



CITY OF GRAND JUNCTION, COLORADO

CONTRACT

This CONTRACT made and entered into this 11th day of February, 2021 by and between the **City of Grand Junction, Colorado**, a government entity in the County of Mesa, State of Colorado, hereinafter in the Contract Documents referred to as the "Owner" and **Raftelis Financial Consultants, Inc.** hereinafter in the Contract Documents referred to as the "Firm."

WITNESSETH:

WHEREAS, the Owner advertised that sealed Responses would be received for furnishing all labor, tools, supplies, equipment, materials, and everything necessary and required for the Project described by the Contract Documents and known as **Financial Analysis for Wastewater Utility Rates and Fees RFP-4856-21-DH**.

WHEREAS, the Contract has been awarded to the above named Firm by the Owner, and said Firm is now ready, willing and able to perform the Services specified in accordance with the Contract Documents;

NOW, THEREFORE, in consideration of the compensation to be paid the Firm, the mutual covenants hereinafter set forth and subject to the terms hereinafter stated, it is mutually covenanted and agreed as follows:

ARTICLE 1

Contract Documents: It is agreed by the parties hereto that the following list of instruments, drawings, and documents which are attached hereto, bound herewith, or incorporated herein by reference constitute and shall be referred to either as the "Contract Documents" or the "Contract", and all of said instruments, drawings, and documents taken together as a whole constitute the Contract between the parties hereto, and they are fully a part of this agreement as if they were set out verbatim and in full herein:

The order of contract document governance shall be as follows:

- a. The body of this contract agreement
- b. Negotiated Terms and Conditions/Scope of Services etc.
- c. Solicitation Documents for the Project; **Financial Analysis for Wastewater Utility Rates and Fees;**
- d. Firms Response to the Solicitation

- e. Services Change Requests (directing that changed services be performed);
- f. Field Orders
- g. Change Orders.

ARTICLE 2

Definitions: The clauses provided in the Solicitation apply to the terms used in the Contract and all the Contract Documents.

ARTICLE 3

Contract Services: The Firm agrees to furnish all labor, tools, supplies, equipment, materials, and all that is necessary and required to complete the tasks associated with the Services described, set forth, shown, and included in the Contract Documents as indicated in the Solicitation Document.

ARTICLE 4

Contract Time: Time is of the essence with respect to this Contract. The Firm hereby agrees to commence Services under the Contract on or before the date specified in the Solicitation from the Owner, and to achieve Final Completion of the Services within the time or times specified in the Solicitation.

ARTICLE 5

Contract Price and Payment Procedures: The Firm shall accept as full and complete compensation for the performance and completion of all of the Services specified in the Contract Documents, the cost not to exceed amount of **Forty-Nine Thousand Nine Hundred Fifty and 00/100 Dollars (\$49,950.00)**. If this Contract contains unit price pay items, the Contract Price shall be adjusted in accordance with the actual quantities of items completed and accepted by the Owner at the unit prices quoted in the Solicitation Response. The amount of the Contract Price is and has heretofore been appropriated by the Grand Junction City Council for the use and benefit of this Project. The Contract Price shall not be modified except by Change Order or other written directive of the Owner. The Owner shall not issue a Change Order or other written directive which requires additional services to be performed, which services causes the aggregate amount payable under this Contract to exceed the amount appropriated for this Project, unless and until the Owner provides Firm written assurance that lawful appropriations to cover the costs of the additional services have been made.

Unless otherwise provided in the Solicitation, monthly partial payments shall be made as the Services progresses. Applications for partial and Final Payment shall be prepared by the Firm and approved by the Owner in accordance with the Solicitation.

ARTICLE 7

Contract Binding: The Owner and the Firm each binds itself, its partners, successors, assigns and legal representatives to the other party hereto in respect to all covenants, agreements and obligations contained in the Contract Documents. The Contract

Documents constitute the entire agreement between the Owner and Firm and may only be altered, amended or repealed by a duly executed written instrument. Neither the Owner nor the Firm shall, without the prior written consent of the other, assign or sublet in whole or in part its interest under any of the Contract Documents and specifically, the Firm shall not assign any moneys due or to become due without the prior written consent of the Owner.

ARTICLE 8

Severability: If any part, portion or provision of the Contract shall be found or declared null, void or unenforceable for any reason whatsoever by any court of competent jurisdiction or any governmental agency having the authority thereover, only such part, portion or provision shall be effected thereby and all other parts, portions and provisions of the Contract shall remain in full force and effect.

IN WITNESS WHEREOF, City of Grand Junction, Colorado, has caused this Contract to be subscribed and sealed and attested in its behalf; and the Firm has signed this Contract the day and the year first mentioned herein.

The Contract is executed in two counterparts.

CITY OF GRAND JUNCTION, COLORADO

DocuSigned by:
By: Duane Hoff Jr., Senior Buyer - City of Grand Junction 3/12/2021 | 08:38 MST
9F709E7D50F14BC...
Duane Hoff Jr., Senior Buyer Date

Raftelis Financial Consultants, Inc.

DocuSigned by:
By: Andrew Rheem, Senior Manager - Raftelis Financial Consultants, Inc. 3/12/2021 | 08:29 MST
08D1A54CE060478...
Andrew Rheem, Senior Manager - Raftelis Financial Consultants, Inc. Date



LETTER OF INTENT

Date: January 28, 2021
Company: Raftelis Financial Consultants, Inc.
Project: Financial Analysis for Wastewater Utility Rates and Fees RFP-4856-21-DH

Based upon review of the proposals received, and interviews held, for Financial Analysis for Wastewater Utility Rates and Fees RFP-4856-21-DH, your firm has been selected as the preferred proposer.

Negotiations are required prior to proceeding to an award. Your pricing proposal has been reviewed, and the evaluation committee would like for you to consider the following:

- combine items 5 and 6 (both not need, overlap);
- virtual meetings are most likely, therefore travel and time reduced or eliminated;
- re-use of previous community group meetings/outcomes;
- public outreach could probably be scaled back;
- and finally, please re-visit your overall pricing proposal.

In addition, please confirm schedule. Does the City need to adjust/extend the timeline for completion?

If these negotiations are successful, it is the intent of the City of Grand Junction to award the aforementioned project to your firm as is listed in the RFP documents, your proposal response, and negotiated terms.

The award for the project must be approved by City Manager prior to an official award and contract issued.

Once the contract has been awarded, you may contact Kurt Carson, Wastewater Services Manager at 970-256-4171 to begin project scheduling.

Feel free to contact me with any questions at 970-244-1545.

Thank you and Best Regards

A handwritten signature in black ink, appearing to read "Duane Hoff Jr.", written over a white background.

Duane Hoff Jr., Senior Buyer

Add/Alternate Option:

The original phase of the City of Grand Junction CNG fueling site currently consists of three (3) Ingersoll Rand 20H40NG compressors with Murphy Panel manual controls that have between 19 and 22,000 hours on them. These compressors were installed in 2011 and are budgeted for replacement in 2023.

In 2015, the second phase was added to phase which included the addition of an ANGI NV-50 compressor. In late 2017 phase three was constructed which added an Ariel EA-200 compressor to a separate system that was installed specifically for fueling the County fleet of transit buses. Some connectivity was provided between phase three, and phases one and two at the time in order to create some redundancy but in general they are run separately.

Fleet Services would like a cost estimate to include the replacement of two (2) existing 40 Horsepower Ingersoll compressors with one (1) 50 Horsepower ANGI, or quality equivalent such as Ariel. This will give us all the compression we need, and still allow for redundancy when one of the separate systems is out of commission.



Request for Proposal RFP-4856-21-DH

Financial Analysis for Wastewater Utility Rates and Fees

RESPONSES DUE:

January 8, 2021 prior to 3:00 PM

Accepting Electronic Responses Only

***Responses Only Submitted Through the Rocky Mountain E-Purchasing System
(RMEPS)***

<https://www.rockymountainbidsystem.com/default.asp>

(Purchasing Representative does not have access or control of the vendor side of RMEPS. If website or other problems arise during response submission, vendor MUST contact RMEPS to resolve issue prior to the response deadline. 800-835-4603)

PURCHASING REPRESENTATIVE:

Duane Hoff Jr., Senior Buyer

duaneh@gjcity.org

970-244-1545

This solicitation has been developed specifically for a Request for Proposal intended to solicit competitive responses for this solicitation, and may not be the same as previous City of Grand Junction solicitations. All offerors are urged to thoroughly review this solicitation prior to submitting. Submittal by **FAX, EMAIL or HARD COPY IS NOT ACCEPTABLE** for this solicitation.

