

Five Year Summary - Baseline

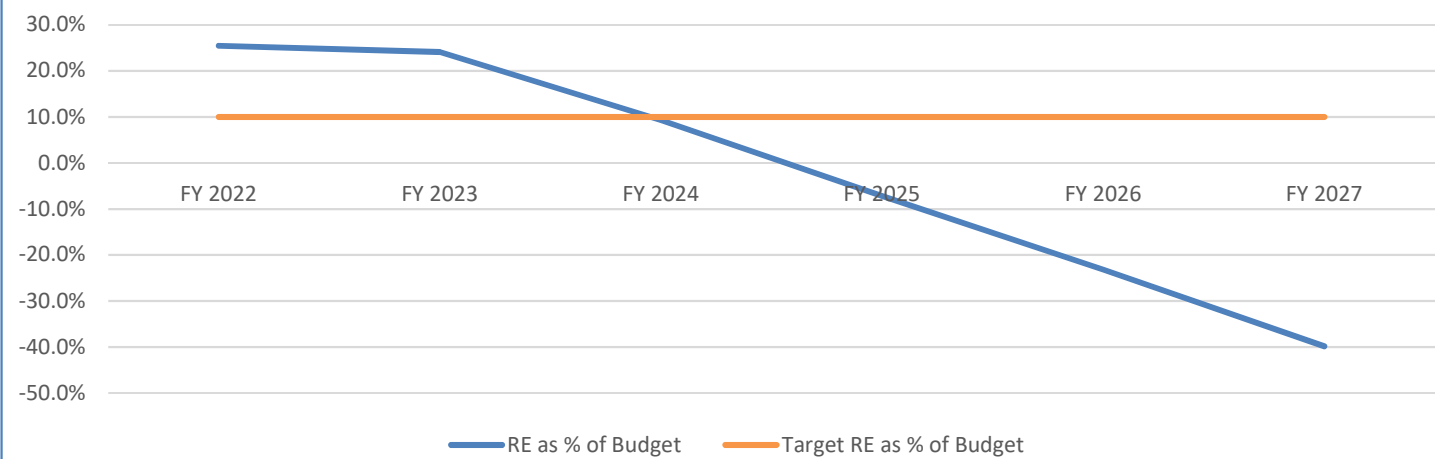
	Actual	Actual	Actual	Actual	Actual	Budgeted	Projected	Budgeted	Projected	Projected	Projected	Projected	Projected
Description	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2022	FY 2023	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Revenues													
Sewer User Charges	\$ 3,908,912	\$ 3,580,030	\$ 3,905,196	\$ 3,888,245	\$ 4,921,610	\$ 5,707,455	\$ 5,519,943	\$ 5,401,831	\$ 5,401,831	\$ 5,211,237	\$ 5,211,237	\$ 5,211,237	\$ 5,211,237
Sewer Liens on User Charges	163,552	177,006	170,933	163,376	194,310	-	\$ 284,526	311,322	\$ 311,322	\$ 345,654	\$ 347,446	\$ 347,446	\$ 347,446
Interest on User Charges	14,668	13,058	21,354	14,503	22,656	-	17,248	17,248	17,248	17,248	17,248	17,248	17,248
Penalty on User Charges	14,646	12,495	14,251	6,610	10,044	-	11,609	11,609	11,609	11,609	11,609	11,609	11,609
Miscellaneous Charges	163	-	-	2,100	8,951	-	103,033	214,273	214,273	222,842	231,755	241,024	250,382
Sewer Liens on Fees	4,615	85	4	7,942	8,002	-	4,129	4,129	4,129	4,129	4,129	4,129	4,129
Sewer Liens on Interest	19,949	20,817	19,390	18,694	18,499	-	19,470	19,470	19,470	19,470	19,470	19,470	19,470
Premium on Bonds	155,594	2,954	895	-	206	-	-	-	-	-	-	-	-
Total Revenues	\$ 4,282,100	\$ 3,806,445	\$ 4,132,023	\$ 4,101,470	\$ 5,184,279	\$ 5,707,455	\$ 5,959,958	\$ 5,979,883	\$ 5,979,883	\$ 5,832,190	\$ 5,842,894	\$ 5,852,163	\$ 5,861,522
Available Funds													
Prior Year Carryover						\$ 262,310	\$ 262,310						
Retained Earnings Appropriated						742,184							
Sewer Rehabilitation Funds				2,773,195									
Total Revenues and Available Funds	\$ 4,282,100	\$ 3,806,445	\$ 4,132,023	\$ 6,874,666	\$ 5,184,279	\$ 6,711,949	\$ 6,222,268	\$ 5,979,883	\$ 5,979,883	\$ 5,832,190	\$ 5,842,894	\$ 5,852,163	\$ 5,861,522
Expenditures													
Salaries	\$ 278,151	\$ 333,529	\$ 314,176	\$ 307,999	\$ 265,814	\$ 366,845	\$ 366,845	\$ 373,307	\$ 373,307	\$ 382,640	\$ 392,206	\$ 402,011	\$ 412,061
Lynn Water/Sewer Assessment	1,244,200	1,574,650	1,582,928	1,462,172	2,135,350	2,582,545	2,159,927	2,183,403	\$ 2,183,403	\$ 2,379,909	\$ 2,562,720	\$ 2,542,040	\$ 2,580,483
Other Expenses	791,865	593,747	613,077	547,835	720,174	1,037,928	1,037,928	846,418	\$ 846,418	863,346	880,613	898,226	916,190
Capital Outlay	-	-	28,675	61,005	46,731	62,000	62,000	62,000	\$ 62,000	62,000	62,000	62,000	62,000
Existing Debt Service	1,382,228	1,687,160	1,709,508	1,817,889	1,991,045	2,021,356	2,021,356	1,994,216	\$ 1,994,215	1,972,892	1,933,736	1,917,953	1,900,079
New Debt Service	-	-	-	-	-	-	-	-	-	360,470	449,207	447,934	472,756
Short Term Debt	3,599	-	-	1,347	-	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Indirect Costs	524,354	542,398	568,401	592,671	653,033	599,095	599,095	584,708	584,708	599,326	614,309	629,667	645,408
Funding of OPEB	27,000	29,000	8,909	9,176	27,180	27,180	27,180	49,013	49,013	50,238	51,494	52,782	54,101
Total Expenditures	\$ 4,251,398	\$ 4,760,483	\$ 4,825,674	\$ 4,800,094	\$ 5,839,328	\$ 6,711,949	\$ 6,289,331	\$ 6,108,065	\$ 6,108,064	\$ 6,685,822	\$ 6,961,285	\$ 6,967,611	\$ 7,058,078
Excess (Deficit) of Revenues and Available Funds > Expenditures													
	\$ 30,702	\$ (954,038)	\$ (693,651)	\$ 2,074,572	\$ (655,049)	\$ -	\$ (67,063)	\$ (128,182)	\$ (128,181)	\$ (853,632)	\$ (1,118,391)	\$ (1,115,448)	\$ (1,196,556)
Retained Earnings Projections													
Certified Retained Earnings July 1, 2021					\$ 1,668,320								
Available Retained Earnings Start of FY							\$ 1,668,320		\$ 1,601,257	\$ 1,473,075	\$ 619,444	\$ (498,947)	\$ (1,614,395)
Appropriations since Certification							\$ -		\$ -	\$ -	\$ -	\$ -	\$ -
Surplus/(Deficit) Current FY							\$ (67,063)		\$ (128,181)	\$ (853,632)	\$ (1,118,391)	\$ (1,115,448)	\$ (1,196,556)
Projected Retained Earnings at End of FY							\$ 1,601,257		\$ 1,473,075	\$ 619,444	\$ (498,947)	\$ (1,614,395)	\$ (2,810,951)
Retained Earnings as % of Oper. Budget					28.6%		25.5%		24.1%	9.3%	-7.2%	-23.2%	-39.8%
Numbers may be off due to rounding													

