 16,975,362	(0.9)%	\$ (151,084)	22.27%	\$ 3,091,704
Fuel	21,058,485	15,809,479	13,661,599	13,126,815	(3.9)%	\$ (534,784)	(17.0)%	\$ (2,682,664)
External Resources Debt and O & M	4,941,900	5,319,008	5,695,905	6,109,314	7.26%	\$ 413,409	14.86%	\$ 790,306
Non Fuel Production and Maintenance (Electric)	9,649,623	9,025,875	9,289,381	9,365,375	0.82%	\$ 75,994	3.76%	\$ 339,500
Treatment Operations and Maintenance WasteWater)	3,381,966	3,483,239	3,524,477	3,708,843	5.23%	\$ 184,367	6.48%	\$ 225,604
Operations Productions and Maintenance (Water)	1,260,283	1,424,207	1,455,181	1,598,894	9.88%	\$ 143,714	12.27%	\$ 174,687
Operations and Maintenance (Broadband)	851,590	1,011,169	947,774	921,851	(2.7)%	\$ (25,923)	(8.8)%	\$ (89,317)
Distribution (Electric)	4,761,537	5,242,070	5,242,155	5,498,901	4.90%	\$ 256,746	4.90%	\$ 256,831
Collections Operations and Maintenance (WasteWater)	770,493	782,087	792,514	849,873	7.24%	\$ 57,359	8.67%	\$ 67,786
Distribution Operations and Maintenance (Water)	1,133,926	1,634,583	1,433,184	1,805,685	25.99%	\$ 372,501	10.47%	\$ 171,102
Conservation (Electric)	1,310,386	1,387,085	1,399,886	1,403,332	0.25%	\$ 3,446	1.17%	\$ 16,247
Chemical and Power ( WasteWater)	1,606,468	1,550,988	1,546,508	1,595,500	3.17%	\$ 48,992	2.87%	\$ 44,512
Chemical and Power (Water)	581,516	657,281	660,865	654,191	(1.0)%	\$ (6,674)	(0.5)%	\$ (3,090)
Administrative and General	10,659,382	11,940,775	12,674,727	12,715,099	0.32%	\$ 40,371	6.48%	\$ 774,324
Depreciation	19,141,255	19,359,280	19,551,739	18,034,227	(7.8)%	\$ (1,517,512)	(6.8)%	\$ (1,325,053)
Depreciation Contributed Capital	955,582	951,210	953,425	986,389	3.46%	\$ 32,964	3.70%	\$ 35,179
<b>Total Operating Expenses inc. Cont. Capital</b>	<b>\$ 89,701,838</b>	<b>\$ 93,461,994</b>	<b>\$ 95,955,765</b>	<b>\$ 95,349,652</b>	<b>(0.6)%</b>	<b>\$ (606,113)</b>	<b>2.02%</b>	<b>\$ 1,887,659</b>
<b>Total Operating Expenses excluding Cont. Capital</b>	<b>\$ 88,746,256</b>	<b>\$ 92,510,784</b>	<b>\$ 95,002,340</b>	<b>\$ 94,363,263</b>	<b>(0.7)%</b>	<b>\$ (639,077)</b>	<b>2.00%</b>	<b>\$ 1,852,480</b>
<b>Operating Income inc. Cont. Capital</b>	<b>\$ 40,222,675</b>	<b>\$ 37,056,562</b>	<b>\$ 34,964,658</b>	<b>\$ 37,636,181</b>	<b>7.64%</b>	<b>\$ 2,671,523</b>	<b>1.56%</b>	<b>\$ 579,618</b>
<b>Operating Income excluding Cont. Capital</b>	<b>\$ 41,178,257</b>	<b>\$ 38,007,772</b>	<b>\$ 35,918,083</b>	<b>\$ 38,622,570</b>	<b>7.53%</b>	<b>\$ 2,704,487</b>	<b>1.62%</b>	<b>\$ 614,797</b>
<b>Non-Operating Revenue(Expenses)</b>								
Grant Revenue	\$ -	\$ -	\$ -	\$ -	0.00%	\$ -	0.00%	\$ -
Investment Earnings	3,317,165	2,112,131	2,928,995	3,300,000	12.67%	\$ 371,005	56.24%	\$ 1,187,869
Trunkage and Assessments	336,236	218,107	192,000	252,000	31.25%	\$ 60,000	15.54%	\$ 33,893
Other Income(Expense)	283,669	204,873	166,722	1,066,728	539.82%	\$ 900,006	420.68%	\$ 861,856
Bond Interest Expense	(6,594,400)	(6,527,668)	(6,462,916)	(6,658,583)	3.03%	\$ (195,667)	2.01%	\$ (130,915)
Bond Issuance Expense	(857)	-	-	(222,000)	0.00%	\$ (222,000)	0.00%	\$ (222,000)
Contribution to City	(6,606,000)	(6,630,415)	(6,713,748)	(6,591,621)	(1.8)%	\$ 122,127	(0.6)%	\$ 38,794
Contribution to City ( Electric Wholesale Net Sales)	-	(1,025,861)	(942,528)	(1,377,279)	46.13%	\$ (434,751)	34.26%	\$ (351,418)
<b>Total Non-Operating Revenue(Expenses)</b>	<b>\$ (9,264,186)</b>	<b>\$ (11,648,834)</b>	<b>\$ (10,831,475)</b>	<b>\$ (10,230,755)</b>	<b>(5.5)%</b>	<b>\$ 600,720</b>	<b>(12.2)%</b>	<b>\$ 1,418,079</b>
<b>Net Income inc. Cont. Capital</b>	<b>\$ 30,958,489</b>	<b>\$ 25,407,729</b>	<b>\$ 24,133,183</b>	<b>\$ 27,405,426</b>	<b>13.56%</b>	<b>\$ 3,272,243</b>	<b>7.86%</b>	<b>\$ 1,997,697</b>
<b>Net Income excluding Cont. Capital</b>	<b>\$ 31,914,071</b>	<b>\$ 26,358,939</b>	<b>\$ 25,086,608</b>	<b>\$ 28,391,815</b>	<b>13.18%</b>	<b>\$ 3,305,207</b>	<b>7.71%</b>	<b>\$ 2,032,876</b>
Contingency 10% by Fund								
Electric				\$ 7,412,221				
Broadband				\$ 146,267				
Water				\$ 799,752				
WasteWater				\$ 1,176,726				

**Holland Board of Public Works**  
**Budget Year 2021**  
**Proforma Statement Electric Utility**

	<u>Actual FY 2019</u>	<u>Forecast FY 2020</u>	<u>Budgeted FY 2020</u>	<u>Proposed FY 2021</u>	<u>% FY21 vs. FY20 Budget</u>	<u>\$ FY21 vs. FY20 Budget</u>	<u>% FY21 vs. FY20 Forecast</u>	<u>\$ FY21 vs. FY20 Forecast</u>
<i>Year Ended June 30</i>								
<b>Operating Revenues</b>								
Total Retail Sales	\$ 101,878,850	\$ 100,327,014	\$ 101,331,102	\$ 101,754,758	0.4%	\$ 423,656	1.4%	\$ 1,427,744
Wholesale Sales	677,000	1,886,803	1,885,045	1,834,115	-2.7%	\$ (50,930)	-2.8%	\$ (52,688)
Street Lighting	760,193	704,745	694,041	724,832	4.4%	\$ 30,791	2.9%	\$ 20,087
Energy Optimization Charge	1,327,930	1,404,492	1,449,094	1,452,950	0.3%	\$ 3,856	3.5%	\$ 48,458
Other Revenues	1,003,968	1,150,349	645,000	828,092	28.4%	\$ 183,092	-28.0%	\$ (322,257)
<i>Additional Revenues</i>	-	-	24,631	48,029	95.0%	\$ 23,398	0.0%	\$ 48,029
<b>Total Operating Revenues</b>	<b>\$ 105,647,942</b>	<b>\$ 105,473,404</b>	<b>\$ 106,028,913</b>	<b>\$ 106,642,776</b>	<b>0.6%</b>	<b>\$ 613,863</b>	<b>1.1%</b>	<b>\$ 1,169,372</b>
<b>Operating Expenses</b>								
Purchased Power	\$ 7,637,448	\$ 13,883,658	\$ 17,126,446	\$ 16,975,362	-0.9%	\$ (151,084)	22.3%	\$ 3,091,704
Fuel	21,058,485	15,809,479	13,661,599	13,126,815	-3.9%	\$ (534,784)	-17.0%	\$ (2,682,664)
External Resource Debt and O & M	4,941,900	5,319,008	5,695,905	6,109,314	7.3%	\$ 413,409	14.9%	\$ 790,306
Non Fuel Production and Maintenance	9,649,623	9,025,875	9,289,381	9,365,375	0.8%	\$ 75,994	3.8%	\$ 339,500
Distribution	4,761,537	5,242,070	5,242,155	5,498,901	4.9%	\$ 256,746	4.9%	\$ 256,831
Conservation Electric	1,310,386	1,387,085	1,399,886	1,403,332	0.2%	\$ 3,446	1.2%	\$ 16,247
Administrative and General	7,029,228	8,037,854	8,572,614	8,324,673	-2.9%	\$ (247,940)	3.6%	\$ 286,819
Depreciation	14,978,941	14,965,301	15,129,764	13,318,439	-12.0%	\$ (1,811,325)	-11.0%	\$ (1,646,862)
<b>Total Operating Expenses</b>	<b>\$ 71,367,547</b>	<b>\$ 73,670,329</b>	<b>\$ 76,117,750</b>	<b>\$ 74,122,212</b>	<b>-2.6%</b>	<b>\$ (1,995,538)</b>	<b>0.6%</b>	<b>\$ 451,882</b>
<b>Operating Income</b>	<b>\$ 34,280,395</b>	<b>\$ 31,803,074</b>	<b>\$ 29,911,163</b>	<b>\$ 32,520,564</b>	<b>8.7%</b>	<b>\$ 2,609,401</b>	<b>2.3%</b>	<b>\$ 717,490</b>
Investment Earnings	\$ 2,812,769	\$ 1,847,985	\$ 2,485,524	\$ 2,970,000	19.5%	\$ 484,476	60.7%	\$ 1,122,015
Other Income (Expense)	715,823	202,613	166,722	166,728	0.0%	\$ 6	-17.7%	\$ (35,885)
Bond Interest Expense	(5,977,474)	(5,960,258)	(5,915,709)	(5,946,138)	0.5%	\$ (30,429)	-0.2%	\$ 14,120
Bond Issuance Expense	(436)	-	-	-	0.0%	\$ -	0.0%	\$ -
Contribution to City	(6,606,000)	(6,630,415)	(6,713,748)	(6,591,621)	-1.8%	\$ 122,127	-0.6%	\$ 38,794
Contribution to City (Electric Wholesale Net Sales)	-	(1,025,861)	(942,528)	(1,377,279)	46.1%	\$ (434,751)	34.3%	\$ (351,418)
<b>Total Non-Operating Revenues/(Expenses)</b>	<b>\$ (9,055,318)</b>	<b>\$ (11,565,936)</b>	<b>\$ (10,919,739)</b>	<b>\$ (10,778,310)</b>	<b>-1.3%</b>	<b>\$ 141,429</b>	<b>-6.8%</b>	<b>\$ 787,626</b>
<b>Net Income</b>	<b>\$ 25,225,077</b>	<b>\$ 20,237,138</b>	<b>\$ 18,991,424</b>	<b>\$ 21,742,254</b>	<b>14.5%</b>	<b>\$ 2,750,830</b>	<b>7.4%</b>	<b>\$ 1,505,116</b>