REQUEST FOR PROPOSAL

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Section

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REQUEST FOR PROPOSAL

SECTION 1.0: ADMINISTRATIVE INFORMATION & CONDITIONS FOR SUBMITTAL

- 1.1 Issuing Office:** This Request for Proposal (RFP) is issued by the City of Grand Junction. All contact regarding this RFP is directed to:

RFP QUESTIONS:

Duane Hoff Jr., Senior Buyer

duaneh@gjcity.org

- 1.2 Purpose:** The purpose of this RFP is to obtain proposals from qualified professional consulting/analysis firms to provide a financial analysis of rates and fees for the Persigo Wastewater Treatment .
- 1.3 The Owner:** The Owner is the City of Grand Junction, Colorado and is referred to throughout this Solicitation. The term Owner means the Owner or his authorized representative.
- 1.4 Compliance:** All participating Offerors, by their signature hereunder, shall agree to comply with all conditions, requirements, and instructions of this RFP as stated or implied herein. Should the Owner omit anything from this packet which is necessary to the clear understanding of the requirements, or should it appear that various instructions are in conflict, the Offeror(s) shall secure instructions from the Purchasing Division prior to the date and time of the submittal deadline shown in this RFP.
- 1.5 Submission:** Please refer to section 5.0 for what is to be included. ***Each proposal shall be submitted in electronic format only, and only through the Rocky Mountain E-Purchasing website (<https://www.rockymountainbidsystem.com/default.asp>). This site offers both "free" and "paying" registration options that allow for full access of the Owner's documents and for electronic submission of proposals. (Note: "free" registration may take up to 24 hours to process. Please Plan accordingly.)*** Please view our "Electronic Vendor Registration Guide" at <http://www.gjcity.org/business-and-economic-development/bids/> for details. For proper comparison and evaluation, the City requests that proposals be formatted as directed in Section 5.0 "Preparation and Submittal of Proposals." Submittals received that fail to follow this format may be ruled non-responsive. (Purchasing Representative does not have access or control of the vendor side of RMEPS. If website or other problems arise during response submission, vendor **MUST** contact RMEPS to resolve issue prior to the response deadline. **800-835-4603**).
- 1.6 Altering Proposals:** Any alterations made prior to opening date and time must be initialed by the signer of the proposal, guaranteeing authenticity. Proposals cannot be altered or amended after submission deadline.
- 1.7 Withdrawal of Proposal:** A proposal must be firm and valid for award and may not be withdrawn or canceled by the Offeror for sixty (60) days following the submittal deadline date, and only prior to award. The Offeror so agrees upon submittal of their proposal. After award this statement is not applicable.

- 1.8 Acceptance of Proposal Content:** The contents of the proposal of the successful Offeror shall become contractual obligations if acquisition action ensues. Failure of the successful Offeror to accept these obligations in a contract shall result in cancellation of the award and such vendor shall be removed from future solicitations.
- 1.9 Addenda:** All questions shall be submitted in writing to the appropriate person as shown in Section 1.1. Any interpretations, corrections and changes to this RFP or extensions to the opening/receipt date shall be made by a written Addendum to the RFP by the City Purchasing Division. Sole authority to authorize addenda shall be vested in the City of Grand Junction Purchasing Representative. Addenda will be issued electronically through the Rocky Mountain E-Purchasing website at www.rockymountainbidsystem.com. Offerors shall acknowledge receipt of all addenda in their proposal.
- 1.10 Exceptions and Substitutions:** All proposals meeting the intent of this RFP shall be considered for award. Offerors taking exception to the specifications shall do so at their own risk. The Owner reserves the right to accept or reject any or all substitutions or alternatives. When offering substitutions and/or alternatives, Offeror must state these exceptions in the section pertaining to that area. Exception/substitution, if accepted, must meet or exceed the stated intent and/or specifications. The absence of such a list shall indicate that the Offeror has not taken exceptions, and if awarded a contract, shall hold the Offeror responsible to perform in strict accordance with the specifications or scope of services contained herein.
- 1.11 Confidential Material:** All materials submitted in response to this RFP shall ultimately become public record and shall be subject to inspection after contract award. **“Proprietary or Confidential Information”** is defined as any information that is not generally known to competitors and which provides a competitive advantage. Unrestricted disclosure of proprietary information places it in the public domain. Only submittal information clearly identified with the words **“Confidential Disclosure”** and uploaded as a separate document shall establish a confidential, proprietary relationship. Any material to be treated as confidential or proprietary in nature must include a justification for the request. The request shall be reviewed and either approved or denied by the Owner. If denied, the proposer shall have the opportunity to withdraw its entire proposal, or to remove the confidential or proprietary restrictions. Neither cost nor pricing information nor the total proposal shall be considered confidential or proprietary.
- 1.12 Response Material Ownership:** All proposals become the property of the Owner upon receipt and shall only be returned to the proposer at the Owner’s option. Selection or rejection of the proposal shall not affect this right. The Owner shall have the right to use all ideas or adaptations of the ideas contained in any proposal received in response to this RFP, subject to limitations outlined in the entitled “Confidential Material”. Disqualification of a proposal does not eliminate this right.
- 1.13 Minimal Standards for Responsible Prospective Offerors:** A prospective Offeror must affirmably demonstrate their responsibility. A prospective Offeror must meet the following requirements.
- Have adequate financial resources, or the ability to obtain such resources as required.
 - Be able to comply with the required or proposed completion schedule.

- Have a satisfactory record of performance.
- Have a satisfactory record of integrity and ethics.
- Be otherwise qualified and eligible to receive an award and enter into a contract with the Owner.

1.14 Open Records: Proposals shall be received and publicly acknowledged at the location, date, and time stated herein. Offerors, their representatives and interested persons may be present. Proposals shall be received and acknowledged only so as to avoid disclosure of process. However, all proposals shall be open for public inspection after the contract is awarded. Trade secrets and confidential information contained in the proposal so identified by offer as such shall be treated as confidential by the Owner to the extent allowable in the Open Records Act.

1.15 Sales Tax: The Owner is, by statute, exempt from the State Sales Tax and Federal Excise Tax; therefore, all fees shall not include taxes.

1.16 Public Opening: Proposals shall be opened in the City Hall Auditorium, 250 North 5th Street, Grand Junction, CO, 81501, immediately following the proposal deadline. Offerors, their representatives and interested persons may be present. Only the names and locations on the proposing firms will be disclosed.

SECTION 2.0: GENERAL CONTRACT TERMS AND CONDITIONS

2.1. Acceptance of RFP Terms: A proposal submitted in response to this RFP shall constitute a binding offer. Acknowledgment of this condition shall be indicated on the Letter of Interest or Cover Letter by the autographic signature of the Offeror or an officer of the Offeror legally authorized to execute contractual obligations. A submission in response to the RFP acknowledges acceptance by the Offeror of all terms and conditions including compensation, as set forth herein. An Offeror shall identify clearly and thoroughly any variations between its proposal and the Owner's RFP requirements. Failure to do so shall be deemed a waiver of any rights to subsequently modify the terms of performance, except as outlined or specified in the RFP.

2.2. Execution, Correlation, Intent, and Interpretations: The Contract Documents shall be signed by the Owner and Firm. By executing the contract, the Firm represents that they have familiarized themselves with the local conditions under which the Services is to be performed, and correlated their observations with the requirements of the Contract Documents. The Contract Documents are complementary, and what is required by any one, shall be as binding as if required by all. The intention of the documents is to include all labor, materials, equipment, services and other items necessary for the proper execution and completion of the scope of services as defined in the technical specifications and drawings contained herein. All drawings, specifications and copies furnished by the Owner are, and shall remain, Owner property. They are not to be used on any other project.

2.3. Permits, Fees, & Notices: The Firm shall secure and pay for all permits, governmental fees and licenses necessary for the proper execution and completion of the services. The Firm shall give all notices and comply with all laws, ordinances, rules, regulations and orders of any public authority bearing on the performance of the services. If the Firm observes that any of the Contract Documents are at variance in any respect, he shall

promptly notify the Owner in writing, and any necessary changes shall be adjusted by approximate modification. If the Firm performs any services knowing it to be contrary to such laws, ordinances, rules and regulations, and without such notice to the Owner, he shall assume full responsibility and shall bear all costs attributable.

- 2.4. Responsibility for those Performing the Services:** The Firm shall be responsible to the Owner for the acts and omissions of all his employees and all other persons performing any of the services under a contract with the Firm.
- 2.5. Payment & Completion:** The Contract Sum is stated in the Contract and is the total amount payable by the Owner to the Firm for the performance of the services under the Contract Documents. Upon receipt of written notice that the services is ready for final inspection and acceptance and upon receipt of application for payment, the Owner's Project Manager will promptly make such inspection and, when they find the services acceptable under the Contract Documents and the Contract fully performed, the Owner shall make payment in the manner provided in the Contract Documents. Partial payments will be based upon estimates, prepared by the Firm, of the value of services performed and materials placed in accordance with the Contract Documents. The services performed by Firm shall be in accordance with generally accepted professional practices and the level of competency presently maintained by other practicing professional firms in the same or similar type of services in the applicable community. The services and services to be performed by Firm hereunder shall be done in compliance with applicable laws, ordinances, rules and regulations.
- 2.6. Protection of Persons & Property:** The Firm shall comply with all applicable laws, ordinances, rules, regulations and orders of any public authority having jurisdiction for the safety of persons or property or to protect them from damage, injury or loss. Firm shall erect and maintain, as required by existing safeguards for safety and protection, and all reasonable precautions, including posting danger signs or other warnings against hazards promulgating safety regulations and notifying owners and users of adjacent utilities. When or where any direct or indirect damage or injury is done to public or private property by or on account of any act, omission, neglect, or misconduct by the Firm in the execution of the services, or in consequence of the non-execution thereof by the Firm, they shall restore, at their own expense, such property to a condition similar or equal to that existing before such damage or injury was done, by repairing, rebuilding, or otherwise restoring as may be directed, or it shall make good such damage or injury in an acceptable manner.
- 2.7. Changes in the Services:** The Owner, without invalidating the contract, may order changes in the services within the general scope of the contract consisting of additions, deletions or other revisions. All such changes in the services shall be authorized by Change Order/Amendment and shall be executed under the applicable conditions of the contract documents. A Change Order/Amendment is a written order to the Firm signed by the Owner issued after the execution of the contract, authorizing a change in the services or an adjustment in the contract sum or the contract time.
- 2.8. Minor Changes in the Services:** The Owner shall have authority to order minor changes in the services not involving an adjustment in the contract sum or an extension of the contract time and not inconsistent with the intent of the contract documents.

