BEFORE THE

DELAWARE PUBLIC SERVICE COMMISSION

DIRECT TESTIMONY OF

BRIAN CARBAUGH

TIDEWATER UTILITIES, INC.

EXHIBIT T-2

November 2026

EXHIBIT T-2

Q. Please state your name and business address.

A. My name is Brian C. Carbaugh, P.E. My business address is 1100 South Little Creek Road, Dover, Delaware 19901.

Q. By whom are you employed and in what capacity?

A. I am employed by Tidewater Utilities, Inc. (”Tidewater”, “TUI” or the “Company”) as Director of Engineering.

Q. Please summarize your educational background and other qualifications.

A. I have attached my resume, which contains my educational background and qualifications, as Exhibit A to my testimony.

Q. What is the purpose of your testimony in this proceeding?

A. The purpose of my testimony is to provide an overview of the Tidewater capital program. My testimony has been prepared by me or under my direct supervision and control, and testimony relies on Company records, public documents, my personal knowledge, education and professional experience. As Director of Engineering, I am responsible for the engineering and capital data the witnesses in this case relied on in the preparation of their testimonies.

Q. Please provide the background for the company’s capital program.

A. Ongoing system improvements are essential to maintaining safe and reliable water utility service to Tidewater’s customers. Adequate water supply, compliance with evolving regulatory requirements, system reliability and resiliency, aging infrastructure, and safety and security form the primary basis of the Company’s Capital Program.

Q. **Can you discuss the company’s five-year capital program?**

A. In developing its five-year capital program, Tidewater identifies projects necessary to: (1) improve system reliability, safety and security; (2) maintain compliance with water quality requirements and regulations; (3) ensure adequate water supply and storage; (4) address operational needs; (5) assess whether failing infrastructure needs replacement now or should continue to be relied upon; (6) if necessary, replace aging or outdated infrastructure; and (7) complete required improvements in coordination with the Delaware Department of Transportation (DelDOT) or other state agency requirements.

Q. **What part of the company's five-year capital program is included as part of this application?**

A. Schedule 2A, pages 2 and 3, entitled "Test Period Project List" provides a detailed list of capital projects, and their current estimated cost, that are expected to be completed and placed in service prior to June 30, 2027 ("Test Period"). These data will be updated to reflect the passage of time and completion of the projects and those updates will be provided during the course of this matter.

Q. **How often is the 5-year capital program updated?**

A. The five-year capital program is updated on an annual basis.

Q. **Regarding the infrastructure improvements and regulatory requirements discussed above, can you quantify what portion of the proposed capital program additions in this matter are for the purposes you have listed above?**

A. Yes, my analysis of the Test Period Project List concludes that all the projects are primarily for the purpose of infrastructure improvements or regulatory requirements as noted above.

Q. **Please describe the company's capital budgeting process.**

A. For all capital additions to the Utility Plant, a 5-year Capital Program, and a 1-year Capital Budget are utilized as a basis for developing individual projects. The 5-year Capital Program and the 1-year Capital Budget are developed/updated annually by the Company's Engineering Department, in collaboration with other Tidewater departments (Distribution, Production, Maintenance, Water Quality, and Information Technology). Once developed, the 5-year Capital Program and 1-year Capital Budget are subject to the review and approval of Executive Management and the Board of Directors of Middlesex Water Company, Tidewater's parent company.

Individual capital projects are defined, their substantive costs are estimated, and are each placed on a schedule for planning, design, construction, and completion.

Q. **How does the company's capital budgeting process handle smaller non-specific capital costs?**

A. For smaller non-specific capital expenditures such as water main replacements, service lines, meters, meter enclosures, hydrants, pumping equipment, treatment equipment and general equipment, the Company uses "Blanket" projects created within the 5-year Capital Program and 1-year Capital Budget for each Major Account category of Utility Plant. Cost estimates for plant additions in these categories are prepared based upon the identified needs to maintain or improve the quality and reliability of service to all our customers. These costs tend to be relatively stable year after year, accounting for slight variations for specific small activities and inflation.

Expenditures under the Blanket projects involving construction of water mains and similar work require a Work Order that is subject to management approval. Costs, including materials and supplies, stores expenses, payroll, and transportation charges are charged to

the appropriate Project Account. Contractor and other vendor costs are charged to the Work Order through purchase orders and invoices. The Blankets are summarized monthly and are transferred to Utility Plant in Service when the projects are completed. There has been no substantive change in the work order process since the Company's last base rate case decision.