Town of Saugus
Sewer Rate Study

Target Retained Earnings as % of Budget:	10.0%
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Baseline	FY 2022 PROJECTED	FY 2023 PROJECTED	FY 2024 PROJECTED	FY 2025 PROJECTED	FY 2026 PROJECTED	FY 2027 PROJECTED
Surplus/Deficit	\$ (67,063)	\$ (128,181)	\$ (853,632)	\$ (1,118,391)	\$ (1,115,448)	\$ (1,196,556)
Projected Retained Earnings	\$ 1,601,257	\$ 1,473,075	\$ 619,444	\$ (498,947)	\$ (1,614,395)	\$ (2,810,951)
RE as % of Budget	25.5%	24.1%	9.3%	-7.2%	-23.2%	-39.8%
Target RE as % of Budget	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%

Retained Earnings Projections - Baseline Scenario



Town of Saugus
Sewer Rate Study

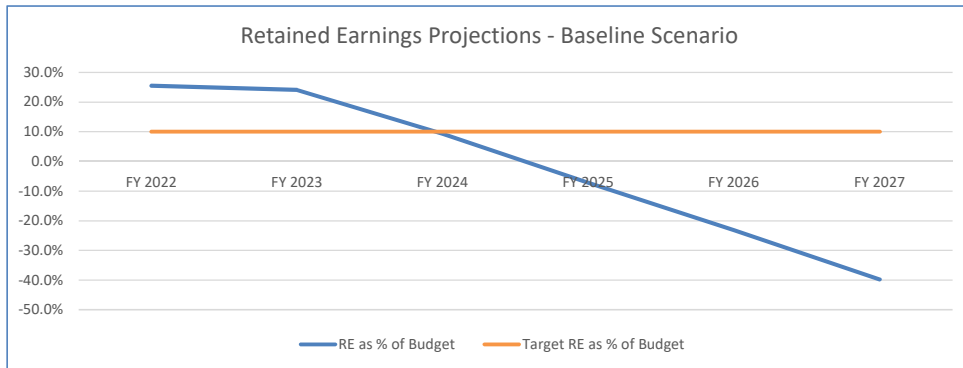
Five Year Summary - Option 1

Description	Actual FY 2017	Actual FY 2018	Actual FY 2019	Actual FY 2020	Actual FY 2021	Budgeted FY 2022	Projected FY 2022	Budgeted FY 2023	Projected FY 2023	Projected FY 2024	Projected FY 2025	Projected FY 2026	Projected FY 2027
Revenues									5.00%	5.00%	5.00%	5.00%	5.00%
Sewer User Charges	\$ 3,908,912	\$ 3,580,030	\$ 3,905,196	\$ 3,888,245	\$ 4,921,610	\$ 5,707,455	\$ 5,519,943	\$ 5,662,393	\$ 5,662,393	\$ 5,745,389	\$ 6,032,659	\$ 6,334,292	\$ 6,651,006
Sewer Liens on User Charges	163,552	177,006	170,933	163,376	194,310	-	\$ 284,526	311,322	\$ 311,322	\$ 362,134	\$ 382,122	\$ 401,228	\$ 421,289
Interest on User Charges	14,668	13,058	21,354	14,503	22,656	-	17,248	17,248	17,248	17,248	17,248	17,248	17,248
Penalty on User Charges	14,646	12,495	14,251	6,610	10,044	-	11,609	11,609	11,609	11,609	11,609	11,609	11,609
Miscellaneous Charges	163	-	-	2,100	8,951	-	103,033	214,273	214,273	222,842	231,755	241,024	250,382
Sewer Liens on Fees	4,615	85	4	7,942	8,002	-	4,129	4,129	4,129	4,129	4,129	4,129	4,129
Sewer Liens on Interest	19,949	20,817	19,390	18,694	18,499	-	19,470	19,470	19,470	19,470	19,470	19,470	19,470
Premium on Bonds	155,594	2,954	895	-	206	-	-	-	-	-	-	-	-
Total Revenues	\$ 4,282,100	\$ 3,806,445	\$ 4,132,023	\$ 4,101,470	\$ 5,184,279	\$ 5,707,455	\$ 5,959,958	\$ 6,240,445	\$ 6,240,445	\$ 6,382,822	\$ 6,698,992	\$ 7,029,000	\$ 7,375,134
Available Funds													
Prior Year Carryover	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 262,310	\$ 262,310	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Retained Earnings Appropriated	-	-	-	-	-	742,184	-	-	-	-	-	-	-
Sewer Rehabilitation Funds	-	-	-	2,773,195	-	-	-	-	-	-	-	-	-