- 2.9. Uncovering & Correction of Services:** The Firm shall promptly correct all services found by the Owner as defective or as failing to conform to the contract documents. The Firm shall bear all costs of correcting such rejected services, including the cost of the Owner's additional services thereby made necessary. The Owner shall give such notice promptly after discover of condition. All such defective or non-conforming services under the above paragraphs shall be removed from the site where necessary and the services shall be corrected to comply with the contract documents without cost to the Owner.
- 2.10. Acceptance Not Waiver:** The Owner's acceptance or approval of any services furnished hereunder shall not in any way relieve the proposer of their present responsibility to maintain the high quality, integrity and timeliness of his services. The Owner's approval or acceptance of, or payment for, any services shall not be construed as a future waiver of any rights under this Contract, or of any cause of action arising out of performance under this Contract.
- 2.11. Change Order/Amendment:** No oral statement of any person shall modify or otherwise change, or affect the terms, conditions or specifications stated in the resulting contract. All amendments to the contract shall be made in writing by the Owner.
- 2.12. Assignment:** The Offeror shall not sell, assign, transfer or convey any contract resulting from this RFP, in whole or in part, without the prior written approval from the Owner.
- 2.13. Compliance with Laws:** Proposals must comply with all Federal, State, County and local laws governing or covering this type of service and the fulfillment of all ADA (Americans with Disabilities Act) requirements. Firm hereby warrants that it is qualified to assume the responsibilities and render the services described herein and has all requisite corporate authority and professional licenses in good standing, required by law.
- 2.14. Debarment/Suspension:** The Firm hereby certifies that the Firm is not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any Governmental department or agency.
- 2.15. Confidentiality:** All information disclosed by the Owner to the Offeror for the purpose of the services to be done or information that comes to the attention of the Offeror during the course of performing such services is to be kept strictly confidential.
- 2.16. Conflict of Interest:** No public official and/or Owner employee shall have interest in any contract resulting from this RFP.
- 2.17. Contract:** This Request for Proposal, submitted documents, and any negotiations, when properly accepted by the Owner, shall constitute a contract equally binding between the Owner and Offeror. The contract represents the entire and integrated agreement between the parties hereto and supersedes all prior negotiations, representations, or agreements, either written or oral, including the Proposal documents. The contract may be amended or modified with Change Orders, Field Orders, or Amendment.
- 2.18. Project Manager/Administrator:** The Project Manager, on behalf of the Owner, shall render decisions in a timely manner pertaining to the services proposed or performed by

the Offeror. The Project Manager shall be responsible for approval and/or acceptance of any related performance of the Scope of Services.

- 2.19. Contract Termination:** This contract shall remain in effect until any of the following occurs: (1) contract expires; (2) completion of services; (3) acceptance of services or, (4) for convenience terminated by either party with a written *Notice of Cancellation* stating therein the reasons for such cancellation and the effective date of cancellation at least thirty days past notification.
- 2.20. Employment Discrimination:** During the performance of any services per agreement with the Owner, the Offeror, by submitting a Proposal, agrees to the following conditions:
- 2.20.1. The Offeror shall not discriminate against any employee or applicant for employment because of race, religion, color, sex, age, disability, citizenship status, marital status, veteran status, sexual orientation, national origin, or any legally protected status except when such condition is a legitimate occupational qualification reasonably necessary for the normal operations of the Offeror. The Offeror agrees to post in conspicuous places, visible to employees and applicants for employment, notices setting forth the provisions of this nondiscrimination clause.
 - 2.20.2. The Offeror, in all solicitations or advertisements for employees placed by or on behalf of the Offeror, shall state that such Offeror is an Equal Opportunity Employer.
 - 2.20.3. Notices, advertisements, and solicitations placed in accordance with federal law, rule, or regulation shall be deemed sufficient for the purpose of meeting the requirements of this section.
- 2.21. Immigration Reform and Control Act of 1986 and Immigration Compliance:** The Offeror certifies that it does not and will not during the performance of the contract employ illegal alien services or otherwise violate the provisions of the Federal Immigration Reform and Control Act of 1986 and/or the immigration compliance requirements of State of Colorado C.R.S. § 8-17.5-101, *et seq.* (House Bill 06-1343).
- 2.22. Ethics:** The Offeror shall not accept or offer gifts or anything of value nor enter into any business arrangement with any employee, official, or agent of the Owner.
- 2.23. Failure to Deliver:** In the event of failure of the Offeror to deliver services in accordance with the contract terms and conditions, the Owner, after due oral or written notice, may procure the services from other sources and hold the Offeror responsible for any costs resulting in additional purchase and administrative services. This remedy shall be in addition to any other remedies that the Owner may have.
- 2.24. Failure to Enforce:** Failure by the Owner at any time to enforce the provisions of the contract shall not be construed as a waiver of any such provisions. Such failure to enforce shall not affect the validity of the contract or any part thereof or the right of the Owner to enforce any provision at any time in accordance with its terms.

- 2.25. Force Majeure:** The Offeror shall not be held responsible for failure to perform the duties and responsibilities imposed by the contract due to legal strikes, fires, riots, rebellions, and acts of God beyond the control of the Offeror, unless otherwise specified in the contract.
- 2.26. Indemnification:** Offeror shall defend, indemnify and save harmless the Owner and all its officers, employees, insurers, and self-insurance pool, from and against all liability, suits, actions, or other claims of any character, name and description brought for or on account of any injuries or damages received or sustained by any person, persons, or property on account of any negligent act or fault of the Offeror, or of any Offeror's agent, employee, sub-contractor or supplier in the execution of, or performance under, any contract which may result from proposal award. Offeror shall pay any judgment with cost which may be obtained against the Owner growing out of such injury or damages.
- 2.27. Independent Firm:** The Offeror shall be legally considered an Independent Firm and neither the Firm nor its employees shall, under any circumstances, be considered servants or agents of the Owner. The Owner shall be at no time legally responsible for any negligence or other wrongdoing by the Firm, its servants, or agents. The Owner shall not withhold from the contract payments to the Firm any federal or state unemployment taxes, federal or state income taxes, Social Security Tax or any other amounts for benefits to the Firm. Further, the Owner shall not provide to the Firm any insurance coverage or other benefits, including Workers' Compensation, normally provided by the Owner for its employees.
- 2.28. Nonconforming Terms and Conditions:** A proposal that includes terms and conditions that do not conform to the terms and conditions of this Request for Proposal is subject to rejection as non-responsive. The Owner reserves the right to permit the Offeror to withdraw nonconforming terms and conditions from its proposal prior to a determination by the Owner of non-responsiveness based on the submission of nonconforming terms and conditions.
- 2.29. Ownership:** All plans, prints, designs, concepts, etc., shall become the property of the Owner.
- 2.30. Oral Statements:** No oral statement of any person shall modify or otherwise affect the terms, conditions, or specifications stated in this document and/or resulting agreement. All modifications to this request and any agreement must be made in writing by the Owner.
- 2.31. Patents/Copyrights:** The Offeror agrees to protect the Owner from any claims involving infringements of patents and/or copyrights. In no event shall the Owner be liable to the Offeror for any/all suits arising on the grounds of patent(s)/copyright(s) infringement. Patent/copyright infringement shall null and void any agreement resulting from response to this RFP.
- 2.32. Venue:** Any agreement as a result of responding to this RFP shall be deemed to have been made in, and shall be construed and interpreted in accordance with, the laws of the City of Grand Junction, Mesa County, Colorado.
- 2.33. Expenses:** Expenses incurred in preparation, submission and presentation of this RFP are the responsibility of the company and can not be charged to the Owner.