**Holland Board of Public Works**  
**Budget Year 2021**  
**Revenue Analysis Electric Utility**

	<u>Actual FY 2019</u>	<u>Forecast FY 2020</u>	<u>Budgeted FY 2020</u>	<u>Proposed FY 2021</u>	<u>% FY21 vs. FY20 Budget</u>	<u>\$ FY21 vs. FY20 Budget</u>
<b>Revenues</b>						
Residential	\$ 20,962,065	\$ 21,055,034	\$ 20,915,661	\$ 21,173,493	1.2%	\$ 257,832
<i>Additional Revenue</i>	0	0	0	0	0.0%	0
Commercial	31,397,309	31,212,182	31,650,547	32,561,632	2.9%	\$ 911,085
<i>Additional Revenue</i>	0	0	0	0	0.0%	0
Industrial	49,519,477	48,059,798	48,764,894	48,019,633	(1.5%)	\$ (745,261)
<i>Additional Revenue</i>	0	0	0	0	0.0%	0
Wholesale Sales	677,000	1,886,803	1,885,045	1,834,115	(2.7%)	\$ (50,930)
Energy Optimization Charge	1,327,930	1,404,492	1,449,094	1,452,950	0.3%	\$ 3,856
<i>Additional Revenue</i>	0	0	0	0	0.0%	0
Street Lighting	760,193	704,745	694,041	724,832	4.4%	\$ 30,791
<i>Additional Revenue</i>	0	0	24,631	48,029	95.0%	23,398
Other Revenues	1,003,968	1,150,349	645,000	828,092	28.4%	\$ 183,092
<b>Total Sales Revenues</b>	<b>\$ 105,647,942</b>	<b>\$ 105,473,404</b>	<b>\$ 106,028,913</b>	<b>\$ 106,642,776</b>	<b>0.6%</b>	<b>\$ 613,863</b>
<b>Non-Operating Revenues</b>						
Investment Earnings	\$ 2,812,769	\$ 1,847,985	\$ 2,485,524	\$ 2,970,000	19.5%	\$ 484,476
<b>Total Non-Operating Revenue</b>	<b>\$ 2,812,769</b>	<b>\$ 1,847,985</b>	<b>\$ 2,485,524</b>	<b>\$ 2,970,000</b>	<b>19.5%</b>	<b>\$ 484,476</b>
<b>Total Revenue</b>	<b>\$ 108,460,711</b>	<b>\$ 107,321,389</b>	<b>\$ 108,514,437</b>	<b>\$ 109,612,776</b>	<b>1.0%</b>	<b>\$ 1,098,339</b>
<b>KWH Sales</b>						
Residential	176,234,313	177,309,920	173,868,186	176,067,783	1.3%	2,199,597
Commercial	319,488,838	325,327,004	327,101,449	325,047,340	(0.6%)	(2,054,109)
Industrial	604,769,486	603,963,448	604,945,141	606,257,270	0.2%	1,312,129
<b>Total KWH Sales</b>	<b>1,100,492,637</b>	<b>1,106,600,372</b>	<b>1,105,914,776</b>	<b>1,107,372,393</b>	<b>0.1%</b>	<b>1,457,617</b>

	<u>Actual FY 2019</u>	<u>Forecast FY 2020</u>	<u>Budgeted FY 2020</u>	<u>Proposed FY 2021</u>
<b>Total Cost</b>	<b>\$ 33,620,909</b>	<b>\$ 33,441,813</b>	<b>\$ 36,824,679</b>	<b>\$ 36,185,783</b>
Energy (MWH)				
Holland Combined Cycle	873,025	637,997	680,455	693,583
Belle River	192,606	154,459	216,868	185,051
Campbell 3	80,809	65,286	73,703	72,751
CT's	37,763	17,200	-	-
Fremont	28,822	19,311	20,356	23,014
Renewables	128,652	142,727	149,505	154,325
Non-Renewables	(206,571)	(93,243)	(9,205)	1,312
<b>Total</b>	<b>1,135,106</b>	<b>943,737</b>	<b>1,131,682</b>	<b>1,130,036</b>
Energy Expenses				
Holland Combined Cycle	19,559,197	15,257,716	13,643,599	13,113,815
Belle River	4,418,138	4,232,016	5,135,135	4,263,413
Campell # 3	1,942,364	1,752,285	1,783,230	1,786,687
CT's	1,482,364	542,639	-	-
Fremont	990,382	629,542	665,710	670,988
Transmission Services Costs	(659,877)	(359,532)	296,667	172,631
Purchases Renewables	6,438,184	9,503,677	9,927,161	10,058,070
Purchases Non-Renewables	(5,491,744)	(3,435,538)	(322,729)	10,865
<b>Total Energy Costs</b>	<b>28,679,009</b>	<b>28,122,805</b>	<b>31,128,774</b>	<b>30,076,469</b>
Average Energy Costs	\$ 25.27	\$ 29.80	\$ 27.51	\$ 26.62
Capacity expenses				
Belle River	2,443,364	2,710,138	2,876,060	3,342,480
Campell # 3	2,100,853	2,111,668	2,202,693	2,184,234
Fremont	397,683	497,202	617,153	582,600
<b>Total Capacity</b>	<b>4,941,900</b>	<b>5,319,008</b>	<b>5,695,905</b>	<b>6,109,314</b>
Holland CC	22.40	23.92	20.05	18.91
% Change				
CT'S	39.25	31.55	0.00%	0.00%
% Change		(66.01%)	(100.00%)	0.00%
Purchases				
Renewables	50.04	66.59	66.40	65.17
% Change		7.59%	(0.28%)	(1.85%)
Non-Renewables	26.59	36.84	35.06	8.28
% Change		(18.46%)	(4.84%)	(76.38%)
Campbell 3	24.04	26.84	24.19	24.56
% Change		7.57%	(9.86%)	1.50%
Belle River	22.94	27.40	23.68	23.04
% Change		10.63%	(13.58%)	(2.70%)
Fremont	34.36	32.60	32.70	29.16
% Change		(13.70%)	0.32%	(10.85%)

**Holland Board of Public Works  
Budget Year 2021  
Renewable Purchased Power**

	<b><u>Actual FY 2019</u></b>	<b><u>Forecast FY 2020</u></b>	<b><u>Budgeted FY 2020</u></b>	<b><u>Proposed FY 2021</u></b>
Energy (MWH)				
Landfill	43,638	45,668	45,163	47,649
Wind	85,014	97,059	104,342	102,387
Solar	-	-	-	4,289
<b>Total</b>	<b>128,652</b>	<b>142,727</b>	<b>149,505</b>	<b>154,325</b>
Energy Expenses (\$)				
Landfill	4,167,907	4,362,885	4,424,090	4,448,028
Wind	2,270,277	5,306,612	5,503,070	5,422,427
Solar	-	-	-	187,615
REC Credits	(369,987)	(231,306)	-	-
<b>Total</b>	<b>6,068,197</b>	<b>9,438,191</b>	<b>9,927,160</b>	<b>10,058,070</b>
Average Energy Costs	\$ 47	\$ 66	\$ 66	\$ 65
Landfill Gas Average Energy Costs	\$ 96	\$ 96	\$ 98	\$ 93
Wind Average Energy Costs	\$ 27	\$ 55	\$ 53	\$ 53
Solar Average Energy Costs	\$ -	\$ -	\$ -	\$ 44



**Holland Board of Public Works  
Budget Year 2021  
Proforma Statement Broadband**

Year Ended June 30

	<u>Actual FY 2019</u>	<u>Forecast FY 2020</u>	<u>Budgeted FY 2020</u>	<u>Proposed FY 2021</u>	<u>% FY 21 vs. FY20 Budget</u>	<u>\$ FY21 vs. FY20 Budget</u>	<u>% FY21 vs. FY20 Forecast</u>	<u>\$ FY21 vs. FY20 Forecast</u>
<b>Operating Revenues</b>								
Active Ethernet	\$ 783,333	\$ 762,531	\$ 730,446	\$ 765,600	4.8%	\$ 35,154	0.4%	\$ 3,069
Broadband Monthly	722,847	735,693	746,148	737,832	-1.1%	(8,316)	0.3%	2,139
Shared GB Install/Monthly	136,315	168,853	168,000	179,600	6.9%	11,600	6.4%	10,747
Other Revenues	(3,289)	11,871	-	7,200	0.0%	7,200	-39.4%	(4,671)
<b>Total Operating Revenues</b>	<b>\$ 1,639,206</b>	<b>\$ 1,678,947</b>	<b>\$ 1,644,594</b>	<b>\$ 1,690,232</b>	<b>2.8%</b>	<b>\$ 45,638</b>	<b>0.7%</b>	<b>\$ 11,285</b>
<b>Operating Expenses</b>								
Operations and Maintenance	\$ 851,590	\$ 1,011,169	\$ 947,774	\$ 921,851	-2.7%	\$ (25,923)	-8.8%	\$ (89,317)
Administrative and General	260,933	270,592	282,145	271,423	-3.8%	(10,722)	0.3%	832
Depreciation	202,764	228,498	214,234	269,399	25.7%	55,165	17.9%	40,901
<b>Total Operating Expenses</b>	<b>\$ 1,315,287</b>	<b>\$ 1,510,258</b>	<b>\$ 1,444,153</b>	<b>\$ 1,462,674</b>	<b>1.3%</b>	<b>\$ 18,520</b>	<b>-3.2%</b>	<b>\$ (47,585)</b>
<b>Operating Income</b>	<b>\$ 323,919</b>	<b>\$ 168,689</b>	<b>\$ 200,441</b>	<b>\$ 227,558</b>	<b>13.5%</b>	<b>\$ 27,118</b>	<b>34.9%</b>	<b>\$ 58,869</b>
<b>Non-Operating Revenues</b>								
Investment Earnings	\$ 161	\$ 2,851	\$ -	\$ -	0.0%	\$ -	-100.0%	\$ (2,851)
Other Income/(Expense)	-	-	-	-	0.0%	-	0.0%	-
Bond Interest Expense	(2,231)	(4,488)	(4,602)	(3,459)	-24.8%	1,143	-22.9%	1,029
Bond Issuance Fee	-	-	-	-	0.0%	-	0.0%	-
<b>Total Non-Operating Expenses</b>	<b>\$ (2,069)</b>	<b>\$ (1,637)</b>	<b>\$ (4,602)</b>	<b>\$ (3,459)</b>	<b>-24.8%</b>	<b>\$ 1,143</b>	<b>111.3%</b>	<b>\$ (1,822)</b>
<b>Net Income</b>	<b>\$ 321,850</b>	<b>\$ 167,052</b>	<b>\$ 195,839</b>	<b>\$ 224,099</b>	<b>14.4%</b>	<b>\$ 28,261</b>	<b>34.1%</b>	<b>\$ 57,047</b>

**Holland Board of Public Works**  
**Budget Year 2021**  
**Revenue Analysis: Broadband**

	<u>Actual FY 2019</u>	<u>Forecast FY 2020</u>	<u>Budgeted FY 2020</u>	<u>Proposed FY 2021</u>	<u>% FY 21 vs. FY 20</u> <u>Budget</u>	<u>\$ FY 21 vs. FY 20</u> <u>Budget</u>
<b>Operating Revenues</b>						
Broadband Install Revenue	\$ 67,687	\$ 22,197	\$ 25,050	\$ 21,600	(13.77)%	\$ (3,450)
Broadband Monthly	1,438,493	1,476,027	1,450,512	1,481,832	2.2%	\$ 31,320
Shared GB Install/Monthly	136,315	168,853	168,000	179,600	6.9%	\$ 11,600
Other Revenues	(3,289)	11,871	1,032	7,200	597.7%	\$ 6,168
<b>Total Operating Revenues</b>	<b>\$ 1,639,206</b>	<b>\$ 1,678,947</b>	<b>\$ 1,644,594</b>	<b>\$ 1,690,232</b>	<b>2.8%</b>	<b>\$ 45,638</b>
<b>Non-Operating Revenues</b>						
Investment Earnings	\$ 161	\$ 2,851	\$ -	\$ -	0.0%	\$ -
<b>Total Revenue</b>	<b>\$ 1,639,367</b>	<b>\$ 1,681,798</b>	<b>\$ 1,644,594</b>	<b>\$ 1,690,232</b>	<b>2.8%</b>	<b>\$ 45,638</b>
Subscribed Bandwidth (MBPS)	23,301	24,044	24,044	26,337	9.5%	2,293
Dark Fiber Lease (Strand Feet)	1,882,421	1,942,960	1,942,960	1,908,064	(1.80)%	(34,896)
Shared Gigabit Customer Count	103	175	175	187	6.9%	12

