

October 18, 2021

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October 18, 2021

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CONSULTANTS' FINANCIAL MANAGEMENT REPORT

This report is directed toward providing information for your review and consideration relative to the financial management of the Greenville (Indiana) Municipal Water Utility (the "Utility"). The report is designed to provide information that may be helpful to Town officials in their role as managers of the Utility.

In the preparation of these schedules, assumptions were made as noted regarding certain future events. As is the case with such assumptions regarding future events and transactions, some or all may not occur as expected, and the resulting differences could be material. We have no responsibility to prepare subsequent reports or update the schedules.

Baker Tilly Minicipal Alissons, LLC

EXECUTIVE SUMMARY

After compiling and analyzing the financial data for the years 2018, 2019 and 2020 we recommend that the Town implement the following changes to the Water Utility's financials:

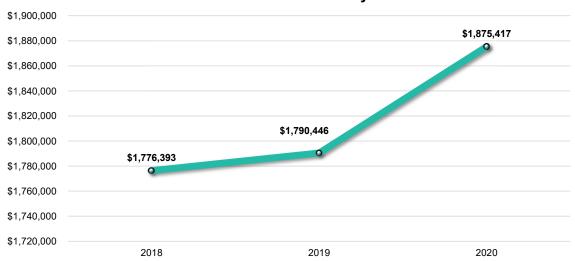
- Record the Debt Service Reserve account held at The Bank of New York in the accounting system for the Water Utility based on the monthly bank statements
- Record the Bond and Interest Account held at The Bank of New York in the accounting system for the Water Utility based on the monthly bank statements
- Update the process used to record transactions between the operating fund and the Bond and Interest Account. Transfers should continue to be recorded from the Operating Fund to the Bond and Interest Account. Payments of principal and interest should only be recorded annually for principal payments and semiannually for interest payments when paid on behalf of the Water Utility by the Bank of New York
- Avoid, to the extent possible, shared costs between the Water Utility and the Town
- Allocate as appropriate: salaries, benefits, and insurance from the Water Utility to the Sewage Works
- Establish a periodic maintenance fund to allow for the repairs and maintenance expenses, more specifically, to set aside funds for tank painting and maintenance each year to allow the funds to be available in the future
- Amend the current water rate ordinance to provide clarity on how the tracking factor is to be billed in regard to the minimum bills

FINANCIAL MANAGEMENT REPORT

Historical Financial Health

In analyzing the financial health of the Greenville (Indiana) Municipal Water Utility (the "Utility"), we start by understanding where the Utility has been in order to identify strengths, weaknesses, and trends. We have reviewed the last three years (2018-2020) of historical financial activity of the Utility. Fund balances (cash and investment balances) increased in 2019 and in 2020 as shown in Table 1. We will detail the drivers of this change in fund balance throughout this report.

Table 1 Fund Balance History



Fund balances are a result of receipt and disbursement activity over time. Spending more money than is received in any accounting period results in fund balances diminishing and vice-versa. For the past three years, Utility receipts have primarily consisted of metered sales, hydrant rentals, meter fees, and penalties (operating receipts) as well as tap fees, interest, miscellaneous income, and other (non-operating receipts). Disbursements consist of day-to-day operating costs (salaries & wages, employee benefits, materials & supplies, repairs & maintenance, etc.), payments on debt, and investment in capital improvements (land, buildings, equipment, etc.).

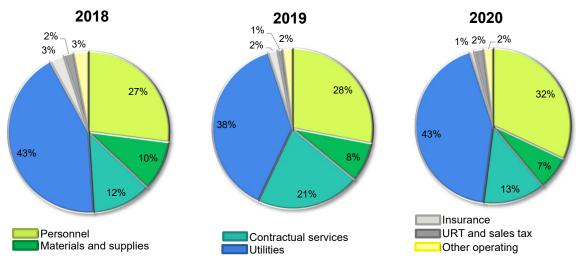
FINANCIAL MANAGEMENT REPORT

Table 2 Receipt and Disbursement History



Another important aspect of historical trends is analyzing what caused cost increases. As seen in Table 2, the majority of disbursements for the Utility were operating costs ("O&M"). Debt payments were fairly consistent and are anticipated to remain that way unless future debt were to be issued. Table 3 is a breakdown of historical operating costs by category. Utilities, including purchased water and personnel are the largest operating costs of the Utility. Contractual services costs increased in 2019 due a major leak repair and paving, but decreased back to 2018 levels in 2020.

