



# **JERSEY WATERWORKS** **CONFERENCE** 2025

DECEMBER 11, 2025 | THE COLLEGE OF NEW JERSEY, EWING

## ***OUR COMMITMENT TO FUTURE GENERATIONS***

Jersey Water Works Collaborative brings together people with diverse backgrounds, perspectives, and expertise to address the challenges within New Jersey's water sector.

[www.jerseywaterworks.org](http://www.jerseywaterworks.org)  
[info@jerseywaterworks.org](mailto:info@jerseywaterworks.org)

Thank you for joining us!

#njwater25

# JERSEY WATERWORKS CONFERENCE 2025

DECEMBER 11, 2025 | THE COLLEGE OF NEW JERSEY, EWING

Our Commitment to Future Generations



NEW JERSEY  
AMERICAN WATER



LISC NEW JERSEY





# NEW JERSEY FUNDING NAVIGATOR

*A program of New Jersey Future*



Jessika Sherman, MPP & MCRP  
Policy and Program Coordinator, Funding Navigator  
[jsherman@njfuture.org](mailto:jsherman@njfuture.org)



**Environmental  
Finance  
Center**  
Syracuse University

***DEBT AS A TOOL, NOT A BURDEN:  
SMART FINANCING FOR STRONGER  
WATER SYSTEMS***

**JERSEY WATERWORKS  
CONFERENCE 2025**



**Jennifer Harris,  
P.E., CME**

Environmental  
Resolutions



**Thomas  
Horn**

Lambertville Municipal  
Utilities Authority



**Christina  
Petagna**

EPIC

Breakout Session 2 from 11:30:00 a.m. to 12:30 p.m.

CREDITS: 1.0 PE CPC  
Credit

# Reframing Debt: The Benefits for Utility Financial Management

*Or. How I learned to Stop Ignoring  
my Infrastructure and Love the SRF.*



**Jersey Water Works Conference  
December 11, 2025**



# What is Debt?

- Raising capital by borrowing money
- Repayment of principal and interest over specified time period
  - Interest can vary with market conditions
- Highly effective means of funding high cost capital projects
  - Think of debt as an investment (mortgage on a house)
  - However, must manage utility rates and budget in order to ensure adequate revenues to support debt service payments
- What about grants?
  - Grant funding is generally highly competitive and scarce
  - Not a sustainable or reliable means of funding capital assets

# What is Debt?

**FUNDING** - like a grant, is defined as money provided, especially by an organization or government for a particular purpose.



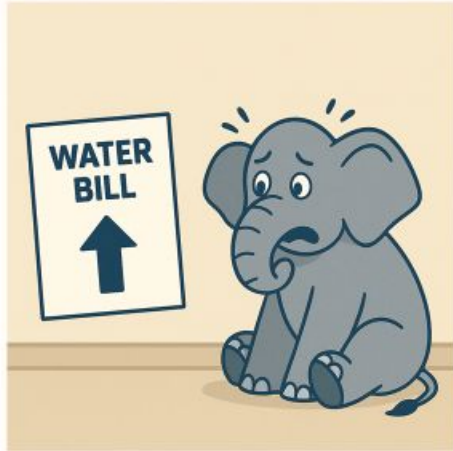
Comprehensive Asset Management for Utilities



**FINANCING** - the act of obtaining or furnishing money or capital for a purchase or enterprise, like a loan.

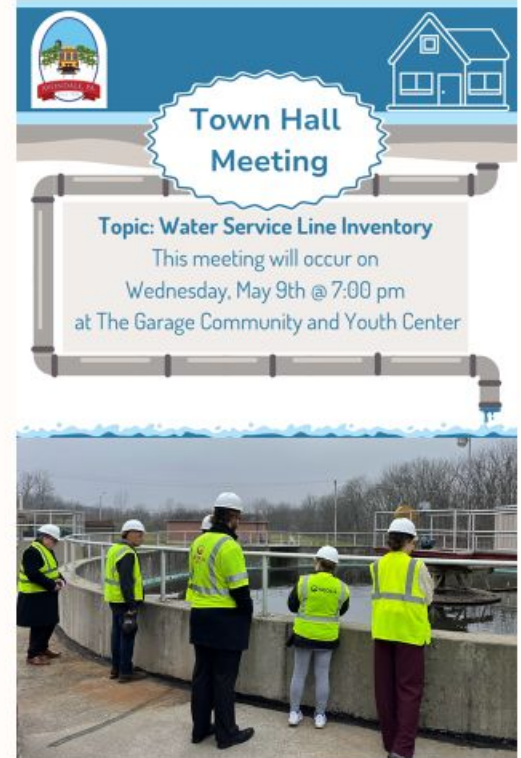


# Addressing the Rate Payer in the Room



***“We don’t want to raise rates - they’ll vote us out of office!”***

- Pursue best financing options.
- Resources are available if affordability is truly an issue.
- Transparency & Communication.



# Forms of Debt

## BONDS

Money borrowed from investors. After sale - the municipality receives the upfront capital.

General Obligation Bonds vs Revenue Bonds.

**Pros:** Less administratively burdensome.

**Cons:** The interest rate tends to be pegged to the market rate and municipal credit rating makes a difference in IR offered.

## State Revolving Funds

State managed loan program (Water Bank) that provides low-interest financing for water, wastewater, and stormwater projects.

**Pros:** Below market interest rates, repayment terms are generally more generous than bonds, and opportunities for principal forgiveness for qualifying communities.

**Cons:** Can be administratively burdensome, especially first time around. There are additional application requirements (BABA, Davis Bacon, SED, etc.).

# WISE CALCULATOR

## WISE Calculator - Financing Cost Estimate

P.L. 2017, c. 71, Section 2 requires the NJIB, in conjunction with the Department of Environmental Protection ("DEP"), to provide a Local Government Unit ("LGU") seeking to finance at least \$1 million to construct an environmental infrastructure project with:

- (i) A description of the priority system used by the DEP in awarding financing under the New Jersey Environmental Infrastructure Financing Program (the "Financing Program"). The description of the priority system for the current fiscal year is set forth in detail in the annual publication of the DEP, State Fiscal Year Priority System and Project Priority List ("January Report") ([click here to view the Priority System for the current fiscal year](#)); and
- (ii) A Financing Cost Estimate ("FCE") comparison of the cost of financing the project through the I-Bank and DEP's joint Financing Program versus independently through the LGU's own bond process.

