

Greater New Haven
Water Pollution Control Authority

Cost of Service Study for Fiscal Year 2027

March 31, 2026



COST OF SERVICE STUDY FOR FISCAL YEAR 2027

Prepared for:

Greater New Haven Water Pollution Control
Authority

260 East Street

New Haven, Connecticut 06511

Prepared by:

Arcadis U.S., Inc.

O'Neil Accounting & Consulting, LLC

Our Ref.:

30325154

Date:

March 31, 2026

This document is intended only for the use of the individual or entity for which it was prepared and may contain information that is privileged, confidential and exempt from disclosure under applicable law. Any dissemination, distribution or copying of this document is strictly prohibited.

CONTENTS

1	Introduction	1-1
1.1	Background	1-1
1.2	Objective and Scope	1-1
1.3	Sewer Ordinance.....	1-2
1.3.1	Assessment of Benefits; Benefit Charge	1-2
1.3.2	Rates Established	1-3
1.3.3	Rates for Property Located Outside the GNHWPCA’s Service Territory	1-3
1.3.4	No Reduced Rates or Free Service Permitted	1-3
1.3.5	Billing and Collection	1-3
1.3.6	Cost of Service Study; Proposed Rates	1-3
2	GNHWPCA System & Customers	2-1
2.1	Regional System Profile	2-1
2.2	GNHWPCA Customer Base.....	2-1
2.3	Organization & Management	2-2
2.3.1	Governance	2-2
2.3.2	Management and Staff	2-4
2.3.3	Contracted Services	2-5
2.3.3.1	Maintenance Services Agreement.....	2-5
2.3.3.2	Solids Handling Agreement	2-5
2.3.4	Powers of the GNHWPCA	2-6
2.3.4.1	Cost Allocation	2-6
2.3.4.2	Procedures for Establishing Rates and Charges.....	2-6
2.3.4.3	Budget Approval	2-6
2.3.5	Billing & Collection	2-7
2.3.5.1	Billing Procedures.....	2-7
3	Financial Management.....	3-1
3.1	Introduction.....	3-1
3.2	Rate Covenants.....	3-1
3.3	Reserve Accounts	3-3

COST OF SERVICE STUDY FOR FISCAL YEAR 2027

4	Determination of Rates	4-1
4.1	Scope and Methodology.....	4-1
4.2	Cost Projections and Determination of Revenue Requirement	4-1
4.2.1	Operations and Maintenance Costs	4-1
4.2.2	Debt Service	4-2
4.2.3	Estimated Future Debt Service.....	4-2
4.2.4	Miscellaneous Revenues.....	4-3
4.2.5	Debt Service Coverage Requirement.....	4-3
4.2.6	Use of Debt Service Reserve Funds	4-3
4.2.7	Receivable Management Costs.....	4-3
4.3	Development and Design of Rates and Charges.....	4-4
4.3.1	Objectives	4-4
4.3.2	Recommended Rate.....	4-4
4.3.3	Flat Rates for Well Users.....	4-4
4.3.4	Disclaimers	4-5
5	Exhibits.....	5-1
	Exhibit 1. Revenue Requirement and Recommended User Rates	5-2
	Exhibit 2. Recommended User Rates – Supporting Calculations	5-3
	Exhibit 3. Budgeted Operations & Maintenance Expenses by Department	5-4
	Exhibit 4. Scheduled and Estimated Debt Service	5-5
	Exhibit 5. Scheduled and Estimated Debt Service – Clean Water Fund Noted	5-6
	Exhibit 6. Capital Improvement Plan.....	5-7
	Exhibit 7. Organization Chart.....	5-9

TABLES

Table 2-1.	Summary of GNHWPCA Wastewater System.....	2-1
Table 2-2.	Constituent Municipality Customers Served	2-2
Table 2-3.	Current Board of Directors	2-3
Table 3-1.	Debt Service Coverage Calculation	3-2
Table 4-1.	FY27 Recommended User Rate; FY27 through FY31 Projected Rates.....	4-4

ACRONYMS AND ABBREVIATIONS

CCF	One hundred cubic feet
CGS	Connecticut General Statutes
CSO	Combined sewer overflow
CWF	Clean Water Fund
FYxx	Fiscal year ended June 30, 20xx
GNHWPCA	Greater New Haven Water Pollution Control Authority
IFO	Interim Funding Obligation
MGD	Million gallons per day (flow volume)
MGH	Million gallons per hour (flow volume)
O&M	Operation and maintenance
PLO	Permanent Loan Obligation
RWA	South Central Connecticut Regional Water Authority

1 INTRODUCTION

1.1 Background

The Greater New Haven Water Pollution Control Authority (“GNHWPCA”) was created in 2005 to provide sewage collection and treatment service to customers in the City of New Haven and the Towns of Hamden, East Haven and Woodbridge (the “Constituent Municipalities”) and wholesale treatment service to the towns of North Haven and North Branford via interlocal agreements. Prior to creation of the GNHWPCA in 2005, the utility was owned and operated by the City of New Haven’s Water Pollution Control Authority.

The GNHWPCA is organized in accordance with Connecticut General Statutes (“CGS”) §§22a-500 to 519 inclusive (the “Act”). The purpose of the GNHWPCA is to further the environmental protection laws of the State of Connecticut and to gain efficiencies and economies of scale with respect to the planning, design, construction, management, operation and maintenance of the regional wastewater system. Since acquiring the utility, the GNHWPCA has been providing quality and affordable wastewater services to its customers.

The GNHWPCA was created to (a) operate the wastewater treatment plant and to (b) use, equip, re-equip, repair, maintain, supervise, manage, operate and perform any act pertinent to the collection, transportation, treatment and disposal of sewage with respect to the Constituent Municipalities. Currently, the daily flow at the treatment plant is approximately 30 million gallons per day (“MGD”). The treatment plant has an average daily design flow capacity of 40 MGD and currently provides primary and secondary treatment for all wastewater influent up to 60 MGD. During high flow events, all flow receives primary treatment; however, flow exceeding 60 MGD bypasses secondary treatment but receives disinfection along with the secondary effluent prior to discharge. The treatment plant provides the following unit processes: screening and grit removal, raw waste pumping, three primary clarifiers, four aeration trains, eight secondary clarifiers, gravity thickeners and chlorine disinfection prior to discharge. Thickened sludge is delivered to the on-site sewage sludge incinerator for processing.

The maintenance of the treatment plant and pump stations is performed under contract by New Haven Residuals, LP (“Synagro”). Synagro is also responsible (under a separate agreement) for sludge receipt and disposal including operation and maintenance of the sludge incinerator at the East Shore Treatment Plant. The current terms of the contracts both expire in September 2029.

1.2 Objective and Scope

In accordance with §42 of the GNHWPCA’s ordinance (the “Sewer Ordinance”) the Executive Director will ensure that a cost of service study is performed at least annually. The objective of the cost of service study is to produce a schedule of recommended user rates and charges for the customers of the GNHWPCA’s system which will be sufficient to meet the anticipated costs of operating the sanitary sewer system for the upcoming fiscal year.

The Cost of Service Study shall include:

COST OF SERVICE STUDY FOR FISCAL YEAR 2027

- A review and evaluation of the proposed expense budget for the upcoming fiscal year, and preparation of cost estimates for the succeeding four fiscal years based on the Executive Director's cost estimates.
- A review and evaluation of the proposed revenue budget for the upcoming fiscal year, and preparation of revenue estimates for the succeeding four fiscal years based on the Executive Director's revenue estimates.
- Determination of the projected revenue requirement from user rates for the upcoming fiscal year and the succeeding four fiscal years.
- Development of a schedule of recommended rates and charges sufficient to support the estimated annual revenue requirements from user rates for the upcoming fiscal year and the succeeding four fiscal years.
- Analysis of the GNHWPCA's historical collection rate, including the current fiscal year and the Executive Director's estimate of the collection rate for the upcoming fiscal year.
- Preparation of a report documenting recommendations, assumptions and methodology.
- Such other information as required by the Executive Director from time to time.

The Executive Director shall review the results and submit the cost of service study to the GNHWPCA Board of Directors on or before the third Monday in April.

1.3 Sewer Ordinance

The GNHWPCA's ordinance governs the operation, maintenance and expansion of the regional wastewater system. In order to guarantee consolidated operation, maintenance and expansion of the regional wastewater system by the GNHWPCA, the Sewer Ordinance also acted to repeal similar ordinances of the Constituent Municipalities which previously served to govern operation, maintenance and expansion of their individual wastewater systems. Material provisions of the Sewer Ordinance that affect this study are detailed in the sections which follow.

1.3.1 Assessment of Benefits; Benefit Charge

Pursuant to provisions contained in the Act, the GNHWPCA may levy and collect benefit assessments upon the lands and buildings within its jurisdiction, which, in its judgment, are especially benefited by a sanitary sewer, according to such rules as the GNHWPCA may adopt. No assessment shall be made until after a public hearing before the GNHWPCA, at which time the owner of the property to be assessed shall have an opportunity to be heard concerning the proposed assessment.

Assessments, including any installment thereof, are due and payable at such time as fixed by the GNHWPCA, provided no assessment shall become due until the work, or particular portion thereof for which such assessment was levied, has been completed. Any assessment of benefits, including any installment thereof, which is not paid within 30 days after the due date, is considered delinquent and will be subject to interest and will constitute a lien upon the property assessed and a charge upon the owner thereof.

1.3.2 Rates Established

Charges for sanitary sewer services furnished by the GNHWPCA for residential, commercial, industrial and institutional users are to be established and revised from time to time by the GNHWPCA. Sewer use charges are to reflect a proportional distribution of costs among all users in accordance with the Act, and Chapter 103 of the Connecticut General Statutes, as amended.

1.3.3 Rates for Property Located Outside the GNHWPCA's Service Territory

The charges to be made by the GNHWPCA for sewer service to property outside the limits of the GNHWPCA's service territory are to be established on the basis of a formal contract with the GNHWPCA, and billed directly to such customers.

1.3.4 No Reduced Rates or Free Service Permitted

All persons owning, renting, leasing or having management or control of property or premises that produce waste that is discharged into the regional wastewater system, including domestic waste, and subject to the provisions of the Sewer Ordinance, shall be charged the rates established by the GNHWPCA, and no reduced rates or free sanitary sewer services are to be furnished to any such person, property or premises.

1.3.5 Billing and Collection

Billing for sewer services is made to the GNHWPCA's customers monthly or quarterly. All sewer user charges are due and payable in full on receipt. Any charges not paid in full within 30 days of the billing date are considered delinquent and bear interest from the due date at the rate provided pursuant to CGS for delinquent property taxes.

