MOONSHOT
MISSIONS

IMPACT REPORT 2025

www.moonshotmissions.org

ABOUT MOONSHOT MISSIONS

WHO WE ARE

Moonshot Missions is a 501(c)(3) nonprofit, founded in 2018, that helps communities across the United States strengthen their water and wastewater systems. Our advisors — former utility directors, regulators, operators, PhD scientists, and engineers — bring more than 720 years of combined utility experience. As trusted peers, we lead with humble listening, drawing on firsthand experience to help solve complex challenges.

WHAT WE DO

We send expert advisors into the field to work on-site, listen first, and then design the projects and strategies that resolve urgent compliance and operational problems — while building the lasting capacity that keeps those problems from returning. The result: better water quality, lower costs, and often new revenue.

OUR VISION

Every community in the United States, regardless of zip code, has affordable, reliable systems that provide clean water at the tap and in local waterways.

> "This assistance has been crucial in our distressed community; without their assistance, our residents would bear costs many times outside their means. We are deeply grateful for their expertise and assistance."
>
> - Laurie Sorder,
> Warden of Jewett City, CT

FOUNDER LETTER

As I reflect on 2025, I am struck by two realities.

On one hand, I am astonished by what the Moonshot team continues to accomplish. By deploying veteran utility experts to work alongside local leaders — usually at no cost — we have grown, in just six years, from serving one community in one state to **supporting more than 300 communities across 42 states + 2 territories + 12 tribal nations, reaching over 13 million people.** In 2025 alone, we began work in 99 new communities.

On the other hand, I remain mindful of the scale of need facing thousands of utilities across the country. The smallest and most under-resourced systems are bearing the brunt of aging infrastructure, tightening regulations, climate-driven stress, and rising costs — pressures compounding faster than conventional support models can absorb.

We built Moonshot to close that gap.

Our time in the field has revealed an important truth. Much technical assistance — including our own — can resemble emergency medicine, stabilizing systems in crisis. But the acute problems that surface are almost always symptoms of deeper technical, managerial, and financial conditions. Until those underlying conditions improve, the same kinds of challenges resurface, in new forms, year after year.

This insight led us to formalize a framework we call Utility Performance Management (UPM) — grounded in hard-won field experience and built to address those underlying conditions, not just the symptoms they produce. Later in this report, you'll find a closer look at UPM, including several case studies.

Having validated our peer-to-peer model across hundreds of communities, we are now focused on putting UPM at the center of our work and scaling it — so that more utilities, and more families and waterways, can benefit.

We are grateful to our partners, funders, and colleagues who make this work possible. The progress detailed in this report reflects collective effort. **Together, we have built something rare: experienced practitioners working side by side with communities to deliver measurable change.**

The work ahead is substantial. But so is the opportunity. We invite you to join us,

Onward!