To generate the FCE Report, please complete the requested information and click "Calculate Report." The FCE Report will be produced immediately and available for printing.

P.L. 2017, c. 71, also directs that, beginning November 7, 2017, any local government or Authority wishing to independently finance an environmental infrastructure project costing at least \$1 million, must present a copy of the FCE Report to the Director of the Division of Local Government Services or the Local Finance Board, respectively, as part of their review process. The FCE is not required to be submitted by LGUs who intend to finance their environmental projects through the Financing Program. Please consult your bond counsel for further details.

<https://wise.njib.gov/>

# Future Rate Payers

## Consequences of Avoiding Debt

- Deferring needed capital improvements shifts costs to future rate payers
- The cost of capital improvements will never be cheaper than now



# Why is Debt Beneficial?



*What do these images have in common?*

CHANGE THE DEBT NARRATIVE FROM BURDEN TO OPPORTUNITY

LAMBERTVILLE MUA'S EXPERIENCE

HOW TO CHANGE THE WAY WE LOOK AT DEBT



Thomas F. Horn, P.E.  
Lambertville Municipal Utilities Authority

## CAPITAL PROJECTS AND PLANNING

- Annual Facilities Inspection
- Capital Budgets
- Asset Management Plans (AMP)
- Financial Analysis Model
- Recent LMUA Experience



# ANNUAL REPORT



**ANNUAL INSPECTION REPORT  
OF THE  
LAMBERTVILLE MUNICIPAL UTILITIES AUTHORITY  
WASTEWATER TREATMENT PLANT  
CITY OF LAMBERTVILLE, NEW JERSEY**

**OCTOBER 2024**

**PREPARED FOR:**

**LAMBERTVILLE MUNICIPAL UTILITIES AUTHORITY  
3 BRIDGE STREET  
LAMBERTVILLE, NJ 08530**

**PREPARED BY:**

**CARROLL ENGINEERING  
949 EASTON ROAD  
WARRINGTON, PA 18976**

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# CAPITAL BUDGETS

## LAMBERTVILLE MUNICIPAL UTILITIES AUTHORITY CAPITAL PROJECTS PROJECTED COSTS AND SCHEDULE

| PROJECT                    | 2025            | 2026            | 2027          | 2028          | 2029          | 2030          | 2031          | TOTAL            |
|----------------------------|-----------------|-----------------|---------------|---------------|---------------|---------------|---------------|------------------|
| REHAB COLLECTION SYSTEM    | \$ 100,000.00   |                 | \$ 500,000.00 | \$ 100,000.00 | \$ 100,000.00 | \$ 100,000.00 | \$ 100,000.00 | \$ 1,000,000.00  |
| EVALUATE FORCE MAINS       | \$ 100,000.00   |                 |               |               |               |               |               | \$ 100,000.00    |
| TOTAL COLLECTION SYSTEM    | \$ 200,000.00   | \$ -            | \$ 500,000.00 | \$ 100,000.00 | \$ 100,000.00 | \$ 100,000.00 | \$ 100,000.00 | \$ 1,100,000.00  |
| REHAB HEADWORKS            | \$ 209,800.00   | \$ 1,966,000.00 |               |               |               |               |               | \$ 2,175,800.00  |
| REPLACE BFP                | \$ 313,200.00   | \$ 2,769,700.00 |               |               |               |               |               | \$ 3,082,900.00  |
| REPLACE GENERATOR          | \$ 178,900.00   | \$ 372,000.00   |               |               |               |               |               | \$ 550,900.00    |
| REPLACE FIRE ALARM SYSTEMS |                 |                 |               | \$ 15,000.00  |               |               |               | \$ 15,000.00     |
| REPLACE WIERS AND TROUGHS  |                 | \$ 37,300.00    |               |               |               |               |               | \$ 37,300.00     |
| REHAB FENCE AROUND PLANT   |                 |                 |               |               |               | \$ 25,000.00  |               | \$ 25,000.00     |
| TOTAL WWTP                 | \$ 701,900.00   | \$ 5,143,200.00 | \$ -          | \$ 15,000.00  | \$ -          | \$ 25,000.00  | \$ -          | \$ 5,887,100.00  |
| REPLACE MCC SWAN PS        | \$ 30,000.00    | \$ 143,400.00   |               |               |               |               |               | \$ 173,400.00    |
| REHAB SWAN PS WETWELL      | \$ 45,000.00    | \$ 412,517.00   |               |               |               |               |               | \$ 457,517.00    |
| REHAB N. UNION PS          | \$ 2,100,000.00 |                 |               |               |               |               |               | \$ 2,100,000.00  |
| REHAB CORYEL PS            | \$ 170,000.00   | \$ 836,600.00   |               |               |               |               |               | \$ 1,006,600.00  |
| TOTAL PS                   | \$ 2,345,000.00 | \$ 1,392,517.00 | \$ -          | \$ -          | \$ -          | \$ -          | \$ -          | \$ 3,737,517.00  |
| REPLACE PICK UP            |                 |                 |               |               | \$ 50,000.00  |               |               | \$ 50,000.00     |
| TOTAL VEHICLES             | \$ -            | \$ -            | \$ -          | \$ -          | \$ 50,000.00  | \$ -          | \$ -          | \$ 50,000.00     |
| TOTAL                      | \$ 3,246,900.00 | \$ 6,537,717.00 | \$ 500,000.00 | \$ 115,000.00 | \$ 150,000.00 | \$ 125,000.00 | \$ 100,000.00 | \$ 10,774,617.00 |