Total Revenues and Available Funds	\$ 4,282,100	\$ 3,806,445	\$ 4,132,023	\$ 6,874,666	\$ 5,184,279	\$ 6,711,949	\$ 6,222,268	\$ 6,240,445	\$ 6,240,445	\$ 6,382,822	\$ 6,698,992	\$ 7,029,000	\$ 7,375,134
Expenditures													
Salaries	\$ 278,151	\$ 333,529	\$ 314,176	\$ 307,999	\$ 265,814	\$ 366,845	\$ 366,845	\$ 373,307	\$ 373,307	\$ 382,640	\$ 392,206	\$ 402,011	\$ 412,061
Lynn Water/Sewer Assessment	1,244,200	1,574,650	1,582,928	1,462,172	2,135,350	2,582,545	2,159,927	2,183,403	2,183,403	2,379,909	2,562,720	2,542,040	2,580,483
Other Expenses	791,865	593,747	613,077	547,835	720,174	1,037,928	1,037,928	846,418	846,418	863,346	880,613	898,226	916,190
Capital Outlay	-	-	28,675	61,005	46,731	62,000	62,000	62,000	62,000	62,000	62,000	62,000	62,000
Existing Debt Service	1,382,228	1,687,160	1,709,508	1,817,889	1,991,045	2,021,356	2,021,356	1,994,216	1,994,215	1,972,892	1,933,736	1,917,953	1,900,079
New Debt Service	-	-	-	-	-	-	-	-	-	360,470	449,207	447,934	472,756
Short Term Debt	3,599	-	-	1,347	-	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Indirect Costs	524,354	542,398	568,401	592,671	653,033	599,095	599,095	584,708	584,708	599,326	614,309	629,667	645,408
Funding of OPEB	27,000	29,000	8,909	9,176	27,180	27,180	27,180	49,013	49,013	50,238	51,494	52,782	54,101
Total Expenditures	\$ 4,251,398	\$ 4,760,483	\$ 4,825,674	\$ 4,800,094	\$ 5,839,328	\$ 6,711,949	\$ 6,289,331	\$ 6,108,065	\$ 6,108,064	\$ 6,685,822	\$ 6,961,285	\$ 6,967,611	\$ 7,058,078
Excess (Deficit) of Revenues and Available Funds > Expenditures	\$ 30,702	\$ (954,038)	\$ (693,651)	\$ 2,074,572	\$ (655,049)	\$ -	\$ (67,063)	\$ 132,380	\$ 132,380	\$ (303,000)	\$ (262,293)	\$ 61,388	\$ 317,057
Retained Earnings Projections													
Certified Retained Earnings July 1, 2021					\$ 1,668,320								
Available Retained Earnings Start of FY							\$ 1,668,320		\$ 1,601,257	\$ 1,733,637	\$ 1,430,637	\$ 1,168,344	\$ 1,229,732
Appropriations since Certification							\$ -		\$ -	\$ -	\$ -	\$ -	\$ -
Surplus/(Deficit) Current FY							\$ (67,063)		\$ 132,380	\$ (303,000)	\$ (262,293)	\$ 61,388	\$ 317,057
Projected Retained Earnings at End of FY							\$ 1,601,257		\$ 1,733,637	\$ 1,430,637	\$ 1,168,344	\$ 1,229,732	\$ 1,546,789
Retained Earnings as % of Oper. Budget					28.6%		25.5%		28.4%	21.4%	16.8%	17.6%	21.9%
Numbers may be off due to rounding													