**Holland Board of Public Works**  
**Budget Year 2021**  
**Proforma Statement Water Utility**

Year Ended June 30

	<u>Actual FY 2019</u>	<u>Forecast FY 2020</u>	<u>Budgeted FY 2020</u>	<u>Proposed FY 2021</u>	<u>% FY21 vs. FY20 Budget</u>	<u>\$ FY21 vs. FY20 Budget</u>	<u>% FY21 vs. FY20 Forecast</u>	<u>\$ FY21 vs. FY20 Forecast</u>
<b>Operating Revenues</b>								
Total Retail Sales	\$ 7,518,226	\$ 7,895,561	\$ 7,939,197	\$ 10,049,266	26.6%	\$ 2,110,069	27.3%	\$ 2,153,705
Wholesale Sales	2,640,193	2,576,050	2,659,934	1,907,127	(28.30)%	\$ (752,807)	(25.97)%	\$ (668,923)
Fire Protection and Hydrant Sales	321,826	320,730	310,266	321,262	3.5%	\$ 10,996	0.2%	\$ 532
Other Revenues	311,421	241,141	198,000	193,500	(2.27)%	\$ (4,500)	(19.76)%	\$ (47,641)
<i>Additional Revenues</i>	-	-	160,787	(139,703)	(186.89)%	\$ (300,490)	0.0%	\$ (139,703)
<b>Total Operating Revenues</b>	<b>\$ 10,791,666</b>	<b>\$ 11,033,482</b>	<b>\$ 11,268,184</b>	<b>\$ 12,331,452</b>	<b>9.4%</b>	<b>\$ 1,063,268</b>	<b>11.8%</b>	<b>\$ 1,297,970</b>
<b>Operating Expenses</b>								
Chemicals and Power	\$ 581,516	\$ 657,281	\$ 660,865	\$ 654,191	(1.01)%	\$ (6,674)	(0.47)%	\$ (3,090)
Production Operations and Maintenance	1,260,283	1,424,207	1,455,181	1,598,894	9.9%	\$ 143,714	12.3%	\$ 174,687
Distribution Operations and Maintenance	1,133,926	1,634,583	1,433,184	1,805,685	26.0%	\$ 372,501	10.5%	\$ 171,102
Administrative and General	1,576,425	1,637,335	1,748,681	1,903,976	8.9%	\$ 155,295	16.3%	\$ 266,641
Depreciation	1,726,528	1,845,034	1,967,462	1,959,911	(0.38)%	\$ (7,551)	6.2%	\$ 114,877
Depreciation Contributed Capital	72,682	74,869	72,682	74,869	3.0%	\$ 2,187	(0.00)%	\$ (0)
<b>Total Operating Expenses inc. Cont. Capital</b>	<b>\$ 6,351,361</b>	<b>\$ 7,273,310</b>	<b>\$ 7,338,055</b>	<b>\$ 7,997,526</b>	<b>9.0%</b>	<b>\$ 659,472</b>	<b>10.0%</b>	<b>\$ 724,217</b>
<b>Total Operating Expenses excluding Cont. Capita</b>	<b>\$ 6,278,678</b>	<b>\$ 7,198,440</b>	<b>\$ 7,265,373</b>	<b>\$ 7,922,657</b>	<b>9.0%</b>	<b>\$ 657,285</b>	<b>10.1%</b>	<b>\$ 724,217</b>
<b>Operating Income inc. Cont. Capital</b>	<b>\$ 4,440,305</b>	<b>\$ 3,760,172</b>	<b>\$ 3,930,129</b>	<b>\$ 4,333,926</b>	<b>10.3%</b>	<b>\$ 403,796</b>	<b>15.3%</b>	<b>\$ 573,753</b>
<b>Operating Income excluding Cont. Capital</b>	<b>\$ 4,512,987</b>	<b>\$ 3,835,041</b>	<b>\$ 4,002,811</b>	<b>\$ 4,408,795</b>	<b>10.1%</b>	<b>\$ 405,983</b>	<b>15.0%</b>	<b>\$ 573,753</b>
<b>Non-Operating Revenues (Expenses)</b>								
Grant Revenue	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	0.0%	\$ -
Investment earnings	207,220	112,866	232,225	132,000	(43.16)%	\$ (100,225)	17.0%	\$ 19,134
Bond Issuance Fee	(42)	-	-	(102,000)	0.0%	\$ (102,000)	0.0%	\$ (102,000)
Bond Interest Expense	(333,129)	(292,178)	(276,864)	(263,422)	(4.86)%	\$ 13,442	(9.84)%	\$ 28,756
Trunkage and Assessments	102,092	85,683	100,000	100,000	0.0%	\$ -	16.7%	\$ 14,317
Other Income	6,554	-	-	900,000	0.0%	\$ 900,000	0.0%	\$ 900,000
<b>Total Non-Operating Revenue (Expense)</b>	<b>\$ (17,304)</b>	<b>\$ (93,630)</b>	<b>\$ 55,361</b>	<b>\$ 766,578</b>	<b>1284.7%</b>	<b>\$ 711,217</b>	<b>(918.74)%</b>	<b>\$ 860,208</b>
<b>Net Income inc. Cont. Capital</b>	<b>\$ 4,423,001</b>	<b>\$ 3,666,543</b>	<b>\$ 3,985,490</b>	<b>\$ 5,100,504</b>	<b>28.0%</b>	<b>\$ 1,115,013</b>	<b>39.1%</b>	<b>\$ 1,433,961</b>
<b>Net Income excluding Cont. Capital</b>	<b>\$ 4,495,684</b>	<b>\$ 3,741,412</b>	<b>\$ 4,058,172</b>	<b>\$ 5,175,373</b>	<b>27.5%</b>	<b>\$ 1,117,200</b>	<b>38.3%</b>	<b>\$ 1,433,961</b>

**Holland Board of Public Works**  
**Budget Year 2021**  
**Revenue Analysis: Water Utility**

	<u>Actual FY 2019</u>	<u>Forecast FY 2020</u>	<u>Budgeted FY 2020</u>	<u>Proposed FY 2021</u>	<u>% FY21 vs. FY20 Budget</u>	<u>\$ FY21 vs. FY20 Budget</u>
<b>Revenues</b>						
Residential	\$ 3,336,273	\$ 3,479,718	\$ 3,477,588	\$ 5,406,309	55.5%	\$ 1,928,721
<i>Additional Revenue</i>	0	0	97,822	(102,837)	(205.1%)	\$ (200,659)
Commercial	3,097,606	3,253,416	3,292,607	3,415,980	3.7%	\$ 123,373
<i>Additional Revenue</i>	0	0	49,080	(38,915)	(179.3%)	\$ (87,995)
Industrial	1,084,346	1,162,427	1,169,002	1,226,977	5.0%	\$ 57,975
<i>Additional Revenue</i>	0	0	7,680	(1,360)	(117.7%)	\$ (9,040)
Wholesale Sales	2,640,193	2,576,050	2,659,934	1,907,127	(28.3%)	\$ (752,807)
Other Services and Fees	633,247	561,871	508,266	514,762	1.3%	\$ 6,496
<i>Additional Revenue</i>	0	0	6,205	3,409	(45.1%)	\$ (2,796)
<b>Total Sales Revenues</b>	<b>\$ 10,791,666</b>	<b>\$ 11,033,482</b>	<b>\$ 11,268,184</b>	<b>\$ 12,331,452</b>	<b>9.4%</b>	<b>\$ 1,063,268</b>
<b>Non-Operating Revenues</b>						
Grant Revenue	-	-	-	-		
Investment Earnings	\$ 207,220	\$ 112,866	\$ 232,225	\$ 132,000	(43.2%)	\$ (100,225)
Trunkage and Assessments	102,092	85,258	100,000	100,000	0.0%	\$ -
Other Income(Expenses)	-	-	-	900,000	0.0%	\$ 900,000
<b>Total Non-Operating Revenue</b>	<b>\$ 309,313</b>	<b>\$ 198,123</b>	<b>\$ 332,225</b>	<b>\$ 1,132,000</b>	<b>240.7%</b>	<b>\$ 799,775</b>
<b>Total Revenue</b>	<b>\$ 11,100,978</b>	<b>\$ 11,231,605</b>	<b>\$ 11,600,409</b>	<b>\$ 13,463,452</b>	<b>16.1%</b>	<b>\$ 1,863,043</b>
<b>CCF Sales</b>						
Residential	939,487	1,088,445	1,015,887	1,697,799	67.1%	681,912
Commercial	1,305,311	1,439,145	1,387,652	1,356,176	(2.3%)	(31,476)
Industrial	545,993	595,525	587,955	616,912	4.9%	28,957
Wholesale	3,255,386	3,735,187	3,697,263	2,718,317	(26.5%)	(978,946)
<b>Total CCF Sales</b>	<b>6,046,177</b>	<b>6,858,302</b>	<b>6,688,757</b>	<b>6,389,204</b>	<b>(4.5%)</b>	<b>(299,553)</b>