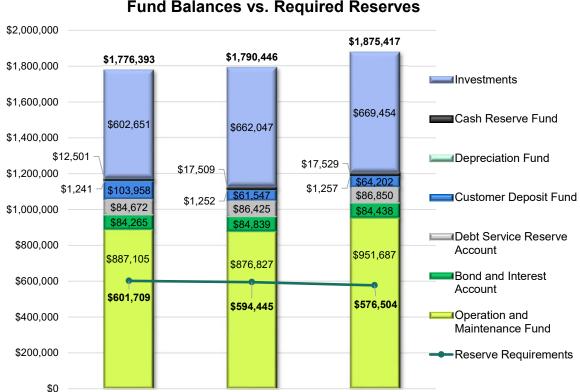
<u>Table 3</u> Operating Disbursement Analysis



FINANCIAL MANAGEMENT REPORT

Current Financial Health

As of December 31, 2020, total fund balances of the Utility were \$1,825,417. In analyzing the adequacy of this balance, we compared it to required reserve balances. Required reserves are based on minimum reserve levels the Town agreed to when bonds were issued as well as industry best practices (such as reserving one year's capital spending). Required reserves should be viewed as minimum acceptable balances, and to the extent fund balances exceed those reserve requirements, the additional dollars are available for future capital needs or other revenue requirements of the Utility. Table 4 shows required reserves for calendar years 2018 through 2020.



2019

2020

2018

<u>Table 4</u>
Fund Balances vs. Required Reserves

FINANCIAL MANAGEMENT REPORT

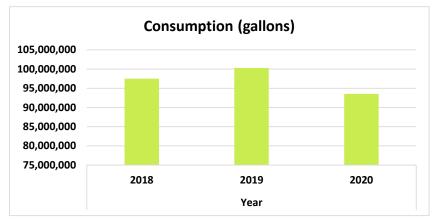
Year-end is also a good time to analyze utility budget accuracy and performance. Since the Utility did not prepare a formal budget for 2020 to do this we compared the 2020 calendar year to the 2019 calendar year.

Table 5
Receipts

	itcccipt	•		
	2020	2019	Over/(U	nder)
	Actual	Actual	Dollar	Percentage
Operating Receipts:				
Metered sales	\$1,152,545	\$1,141,924	\$10,621	
Hydrant Rental	77,500	67,080	10,420	
Meter Fees	22,904	22,954	(50)	
Penalties	6,277	21,600	(15,323)	
Subtotal	1,259,226	1,253,558	5,668	0.5%
Non-Operating Receipts:				
Tap fees	6,547	14,205	(7,658)	
Meter Deposits (net)	2,335	6,334	(3,999)	
Reimbursements	6,939	11,025	(4,086)	
Reconnect Fees	600	4,450	(3,850)	
Interest	12,758	70,284	(57,526)	
Transfer In	2,500	23,600	(21,100)	
Miscellaneous	961	17,537	(16,576)	
Subtotal	32,640	147,435	(114,795)	-77.9%
Total Receipts	\$1,291,866	\$1,400,993	(\$109,127)	-7.8%

Overall, operating receipts for 2020 were higher than 2019 by \$5,668. As shown above, penalties in 2020 were down compared to 2019 due to COVID-19 and the moratorium on penalties. Non-operating receipts were down in 2020. A significant factor is a decrease in interest income due to lower interest rates during the current economic environment. Transfers in were also down in 2020, likely due to timing issues.

Table 5-1



The table above shows the total consumption per year in Gallons. Consumption decreased tremendously in 2020 due to Covid restrictions. Schools, one of the bigger consumers of the Utility, were highly affected by this and saw a reduction of approximately 2.1 million gallons.