1.3.6 Cost of Service Study; Proposed Rates

The Executive Director of the GNHWPCA is to ensure that a cost of service study is performed at least annually. The Executive Director reviews the results of the study and shall submit the study on or before the third Monday in April to the GNHWPCA Board of Directors for consideration and public hearing. If the Executive Director's recommendations as to the proposed rates and charges are not disapproved, or approved with modifications by the GNHWPCA Board of Directors by the first day of the next fiscal year, the Executive Director's recommended rates and charges will automatically become effective until such time as they are superseded by a renewal of the above procedure. Billings for services are to be rendered as the GNHWPCA determines. In the period intervening between cost of service studies, the GNHWPCA may amend user charges so long as such charges are based upon the anticipated cost of operating the system and such charges are presented to the general public at a public hearing in accordance with CGS.

2 GNHWPCA SYSTEM & CUSTOMERS

2.1 Regional System Profile

Wastewater treated by the GNHWPCA at the wastewater treatment plant is discharged into Long Island Sound and must meet both federal and state effluent quality standards. The GNHWPCA was organized to ensure the necessary professional technical and skilled personnel, specialized facilities and equipment, and financial resources are available to allow it to carry out its mission: “To provide reliable municipal wastewater services in compliance with applicable laws, in a cost efficient and effective method, and with the intent and desire to protect the environment and public health of the constituent municipalities.” Furthermore, its operations are expected to be financially self-sufficient.

The wastewater systems of the Constituent Municipalities include any device, equipment, appurtenance, plant facility and method for receiving, collecting, transporting, reducing, treating, reclaiming, disposing, separating or discharging sewage or the residue from the treatment of sewage. The wastewater systems may also include the purchase and/or lease of real estate and improvements thereto deemed necessary or desirable by the GNHWPCA for the purpose of establishing and providing wastewater management and water pollution control services.

Table 2-1 presents a brief summary of the wastewater systems of the GNHWPCA.

Table 2-1. Summary of GNHWPCA Wastewater System

Service Area	53,000 acres
Treatment Plant Capacity	40 mgd
Average Daily Flow	30 mgd
Pump Stations	30
Siphons	8
Sewer Collection System	556 miles
Combined Sanitary/Storm Sewers	50 miles
Manholes	14,300

Source: GNHWPCA management.

2.2 GNHWPCA Customer Base

The total number of sewer service connections (customers) is approximately 48,000 based upon information from the GNHWPCA’s customer billing system. According to 2024 Connecticut Department of Public Health data, the total estimated population of the Constituent Municipalities was 236,000. It is estimated that approximately 207,000 residents within the Constituent Municipalities currently receive

COST OF SERVICE STUDY FOR FISCAL YEAR 2027

sewer service from the GNHWPCA. Through interlocal agreements between the GNHWPCA and the towns of North Branford and North Haven, an additional population of approximately 1,500 is served by the GNHWPCA. As illustrated in Table 2-2, the City of New Haven is the largest Constituent Municipality representing approximately 65 percent of the population served.

Table 2-2. Constituent Municipality Customers Served

Municipality	Population Served	/----- Active Customer Accounts¹ -----/				Total
		Residential	Commercial	Industrial	Public Auth.	
New Haven	130,000	20,776	2,014	71	190	23,051
Hamden	50,000	13,676	784	34	37	14,531
East Haven	26,000	9,974	282	7	23	10,286
Woodbridge	1,000	360	75	-	3	438
Total	207,000	44,786	3,155	112	253	48,306

(1) GNHWPCA Customer Information System (CIS) data as of March 2026.

The customer base served by the GNHWPCA consists of a diverse mix of residential and commercial customers. Customers are classified according to the nature of their use of water as well as their property ownership classification, since billing is conducted based on property ownership. Single and multifamily homes and apartment buildings are classified as “residential”, manufacturing enterprises in which water is used as part of the manufacturing process are classified as “industrial”, business and institutional enterprises other than those classified industrial are classified as “commercial” and municipal and other government agencies are classified as “public authority”. It is important to note that in some instances there is a discrepancy between the nature of the water use and the property classification. For example, the New Haven Housing Authority is a public authority responsible for numerous residential households. The GNHWPCA classifies this customer as a public authority.

2.3 Organization & Management

2.3.1 Governance

The business of the GNHWPCA is managed by or under the direction of a Board of Directors, which may exercise all such powers of the GNHWPCA and perform all such lawful acts and activities as are allowed by the Connecticut General Statutes, as amended, and by its bylaws and ordinances.

According to provisions of the Sewer Ordinance and Section 2.2 of its bylaws, the GNHWPCA is to be governed by a qualified Board of Directors, comprised as follows:

“The GNHWPCA has nine (9) Directors, each of whom shall have one vote. Four (4) Directors have been appointed from New Haven by the Mayor of New Haven, with the approval of the Board of Aldermen of New Haven. Two (2) Directors have been appointed from East Haven by the Mayor of East Haven, with the approval of the Town Council of East Haven. Two (2) Directors have been appointed from Hamden by the Mayor of Hamden, with the approval of the Town Council of

COST OF SERVICE STUDY FOR FISCAL YEAR 2027

Hamden. One Director has been appointed from Woodbridge by the First Selectman of Woodbridge, with the approval of the Board of Selectmen of Woodbridge.”

The Directors are appointed for three year staggered terms as outlined in detail in the bylaws and ordinance. In any single year, no more than four (4) Directors’ terms are scheduled to expire at one time, thereby designed to institutionalize a continuity of governance.

All business of the GNHWPCA is managed and directed by the Board of Directors, as allowed by CGS and the GNHWPCA’s bylaws.

The GNHWPCA’s bylaws may be revised by the affirmative vote of no less than two-thirds of the Directors in accordance with CGS §22a-501(a) (1), as amended. However, the bylaws provide that any amendment to include new constituent municipalities shall require a unanimous affirmative vote of the Board of Directors.

The current membership of the Board is as follows:

Table 2-3. Current Board of Directors

Name/Title	Appointed By	Term Expires
Russell N. Cyr, Director	Hamden	12/31/26
Salvatore Punzo, Director	New Haven	12/31/26
Raymond Pompano, Sr., Director	East Haven	12/31/26
Kenneth Dagliere, Director	East Haven	12/31/27
Jeffrey D. Ginzberg, Director	Woodbridge	12/31/27
Elaine Braffman, Director	New Haven	12/31/27
Clayton M. Williams, Chairman	New Haven	12/31/28
Joyce Alton, Director	New Haven	12/31/28
Stephen A. Mongillo, Vice Chairman	Hamden	12/31/28

According to its bylaws, a majority vote of the Directors is required to approve all business transactions of the GNHWPCA. Certain matters, such as entering into an agreement with respect to the distribution of rights and properties of the GNHWPCA upon the termination of its corporate existence, entering into or approving any sludge agreement, entering into any interlocal agreement, entering into any agreement with respect to the sale or lease of assets of the GNHWPCA which would leave the GNHWPCA without a significant continuing business activity, removal of a Director, awarding of a contract by negotiation without public bidding; amending, modifying, restating or replacing the Sewer Ordinance, and increasing the permitted processing capacity of the GNHWPCA’s treatment plant, each would require a 2/3rds vote of the Directors.

The Board establishes insurance, health care, retirement, and other employee benefits as it deems necessary and convenient for the effective administration of the GNHWPCA. Key management positions

are designed in each functional area under the major divisions of Executive Director, Finance and Administration, Engineering and Operations to address the operation, maintenance and management of the regional wastewater system by the GNHWPCA.

2.3.2 Management and Staff

The GNHWPCA is headed by an Executive Director, who is responsible for all technical and administrative operations of the GNHWPCA and the implementation of programs, policies and procedures at the direction of the Board. Key management staff members are as follows:

Sidney Holbrook, Executive Director. Mr. Holbrook is the Executive Director of the GNHWPCA. He has 40 years of wastewater, environmental and public management experience. Mr. Holbrook has served as the Executive Director of the GNHWPCA since 2009. Prior to this position, he owned and operated the Monoflo Septic Tank Co., Inc. in Westbrook, Connecticut and was the principal of SJH Associates which provided Environmental Consulting Services. Mr. Holbrook also served as Governor John Rowland's Chief of Staff from 1997 to 2002, directly overseeing sixteen (16) State agencies including the Department of Environmental Protection, Department of Transportation, Department of Public Health and Department of Social Services. Prior to his tenure as Chief of Staff, Mr. Holbrook served as the Commissioner of the Department of Environmental Protection. On May 10, 2011, Mr. Holbrook was recognized by the National Association of Clean Water Agencies in Washington, D.C. with a Public Service Award for his dedication to Environmental Stewardship. As Executive Director, his responsibilities include managing and directing all administrative, operational and financial activities and programs of the GNHWPCA.

Gabriel Varca, CPA, Treasurer and Director of Finance and Administration. Mr. Varca is the Treasurer and Director of Finance and Administration for the GNHWPCA. For over 30 years, Mr. Varca has held various operations and management positions with the New Haven Water Pollution Control Authority ("NHWPCA") and the GNHWPCA. He assists the Executive Director in the creation of the operating budget and capital improvement plan budget and is responsible for the administrative and financial operations of the GNHWPCA including accounting, finance, billing and collections. Mr. Varca has a Class III Wastewater Operators License from the Connecticut Department of Environmental Protection and earned a B.S. in Accounting from Southern Connecticut State University.

Joseph Megale, Director of Operations. Mr. Megale is the Director of Operations for the GNHWPCA. He has over 30 years' experience in wastewater operations, design and construction. His responsibilities include supervising and managing the performance of the GNHWPCA's water pollution control facilities, sanitary sewer collection systems and pumping stations within State and Federal regulations. Prior to being the Director of Operations, Mr. Megale spent 12 years as the Deputy Director of Operations for the GNHWPCA. Mr. Megale holds a B.S. in Chemical Engineering from the University of Connecticut. He is licensed Professional Engineer (P.E.) with the State of Connecticut.

Thomas Sgroi, P.E., Director of Engineering. Mr. Sgroi is the Director of Engineering for the GNHWPCA. Mr. Sgroi has over 30 years of engineering and construction management experience. His responsibilities include completion of executive management work for the GNHWPCA's planning and engineering programs, which include design, construction, utility services, GIS, mapping, records management and capital improvement projects. Mr. Sgroi earned a B.S. in Civil Engineering from the University of Hartford. He is also a Licensed Professional Engineer in the State of Connecticut.

An organization chart is included as Exhibit 7.

2.3.3 Contracted Services

2.3.3.1 Maintenance Services Agreement

The GNHWPCA executed a 15 year Maintenance Services Agreement with New Haven Residuals, LP (“Synagro”) dated September 30, 2013. The comprehensive agreement with Synagro provides for the maintenance of the East Shore Treatment Plant and pump stations. This agreement establishes performance and reporting requirements for the maintenance of the system, and requires the implementation of a maintenance management program to include preventive, predictive, and corrective maintenance for all components of the system.