Updated 2/27/2023



# ASSET MANAGEMENT PLAN

| Combined Asset Inventory and Risk Scoring.tht010424... Saved to this PC                                |           |        |        |                     |                        |                         |     |                        |               |        |       |          |                     |                      |                          |                              |                              |     |      |        |      |            |            |                |     |    |
|--------------------------------------------------------------------------------------------------------|-----------|--------|--------|---------------------|------------------------|-------------------------|-----|------------------------|---------------|--------|-------|----------|---------------------|----------------------|--------------------------|------------------------------|------------------------------|-----|------|--------|------|------------|------------|----------------|-----|----|
| File Home Insert Draw Page Layout Formulas Data Review View Automate Help Acrobat                      |           |        |        |                     |                        |                         |     |                        |               |        |       |          |                     |                      |                          |                              |                              |     |      |        |      |            |            |                |     |    |
| Calibri 10 A A Wrap Text General Conditional Formatting Format as Table Normal Bad Good Neutral Insert |           |        |        |                     |                        |                         |     |                        |               |        |       |          |                     |                      |                          |                              |                              |     |      |        |      |            |            |                |     |    |
| 103 Font Alignment Number Styles                                                                       |           |        |        |                     |                        |                         |     |                        |               |        |       |          |                     |                      |                          |                              |                              |     |      |        |      |            |            |                |     |    |
| A                                                                                                      | B         | C      | D      | E                   | F                      | G                       | H   | I                      | J             | K      | L     | M        | N                   | O                    | P                        | Q                            | R                            | S   | T    | U      | V    | W          | X          | Y              | Z   | AA |
| Class                                                                                                  | Sub-class | System | Tag    | Asset ID            | Location               | Asset Description       | Qty | Length (ft.) (if appl) | Serial Number | Migr   | Model | Material | Size (in) (hp) (kW) | Year of Installation | Physical Condition Score | Probability of Failure (PoF) | Consequence of Failure (CoF) |     |      |        |      | Redundancy | Red Factor | Adm. of C. Sen |     |    |
| Class                                                                                                  | Sub       | System | Tag    | Asset ID            | Location               | Desc                    | Qt  | Am                     | Serial        | Migr   | Mod   | Mat      | Size                | Year                 | Phy                      | Oper                         | Pot                          | Env | Main | Safety | Cust | Cost       | CoF        | Redun          | Adm |    |
| TP                                                                                                     | ADM       | STRU   | ROOF   | TP-ADM-STRU-ROOF    | Administration Bldg    | Roof                    | 1   |                        |               |        |       |          |                     | 1994                 |                          | 0                            |                              |     |      |        |      |            |            |                |     |    |
| TP                                                                                                     | ADM       | ARCH   | DOOR   | TP-ADM-ARCH-DOOR    | Administration Bldg    | Doors                   | 5   |                        |               |        |       |          |                     | 1992/1994            |                          | 0                            |                              |     |      |        |      |            |            |                |     |    |
| TP                                                                                                     | ADM       | ARCH   | DOOR   | TP-ADM-ARCH-DOOR    | Administration Bldg    | Doors                   | 10  |                        |               |        |       |          |                     | 1992/1994            |                          | 0                            |                              |     |      |        |      |            |            |                |     |    |
| TP                                                                                                     | ADM       | ARCH   | VIN    | TP-ADM-ARCH-VIN     | Administration Bldg    | Windows                 | 8   |                        |               |        |       |          |                     | 1992/1994            |                          | 0                            |                              |     |      |        |      |            |            |                |     |    |
| TP                                                                                                     | ADM       | ARCH   | MAS    | TP-ADM-ARCH-MAS     | Administration Bldg    | Masonry                 | 1   |                        |               |        |       |          |                     | 1992/1994            |                          | 0                            |                              |     |      |        |      |            |            |                |     |    |
| TP                                                                                                     | ADM       | ARCH   | FON    | TP-ADM-ARCH-FON     | Administration Bldg    | Foundation              | 1   |                        |               |        |       |          |                     | 1992/1994            |                          | 0                            |                              |     |      |        |      |            |            |                |     |    |
| TP                                                                                                     | ADM       | MECH   | AC     | TP-ADM-MECH-AC      | Administration Bldg    | Admin Bldg HVAC         | 5   |                        |               |        |       |          |                     | 1994                 |                          | 0                            |                              |     |      |        |      |            |            |                |     |    |
| TP                                                                                                     | ADM       | ELECT  | PHONE  | TP-ADM-ELECT-PHONE  | Administration Bldg    | Telephone system        | 1   |                        |               |        |       |          |                     |                      |                          | 0                            |                              |     |      |        |      |            |            |                |     |    |
| TP                                                                                                     | ADM       | ELECT  | ALARA  | TP-ADM-ELECT-ALARA  | Administration Bldg    | Alarm system            | 1   |                        |               |        |       |          |                     |                      |                          | 0                            |                              |     |      |        |      |            |            |                |     |    |
| TP                                                                                                     | BF        | MECH   | BF     | TP-BF-MECH-BF       | Biofilter              | Biofilter               | 1   |                        |               |        |       |          |                     | 2011                 |                          | 0                            |                              |     |      |        |      |            |            |                |     |    |
| TP                                                                                                     | BFP       | ARCH   | RUD    | TP-BFP-ARCH-RUD     | Belt Filter Press      | Roll-up Door            | 1   |                        |               |        |       |          |                     | 2010                 |                          | 0                            |                              |     |      |        |      |            |            |                |     |    |