George Hawkins, CEO and Founder

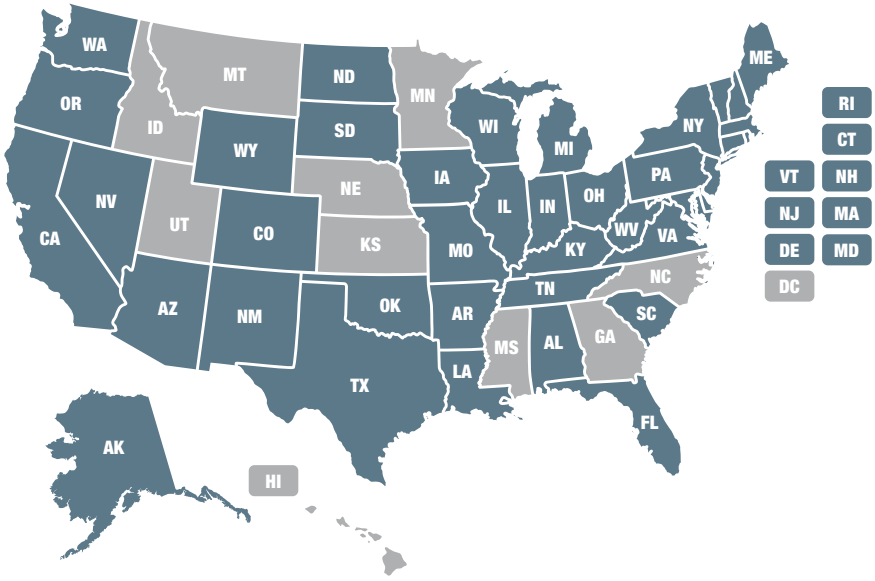
@george-hawkins

IMPACT BY THE NUMBERS

ISSUES ADDRESSED

- Drinking Water Quality
- Reduced Sewage Discharges
- Nutrient Removal
- Treatment Optimization & Cost Savings
- Funding Pathways & Innovative Finance
- Asset Management & Capital Planning
- Systems Consolidation & Regional Partnerships
- Governance & Strategic Planning
- Workforce Development & Training
- Source Water Protection
- Water Loss & Replenishment
- Technology Adoption

OUR SCALE AND IMPACT TO-DATE



300+ communities
56 states, territories & Tribal lands
13M+ people served
68 compliance-violation engagements
40 team members
720+ years of experience

2025 IN FOCUS

99 new communities engaged

88% of 2025 engagements served communities with fewer than 10,000 people

51 projects completed

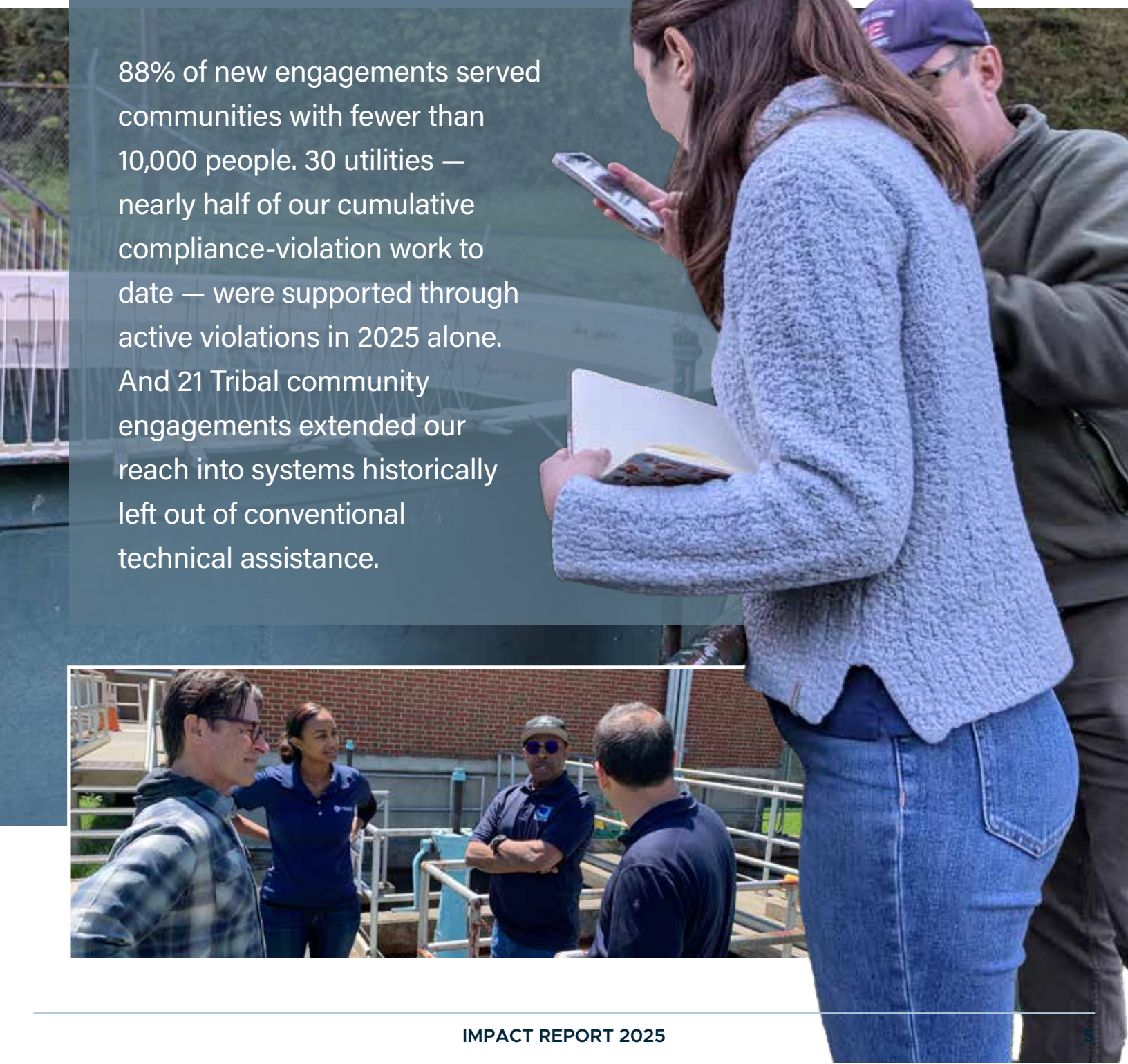
30 utilities helped through active compliance violations