FINANCIAL MANAGEMENT REPORT

<u>Table 6</u> Operating Disbursements

	2020	2019	Over/(L	Inder)
	Actual	Actual	Dollar	Percentage
Personnel	\$346,590	\$338,380	\$8,210	
Materials and supplies	79,933	96,640	(16,707)	
Contractual services	143,950	258,296	(114,346)	
Utilities	472,183	457,421	14,762	
Insurance	14,245	29,616	(15,371)	
URT and sales tax	21,012	18,160	2,852	
Other operating	14,106	17,229	(3,123)	
Total O&M	\$1,092,019	\$1,215,743	(\$123,724)	-10.2%

Operating disbursements decreased by \$123,624 in 2020. This is primarily due to contractual costs decreasing in 2020. Materials and insurance also decreased.

Table 7
Debt Service

	2020 Actual	2019 Actual	Over/(L Dollar		nder) Percentage
Principal Interest	\$60,000 18,981	\$60,000 20,197	\$	- (1,216)	
Total Debt Service	\$78,981	\$80,197		(\$1,216)	-1.5%

Debt service decreased in 2020. This is a result of the Utility making payments which resulted in less interest cost.

Table 8
Capital

	2020	2019	Over/(Under)		
	Actual	Actual	Dollar	Percentage	
Land	\$5,000	\$0	\$5,000	0.0%	
Capital slightly increased.					

FINANCIAL MANAGEMENT REPORT

In total for 2020, the Utility experienced a positive cash flow of \$84,971 as shown below.

	2020	2019	
	<u>Actual</u>	<u>Actual</u>	<u>Variance</u>
Receipts (Table 5)	\$1,291,866	\$1,400,993	(\$109,127)
Operating disbursements (Table 6)	(1,092,019)	(1,215,743)	123,724
Non operating disbursements	(30,895)	(25,000)	(5,895)
Debt service (Table 7)	(78,981)	(80,197)	1,216
Capital (Table 8)	(5,000)	-	(5,000)
Change in Cash and Investments	\$84,971	\$80,052	\$4,919

Estimated Future Health

Table 9 Estimated Receipts

	2020			Estimated		
	Actual	2021	2022	2023	2024	2025
Operating Receipts:						
Metered sales	\$1,152,545	\$1,150,000	\$1,150,000	\$1,150,000	\$1,150,000	\$1,150,000
Hydrant Rental	77,500	78,000	78,000	78,000	78,000	78,000
Meter Fees	22,904	23,000	23,000	23,000	23,000	23,000
Penalties	6,277	22,100	22,100	22,100	22,100	22,100
Subtotal	1,259,226	1,273,100	1,273,100	1,273,100	1,273,100	1,273,100
Non-Operating Receipts:						
Tap fees	6,547	10,400	10,400	10,400	10,400	10,400
Meter Deposits (net)	2,335	2,000	2,000	2,000	2,000	2,000
Reimbursements	6,939	7,000	7,000	7,000	7,000	7,000
Reconnect Fees	600	4,600	4,600	4,600	4,600	4,600
Interest	12,758	13,000	13,000	13,000	13,000	13,000
Transfer In	2,500	-	-	-	-	-
Miscellaneous	961	1,000	1,000	1,000	1,000	1,000
Subtotal	32,640	38,000	38,000	38,000	38,000	38,000
Total Receipts	\$1,291,866	\$1,311,100	\$1,311,100	\$1,311,100	\$1,311,100	\$1,311,100

Estimated receipts are based on a two year average of 2018 and 2019 and assume no rate adjustment or change in customer base. Penalties for 2020 actual were significantly lower as the utility was not able to charge these fees due to Covid-19. Penalties for estimated years 2021 through 2025 have been normalized based on the average of 2018 and 2019. Tap fees and reconnect fees for estimated years 2021 - 2025 have also been normalized based on the average of 2018 and 2019.

FINANCIAL MANAGEMENT REPORT

Table 10
Estimated Operating Disbursements

346,590 79.933	2021 \$357,000	2022 \$367,700	2023	2024	2025
	\$357,000	¢267 700			
	\$357,000	¢267 700			
70 033		φ307,700	\$378,800	\$390,200	\$401,900
10,000	93,500	96,300	99,200	102,200	105,200
143,950	150,700	461,900	231,600	221,400	226,300
472,183	457,100	470,800	484,900	499,500	514,500
14,245	24,700	25,400	26,200	27,000	27,800
21,012	14,700	14,700	14,700	14,700	14,700
14,106	15,100	15,600	16,000	16,500	17,000
092,019	\$1,112,800	\$1,452,400	\$1,251,400	\$1,271,500	\$1,307,400
	21,012	14,245 24,700 21,012 14,700 14,106 15,100	14,245 24,700 25,400 21,012 14,700 14,700 14,106 15,100 15,600	14,245 24,700 25,400 26,200 21,012 14,700 14,700 14,700 14,106 15,100 15,600 16,000	14,245 24,700 25,400 26,200 27,000 21,012 14,700 14,700 14,700 14,700 14,106 15,100 15,600 16,000 16,500