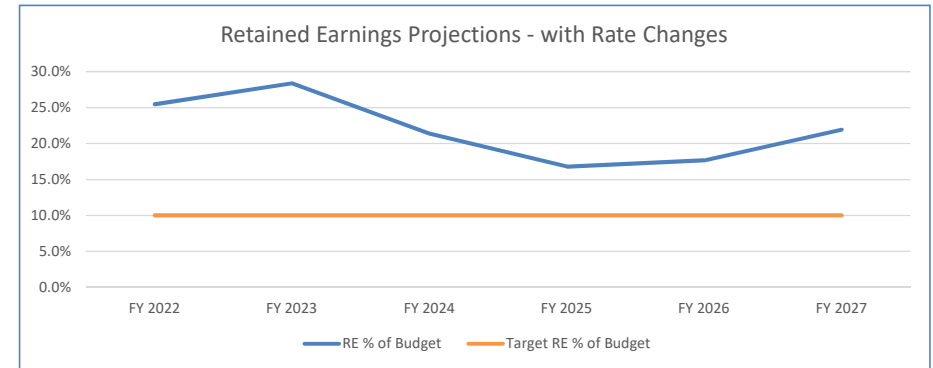
Target Retained Earnings as % of Budget:	10.0%
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Rate Increases:	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
	5.0%	5.0%	5.0%	5.0%	5.0%

Baseline	FY 2022 PROJECTED	FY 2023 PROJECTED	FY 2024 PROJECTED	FY 2025 PROJECTED	FY 2026 PROJECTED	FY 2027 PROJECTED
Surplus/Deficit	\$ (67,063)	\$ (128,181)	\$ (853,632)	\$ (1,118,391)	\$ (1,115,448)	\$ (1,196,556)
Projected Retained Earnings	\$ 1,601,257	\$ 1,473,075	\$ 619,444	\$ (498,947)	\$ (1,614,395)	\$ (2,810,951)
RE as % of Budget	25.5%	24.1%	9.3%	-7.2%	-23.2%	-39.8%
Target RE as % of Budget	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%



Rate Impact	FY 2022 PROJECTED	FY 2023 PROJECTED	FY 2024 PROJECTED	FY 2025 PROJECTED	FY 2026 PROJECTED	FY 2027 PROJECTED
Surplus/Deficit	\$ (67,063)	\$ 132,380	\$ (303,000)	\$ (262,293)	\$ 61,388	\$ 317,057
Projected Retained Earnings	\$ 1,601,257	\$ 1,733,637	\$ 1,430,637	\$ 1,168,344	\$ 1,229,732	\$ 1,546,789
RE % of Budget	25.5%	28.4%	21.4%	16.8%	17.6%	21.9%
Target RE % of Budget	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%



User Impact (per Bill) - Sewer Bills Only			New Bills				
User Type	Usage	Current Bill	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Tier 1 User	2,000	\$ 92.89	\$ 97.53	\$ 102.41	\$ 107.53	\$ 112.91	\$ 118.55
Tier 2 User	3,000	\$ 126.99	\$ 133.34	\$ 140.01	\$ 147.01	\$ 154.36	\$ 162.07
Average Residential User	4,234	\$ 184.25	\$ 193.46	\$ 203.13	\$ 213.29	\$ 223.95	\$ 235.15
Avg. Res. User (for pres.)	4,362	\$ 190.19	\$ 199.70	\$ 209.68	\$ 220.16	\$ 231.17	\$ 242.73
Tier 3 User	6,000	\$ 266.19	\$ 279.50	\$ 293.47	\$ 308.15	\$ 323.56	\$ 339.73
Tier 4 User	10,000	\$ 526.59	\$ 552.92	\$ 580.57	\$ 609.59	\$ 640.07	\$ 672.08
Tier 5 User	20,000	\$ 1,331.59	\$ 1,398.17	\$ 1,468.08	\$ 1,541.48	\$ 1,618.56	\$ 1,699.48
Avg. Com. User (for pres.)	24,527	\$ 1,766.18	\$ 1,854.49	\$ 1,947.22	\$ 2,044.58	\$ 2,146.81	\$ 2,254.15
Tier 6 User	50,000	\$ 4,211.59	\$ 4,422.17	\$ 4,643.28	\$ 4,875.44	\$ 5,119.21	\$ 5,375.17
Tier 7 User	100,000	\$ 9,551.59	\$ 10,029.17	\$ 10,530.63	\$ 11,057.16	\$ 11,610.02	\$ 12,190.52
Tier 8 User	200,000	\$ 20,691.59	\$ 21,726.17	\$ 22,812.48	\$ 23,953.10	\$ 25,150.76	\$ 26,408.29