**Holland Board of Public Works  
Budget Year 2021  
Proforma Statement Wastewater Utility**

Year Ended June 30

	<u>Actual FY 2019</u>	<u>Forecast FY 2020</u>	<u>Budgeted FY 2020</u>	<u>Proposed FY 2021</u>	<u>% FY21 vs. FY20 Budget</u>	<u>\$ FY21 vs. FY20 Budget</u>	<u>% FY21 vs. FY20 Forecast</u>	<u>\$ FY21 vs. FY20 Forecast</u>
<b>Operating Revenues</b>								
Total Retail Sales	\$ 6,938,423	\$ 7,375,995	\$ 7,068,450	\$ 7,341,870	3.9%	\$ 273,420	(0.5%)	\$ (34,125)
Wholesale Sales	2,274,643	2,378,126	2,378,126	2,423,307	1.9%	\$ 45,181	1.9%	\$ 45,181
Surcharges	2,488,783	2,399,365	2,100,000	2,100,000	0.0%	\$ -	(12.5%)	\$ (299,365)
Pollution Control Fees	102,928	109,246	110,000	110,000	0.0%	\$ -	0.7%	\$ 754
Other Revenues	40,923	69,992	50,500	60,200	19.2%	\$ 9,700	(14.0%)	\$ (9,792)
<i>Additional Revenues</i>	-	-	271,656	285,997	5.3%	\$ 14,341	0.0%	\$ 285,997
<b>Total Operating Revenues</b>	<b>\$ 11,845,700</b>	<b>\$ 12,332,723</b>	<b>\$ 11,978,732</b>	<b>\$ 12,321,374</b>	<b>2.9%</b>	<b>\$ 342,642</b>	<b>(0.1%)</b>	<b>\$ (11,349)</b>
<b>Operating Expenses</b>								
Chemicals, and Power	\$ 1,606,468	\$ 1,550,988	\$ 1,546,508	\$ 1,595,500	3.2%	\$ 48,992	2.9%	\$ 44,512
Treatment Operations and Maintenance	3,381,966	3,483,239	3,524,477	3,708,843	5.2%	\$ 184,367	6.5%	\$ 225,604
Collections Operations and Maintenance	770,493	782,087	792,514	849,873	7.2%	\$ 57,359	8.7%	\$ 67,786
Administrative and General	1,795,130	1,995,015	2,071,301	2,215,047	6.9%	\$ 143,745	11.0%	\$ 220,032
Depreciation	2,233,022	2,320,447	2,240,279	2,486,478	11.0%	\$ 246,199	7.2%	\$ 166,031
Depreciation Contributed Capital	882,900	876,341	880,743	911,520	3.5%	\$ 30,777	4.0%	\$ 35,179
<b>Total Operating Expenses inc. Cont. capital</b>	<b>\$ 10,669,979</b>	<b>\$ 11,008,117</b>	<b>\$ 11,055,822</b>	<b>\$ 11,767,261</b>	<b>6.4%</b>	<b>\$ 711,440</b>	<b>6.9%</b>	<b>\$ 759,144</b>
<b>Total Operating Expenses excluding Cont. capital</b>	<b>\$ 9,787,079</b>	<b>\$ 10,131,777</b>	<b>\$ 10,175,079</b>	<b>\$ 10,855,741</b>	<b>6.7%</b>	<b>\$ 680,663</b>	<b>7.1%</b>	<b>\$ 723,965</b>
<b>Operating Income inc. Cont. capital</b>	<b>\$ 1,175,721</b>	<b>\$ 1,324,606</b>	<b>\$ 922,910</b>	<b>\$ 554,113</b>	<b>\$ (0)</b>	<b>\$ (368,798)</b>	<b>(58.2%)</b>	<b>\$ (770,493)</b>
<b>Operating Income excluding Cont. capital</b>	<b>\$ 2,058,620</b>	<b>\$ 2,200,947</b>	<b>\$ 1,803,653</b>	<b>\$ 1,465,633</b>	<b>\$ (0)</b>	<b>\$ (338,021)</b>	<b>(33.4%)</b>	<b>\$ (735,314)</b>
<b>Non-Operating Revenues(Expenses)</b>								
Grant Revenue	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	0.0%	\$ -
Investment Earnings	297,014	148,429	211,246	198,000	(6.3%)	\$ (13,246)	33.4%	\$ 49,571
Bond Issuance Expense	(379)	-	-	(120,000)	0.0%	\$ (120,000)	0.0%	\$ (120,000)
Bond Interest Expense	(281,567)	(270,744)	(265,741)	(445,564)	67.7%	\$ (179,823)	64.6%	\$ (174,820)
Trunkage and Assessments	234,144	132,424	92,000	152,000	65.2%	\$ 60,000	14.8%	\$ 19,576
Other Income(Expense)	(442,140)	2,260	-	-	0.0%	\$ -	(100.0%)	\$ (2,260)
<b>Total Non-Operating Revenues(Expenses)</b>	<b>\$ (192,927)</b>	<b>\$ 12,369</b>	<b>\$ 37,505</b>	<b>\$ (215,564)</b>	<b>(674.8%)</b>	<b>\$ (253,069)</b>	<b>(1842.7%)</b>	<b>\$ (227,933)</b>
<b>Net Income inc. Cont. Capital</b>	<b>\$ 982,793</b>	<b>\$ 1,336,975</b>	<b>\$ 960,415</b>	<b>\$ 338,549</b>	<b>(64.7%)</b>	<b>\$ (621,867)</b>	<b>(74.7%)</b>	<b>\$ (998,427)</b>
<b>Net Income excluding Cont. Capital</b>	<b>\$ 1,865,693</b>	<b>\$ 2,213,316</b>	<b>\$ 1,841,158</b>	<b>\$ 1,250,069</b>	<b>(32.1%)</b>	<b>\$ (591,090)</b>	<b>(43.5%)</b>	<b>\$ (963,248)</b>

**Holland Board of Public Works**  
**Budget Year 2021**  
**Revenue Analysis: WasteWater Utility**

	<u>Actual FY 2019</u>	<u>Forecast FY 2020</u>	<u>Budgeted FY 2020</u>	<u>Proposed FY 2021</u>	<u>% FY21 vs. FY20 Budget</u>	<u>\$ FY21 vs. FY20 Budget</u>
<b>Revenues</b>						
Residential	\$ 3,368,373	\$ 3,505,341	\$ 3,369,405	\$ 3,518,069	4.4%	\$ 148,664
<i>Additional Revenue</i>	0	0	127,151	132,047	3.9%	4,896
Commercial	2,679,390	2,865,123	2,735,413	2,852,775	4.3%	\$ 117,362
<i>Additional Revenue</i>	0	0	105,175	108,458	3.1%	3,283
Industrial	890,660	1,005,531	963,632	971,026	0.8%	\$ 7,394
<i>Additional Revenue</i>	0	0	23,812	27,113	13.9%	3,301
Wholesale Sales	2,274,643	2,378,126	2,378,126	2,423,307	1.9%	\$ 45,181
Surcharges	2,488,783	2,399,365	2,100,000	2,100,000	0.0%	\$ -
<i>Additional Revenue</i>	0	0	11,663	14,396	23.4%	2,733
Other Services and Fees	143,851	179,237	160,500	170,200	6.0%	\$ 9,700
<i>Additional Revenue</i>	0	0	3,855	3,982	3.3%	127
<b>Total Sales Revenues</b>	<b>\$ 11,845,700</b>	<b>\$ 12,332,723</b>	<b>\$ 11,978,732</b>	<b>\$ 12,321,373</b>	<b>2.9%</b>	<b>\$ 342,641</b>
Grant Revenue	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -
Investment Earnings	297,014	148,429	211,246	198,000	(6.3%)	\$ (13,246)
Trunkage and Assessments	234,144	132,424	92,000	152,000	65.2%	\$ 60,000
<b>Total Non-Operating Revenue</b>	<b>\$ 531,158</b>	<b>\$ 280,853</b>	<b>\$ 303,246</b>	<b>\$ 350,000</b>	<b>15.4%</b>	<b>\$ 46,754</b>
<b>Total Revenue</b>	<b>\$ 12,376,858</b>	<b>\$ 12,613,577</b>	<b>\$ 12,281,978</b>	<b>\$ 12,671,373</b>	<b>3.2%</b>	<b>\$ 389,395</b>
<b>CCF Sales</b>						
Residential	614,783	613,379	620,102	622,655	0.4%	2,553
Commercial	718,998	733,471	740,694	746,217	0.7%	5,523
Industrial	265,102	343,273	305,518	295,574	(3.3%)	(9,944)
Wholesale	1,949,149	2,016,001	2,197,470	2,109,457	(4.0%)	(88,013)
<b>Total CCF Sales</b>	<b>3,548,032</b>	<b>3,706,124</b>	<b>3,863,784</b>	<b>3,773,903</b>	<b>(2.3%)</b>	<b>(89,881)</b>

**Holland Board of Public Works**  
**5 Year Projections**  
**Combined**

FISCAL YEAR	Actual FY2019	Forecast FY2020	Proposed Budget FY2021	Projection FY2022	Projection FY2023	Projection FY2024	Projection FY2025
<b>REVENUES</b>							
Retail Sales	\$ 116,335,498	\$ 115,598,569	\$ 119,145,898	\$ 119,895,262	\$ 110,789,988	\$ 111,845,479	\$ 112,912,680
Wholesale Sales	\$ 5,591,836	\$ 6,846,187	\$ 6,164,549	\$ 6,072,995	\$ 5,774,525	\$ 5,980,766	\$ 4,247,430
Surcharges	2,488,783	2,399,365	2,100,000	2,114,396	2,129,096	2,146,011	2,188,593
Energy Optimization Charge	1,327,930	1,404,492	1,452,950	1,454,512	1,456,068	1,457,632	1,459,204
Broadband Revenue	1,642,495	1,667,076	1,683,032	1,898,832	2,090,832	2,357,232	2,400,432
Other Revenues	1,353,024	1,468,145	1,088,992	1,089,960	1,090,932	1,091,909	1,092,891
Street Lighting	760,193	704,745	724,832	772,861	772,861	772,861	772,861
Fire Protection	321,826	320,730	321,262	324,175	327,089	333,019	339,009
Pollution Control Fees	102,928	109,246	110,000	111,760	113,548	115,365	117,211
Additional Revenue	-	-	194,322	(9,822,928)	517,001	549,669	565,043
<b>TOTAL REVENUES</b>	<b>\$ 129,924,513</b>	<b>\$ 130,518,555</b>	<b>\$ 132,985,837</b>	<b>\$ 123,911,825</b>	<b>\$ 125,061,941</b>	<b>\$ 126,649,944</b>	<b>\$ 126,095,355</b>
<b>OPERATING EXPENSES</b>							
Purchased Power	\$ 7,637,448	\$ 13,883,658	\$ 16,975,364	\$ 17,615,886	\$ 17,073,258	\$ 16,470,627	\$ 16,732,971
Fuel	21,058,485	15,809,479	13,126,815	13,143,976	13,389,205	14,793,982	14,769,349
External Resource Debt and O & M	4,941,900	5,319,008	6,109,311	5,686,804	5,312,280	5,109,590	4,851,476
Non Fuel Operation & Maintenance (Electric)	9,649,623	9,025,875	9,365,375	9,412,202	9,459,263	9,506,560	9,554,092
Treatment Operations and Maintenance (Wastewater)	3,381,966	3,483,239	3,708,843	3,745,932	3,183,391	3,215,225	3,247,377
Production Operations and Maintenance (Water)	1,260,283	1,424,207	1,598,894	1,606,889	1,614,923	1,622,998	1,631,113
Operations & Maintenance (Broadband)	851,590	1,011,169	921,851	926,460	931,093	935,748	940,427
Distribution (Electric)	4,761,537	5,242,070	5,498,901	5,526,396	5,554,028	5,581,798	5,609,707
Collections Operations and Maintenance (Wastewater)	770,493	782,087	849,873	858,372	866,956	875,625	884,381
Distribution Operations and Maintenance (Water)	1,133,926	1,634,583	1,805,685	1,814,713	1,823,787	1,832,906	1,842,070
Conservation Electric	1,310,386	1,387,085	1,403,332	1,410,349	1,417,401	1,424,488	1,431,610
Chemicals and Power (Wastewater)	1,606,468	1,550,988	1,595,500	1,611,455	1,237,570	1,249,945	1,262,445
Chemicals and Power (Water)	581,516	657,281	654,191	657,462	480,749	483,153	485,569
Administrative & General	10,659,382	11,940,775	12,715,120	12,925,518	13,054,773	13,185,320	13,317,174
Depreciation	19,141,255	19,359,280	18,034,227	18,754,891	19,343,129	19,994,760	20,028,586
Depreciation Contributed Capital	955,582	951,210	986,389	1,098,426	1,097,219	1,694,144	1,795,363
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 89,701,839</b>	<b>\$ 93,461,993</b>	<b>\$ 95,349,673</b>	<b>\$ 96,795,731</b>	<b>\$ 95,839,024</b>	<b>\$ 97,976,868</b>	<b>\$ 98,383,711</b>
<b>TOTAL OPERATING EXPENSES ex Contrib. Capital</b>	<b>\$ 88,746,257</b>	<b>\$ 92,510,783</b>	<b>\$ 94,363,284</b>	<b>\$ 95,697,305</b>	<b>\$ 94,741,805</b>	<b>\$ 96,282,724</b>	<b>\$ 96,588,347</b>
<b>OPERATING INCOME</b>	<b>\$ 40,222,674</b>	<b>\$ 37,056,561</b>	<b>\$ 37,636,164</b>	<b>\$ 27,116,094</b>	<b>\$ 29,222,917</b>	<b>\$ 28,673,076</b>	<b>\$ 27,711,644</b>
<b>OPERATING INCOME excluding Contributed Capital</b>	<b>\$ 41,178,256</b>	<b>\$ 38,007,772</b>	<b>\$ 38,622,553</b>	<b>\$ 28,214,520</b>	<b>\$ 30,320,136</b>	<b>\$ 30,367,220</b>	<b>\$ 29,507,007</b>
<b>NON-OPERATING REVENUE/(EXPENSE)</b>							
Grant Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Investment Earnings	3,317,165	2,112,131	3,300,000	1,588,191	1,615,056	937,955	905,127
Trunkage & Assessments	336,236	218,107	252,000	252,000	252,000	252,000	252,000
Bond Interest (Expense)	(6,594,400)	(6,527,668)	(6,658,583)	(6,670,130)	(2,031,592)	(1,132,710)	(975,516)
Bond Issuance (Expense)	(857)	-	(222,000)	-	-	-	-
Other Income (Expense)	283,669	204,873	1,066,728	166,722	138,935	-	-
Contribution to the City	(6,606,000)	(7,656,276)	(7,968,900)	(7,425,506)	(7,252,263)	(7,119,427)	(7,031,823)
<b>TOTAL NON-OPERATING REVENUE/(EXPENSE)</b>	<b>(9,264,186)</b>	<b>(11,648,834)</b>	<b>(10,230,755)</b>	<b>(12,088,722)</b>	<b>(7,277,863)</b>	<b>(7,062,182)</b>	<b>(6,850,212)</b>
<b>NET INCOME</b>	<b>\$ 30,958,488</b>	<b>\$ 25,407,727</b>	<b>\$ 27,405,409</b>	<b>\$ 15,027,373</b>	<b>\$ 21,945,054</b>	<b>\$ 21,610,894</b>	<b>\$ 20,861,432</b>
<b>NET INCOME excluding Contributed Capital</b>	<b>\$ 31,914,070</b>	<b>\$ 26,358,937</b>	<b>\$ 28,391,798</b>	<b>\$ 16,125,799</b>	<b>\$ 23,042,273</b>	<b>\$ 23,305,038</b>	<b>\$ 22,656,795</b>
<b>NET INCOME TARGET</b>	<b>\$ 18,173,847</b>	<b>\$ 18,925,338</b>	<b>\$ 21,752,883</b>	<b>\$ 19,185,283</b>	<b>\$ 20,582,602</b>	<b>\$ 21,765,330</b>	<b>\$ 22,210,057</b>
<b>RETURN ON NET PLANT</b>	<b>7.3%</b>	<b>6.0%</b>	<b>6.5%</b>	<b>3.5%</b>	<b>4.7%</b>	<b>4.5%</b>	<b>4.4%</b>
<b>COVERAGE RATIO</b>	<b>6.51</b>	<b>14.50</b>	<b>13.42</b>	<b>4.09</b>	<b>4.82</b>	<b>8.33</b>	<b>8.69</b>
<b>TOTAL CASH BALANCE:</b>	<b>\$ 176,091,055</b>	<b>\$ 200,550,814</b>	<b>\$ 217,633,372</b>	<b>\$ 132,816,123</b>	<b>\$ 130,954,640</b>	<b>\$ 130,024,830</b>	<b>\$ 156,344,166</b>
<b>RESTRICTED: INTERNAL DESIGNATED</b>	<b>\$ 88,700,964</b>	<b>\$ 110,322,146</b>	<b>\$ 132,925,469</b>	<b>\$ 55,227,238</b>	<b>\$ 54,543,282</b>	<b>\$ 34,233,573</b>	<b>\$ 34,309,386</b>
<b>RESTRICTED: 3RD PARTY</b>	<b>\$ 35,775,856</b>	<b>\$ 35,899,489</b>	<b>\$ 36,521,733</b>	<b>\$ 35,036,888</b>	<b>\$ 30,772,153</b>	<b>\$ 15,956,528</b>	<b>\$ 13,376,864</b>
<b>CASH GENERALLY AVAILABLE BALANCE:</b>	<b>\$ 51,614,235</b>	<b>\$ 54,329,180</b>	<b>\$ 48,186,170</b>	<b>\$ 42,551,996</b>	<b>\$ 45,639,206</b>	<b>\$ 79,834,729</b>	<b>\$ 108,657,916</b>
<b>ADDITIONAL PRINCIPAL</b>	<b>\$ 9,660,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 91,090,000</b>	<b>\$ 17,540,000</b>	<b>\$ 20,385,000</b>	<b>\$ -</b>
<b>PRINCIPAL PAYMENT</b>	<b>\$ 7,697,108</b>	<b>\$ 3,087,583</b>	<b>\$ 3,181,194</b>	<b>\$ 8,263,054</b>	<b>\$ 8,562,619</b>	<b>\$ 4,992,212</b>	<b>\$ 4,706,861</b>
<b>CAPITAL EXPENDITURE</b>	<b>\$ 14,671,074</b>	<b>\$ 17,800,875</b>	<b>\$ 32,972,796</b>	<b>\$ 40,732,277</b>	<b>\$ 28,154,220</b>	<b>\$ 18,857,470</b>	<b>\$ 11,659,184</b>
<b>DAYS CASH-ON-HAND</b>	<b>736</b>	<b>822</b>	<b>866</b>	<b>464</b>	<b>485</b>	<b>546</b>	<b>682</b>