Q: **Please briefly describe the award process for the construction of capital projects.**

A. The Company maintains a list of pre-qualified contractors that are invited to submit bid proposals for capital project work. The pre-qualification of contractors consists of an evaluation of the contractors' experience and their reputation for quality. Each project is competitively bid and multiple bids are typically received. The construction project is awarded to the contractor with the lowest qualified bid who meets the requirements of the bid to achieve an appropriate balance between cost and quality.

Q **Do you have a map that shows the locations for projects in the capital program?**

A. Yes, please see Exhibit B of my testimony. Each project is identified by the line number in schedule 2A, and below.

Q. **Would you briefly describe each of the projects on schedule 2A?**

A. The location of each project is indicated by project number on the map provided labeled Exhibit B.

1. 02P-26-304 - 2026 SCADA - Complete additional SCADA installations and upgrades as part of the on-going improvement project.

Since 2015, TUI has embarked on a focused program to bring SCADA (Supervisory Control and Data Acquisition) capabilities to all of the 81 facilities that comprise our operation. I believe the addition of SCADA to our facilities is prudent based on the

enhancement it makes to our overall operating capabilities to efficiently serve our customers. In 2026, nine (9) facilities will have SCADA added, bringing implementation to approximately 80% of Tidewater's total operation. The implementation priority list was developed in conjunction with Tidewater's Operations group to prioritize those facilities where SCADA capabilities would be most effective in improving operational efficiencies. SCADA is a highly effective tool to improve operational staffing management as it significantly allows more timely response and investigation in the event of abnormal operating situations. In 2018, TUI evaluated multiple professional service firms that could perform the Company's SCADA upgrade work. Keystone Engineering was selected based upon its qualifications, capabilities, effective performance, and cost effective services. Tidewater's project managers work closely with Keystone on the development and implementation of the SCADA program, including program costs on an annual basis, so our assessments of their qualifications and services are on-going. During 2026, TUI and Keystone upgraded and integrated Modbus flow metering capabilities at the Company's various locations to improve the ability to collect accurate and timely flow data from each SCADA capable facility. I believe this process has allowed Tidewater to more efficiently service our customers' needs. All of the work identified in the 2026 SCADA program is expected to be in service by June 30, 2027.

2. 02P-25-334 - Pinewood Acres Improvements - As part of an overall project to integrate a newly acquired system and improve system redundancy and reliability, we are installing a second interconnection between the Pinewood Acres community and the remainder of the Garrisons Lake District. (Note: First interconnection completed in Q3 2026.)

TUI acquired the Pinewood Acres community of approximately 360 homes in early 2026. The community is located near the TUI Garrisons Lake District. An evaluation of the existing water supply in the community determined that it did not meet the requirements of the **Recommended Standards for Water Works** for supply capability nor the Division of Public Health requirements for water quality. In order to provide an acceptable level of service, prudence required either upgrade of the existing facilities or interconnection of the community to Tidewater's existing system. The Company concluded that interconnection of the community to Tidewater's existing system, with two (2) redundant supply points, was more cost effective than upgrade of the existing facilities to meet applicable standards for water supply capability. Three (3) potential interconnection locations were evaluated and the two (2) most cost effective interconnection locations were selected. The first interconnection is complete. The second interconnection is currently in the process of design and permitting and is expected to be in service in the first quarter of 2027.

3. 02P-23-308 - Kentwood Distribution Improvements - Replacement of the original 4" ACP (Asbestos Cement Pipe) water distribution system and service lines with new 6" mains in the previously acquired Kentwood Community. The existing mains, constructed before TUI acquired the system in 1993, had a significant history of breaks which were particularly difficult to repair due to the installation configuration (extending under the community's manufactured homes).

This distribution system dates back to the origins of this community in 1970. The 4" ACP has a significant break history combined with difficult configuration to repair. At Kentwood, many service lines are galvanized steel which requires replacement during 2027 under the current U.S. Environmental Protection Agency's ("EPA") Lead and Copper

regulations. Given the age, material and operational history of the existing system, TUI determined that it is prudent to replace the system at this time. Alternatives to replace the distribution system in Kentwood include open cut and HDD (Horizontal Directional Drilling). HDD was determined to be a more effective solution given the tight site limitations and the extensive number of landscaping and accessory facilities that are located on the site. The work is expected to be in service by the end of 2026.

4. 02P-22-306 - DelDOT-Rt.1, Minos Conaway - In coordination with a DelDOT improvement project, relocate, replace and upgrade existing water mains for the new DelDOT roadway alignment in the vicinity of Delaware Rt. 1 and Minos Conaway Road. When a DelDOT roadway project requires TUI facilities located within the road right of way to be relocated, TUI must complete the relocation in accordance with DelDOT's construction scheduled and the new roadway design. Coordinating the utility relocation with the overall DelDOT project allows the work to be planned and completed more efficiently.