The agreement provides for payment of a service fee to Synagro consisting of the following components:

- A fixed component of \$1,930,000 (2014 dollars, adjusted annually);
- Reimbursement for expenditures for maintenance, major repairs, capital projects and outside services up to a defined Project Expense Limit of \$1,100,000 (2014 dollars, adjusted annually). Amounts expended by Synagro in excess of the limit are paid by the GNHWPCA, subject to a markup; and
- 50% of the revenues collected by the GNHWPCA from the Fats, Oils and Greases (i.e., “FOG”) facility.

The GNHWPCA is responsible for all utility costs except for natural gas for the maintenance building. The current term of the contract expires in September 2029.

2.3.3.2 Solids Handling Agreement

The GNHWPCA currently also contracts with Synagro for sludge receipt and disposal, including operation and maintenance of the sludge incinerator at the East Shore Treatment Plant under the terms of an agreement that amends and restates the original August 17, 1995 agreement. The September 2014 agreement has an initial term of 10 years and includes two five-year renewal options. The agreement provides for GNHWPCA payment of a service fee to Synagro per dry ton of sludge processed. Synagro, is responsible for reimbursing the GNHWPCA for the cost of all utilities, except water, associated with the specified services. The service fee per dry ton was fixed at the outset of the agreement, and is subject to annual adjustments for inflation.

Under the agreement, Synagro is allowed to solicit sludge from other entities (outside sludge) to maximize the efficiency of the on-site incinerator. Synagro is required to pay a royalty to a Sinking Fund for outside sludge processed. The current royalty is \$39.06 per dry ton. The GNHWPCA matches all such payments into the Sinking Fund with such combined contributions to be used for any capital projects. As of July 1, 2016 (first amendment), Synagro is responsible for any capital projects costing less than \$50,000, and the GNHWPCA is no longer required to contribute to the Sinking Fund. As of July 1, 2019 (second amendment), the service fee was renegotiated and will continue to be subject to annual adjustment. The current term of the contract expires in September 2029.

Individuals providing services under the maintenance and solids handling contracts are employees of Synagro, not the GNHWPCA. Synagro maintains 25 staff positions, 13 of which are dedicated wastewater treatment maintenance staff. Currently the staff of the GNHWPCA consists of 65 full- and part-time employees. An organization chart is included as Exhibit 7.

2.3.4 Powers of the GNHWPCA

The GNHWPCA has the power to set rates, bill customers and take appropriate action for collection of delinquent accounts. The GNHWPCA is a regional water pollution control authority formed in accordance with CGS §§22a-500 to 519, which provides powers of municipalities to the GNHWPCA. CGS §22a-501 sets forth in greater detail the powers of a regional water pollution control authority to set rates.

2.3.4.1 Cost Allocation

The goal of the GNHWPCA is to maintain a uniform blended rate for all Constituent Municipalities. This study is being conducted to develop a schedule of recommended sewer user rates sufficient to support the estimated cost of service to all users in the regional wastewater system.

2.3.4.2 Procedures for Establishing Rates and Charges

The GNHWPCA is empowered to establish and impose just and equitable fees, rates, charges, and penalties and levy assessments of property benefited by the wastewater system for any services it performs. The Board of Directors is responsible for approval of all fees, rates, charges and penalties. Rates are based on metered water flow use and billed directly to the user on a quarterly basis unless otherwise specified.

Rates are determined based on the proposed budget and the annual cost of service study, to be considered by the GNHWPCA and the general public and noticed in accordance with state statutes and applicable ordinances and by-laws.

Such charges are to reflect a proportional distribution of costs among all users in accordance with CGS §7-255, as amended from time to time, §204(b) of 33 USC, Section 1284(b) and the Act. No reduced rates or free service are to be permitted. Prior to the establishment of a fee, rate, charge, penalty or assessment, the Board of Directors must hold a public hearing at which all users of the wastewater system will have had an opportunity to be heard concerning any such proposed fee, rate, charge, penalty or assessment.

2.3.4.3 Budget Approval

In accordance with CGS §§22a-500 to 519, and the Sewer Ordinance, the GNHWPCA must ensure a cost of service study is conducted at least annually. The study is to be reviewed by the Executive Director and submitted each year with a schedule of recommended rates and charges for the next fiscal year. In the period intervening cost of service studies, the GNHWPCA is authorized to amend user charges provided such charges are based upon the anticipated cost of operating the system and are presented at a public hearing, properly noticed.

COST OF SERVICE STUDY FOR FISCAL YEAR 2027

The annual budget of the next fiscal year's projected revenue and expenditures and recommended sewer user charges are to be submitted to the Board of Directors and filed with the City/Town Clerks in the City of New Haven and Towns of East Haven, Hamden, and Woodbridge by the Executive Director on or before the third Monday in April and, within ten calendar days after such submission, are to be published once in a daily newspaper having circulation in the City of New Haven and Towns of East Haven, Hamden, and Woodbridge. After such publication, but no earlier than ten calendar days after public notice thereof, the GNHWPCA is to hold a public hearing on such projected revenue and expenditures and recommended sewer user charges and consider and act on such projected revenues and expenditures and recommended sewer user charges on or before the first Monday in June.

The Executive Director is required to submit one copy of the annual operating budget of the GNHWPCA to the State of Connecticut Office of Policy and Management by July 1st of each year or within thirty calendar days after the adoption of the budget, whichever is later (CGS §22a-502.). The budget and sewer use charge, if said charge is revised by the GNHWPCA, shall be filed with the City/Town Clerks and published in a daily newspaper having circulation in the City of New Haven and Towns of East Haven, Hamden, and Woodbridge no later than five calendar days after their filing.

2.3.5 Billing & Collection

All billing and collection is coordinated through the Customer Service Department of the GNHWPCA. The costs associated with the GNHWPCA's billing and collection activities and certain of its administrative and accounting costs are recovered through an administrative charge applied to each bill. The GNHWPCA estimates it will produce approximately 196,000 bills in FY27.

2.3.5.1 Billing Procedures

Customers of the GNHWPCA are classified according to the nature of their water consumption. All homes, dormitories and apartment buildings are classified as residential, all manufacturing enterprises in which water is used as part of the manufacturing process are classified as industrial, and all business and institutional enterprises other than those classified as industrial are classified as commercial. Municipal and other public entities are classified as public authority. The wastewater customers are billed for wastewater services based on their metered water consumption, as determined by the South Central Connecticut Regional Water Authority ("RWA"). Residential customers' consumption is adjusted for seasonal use by dropping the highest quarter and replacing it with the average of the remaining three quarters.

In general, customers are billed on a quarterly basis. Approximately 370 (primarily large volume) customers are billed on a monthly basis. The billings to the approximately 23,000 customers in New Haven take place in July, October, January and April. The billings to the approximately 25,000 customers in East Haven, Hamden and Woodbridge take place in August, November, February and May.

Key provisions of the GNHWPCA's billing and collections policy include:

- Bills not paid within 30 days from the billing date are subject to interest at a rate of 1.5 percent per month from the dated billed.

COST OF SERVICE STUDY FOR FISCAL YEAR 2027

- A delinquent account is sent to a collection agency after the amount owed is \$90 or greater than 90 days old.
- When an account is sent for collection, the collection fee is added to the bill of the delinquent customer for reimbursement.
- Payments not received continue for further collection procedures under tax warrant or foreclosure proceedings.

The GNHWPCA implemented a Customer Account Portal in January 2015. The portal gives customers who enroll the ability to view account information including billing history and transaction history, and to receive their bills electronically. The portal also enhances online bill payment options. Now customers have the ability to pay their accounts online or by phone using ACH, or credit/debit cards. Another feature is the ability for customers to enroll in the “Auto Pay” option whereby payment will automatically be drawn from the specified account on file on the due date of the bill.

Customers still have the choice of paying by mail, in person (check only) or by using Checkfree payment services from Fiserv, Inc., which allows customers to pay their bills at several retail chains throughout the service area.

3 FINANCIAL MANAGEMENT

3.1 Introduction

In accordance with CGS §§55b-111 to 112, the GNHWPCA operates as a municipality for the purpose of compliance with auditing and finance requirements. The GNHWPCA can establish eligibility to apply for financing from the Clean Water Fund under the provisions of CGS §§22a-477 to 483. Clean Water Fund notes and tax-exempt revenue bond issues serve as the primary capital funding mechanism for the GNHWPCA. The notes and bonds are issued to fund capital improvements periodically, depending on the GNHWPCA's capital requirements. The issuance of the bonds is in accordance with the requirements and provisions of CGS §22a-507.

The Board of Directors has adopted revised and updated financial management policies. These policies formalize and codify many policies developed and adopted since the inception of the GHNWPCA. The policies address the following areas:

- Governance Philosophy;
- Budgeting and Capital Planning;
- Rate-Setting Policy;
- Financing Policies (Swaps, Term, Variable/Fixed, Useful Lives);
- Maintenance of Reserves;
- Debt Service Coverage and Pay-As-You-Go Capital Funding;
- Investment of Operating Funds and Cash Management; and
- Collection Practices

3.2 Rate Covenants

At its inception, the GNHWPCA issued \$91,290,000 in revenue bonds (Series 2005A) to purchase system assets, refund existing debt and fund reserves. The rate covenant entered into in conjunction with these bonds (and those issued subsequently), and the ability to raise rates are the primary factors that provide the GNHWPCA with credit strength. As is the case with most utility financing, the GNHWPCA has entered rate covenants requiring management to set rates for service that will generate net revenues sufficient to provide a defined minimum level of cash flow in excess of debt service requirements. The Indenture of Trust for the GNHWPCA's bonds (the "Indenture") requires debt service coverage of 115% (i.e., excess cash flows equal to 15% of debt service must be incorporated into sewer rates). In addition, rates must cover operating and maintenance expenses, and contributions to reserve funds for future system improvements, expansions, or replacements. Sufficient revenues, or reserves, should also be available for unexpected emergencies such as flood damage or sewer main breaks.

Pursuant to the Indenture, the GNHWPCA covenants that it will fix, charge and collect rates, charges, rents, fees and assessments, including but not limited to use and connection charges and benefit

COST OF SERVICE STUDY FOR FISCAL YEAR 2027

assessments, which will produce revenues which shall be sufficient in each fiscal year to provide for the following:

- A debt service coverage ratio of at least 115% of the debt service cash requirements;
- Any amount necessary to restore any account within a debt service reserve fund to its required deposit level; and
- Any amount necessary to restore any debt service reserve fund for parity indebtedness to its required deposit level.

For purposes of calculating debt service coverage pursuant to the Indenture, it is also necessary to incorporate reimbursements from the City of New Haven for its share of principal payments on Clean Water Fund (“CWF”) notes related to sewer-separation projects. The GNHWPCA has established a receivable for the total that will be reimbursed by the City.