Usage in cubic feet

Town of Saugus
Sewer Rate Study

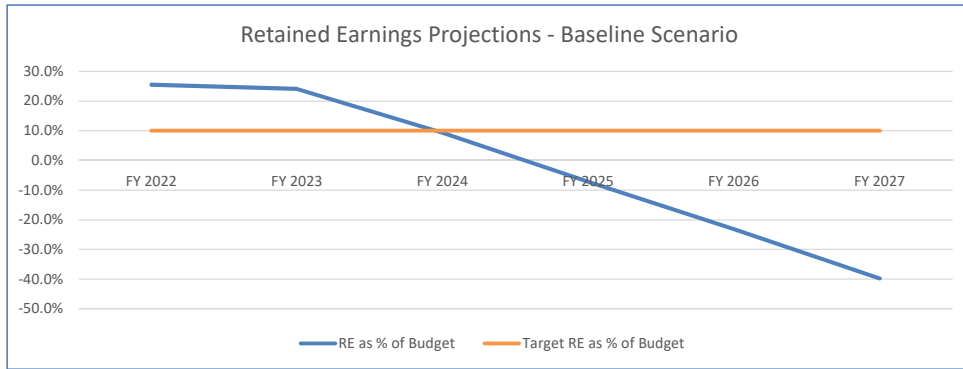
Five Year Summary - Option 2

Description	Actual FY 2017	Actual FY 2018	Actual FY 2019	Actual FY 2020	Actual FY 2021	Budgeted FY 2022	Projected FY 2022	Budgeted FY 2023	Projected FY 2023	Projected FY 2024	Projected FY 2025	Projected FY 2026	Projected FY 2027
Revenues									4.50%	4.50%	4.50%	4.50%	4.50%
Sewer User Charges	\$ 3,908,912	\$ 3,580,030	\$ 3,905,196	\$ 3,888,245	\$ 4,921,610	\$ 5,707,455	\$ 5,519,943	\$ 5,636,337	\$ 5,636,337	\$ 5,690,801	\$ 5,946,888	\$ 6,214,497	\$ 6,494,150
Sewer Liens on User Charges	163,552	177,006	170,933	163,376	194,310	-	\$ 284,526	311,322	\$ 311,322	\$ 360,486	\$ 378,580	\$ 395,616	\$ 413,419
Interest on User Charges	14,668	13,058	21,354	14,503	22,656	-	17,248	17,248	17,248	17,248	17,248	17,248	17,248
Penalty on User Charges	14,646	12,495	14,251	6,610	10,044	-	11,609	11,609	11,609	11,609	11,609	11,609	11,609
Miscellaneous Charges	163	-	-	2,100	8,951	-	103,033	214,273	214,273	222,842	231,755	241,024	250,382
Sewer Liens on Fees	4,615	85	4	7,942	8,002	-	4,129	4,129	4,129	4,129	4,129	4,129	4,129
Sewer Liens on Interest	19,949	20,817	19,390	18,694	18,499	-	19,470	19,470	19,470	19,470	19,470	19,470	19,470
Premium on Bonds	155,594	2,954	895	-	206	-	-	-	-	-	-	-	-
Total Revenues	\$ 4,282,100	\$ 3,806,445	\$ 4,132,023	\$ 4,101,470	\$ 5,184,279	\$ 5,707,455	\$ 5,959,958	\$ 6,214,389	\$ 6,214,389	\$ 6,326,586	\$ 6,609,679	\$ 6,903,594	\$ 7,210,408
Available Funds													
Prior Year Carryover	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 262,310	\$ 262,310	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Retained Earnings Appropriated	-	-	-	-	-	742,184	-	-	-	-	-	-	-
Sewer Rehabilitation Funds	-	-	-	2,773,195	-	-	-	-	-	-	-	-	-
Total Revenues and Available Funds	\$ 4,282,100	\$ 3,806,445	\$ 4,132,023	\$ 6,874,666	\$ 5,184,279	\$ 6,711,949	\$ 6,222,268	\$ 6,214,389	\$ 6,214,389	\$ 6,326,586	\$ 6,609,679	\$ 6,903,594	\$ 7,210,408
Expenditures													
Salaries	\$ 278,151	\$ 333,529	\$ 314,176	\$ 307,999	\$ 265,814	\$ 366,845	\$ 366,845	\$ 373,307	\$ 373,307	\$ 382,640	\$ 392,206	\$ 402,011	\$ 412,061
Lynn Water/Sewer Assessment	1,244,200	1,574,650	1,582,928	1,462,172	2,135,350	2,582,545	2,159,927	2,183,403	2,183,403	2,379,909	2,562,720	2,542,040	2,580,483
Other Expenses	791,865	593,747	613,077	547,835	720,174	1,037,928	1,037,928	846,418	846,418	863,346	880,613	898,226	916,190
Capital Outlay	-	-	28,675	61,005	46,731	62,000	62,000	62,000	62,000	62,000	62,000	62,000	62,000
Existing Debt Service	1,382,228	1,687,160	1,709,508	1,817,889	1,991,045	2,021,356	2,021,356	1,994,216	1,994,215	1,972,892	1,933,736	1,917,953	1,900,079
New Debt Service	-	-	-	-	-	-	-	-	-	360,470	449,207	447,934	472,756
Short Term Debt	3,599	-	-	1,347	-	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Indirect Costs	524,354	542,398	568,401	592,671	653,033	599,095	599,095	584,708	584,708	599,326	614,309	629,667	645,408
Funding of OPEB	27,000	29,000	8,909	9,176	27,180	27,180	27,180	49,013	49,013	50,238	51,494	52,782	54,101
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Excess (Deficit) of Revenues and Available Funds > Expenditures	\$ 30,702	\$ (954,038)	\$ (693,651)	\$ 2,074,572	\$ (655,049)	\$ -	\$ (67,063)	\$ 106,324	\$ 106,324	\$ (359,236)	\$ (351,606)	\$ (64,017)	\$ 152,330
Retained Earnings Projections													
Certified Retained Earnings July 1, 2021					\$ 1,668,320								
Available Retained Earnings Start of FY							\$ 1,668,320		\$ 1,601,257	\$ 1,707,581	\$ 1,348,345	\$ 996,739	\$ 932,722
Appropriations since Certification							\$ -		\$ -	\$ -	\$ -	\$ -	\$ -
Surplus/(Deficit) Current FY							\$ (67,063)		\$ 106,324	\$ (359,236)	\$ (351,606)	\$ (64,017)	\$ 152,330
Projected Retained Earnings at End of FY							\$ 1,601,257		\$ 1,707,581	\$ 1,348,345	\$ 996,739	\$ 932,722	\$ 1,085,051
Retained Earnings as % of Oper. Budget					28.6%		25.5%		28.0%	20.2%	14.3%	13.4%	15.4%
Numbers may be off due to rounding													