Our normal process is that TUI retains an engineering firm experienced in working with DelDOT to design the required relocation. The design considers TUI's operational needs, including any appropriate upgrades to its facilities, while also accounting for the proposed roadway improvements, other utilities, and related infrastructure. The final TUI relocation design is then incorporated into DelDOT's plans and specifications so that utility work can be bid as part of the overall roadway project.

After bids are received, DelDOT provides TUI with the successful contractor's price for the TUI relocation work. TUI reviews that price against its engineering estimate and the prices submitted by other bidders to determine whether the cost is reasonable and at the

lowest cost available. The successful DelDOT contractor then performs the relocation work, with TUI inspectors overseeing the work involving TUI's facilities. Any changes or issues that arise during construction are addressed through coordination between DelDOT and TUI.

Once the relocation work is complete, DelDOT invoices TUI for the costs associated with relocating TUI's water facilities and only our facilities, rather than for the cost of the overall roadway improvements. This coordinated approach allows the utility relocation and roadway construction to proceed under the same construction schedule and avoid the difficulties and potential delays that could arise if TUI performed the relocation as a separate project. This approach also results in significant savings as certain costs such as mobilization, restoration, and traffic control are primarily carried by the greater roadway project. Of course, the schedule for placing our facilities in service is subject to DelDOT schedule adjustments.

5. 02P-22-322 - DelDOT- Old Orchard/Westcoats - In coordination with a DelDOT improvement project, relocate, replace and upgrade existing watermains in the vicinity of the new DelDOT roadway alignment along Old Orchard, Marsh and Clay Rd(s).

This is a DelDOT required relocation similar to the project discussed in the section above.

6. 02P-22-327 - Bethany Bay New Water Treatment Facility - Construct a new water supply treatment facility to treat water from two (2) existing wells and two (2) new water supply wells in the Bethany Bay District. The facility will provide treatment for iron, nitrate and PFAS so that water from the four wells meets the applicable drinking water standards in accordance with the Delaware Division of Public Health and U.S. Environmental Protection Agency ("EPA") regulations. The additional supply capacity is required to meet

the District's peak water demand based on the **Recommended Standards for Water Works**.

Tidewater determined, based on a thorough water supply analysis that the Bethany Bay District water supply capacity does not meet the system reliability standards of the **Recommended Standards for Water Works**. During periods of peak demand, the system's storage could not fully recover, indicating that the existing supply was not sufficient to reliably meet the District's needs. Tidewater therefore determined that the prudent solution was to increase supply capacity by constructing a new water supply and treatment facility.

Tidewater assessed the capacity and quality of the underground aquifers in the area. Groundwater quality in this area is generally better than in other parts of the region, where elevated levels of iron and organic compounds are more common. Two wells had previously been constructed, and Tidewater conducted an additional evaluation to determine how much supply could reliably be obtained from the groundwater in the area.

During the design of the new facility, sampling of the new and existing wells showed that some wells would require treatment to consistently meet applicable maximum contaminant levels for iron, nitrates and PFAS. The project's consulting engineers evaluated available treatment options including greensand filtration for iron removal and carbon filtration for PFAS treatment and determined that ion exchange systems tailored to the water quality of each well would provide the most cost-effective water treatment option. The facility also includes space for additional treatment equipment if similar water-quality issues develop in the other wells in the future.

The project was competitively bid and is now under construction. Construction is expected to be completed during the test period so that the additional supply capacity will be available for the 2027 peak-demand season.

7. 02P-23-304 - Security Improvements - Complete Phase II of site security improvements at 12 sites as recommended in accordance with the America's Water Infrastructure Act (AWIA) system evaluation. This phase consists primarily of electronic access control.

During the regulatory required Risk and Resilience Assessments (RRAs) under AWIA, it was determined that certain security improvements should be implemented at seventeen (17) existing TUI facilities. The improvements included site fencing, transition from physical keyed lock to electronic locking devices, and video surveillance capabilities. Given the recommendations of the AWIA study, Tidewater concluded that it was prudent to implement security improvements at these facilities. Phase I (site security fencing) was previously completed, and Phase II is currently underway. The design specifications for the access control system were developed by Tidewater's consulting engineer and will be bid to qualified contractors for implementation. This work is expected to be in service by June 30, 2027.