Table 3-1 below details the debt service coverage provided for the years ended June 30, 2020 through 2024.

Table 3-1. Debt Service Coverage Calculation

	FY21	FY22	FY23	FY24	FY25
Cash Flows from User Charges					
Total operating revenues	\$ 46,111,474	\$ 45,930,010	\$ 47,994,856	\$ 48,351,398	\$ 49,752,144
Depreciation	10,346,112	10,555,727	10,870,995	11,199,002	11,587,204
Total operating expenses	(36,923,515)	(35,719,817)	(37,835,969)	(39,278,213)	(41,540,046)
Interest income	325,930	319,800	1,329,897	2,653,885	2,653,041
Reimbursement - New Haven CWF interest	139,484	123,037	104,990	88,049	74,782
Reimbursement - New Haven CWF principa	954,759	910,702	872,728	770,523	601,521
Net cash flows from user charges	20,954,244	22,119,459	23,337,497	23,784,644	23,128,646
Debt Service					
Principal payments on debt	9,391,393	9,349,637	9,450,851	9,200,048	9,762,952
Interest paid on debt	2,806,081	4,181,756	4,005,127	3,892,590	2,456,477
Total debt service payments	12,197,474	13,531,393	13,455,978	13,092,638	12,219,429
Debt service coverage ratio	1.72	1.63	1.73	1.82	1.89

Source: GNHWPCA audited financial statements.

The GNHWPCA has provided a covenant that each fiscal year, it will budget for rates, charges, rents, fees and assessments, including but not limited to use and connection charges and benefit assessments, which will produce revenues which, together with amounts capitalized from proceeds of bonds or otherwise made available and reserved and not already taken into account by reduction of the obligations which are to be paid from revenues and the amount to be withdrawn from a surplus fund other than to pay capital costs for such fiscal year, will be sufficient in each fiscal year to provide for an amount equal to 100% of the aggregate debt service for such fiscal year with respect to subordinated indebtedness. Currently there is no outstanding subordinate debt.

3.3 Reserve Accounts

A fully funded debt service reserve account provides an additional level of security for bondholders. When an unexpected budget shortfall occurs, the reserve fund will allow the GNHWPCA time to implement necessary adjustments before bondholders are adversely affected. The usual debt service reserve requirement is equal to the least of 125% of average annual debt service, 10% of aggregate bond debt service, or maximum annual debt service. A fully funded debt service reserve has an impact on the GNHWPCA's rating and may be essential for an investment grade rating. However, it is also understood that the debt service reserve is really a liquidity source and provides only limited additional security to bondholders.

Reserve accounts totaling approximately \$14.5 million were funded by the GNHWPCA's initial bond issuance. They included a General Fund (operating reserves and funds identified to meet debt service coverage requirements), Clean Water Fund Debt Service Reserves (50% of maximum aggregate annual debt service on CWF notes, now two months' debt service) and the Debt Service Reserve Fund (100% of maximum aggregate annual debt service on revenue bonds). For utilities that consistently maintain high operating reserves and sustain high debt service coverage levels, the debt service reserve fund may be less relevant.

The GNHWPCA has established a Dedicated Infrastructure Renewal Fund, which is used to accumulate reserves to fund ongoing capital projects in lieu of borrowing. This program is funded primarily from the annual cash flow generated by the debt service coverage requirement.

Consistent with prevailing credit rating criteria and its plan of operations, it is assumed that the GNHWPCA will consider the following factors when developing and managing its credit structure:

- **System Size and Assessment Base.** Since the GNHWPCA serves a diverse customer base already, it will seek expansion only when considered to be both operationally and financially appropriate.
- **Governance.** The GNHWPCA's operations are governed in accordance with its bylaws, which provides for the GNHWPCA to establish rates, manage staff, and approve capital improvements, among other responsibilities.
- **Strategic Focus.** The GNHWPCA considers multi-year capital improvement programs that include current and anticipated capital needs that cover asset maintenance, upgrades, and system expansions.
- **Rates, Rate Structure, and Rate Making Flexibility.** The GNHWPCA will evaluate whether rates and revenues cover all financial commitments, inclusive of reserves for emergencies, and whether they are reasonable and affordable, which could affect asset maintenance and expansion of the user base.
- **Additional Considerations.** The GNHWPCA is seeking to build reserve balances over time to establish reliable operating reserves and fund an appropriate share of the ongoing capital improvements from operating funds.

The GNHWPCA is intent on establishing the best credit rating it can attain in order to minimize the impact of borrowing costs. The GNHWPCA's most recent ratings/outlook are as follows:

COST OF SERVICE STUDY FOR FISCAL YEAR 2027

- Standard & Poor's – AA+/Stable (2024)
- Moody's – A1/None (2021)
- Fitch – AA/Stable (2023)

4 DETERMINATION OF RATES

4.1 Scope and Methodology

In providing adequate wastewater treatment services to its customers, the GNHWPCA must receive sufficient total revenue to ensure the following objectives:

- Meet legal and contractual requirements, including the terms of the Indenture;
- Maintain current service levels;
- Meet new demands for service;
- Adequately maintain the existing collection and treatment systems; and
- Plan for future needs in an orderly manner.

Regulations established by the U.S. Environmental Protection Agency and Connecticut Department of Energy & Environmental Protection require user fee systems for pollution abatement facilities to produce revenues sufficient to support the operations, maintenance and replacement of facilities. This is the key element in the determination of the rates to be charged to users, since it is intended that the operation of such facilities should be self-supporting. The State and Federal governments have mandated that the viability of such operations should not be compromised. Accordingly, sewer user rates should be set at levels sufficient to recover all costs necessary to finance adequate wastewater treatment and disposal.

4.2 Cost Projections and Determination of Revenue Requirement

The first step to developing appropriate rates is to determine the costs associated with planned future operations. Based on these cost projections and any projected miscellaneous revenues (other than those that will be generated from rates), an annual revenue requirement is established. This represents the amount that must be generated from sewer user charges.

For purposes of this study, the total cost estimates used for FY27 through FY31 were based upon the proposed operating budget for FY27, historical and anticipated trends, and a review of individual budget line-items. The average annual growth rate of costs was developed by management based upon projected needs and historical experience. We also considered those developments in the current year that may affect cost estimates on a significant scale going forward.

This cost of service study incorporates the following cost components:

4.2.1 Operations and Maintenance Costs

Operations and maintenance costs include all costs necessary to deliver wastewater collection and treatment services. It includes not only the technical operation of the plant facilities and collection system, but also the administrative resources employed to ensure efficient operations as well as fixed administrative resources employed to administer the GNHWPCA.

4.2.2 Debt Service

In recognizing costs, cash outlay is the determinant used for cost recovery in this report. Rather than using depreciation, the debt service requirement resulting from the acquisition and construction of assets is used. According to EPA guidelines on establishing cost recovery systems, as well as the Water Environment Federation's Manual of Practice No. 27: *Financing and Charges for Wastewater Systems* this is an acceptable method for recognizing costs for determining wastewater utility revenue requirements. Therefore, principal and interest payments are among the costs to be recovered by user fees. Exhibit 4 details the debt service costs for FY27 through FY31.

4.2.3 Estimated Future Debt Service

The cost estimates include a provision for estimated debt service associated with future bond issues to finance planned capital improvements. Based on the GNHWPCA's capital improvement plan for FY27 through FY31 (see Exhibit 6), we have estimated future debt service using the following assumptions:

- Management's assessment of the portion of costs to be financed by Clean Water Fund grants and notes.
- Management's assessment of the project costs that will be shared with the City of New Haven (i.e., 40% of each sewer separation project).
- Revenue bonds to be issued periodically, at a rate of 5% for 30 years, and amortization with level payments.
- Projects financed with Clean Water Fund notes are financed with an Interim Funding Obligation (IFO) until project completion. At completion, IFO's convert to Permanent Loan Obligations (PLO) with payment of 5% of principal outstanding and amortization of the remaining balance over 20 years at 2% with level payments. Interest accrued prior to conversion to PLO is assumed to be included in the amount borrowed under the IFO.
- For purposes of this study, based on management's capital improvement plan, we have assumed the timing and amount of future borrowings as follows:
 - No issuance of new revenue bonds.
 - CSO Projects – Shared with the City of New Haven
 - Amortization of a PLO of \$18,929,000 in July 2027 (Project 664-DC: Yale Campus/Trumbull Street Sewer Separation Phase 2 and Orchard Street Sewer Separation);
 - Amortization of a PLO of \$3,500,000 in May 2029 (Project 2024-1D: Wet Weather Odor Control Phase II); and
 - Amortization of a PLO of \$20,000,000 in January 2027. With no 5% principal payment, (Project 763-C-1: East Street Pump Station Capacity).
 - Amortization of a PLO of \$25,000,000 in May 2030 (Project 763-C-2: East Street Pump Station Capacity).

- Non-CSO Projects
 - Amortization of a PLO of \$2,530,000 in January 2027 (Project 689-C: Woodbridge I/I – Phase 3);
 - Amortization of a PLO of \$15,578,000 in January 2028 (Project 2019-4C: Process Air Compressor); and
 - Amortization of a PLO of \$6,400,000 in December 2029 (Project 2021-02: Mill River I/I Rehab. – Phase 3).

4.2.4 Miscellaneous Revenues

Miscellaneous revenues (i.e., revenues from all sources other than sewer user charges) are deducted from the total cost of services to determine the net revenue requirement. Miscellaneous revenues for FY27 are based on management’s proposed budget. The average annual growth rate of revenues was determined by management based upon projected needs and historical experience.

4.2.5 Debt Service Coverage Requirement

As detailed in Section 3.2 of this report, the GNHWPCA is required under the Indenture of Trust for its revenue bonds to include a provision for additional revenues in its user charges equal to 15% of annual debt service. This provision does not apply, however, to the extent that management has identified and restricted existing reserves equal to all or part of this amount that are not otherwise restricted. Notwithstanding this exception, the GNHWPCA includes the full 15% requirement in its budget each year and provides for an offsetting use of reserves as applicable. For FY27, management has proposed user charges that provide additional revenues equal to 20% of annual debt service. We have followed the same approach for purposes of this study.

4.2.6 Use of Debt Service Reserve Funds

Maintenance of debt service reserve funds may increase or reduce the GNHWPCA’s revenue requirement in any given year. Management has planned funding and use of reserves FY27 through FY31, which has been incorporated into this study.

4.2.7 Receivable Management Costs

Receivable management costs are the estimated portion of billings to customers each year that are not collected during the period. The GNHWPCA implemented its current customer information system in 2010. Management has been able to utilize the CIS system to monitor billing and collections data on a monthly basis. The GNHWPCA’s one-year collection rate has been stable in recent years at approximately 89%. Write-offs are minimal due to GNHWPCA’s ability to place liens on real property, and the long-term collection rate on receivables remains above 95%.