**Holland Board of Public Works**

5 Year Projections

Electric Utility

FISCAL YEAR	Actual FY2019	Forecast FY2020	Proposed Budget FY2021	Projection FY2022	Projection FY2023	Projection FY2024	Projection FY2025
<b>REVENUES</b>							
Readiness to Serve	\$ -	\$ 5,656,010	\$ 5,675,863	\$ 5,675,863	\$ 5,675,863	\$ 5,675,863	\$ 5,675,863
Commodity & Delivery	101,878,850	94,671,003	96,078,897	96,703,755	87,321,066	87,887,085	88,457,910
Wholesale Sales	677,000	1,886,803	1,834,115	1,699,500	1,720,475	1,755,325	-
Street Lighting	760,193	704,745	724,832	772,861	772,861	772,861	772,861
Energy Optimization Charge	1,327,930	1,404,492	1,452,950	1,454,512	1,456,068	1,457,632	1,459,204
Other Revenues	1,003,968	1,150,349	828,092	828,092	828,092	828,092	828,092
Additional Revenue	-	-	48,029	(10,122,520)	-	-	-
<b>TOTAL REVENUES</b>	<b>\$ 105,647,942</b>	<b>\$ 105,473,402</b>	<b>\$ 106,642,778</b>	<b>\$ 97,012,063</b>	<b>\$ 97,774,425</b>	<b>\$ 98,376,858</b>	<b>\$ 97,193,930</b>
<b>% INCREASE (RECOMMENDATION TO MEET TARGET)</b>		<b>0.0%</b>	<b>0.0%</b>	<b>-9.7%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>
<b>OPERATING EXPENSES</b>							
Purchased Power	\$ 7,637,448	\$ 13,883,658	\$ 16,975,364	\$ 17,615,886	\$ 17,073,258	\$ 16,470,627	\$ 16,732,971
Fuel	21,058,485	15,809,479	13,126,815	13,143,976	13,389,205	14,793,982	14,769,349
External Resource Debt and O and M	4,941,900	5,319,008	6,109,311	5,686,804	5,312,280	5,109,590	4,851,476
Non Fuel Production and Maintenance	9,649,623	9,025,875	9,365,375	9,412,202	9,459,263	9,506,560	9,554,092
Distribution	4,761,537	5,242,070	5,498,901	5,526,396	5,554,028	5,581,798	5,609,707
Conservation Electric	1,310,386	1,387,085	1,403,332	1,410,349	1,417,401	1,424,488	1,431,610
Administrative & General	7,029,228	8,037,854	8,324,673	8,491,167	8,576,078	8,661,839	8,748,457
Depreciation	14,978,941	14,965,301	13,318,439	13,650,488	13,814,232	13,926,104	13,855,960
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 71,367,547</b>	<b>\$ 73,670,329</b>	<b>\$ 74,122,212</b>	<b>\$ 74,937,267</b>	<b>\$ 74,595,745</b>	<b>\$ 75,474,987</b>	<b>\$ 75,553,623</b>
<b>OPERATING INCOME</b>	<b>\$ 34,280,395</b>	<b>\$ 31,803,073</b>	<b>\$ 32,520,566</b>	<b>\$ 22,074,796</b>	<b>\$ 23,178,680</b>	<b>\$ 22,901,871</b>	<b>\$ 21,640,308</b>
<b>NON-OPERATING REVENUE/(EXPENSE)</b>							
Investment Earnings	\$ 2,812,769	\$ 1,847,985	\$ 2,970,000	\$ 1,316,296	\$ 1,345,815	\$ 668,714	\$ 669,208
Bond Issuance (Expense)	(436)	-	-	-	-	-	-
Bond Interest (Expense)	(5,977,474)	(5,960,258)	(5,946,138)	(5,495,805)	(919,522)	(102,133)	(51,447)
Other Income/(Expense)	715,823	202,613	166,728	166,722	138,935	-	-
<b>TOTAL NON-OPERATING REVENUE/(EXPENSE)</b>	<b>\$ (2,449,318)</b>	<b>\$ (3,909,661)</b>	<b>\$ (2,809,410)</b>	<b>\$ (4,012,787)</b>	<b>\$ 565,228</b>	<b>\$ 566,581</b>	<b>\$ 617,761</b>
Contribution to the City (Wholesale Marginal Net Sales)		1,025,861	1,377,279	999,506	880,263	850,650	913,263
Contribution to the City	6,606,000	6,630,415	6,591,621	6,426,000	6,372,000	6,268,777	6,118,560
<b>NET INCOME</b>	<b>\$ 25,225,077</b>	<b>\$ 20,237,136</b>	<b>\$ 21,742,256</b>	<b>\$ 10,636,503</b>	<b>\$ 16,491,645</b>	<b>\$ 16,349,026</b>	<b>\$ 15,226,245</b>
<b>NET INCOME TARGET</b>	<b>\$ 12,845,758</b>	<b>\$ 13,137,931</b>	<b>\$ 15,889,423</b>	<b>\$ 12,974,221</b>	<b>\$ 12,879,741</b>	<b>\$ 13,571,682</b>	<b>\$ 13,794,245</b>
<b>NET INCOME TARGET excluding HEP</b>	<b>\$ 2,184,227</b>	<b>\$ 2,537,911</b>	<b>\$ 3,403,788</b>	<b>\$ 3,047,493</b>	<b>\$ 3,198,543</b>	<b>\$ 3,569,030</b>	<b>\$ 3,638,236</b>
<b>RETURN ON NET PLANT</b>	<b>8.1%</b>	<b>6.6%</b>	<b>7.3%</b>	<b>3.6%</b>	<b>5.7%</b>	<b>5.7%</b>	<b>5.5%</b>
<b>COVERAGE RATIO</b>	<b>4.01</b>	<b>6.03</b>	<b>6.00</b>	<b>2.61</b>	<b>4.44</b>	<b>17.16</b>	<b>27.82</b>
<b>TOTAL CASH BALANCE:</b>	<b>\$ 135,855,887</b>	<b>\$ 163,606,279</b>	<b>\$ 183,624,943</b>	<b>\$ 97,904,714</b>	<b>\$ 95,964,135</b>	<b>\$ 97,090,901</b>	<b>\$ 117,672,517</b>
<b>RESTRICTED: INTERNAL DESIGNATED</b>	<b>\$ 76,189,204</b>	<b>\$ 96,796,180</b>	<b>\$ 120,872,152</b>	<b>\$ 43,185,703</b>	<b>\$ 42,595,803</b>	<b>\$ 22,264,650</b>	<b>\$ 22,318,840</b>
<b>RESTRICTED: 3RD PARTY</b>	<b>\$ 23,704,675</b>	<b>\$ 23,704,675</b>	<b>\$ 23,707,589</b>	<b>\$ 21,929,290</b>	<b>\$ 19,943,857</b>	<b>\$ 6,261,453</b>	<b>\$ 6,267,120</b>
<b>CASH GENERALLY AVAILABLE BALANCE:</b>	<b>\$ 35,962,008</b>	<b>\$ 43,105,424</b>	<b>\$ 39,045,202</b>	<b>\$ 32,789,721</b>	<b>\$ 33,424,476</b>	<b>\$ 68,564,799</b>	<b>\$ 89,086,558</b>
<b>ADDITIONAL PRINCIPAL</b>	<b>\$ 9,660,000</b>			<b>\$ 91,090,000</b>	<b>\$ 17,540,000</b>	<b>\$ 20,385,000</b>	
<b>PRINCIPAL PAYMENT</b>	<b>\$ 5,539,982</b>	<b>\$ 866,363</b>	<b>\$ 886,384</b>	<b>\$ 5,895,045</b>	<b>\$ 6,120,526</b>	<b>\$ 1,667,828</b>	<b>\$ 995,589</b>
<b>CAPITAL EXPENDITURE</b>	<b>\$ 6,406,379</b>	<b>\$ 6,215,683</b>	<b>\$ 9,799,284</b>	<b>\$ 10,546,087</b>	<b>\$ 8,585,931</b>	<b>\$ 7,095,537</b>	<b>\$ 7,505,000</b>