8. 02P-23-327 - Bridgeville Mall TUI owned Ion Exchange - Upgrade the Bridgeville Mall supply facility with a system that will backwash to the recently available sewer at the facility

TUI has a water supply facility at the Bridgeville Mall District that utilizes a third party to manage the ion exchange (IX) water treatment prior to the availability of sewer facilities. The water supply facility depends on a third party to periodically exchange the IX treatment

media with regenerated IX media and to take the used media off-site for regeneration. Although this process is effective, particularly at locations where there is no waste disposal alternative, they are more costly and considered to be a risk given that there is only a single contractor that provides the exchange service. The third party costs at this facility can exceed $3,000 per month depending on water use. Recently, central sanitary sewer service became available in the area of the TUI Bridgeville Mall Facility. With the availability of sewer service, Tidewater has concluded that it is now prudent to upgrade the water treatment system with a conventional backwashing IX treatment system that will discharge to the available sanitary sewer. The design and permitting of this alternative are currently underway and once complete the project will be bid to qualified contractors for completion of the work. The system is expected to be in service by June 30, 2027.

9. 02P-25-337 - Upper King Main Ext. - Extend water main from the existing Camden District south along Upper King Rd to the Cooper Property.

TUI has a longstanding contractual requirement to extend water service to the Cooper Property located within our Camden Area CPCN. Recently the owner of the Cooper Property has indicated that they are preparing to proceed with a combination of commercial and residential development of the property. Tidewater has therefore concluded that it is now prudent to make the extension improvements. In coordination with the timing of the proposed development, TUI proposes to make an extension of our water distribution system from the nearest point in the Camden District to the edge of the Cooper Property. The design and permitting of the extension are currently underway and when required will be bid to qualified contractors to complete the work. The main extension is expected to be in service by June 30, 2027.

10. 02P-26-301 - DelDOT-Cave Neck - In coordination with a DelDOT improvement project, relocate two (2) existing fire hydrants in the vicinity of the new DelDOT roadway alignment.

This is a DelDOT regulatory required relocation, similar to the other DelDOT projects discussed earlier in my testimony.

11. 02P-18-307 - DelDOT-Walnut Shade - In coordination with a DelDOT improvement project, relocate, replace and upgrade existing water mains in the vicinity of the new DelDOT roadway alignment.

This is a DelDOT regulatory required relocation that is similar to the other DelDOT projects discussed earlier in my testimony.

12. 02P-24-307 - Love Creek Woods WTP - Construct a new water supply treatment facility to replace the original community water supply facility at Love Creek Woods. The new facility will allow for the continuous operation of the supply well at this location to help meet the peak day demands of the TUI Rehoboth District.

Love Creek Woods was a stand-alone water system immediately adjacent to the TUI Rehoboth District. As part of a larger interconnection project, the Love Creek system was integrated into the Rehoboth District. As a stand-alone district, the water supply facility at the Love Creek Woods facility had significant flow capabilities (gpm) but only had a limited daily utilization (gpd). Once interconnected into the Rehoboth District, with continuously growing supply demands, it was determined to be prudent to upgrade the Love Creek Woods facility so that it could be operated on a continuous basis to deliver its maximum supply capability. The new facility was designed to current standards with separate chemical and electrical rooms, and with sufficient capabilities to allow the facility

to operate on a continuous basis. Site improvements were made to allow the new facility to blend appropriately with the surrounding community. The design and permitting were completed in-house and the work was bid to qualified contractors, with portions of the work completed by TUI maintenance staff. The project has been underway since 2025 is expected be in service by the end of 2026.

13. 02P-26-306 - Misty Pines Booster/Well - Replace an existing well and upgrade to the water supply booster pumps to address water quality and fire supply flow rate issues in the Misty Pines Community.

Recently two (2) issues at the Misty Pines water supply facility necessitated attention. Tidewater concluded that addressing these two recently emerging issues was prudent in order for the Company to maintain the reliable operation of this facility to serve our customers. These projects were combined into a single capital project. An existing well began to experience periodic and intermittent water quality issues with regard to nitrate. It was determined that the well integrity was compromised and surface nitrate was periodically impacting the water quality. To address the well issues a replacement well is being installed. Also, due to wear over time, the booster pumps at the facility were not producing sufficient flow to reliably meet fire flow requirements at peak customer demand. A project was undertaken to upgrade and relocate the booster pumps for better space utilization. Both projects were designed and permitted in-house and are expected to be in service by the end of 2026.

14. 02P-23-325 - Broadkill Storage Improvements. - Install a new water storage tank to replace the aging undersized tank and meet the peak demand capacity of the TUI Broadkill District water system.