| TP                                                                                                     | BFP       | ARCH   | DOOR   | TP-BFP-ARCH-DOOR    | Belt Filter Press      | Doors                   | 1   |                        |               |        |       |          |                     | 1992                 |                          | 0                            |                              |     |      |        |      |            |            |                |     |    |
| TP                                                                                                     | BFP       | MECH   | DRAN   | TP-BFP-MECH-DRAN    | Belt Filter Press      | Drains                  | 2   |                        |               |        |       |          |                     | 1992                 |                          | 0                            |                              |     |      |        |      |            |            |                |     |    |
| TP                                                                                                     | BFP       | MECH   | NT     | TP-BFP-MECH-CARBON  | Carbon Unit            | Carbon Unit             | 1   |                        |               |        |       |          |                     | 2005                 |                          | 0                            |                              |     |      |        |      |            |            |                |     |    |
| TP                                                                                                     | BFP       | MECH   | CP     | TP-BFP-MECH-CP      | Belt Filter Press      | Control Panels          | 1   |                        |               |        |       |          |                     | 2004                 |                          | 0                            |                              |     |      |        |      |            |            |                |     |    |
| TP                                                                                                     | CCT       | MECH   | CONC   | TP-CCT-MECH-CONC    | Chlorine Contact Tank  | CCT concrete            | 2   |                        |               |        |       |          |                     | 1992                 |                          | 0                            |                              |     |      |        |      |            |            |                |     |    |
| TP                                                                                                     | CCT       | MECH   | VR     | TP-CCT-MECH-VR      | Chlorine Contact Tank  | CCT vent                | 2   |                        |               |        |       |          |                     | 1992                 |                          | 0                            |                              |     |      |        |      |            |            |                |     |    |
| TP                                                                                                     | CHEM      | MECH   | BLDG   | TP-CHEM-MECH-BLDG   | Chemical Bldg          | FreiLab Bldg            | 1   |                        |               |        |       |          |                     | 2020                 |                          | 0                            |                              |     |      |        |      |            |            |                |     |    |
| TP                                                                                                     | CHEM      | MECH   | TNK    | TP-CHEM-MECH-TNK    | Sodium Bisulfate       | Storage tanks           | 2   |                        |               |        |       |          |                     | 2020                 |                          | 0                            |                              |     |      |        |      |            |            |                |     |    |
| TP                                                                                                     | CHEM      | MECH   | PMP    | TP-CHEM-MECH-PMP    | Sodium Bisulfate       | Pumps                   | 2   |                        |               |        |       |          |                     | 2020                 |                          | 0                            |                              |     |      |        |      |            |            |                |     |    |
| TP                                                                                                     | CHEM      | MECH   | PMP    | TP-CHEM-MECH-PMP    | Sodium Hypochlorite    | Pump                    | 2   |                        |               |        |       |          |                     | 2020                 |                          | 0                            |                              |     |      |        |      |            |            |                |     |    |
| TP                                                                                                     | CHEM      | MECH   | TNK    | TP-CHEM-MECH-TNK    | Sodium Hypochlorite    | Storage tanks           | 2   |                        |               |        |       |          |                     | 2020                 |                          | 0                            |                              |     |      |        |      |            |            |                |     |    |
| TP                                                                                                     | CLR       | P      | MECH   | TP-CLR-P-MECH-CONC  | Primary Clarifiers     | Primary clarifiers      | 2   |                        |               |        |       |          |                     | 1992                 |                          | 0                            |                              |     |      |        |      |            |            |                |     |    |
| TP                                                                                                     | CLR       | P      | MECH   | TP-CLR-P-MECH-DRV   | Primary Clarifiers     | Primary clarifier dri   | 1   |                        |               |        |       |          |                     | 2021                 |                          | 0                            |                              |     |      |        |      |            |            |                |     |    |
| TP                                                                                                     | CLR       | P      | MECH   | TP-CLR-P-MECH-DRV   | Primary Clarifiers     | Primary clarifier dri   | 1   |                        |               |        |       |          |                     | 2021                 |                          | 0                            |                              |     |      |        |      |            |            |                |     |    |
| TP                                                                                                     | CLR       | P      | MECH   | TP-CLR-P-MECH-COLL  | Primary Clarifiers     | Sludge collector        | 1   |                        |               |        |       |          |                     | 2021                 |                          | 0                            |                              |     |      |        |      |            |            |                |     |    |
| TP                                                                                                     | CLR       | P      | MECH   | TP-CLR-P-MECH-COLL  | Primary Clarifiers     | Sludge collector        | 1   |                        |               |        |       |          |                     | 2021                 |                          | 0                            |                              |     |      |        |      |            |            |                |     |    |
| TP                                                                                                     | CLR       | P      | MECH   | TP-CLR-P-MECH-PMP   | Primary Clarifiers     | Sludge Pump and f       | 1   |                        | 300595549     | SULZER | XFP   |          | 3                   | 2023                 |                          | 0                            |                              |     |      |        |      |            |            |                |     |    |
| TP                                                                                                     | CLR       | P      | MECH   | TP-CLR-P-MECH-PMP   | Primary Clarifiers     | Sludge Pump and f       | 1   |                        | 300595547     | SULZER | XFP   |          | 3                   | 2023                 |                          | 0                            |                              |     |      |        |      |            |            |                |     |    |
| TP                                                                                                     | CLR       | P      | MECH   | TP-CLR-P-MECH-PMP   | Primary Clarifiers     | Sludge Pump and f       | 1   |                        | 300595548     | SULZER | XFP   |          | 3                   | 2023                 |                          | 0                            |                              |     |      |        |      |            |            |                |     |    |