# Holland Board of Public Works

5 Year Projections

Broadband Utility

FISCAL YEAR	Actual FY2019	Forecast FY2020	Proposed Budget FY2021	Projection FY2022	Projection FY2023	Projection FY2024	Projection FY2025
<b>REVENUES</b>							
Active Ethernet Sales	\$ 783,333	\$ 762,531	\$ 765,600	\$ 899,400	\$ 935,400	\$ 983,400	\$ 1,002,600
Broadband Monthly Sales	722,847	735,693	737,832	749,832	749,832	749,832	761,832
Shared GB Install and Monthly Sales	136,315	168,853	179,600	249,600	405,600	624,000	636,000
Other Revenues	(3,289)	11,871	7,200	7,200	7,200	7,200	7,200
<b>TOTAL REVENUES</b>	<b>\$ 1,639,206</b>	<b>\$ 1,678,947</b>	<b>\$ 1,690,232</b>	<b>\$ 1,906,032</b>	<b>\$ 2,098,032</b>	<b>\$ 2,364,432</b>	<b>\$ 2,407,632</b>
<b>% INCREASE (RECOMMENDATION TO MEET TARGET)</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>
<b>OPERATING EXPENSES</b>							
Operations & Maintenance	\$ 851,590	\$ 1,011,169	\$ 921,851	\$ 926,460	\$ 931,093	\$ 935,748	\$ 940,427
Administrative & General	260,933	270,591	271,423	274,137	276,878	279,647	282,444
Depreciation	202,764	228,498	269,399	312,985	344,533	361,526	378,669
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 1,315,287</b>	<b>\$ 1,510,258</b>	<b>\$ 1,462,673</b>	<b>\$ 1,513,582</b>	<b>\$ 1,552,505</b>	<b>\$ 1,576,921</b>	<b>\$ 1,601,540</b>
<b>OPERATING INCOME</b>	<b>\$ 323,919</b>	<b>\$ 168,690</b>	<b>\$ 227,559</b>	<b>\$ 392,450</b>	<b>\$ 545,528</b>	<b>\$ 787,511</b>	<b>\$ 806,093</b>
<b>NON-OPERATING REVENUE/(EXPENSE)</b>							
Investment Earnings	\$ 161	\$ 2,851	\$ -	\$ -	\$ -	\$ -	\$ -
Bond Interest (Expense)	(2,231)	(4,488)	(3,459)	(2,999)	(2,435)	(1,809)	(1,125)
Other Income (Expense)	-	-	-	-	-	-	-
<b>TOTAL NON-OPERATING REVENUE/(EXPENSE)</b>	<b>\$ (2,069)</b>	<b>\$ (1,637)</b>	<b>\$ (3,459)</b>	<b>\$ (2,999)</b>	<b>\$ (2,435)</b>	<b>\$ (1,809)</b>	<b>\$ (1,125)</b>
<b>NET INCOME</b>	<b>\$ 321,850</b>	<b>\$ 167,053</b>	<b>\$ 224,100</b>	<b>\$ 389,451</b>	<b>\$ 543,093</b>	<b>\$ 785,703</b>	<b>\$ 804,968</b>
<b>NET INCOME TARGET</b>	<b>\$ 162,513</b>	<b>\$ 183,140</b>	<b>\$ 204,466</b>	<b>\$ 221,947</b>	<b>\$ 239,576</b>	<b>\$ 259,755</b>	<b>\$ 282,555</b>
<b>RETURN ON NET PLANT</b>	<b>12.9%</b>	<b>5.7%</b>	<b>6.6%</b>	<b>10.6%</b>	<b>13.9%</b>	<b>18.6%</b>	<b>17.5%</b>
<b>COVERAGE RATIO</b>	<b>25.31</b>	<b>17.08</b>	<b>21.76</b>	<b>30.81</b>	<b>38.89</b>	<b>50.27</b>	<b>51.76</b>
<b>TOTAL CASH BALANCE:</b>	<b>\$ 655,528</b>	<b>\$ 472,328</b>	<b>\$ 255,988</b>	<b>\$ 350,889</b>	<b>\$ 630,413</b>	<b>\$ 1,083,952</b>	<b>\$ 1,485,824</b>
<b>RESTRICTED: 3RD PARTY &amp; INTERNAL</b>	<b>\$ 1,062,179</b>	<b>\$ 878,273</b>	<b>\$ 829,924</b>	<b>\$ 818,428</b>	<b>\$ 878,785</b>	<b>\$ 880,047</b>	<b>\$ 881,318</b>
<b>CASH AVAILABLE BALANCE:</b>	<b>\$ (406,651)</b>	<b>\$ (405,945)</b>	<b>\$ (573,936)</b>	<b>\$ (467,540)</b>	<b>\$ (248,372)</b>	<b>\$ 203,905</b>	<b>\$ 604,506</b>
<b>PRINCIPAL PAYMENT</b>	<b>\$ 18,582</b>	<b>\$ 18,940</b>	<b>\$ 19,378</b>	<b>\$ 19,895</b>	<b>\$ 20,452</b>	<b>\$ 21,049</b>	<b>\$ 21,765</b>
<b>CAPITAL EXPENDITURE</b>	<b>\$ 1,133,697</b>	<b>\$ 559,812</b>	<b>\$ 690,462</b>	<b>\$ 587,640</b>	<b>\$ 587,650</b>	<b>\$ 672,640</b>	<b>\$ 760,000</b>

**Holland Board of Public Works**

5 Year Projections

Water Utility

FISCAL YEAR	Actual FY2019	Forecast FY2020	Proposed Budget FY2021	Projection FY2022	Projection FY2023	Projection FY2024	Projection FY2025
<b>REVENUES</b>							
Readiness to Serve	\$ -	\$ 2,744,781	\$ 3,577,495	\$ 3,434,382	\$ 3,434,382	\$ 3,539,394	\$ 3,645,576
Commodity	7,518,226	5,150,780	6,471,772	6,471,772	6,471,772	6,568,848	6,667,381
Zeeland Sales	1,838,400	1,798,425	1,907,127	1,945,269	1,984,175	2,164,023	2,207,304
Park Township Sales	801,793	782,833	-	-	-	-	-
Fire Protection & Hydrant Sales	321,826	320,730	321,262	324,175	327,089	333,019	339,009
Fees and Other	311,421	235,933	193,500	194,468	195,440	196,417	197,399
Additional Revenue:	-	-	(139,704)	3,467	208,630	211,375	213,039
<b>TOTAL REVENUE</b>	<b>\$ 10,791,666</b>	<b>\$ 11,033,482</b>	<b>\$ 12,331,451</b>	<b>\$ 12,373,533</b>	<b>\$ 12,621,488</b>	<b>\$ 13,013,076</b>	<b>\$ 13,269,708</b>
<b>% INCREASE (RECOMMENDATION TO MEET TARG</b>			<b>-1.4%</b>	<b>0.0%</b>	<b>2.0%</b>	<b>2.0%</b>	<b>2.0%</b>
<b>OPERATING EXPENSES</b>							
Chemical & Power Cost	\$ 581,516	\$ 657,281	\$ 654,191	\$ 657,462	\$ 480,749	\$ 483,153	\$ 485,569
Production Operations and Maintenance	1,260,283	1,424,207	1,598,894	1,606,889	1,614,923	1,622,998	1,631,113
Distribution Operations and Maintenance	1,133,926	1,634,583	1,805,685	1,814,713	1,823,787	1,832,906	1,842,070
Administrative and General	1,576,425	1,639,356	1,903,976	1,923,016	1,942,246	1,961,669	1,981,285
Depreciation	1,726,528	1,845,034	1,959,911	2,130,854	2,446,564	2,570,923	2,649,777
Depreciation Contributed Capital	72,682	74,869	74,869	166,229	166,267	166,830	161,743
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 6,351,361</b>	<b>\$ 7,275,331</b>	<b>\$ 7,997,526</b>	<b>\$ 8,299,162</b>	<b>\$ 8,474,537</b>	<b>\$ 8,638,478</b>	<b>\$ 8,751,557</b>
<b>TOTAL OPERATING EXPENSES ex Contrib. Cap</b>	<b>\$ 6,278,678</b>	<b>\$ 7,200,461</b>	<b>\$ 7,922,657</b>	<b>\$ 8,132,934</b>	<b>\$ 8,308,270</b>	<b>\$ 8,471,648</b>	<b>\$ 8,589,814</b>
<b>OPERATING INCOME</b>	<b>\$ 4,440,305</b>	<b>\$ 3,758,152</b>	<b>\$ 4,333,925</b>	<b>\$ 4,074,371</b>	<b>\$ 4,146,951</b>	<b>\$ 4,374,599</b>	<b>\$ 4,518,151</b>
<b>OPERATING INCOME excluding Contributed Cap</b>	<b>\$ 4,512,987</b>	<b>\$ 3,833,021</b>	<b>\$ 4,408,794</b>	<b>\$ 4,240,599</b>	<b>\$ 4,313,218</b>	<b>\$ 4,541,428</b>	<b>\$ 4,679,894</b>
<b>NON-OPERATING REVENUE/(EXPENSE)</b>							
Grant Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Investment Earnings	207,220	103,052	132,000	156,481	147,746	147,746	114,425
Bond Issuance (Expense)	(42)	-	(102,000)	-	-	-	-
Bond Interest (Expense)	(333,129)	(292,178)	(263,422)	(670,411)	(624,405)	(563,781)	(487,818)
Trunkage & Assessments	102,092	85,683	100,000	100,000	100,000	100,000	100,000
Other Income and Expenses	6,554	-	900,000	-	-	-	-
<b>TOTAL NON-OPERATING INCOME/(EXPENSE)</b>	<b>(17,304)</b>	<b>(103,443)</b>	<b>766,578</b>	<b>(413,930)</b>	<b>(376,659)</b>	<b>(316,034)</b>	<b>(273,393)</b>
<b>NET INCOME</b>	<b>\$ 4,423,001</b>	<b>\$ 3,654,708</b>	<b>\$ 5,100,503</b>	<b>\$ 3,660,440</b>	<b>\$ 3,770,292</b>	<b>\$ 4,058,564</b>	<b>\$ 4,244,758</b>
<b>NET INCOME excluding Contributed Capital</b>	<b>\$ 4,495,684</b>	<b>\$ 3,729,578</b>	<b>\$ 5,175,372</b>	<b>\$ 3,826,669</b>	<b>\$ 3,936,559</b>	<b>\$ 4,225,394</b>	<b>\$ 4,406,501</b>
<b>NET INCOME TARGET</b>	<b>\$ 2,131,438</b>	<b>\$ 2,265,219</b>	<b>\$ 2,442,709</b>	<b>\$ 2,600,375</b>	<b>\$ 2,895,634</b>	<b>\$ 3,136,764</b>	<b>\$ 3,233,922</b>
<b>NET INCOME TARGET ex CONTRIBUTED CAP</b>	<b>\$ 2,053,931</b>	<b>\$ 2,188,072</b>	<b>\$ 2,401,750</b>	<b>\$ 2,923,743</b>	<b>\$ 2,826,340</b>	<b>\$ 3,067,934</b>	<b>\$ 3,165,282</b>
<b>RETURN ON NET PLANT</b>	<b>9.4%</b>	<b>7.5%</b>	<b>9.6%</b>	<b>6.6%</b>	<b>5.6%</b>	<b>5.6%</b>	<b>5.9%</b>
<b>RETURN ON NET PLANT ex CONTRIBUTED CA</b>	<b>9.8%</b>	<b>7.9%</b>	<b>10.0%</b>	<b>7.1%</b>	<b>5.9%</b>	<b>5.9%</b>	<b>6.2%</b>
<b>COVERAGE RATIO</b>	<b>3.61</b>	<b>3.22</b>	<b>4.00</b>	<b>2.87</b>	<b>3.02</b>	<b>2.83</b>	<b>2.62</b>
<b>TOTAL CASH BALANCE:</b>	<b>\$ 12,929,009</b>	<b>\$ 13,631,392</b>	<b>\$ 12,774,259</b>	<b>\$ 15,024,807</b>	<b>\$ 14,316,965</b>	<b>\$ 13,442,740</b>	<b>\$ 17,210,530</b>
<b>RESTRICTED: INTERNAL DESIGNATED</b>	<b>\$ 6,152,476</b>	<b>\$ 6,293,767</b>	<b>\$ 5,959,746</b>	<b>\$ 6,654,362</b>	<b>\$ 6,781,306</b>	<b>\$ 6,788,300</b>	<b>\$ 6,795,346</b>
<b>RESTRICTED: 3RD PARTY</b>	<b>\$ 3,125,269</b>	<b>\$ 3,933,809</b>	<b>\$ 4,199,239</b>	<b>\$ 4,449,683</b>	<b>\$ 4,475,185</b>	<b>\$ 5,056,412</b>	<b>\$ 2,267,163</b>
<b>CASH GENERALLY AVAILABLE BALANCE:</b>	<b>\$ 3,651,264</b>	<b>\$ 3,403,816</b>	<b>\$ 2,615,273</b>	<b>\$ 3,920,762</b>	<b>\$ 3,060,475</b>	<b>\$ 1,598,028</b>	<b>\$ 8,148,020</b>
<b>PRINCIPAL PAYMENT</b>	<b>\$ 1,483,503</b>	<b>\$ 1,529,920</b>	<b>\$ 1,587,183</b>	<b>\$ 1,642,904</b>	<b>\$ 1,696,435</b>	<b>\$ 2,036,251</b>	<b>\$ 2,392,305</b>
<b>CAPITAL EXPENDITURE</b>	<b>\$ 2,816,356</b>	<b>\$ 3,342,309</b>	<b>\$ 7,572,120</b>	<b>\$ 14,927,550</b>	<b>\$ 5,404,484</b>	<b>\$ 5,639,366</b>	<b>\$ 896,184</b>