4.3 Development and Design of Rates and Charges

4.3.1 Objectives

The primary objective in the recommendation of rates is to establish rates that will generate sufficient revenues to meet the total revenue requirements. Billing is based on water consumption using data provided by the RWA stated in 100 cubic foot units (“CCF’s”). For purposes of recommending a user rate for FY27, we have assumed billable consumption of 7,900,000 CCF based on management’s assessment of consumption trends.

4.3.2 Recommended Rate

As detailed further in Table 4-1, which follows, and in Exhibit 1, based upon our assessment of management’s budgeted revenues and expenses for FY27 and other assumptions detailed herein, we recommend a quarterly administrative fee of \$18.00 and a CCF rate of \$5.50 for FY27.

The administrative fee is designed to add stability to rate revenues, and correlate to fixed costs, it is reasonable to increase this charge periodically. Accordingly, we recommend implementing the charge as proposed by management and detailed in Table 4-1 below.

Table 4-1. FY27 Recommended User Rate; FY27 through FY31 Projected Rates

<u>Fiscal Year</u>	<u>Estimated Consumption</u>	<u>Estimated No. of Bills</u>	<u>Admin Fee</u>	<u>CCF Rate</u>	<u>% Change in CCF Rate</u>	<u>Estimated Billings</u>
FY27	7,900,000	196,000	\$ 18.00	\$ 5.50	3.8%	\$ 46,863,000
FY28	7,900,000	196,000	18.00	5.89	7.1%	49,916,000
FY29	7,900,000	196,000	18.00	6.14	4.2%	51,900,000
FY30	7,900,000	196,000	18.00	6.53	6.4%	55,018,000
FY31	7,900,000	196,000	18.00	6.82	4.4%	57,299,000

4.3.3 Flat Rates for Well Users

The GNHWPCA currently has sewer customers who are not customers of the RWA (i.e., customers whose water supply is from wells), and therefore have no basis for sewer billing. We recommend that customers of the GNHWPCA, who are not customers of the RWA, continue to be billed on the basis used in previous years. The default consumption for a single family residence that is a well user is 24 CCF per quarter. Non-single family residences and other well users who appeal the default consumption are required to complete a survey that collects information about their dwellings and the inhabitants. The customer is billed a flat amount each quarter based on the survey results. Presently, there are well users who are billed at 15, 20, 24, 48 and 96 CCF’s. The current quarterly billing amount of \$145.20 (including the administrative fee) for a 24 CCF customer would increase to \$150.00 under the recommended rate structure for FY27.

4.3.4 Disclaimers

In preparation of this report and the conclusions contained herein, Arcadis and O'Neil Accounting and Consulting, LLC ("O'Neil"), have relied on assumptions and information provided by the GNHWPCA with respect to conditions which may exist or events which may occur in the future. We have not independently verified the accuracy of the information provided by the GNHWPCA and others. While we believe such sources are reliable and the information obtained to be accurate and appropriate for the analysis undertaken and the conclusions reached herein, as is often the case, there may be differences between actual and projected results, some of the estimates used in this report will not be realized, and unanticipated events and circumstances may occur. Therefore, there are likely to be differences between the data and results projected in this report and actual results achieved, and those differences may be material.

In the completion of this cost of service study for the GNHWPCA, Arcadis and O'Neil are (a) not recommending any action regarding municipal financial products or the issuance of municipal securities; (b) are not acting as a registered municipal advisor to the GNHWPCA and does not owe a fiduciary duty to the GNHWPCA pursuant to Section 15B of the Securities Exchange Act of 1934, as amended by the Dodd-Frank Wall Street Reform and Consumer Protection Act, with respect to the information and material contained in this report. The GNHWPCA should discuss any information and material prepared in connection with this report with any and all internal or external registered municipal advisors that it deems appropriate before acting on this information and material.

Arcadis' effort in the construction and preparation of this report is consistent with (i) the degree of care and skill ordinarily exercised by members of the same profession currently practicing under same or similar circumstances and (ii) the time and budget available for its work in its endeavor to ensure that the data contained in the report is accurate as of the date of its preparation. This analysis was based on estimates, assumptions and other information developed by Arcadis and O'Neill from their independent research efforts, general knowledge of the industry, and information provided by, and consultations with, the GNHWPCA and its agents, representatives, and consultants. Arcadis assumes no responsibility or liability for inaccuracies in reporting and data provided by the GNHWPCA and its agents, representatives and consultants, or in any third-party data source used in preparing or presenting this study.

Arcadis' and O'Neil's findings represent their respective professional judgment. Neither Arcadis, nor O'Neil, nor their respective parent corporations, or their respective subsidiaries and affiliates, makes any warranty, expressed or implied, with respect to any information or methods disclosed herein. No recipient of the report shall have any claim against Arcadis, its parent corporation, and/or its and their subsidiaries and affiliates, for any liability for direct, indirect, consequential, or special loss or damage arising out of its receipt and use of this document whether arising in contract, warranty (express or implied), tort or otherwise, and irrespective of fault, negligence and strict liability.

Any changes made to this Report, or any use of this document not specifically identified or otherwise expressly approved in writing by Arcadis, shall be at the sole risk of the party making such changes or adopting such use.

This report is qualified in its entirety by, and should be considered in light of, these limitations, conditions and considerations.

5 EXHIBITS

Exhibits 1 through 7 are found on Pages 5-2 through 5-9.

COST OF SERVICE STUDY FOR FISCAL YEAR 2027

Exhibit 1.

Revenue Requirement and Recommended User Rates

For the Fiscal Year Ended June 30, 2027

With Estimated Revenue Requirements and User Rates for Fiscal Years 2028 through 2031

Line No.	Description	1 FY27	2 % ch.	3 FY28	4 % ch.	5 FY29	6 % ch.	7 FY30	8 % ch.	9 FY31	
A. OPERATIONS & MAINTENANCE											
1	Personnel	\$ 12,677,325	6%	\$ 13,378,000	6%	\$ 14,127,000	6%	\$ 14,931,000	6%	\$ 15,795,000	
2	Utilities	6,314,650	2%	6,442,000	2%	6,569,000	2%	6,698,000	2%	6,830,000	
3	Plant Operations & Collection System	1,190,000	3%	1,223,000	3%	1,257,000	3%	1,291,000	3%	1,327,000	
4	Contracted Maintenance	2,453,171	3%	2,527,000	3%	2,603,000	3%	2,681,000	3%	2,761,000	
5	Contracted Sludge & Ash Disposal	3,486,622	3%	3,591,000	3%	3,699,000	3%	3,810,000	3%	3,924,000	
6	Other Contracted Services	5,457,694	3%	5,605,000	3%	5,751,000	3%	5,901,000	3%	6,057,000	
7	Payments In-lieu of Taxes (PILOT)	1,104,800	0%	1,104,800	0%	1,104,800	0%	1,104,800	10%	1,215,300	
8	Equipment, Vehicles & Supplies	1,949,393	3%	2,008,000	3%	2,067,000	3%	2,127,000	3%	2,188,000	
9	Plant Repairs & Replacement	2,016,678	3%	2,077,000	3%	2,139,000	3%	2,203,000	3%	2,269,000	
10	Contingency	500,000	0%	500,000	0%	500,000	0%	500,000	0%	500,000	
11	Total Operations & Maintenance Costs	37,150,333	4%	38,455,800	4%	39,816,800	4%	41,246,800	4%	42,866,300	
B. DEBT SERVICE											
Revenue Bonds:											
12	Principal	4,745,000	4%	4,945,000	4%	5,125,000	10%	5,615,000	2%	5,740,000	
13	Interest	1,972,454	-11%	1,763,075	-10%	1,585,531	-8%	1,453,239	-9%	1,328,648	
Clean Water Fund Notes:											
14	Principal	5,411,650	32%	7,169,270	-4%	6,897,851	22%	8,398,520	-5%	7,990,529	
15	Interest	1,331,561	37%	1,820,938	-4%	1,756,353	5%	1,843,602	13%	2,084,989	
16	Total Debt Service	13,460,665	17%	15,698,283	-2%	15,364,735	13%	17,310,362	-1%	17,144,166	
17	TOTAL COST OF SERVICES	\$ 50,610,998	7%	\$ 54,154,083	2%	\$ 55,181,535	6%	\$ 58,557,162	2%	\$ 60,010,466	
C. DEBT SERVICE COVERAGE											
18	Debt Service Coverage Requirement	2,692,000	17%	3,140,000	-2%	3,073,000	13%	3,462,000	-1%	3,429,000	
19	Debt Service Coverage Ratio	1.20		1.20		1.20		1.20		1.20	
D. MISCELLANEOUS REVENUES											
20	Interest & Lien Fees	(1,850,000)	0%	(1,850,000)	0%	(1,850,000)	0%	(1,850,000)	0%	(1,850,000)	
21	Aged Accounts Receivable	(4,300,000)	5%	(4,500,000)	0%	(4,500,000)	0%	(4,500,000)	0%	(4,500,000)	
22	Investment Income	(1,479,000)	-32%	(1,000,000)	-10%	(900,000)	-17%	(750,000)	0%	(750,000)	
23	High Strength Surcharges	(920,000)	3%	(950,000)	0%	(950,000)	0%	(950,000)	0%	(950,000)	
24	Grease Disposal	(300,000)	0%	(300,000)	0%	(300,000)	0%	(300,000)	0%	(300,000)	
25	Outside Sludge	(300,000)	0%	(300,000)	0%	(300,000)	0%	(300,000)	0%	(300,000)	
26	Interlocal Fees	(217,000)	0%	(217,000)	0%	(217,000)	0%	(217,000)	0%	(217,000)	
27	Reimbursements - Synagro	(996,000)	1%	(1,009,560)	1%	(1,023,391)	1%	(1,037,499)	1%	(1,051,889)	
28	Other Revenues	(757,000)	0%	(757,000)	0%	(757,000)	0%	(757,000)	0%	(757,000)	
29	Total Miscellaneous Revenues	(11,119,000)	-2%	(10,883,560)	-1%	(10,797,391)	-1%	(10,661,499)	0%	(10,675,889)	
E. CITY OF NEW HAVEN REIMBURSEMENT											
30	CSO CWF Principal	(829,966)	36%	(1,132,421)	8%	(1,220,259)	44%	(1,751,276)	-10%	(1,573,696)	
31	CSO CWF Interest	(250,995)	44%	(360,442)	-2%	(353,888)	5%	(373,118)	35%	(501,964)	
32	Total City of New Haven Reimbursement	(1,080,961)	38%	(1,492,863)	5%	(1,574,147)	35%	(2,124,394)	-2%	(2,075,660)	
F. TO/(FROM) DEBT SERVICE RESERVE SINKING FUND											
33	To/(From) Debt Service Res. Sinking Fund	300,000		(800,000)		-		(575,000)		-	
34	NET REVENUE REQUIREMENT	\$ 41,403,037	7%	\$ 44,117,660	4%	\$ 45,882,997	6%	\$ 48,658,269	4%	\$ 50,687,918	
G. RECEIVABLE MANAGEMENT COSTS											
35		5,459,589		5,798,812		6,017,000		6,360,011		6,610,866	
36	Estimated collection rate	89%		89%		89%		89%		89%	
37	REVENUE REQUIREMENT	\$ 46,862,626	7%	\$ 49,916,472	4%	\$ 51,899,997	6%	\$ 55,018,280	4%	\$ 57,298,784	
H. RATE CALCULATION											
38	Elderly Credit	\$ (112,000)		\$ (112,000)		\$ (112,000)		\$ (112,000)		\$ (112,000)	
39	Consumption	7,900,000		7,900,000		7,900,000		7,900,000		7,900,000	
40	Number of bills	196,000		196,000		196,000		196,000		196,000	
41	Administrative fee	\$ 18.00		\$ 18.00		\$ 18.00		\$ 18.00		\$ 18.00	
42	CCF Rate	\$ 5.50		\$ 5.89		\$ 6.14		\$ 6.53		\$ 6.82	
	Change from Prior Year		3.8%		7.1%		4.2%		6.4%		4.4%

Note - See Exhibit 2 for supporting calculations for Receivable Management Costs, Revenue Requirement and Debt Service Coverage amounts.