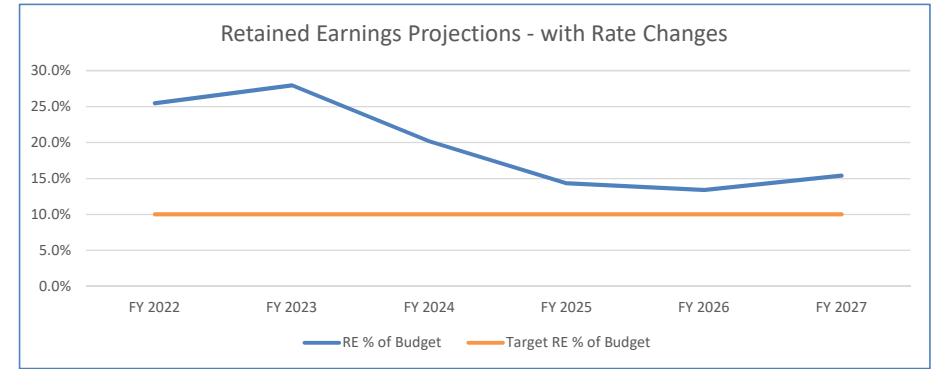
Target Retained Earnings as % of Budget:	10.0%
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Rate Increases:	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
	4.5%	4.5%	4.5%	4.5%	4.5%

Baseline	FY 2022 PROJECTED	FY 2023 PROJECTED	FY 2024 PROJECTED	FY 2025 PROJECTED	FY 2026 PROJECTED	FY 2027 PROJECTED
Surplus/Deficit	\$ (67,063)	\$ (128,181)	\$ (853,632)	\$ (1,118,391)	\$ (1,115,448)	\$ (1,196,556)
Projected Retained Earnings	\$ 1,601,257	\$ 1,473,075	\$ 619,444	\$ (498,947)	\$ (1,614,395)	\$ (2,810,951)
RE as % of Budget	25.5%	24.1%	9.3%	-7.2%	-23.2%	-39.8%
Target RE as % of Budget	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%



Rate Impact	FY 2022 PROJECTED	FY 2023 PROJECTED	FY 2024 PROJECTED	FY 2025 PROJECTED	FY 2026 PROJECTED	FY 2027 PROJECTED
Surplus/Deficit	\$ (67,063)	\$ 106,324	\$ (359,236)	\$ (351,606)	\$ (64,017)	\$ 152,330
Projected Retained Earnings	\$ 1,601,257	\$ 1,707,581	\$ 1,348,345	\$ 996,739	\$ 932,722	\$ 1,085,051
RE % of Budget	25.5%	28.0%	20.2%	14.3%	13.4%	15.4%
Target RE % of Budget	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%



User Impact (per Bill) - Sewer Bills Only			New Bills				
User Type	Usage	Current Bill	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Tier 1 User	2,000	\$ 92.89	\$ 97.07	\$ 101.44	\$ 106.00	\$ 110.77	\$ 115.76
Tier 2 User	3,000	\$ 126.99	\$ 132.70	\$ 138.68	\$ 144.92	\$ 151.44	\$ 158.25
Average Residential User	4,234	\$ 184.25	\$ 192.54	\$ 201.20	\$ 210.26	\$ 219.72	\$ 229.61
Avg. Res. User (for pres.)	4,362	\$ 190.19	\$ 198.75	\$ 207.69	\$ 217.03	\$ 226.80	\$ 237.01
Tier 3 User	6,000	\$ 266.19	\$ 278.17	\$ 290.69	\$ 303.77	\$ 317.44	\$ 331.72
Tier 4 User	10,000	\$ 526.59	\$ 550.29	\$ 575.05	\$ 600.93	\$ 627.97	\$ 656.23
Tier 5 User	20,000	\$ 1,331.59	\$ 1,391.51	\$ 1,454.13	\$ 1,519.57	\$ 1,587.95	\$ 1,659.40
Avg. Com. User (for pres.)	24,527	\$ 1,766.18	\$ 1,845.66	\$ 1,928.71	\$ 2,015.51	\$ 2,106.20	\$ 2,200.98
Tier 6 User	50,000	\$ 4,211.59	\$ 4,401.11	\$ 4,599.16	\$ 4,806.12	\$ 5,022.40	\$ 5,248.41
Tier 7 User	100,000	\$ 9,551.59	\$ 9,981.41	\$ 10,430.58	\$ 10,899.95	\$ 11,390.45	\$ 11,903.02
Tier 8 User	200,000	\$ 20,691.59	\$ 21,622.71	\$ 22,595.73	\$ 23,612.54	\$ 24,675.11	\$ 25,785.49