# Hollaud Board of Public Works

## 5 Year Projections

### Wastewater Utility

FISCAL YEAR	Actual FY2019	Forecast FY2020	Proposed Budget FY2021	Projection FY2022	Projection FY2023	Projection FY2024	Projection FY2025
<b>REVENUES</b>							
Readiness to Serve	\$ -	\$ 2,510,039	\$ 2,640,037	\$ 2,879,445	\$ 3,123,750	\$ 3,373,028	\$ 3,568,663
Commodity Wholesale	6,938,423	4,865,956	4,701,834	4,730,045	4,763,155	4,801,261	4,897,286
NSA Capacity Rental Fee	2,274,643	2,378,126	2,423,307	2,428,225	2,069,875	2,061,418	2,040,127
Surcharge	-	-	-	-	-	-	-
Pollution Control	2,488,783	2,399,365	2,100,000	2,114,396	2,129,096	2,146,011	2,188,593
Fees and Other	102,928	109,246	110,000	111,760	113,548	115,365	117,211
Additional Revenue	40,923	69,992	60,200	60,200	60,200	60,200	60,200
<b>TOTAL REVENUE</b>	<b>\$ 11,845,700</b>	<b>\$ 12,332,723</b>	<b>\$ 12,321,375</b>	<b>\$ 12,620,197</b>	<b>\$ 12,567,995</b>	<b>\$ 12,895,577</b>	<b>\$ 13,224,084</b>
<b>% INCREASE (RECOMMENDATION TO MEET TARGET)</b>		<b>0.0%</b>	<b>3.6%</b>	<b>3.6%</b>	<b>3.6%</b>	<b>3.6%</b>	<b>3.6%</b>
<b>OPERATING EXPENSES</b>							
Chemicals and Power	\$ 1,606,468	\$ 1,550,988	\$ 1,595,500	\$ 1,611,455	\$ 1,237,570	\$ 1,249,945	\$ 1,262,445
Treatment Operations and Maintenance	3,381,966	3,483,239	3,708,843	3,745,932	3,183,391	3,215,225	3,247,377
Collections Operations and Maintenance	770,493	782,087	849,873	858,372	866,956	875,625	884,381
Administrative and General	1,795,130	1,995,015	2,215,047	2,237,198	2,259,570	2,282,166	2,304,987
Depreciation	2,233,022	2,320,447	2,486,478	2,660,565	2,737,799	3,136,207	3,144,180
Depreciation Contributed Capital	882,900	876,341	911,520	932,197	930,952	1,527,314	1,633,621
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 10,669,979</b>	<b>\$ 11,008,117</b>	<b>\$ 11,767,262</b>	<b>\$ 12,045,719</b>	<b>\$ 11,216,237</b>	<b>\$ 12,286,482</b>	<b>\$ 12,476,992</b>
<b>TOTAL OPERATING EXPENSES excluding Contrib. Capital</b>	<b>\$ 9,787,079</b>	<b>\$ 10,131,776</b>	<b>\$ 10,855,742</b>	<b>\$ 11,113,521</b>	<b>\$ 10,285,285</b>	<b>\$ 10,759,168</b>	<b>\$ 10,843,371</b>
<b>OPERATING INCOME</b>	<b>\$ 1,175,721</b>	<b>\$ 1,324,606</b>	<b>\$ 554,113</b>	<b>\$ 574,478</b>	<b>\$ 1,351,758</b>	<b>\$ 609,095</b>	<b>\$ 747,092</b>
<b>OPERATING INCOME excluding Contributed Capital</b>	<b>\$ 2,058,620</b>	<b>\$ 2,200,947</b>	<b>\$ 1,465,633</b>	<b>\$ 1,506,675</b>	<b>\$ 2,282,710</b>	<b>\$ 2,136,409</b>	<b>\$ 2,380,713</b>
<b>NON-OPERATING REVENUE/(EXPENSE)</b>							
Grant Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Investment Earnings	297,014	148,429	198,000	115,415	121,495	121,495	121,495
Bond Issuance (Expense)	(379)	-	(120,000)	-	-	-	-
Bond Interest (Expense)	(281,567)	(270,744)	(445,564)	(500,914)	(485,229)	(464,988)	(435,127)
Trunkage & Assessments	234,144	132,424	152,000	152,000	152,000	152,000	152,000
Other Income/(Expense)	(442,140)	2,260	-	-	-	-	-
<b>TOTAL NON-OPERATING REVENUE/(EXPENSE)</b>	<b>(192,927)</b>	<b>12,369</b>	<b>(215,564)</b>	<b>(233,500)</b>	<b>(211,735)</b>	<b>(191,493)</b>	<b>(161,632)</b>
<b>NET INCOME</b>	<b>\$ 982,793</b>	<b>\$ 1,336,975</b>	<b>\$ 338,549</b>	<b>\$ 340,978</b>	<b>\$ 1,140,024</b>	<b>\$ 417,602</b>	<b>\$ 585,460</b>
<b>NET INCOME excluding Contributed Capital</b>	<b>\$ 1,865,693</b>	<b>\$ 2,213,316</b>	<b>\$ 1,250,069</b>	<b>\$ 1,273,175</b>	<b>\$ 2,070,975</b>	<b>\$ 1,944,916</b>	<b>\$ 2,219,081</b>
<b>NET INCOME TARGET</b>	<b>\$ 3,034,137</b>	<b>\$ 3,339,047</b>	<b>\$ 3,216,285</b>	<b>\$ 3,388,740</b>	<b>\$ 4,567,651</b>	<b>\$ 4,797,129</b>	<b>\$ 4,899,334</b>
<b>NET INCOME TARGET ex CONTRIBUTED CAPITAL</b>	<b>\$ 2,125,576</b>	<b>\$ 2,389,193</b>	<b>\$ 2,274,195</b>	<b>\$ 2,434,541</b>	<b>\$ 3,090,531</b>	<b>\$ 3,256,247</b>	<b>\$ 3,351,444</b>
<b>RETURN ON NET PLANT</b>	<b>1.6%</b>	<b>2.0%</b>	<b>0.5%</b>	<b>0.5%</b>	<b>1.1%</b>	<b>0.4%</b>	<b>0.5%</b>
<b>RETURN ON NET PLANT ex CONTRIBUTED CAPITA</b>	<b>4.1%</b>	<b>4.3%</b>	<b>2.3%</b>	<b>2.2%</b>	<b>2.7%</b>	<b>2.4%</b>	<b>2.6%</b>
<b>COVERAGE RATIO</b>	<b>4.68</b>	<b>5.09</b>	<b>3.69</b>	<b>3.68</b>	<b>4.37</b>	<b>3.20</b>	<b>3.35</b>
<b>TOTAL CASH BALANCE:</b>	<b>\$ 26,644,847</b>	<b>\$ 22,823,177</b>	<b>\$ 20,960,544</b>	<b>\$ 19,518,074</b>	<b>\$ 20,025,488</b>	<b>\$ 18,389,597</b>	<b>\$ 19,957,657</b>
<b>RESTRICTED: INTERNAL DESIGNATED</b>	<b>\$ 6,170,156</b>	<b>\$ 7,014,300</b>	<b>\$ 5,890,715</b>	<b>\$ 5,183,072</b>	<b>\$ 4,960,818</b>	<b>\$ 4,974,005</b>	<b>\$ 4,987,312</b>
<b>RESTRICTED: 3RD PARTY</b>	<b>\$ 8,072,861</b>	<b>\$ 7,600,631</b>	<b>\$ 7,987,838</b>	<b>\$ 8,043,588</b>	<b>\$ 5,679,682</b>	<b>\$ 3,965,234</b>	<b>\$ 4,169,150</b>
<b>CASH GENERALLY AVAILABLE BALANCE:</b>	<b>\$ 12,401,830</b>	<b>\$ 8,208,246</b>	<b>\$ 7,081,991</b>	<b>\$ 6,291,414</b>	<b>\$ 9,384,989</b>	<b>\$ 9,450,359</b>	<b>\$ 10,801,194</b>
<b>PRINCIPAL PAYMENT</b>	<b>\$ 655,041</b>	<b>\$ 672,360</b>	<b>\$ 688,250</b>	<b>\$ 705,210</b>	<b>\$ 725,206</b>	<b>\$ 1,267,085</b>	<b>\$ 1,297,202</b>
<b>CAPITAL EXPENDITURE</b>	<b>\$ 4,314,642</b>	<b>\$ 7,683,072</b>	<b>\$ 14,910,931</b>	<b>\$ 14,671,000</b>	<b>\$ 13,576,155</b>	<b>\$ 5,449,928</b>	<b>\$ 2,498,000</b>

**Holland Board of Public Works**  
**Budget Year 2021**  
**Summary of Capital Projects**

	<b>Approved/Budgeted in Prior Years</b>	<b>FY 21 Projected Cash Outlay</b>	<b>Total Projected Project Cost</b>
Electric Production	\$ 250,000	\$ 734,000	\$ 734,000
Electric Distribution	1,725,000	7,954,145	11,474,145
Water Distribution Services	8,030,000	6,074,945	19,866,945
Wastewater Collection Services	1,320,000	3,412,000	4,317,000
Water Reclamation Facility	24,170,000	11,180,000	33,400,000
Water Treatment Plant	1,024,500	1,182,500	1,957,500
Administrative	1,891,480	1,762,050	2,042,050
Broadband	-	646,600	646,600
<b>Total FY21 Anticipated Cash Outlay</b>		<b>\$ 32,946,240</b>	
<b>Total Anticipated Project Cost</b>	<b>\$ 38,410,980</b>		<b>\$ 74,438,240</b>