21 Tribal community engagements

9 new team members and interns hired

2025 WAS A YEAR OF GOING DEEPER.

88% of new engagements served communities with fewer than 10,000 people. 30 utilities — nearly half of our cumulative compliance-violation work to date — were supported through active violations in 2025 alone. And 21 Tribal community engagements extended our reach into systems historically left out of conventional technical assistance.



UPM IN ACTION

The hardest problem in water is not a lack of solutions. For almost every challenge a struggling utility faces, a proven fix already exists. The problem is that the utilities that need those fixes most are the least able to adopt them. They are short on staff, short on budget, and short on the experience to evaluate options and put them in place. The barrier is rarely technology. It is the capacity gap across technical, managerial, and financial conditions.

Conventional technical assistance treats the symptom. It resolves the crisis in front of it and moves on. The capacity gap stays untouched, so the utility keeps solving versions of the same problem. **Moonshot works toward something different, and this year we named that goal Utility Performance Management, or UPM. A utility operating at UPM holds compliance instead of chronically losing it, and runs cost-efficient, forward-looking operations. Its improvements earn a real return through savings that sustain the utility and new revenue it can reinvest.**

As a utility's technical, managerial, and financial conditions improve, the gains compound. A fix frees money, the money funds an improvement, and the improvement lowers costs again. Each turn pays for the next. **The utility stops depending on outside help and becomes the engine of its own progress. It is financially resilient, it manages its infrastructure and environment proactively, and it has the time and resources to keep innovating.**

CURRENT REALITY

- Emergency repairs instead of planned investment
- Deferred maintenance driven by funding constraints
- Reactive responses to compliance requirements
- Little time or capacity for innovations
- Staff consumed by urgent problems, not long-term performance

WITH UPM

Financial Resilience
Stable, predictable investment in place or emergency spending

Infrastructure & Environment
Proactive asset management and stronger environmental outcomes

Capacity to Innovate
Time and resources to adopt new tools and technology

UPM moves utilities from crisis management to sustainable performance

When UPM lands well, change compounds — the savings from one improvement fund the next, and the utility itself becomes the engine of its own continuing recovery.

A Quick Win

A visible early improvement that builds trust and momentum.

A Business Case

Operational problems turned into investable opportunities.