| TP                                                                                                     | CLR       | P      | MECH   | TP-CLR-P-MECH-PMP   | Primary Clarifiers     | Sludge Pump and f       | 1   |                        | 300595550     | SULZER | XFP   |          | 3                   | 2023                 |                          | 0                            |                              |     |      |        |      |            |            |                |     |    |
| TP                                                                                                     | CTRL      | MECH   | FD     | TP-CTRL-MECH-FD     | Control Bldg           | Basement Drains         | 1   |                        |               |        |       |          |                     | 1994                 |                          | 0                            |                              |     |      |        |      |            |            |                |     |    |
| TP                                                                                                     | CTRL      | MECH   | AC     | TP-CTRL-MECH-AC     | Control Bldg           | HVAC                    | 1   |                        |               |        |       |          |                     | 2000                 |                          | 0                            |                              |     |      |        |      |            |            |                |     |    |
| TP                                                                                                     | CTRL      | MECH   | MAINT  | TP-CTRL-MECH-MAINT  | Control Bldg           | Maintenance Shop        | 1   |                        |               |        |       |          |                     | 1992                 |                          | 0                            |                              |     |      |        |      |            |            |                |     |    |
| TP                                                                                                     | CTRL      | MECH   | AB1    | TP-CTRL-MECH-AB1    | Control Bldg           | Control Bldg            | 1   |                        |               |        |       |          |                     | 2012/2012            |                          | 0                            |                              |     |      |        |      |            |            |                |     |    |
| TP                                                                                                     | CTRL      | MECH   | PMP    | TP-CTRL-MECH-PMP    | Control Bldg           | Sludge Pumps            | 1   |                        |               |        |       |          |                     | 2013/2015            |                          | 0                            |                              |     |      |        |      |            |            |                |     |    |
| TP                                                                                                     | CTRL      | MECH   | PMP    | TP-CTRL-MECH-PMP    | Control Bldg           | Sludge Pumps            | 1   |                        |               |        |       |          |                     | 2013/2015            |                          | 0                            |                              |     |      |        |      |            |            |                |     |    |
| TP                                                                                                     | CTRL      | MECH   | SUMP   | TP-CTRL-MECH-SUMP   | Control Bldg           | Sump pumps              | 1   |                        |               |        |       |          |                     | 2009                 |                          | 0                            |                              |     |      |        |      |            |            |                |     |    |
| TP                                                                                                     | CTRL      | MECH   | SUMP   | TP-CTRL-MECH-SUMP   | Control Bldg           | Sump pumps              | 1   |                        |               |        |       |          |                     | 2009                 |                          | 0                            |                              |     |      |        |      |            |            |                |     |    |
| TP                                                                                                     | CTRL      | MECH   | FILTER | TP-CTRL-MECH-FILTER | Control Bldg           | Filter                  | 1   |                        |               |        |       |          |                     | 2010                 |                          | 0                            |                              |     |      |        |      |            |            |                |     |    |
| TP                                                                                                     | CTRL      | MECH   | FILTER | TP-CTRL-MECH-FILTER | Control Bldg           | Filter                  | 1   |                        |               |        |       |          |                     | 2010                 |                          | 0                            |                              |     |      |        |      |            |            |                |     |    |
| TP                                                                                                     | CTRL      | MECH   | PMP    | TP-CTRL-MECH-PMP    | Control Bldg           | Utility Water           | 1   |                        |               |        |       |          |                     | 2017                 |                          | 0                            |                              |     |      |        |      |            |            |                |     |    |
| TP                                                                                                     | CTRL      | MECH   | PMP    | TP-CTRL-MECH-PMP    | Control Bldg           | Utility Water           | 1   |                        |               |        |       |          |                     | 2017                 |                          | 0                            |                              |     |      |        |      |            |            |                |     |    |
| TP                                                                                                     | CTRL      | MECH   | PMP    | TP-CTRL-MECH-PMP    | Control Bldg           | Utility Water           | 1   |                        |               |        |       |          |                     | 1996                 |                          | 0                            |                              |     |      |        |      |            |            |                |     |    |
| TP                                                                                                     | DC        | ARCH   | HAT    | TP-DC-ARCH-HAT      | Dechlorination Chamber | Dechlor NH Access Hatch | 1   |                        |               |        |       |          |                     | 1996                 |                          | 0                            |                              |     |      |        |      |            |            |                |     |    |
| TP                                                                                                     | FPB       | MECH   | BF     | TP-FPB-MECH-BF      | Filter Press Bldg      | Filter Press Bldg       | 1   |                        |               |        |       |          |                     | 2004                 |                          | 0                            |                              |     |      |        |      |            |            |                |     |    |
| TP                                                                                                     | FPB       | ARCH   | VIN    | TP-FPB-ARCH-VIN     | Filter Press Bldg      | Windows                 | 3   |                        |               |        |       |          |                     | 1992                 |                          | 0                            |                              |     |      |        |      |            |            |                |     |    |
| TP                                                                                                     | FPB       | MECH   | CHM    | TP-FPB-MECH-CHM     | Filter Press Bldg      | BFP Polymer             | 1   |                        |               |        |       |          |                     | 2004/2019            |                          | 0                            |                              |     |      |        |      |            |            |                |     |    |
| Scoring Criteria Assets Estimating Typical Useful Life Sheet2 Sheet1 +                                 |           |        |        |                     |                        |                         |     |                        |               |        |       |          |                     |                      |                          |                              |                              |     |      |        |      |            |            |                |     |    |