- 2.34. Sovereign Immunity:** The Owner specifically reserves its right to sovereign immunity pursuant to Colorado State Law as a defense to any action arising in conjunction to this agreement.
- 2.35. Public Funds/Non-Appropriation of Funds:** Funds for payment have been provided through the Owner's budget approved by the City Council/Board of County Commissioners for the stated fiscal year only. State of Colorado statutes prohibit the obligation and expenditure of public funds beyond the fiscal year for which a budget has been approved. Therefore, anticipated orders or other obligations that may arise past the end of the stated Owner's fiscal year shall be subject to budget approval. Any contract will be subject to and must contain a governmental non-appropriation of funds clause.
- 2.36. Collusion Clause:** Each Offeror by submitting a proposal certifies that it is not party to any collusive action or any action that may be in violation of the Sherman Antitrust Act. Any and all proposals shall be rejected if there is evidence or reason for believing that collusion exists among the proposers. The Owner may or may not, at the discretion of the Owner Purchasing Representative, accept future proposals for the same service or commodities for participants in such collusion.
- 2.37. Gratuities:** The Firm certifies and agrees that no gratuities or kickbacks were paid in connection with this contract, nor were any fees, commissions, gifts or other considerations made contingent upon the award of this contract. If the Firm breaches or violates this warranty, the Owner may, at their discretion, terminate this contract without liability to the Owner.
- 2.38. Performance of the Contract:** The Owner reserves the right to enforce the performance of the contract in any manner prescribed by law or deemed to be in the best interest of the Owner in the event of breach or default of resulting contract award.
- 2.39. Benefit Claims:** The Owner shall not provide to the Offeror any insurance coverage or other benefits, including Worker's Compensation, normally provided by the Owner for its employees.
- 2.40. Default:** The Owner reserves the right to terminate the contract in the event the Firm fails to meet delivery or completion schedules, or otherwise perform in accordance with the accepted proposal. Breach of contract or default authorizes the Owner to purchase like services elsewhere and charge the full increase in cost to the defaulting Offeror.
- 2.41. Multiple Offers:** If said proposer chooses to submit more than one offer, THE ALTERNATE OFFER must be clearly marked "Alternate Proposal". The Owner reserves the right to make award in the best interest of the Owner.
- 2.42. Cooperative Purchasing:** Purchases as a result of this solicitation are primarily for the Owner. Other governmental entities may be extended the opportunity to utilize the resultant contract award with the agreement of the successful provider and the participating agencies. All participating entities will be required to abide by the specifications, terms, conditions and pricings established in this Proposal. The quantities furnished in this proposal document are for only the Owner. It does not include quantities for any other jurisdiction. The Owner will be responsible only for the award for our jurisdiction. Other

participating entities will place their own awards on their respective Purchase Orders through their purchasing office or use their purchasing card for purchase/payment as authorized or agreed upon between the provider and the individual entity. The Owner accepts no liability for payment of orders placed by other participating jurisdictions that choose to piggy-back on our solicitation. Orders placed by participating jurisdictions under the terms of this solicitation will indicate their specific delivery and invoicing instructions.

2.43. Definitions:

- 2.43.1. "Offeror" and/or "Proposer" refers to the person or persons legally authorized by the Consultant to make an offer and/or submit a response (fee) proposal in response to the Owner's RFP.
- 2.43.2. The term "Services" includes all labor, materials, equipment, and/or services necessary to produce the requirements of the Contract Documents.
- 2.43.3. "Firm" is the person, organization, firm or consultant identified as such in the Agreement and is referred to throughout the Contract Documents. The term Firm means the Firm or his authorized representative. The Firm shall carefully study and compare the General Contract Conditions of the Contract, Specification and Drawings, Scope of Services, Addenda and Modifications and shall at once report to the Owner any error, inconsistency or omission he may discover. Firm shall not be liable to the Owner for any damage resulting from such errors, inconsistencies or omissions. The Firm shall not commence services without clarifying Drawings, Specifications, or Interpretations.
- 2.43.4. "Sub-Contractor" is a person or organization who has a direct contract with the Firm to perform any of the services at the site. The term Sub-Contractor is referred to throughout the contract documents and means a Sub-Contractor or his authorized representative.

- 2.44. **Public Disclosure Record:** If the Proposer has knowledge of their employee(s) or sub-proposers having an immediate family relationship with an Owner employee or elected official, the proposer must provide the Purchasing Representative with the name(s) of these individuals. These individuals are required to file an acceptable "Public Disclosure Record", a statement of financial interest, before conducting business with the Owner.

SECTION 3.0: INSURANCE REQUIREMENTS

- 3.1 **Insurance Requirements:** The selected Firm agrees to procure and maintain, at its own cost, policy(s) of insurance sufficient to insure against all liability, claims, demands, and other obligations assumed by the Firm pursuant to this Section. Such insurance shall be in addition to any other insurance requirements imposed by this Contract or by law. The Firm shall not be relieved of any liability, claims, demands, or other obligations assumed pursuant to this Section by reason of its failure to procure or maintain insurance in sufficient amounts, durations, or types.
Firm shall procure and maintain and, if applicable, shall cause any Sub-Contractor of the Firm to procure and maintain insurance coverage listed below. Such coverage shall be procured and maintained with forms and insurers acceptable to The Owner. All coverage shall be continuously maintained to cover all liability, claims, demands, and other obligations assumed by the Firm pursuant to this Section. In the case of any claims-made policy, the necessary retroactive dates and extended reporting periods shall be procured to maintain

such continuous coverage. Minimum coverage limits shall be as indicated below unless specified otherwise in the Special Conditions:

(a) Worker Compensation: Firm shall comply with all State of Colorado Regulations concerning Workers' Compensation insurance coverage.

(b) General Liability insurance with minimum combined single limits of:

ONE MILLION DOLLARS (\$1,000,000) each occurrence and
ONE MILLION DOLLARS (\$1,000,000) per job aggregate.

The policy shall be applicable to all premises, products and completed operations. The policy shall include coverage for bodily injury, broad form property damage (including completed operations), personal injury (including coverage for contractual and employee acts), blanket contractual, products, and completed operations. The policy shall include coverage for explosion, collapse, and underground (XCU) hazards. The policy shall contain a severability of interests provision.

(c) Comprehensive Automobile Liability insurance with minimum combined single limits for bodily injury and property damage of not less than:

ONE MILLION DOLLARS (\$1,000,000) each occurrence and
ONE MILLION DOLLARS (\$1,000,000) aggregate

(d) Professional Liability & Errors and Omissions Insurance policy with a minimum of:

ONE MILLION DOLLARS (\$1,000,000) per claim

This policy shall provide coverage to protect the Firm against liability incurred as a result of the professional services performed as a result of responding to this Solicitation.

With respect to each of Consultant's owned, hired, or non-owned vehicles assigned to be used in performance of the Services. The policy shall contain a severability of interests provision.

3.2 Additional Insured Endorsement: The policies required by paragraphs (b), and (c) above shall be endorsed to include the Owner and the Owner's officers and employees as additional insureds. Every policy required above shall be primary insurance, and any insurance carried by the Owner, its officers, or its employees, or carried by or provided through any insurance pool of the Owner, shall be excess and not contributory insurance to that provided by Firm. The Firm shall be solely responsible for any deductible losses under any policy required above.

SECTION 4.0: SPECIFICATIONS/SCOPE OF SERVICES

4.1 General/Background: The City of Grand Junction, Colorado (City) is seeking proposals from qualified firms to conduct a financial analysis study of Wastewater Utility Rates and Fees. As required by City Ordinance 13.16.030, the City employs an independent

consultant to prepare an analysis of rates and fees every five years as deemed necessary. The last independent financial analysis was completed in 2016.

The Wastewater Utility currently serves about 85,000 people within the Persigo 201 Sewer Service Area boundary. The wastewater system is comprised of about 600 miles of sewer, 26 lift stations, and a 12.5 million gallon per day wastewater treatment plant. The treatment plant is currently at 80 percent capacity and, therefore, the City is planning for an expansion in the next 8 to 10 years. In 2020, the City employed an independent engineering firm to complete a wastewater master plan for the next 20-year planning horizon. Community growth projections are based upon the City's Comprehensive Plan which was updated in 2020 and is expected to be adopted in December 2020. The wastewater master plan is scheduled to be complete by March 2021. Outputs from the master plan will include cost estimates for capital improvements plans for asset rehabilitation and replacement as well as plant expansion for the next 20 years to meet projected growth of the community. The master plan will also provide a projection of operations and maintenance costs.

4.2. Special Conditions/Provisions:

4.2.1 Price/Fees: Project pricing shall be all inclusive, to include, but not be limited to: labor, materials, equipment, travel, design, drawings, engineering work, shipping/freight, licenses, permits, fees, etc.

Provide a not to exceed cost using Solicitation Response Form found in Section 7, accompanied by a complete list of costs breakdown and rates sheets.

All fees will be considered by the Owner to be negotiable.

4.3. Specifications/Scope of Services:

The City is soliciting proposals for the financial analysis of Wastewater Utility Rates and Fees to meet service levels for future development over the next 20 years. Community engagement will be part of the study process as will presentation(s) to City and County elected officials. It is anticipated the fees will be considered for adoption beginning with the fiscal year 2022. Rates and fees to be reviewed as part of this analysis should include: user rates and fees, plant investment fees, and sewer trunkline extension fees.

The objectives of the financial analysis study are to:

- Review the adequacy of the sewer service rates and fees to meet annual revenue requirements and maintain adequate cash reserves for the 10-year financial plan,
- Review the current sewer rate and fee structures, and
- Develop an adequate, equitable, and defensible sewer rates and fees structure to support the 10-year financial plan, and
- Support the 10-year financial plan based on estimates of system revenues, operation and maintenance expenses, debt service requirements, bond fund reserves, operation and maintenance expense reserves, minimum working capital reserves, planned capital improvements, and capital improvement reserves.