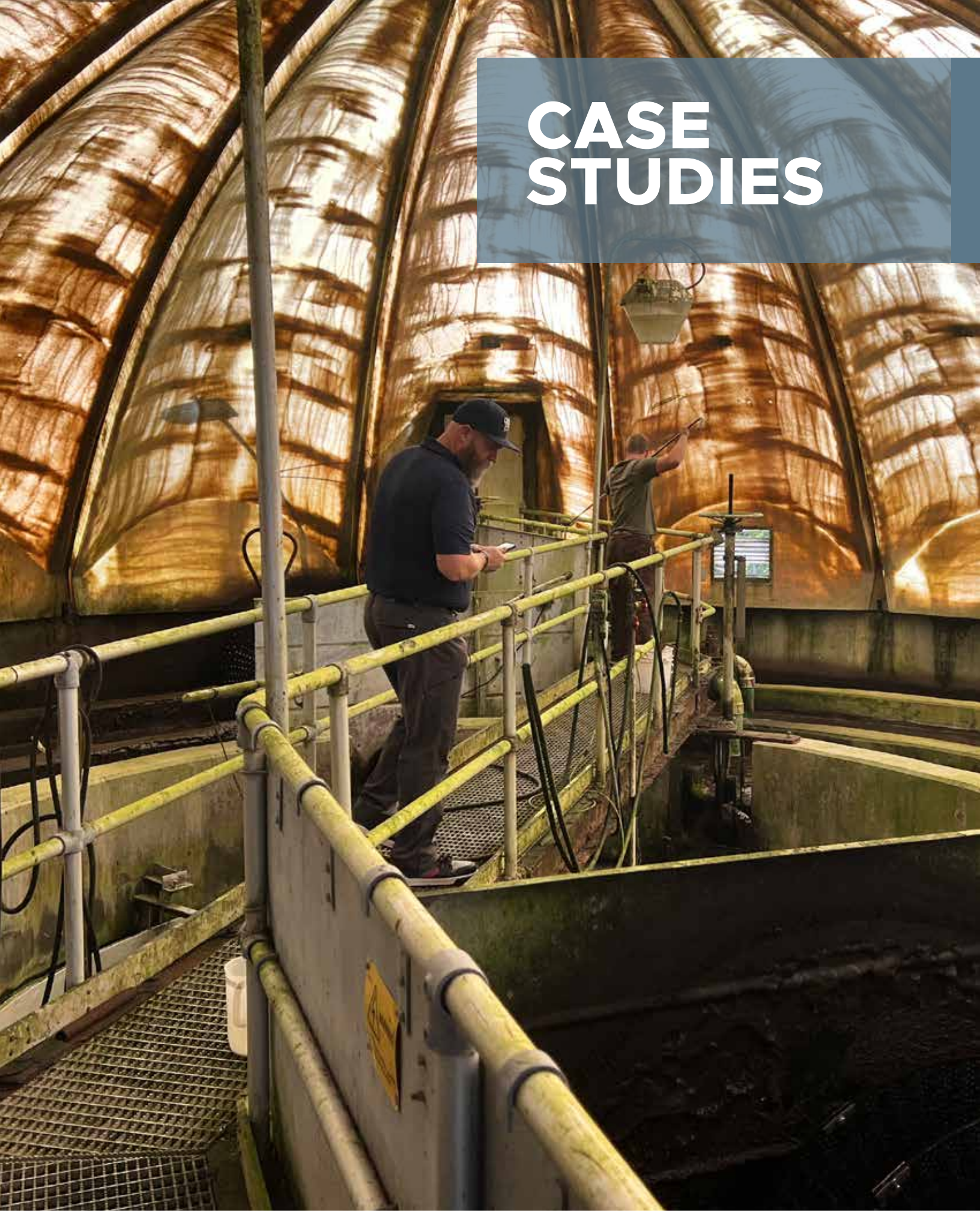
THE FOUR LEVERS OF UPM

Proactive Asset Management

Planned maintenance and capital strategy that extend infrastructure life.