The existing 30,000 gallon storage tank serving the acquired Broadkill District water system is nearing the end of its useful life and is substantially undersized in accordance with the **Recommended Standards for Water Works** to serve the existing customers of the district, making it prudent to install a new appropriately sized tank at this time. A project was undertaken to install a 278,000 gallon storage tank to meet the demands of this system. A ground level tank configuration was chosen over an elevated tank because it is more cost effective and is appropriate given the system already operates with a booster pumping capability. Additionally, there were soil stability concerns for the installation of an elevated tank at this location. Design and permitting were completed in-house for two (2) types of ground level tank systems that were considered, glass lined bolted steel and bolted stainless steel. Both tank systems have been found to be cost effective and have a long maintenance life preferable for a tank of this nature. Ultimately an acceptable bid was received for the glass lined bolted steel tank. The tank is currently under construction and is expected to be completed before the end of the 2026 calendar year.

15. 02P-24-316 - Headstart Lane Main Replacement - Replace/upgrade the existing water supply main and install fire hydrants on Headstart Lane to meet the Office of the State Fire Marshal regulatory requirements.

An evaluation of the distribution system along Headstart Lane on the TUI Camden District determined that there was no fire protection provided. Although there are several portions of the TUI system where fire protection is not provided in this area, these are documented in a Consent Agreement with the Delaware State Fire Marshall (DSFM) or otherwise grandfathered as part of prior constructed acquisitions. No such agreement exists for Headstart Lane. While this was likely an oversight that this location was not included when

the DSFM Consent Agreement was negotiated, it was decided that the prudent resolution would be to replace the aging distribution main along Headstart Lane so that fire protection could be provided. Weighing on that decision was the fact that a place of public assembly (church) was located in this area. The design and permitting for the replacement were completed in-house and qualified contractors were invited to provide bids for the work. The project was completed and placed into service at the end of October.2026.

16. 02P-23-301 - DelDOT-Kenton/Central Church Rds. MR - In coordination with a DelDOT improvement project, relocate, replace and upgrade existing watermains along Kenton and Central Church Rd(s) in the vicinity of the new DelDOT roadway alignment. This is a Del DOT regulatory required relocation, that is similar to the other Del DOT projects discussed earlier in my testimony.

17. 02P-23-323 - Seawinds WTP Improvements - Replace an existing well to address water quality issues in the Seawinds Community.

One (1) of the two (2) wells at the Seawinds water supply facility was identified as having high levels of TOC (Total Organic Carbon), making it unsuitable for water supply. Without this second well, the facility did not have sufficient supply capacity to meet water supply requirements in accordance with the **Recommended Standards for Water Works**. In order to maintain adequate supply to serve the community, we determined that it was prudent to address the supply issue. Two (2) alternatives were considered, install treatment at the site to remove TOC or replace the well with high TOC with a well that matches the design of the other existing well that does not have TOC present. Based on the cost and timing to implement the treatment alternative, which would have included the need to expand the existing facility footprint, it was determined that the replacement well was the

preferred alternative, and a replacement well was designed and permitted in-house. The construction of the replacement well was bid to qualified contractors and will be placed into service in the third quarter of 2026.

18. 02P-26-318 - Dover Administration Building Generator - Provide an emergency generator to supply power to the TUI Administration Building in the event of a power outage.

The TUI Dover campus consists of two (2) buildings. The original building (1100 South Little Creek Road) was constructed first and is now referred to as the TUI Administration Building. The second building constructed (1110 South Little Creek Road) is referred to as the TUI Engineering Building. The Administration Building houses TUI's Operations Management including for the Operations, Maintenance, Distribution, Water Quality and Customer Service Departments. These Departments are critical to TUI's operations, especially during weather emergencies when a loss of power is more likely. Although an emergency generator was included in the construction of the Engineering Building, emergency power is not available for the Administration Building. In order to maintain operation of these critical functions, it was prudent that emergency power should be added to the Administration Building. The criteria for the emergency power system were developed in-house and bids were received from qualified contractors. The work is currently underway and expected to be completed and placed into service by the end of 2026.

Q. **Do you anticipate that all of these projects will be in service by the end of the test period?**

A. Yes, the projects noted above have either started or are in various stages of design or construction and will be in service by the end of the test year.

Q. Are there any particularly significant projects underway that will not be in service by the end of the test period that could be considered as part of this rate proceeding?

A. Yes. There is one major capital project that is expected to be substantially complete by the end of the test period but may not yet be placed into service due to commissioning requirements. Tidewater is currently constructing a 500,000-gallon elevated water storage tank in the Frederica District at Carpenters Bridge.