**Holland Board of Public Works**  
**Budget Year 2021**  
**Electric Production Capital**

	Approved/Budgeted in Prior Years	FY 21 Projected Cash Outlay	Total Projected Project Cost
HEP NW Mezzanine Alternate Entrance		\$ 150,000	\$ 150,000
Unit 9 Turbine and Generator Inlet Air Filters	75,000	75,000	75,000
Replace truck 54		65,000	65,000
Units 7 & 8 GAC Ductwork and Roof Modifications	60,000	60,000	60,000
Unit 7 AC & DC Lube Oil Pump Overhaul	50,000	50,000	50,000
Unit 8 DC Lube Oil Pump Overhaul		50,000	50,000
48th St Fuel Oil Storage Tanks impressed current cathodic protection	15,000	45,000	45,000
HEP Floor Scrubber	35,000	40,000	40,000
HRSG Tube Leak Acoustic Monitoring Devices		30,000	30,000
Water Treatment Room Roof Access		25,000	25,000
HEP control room standoff/reading railing		24,000	24,000
48th St Sampling conditioning units		20,000	20,000
HEP Window Bird Repellant Treatments		20,000	20,000
Concrete pad extension on southwest side of cooling tower pump house		20,000	20,000
Cameras at 48th Street Substation	15,000	15,000	15,000
Unit 7&8 Gas Detector Sample Pump Enclosures		15,000	15,000
Roll up door and opener for 48th St Demineralization Building		15,000	15,000
Circ water pumps lube oil sampling access platform		15,000	15,000
<b>Total FY21 Anticipated Cash Outlay</b>		<b>\$ 734,000</b>	
<b>Total Anticipated Project Cost</b>	<b>\$ 250,000</b>		<b>\$ 734,000</b>

**Holland Board of Public Works**  
**Budget Year 2021**  
**Electric Distribution Capital**

	Approved/Budgeted in Prior Years	FY 21 Projected Cash Outlay	Total Projected Project Cost
Underground Lines and Equipment/Switchgear Replacement Projects		\$ 1,600,000	\$ 1,600,000
Overhead Lines and Equipment (Includes Carryover FY20 budget)	350,000	1,350,000	1,350,000
New Underground Lines and Equipment (Includes Carryover FY20 budget)	250,000	1,050,000	1,050,000
River Avenue 138kv Pole Relocation		750,000	750,000
Transformer Upgrade and Replacement (Includes Carryover FY20 budget)	225,000	825,000	825,000
SCADA / OMS System Upgrades RedHat 7.4 PRISM 11.3, and Eprism		400,000	400,000
Circuit 158 OH to UG Conversion Project	325,000	325,000	325,000
Replace Bucket Truck #69		280,000	280,000
Switchgear Replacement	200,000	180,000	200,000
Bucket Truck Addition		200,000	200,000
Substation Power Quality Metering		160,000	160,000
Magna Building - Roof Replacement *		128,620	128,620
Streetlight Upgrade to LED		125,000	125,000
Ind / Wash / James Recloser Replacements (Phase 1)	115,000	115,000	115,000
Engineering of South Holland 138kv Line Relocation Project		100,000	3,600,000
Ind / Wash / James Recloser Replacements (Phase 2)		90,000	90,000
Waverly 138 kV Potential Voltage Transformer Replacement	90,000	90,000	90,000
Substation Security Projects	70,000	70,000	70,000
Industrial Switches 495 & 395 (Industrial Substation Unit 7 & 8 Distribution)	60,000	60,000	60,000
Substation and Metering Test Equipment	40,000	40,000	40,000
Magna Building - Recover Awnings *		15,525	15,525
<b>Total FY21 Anticipated Cash Outlay</b>		<b>\$ 7,954,145</b>	
<b>Total Anticipated Project Cost</b>	<b>\$ 1,725,000</b>		<b>\$ 11,474,145</b>

**Holland Board of Public Works**  
**Budget Year 2021**  
**Broadband Capital**

	Approved/Budgeted in Prior Years	FY 21 Projected Cash Outlay	Total Projected Project Cost
OAISD Fiber Acquisition		\$ 75,000	\$ 75,000
Distribution Fiber 16th, Waverly and Country Club		75,000	75,000
Metro Net Electronics Refresh		60,000	60,000
Fiber Refresh		50,000	50,000
GPON - Expansion Overhead		50,000	50,000
GPON - Expansion Underground		50,000	50,000
Van Raalte Underground		48,000	48,000
Howard Underground		36,000	36,000
Cabinet Generators		36,000	36,000
College Underground		26,800	26,800
Fiber Distribution Cabinets		25,000	25,000
Cleveland Underground		22,800	22,800
Distribution New Holland East Tracks to 31		20,000	20,000
GPON Electronics		20,000	20,000
Cabinet & Portable Generators		15,000	15,000
Distribution New Holland West Tracks to 136th		13,000	13,000
Pine 7th to 9th Underground		12,000	12,000
UPS Refresh		12,000	12,000
<b>Total FY21 Anticipated Cash Outlay</b>		<b>\$ 646,600</b>	
<b>Total Anticipated Project Cost</b>	<b>\$ -</b>		<b>\$ 646,600</b>

**Holland Board of Public Works**  
**Budget Year 2021**  
**Water Treatment Plant Capital**

	Approved/Budgeted in Prior Years	FY 21 Projected Cash Outlay	Total Projected Project Cost
High Service Pumps 5 & 6 Replacement	\$ 990,000	\$ 787,000	\$ 1,547,000
High Service Pump Flow Metering Replacement		175,000	175,000
Replace Invasive Species Control System		132,000	132,000
Reznor Heating Unit (Roof)	22,000	32,000	32,000
Safety Stairway-Second Story Roof		30,000	30,000
Polymer Feed Skid Replacement		16,500	16,500
Variable Frequency Drives-Transfer Pumps	12,500	10,000	25,000
<b>Total FY21 Anticipated Cash Outlay</b>		<b>\$ 1,182,500</b>	
<b>Total Anticipated Project Cost</b>	<b>\$ 1,024,500</b>		<b>\$ 1,957,500</b>



**Holland Board of Public Works**  
**Budget Year 2021**  
**Water Distribution Capital**

	Approved/Budgeted in Prior Years	FY 21 Projected Cash Outlay	Total Projected Project Cost
Replace Park Township Meters		\$ 1,200,000	\$ 1,200,000
Transmission Main, 36-inch Replacement and Redundancy (Part 2/2)	6,750,000	1,150,000	11,550,000
Water Main Replacement Country Club 8th to Birdie lane		600,000	600,000
8th St - Hwy 31 to Walnut		500,000	500,000
Water Main Replacement on 21st St, Van Raalte-Cleveland		400,000	900,000
MTU Replacement Project	800,000	400,000	800,000
20th St Galvanized Services, Maple to Michigan (w/ 21st St Project)	240,000	210,000	240,000
Van Raalte - 9th to 24th upsize and Water Main replacement		200,000	200,000
Site Access Improvements and Actuated Valve at Southside 5MG Reservoir		200,000	200,000
PICA Assessment of Cast Iron Transmission Mains		200,000	200,000
Replace Backhoe w/Mini Excavator		200,000	200,000
10th St, College to Columbia Misc Water Main Improvements		198,000	600,000
Various Distribution Mains	160,000	100,000	160,000
Unplanned Failed Infrastructure Replacements (Main breaks, Valves, Hydrants)		150,000	150,000
InsertaValve Project for US Valves	80,000	80,000	80,000
College - 14th to 24th - Galvanized Services, Valves, Hydrants		75,000	75,000
Galvanized Service Replacements		54,000	54,000
M40 Water Quality Improvements		50,000	50,000
Replace Pickup Truck		41,500	41,500
32nd St, Brooks / CSX to City Limits		40,000	2,040,000
Park Township Service Lines		26,445	26,445
<b>Total FY21 Anticipated Cash Outlay</b>		<b>\$ 6,074,945</b>	
<b>Total Anticipated Project Cost</b>	<b>\$ 8,030,000</b>		<b>\$ 19,866,945</b>

**Holland Board of Public Works**  
**Budget Year 2021**  
**Water Reclamation Facility Capital**

	Approved/Budgeted in Prior Years	FY 21 Projected Cash Outlay	Total Projected Project Cost
Anaerobic Digester Project (to be completed FY20 - FY22)	\$ 23,200,000	\$ 10,000,000	\$ 32,000,000
Replace Raw Pumps and Associated Equipment	800,000	650,000	800,000
Headworks washer/compactor		160,000	160,000
PLC Control Upgrade (CP600)	100,000	50,000	100,000
Replace Valve Actuators in Structure 38		50,000	50,000
Replace Bulk Bisulfite Storage Tank		50,000	50,000
PLC Control Upgrade (CP200)	70,000	50,000	70,000
Replace Transformer No. 4		40,000	40,000
Replace Vehicle #94		35,000	35,000
Renovate West Admin Offices		25,000	25,000
Renovate West Admin Locker Room		25,000	25,000
Replace Lab Dishwasher		16,000	16,000
Replace Oxygen Analyzers Vent Purity		15,000	15,000
Replace Air Handling Unit East Admin		14,000	14,000
<b>Total FY21 Anticipated Cash Outlay</b>		<b>\$ 11,180,000</b>	
<b>Total Anticipated Project Cost</b>	<b>\$ 24,170,000</b>		<b>\$ 33,400,000</b>

**Holland Board of Public Works**  
**Budget Year 2021**  
**Wastewater Collection Services Capital**

	Approved/Budgeted in Prior Years	FY 21 Projected Cash Outlay	Total Projected Project Cost
Sewer System Rehabilitation		\$ 800,000	\$ 800,000
West Lakeshore Lift Station Improvements (Park, Cherry Walk, Indiana)		450,000	450,000
Sewer Main Replacements 21st Van Raalte to Cleveland	500,000	450,000	600,000
MTU Replacement Project	800,000	400,000	800,000
20th St Lateral Replacements, Maple to Michigan (with 21st St project)	20,000	250,000	270,000
10th St Sanitary Sewer Improvements, College to Columbia		165,000	500,000
Various Sewer Improvements		165,000	165,000
Paw Paw Force Main and Pumps		150,000	150,000
Lift Station I&C and Scada Upgrades		150,000	150,000
Inflow & Infiltration Control		150,000	150,000
Street Resurfacing and Manhole Adjustments		56,000	56,000
Lift Station Pump, Valve, and Electrical Improvements		56,000	56,000
Van Raalte - 9th to 24th		50,000	50,000
College - 14th to 24th		50,000	50,000
4-inch Pump and Layflat		50,000	50,000
Meters		20,000	20,000
<b>Total FY21 Anticipated Cash Outlay</b>		<b>\$ 3,412,000</b>	
<b>Total Anticipated Project Cost</b>	<b>\$ 1,320,000</b>		<b>\$ 4,317,000</b>

**Holland Board of Public Works**  
**Budget Year 2021**  
**Administrative Capital**

	Approved/Budgeted in Prior Years	FY 21 Projected Cash Outlay	Total Projected Project Cost
Utility Services Building	\$ 1,484,480	\$ 975,000	\$ 1,075,000
Radio System		341,000	341,000
Remote Bulk Water Fill Station	90,000	90,000	90,000
PaloAlto Firewall Refresh w/ Redundancy		60,000	60,000
Replacement Boiler for Snowmelt System	40,000	40,000	40,000
SharePoint Upgrade	40,000	40,000	40,000
Replace Pick-up Truck for Miss Dig		36,050	36,050
Forestry Mulcher Head		30,000	30,000
Conference Rooms Upgrading Throughout (Phase 2)	50,000	30,000	80,000
INFOR Mobile Licenses		30,000	30,000
Replace Light Fixtures in Warehouse	32,000	25,000	25,000
(2) Additional Cameras and Replacements for Service Center	25,000	25,000	25,000
Receiving Office & Furniture		25,000	25,000
Tech Shelter UPS		15,000	15,000
Yard Reorganization - Design/Plan	80,000		80,000
Reconfiguration of Existing Warehouse Space	50,000		50,000
<b>Total FY21 Anticipated Cash Outlay</b>		<b>\$ 1,762,050</b>	
<b>Total Anticipated Project Cost</b>	<b>\$ 1,891,480</b>		<b>\$ 2,042,050</b>