# FINANCIAL ANALYSIS SPREADSHEET

## Lambertville Municipal Utilities Authority Pro-Forma Cash-Flow Model 4% Increase in User Fees

ITEM# 1  
DATED: 4/23/2025

|                                         |       |
|-----------------------------------------|-------|
| Coverage Target                         | 1.25  |
| New Project                             | 1.74  |
| Revenue Escalator (Variable-1, Fixed-0) | Fixed |
| State County Intergovernmental          | 4.74  |
| Within Intergovernmental                | 0.74  |

| Expense Escalation Assumptions                                |       |
|---------------------------------------------------------------|-------|
| Selective Wages (2017-4%, 2020-2021-2%, 2022 and later 4.80%) | 4.00% |
| Police Benefits                                               | 9.00% |
| Other Administration (including Insurance)                    | 2.00% |
| Other Administration (Insurance)                              | 5.00% |
| Other Cost of Providing Service (Handbook, Utilities, etc.)   | 2.00% |

|                                                                |       | 2020             | 2021             | 2022             | 2023             | 2024             | 2025             | 2026             | 2027             | 2028             | 2029             | 2030             | 2031             | 2032             | 2033             | 2034             | 2035             | 2036               | 2037               | 2038               |
|----------------------------------------------------------------|-------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|--------------------|--------------------|--------------------|
| <b>Revenues</b>                                                |       |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                    |                    |                    |
| Service Charges                                                |       |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                    |                    |                    |
| Residential                                                    | 0.00% | 1,038,668        | 1,086,538        | 1,140,294        | 1,200,909        | 1,220,625        | 1,245,038        | 1,294,839        | 1,320,736        | 1,347,150        | 1,374,094        | 1,401,575        | 1,429,607        | 1,458,199        | 1,487,363        | 1,517,110        | 1,547,452        | 1,578,402          | 1,609,970          | 1,642,169          |
| Business/Commercial                                            |       | 154,048          | 167,828          | 176,114          | 173,814          | 175,206          | 178,710          | 183,859          | 189,576          | 193,367          | 197,235          | 201,179          | 205,203          | 209,307          | 213,493          | 217,763          | 222,118          | 226,561            | 231,092            | 235,714            |
| Industrial                                                     |       | 61,702           | 55,196           | 72,407           | 76,903           | 69,614           | 71,008           | 73,849           | 75,326           | 76,822           | 78,369           | 79,936           | 81,535           | 83,166           | 84,829           | 86,525           | 88,256           | 90,021             | 91,822             | 93,658             |
| Intergovernmental - Existing                                   | 0.00% | 770,608          | 764,030          | 805,051          | 841,267          | 885,960          | 885,960          | 885,960          | 885,960          | 885,960          | 885,960          | 885,960          | 885,960          | 885,960          | 885,960          | 885,960          | 885,960          | 885,960            | 885,960            | 885,960            |
| Intergovernmental - 2027 Loan Update                           |       |                  |                  |                  |                  |                  |                  |                  |                  | 215,617          | 214,360          | 212,561          | 213,648          | 215,032          | 213,364          | 214,423          | 212,703          | 213,678            | 214,566            | 212,975            |
| Connection Fees                                                | 0.00% | 10,968           | 12,844           | 48,089           | 48,517           | 14,465           | 14,264           | 14,264           | 14,264           | 14,264           | 14,264           | 14,264           | 14,264           | 14,264           | 14,264           | 14,264           | 14,264           | 14,264             | 14,264             | 14,264             |
| Delinquent Charges                                             | 0.00% | 8,091            | 10,199           | 12,556           | 13,244           | 17,209           | 12,556           | 12,556           | 12,556           | 12,556           | 12,556           | 12,556           | 12,556           | 12,556           | 12,556           | 12,556           | 12,556           | 12,556             | 12,556             | 12,556             |
| Non-Operating Revenues                                         | 0.00% | 2,987            | 5,145            | 5,445            | 39,465           | 65,695           | 15,061           | 15,061           | 15,061           | 15,061           | 15,061           | 15,061           | 15,061           | 15,061           | 15,061           | 15,061           | 15,061           | 15,061             | 15,061             | 15,061             |
| <b>Total Anticipated Revenues</b>                              |       | <b>2,047,072</b> | <b>2,101,780</b> | <b>2,259,956</b> | <b>2,396,219</b> | <b>2,448,876</b> | <b>2,422,597</b> | <b>2,482,387</b> | <b>2,513,478</b> | <b>2,560,808</b> | <b>2,591,797</b> | <b>2,623,093</b> | <b>2,657,833</b> | <b>2,693,545</b> | <b>2,726,890</b> | <b>2,763,663</b> | <b>2,798,371</b> | <b>2,836,502</b>   | <b>2,875,290</b>   | <b>2,912,356</b>   |
| <b>Expenses</b>                                                |       |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                    |                    |                    |
| Total Administration                                           |       | 567,301          | 587,448          | 629,253          | 665,789          | 668,439          | 735,181          | 905,295          | 864,951          | 907,995          | 953,766          | 1,002,469        | 1,054,322        | 1,109,564        | 1,168,452        | 1,231,267        | 1,298,309        | 1,369,906          | 1,444,413          | 1,528,214          |
| Total Cost of Providing Services                               |       | 923,446          | 911,756          | 871,671          | 977,767          | 1,099,906        | 1,068,844        | 1,108,955        | 1,153,820        | 1,200,182        | 1,249,190        | 1,301,049        | 1,355,968        | 1,414,176        | 1,475,918        | 1,541,461        | 1,611,086        | 1,685,134          | 1,763,917          | 1,847,812          |