Information that will be made available to the selected Offeror will include but may not be limited to:

- Wastewater master plan reports,
- 2021 Adopted Budget,
- Comprehensive Annual Financial Reports, and
- Outputs from the Waterworth long-term financial model (2019 – 2043) developed by the City for the Wastewater Utility.

Community engagement (primarily the development community) will be part of the study process as will presentation(s) to City and County elected officials (the joint Persigo Sewer Board).

The selected Offeror will provide consideration and recommendations regarding:

- An overview of Wastewater Utility Rates and Fees adopted by other similar municipalities,
- A description of the methodology used to determine rates and fees,
- Implementation of fee structure for plant expansion versus existing infrastructure
- Basis for fee structures for sewer trunkline extension fees for varying development densities,
- Recommended Rates and Fees schedule, and
- Draft ordinance(s) for adoption.

The final work product will be the financial analysis study for Wastewater Utility Rates and Fees for the City to consider implementing. The information should clearly identify the methodology used to calculate rates and fees.

4.4. RFP Tentative Time Schedule:

- | | |
|--|--------------------------|
| • Request for Proposal available | December 10, 2020 |
| • Inquiry deadline, no questions after this date | December 18, 2020 |
| • Addendum issued, if needed | December 31, 2020 |
| • Submittal deadline for proposals | January 8, 2021 |
| • City evaluation of proposals | January 9 - 15, 2021 |
| • Interviews, if needed | January 21-22, 2021 |
| • Final selection | January 27, 2021 |
| • Contract execution | week of February 1, 2021 |
| • Work begins | February 8, 2021 |
| • Draft study results | April 2021 |
| • Presentation to Persigo Board | May 2021 |
| • Final study results | June 2021 |

4.5. Questions Regarding Scope of Services:

Duane Hoff Jr., Senior Buyer
duaneh@gjcity.org

SECTION 5.0: PREPARATION AND SUBMITTAL OF PROPOSALS

Submission: Each proposal shall be submitted in electronic format only, and only through the Rocky Mountain E-Purchasing website (<https://www.rockymountainbidsystem.com/default.asp>). *This site offers both “free” and “paying” registration options that allow for full access of the Owner’s documents and for electronic submission of proposals. (Note: “free” registration may take up to 24 hours to process. Please Plan accordingly.)* Please view our “**Electronic Vendor Registration Guide**” at <http://www.gjcity.org/BidOpenings.aspx> for details. (Purchasing Representative does not have access or control of the vendor side of RMEPS. If website or other problems arise during response submission, vendor **MUST** contact RMEPS to resolve issue prior to the response deadline **800-835-4603**). For proper comparison and evaluation, the City requests that proposals be formatted as directed in Section 5.0 “Preparation and Submittal of Proposals.” Offerors are required to indicate their interest in this Project, show their specific experience and address their capability to perform the Scope of Services in the Time Schedule as set forth herein. For proper comparison and evaluation, the Owner requires that proposals be formatted **A to F**:

- A. Cover Letter:** Cover letter shall be provided which explains the Firm’s interest in the project. The letter shall contain the name/address/phone number/email of the person who will serve as the firm’s principal contact person with Owner’s Contract Administrator and shall identify individual(s) who will be authorized to make presentations on behalf of the firm. The statement shall bear the signature of the person having proper authority to make formal commitments on behalf of the firm. By submitting a response to this solicitation the Firm agrees to all requirements herein.
- B. Qualifications/Experience/Credentials:** Proposers shall provide their qualifications for consideration as a contract provider to the City of Grand Junction and include prior experience in similar projects.
- C. Strategy and Implementation Plan:** Describe your (the firm’s) interpretation of the Owner’s objectives with regard to this RFP. Describe the proposed strategy and/or plan for achieving the objectives of this RFP. The Firm may utilize a written narrative or any other printed technique to demonstrate their ability to satisfy the Scope of Services. The narrative should describe a logical progression of tasks and efforts starting with the initial steps or tasks to be accomplished and continuing until all proposed tasks are fully described and the RFP objectives are accomplished. Include a **time schedule** for completion of your firm’s implementation plan and an estimate of time commitments from Owner staff.
- D. References:** A minimum of three (3) **references** with name, address, telephone number, and email address that can attest to your experience in projects of similar scope and size.
- E. Fee Proposal:** Provide a not to exceed cost using Solicitation Response Form found in Section 7, accompanied by a complete list of costs breakdown and rates sheet.
- F. Additional Data (optional):** Provide any additional information that will aid in evaluation of your qualifications with respect to this project.

SECTION 6.0: EVALUATION CRITERIA AND FACTORS

- 6.1 Evaluation:** An evaluation team shall review all responses and select the proposal or proposals that best demonstrate the capability in all aspects to perform the scope of services and possess the integrity and reliability that will ensure good faith performance.
- 6.2 Intent:** Only respondents who meet the qualification criteria will be considered. Therefore, it is imperative that the submitted proposal clearly indicate the firm's ability to provide the services described herein.

Submittal evaluations will be done in accordance with the criteria and procedure defined herein. The Owner reserves the right to reject any and all portions of proposals and take into consideration past performance. The following parameters will be used to evaluate the submittals (in no particular order of priority):

- Responsiveness of submittal to the RFP
- Understanding of the project and the objectives
- Experience/Demonstrated capability
- Strategy & Implementation Plan
- Fees

Owner also reserves the right to take into consideration past performance of previous awards/contracts with the Owner of any vendor, Firm, supplier, or service provider in determining final award(s).

The Owner will undertake negotiations with the top rated firm and will not negotiate with lower rated firms unless negotiations with higher rated firms have been unsuccessful and terminated.

- 6.3 Oral Interviews (if required):** The Owner reserves the right to invite the most qualified rated proposer(s) to participate in oral interviews, if needed.
- 6.4 Award:** Firms shall be ranked or disqualified based on the criteria listed in Section 6.2. The Owner reserves the right to consider all of the information submitted and/or oral presentations, if required, in selecting the project Firm.

SECTION 7.0: SOLICITATION RESPONSE FORM
RFP-4856-21-DH Financial Analysis for Wastewater Utility Rates and Fees

Offeror must submit entire Form completed, dated and signed.

1) Not to exceed cost to provide financial analysis services for the Persigo Treatment Plant:

NOT TO EXCEED COST \$ _____

WRITTEN: _____ dollars.

The Owner reserves the right to accept any portion of the services to be performed at its discretion

The undersigned has thoroughly examined the entire Request for Proposals and therefore submits the proposal and schedule of fees and services attached hereto.

This offer is firm and irrevocable for sixty (60) days after the time and date set for receipt of proposals.

The undersigned Offeror agrees to provide services and products in accordance with the terms and conditions contained in this Request for Proposal and as described in the Offeror's proposal attached hereto; as accepted by the Owner.

Prices in the proposal have not knowingly been disclosed with another provider and will not be prior to award.

- Prices in this proposal have been arrived at independently, without consultation, communication or agreement for the purpose of restricting competition.
- No attempt has been made nor will be to induce any other person or firm to submit a proposal for the purpose of restricting competition.
- The individual signing this proposal certifies they are a legal agent of the offeror, authorized to represent the offeror and is legally responsible for the offer with regard to supporting documentation and prices provided.
- Direct purchases by the City of Grand Junction are tax exempt from Colorado Sales or Use Tax. Tax exempt No. 98-903544. The undersigned certifies that no Federal, State, County or Municipal tax will be added to the above quoted prices.
- City of Grand Junction payment terms shall be Net 30 days.
- Prompt payment discount of _____ percent of the net dollar will be offered to the Owner if the invoice is paid within _____ days after the receipt of the invoice.

RECEIPT OF ADDENDA: the undersigned Firm acknowledges receipt of Addenda to the Solicitation, Specifications, and other Contract Documents. State number of Addenda received: _____

It is the responsibility of the Proposer to ensure all Addenda have been received and acknowledged.

Company Name – (Typed or Printed)

Authorized Agent – (Typed or Printed)

Authorized Agent Signature

Phone Number

Address of Offeror

E-mail Address of Agent

City, State, and Zip Code

Date



Purchasing Division

ADDENDUM NO. 1

DATE: December 11, 2020
FROM: City of Grand Junction Purchasing Division
TO: All Offerors
RE: Financial Analysis for Wastewater Utility Rates and Fees

Offerors responding to the above referenced solicitation are hereby instructed that the requirements have been clarified, modified, superseded and supplemented as to this date as hereinafter described.

Please make note of the following clarifications:

1. Section 4.4 RFP Tentative Time Schedule, has been updated/modified as follows:

4.2. RFP Tentative Time Schedule:

- | | |
|--|--------------------------|
| • Request for Proposal available | December 10, 2020 |
| • Inquiry deadline, no questions after this date | December 22, 2020 |
| • Addendum issued, if needed | January 4, 2021 |
| • Submittal deadline for proposals | January 8, 2021 |
| • City evaluation of proposals | January 9 - 15, 2021 |
| • Interviews, if needed | January 21-22, 2021 |
| • Final selection | January 27, 2021 |
| • Contract execution | week of February 1, 2021 |
| • Work begins | February 8, 2021 |
| • Draft study results | April 2021 |
| • Presentation to Persigo Board | May 2021 |
| • Final study results | June 2021 |

The original solicitation for the project noted above is amended as noted.