Innovative Funding

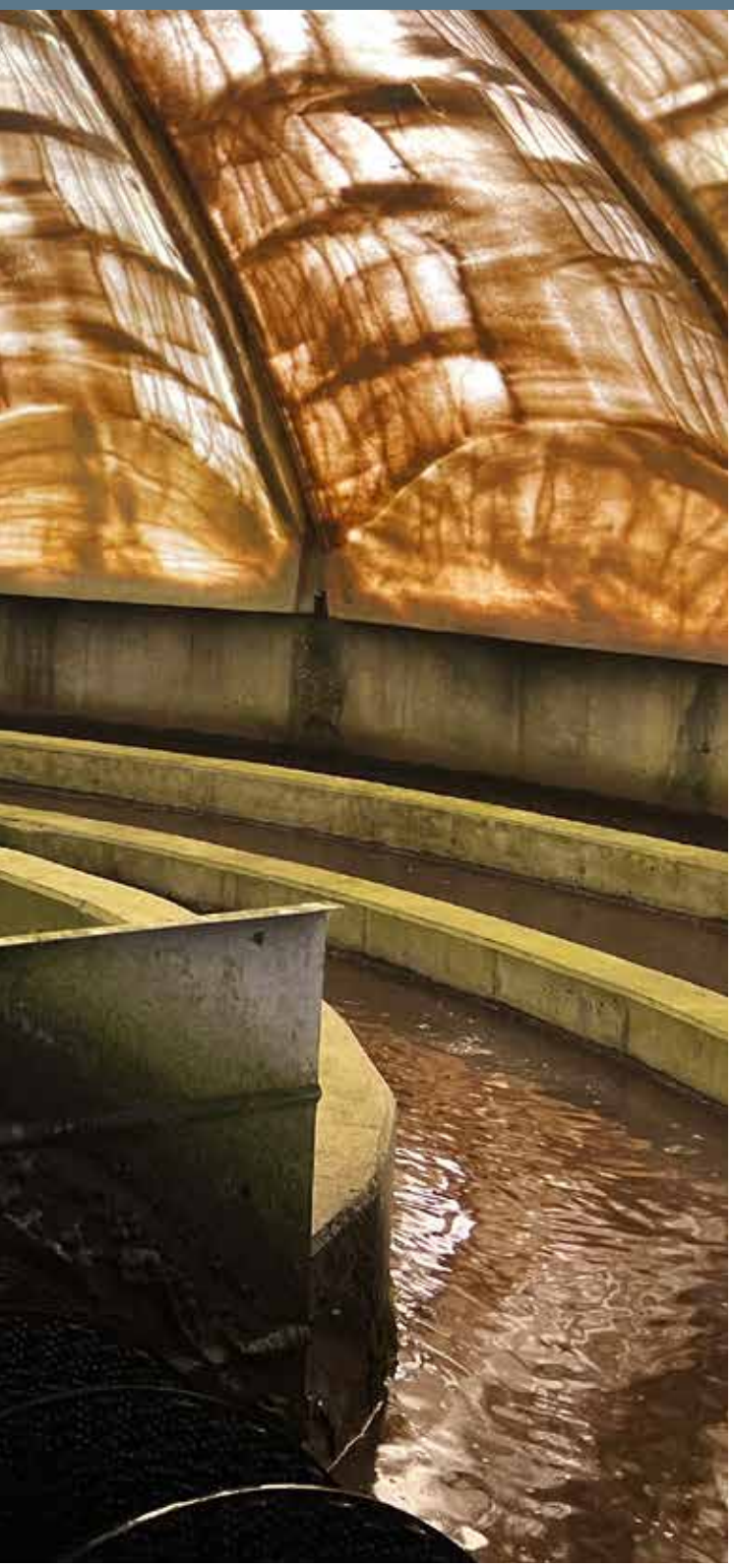
Financing that unlocks investment the utility could not reach alone.



CASE STUDIES

CASE STUDY

COST REDUCTION THROUGH OPTIMIZATION IN VICTORIA, VA



Challenge

The Town of Victoria runs a small drinking water plant built in the 1970s. Seasonal manganese in the raw water drove customer complaints, discolored water, and high chemical costs, and the utility ran on limited staff.