This project is necessary to provide adequate storage capacity, operational reliability, fire protection capability, and regulatory compliance within the district. The tank is being constructed to address the system's long-term storage needs and to satisfy applicable engineering design standards, including the **Recommended Standards for Water Works**. Construction is expected to be substantially complete before the end of the test period. However, final placement into service is dependent upon completion of exterior and interior coating work, weather conditions suitable for application and curing of those coatings, and the required post-construction testing and acceptance procedures, including volatile organic compound (VOC) testing. These activities are largely procedural and scheduling-related and do not affect the necessity of the project or its readiness for service. The total estimated project cost is approximately $4.9 million. Because the project is expected to be substantially complete, its final cost is known with a high degree of certainty, and the facility is expected to be placed into service shortly after the end of the test period, I believe it is reasonable for the Commission to consider the project in establishing rates. Excluding the investment would create regulatory lag by delaying

recovery of prudently incurred costs associated with infrastructure that has been constructed to meet the district's service, reliability, and regulatory requirements and that will begin providing benefits to customers immediately upon completion of the commissioning process.

Q. **Are all these projects necessary and prudent and are the costs reasonable to provide safe, adequate and proper service to the customers of Tidewater?**

A. Yes. Based upon my knowledge of the systems and my experience in the water industry, they are necessary, prudent projects, and the costs are reasonable.

Q. **Does Tidewater expect to receive contributions-in-aid-of-construction ("CIAC") from any developers for these projects?**

A. Yes, Schedule 2A includes the CIAC the Company expects to receive during the Test Period.

Q. **Will there be any refunds to developers during the test period?**

A. Yes, Tidewater estimates that there will be rebate payments to developers. This is reflected on Schedule 2A, page 4.

Q. **Do you have an opinion on the reasonableness, prudency, and necessity of the expenditures and capital investments you have just discussed?**

A. Yes. These expenditures are reasonably priced and are necessary to provide safe, adequate and reliable service to our customers.

Q. **Does this conclude your testimony at this time?**

A. Yes, it does.

BRIAN C. CARBAUGH, P.E.

Exhibit A

Professional Resume
November 18, 2026

EDUCATION

University of Delaware, Newark, Delaware
Bachelor of Civil Engineering - June, 1982

EXPERIENCE

October, 2018 - Present

Tidewater Utilities, Inc.
1100 S. Little Creek Rd.
Dover, Delaware 19901

Director of Engineering

Responsible for managing the Engineering Department for Tidewater Utilities, Inc., Tidewater Environmental Services, Inc. (thru January, 2022), and White Marsh Environmental Systems, Inc. involving overall systems evaluation, capital planning, budgeting, engineering, permitting and construction. Provides technical support to all other Departments regarding processes and performance, asset management, appropriate system improvement and benchmarking, planning, and cost estimating. Oversees the planning of improvements to existing: water production and distribution systems; wastewater collection, treatment and disposal systems as well as development of new systems.

December, 2017 - October, 2018

Tidewater Utilities, Inc.
1100 S. Little Creek Rd.
Dover, Delaware 19901

Operations Project Lead

Provides professional engineering, evaluation, project management and operations support for the Tidewater group of companies regarding water, wastewater and operations activities. Responsible for the planning, development, management and implementation of special projects/assignments.

October, 2014 - December, 2017

WWES Associates
1132 S. Little Creek Rd.
Dover, Delaware 19901

Consulting Engineer/Owner

Proprietor of WWES Associates, Consulting Engineers, an engineering firm specializing in investigations, planning, design, permitting, operations and management of projects in the areas of water supply, wastewater management and environmental systems.

November 2006 - October 2014

Artesian Resources Corporation
664 Churchmans Road
Newark, Delaware 19702

Director of Engineering/Engineering Design

Director/Technical Director of Artesian's Engineering Department which is responsible for the investigation, design, permitting and implementation of water and wastewater projects throughout Delaware, Maryland, Pennsylvania and Virginia. Responsible for engineering related activities relating to 5 -year capital budget development, rate development and justification, and project financial management. Lead engineering team and integrate engineering with corporate management, customer service, finance, operation, and maintenance aspects of the organization.

March, 1995 - November, 2006 WWES Associates
P.O. Box 902
Dover, Delaware 19903

Consulting Engineer/Owner

Proprietor of WWES Associates, Consulting Engineers, an engineering firm specializing in investigations, planning, design, permitting, operations and management of projects in the areas of water supply, wastewater management and environmental systems.