Estimated operating disbursements are based on analysis of the historical calendar years, inflation of 3%, and input from management. Contractual services include services for tank painting in the amount of \$250,000 in 2022 as well as \$15,000 in 2023. In addition, a total allowance of \$800,000 for tank painting has been added over a fifteen year period beginning in 2022

Table 11
Estimated Debt Service

2020			Estimated		
Actual	2021	2022	2023	2024	2025
\$60,000	\$60,000	\$60,000	\$65,000	\$65,000	\$65,000
19,000	17,800	16,500	15,300	14,000	12,600
\$79,000	\$77,800	\$76,500	\$80,300	\$79,000	\$77,600
	\$60,000 19,000	\$60,000 \$60,000 19,000 17,800	Actual 2021 2022 \$60,000 \$60,000 \$60,000 19,000 17,800 16,500	Actual 2021 2022 2023 \$60,000 \$60,000 \$65,000 19,000 17,800 16,500 15,300	Actual 2021 2022 2023 2024 \$60,000 \$60,000 \$65,000 \$65,000 19,000 17,800 16,500 15,300 14,000

FINANCIAL MANAGEMENT REPORT

Table 12
Estimated Capital

2020			Estimated		
Actual	2021	2022	2023	2024	2025
\$5,000	\$159,000	\$300,000	\$170,000	\$140,000	\$140,000
\$5,000	\$159,000	\$300,000	\$170,000	\$140,000	\$140,000
	Actual \$5,000	Actual 2021 \$5,000 \$159,000	Actual 2021 2022 \$5,000 \$159,000 \$300,000	Actual 2021 2022 2023 \$5,000 \$159,000 \$300,000 \$170,000	Actual 2021 2022 2023 2024 \$5,000 \$159,000 \$300,000 \$170,000 \$140,000

Capital improvements for years 2021 through 2025 are estimates per Utility management. Refer to page 14 for additional detail on capital needs.

In summary, assuming no rate adjustments or customer growth, we estimate the Utility will experience negative cash flows in each of the next five years. This is due primarily to the proposed capital improvements.

	2020			Estimated		
	Actual	2021	2022	2023	2024	2025
Receipts (Table 9)	\$1,291,866	\$1,311,100	\$1,311,100	\$1,311,100	\$1,311,100	\$1,311,100
Operating disbursements (Table 10)	(1,092,019)	(1,112,800)	(1,452,400)	(1,251,400)	(1,271,500)	(1,307,400)
Non-operating disbursements (1)	(30,895)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)
Debt service (Table 11)	(79,000)	(77,800)	(76,500)	(80,300)	(79,000)	(77,600)
Capital (Table 12)	(5,000)	(159,000)	(300,000)	(170,000)	(140,000)	(140,000)
Change in Cash and Investments	\$84,952	(\$68,500)	(\$547,800)	(\$220,600)	(\$209,400)	(\$243,900)

⁽¹⁾ Includes \$30,000 annual in payment in lieu of taxes

FINANCIAL MANAGEMENT REPORT

The estimated impact on fund balances can be seen below in Table 12. Fund balances are anticipated to decrease.

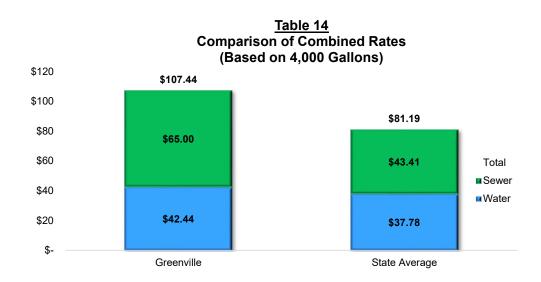
\$1,875,417 \$2,000,000 \$1.806.917 \$1,750,000 \$1.500.000 \$1,259,077 \$1,250,000 \$1,298,913 \$1,233,586 \$1,038,407 \$1,000,000 \$829,077 \$630,346 \$439,447 \$750,000 \$228,110 \$585,147 \$500,000 \$628,731 \$600,967 \$605,649 \$576,504 \$573,331 \$598.960 \$250,000 2020 Actual 2021 2022 2023 2024 2025 ■Recommended Reserves ■Excess Cash Reserves