All other conditions of subject remain the same.

Respectfully,

A handwritten signature in black ink, appearing to read "Duane Hoff Jr.", enclosed in a yellow rectangular box.

Duane Hoff Jr., Senior Buyer
City of Grand Junction, Colorado



February 3, 2021

Mr. Duane Hoff, Jr.
Senior Buyer
City of Grand Junction
250 North 5th Street
Grand Junction, CO 81501

Subject: Financial Analysis for Wastewater Utility Rates and Fees Scope of Service, Not-To-Exceed Fee and Schedule

Dear Mr. Hoff:

Raftelis is pleased to submit this updated scope of services, not-to-exceed fee, and project schedule to assist the Joint Persigo Board complete a financial analysis for wastewater utility rates and fees. The revised scope of services, fee, and schedule to complete this project is an update of the Raftelis proposal dated January 8, 2021 for RFP-4856-21-DH and reflecting feedback from the City detailed within a letter dated January 28, 2021. We appreciate the opportunity to submit this updated proposal, which details our project approach to meet the project objectives.

We are proud of the resources we can offer and welcome the opportunity to be of assistance to the Persigo Sewer Board for this engagement. Should you have any questions, please do not hesitate to contact me at 303.305.1137 or arheem@raftelis.com.

Very truly yours,

A handwritten signature in blue ink, appearing to read 'ARHEEM'.

Andrew Rheem
Senior Manager

The Joint Persigo Board is comprised of the full City Council and Mesa County Commissioners. The City currently bills for sewer services on a monthly basis utilizing charges per Equivalent Customer Unit (ECU) assessed to residential and non-residential customers. Many residential customers outside the City are not metered and the ECU approach is used to equitably recover costs across classifications. The City requests an evaluation of the sufficiency of existing rate revenues, adjusted for growth, over a 10- to 20-year study period to meet annual requirements and cash reserves. The consultant will review City-developed financial planning models and work with City staff to project system revenues funding O&M expenses, debt service requirements, CIP, and capital funding alternatives while maintaining minimum cash reserve requirements. The consultant will review current rate and fee structures and provide recommendations with potential adjustments starting no sooner than 2022.

The City also requests assistance with proactive community engagement regarding rate and PIF recommendations. The consultant will work with City staff to present interim and final study recommendations and findings to the Joint Persigo Board.

We have developed the following proposed services based on our extensive experience in completing comprehensive rate studies for other wastewater utilities while taking into account the considerations identified by the City in its Request for Proposals (RFP-4856-21-DH) and Letter of Intent dated January 28, 2021. Our approach has been tailored to address the specific objectives and concerns identified in the RFP while maintaining those elements that we believe are essential for a successful project. We have used a similar project approach on many of our rate study projects for utilities throughout Colorado, the Southwest, and the nation.

Task 1: Project Initiation and Management

We believe that the execution of a productive kick-off meeting is the most effective way to begin a project of this nature. The goals for this meeting include:

- Providing a forum to finalize the scope of the project, work plan, and schedule with City staff.
- Confirming the City's preliminary pricing objectives.
- Ensuring that we have a strong understanding of the overall goals of the study.
- Providing an opportunity for City staff to meet and become comfortable with the project staff from Raftelis.
- Reviewing the data needs for the project.

Accomplishing these objectives will help to ensure that the project progresses as smoothly as possible.

Prior to the kick-off meeting, we will prepare a detailed data request list that will identify the information needed to complete the various analyses. Information that is typically required to perform a comprehensive cost-of-service study includes recent Comprehensive Annual Financial Reports (CAFR), recent and adopted 2021 utility budget, a description of service areas, current and historical billing data, utility plant in service records, debt service schedules, multi-year financial projections, wastewater master plans, and a long-term capital improvement plan. Some of this information will be readily available, whereas other components may require more detailed analyses of operational data, customer billing information, and costs. We will also prepare a comparison of the City's existing utility rates to comparable peers as a basis for discussion during the kick-off meeting to review the City's existing rates

and determine if additional types of fees may be appropriate to be analyzed and considered for use by the City's utilities.

Data Collection and Review

As part of this task, we will conduct interviews with City staff to obtain a thorough understanding of the financial, operational, regulatory, master planning, and political environments. Existing rate policies and ordinances will be reviewed for consistency with current and possible future fees. Key issues, areas of concern, and pricing objectives will be reviewed and discussed. Historical information will be reviewed related to costs, customers, usage, demand patterns, capital spending, plant in service, and revenues generated to provide a better understanding of recent changes in operating characteristics and to develop appropriate trends and growth factors for creating financial forecasts. Other information reviewed will include regulatory requirements, bond covenants, contractual requirements, and capital plans for each utility. During the data collection and review, we will begin to identify assumptions used to allocate and project costs that will be integrated into our model. As these assumptions are identified, City staff will have an opportunity to review our findings to ensure that the assumptions make sense with regard to each of the City's utility systems.

Project Management

In order to successfully complete the project, Raftelis will set regular project calls with City staff regarding data requests, data validation, data decisions, and reviewing preliminary and final results. Much of this can be accomplished through conference calls, emails, and demonstrations using tools such as Microsoft Teams or Zoom. These efforts provide for consistent and competent project management to ensure that all deadlines and objectives are met in a timely and efficient manner. We believe in a no-surprises approach so that the City is always aware of the project status.

PLANNED MEETINGS:

- Kick-off meeting virtually while meeting all social distancing guidelines.

DELIVERABLES:

- Data request list.
- Agenda for kick-off meeting.
- Documentation summarizing the kick-off meeting.

Task 2: Development of Financial Plans

An important element in conducting a comprehensive rate study is to establish comprehensive short- and long-term financial plans for the City's utilities. In preparing these plans, we will analyze the City's current policies and practices for funding its operations, capital facilities plans, and debt service requirements. As appropriate, and as discussed with City staff, we will consider various financing options, or a combination of options, such as operating revenue, new debt issuances, and miscellaneous fees.

We will assist the City in achieving a suitable balance among the financing options when developing the proposed financial plans, which will accomplish the following:

- Ensure financial sufficiency to meet operating and capital costs as well as prudent reserves.

- Meet the Persigo Fund service policies and objectives.
- Fairly distribute financing responsibility to appropriate users.
- Result in an appropriate capital structure so that the City maintains a high rating with bond rating agencies.

Maintaining detailed financial plans will ensure that the utility is operating in a revenue self-sufficient manner and meets debt covenant requirements. We will develop separate financial plans for the wastewater utility leveraging the City's working long-range plan developed through Waterworth software. The financial plan will include a capital improvement financing component that will ensure the utility can fully finance the City's proposed capital improvement program while minimizing impacts to existing ratepayers and complying with existing revenue bond covenants.

Comprehensive operation and customer billing information will be collected to classify customers and project user demand over the planning period. We will study available historical consumption of the City's different customer types in order to arrive at a corresponding usage and growth rate for each type. Raftelis will also examine the City's current customer classifications and identify changes necessary to improve equity to make them more consistent with current industry practices and standards. Raftelis will then calculate the revenues under current rates adjusted for growth to fund projected O&M operating and capital expenses as well as financial and rate policies and recommend appropriate changes to the existing policies at the lowest possible rates to meet their financial requirements. These financial requirements will include identifying; appropriate target reserve levels for the operating and capital programs and when these reserves can be used; infrastructure replacement funding from operations; debt funding of CIP; and debt service coverage designed to allow the City to meet its financial objectives and goals while achieving improved rate stability and revenue sufficiency. Raftelis will also provide recommendations on how the City may wish to fund O&M expenses and capital maintenance and replacement expenses.

Develop Revenue Requirements

This task will include the projection of budget items, such as annual costs related to labor, power, materials, capital expenditures, plant investment, O&M expenses, transfers, reserve contributions, and debt service coverage using assumptions based on different economic factors and growth trends.

We will develop forecasts of revenue requirements over the multi-year planning period starting with the City's existing long-range plan and adjust, as necessary. Revenue requirements will be projected over the rate-setting period based on historical results, the current budget, CIP, master planning studies, existing debt service, other obligations, and current economic trends. We will examine the effect of variations in factors that impact the utility's revenue requirements and provide comparisons of potential revenue requirement scenarios for review with the City to identify the most appropriate revenue requirements for proposed rates. Projecting revenue adjustments over a multi-year planning horizon can illustrate future rate impacts and potential challenges to the City's financial situation. This will allow the City to adjust its expenses, transfers, and reserve balances or schedule capital projects to smooth rate impacts and maintain financial stability.

Develop Multi-year Cash Flow Analysis and Recommend Reserve Balances

We will develop a multi-year cash flow analysis to determine the revenue adjustments needed to meet projected revenue requirements for the multi-year planning period while minimizing sharp rate

fluctuations. The cash flow worksheet will incorporate revenues generated from different sources, expenses needed to maintain the utility systems, any transfers in and out of the enterprise funds, as well as the coverage needed to meet current and proposed debt service requirements. We will also review the reserve policies to recommend appropriate reserve balances consistent with industry standards and the City's desire to appropriately address risk associated with various factors, including emergency expenditures or revenue shortfalls.