Usage in cubic feet

Town of Saugus
Sewer Rate Study

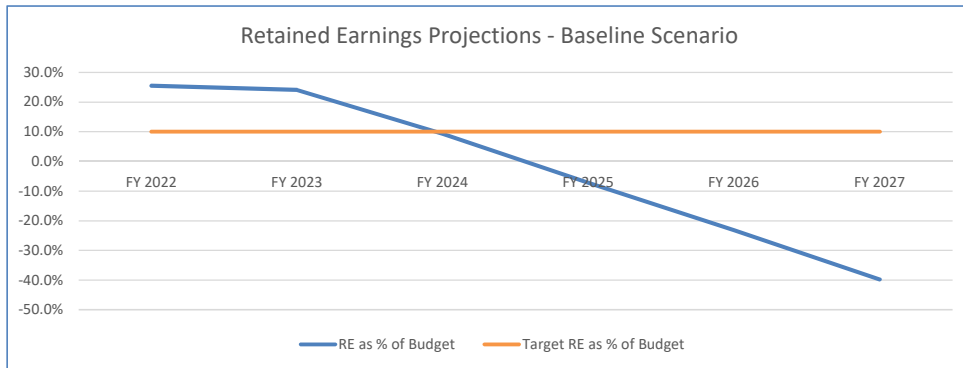
Five Year Summary - Option 3

Description	Actual FY 2017	Actual FY 2018	Actual FY 2019	Actual FY 2020	Actual FY 2021	Budgeted FY 2022	Projected FY 2022	Budgeted FY 2023	Projected FY 2023	Projected FY 2024	Projected FY 2025	Projected FY 2026	Projected FY 2027
Revenues									4.00%	4.00%	4.00%	4.00%	4.00%
Sewer User Charges	\$ 3,908,912	\$ 3,580,030	\$ 3,905,196	\$ 3,888,245	\$ 4,921,610	\$ 5,707,455	\$ 5,519,943	\$ 5,610,281	\$ 5,610,281	\$ 5,636,474	\$ 5,861,933	\$ 6,096,411	\$ 6,340,267
Sewer Liens on User Charges	163,552	177,006	170,933	163,376	194,310	-	\$ 284,526	311,322	\$ 311,322	\$ 358,838	\$ 375,055	\$ 390,057	\$ 405,659
Interest on User Charges	14,668	13,058	21,354	14,503	22,656	-	17,248	17,248	17,248	17,248	17,248	17,248	17,248
Penalty on User Charges	14,646	12,495	14,251	6,610	10,044	-	11,609	11,609	11,609	11,609	11,609	11,609	11,609
Miscellaneous Charges	163	-	-	2,100	8,951	-	103,033	214,273	214,273	222,842	231,755	241,024	250,382
Sewer Liens on Fees	4,615	85	4	7,942	8,002	-	4,129	4,129	4,129	4,129	4,129	4,129	4,129
Sewer Liens on Interest	19,949	20,817	19,390	18,694	18,499	-	19,470	19,470	19,470	19,470	19,470	19,470	19,470
Premium on Bonds	155,594	2,954	895	-	206	-	-	-	-	-	-	-	-
Total Revenues	\$ 4,282,100	\$ 3,806,445	\$ 4,132,023	\$ 4,101,470	\$ 5,184,279	\$ 5,707,455	\$ 5,959,958	\$ 6,188,332	\$ 6,188,332	\$ 6,270,611	\$ 6,521,199	\$ 6,779,948	\$ 7,048,765
Available Funds													
Prior Year Carryover	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 262,310	\$ 262,310	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Retained Earnings Appropriated	-	-	-	-	-	742,184	-	-	-	-	-	-	-
Sewer Rehabilitation Funds	-	-	-	2,773,195	-	-	-	-	-	-	-	-	-
Total Revenues and Available Funds	\$ 4,282,100	\$ 3,806,445	\$ 4,132,023	\$ 6,874,666	\$ 5,184,279	\$ 6,711,949	\$ 6,222,268	\$ 6,188,332	\$ 6,188,332	\$ 6,270,611	\$ 6,521,199	\$ 6,779,948	\$ 7,048,765
Expenditures													
Salaries	\$ 278,151	\$ 333,529	\$ 314,176	\$ 307,999	\$ 265,814	\$ 366,845	\$ 366,845	\$ 373,307	\$ 373,307	\$ 382,640	\$ 392,206	\$ 402,011	\$ 412,061
Lynn Water/Sewer Assessment	1,244,200	1,574,650	1,582,928	1,462,172	2,135,350	2,582,545	2,159,927	2,183,403	2,183,403	2,379,909	2,562,720	2,542,040	2,580,483
Other Expenses	791,865	593,747	613,077	547,835	720,174	1,037,928	1,037,928	846,418	846,418	863,346	880,613	898,226	916,190
Capital Outlay	-	-	28,675	61,005	46,731	62,000	62,000	62,000	62,000	62,000	62,000	62,000	62,000
Existing Debt Service	1,382,228	1,687,160	1,709,508	1,817,889	1,991,045	2,021,356	2,021,356	1,994,216	1,994,215	1,972,892	1,933,736	1,917,953	1,900,079
New Debt Service	-	-	-	-	-	-	-	-	-	360,470	449,207	447,934	472,756
Short Term Debt	3,599	-	-	1,347	-	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Indirect Costs	524,354	542,398	568,401	592,671	653,033	599,095	599,095	584,708	584,708	599,326	614,309	629,667	645,408
Funding of OPEB	27,000	29,000	8,909	9,176	27,180	27,180	27,180	49,013	49,013	50,238	51,494	52,782	54,101
Total Expenditures	\$ 4,251,398	\$ 4,760,483	\$ 4,825,674	\$ 4,800,094	\$ 5,839,328	\$ 6,711,949	\$ 6,289,331	\$ 6,108,065	\$ 6,108,064	\$ 6,685,822	\$ 6,961,285	\$ 6,967,611	\$ 7,058,078
Excess (Deficit) of Revenues and Available Funds > Expenditures	\$ 30,702	\$ (954,038)	\$ (693,651)	\$ 2,074,572	\$ (655,049)	\$ -	\$ (67,063)	\$ 80,267	\$ 80,268	\$ (415,211)	\$ (440,086)	\$ (187,663)	\$ (9,313)
Retained Earnings Projections													
Certified Retained Earnings July 1, 2021					\$ 1,668,320								
Available Retained Earnings Start of FY							\$ 1,668,320		\$ 1,601,257	\$ 1,681,525	\$ 1,266,314	\$ 826,228	\$ 638,565
Appropriations since Certification							\$ -		\$ -	\$ -	\$ -	\$ -	\$ -
Surplus/(Deficit) Current FY							\$ (67,063)		\$ 80,268	\$ (415,211)	\$ (440,086)	\$ (187,663)	\$ (9,313)
Projected Retained Earnings at End of FY							\$ 1,601,257		\$ 1,681,525	\$ 1,266,314	\$ 826,228	\$ 638,565	\$ 629,252
Retained Earnings as % of Oper. Budget					28.6%		25.5%		27.5%	18.9%	11.9%	9.2%	8.9%
Numbers may be off due to rounding													