January, 1996 – Present Delaware Technical and Community College
Owens Campus
Georgetown, Delaware

Adjunct Professor

Instructor of credit and non-credit courses and seminars in the areas of water quality, water treatment systems, wastewater treatment, operations and hydraulics.

May, 1984 - March, 1995 CABE Associates, Inc.
144 S. Governors Avenue
Dover, Delaware 19901

Senior Engineer/Engineer

Design and project management of wastewater collection, treatment and disposal systems for various municipal, commercial and industrial applications. Process development, design, construction management and operation of advanced wastewater treatment facilities including biological denitrification. Development and design of standard and alternative sewage collection systems. Operations assistance to municipal and industrial wastewater treatment facilities. Engineering project manager for Utility Systems, Inc., a private wastewater utility. Evaluation of existing and proposed water supply systems based on analysis of computer hydraulic models. Development of computer data management systems for industrial chemical management in compliance with SARA Title III requirements.

June, 1982 - May, 1984 United States Army Corps of Engineers
Baltimore District
P.O. Box 1715
Baltimore, Maryland 21203

Engineer

Crew chief, navigational survey ship Linthicum. Set up and operation of radio location computer guided navigational survey system. Other assignments included computer analysis and collection of stream water quality and flow data, shoreline erosion protection design, structural design, construction management and inspection.

PROFESSIONAL LICENSES

Professional Engineer: Delaware, 1987 - No. 7241
Maryland, 1991 - No. 18811

State of Delaware - Class III - Wastewater Treatment Operator - Retired
State of Delaware - Class C - On-Site Wastewater System Designer - No. 2043

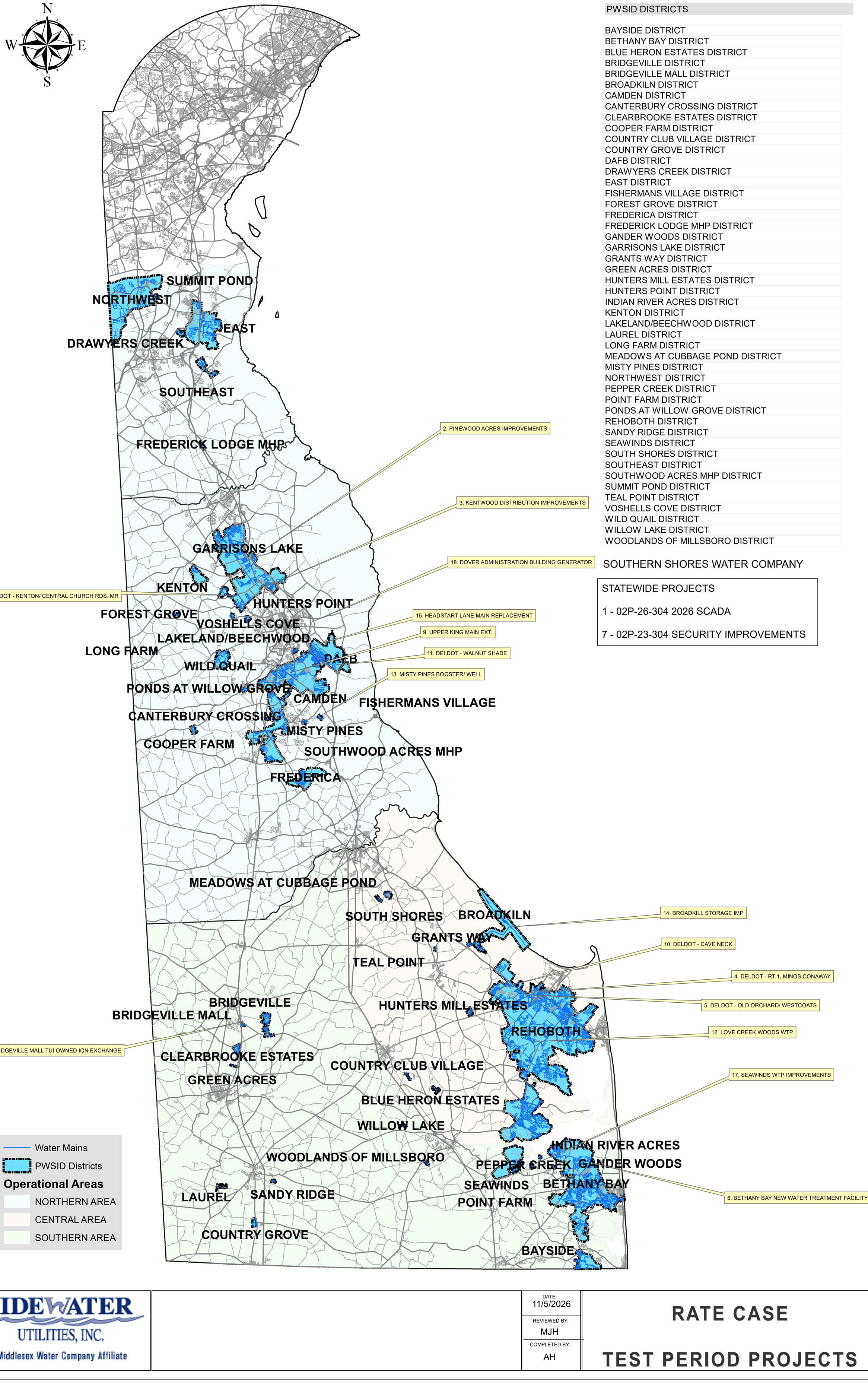
MEMBERSHIPS (Past & Present)