Exhibit 2.
Recommended User Rates - Supporting Calculations
For the Fiscal Year Ended June 30, 2027

1. RECEIVABLE MANAGEMENT CALCULATION

Net revenue requirement	\$ 41,403,037
Interest & lien fees	1,850,000
High strength surcharges	920,000
Customer revenue, net	\$ 44,173,037
Collection rate	89%
Customer revenue, gross	49,632,626
Receivable management cost	\$ 5,459,589

2. REVENUE REQUIREMENT

Total Cost of Services	\$ 50,610,998
Debt Service Coverage Requirement	2,692,000
Miscellaneous Revenues	(11,119,000)
New Haven Reimbursement	(1,080,961)
To/(From) DSR Sinking Fund	300,000
Receivable Management Cost	5,459,589
Revenue Requirement (from CCF Rate)	\$ 46,862,626

3. DEBT SERVICE COVERAGE CALCULATION

User fees	\$ 46,862,626
Miscellaneous Revenues	11,119,000
New Haven Reimbursement	1,080,961
(To)/From DSR Sinking Fund	(300,000)
Receivable management costs	(5,459,589)
Operations & Maintenance Costs	(37,150,333)
Net cash flow before debt service	\$ 16,152,665
Debt service	\$ 13,460,665
Coverage ratio	1.20

COST OF SERVICE STUDY FOR FISCAL YEAR 2027

Exhibit 3.

Budgeted Operations & Maintenance Expenses by Department

For the Fiscal Year Ended June 30, 2027

With Estimated Expenses for Fiscal Years 2028 through 2031

Line No.	Description	1 FY27	2 % ch.	3 FY28	4 % ch.	5 FY29	6 % ch.	7 FY30	8 % ch.	9 FY31
EXECUTIVE DIRECTOR										
1	Personnel	\$ 524,097	3%	\$ 538,000	2%	\$ 551,000	3%	\$ 565,000	2%	\$ 579,000
2	Other Contracted Services	1,028,339	3%	1,059,000	3%	1,091,000	3%	1,124,000	3%	1,158,000
3	Equipment, Vehicles & Supplies	139,443	3%	144,000	3%	148,000	3%	152,000	3%	156,000
4	Contingency	500,000	0%	500,000	0%	500,000	0%	500,000	0%	500,000
5	Total EXECUTIVE DIRECTOR	2,191,879	2%	2,241,000	2%	2,290,000	2%	2,341,000	2%	2,393,000
FINANCE & ADMINISTRATION										
6	Personnel	1,394,494	3%	1,441,000	3%	1,488,000	3%	1,536,000	3%	1,586,000
7	Utilities	3,600	11%	4,000	0%	4,000	0%	4,000	0%	4,000
8	Other Contracted Services	177,200	3%	183,000	3%	188,000	3%	193,000	3%	199,000
9	Equipment, Vehicles & Supplies	6,000	0%	6,000	0%	6,000	0%	6,000	0%	6,000
10	Total FINANCE & ADMINISTRATION	1,581,294	3%	1,634,000	3%	1,686,000	3%	1,739,000	3%	1,795,000
CUSTOMER SERVICE										
11	Personnel	900,081	3%	929,000	3%	959,000	3%	990,000	3%	1,022,000
12	Other Contracted Services	739,260	3%	761,000	3%	784,000	3%	808,000	3%	832,000
13	Equipment, Vehicles & Supplies	8,000	0%	8,000	0%	8,000	0%	8,000	0%	8,000
14	Total CUSTOMER SERVICE	1,647,341	3%	1,698,000	3%	1,751,000	3%	1,806,000	3%	1,862,000
EMPLOYEE BENEFITS										
15	Personnel	4,286,549	10%	4,715,000	10%	5,187,000	10%	5,706,000	10%	6,276,000
16	Other Contracted Services	83,236	3%	86,000	3%	89,000	3%	92,000	3%	95,000
17	Total EMPLOYEE BENEFITS	4,369,785	10%	4,801,000	10%	5,276,000	10%	5,798,000	10%	6,371,000
ENGINEERING										
18	Personnel	1,145,482	3%	1,184,000	3%	1,223,000	3%	1,263,000	3%	1,304,000
19	Utilities	5,500	9%	6,000	0%	6,000	0%	6,000	0%	6,000
20	Other Contracted Services	969,950	1%	977,000	1%	984,000	1%	991,000	1%	998,000
21	Equipment, Vehicles & Supplies	3,000	0%	3,000	0%	3,000	0%	3,000	0%	3,000
22	Total ENGINEERING	2,123,932	2%	2,170,000	2%	2,216,000	2%	2,263,000	2%	2,311,000
OPERATIONS										
23	Personnel	4,426,622	3%	4,571,000	3%	4,719,000	3%	4,871,000	3%	5,028,000
24	Utilities	6,214,850	2%	6,339,000	2%	6,464,000	2%	6,591,000	2%	6,721,000
25	Plant Operations & Collection System	1,190,000	3%	1,223,000	3%	1,257,000	3%	1,291,000	3%	1,327,000
26	Contracted Maintenance	2,453,171	3%	2,527,000	3%	2,603,000	3%	2,681,000	3%	2,761,000
27	Contracted Sludge & Ash Disposal	3,486,622	3%	3,591,000	3%	3,699,000	3%	3,810,000	3%	3,924,000
28	Other Contracted Services	1,557,066	3%	1,608,000	3%	1,656,000	3%	1,705,000	3%	1,757,000
29	Equipment, Vehicles & Supplies	1,780,450	3%	1,834,000	3%	1,889,000	3%	1,945,000	3%	2,002,000
30	Plant Repairs & Replacement	2,016,678	3%	2,077,000	3%	2,139,000	3%	2,203,000	3%	2,269,000
31	Total OPERATIONS	23,125,459	3%	23,770,000	3%	24,426,000	3%	25,097,000	3%	25,789,000
GENERAL SERVICES										
32	Utilities	90,700	3%	93,000	2%	95,000	2%	97,000	2%	99,000
33	Other Contracted Services	902,643	3%	931,000	3%	959,000	3%	988,000	3%	1,018,000
34	Payments In-lieu of Taxes (PILOT)	1,104,800	0%	1,104,800	0%	1,104,800	0%	1,104,800	10%	1,215,300
35	Equipment, Vehicles & Supplies	12,500	4%	13,000	0%	13,000	0%	13,000	0%	13,000
36	Total GENERAL SERVICES	2,110,643	1%	2,141,800	1%	2,171,800	1%	2,202,800	6%	2,345,300
ALL DEPARTMENTS										
37	Personnel	12,677,325	6%	13,378,000	6%	14,127,000	6%	14,931,000	6%	15,795,000
38	Utilities	6,314,650	2%	6,442,000	2%	6,569,000	2%	6,698,000	2%	6,830,000
39	Plant Operations & Collection System	1,190,000	3%	1,223,000	3%	1,257,000	3%	1,291,000	3%	1,327,000
40	Contracted Maintenance	2,453,171	3%	2,527,000	3%	2,603,000	3%	2,681,000	3%	2,761,000
41	Contracted Sludge & Ash Disposal	3,486,622	3%	3,591,000	3%	3,699,000	3%	3,810,000	3%	3,924,000
42	Other Contracted Services	5,457,694	3%	5,605,000	3%	5,751,000	3%	5,901,000	3%	6,057,000
43	Payments In-lieu of Taxes (PILOT)	1,104,800	0%	1,104,800	0%	1,104,800	0%	1,104,800	10%	1,215,300
44	Equipment, Vehicles & Supplies	1,949,393	3%	2,008,000	3%	2,067,000	3%	2,127,000	3%	2,188,000
45	Plant Repairs & Replacement	2,016,678	3%	2,077,000	3%	2,139,000	3%	2,203,000	3%	2,269,000
46	Contingency	500,000	0%	500,000	0%	500,000	0%	500,000	0%	500,000
47	Total ALL DEPARTMENTS	\$ 37,150,333	4%	\$ 38,455,800	4%	\$ 39,816,800	4%	\$ 41,246,800	4%	\$ 42,866,300