PLANNED MEETINGS:

- Web-based meeting to review multi-year financial plans and meeting memorandum summary.

DELIVERABLES:

- Multi-year financial plans for each utility

Task 3: Plant Investment Fee and Sewer Trunkline Extension Fee Update

One-time capital recovery fees are frequently used as a cost recovery mechanism so that new and increased development pay their own share of the cost of facilities they benefit from when connecting to a utility. Raftelis will evaluate the adequacy of sewer PIFs and sewer trunkline extension fees assessed to new and/or increased development in proportion to the impact on the sewer system so that growth pays its fair share. Our approach is characterized by a comprehensive evaluation of the unit cost of facilities benefiting new development. There are typically three approaches to calculating PIFs (aka system development fees, connection charges, impact fees, or tap fees) as follows:

- **Buy-In:** When major backbone facilities have been constructed and sufficient capacity is available to serve new and/or increased development. Under this approach, the unit cost of previous investments is the basis for the PIF.
- **Incremental:** When major backbone facilities are identified within the future capital plan to provide capacity to serve new and/or increased development. Under this approach, the unit cost of future investments is the basis for the PIF.
- **Hybrid (or Combined):** Combines the **Buy-In** and **Incremental** approaches when major backbone facilities have been constructed with available capacity, but incremental investments are needed to provide sufficient capacity to serve new and/or increased development. Under this approach, the weighted average unit cost of previous and future investments is the basis for the PIF.

We will work with City staff to understand available and identified future capacity expansions in recommending the calculation approach that best reflects the unit cost of facilities benefiting new and/or increased development through this approach. Additionally, due to our extensive experience completing similar analyses, we are familiar with multiple assessment approaches and can assist the City in evaluating and identifying modifications to current assessment schedules efficiently. This approach has been successfully used to update existing PIFs, as well as to assist communities in implementing new PIFs.

PLANNED MEETINGS:

- Web-based meeting to preliminary PIFs and summary meeting memorandum

DELIVERABLES:

- Preliminary and final PIFs and Trunk Sewer line extension fees

Task 4: Cost-of-Service Analysis and Rate Calculation

Although we take care to tailor a utility's cost-of-service analysis to meet the needs of the individual utility, we always make sure to follow the basic premise of cost-of-service allocations set forth by state and local laws, the Water Environment Federation's (WEF) *Manual of Practice No. 27, Financing and Charges for Wastewater Systems*, and other authoritative bodies.

The first step of a cost-of-service analysis is to complete a cost functionalization to allocate costs to the various functions within the utility. For example, in the wastewater utility, these categories may include treatment plant as well as trunk and collection system lines. The next step is the classification of costs based on cost-causative parameters. In wastewater, these parameters would be flow- and strength-based characteristics, meters, and customer service. Finally, the cost of serving each customer class will be determined based on each class' usage characteristics.

Rate Calculation

After the revenue requirements have been functionalized, classified, and allocated, we will use the consumption analysis performed in Task 2 and combine it with the new revenue requirements to calculate user rates reflecting the City's specific rate goals and objectives. In identifying these goals and objectives, Raftelis will evaluate the City's current rate structures and discuss how they compare to industry standards. At this point, we will discuss and evaluate the need for new customer classes, such as senior citizen or irrigation/sprinkler rates. Raftelis has worked with many customers to evaluate existing and new customer classes. This evaluation will be based on existing data and the needs of the City.

We will project these rates for the forecast period to ensure that all covenant requirements are met and to ensure that customer impacts of rate increases do not lead to rate shock. At the end of this task, we will conduct a meeting with City staff. At this meeting, Raftelis will review the entire cost-of-service and rate-setting process and present preliminary rates. Prior to the meeting, City staff will be provided with the draft rate model and preliminary rates so that they will be able to review our methodology and suggest changes. We will discuss all suggested changes and then work with the City to come up with our final rate recommendations to incorporate into the City's rate ordinances.

Comparison of Costs by Customer Class

Based on the rate structures identified in this task, we will develop a comparison of the cost of service to rate recovery under the new rates as well as existing rates. This will allow the City to understand any inequities in the existing rate structure as well as how any proposed changes to the rate structure addresses those inequities.

PLANNED MEETINGS:

- Web-based meeting with City staff to review costs by customer classes and resulting rates and summary meeting memorandum.

DELIVERABLES:

- Costs by customer classes as well as preliminary and final rate recommendations.

Task 5: Reports and Community and Stakeholder Engagement

This task will include draft and final study reports and all the public meeting presentations. Gone are the days when rate and PIF adjustments could be made by a small group of decision makers. Today, wise communities are proactive in their approach to communicate with customers and stakeholders. Using videoconferencing technology to eliminate travel costs, we will engage audiences in ways that make it easy to participate in the process. We have generalized the public meetings to include up to three overall public meetings, which may be comprised of Persigo Board meetings, City Council meetings, community and/or stakeholder meetings as directed by the City.

Community and Stakeholder Engagement

The goal of the community and stakeholder meetings is to raise stakeholder awareness and support for the need for potential changes to the rate structure or PIFs. In our experience, gaining support from customers and other stakeholders for rate and PIF adjustments requires clear communications and engagement using strategies, tactics, and messages that resonate with audiences. To that end, our facilitated discussion will be tailored to communicate clearly to the typical customer who is likely unfamiliar with how rates and fees are set, while also being relevant to the Grand Junction development community – a key stakeholder group.

We recommend scheduling these virtual meetings in the evenings to lower barriers to participation. We also recommend recording these sessions and posting them on the City's website for individuals who were not able to participate during the live session.

Feedback collected in these sessions will be incorporated into the draft and final recommendations to the Joint Persigo Sewer Board.

Rate Comparison

Raftelis will prepare a comparative analysis of the City's current and proposed wastewater rates to comparable peer utilities. This comparison will be used in the reports and presentations of the findings of the study to provide a frame of reference for stakeholders and decision makers.

Study Reports

The draft report will document the rate development process, describe any recommended changes to the existing rate structures and the reason for such changes, and present the results of the cost-of-service and rate study. An electronic copy of the draft report will be presented to City staff for their review and comment. Raftelis will incorporate City staff's comments of the draft report into a final report. Upon finalization of the report, the City will be provided an electronic copy of the report.

Presentations and/or Community Meetings

We will prepare PowerPoint presentation(s) summarizing the rate study process, findings, and recommendations in a clear and concise manner for up to three meetings. Up to two of these meetings may be community or stakeholder engagement meetings. We will provide a draft of this presentation to City staff for their review and comment prior to delivering the final version. Raftelis will also present our findings using this presentation and other outreach materials at a public hearing as well as at another meeting at the City’s direction.

PLANNED MEETINGS:

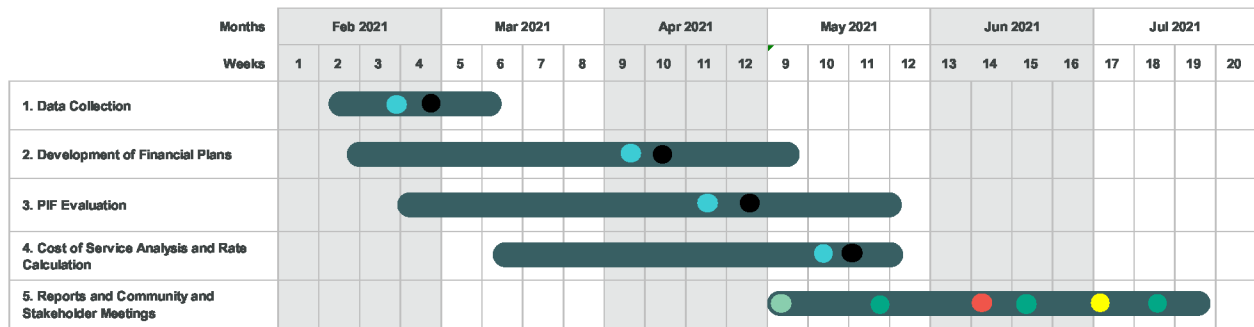
- Web-based meeting to review draft report with City staff.
- Up to three presentations and public meetings completed virtually as directed by the City.

DELIVERABLES:

- Rate comparison.
- Draft report.
- Final report.
- PowerPoint presentations.
- Two-page public outreach summary memorandum for each community or stakeholder meeting completed.

Schedule

Raftelis will complete the scope of services within the timeframe shown in the schedule below. Raftelis will comply with the proposed completion schedule. The proposed schedule assumes a notice-to-proceed in early February 2021 and that Raftelis will receive the needed data in a timely manner and be able to schedule meetings, as necessary. Project completion is estimated for July 2021 as illustrated below.



- Project Meetings
- Project Meeting Memorandum
- Public Meetings
- Web Meetings
- Draft Report
- Final Report

Fee

The following table provides a breakdown of our proposed not-to-exceed fee of \$50,000 for this project. This table includes the estimated level of effort required for completing each task and the hourly billing rates for our project team members. Due to COVID precautions, all meetings are anticipated to be completed virtually.