| Pay-Go Capital                                                 |       | -                | -                | -                | -                | -                | -                | -                | -                | -                | -                | -                | -                | -                | -                | -                | -                | -                  | -                  | -                  |
| <b>Total Non-Debt Service Expenses</b>                         |       | <b>1,488,747</b> | <b>1,499,204</b> | <b>1,500,924</b> | <b>1,643,563</b> | <b>1,768,345</b> | <b>1,804,025</b> | <b>2,015,250</b> | <b>2,018,781</b> | <b>2,108,177</b> | <b>2,202,957</b> | <b>2,303,518</b> | <b>2,410,290</b> | <b>2,523,739</b> | <b>2,644,370</b> | <b>2,772,728</b> | <b>2,909,404</b> | <b>3,055,040</b>   | <b>3,210,330</b>   | <b>3,376,026</b>   |
| <b>Net Revenues before Debt Service</b>                        |       | <b>558,325</b>   | <b>602,576</b>   | <b>759,032</b>   | <b>752,656</b>   | <b>680,531</b>   | <b>618,572</b>   | <b>467,137</b>   | <b>494,697</b>   | <b>452,631</b>   | <b>588,841</b>   | <b>519,575</b>   | <b>447,544</b>   | <b>369,805</b>   | <b>282,520</b>   | <b>196,935</b>   | <b>88,967</b>    | <b>(18,518)</b>    | <b>(135,040)</b>   | <b>(263,670)</b>   |
| <b>Debt Service</b>                                            |       |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                    |                    |                    |
| Existing Debt Service                                          |       | 454,578          | 452,722          | 459,556          | 532,100          | 423,106          | 331,045          | 335,160          | 333,950          | 329,700          | 325,690          | 333,483          | 113,910          | 98,617           | 96,817           | 106,342          | 98,992           | 97,642             | 96,292             | 94,942             |
| Proposed New Debt Service                                      |       | -                | -                | -                | -                | -                | -                | -                | -                | 551,077          | 543,012          | 543,775          | 544,589          | 550,458          | 546,122          | 546,839          | 542,449          | 543,024            | 543,436            | 543,700            |
| <b>Total Debt Service</b>                                      |       | <b>454,578</b>   | <b>452,722</b>   | <b>459,556</b>   | <b>532,100</b>   | <b>423,106</b>   | <b>331,045</b>   | <b>335,160</b>   | <b>333,950</b>   | <b>880,777</b>   | <b>868,702</b>   | <b>877,257</b>   | <b>658,498</b>   | <b>649,075</b>   | <b>642,939</b>   | <b>647,201</b>   | <b>641,441</b>   | <b>640,666</b>     | <b>639,728</b>     | <b>638,642</b>     |
| <b>Surplus/(Deficit) Before User Fee Fund Balance Utilized</b> |       | <b>103,747</b>   | <b>149,854</b>   | <b>299,476</b>   | <b>220,556</b>   | <b>257,425</b>   | <b>287,527</b>   | <b>131,977</b>   | <b>160,747</b>   | <b>(228,140)</b> | <b>(279,861)</b> | <b>(357,682)</b> | <b>(210,955)</b> | <b>(279,269)</b> | <b>(360,420)</b> | <b>(456,266)</b> | <b>(552,474)</b> | <b>(659,204)</b>   | <b>(774,768)</b>   | <b>(902,312)</b>   |
| Fund Balance Utilized to balance budget                        |       | -                | -                | -                | -                | -                | -                | -                | -                | 228,146          | 279,861          | 357,682          | 210,955          | 279,269          | 360,420          | 456,266          | 552,474          | 659,204            | 774,768            | 902,312            |
| Add Fund Balance Utilized to meet Cov. Covenant                |       | -                | -                | -                | -                | -                | -                | -                | -                | 176,155          | 173,740          | 175,451          | 131,700          | 129,815          | 128,588          | 129,440          | 128,288          | 128,133            | 127,946            | 127,728            |
| <b>Coverage Before Fund Balance Utilization</b>                |       | <b>1.23</b>      | <b>1.33</b>      | <b>1.65</b>      | <b>1.41</b>      | <b>1.61</b>      | <b>1.87</b>      | <b>1.39</b>      | <b>1.48</b>      | <b>0.74</b>      | <b>0.68</b>      | <b>0.59</b>      | <b>0.68</b>      | <b>0.57</b>      | <b>0.44</b>      | <b>0.30</b>      | <b>0.14</b>      | <b>-0.03</b>       | <b>-0.21</b>       | <b>-0.41</b>       |
| <b>Coverage After Fund Balance Utilization</b>                 |       | <b>1.23</b>      | <b>1.33</b>      | <b>1.65</b>      | <b>1.41</b>      | <b>1.61</b>      | <b>1.87</b>      | <b>1.39</b>      | <b>1.48</b>      | <b>1.30</b>      | <b>1.28</b>      | <b>1.20</b>      | <b>1.30</b>      | <b>1.20</b>      | <b>1.20</b>      | <b>1.20</b>      | <b>1.20</b>      | <b>1.20</b>        | <b>1.20</b>        | <b>1.20</b>        |
| Total Other Non-Operating Appropriations                       |       | 72,000           | 72,000           | 72,000           | 76,320           | 76,320           | 76,320           | 76,320           | 76,320           | 76,320           | 76,320           | 76,320           | 76,320           | 76,320           | 76,320           | 76,320           | 76,320           | 76,320             | 76,320             | 76,320             |
| <b>Beginning Unrestricted Fund Balance</b>                     |       | <b>277,863</b>   | <b>381,610</b>   | <b>511,464</b>   | <b>820,940</b>   | <b>1,051,503</b> | <b>1,308,928</b> | <b>1,596,435</b> | <b>1,728,432</b> | <b>1,889,179</b> | <b>1,661,033</b> | <b>1,381,172</b> | <b>1,023,490</b> | <b>812,536</b>   | <b>531,366</b>   | <b>173,847</b>   | <b>(283,410)</b> | <b>(815,894)</b>   | <b>(1,497,038)</b> | <b>(2,309,866)</b> |
| Surplus/(Deficit) from Op/Pln. of Fund Balance                 |       | 103,747          | 149,854          | 299,476          | 220,563          | 257,425          | 287,527          | 131,977          | 160,747          | (228,140)        | (279,861)        | (357,682)        | (210,955)        | (279,269)        | (360,420)        | (456,266)        | (552,474)        | (659,204)          | (774,768)          | (902,312)          |
| <b>Ending Unrestricted Fund Balance</b>                        |       | <b>381,610</b>   | <b>531,464</b>   | <b>820,940</b>   | <b>1,051,503</b> | <b>1,308,928</b> | <b>1,596,435</b> | <b>1,728,432</b> | <b>1,889,179</b> | <b>1,661,033</b> | <b>1,381,172</b> | <b>1,023,490</b> | <b>812,536</b>   | <b>531,366</b>   | <b>173,847</b>   | <b>(283,410)</b> | <b>(815,894)</b> | <b>(1,497,038)</b> | <b>(2,309,866)</b> | <b>(3,172,170)</b> |