COST OF SERVICE STUDY FOR FISCAL YEAR 2027

Exhibit 4.
Scheduled and Estimated Debt Service

For the Fiscal Years Ended June 30, 2027 through 2031

Line No.	Description	1 FY27	2 % ch.	3 FY28	4 % ch.	5 FY29	6 % ch.	7 FY30	8 % ch.	9 FY31
Revenue Bonds										
2005 Series A										
1	Principal	\$ -	0%	\$ -	0%	\$ -	0%	\$ -	0%	\$ -
2	Interest	16,250	0%	16,250	0%	16,250	0%	16,250	0%	16,250
2016 Series A										
3	Principal	695,000	4%	720,000	4%	750,000	4%	780,000	4%	810,000
4	Interest	359,775	-9%	328,000	-9%	298,600	-10%	268,000	-12%	236,200
2020 Series A										
5	Principal	835,000	2%	850,000	279%	3,225,000	50%	4,835,000	2%	4,930,000
6	Interest	573,804	-2%	560,950	-6%	525,931	-14%	452,989	-20%	360,198
2024 Series C										
7	Principal	3,215,000	5%	3,375,000	-66%	1,150,000	-100%	-	0%	-
8	Interest	1,022,625	-16%	857,875	-13%	744,750	-4%	716,000	0%	716,000
Estimated Future Series										
11	Principal	-	0%	-	0%	-	0%	-	0%	-
12	Interest	-	0%	-	0%	-	0%	-	0%	-
Total Revenue Bonds										
13	Principal	4,745,000	4%	4,945,000	4%	5,125,000	10%	5,615,000	2%	5,740,000
14	Interest	1,972,454	-11%	1,763,075	-10%	1,585,531	-8%	1,453,239	-9%	1,328,648
15	Total Debt Service - Revenue Bonds	\$ 6,717,454	0%	\$ 6,708,075	0%	\$ 6,710,531	5%	\$ 7,068,239	0%	\$ 7,068,648
Clean Water Fund Notes										
CSO Projects										
16	Principal	1,048,303	2%	1,064,269	2%	1,080,557	2%	1,097,173	-15%	929,271
17	Interest	188,842	-11%	167,730	-13%	146,296	-15%	124,533	-17%	103,203
Non-CSO Projects										
18	Principal	3,145,589	1%	3,163,892	-4%	3,043,204	-3%	2,958,898	0%	2,973,433
19	Interest	650,564	-10%	587,485	-11%	524,732	-11%	465,215	-13%	405,904
Estimated Future Notes - CSO Projects										
20	Principal	1,047,744	71%	1,788,350	11%	1,992,100	66%	3,303,465	-8%	3,027,871
21	Interest	446,971	66%	741,277	1%	745,899	9%	815,280	42%	1,158,278
Estimated Future Notes - Non-CSO Projects										
22	Principal	170,015	578%	1,152,759	-32%	781,990	33%	1,038,983	2%	1,059,955
23	Interest	45,184	618%	324,446	5%	339,427	29%	438,575	-5%	417,604
Total Clean Water Fund Notes										
24	Principal	5,411,650	32%	7,169,270	-4%	6,897,851	22%	8,398,520	-5%	7,990,529
25	Interest	1,331,561	37%	1,820,938	-4%	1,756,353	5%	1,843,602	13%	2,084,989
26	Total Debt Service - CWF Notes	\$ 6,743,211	33%	\$ 8,990,208	-4%	\$ 8,654,204	18%	\$ 10,242,123	-2%	\$ 10,075,518
City of New Haven Share of CSO Projects										
CSO Projects										
27	Principal	(410,870)	2%	(417,084)	2%	(423,422)	2%	(429,891)	-16%	(362,548)
28	Interest	(72,207)	-11%	(63,929)	-13%	(55,529)	-15%	(47,006)	-18%	(38,651)
Estimated Future Notes - CSO Projects										
29	Principal	(419,096)	71%	(715,337)	11%	(796,837)	66%	(1,321,385)	-8%	(1,211,148)
30	Interest	(178,788)	66%	(296,513)	1%	(298,359)	9%	(326,112)	42%	(463,313)
Total City Share of CSO Projects										
31	Principal	(829,966)	36%	(1,132,421)	8%	(1,220,259)	44%	(1,751,276)	-10%	(1,573,696)
32	Interest	(250,995)	44%	(360,442)	-2%	(353,888)	5%	(373,118)	35%	(501,964)
33	Total Debt Service - New Haven Share	\$ (1,080,961)	38%	\$ (1,492,863)	5%	\$ (1,574,147)	35%	\$ (2,124,394)	-2%	\$ (2,075,660)
Total Net Debt Service										
34	Principal	9,326,684	18%	10,981,849	-2%	10,802,592	14%	12,262,244	-1%	12,156,833
35	Interest	3,053,020	6%	3,223,571	-7%	2,987,996	-2%	2,923,724	0%	2,911,673
36	Total Net Debt Service	\$ 12,379,704	15%	\$ 14,205,420	-3%	\$ 13,790,588	10%	\$ 15,185,968	-1%	\$ 15,068,507

COST OF SERVICE STUDY FOR FISCAL YEAR 2027

Exhibit 5.

Scheduled and Estimated Debt Service - Clean Water Fund Notes/CSO Projects

For the Fiscal Years Ended June 30, 2027 through 2050

Line		1	2	3	4	5	6	7	8	9	10	11	12	13		
No.	Year	581-C1	581-C2	711-DC	727-D	Total Actual			763-C-1	664-DC	2024-1D	763-C-2	Total Estimated	Total		
Greater New Haven WPCA Share - 60%													<i>Actual obligations</i>		<i>Est. future obl. (projects planned for completion through 2030)</i>	
1	FY27	\$ 220,901	\$ 226,494	\$ 194,403	\$ 112,277	\$ -	\$ -	\$ 754,075	\$ 364,236	\$ 532,595	\$ -	\$ -	\$ 896,831	\$ 1,650,906		
2	FY28	220,901	226,497	191,316	112,277	-	-	750,991	728,472	789,307	-	-	1,517,779	2,268,770		
3	FY29	220,903	226,496	188,229	112,277	-	-	747,905	728,472	777,806	136,525	-	1,642,803	2,390,708		
4	FY30	220,902	226,497	185,140	112,277	-	-	744,816	728,472	766,303	126,298	850,177	2,471,250	3,216,066		
5	FY31	110,452	226,497	182,053	112,277	-	-	631,279	728,472	754,802	126,296	902,116	2,511,686	3,142,965		
6	FY32	-	226,494	178,965	112,277	-	-	517,736	728,472	743,300	126,297	902,121	2,500,190	3,017,926		
7	FY33	-	226,496	175,878	112,277	-	-	514,651	728,472	731,800	126,297	902,119	2,488,688	3,003,339		
8	FY34	-	-	172,790	112,277	-	-	285,067	728,472	720,296	126,297	902,121	2,477,186	2,762,253		
9	FY35	-	-	169,702	112,277	-	-	281,979	728,472	708,796	126,297	902,121	2,465,686	2,747,665		
10	FY36	-	-	166,614	112,277	-	-	278,891	728,472	697,293	126,297	902,121	2,454,183	2,733,074		
11	FY37	-	-	163,526	112,277	-	-	275,803	728,472	685,793	126,299	902,119	2,442,683	2,718,486		
12	FY38	-	-	160,439	112,277	-	-	272,716	728,472	674,290	126,296	902,119	2,431,177	2,703,893		
13	FY39	-	-	157,352	112,277	-	-	269,629	728,472	662,789	126,297	902,120	2,419,678	2,689,307		
14	FY40	-	-	64,651	112,277	-	-	176,928	728,472	651,286	126,298	902,118	2,408,174	2,585,102		
15	FY41	-	-	-	112,277	-	-	112,277	728,472	639,785	126,299	902,122	2,396,678	2,508,955		
16	FY42	-	-	-	112,277	-	-	112,277	728,472	628,284	126,298	902,121	2,385,175	2,497,452		
17	FY43	-	-	-	-	-	-	-	728,472	616,782	126,297	902,120	2,373,671	2,373,671		
18	FY44	-	-	-	-	-	-	-	728,472	605,280	126,300	902,120	2,362,172	2,362,172		
19	FY45	-	-	-	-	-	-	-	728,472	593,778	126,296	902,122	2,350,668	2,350,668		
20	FY46	-	-	-	-	-	-	-	728,472	582,276	126,297	902,118	2,339,163	2,339,163		
21	FY47	-	-	-	-	-	-	-	364,236	48,004	126,298	902,117	1,440,655	1,440,655		
22	FY48	-	-	-	-	-	-	-	-	-	115,772	902,119	1,017,891	1,017,891		
23	FY49	-	-	-	-	-	-	-	-	-	-	826,943	826,943	826,943		
24	FY50	-	-	-	-	-	-	-	-	-	-	-	-	-		
25	Total	\$ 994,059	\$ 1,585,471	\$ 2,351,058	\$ 1,796,433	\$ -	\$ -	\$ 6,727,021	\$ 14,569,440	\$ 13,610,645	\$ 2,525,651	\$ 17,915,274	\$ 48,621,010	\$ 55,348,031		
City of New Haven Share - 40%																
26	FY27	\$ 147,270	\$ 150,997	\$ 129,600	\$ 55,210	\$ -	\$ -	\$ 483,077	\$ 242,824	\$ 355,060	\$ -	\$ -	\$ 597,884	\$ 1,080,961		
27	FY28	147,271	150,992	127,540	55,210	-	-	481,013	485,648	526,202	-	-	1,011,850	1,492,863		
28	FY29	147,268	150,992	125,481	55,210	-	-	478,951	485,647	518,532	91,017	-	1,095,196	1,574,147		
29	FY30	147,269	150,994	123,424	55,210	-	-	476,897	485,648	510,867	84,198	566,784	1,647,497	2,124,394		
30	FY31	73,633	150,992	121,364	55,210	-	-	401,199	485,649	503,196	84,200	601,416	1,674,461	2,075,660		
31	FY32	-	150,995	119,306	55,210	-	-	325,511	485,646	495,531	84,198	601,414	1,666,789	1,992,300		
32	FY33	-	150,997	117,247	55,210	-	-	323,454	485,648	487,860	84,195	601,415	1,659,118	1,982,572		
33	FY34	-	-	115,189	55,210	-	-	170,399	485,646	480,195	84,197	601,415	1,651,453	1,821,852		
34	FY35	-	-	113,131	55,210	-	-	168,341	485,649	472,526	84,200	601,414	1,643,789	1,812,130		
35	FY36	-	-	111,072	55,210	-	-	166,282	485,650	464,859	84,198	601,416	1,636,123	1,802,405		
36	FY37	-	-	109,015	55,210	-	-	164,225	485,645	457,189	84,195	601,415	1,628,444	1,792,669		
37	FY38	-	-	106,954	55,210	-	-	162,164	485,644	449,523	84,198	601,416	1,620,781	1,782,945		
38	FY39	-	-	104,896	55,210	-	-	160,106	485,648	441,855	84,196	601,414	1,613,113	1,773,219		
39	FY40	-	-	43,100	55,210	-	-	98,310	485,650	434,187	84,196	601,416	1,605,449	1,703,759		
40	FY41	-	-	-	55,210	-	-	55,210	485,645	426,521	84,199	601,414	1,597,779	1,652,989		
41	FY42	-	-	-	55,210	-	-	55,210	485,650	418,850	84,197	601,412	1,590,109	1,645,319		
42	FY43	-	-	-	-	-	-	-	485,649	411,184	84,197	601,414	1,582,444	1,582,444		
43	FY44	-	-	-	-	-	-	-	485,646	403,515	84,195	601,416	1,574,772	1,574,772		
44	FY45	-	-	-	-	-	-	-	485,647	395,849	84,201	601,413	1,567,110	1,567,110		
45	FY46	-	-	-	-	-	-	-	485,650	388,180	84,197	601,416	1,559,443	1,559,443		
46	FY47	-	-	-	-	-	-	-	242,823	32,002	84,197	601,419	960,441	960,441		
47	FY48	-	-	-	-	-	-	-	-	-	77,180	601,413	678,593	678,593		
48	FY49	-	-	-	-	-	-	-	-	-	-	551,296	551,296	551,296		
49	FY50	-	-	-	-	-	-	-	-	-	-	-	-	-		
50	Total	\$ 662,711	\$ 1,056,959	\$ 1,567,319	\$ 883,358	\$ -	\$ -	\$ 4,170,347	\$ 9,712,952	\$ 9,073,683	\$ 1,683,751	\$ 11,943,548	\$ 32,413,934	\$ 36,584,281		
51	Grand Total	\$ 1,656,770	\$ 2,642,430	\$ 3,918,377	\$ 2,679,791	\$ -	\$ -	\$ 10,897,368	\$ 24,282,392	\$ 22,684,328	\$ 4,209,402	\$ 29,858,822	\$ 81,034,944	\$ 91,932,312		