What We Did

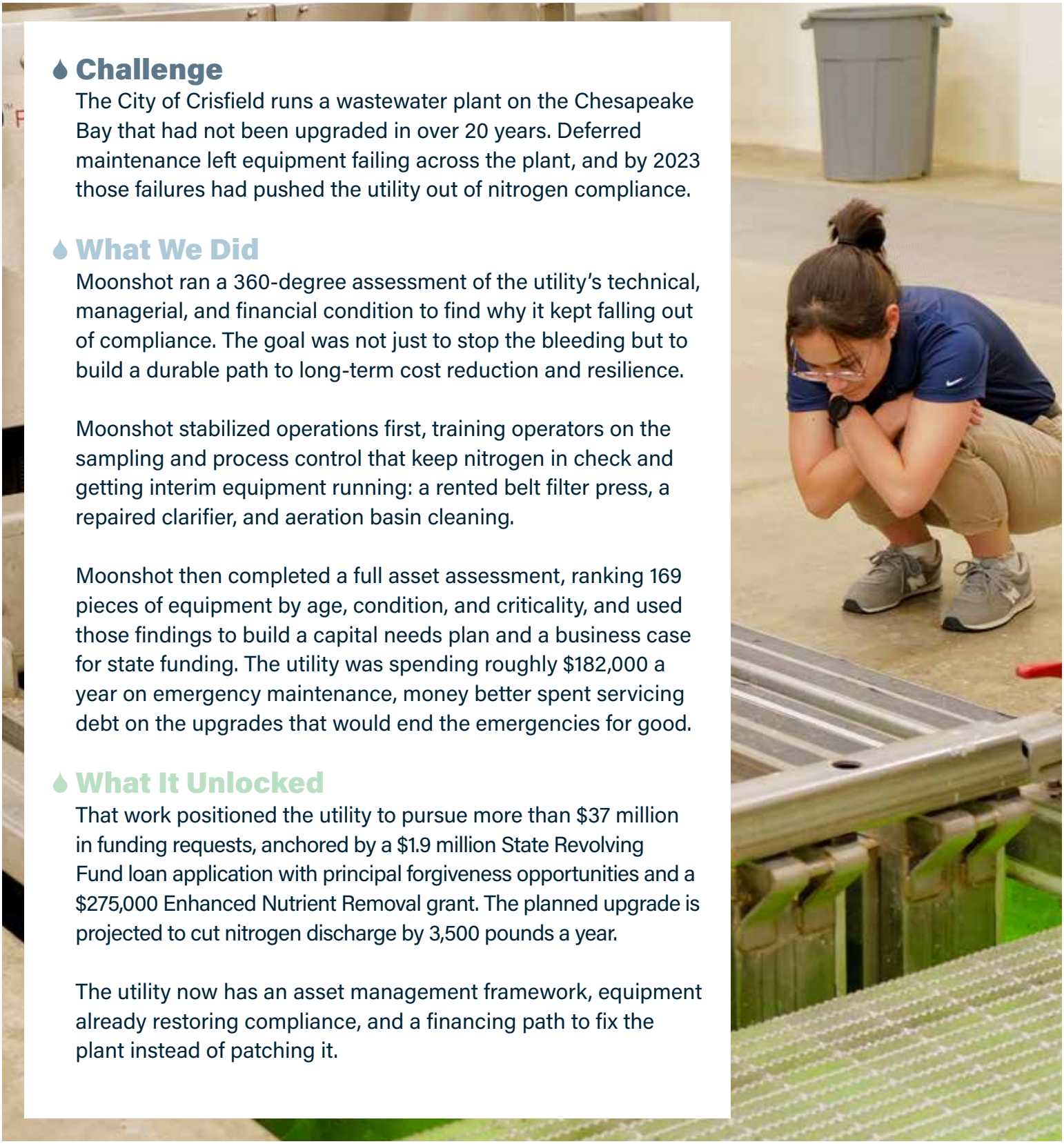
Moonshot worked with Victoria's operators to optimize treatment using more efficient and safer chemicals, and trained staff to sustain the change. We helped the utility select and install new monitoring equipment, rehabilitated a backup reservoir pump-house and water line unused for over a decade, and secured grant funding for instrumentation and asset management.

What It Unlocked

The optimized treatment cut chemical costs by $40,000 a year, a 10% reduction in annual operating expenses. The utility secured $160,000 in grants, and the rehabilitated reservoir proved its worth in a 2026 emergency, supplying the entire town for over a week when the main source went offline.

BUILDING CAPACITY FOR COMPLIANCE IN CRISFIELD, MD

CASE STUDY



Challenge

The City of Crisfield runs a wastewater plant on the Chesapeake Bay that had not been upgraded in over 20 years. Deferred maintenance left equipment failing across the plant, and by 2023 those failures had pushed the utility out of nitrogen compliance.

What We Did

Moonshot ran a 360-degree assessment of the utility's technical, managerial, and financial condition to find why it kept falling out of compliance. The goal was not just to stop the bleeding but to build a durable path to long-term cost reduction and resilience.

Moonshot stabilized operations first, training operators on the sampling and process control that keep nitrogen in check and getting interim equipment running: a rented belt filter press, a repaired clarifier, and aeration basin cleaning.

Moonshot then completed a full asset assessment, ranking 169 pieces of equipment by age, condition, and criticality, and used those findings to build a capital needs plan and a business case for state funding. The utility was spending roughly $182,000 a year on emergency maintenance, money better spent servicing debt on the upgrades that would end the emergencies for good.

What It Unlocked

That work positioned the utility to pursue more than $37 million in funding requests, anchored by a $1.9 million State Revolving Fund loan application with principal forgiveness opportunities and a $275,000 Enhanced Nutrient Removal grant. The planned upgrade is projected to cut nitrogen discharge by 3,500 pounds a year.