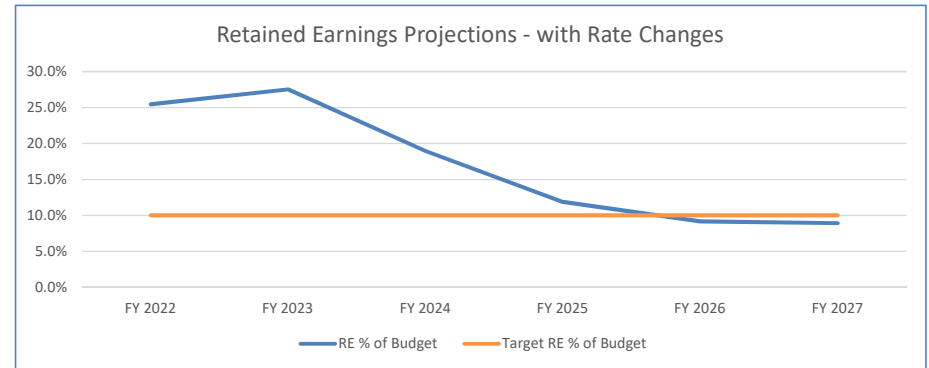
Target Retained Earnings as % of Budget:	10.0%
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Rate Increases:	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
	4.0%	4.0%	4.0%	4.0%	4.0%

Baseline	FY 2022 PROJECTED	FY 2023 PROJECTED	FY 2024 PROJECTED	FY 2025 PROJECTED	FY 2026 PROJECTED	FY 2027 PROJECTED
Surplus/Deficit	\$ (67,063)	\$ (128,181)	\$ (853,632)	\$ (1,118,391)	\$ (1,115,448)	\$ (1,196,556)
Projected Retained Earnings	\$ 1,601,257	\$ 1,473,075	\$ 619,444	\$ (498,947)	\$ (1,614,395)	\$ (2,810,951)
RE as % of Budget	25.5%	24.1%	9.3%	-7.2%	-23.2%	-39.8%
Target RE as % of Budget	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%



Rate Impact	FY 2022 PROJECTED	FY 2023 PROJECTED	FY 2024 PROJECTED	FY 2025 PROJECTED	FY 2026 PROJECTED	FY 2027 PROJECTED
Surplus/Deficit	\$ (67,063)	\$ 80,268	\$ (415,211)	\$ (440,086)	\$ (187,663)	\$ (9,313)
Projected Retained Earnings	\$ 1,601,257	\$ 1,681,525	\$ 1,266,314	\$ 826,228	\$ 638,565	\$ 629,252
RE % of Budget	25.5%	27.5%	18.9%	11.9%	9.2%	8.9%
Target RE % of Budget	10.0%	10.0%	10.0%	10.0%	10.0%	10.0%



User Impact (per Bill) - Sewer Bills Only			New Bills				
User Type	Usage	Current Bill	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Tier 1 User	2,000	\$ 92.89	\$ 96.61	\$ 100.47	\$ 104.49	\$ 108.67	\$ 113.01
Tier 2 User	3,000	\$ 126.99	\$ 132.07	\$ 137.35	\$ 142.85	\$ 148.56	\$ 154.50
Average Residential User	4,234	\$ 184.25	\$ 191.62	\$ 199.28	\$ 207.25	\$ 215.54	\$ 224.17
Avg. Res. User (for pres.)	4,362	\$ 190.19	\$ 197.79	\$ 205.71	\$ 213.93	\$ 222.49	\$ 231.39
Tier 3 User	6,000	\$ 266.19	\$ 276.84	\$ 287.91	\$ 299.43	\$ 311.40	\$ 323.86
Tier 4 User	10,000	\$ 526.59	\$ 547.65	\$ 569.56	\$ 592.34	\$ 616.04	\$ 640.68
Tier 5 User	20,000	\$ 1,331.59	\$ 1,384.85	\$ 1,440.25	\$ 1,497.86	\$ 1,557.77	\$ 1,620.08
Avg. Com. User (for pres.)	24,527	\$ 1,766.18	\$ 1,836.83	\$ 1,910.30	\$ 1,986.71	\$ 2,066.18	\$ 2,148.83
Tier 6 User	50,000	\$ 4,211.59	\$ 4,380.05	\$ 4,555.26	\$ 4,737.47	\$ 4,926.96	\$ 5,124.04
Tier 7 User	100,000	\$ 9,551.59	\$ 9,933.65	\$ 10,331.00	\$ 10,744.24	\$ 11,174.01	\$ 11,620.97
Tier 8 User	200,000	\$ 20,691.59	\$ 21,519.25	\$ 22,380.02	\$ 23,275.22	\$ 24,206.23	\$ 25,174.48

Usage in cubic feet