COST OF SERVICE STUDY FOR FISCAL YEAR 2027

**Exhibit 6.
Capital Improvement Plan**

For the Fiscal Years Ended June 30, 2027 through 2031

Line No.	Description	1 FY27	2 FY28	3 FY29	4 FY30	5 FY31	6 Total
COMBINED SEWER OVERFLOW LONG TERM CONTROL PLAN							
1	Wet Weather Treatment/Odor Control Ph. II	\$ -	\$ 41,275,000	\$ 41,275,000	\$ -	\$ -	\$ 82,550,000
2	Fair Haven CSO Imp. - Phase II	-	-	-	5,000,000	20,000,000	25,000,000
3	Long Term Control Plan Update	-	-	-	-	1,500,000	1,500,000
4	Total CSO Long Term Control Plan	\$ -	\$ 41,275,000	\$ 41,275,000	\$ 5,000,000	\$ 21,500,000	\$ 109,050,000
EAST SHORE WATER POLLUTION CONTROL FACILITY							
5	SCADA Improvements	\$ 150,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 550,000
6	Roof/Floor Drain Repairs	200,000	200,000	200,000	100,000	100,000	800,000
7	Anoxic Gates	150,000	200,000	-	-	-	350,000
8	Aeration Diffusers	100,000	100,000	-	-	-	200,000
9	Buried Piping Repairs/Replacement	400,000	-	200,000	100,000	200,000	900,000
10	East Shore Office/Security Upgrades	200,000	-	100,000	-	-	300,000
11	Fuel Storage Tanks - Pump Stations	-	150,000	150,000	-	-	300,000
12	Primary Clarifier Drive and Screw Replacements	-	150,000	-	-	-	150,000
13	Wetwell Covers	-	-	300,000	-	-	300,000
14	Plant/PS Concrete Repairs/Union Station	-	-	100,000	100,000	-	200,000
15	EV Charging Stations	-	-	-	150,000	-	150,000
16	Fuel Storage Tank East Shore	-	-	-	1,500,000	-	1,500,000
17	Total East Shore WPC Facility	\$ 1,200,000	\$ 900,000	\$ 1,150,000	\$ 2,050,000	\$ 400,000	\$ 5,700,000
COLLECTION SYSTEM, PUMP STATIONS & FORCE MAINS							
18	Cured-in-Place Pipe Lining	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 10,000,000
19	Emergency On-Call Services	300,000	300,000	300,000	300,000	300,000	1,500,000
20	Protective Coatings-Force Mains, ESWPAF, and PS	450,000	100,000	100,000	100,000	100,000	850,000
21	Spare/Replacement Pumps - Pump Stations/East Shore	100,000	400,000	400,000	400,000	200,000	1,500,000
22	East Haven Riverside Beach Area	1,200,000	1,200,000	1,200,000	1,200,000	-	4,800,000
23	Central Interceptor & Easements	1,800,000	1,200,000	-	-	-	3,000,000
24	Pump Station Imp. - Design & Const.	1,000,000	-	1,000,000	-	1,000,000	3,000,000
25	Mill River Phase 3 I/I Rehab	7,200,000	-	-	-	-	7,200,000
26	Foxon Park Interceptor	1,700,000	-	-	-	-	1,700,000
27	James Street Washer/Compactor	450,000	-	-	-	-	450,000
28	Boulevard Odor Control	-	700,000	200,000	-	-	900,000
29	Manhole Rehabilitation Program	-	700,000	-	-	700,000	1,400,000
30	Tuttle Brook Interceptor, E. Haven	-	2,000,000	2,000,000	-	-	4,000,000
31	Lower Mill River Interceptor	-	-	-	-	1,500,000	1,500,000
32	Total Coll. System, Pump Stations & Force Mains	\$ 16,200,000	\$ 8,600,000	\$ 7,200,000	\$ 4,000,000	\$ 5,800,000	\$ 41,800,000

COST OF SERVICE STUDY FOR FISCAL YEAR 2027

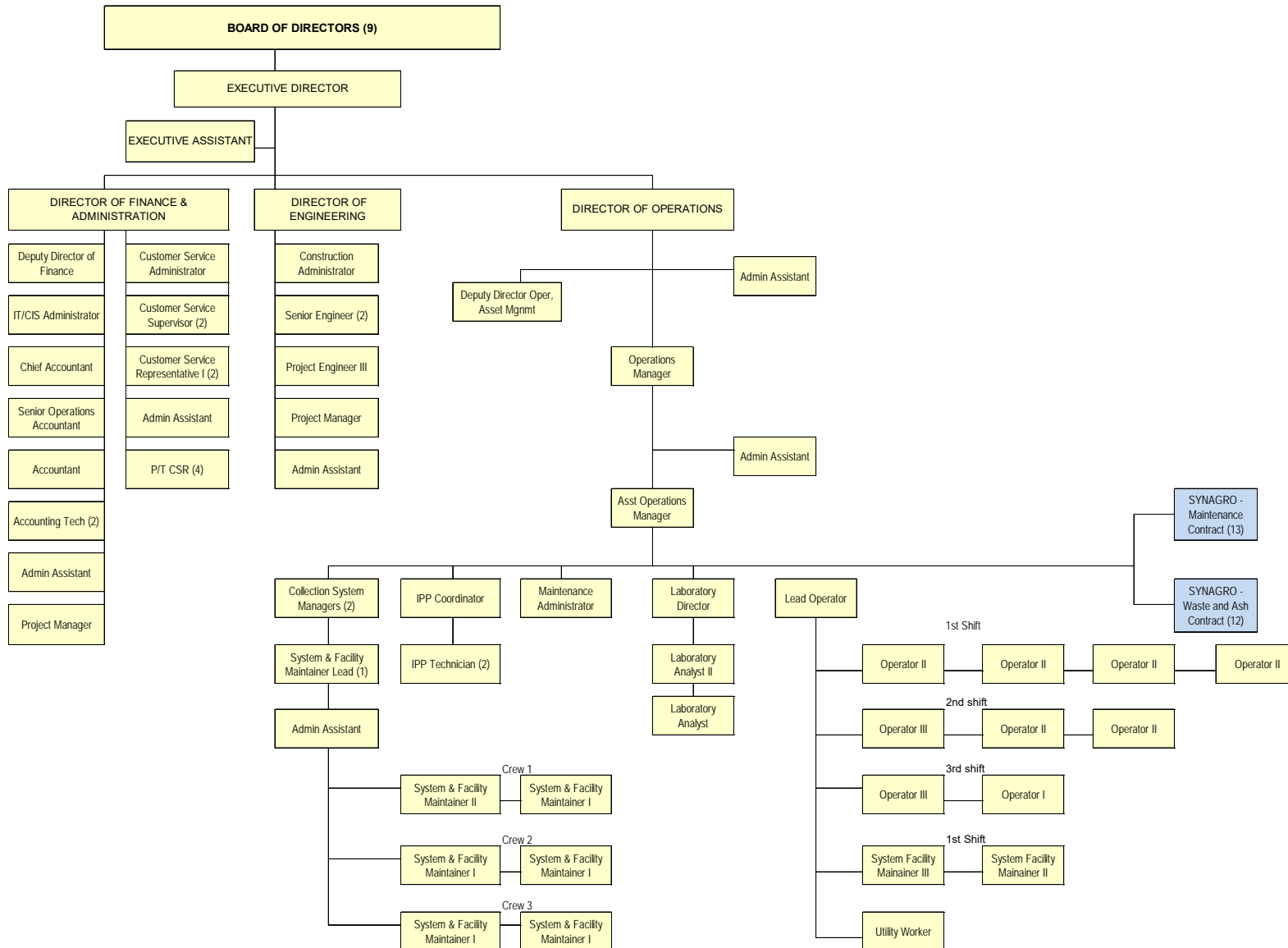
Exhibit 6., continued
Capital Improvement Plan

For the Fiscal Years Ended June 30, 2027 through 2031

Line No.	Description	1 FY27	2 FY28	3 FY29	4 FY30	5 FY31	6 Total
GENERAL							
33	Vehicle Replacement Program	\$ 150,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 550,000
34	260 East Street Mechanical/Office Upgrades	50,000	-	-	-	-	50,000
35	Front-end Loader	120,000	-	-	-	-	120,000
36	IT Upgrades	200,000	-	-	-	300,000	500,000
37	Total Coll. System, Pump Stations & Force Mains	\$ 520,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 400,000	\$ 1,220,000
38	TOTAL CAPITAL IMPROVEMENT PLAN	\$ 17,920,000	\$ 50,875,000	\$ 49,725,000	\$ 11,150,000	\$ 28,100,000	\$ 157,770,000
SOURCES OF FINANCING							
39	Clean Water Fund - Grants	\$ 1,440,000	\$ 20,637,500	\$ 20,637,500	\$ 2,500,000	\$ 10,825,000	\$ 56,040,000
40	Clean Water Fund - Notes	5,760,000	20,637,500	20,637,500	2,500,000	10,000,000	59,535,000
41	<i>Total Clean Water Fund</i>	7,200,000	41,275,000	41,275,000	5,000,000	20,825,000	115,575,000
42	Other Grants	-	-	-	-	-	-
43	Dedicated Infrastructure Renewal Fund	10,720,000	9,600,000	8,450,000	6,150,000	\$ 7,275,000	42,195,000
44	Total Sources of Financing	\$ 17,920,000	\$ 50,875,000	\$ 49,725,000	\$ 11,150,000	\$ 28,100,000	\$ 157,770,000

COST OF SERVICE STUDY FOR FISCAL YEAR 2027

**Exhibit 7.
Organization Chart**



Arcadis U.S., Inc.

44 South Broadway

12th Floor

Box 751

White Plains, New York 10602-0751

Tel 914 694 2100

Fax 914 694 9286

www.arcadis.com