The utility now has an asset management framework, equipment already restoring compliance, and a financing path to fix the plant instead of patching it.

FUNDING INNOVATION IN SWANZEY, NH

CASE STUDY

Challenge

The Town of Swanzey runs a small wastewater plant serving 1,800 people, where electricity was one of the largest recurring costs. Moonshot helped the utility acquire a $420,000 CWSRF loan to fund a new solar system sized to power the entire plant, plus targeted efficiency improvements. These would reduce expenses over time but left a large balance to repay.

What We Did

Moonshot built a funding strategy combining four sources to pay down that balance: $210,000 in Clean Water SRF principal forgiveness, a $113,000 federal clean-energy tax credit, a $17,000 state grant, and incentives from the local electric utility. Moonshot screened more than 10 programs to steer the utility toward the realistic ones, developed the applications for every grant and incentive pursued, and guided the utility through the federal channels to claim the tax credit.

What It Unlocked

The strategy is projected to cut the net cost from $420,000 to $68,000. The solar and efficiency projects will lower electricity costs for years, and staff came away knowing how to navigate federal funding on future projects.

CASE STUDY

CAPITAL PLANNING FOR SAVINGS IN BOWLING GREEN, VA

Challenge

The Town of Bowling Green's water and sewer systems serve fewer than 1,600 people. The utility has a modest revenue base, aging infrastructure, and regulatory obligations it cannot afford on its own, including a Virginia Department of Health consent order on its drinking water. Its wastewater plant was spending heavily to haul sludge out of town, and it had not completed a formal rate study since 2004.

What We Did

Moonshot coordinated with the system's engineering firm on a corrective measure for the drinking water system and helped secure a $45,000 state grant to implement it.

Moonshot recommended a dewatering project for the sludge, estimated to save over $250,000 a year in operating expenses, and helped prepare the funding application for the equipment. The result was a $680,000 Clean Water SRF award, with $646,000 in principal forgiveness and 0.5% interest on the balance.

What It Unlocked

This and additional Moonshot assistance gave the utility a clear financial roadmap and a path back into compliance. Moonshot is now delivering its first rate study in two decades, to rebalance and modernize the rate structure and equip leadership to explain those adjustments to Council and residents.

"Going far above and beyond, their technical team has been key in providing capacity for our small, limited staff... as well as acting as liaison with our oversight agencies and providing management recommendations. Moonshot Missions continues to be a valuable partner and a tremendous asset to the City of Crisfield."

— Mayor Darlene Taylor

FINANCIAL SUMMARY

	FY2025	FY2024
Revenue		
Contributions and Support	3,332,962	3,366,163
Earned Revenue	428,170	332,659
Total Revenue	**$3,761,132**	**$3,698,822**
Expenses		
Personnel Expenses	3,153,229	2,621,407
Consulting Expenses	488,029	559,893
Programmatic Expenses	152,323	223,167
Non-Personnel Expenses	127,591	126,414
Total Operating Expenses	**$3,921,172**	**$3,530,881**
Investments	21,673	25,042
Change in Net Assets	**($138,367)**	**$192,983**
Assets		
Total Assets	**$1,068,196**	**$1,583,103**
Liabilities and Net Assets		
Total Current Liabilities	119,628	113,607
Total Long-Term Liabilities	$0	382,562
Total Liabilities	**$119,628**	**$496,169**
Net Assets		
Total Net Assets	**$948,568**	**$1,086,934**
Total Liabilities and Net Assets	**$1,068,196**	**$1,583,103**

INCOME
$3,761,132

73% Grant Revenue - Governmental

15% Contributions and Grants

11% Earned Revenue

1% In-Kind Revenue

EXPENSES
$3,921,172

80% Personnel Expenses

12% Consulting Expenses

4% Programmatic Expenses

3% Non-Personnel Expenses

"Moonshot's leadership and expertise in quarterbacking the required activities have been invaluable. They successfully coordinated the resources needed for our village, putting us back on track, ensuring compliance, and facilitated the necessary actions to manage our aging system more effectively. To be absolutely clear, we could not have progressed this far without Moonshot Missions."

- Jason Starkey,
Councilman Village of Hessmer

THANK YOU
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Town of Woodstock

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