American Society of Civil Engineers - ASCE
American Water Works Association - AWWA
Chesapeake Water Environment Association - CWEA
Consulting Engineers Council of Delaware - CEC-DE
Delaware On-Site Wastewater Recycling Association - DOWRA
Delaware Rural Water Association - DRWA
National On-Site Wastewater Recycling Association - NOWRA
Water Environment Federation - WEF
Water and Wastewater Operators Association - WWOA

SPECIAL SERVICES AND AWARDS

CWEA - Leonard M. Glass Memorial Award - 1992
Delaware On-Site Professional of the Year - 2016
ACEC-DE - Executive Director - 1999 - 2004
CWEA - President - 1997/'98
Delaware Board of Certification, Wastewater Facility Operators - Appointed Member - 1996 - '99
Delaware On-Site Systems Advisory Board - Appointed Member (Engineer) - 2017 - Present
DOWRA - Treasurer - 1997-'99, 2002-'08, Vice President - 2014-'15, President 2016-'17
NOWRA - Board of Directors (Engineer) - 2017-Present
WWOA - Delaware Board of Certification Liaison - 1992 - '99

EXHIBIT B



PWSID DISTRICTS
BAYSIDE DISTRICT
BETHANY BAY DISTRICT
BLUE HERON ESTATES DISTRICT
BRIDGEVILLE DISTRICT
BRIDGEVILLE MALL DISTRICT
BROADKILN DISTRICT
CAMDEN DISTRICT
CANTERBURY CROSSING DISTRICT
CLEARBROOKE ESTATES DISTRICT
COOPER FARM DISTRICT
COUNTRY CLUB VILLAGE DISTRICT
COUNTRY GROVE DISTRICT
DAFB DISTRICT
DRAWYERS CREEK DISTRICT
EAST DISTRICT
FISHERMANS VILLAGE DISTRICT
FOREST GROVE DISTRICT
FREDERICA DISTRICT
FREDERICK LODGE MHP DISTRICT
GANDER WOODS DISTRICT
GARRISONS LAKE DISTRICT
GRANTS WAY DISTRICT
GREEN ACRES DISTRICT
HUNTERS MILL ESTATES DISTRICT
HUNTERS POINT DISTRICT
INDIAN RIVER ACRES DISTRICT
KENTON DISTRICT
LAKELAND/BEECHWOOD DISTRICT
LAUREL DISTRICT
LONG FARM DISTRICT
MEADOWS AT CUBBAGE POND DISTRICT
MISTY PINES DISTRICT
NORTHWEST DISTRICT
PEPPER CREEK DISTRICT
POINT FARM DISTRICT
PONDS AT WILLOW GROVE DISTRICT
REHOBOTH DISTRICT
SANDY RIDGE DISTRICT
SEAWINDS DISTRICT
SOUTH SHORES DISTRICT
SOUTHEAST DISTRICT
SOUTHWOOD ACRES MHP DISTRICT
SUMMIT POND DISTRICT
TEAL POINT DISTRICT
VOSHELLS COVE DISTRICT
WILD QUAIL DISTRICT
WILLOW LAKE DISTRICT
WOODLANDS OF MILLSBORO DISTRICT

SOUTHERN SHORES WATER COMPANY

STATEWIDE PROJECTS

1 - 02P-26-304 2026 SCADA

7 - 02P-23-304 SECURITY IMPROVEMENTS

TIDEWATER UTILITIES, INC.
A Middlesex Water Company Affiliate

DATE: 11/5/2026

REVIEWED BY: MJH

COMPLETED BY: AH

RATE CASE

TEST PERIOD PROJECTS