<u>Table 13</u>
Estimated Fund Balances vs. Recommended Reserves

Conclusion

Based on the current assumptions as provided herein, it appears that the current schedule of rates and charges is inadequate to generate revenues to operate the Utility, invest in capital, and build fund balances. If a rate adjustment is not acceptable to the decision makers, a reduction or delay in the capital plan would be required, and if possible, an allocation of applicable shared personnel costs to the Sewage Works.

Decision makers and rate payers often want to know how their Utility rates compare. Comparisons are a great reference point, but there are a number of factors that should be considered to put a rate comparison in perspective. These factors include debt, regulatory requirements, and utility size. Table 14 compares Greenville's water and sewer rates to State averages for similar sized towns. The State averages shown includes 107 municipalities for water and 117 municipalities for sewer. The state average data is based on information from 2015 - 2018.



COMPARATIVE SCHEDULE OF SELECTED FINANCIAL INFORMATION ARISING FROM CASH TRANSACTIONS

		As of	
	12/31/2018	12/31/2019	12/31/2020
Cash and Cash Equivalents:			
Operation and Maintenance Fund	\$887,105	\$876,827	\$951,687
Sinking Fund:			
Bond and Interest Account	84,265	84,839	84,438
Debt Service Reserve Account	84,672	86,425	86,850
Customer Deposit Fund	103,958	61,547	64,202
Depreciation Fund	1,241	1,252	1,257
Cash Reserve Fund	12,501	17,509	17,529
Total Cash and Cash Equivalents	\$1,173,742	\$1,128,399	\$1,205,963
Investments:			
Operating Investments	602,651	662,047	669,454
Total Cash and Investments	\$1,776,393	\$1,790,446	\$1,875,417
Bonded Indebtedness: Waterworks Revenue Bonds of 2012	\$4.070.004	#4.004.004	#005.000
Interest rate 2.03%	\$1,079,891	\$1,024,891	\$965,000

COMPARATIVE SCHEDULE OF CASH RECEIPTS AND DISBURSEMENTS

	For the	Calendar Years	s Ended	
	12/31/2018	12/31/2019	12/31/2020	•
Operating Receipts:				-
Metered Sales	\$1,118,854	\$1,141,924	\$1,152,545	
Hydrant Rental	65,187	67,080	77,500	
Meter Fees	22,325	22,954	22,904	
Penalties	22,576	21,600	6,277	_
Total operating receipts	1,228,942	1,253,558	1,259,226	•
Operating Disbursements:				
Salaries and Wages	211,075	258,180	255,889	
Employee benefits	61,153	80,200	90,701	
Insurance	30,350	29,616	14,245	
Office supplies	3,216	5,014	2,025	
Postage	9,066	5,985	8,047	
Materials and supplies	89,995	85,641	69,861	
Contractual services	123,866	258,296	143,950	
Purchased power	10,144	9,439	9,558	
Purchased water	431,565	447,981	462,625	
Transportation	11,735	10,276	6,688	
Subscription and dues	2,205	-	-	
Communication	4,840	6,244	6,401	
Utility receipts tax	19,937	18,160	21,012	
Sales tax (net)	40	-	-	
Miscellaneous	9,637	709	1,017	
Total operating disbursements	1,018,823	1,215,743	1,092,019	•
Net operating receipts	210,119	37,815	167,207	
Non-Operating Receipts:				
Tap fees	54,653	14,205	6,547	
Meter Deposits (net)	8,975	6,334	2,335	
Reimbursements	14,573	11,025	6,939	
Reconnect Fees	4,800	4,450	600	
Interest	13,492	70,284	12,758	
Transfer In	-	23,600	(1) 2,500	(2)
Miscellaneous	24,394	17,537	961	
Total non-operating receipts	120,886	147,435	32,640	
Non-Operating Disbursements:				
Debt service - principal	55,000	60,000	60,000	
Debt service - interest	21,364	20,197	18,981	
Payment in lieu of taxes	, -	25,000	30,000	
Purchase of investments	-	50,000	-	
Transfer Out	29,733	, -	895	
Land	-	_	5,000	
Capital	30,867	_	-	
Total non-operating disbursements	136,964	155,197	114,876	
Increase (decrease) in cash and cash equivalents	194,041	30,052	84,971	
Beginning cash and investments balance				
	1,582,352	1,760,393	1,790,446	

⁽¹⁾ Audit report adjustments.