## LMUA RECENT EXPERIENCE

- North Union Pumping Station
- Coryell and Swan Streets Pumping Stations
- Wastewater Treatment Plant



## Questions

- Contact Information (only until December 31, 2025)
- Thomas F. Horn, P.E.
- Lambertville Municipal Utilities Authority
- [thorn@lambertvillemua.com](mailto:thorn@lambertvillemua.com)
- 609-397-1496



# Introduction



- Bachelor of Civil Engineering from the University of Delaware, 2007
- Certified Municipal Engineer
- Master's of Public Administration, focus in Urban Management from the University of Central Oklahoma, 2025
- Worked in water/wastewater industry for the past 20 years
  - Spent the first five years of my career in New England
  - Remaining of my career has been working in Southern New Jersey

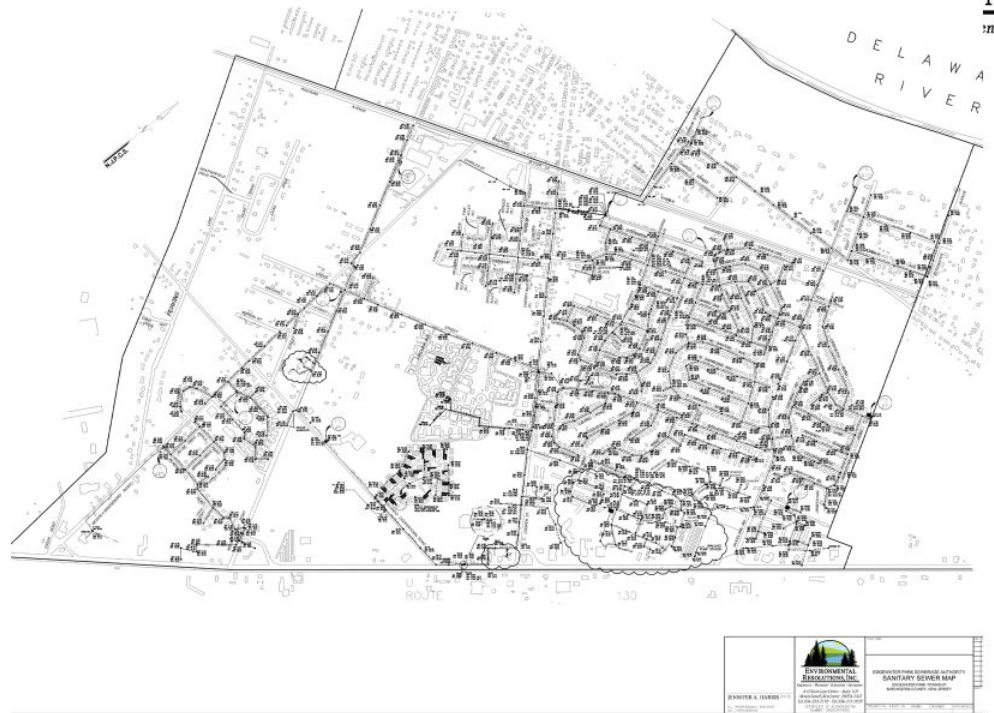


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# Edgewater Park Sewerage Authority

- EPSA is a collection system only
- Waste is treated by Willingboro MUA
- System serves approximately 8,000 residents of Edgewater Park
- There are 14 pump stations that owned by the Authority, the rest are privately owned



## Our Project

- The Authority had a PS Master Plan put together in 2015
- The Plan recommended that steps be taken to eliminate or upgrade pump stations
- The first PS was eliminated in 2015 as the Township was doing additional work
- This current project through the CWSRF is 2 projects



Pump Station #2

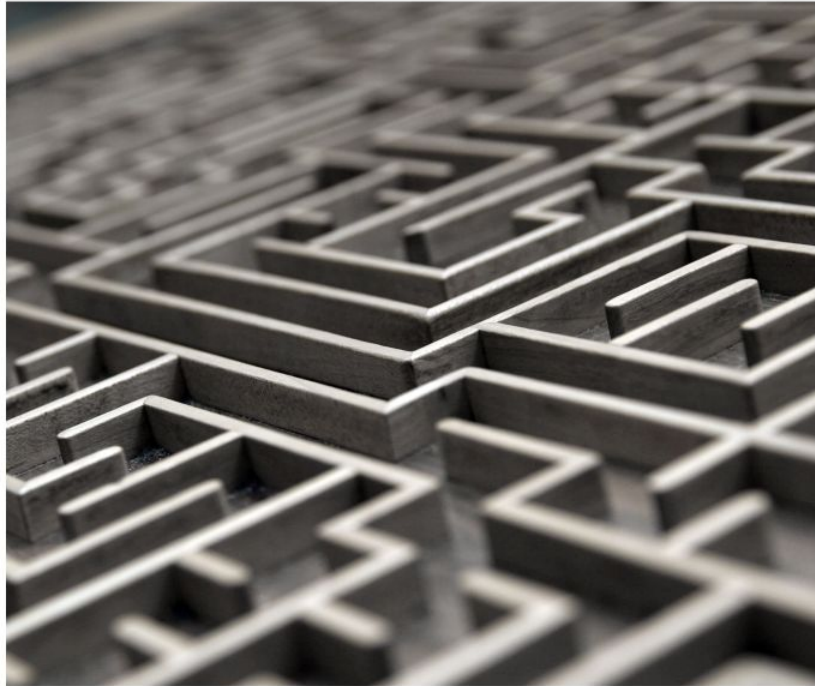
Pump Station #1



# EPSA's I-Bank Timeline

- Application to the I-Bank Submitted: 10/25/23
- Pre-Planning Meeting: 1/8/24
- Letter of Intent Submission: 4/2/24
- Critical Resource Review Letter: 5/29/24
- Plans and Specification Upload: 10/24/25
- SED Approval: 10/31/25
- Engineering Comments: 2/10/25
- Engineering Comment Responses: 3/17/25
- Engineering Comments #2: 5/12/25
- Engineering Comment Responses #2: 5/14/25
- Engineering Comments #3: 6/2/25
- Engineering Comment Responses #3: 6/5/25
- Authorization to Advertise: 6/16/25
- Authorization to Award: 8/27/25

# Biggest Challenges



- Educating Authority members to understand that debt and borrowing from the I-Bank are not a bad thing
- As their engineer, navigating the I-Bank was also difficult. Once we reached the NJDEP review phase, I was sending emails weekly about status of plan and spec review
- Understanding the amount of principal forgiveness EPSA was eligible for

# How Do We Improve the Process



Have more education for the smaller Authorities that could use the funding, to gain a better grasp on the process and understanding what eligibility for principal forgiveness looks like.



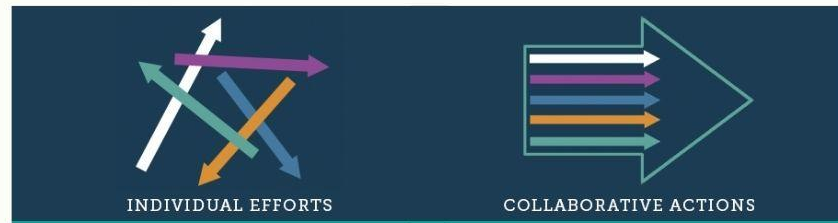
For the engineers, create a more open dialogue during the review and funding processes.



# JERSEY WATER WORKS

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#njwater25