⁽²⁾ Represents transfers of cash from the operating account to the cash reserve account, variance is likely due to year end timing of the transfer being recorded.

SCHEDULE OF CAPITAL IMPROVEMENTS

(Per Utility Management)

	Calendar Year										
Project	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Totals
5				_							
Parkland Heights main lowering	\$130,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$130,000
Naville Rd.	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	450,000
Voyles Rd	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	200,000
Wind Dance connection	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	500,000
Georgetown-Greenville Rd	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	250,000
New truck	30,000	30,000									60,104
Totals Divided by: 10 years	\$300,000	\$170,000	\$140,000	\$140,000	\$140,000	\$140,000	\$140,000	\$140,000	\$140,000	\$140,000	1,590,104 10
	Current ten year average capital improvements						\$159,010				

SCHEDULE OF AMORTIZATION OF \$845,000 PRINCIPAL AMOUNT OF OUTSTANDING WATERWORKS REVENUE BONDS, SERIES 2012

Principal payable annually on January 1st.
Interest payable semi-annually on January 1st and July 1st.
Interest rate as shown.

Payment	Principal		Interest	Debt Service		Bond Year
Date	Balance	Principal	Rate	Interest	Total	Total
	(In \$1	, 000's)	(%)	(In Dollars)
01/01/22	\$845	\$60	2.03	\$8,578.00	\$68,578.00	
07/01/22	785		2.03	7,969.00	7,969.00	\$76,547.00
01/01/23	785	65	2.03	7,969.00	72,969.00	
07/01/23	720		2.03	7,309.00	7,309.00	80,278.00
01/01/24	720	65	2.03	7,309.00	72,309.00	
07/01/24	655		2.03	6,649.00	\$6,649.00	78,958.00
01/01/25	655	65	2.03	6,649.00	71,649.00	
07/01/25	590		2.03	5,989.00	5,989.00	77,638.00
01/01/26	590	70	2.03	5,989.00	75,989.00	
07/01/26	520		2.03	5,278.00	5,278.00	81,267.00
01/01/27	520	70	2.03	5,278.00	75,278.00	
07/01/27	450		2.03	4,567.00	4,567.00	79,845.00
01/01/28	450	70	2.03	4,567.00	74,567.00	
07/01/28	380		2.03	3,856.00	3,856.00	78,423.00
01/01/29	380	75	2.03	3,856.00	78,856.00	
07/01/29	305		2.03	3,095.00	3,095.00	81,951.00
01/01/30	305	75	2.03	3,095.00	78,095.00	
07/01/30	230		2.03	2,334.00	2,334.00	80,429.00
01/01/31	230	75	2.03	2,334.00	77,334.00	
07/01/31	155		2.03	1,573.00	1,573.00	78,907.00
01/01/32	155	75	2.03	1,573.00	76,573.00	
07/01/32	80		2.03	812.00	812.00	77,385.00
01/01/33	80	80	2.03	812.00	80,812.00	80,812.00
		\$845		\$107,440.00	\$952,440.00	\$952,440.00

SCHEDULE OF CURRENT RATES AND CHARGES

(Adopted August 12, 2019 per Ordinance No. 2019-WO-017)

Metered Rates per Month (per 1,000 gallons) (1)

First 30,000 gallons	\$10.36
Next 30,000 gallons	8.81
Over 60,000 gallons	7.85

Minimum Monthly Rate	Minimum Gallons	Base Rates
Meter Size	<u> </u>	
5/8" - 3/4"	2,500	\$25.90
1"	10,000	103.60
1 1/2"	27,000	279.72
2"	46,000	451.76
3"	150,200	1,283.17

(1) Subject to the wholesale water cost tracking factor (WCTF). The current WCTF is \$0.25 per 1,000 gallons.