Tasks	Virtual Meetings	On-Site Meetings	Hours								Total Labor	Total Expenses	Total Labor and Expenses
			AR	TC	MW	RW	SC	GD	Corp	Total			
1. Data Collection	1	0	2	0	2	4	2	0	0	10	\$2,210	\$0	\$2,210
2. Development of Financial Plans	1	0	8	2	0	20	12	0	0	42	\$9,270	\$0	\$9,270
3. PIF Evaluation	1	0	8	2	0	22	8	0	0	40	\$8,960	\$0	\$8,960
4. Cost of Service Analysis and Rate Calculation	1	0	6	2	0	20	12	0	0	40	\$8,720	\$0	\$8,720
5. Reports and Community and Stakeholder Meetings	4	0	24	2	20	28	8	12	4	98	\$20,790	\$0	\$20,790
Total Estimated Meetings / Hours	8	0	48	8	22	94	42	12	4	230			
Hourly Billing Rate			\$275	\$275	\$215	\$215	\$185	\$125	\$85				
Total Professional Fees			\$13,200	\$2,200	\$4,730	\$20,210	\$7,770	\$1,500	\$340		\$48,950	\$0	\$49,950

AR - Andrew Rheem (Project Manager)
 TC - Todd Cristiano (Technical Resource)
 MW - Matt Wittorn (Public Engagement Lead)
 RW - Rob Wadsworth, CPA (Lead Analyst)
 SC - Staff Consultants
 GD - Graphic Design
 Corp - Corporate Functions



**Financial Analysis for Wastewater
Utility Rates and Fees**

RFP-4856-21-DH / JANUARY 8, 2021

City of Grand Junction





Diversity and inclusion are an integral part of Raftelis' core values.

We are committed to doing our part to fight prejudice, racism, and discrimination by becoming more informed, disengaging with business partners that do not share this commitment, and encouraging our employees to use their skills to work toward a more just society that has no barriers to opportunity.



Raftelis is registered with the U.S. Securities and Exchange Commission (SEC) and the Municipal Securities Rulemaking Board (MSRB) as a Municipal Advisor.

Registration as a Municipal Advisor is a requirement under the Dodd-Frank Wall Street Reform and Consumer Protection Act. All firms that provide financial forecasts that include assumptions about the size, timing, and terms for possible future debt issues, as well as debt issuance support services for specific proposed bond issues, including bond feasibility studies and coverage forecasts, must be registered with the SEC and MSRB to legally provide financial opinions and advice. Raftelis' registration as a Municipal Advisor means our clients can be confident that Raftelis is fully qualified and capable of providing financial advice related to all aspects of financial planning in compliance with the applicable regulations of the SEC and the MSRB.

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Photo on cover courtesy of Ethan Lofton (Flickr)

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January 8, 2021

Mr. Duane Hoff, Jr.
Senior Buyer
City of Grand Junction
250 North 5th Street
Grand Junction, CO 81501

Subject: Proposal for Financial Analysis for Wastewater Utility Rates and Fees

Dear Mr. Hoff:

Raftelis is pleased to submit this proposal to assist the Joint Persigo Board, comprised of the City of Grand Junction (City) Council members and Mesa County Commissioners to complete a financial analysis for wastewater utility rates and fees. We appreciate the opportunity to submit this proposal, which details our project approach to meet the project objectives as well as our qualifications and experience within the water and wastewater utility industry.

Raftelis was established in 1993 to provide financial, rate, and management consulting services of the highest quality to water and wastewater utilities. Since that time, Raftelis has grown to have the largest water and wastewater utility rate and financial consulting practice in the country, with over 120 consultants. Our staff has provided rate and/or financial planning assistance to over 1,000 utilities across the United States and has conducted thousands of studies. Since the establishment of our Denver metro area office, we've provided utility financial and management consulting services to communities that combined serve over 40% of the population of Colorado. Our project team is based out of our Denver metro area office with extensive resumes of similar projects for communities within Colorado and the Southwestern United States. Our team has also previously assisted the City in completing similar studies over the past 20 years. Our mission has always been focused on assisting our clients in meeting their goals of financial viability.

Raftelis understands that the City would like to develop a 20-year financial roadmap for the Joint Persigo Fund (wastewater utility), incorporating the outcomes of a wastewater treatment plant master plan to be completed in early 2021. The financial roadmap will become a decision-support tool for City staff complimenting the technical master plan evaluation with a study to evaluate the impacts of funding the requirements. One of the goals of the study is to develop a financial plan that projects the future costs of providing sewer services for current customers and system expansion.

We strongly believe our team is uniquely qualified to successfully complete the study and provide significant value to the Persigo Wastewater Fund for several reasons, including:

- **Breadth of Colorado experience** – We have conducted dozens of financial projects for communities of all sizes and locations throughout Colorado, and no other firm can match our depth and breadth of experience.
- **Community and stakeholder engagement** – Raftelis can bring an array of effective approaches to engage the citizens and the development community so that recommendations are understood and implemented.
- **Registered Municipal Advisor** – As a registered Municipal Advisor, Raftelis may provide financial forecasts that include assumptions regarding the size, timing, and terms of potential future debt issues resulting in a more efficient process compared to working with firms that do not have this accreditation.



- **Defensible recommendations** – As co-authors of many industry financial- and rate-related books and manuals, the City can count on receiving the best of proven, innovative, and emerging approaches aligned with project goals. You can trust that our recommendations will not only achieve your objectives but will also withstand scrutiny and be defensible against potential challenges.
- **Rates and plant investment fees that are adopted** – As demonstrated by our previous experience assisting the City, our recommendations are typically approved and implemented.

To assist the City with this project, we have assembled a team with extensive experience and a reputation for quality service. I will serve as Project Manager of the study, ensuring the City's objectives are fully met and the project is delivered on time and onbudget. I will serve as the City's main point of contact for the study. I will work closely with the Lead Analyst, Rob Wadsworth, CPA, who will manage the day-to-day aspects of the project. Rob and I will work with Todd Cristiano, former manager of rates and charges at Denver Water, as Todd serves as a Technical Resource and subject matter expert. Matt Wittern, APR, as a lifelong Colorado resident, will lead community and stakeholder engagement, working closely with Rob and me to obtain consensus and translate technical terminology and information into more digestible information for citizens and the development community.

We are proud of the resources we can offer and welcome the opportunity to be of assistance to the Persigo Sewer Board for this engagement. Should you have any questions, please do not hesitate to contact me using the information below. I am authorized to make presentations on behalf of Raftelis. We agree to all RFP requirements, and our proposal shall constitute a binding offer.

Andrew Rheem, Senior Manager (Principal Contact Person)
5619 DTC Parkway, Suite 850, Greenwood Village, CO 80111
Phone: 303.305.1137
Email: arheem@raftelis.com

Very truly yours,

A handwritten signature in blue ink, appearing to read 'ARHEEM'.

Andrew Rheem
Senior Manager

WHO IS
Raftelis

**RAFTELIS IS THE TRUSTED
ADVISOR TO UTILITIES
AND THE PUBLIC SECTOR.**

+ VISIT [RAFTELIS.COM](https://www.raftelis.com) TO LEARN MORE



Raftelis provides utilities and public-sector organizations with insights and expertise to help them operate as high-performing, sustainable entities providing essential services to their citizens. We help our clients solve their financial, organizational, technology, and communication challenges, achieve their objectives, and, ultimately, make their communities better places to live, work, and play.

THE CITY & RAFTELIS

The Right Fit

UNMATCHED COLORADO UTILITY FINANCIAL PLANNING, RATE, AND FEE EXPERIENCE

Denver-based Raftelis consultants have assisted Colorado communities in effectively addressing utility financial and cost recovery challenges for over 20 years. With the support of more than 120 consultants, Raftelis has the largest water-industry financial and management consulting practice in the nation with return clients ranging from Idaho Springs to Denver. Our depth of resources will provide the Joint Persigo Board with the technical expertise necessary to meet your objectives. In addition to having many of the industry's leading rate consultants, we also have experts in key related areas, like organizational effectiveness and data analytics, to provide additional insights as needed. An extensive track record of past similar work will help to avoid potential pitfalls on this project and provide the know-how to bring it across the finish line.

COMMUNITY AND STAKEHOLDER ENGAGEMENT

Proactive stakeholder engagement and communication results in an informed, supportive workforce and community. You need the buy-in of customers, employees, and other stakeholders as you adopt new approaches and begin new initiatives. They want to know what's in it for them, and how you collaborate and communicate with them is critical. Raftelis can bring an array of effective approaches to engage these groups. We can help build communication pathways and form new relationships that will improve your organization. Also, our deliverables don't just sit on shelves—they're living, working documents that effectively help you communicate your message to stakeholders.

REGISTERED MUNICIPAL ADVISOR

Raftelis is registered with the U.S. Securities and Exchange Commission (SEC) and the Municipal

Securities Rulemaking Board (MSRB) as a Municipal Advisor. All firms that provide financial forecasts that include assumptions about the size, timing, and terms for possible future debt issues, as well as debt issuance support services for specific proposed bond issues, must be registered with the SEC and MSRB to legally provide financial opinions and advice. Raftelis' registration as a Municipal Advisor means the City can be confident that Raftelis is fully qualified and capable of providing financial advice related to all aspects of financial planning in compliance with the applicable regulations of the SEC and the MSRB.

DEFENSIBLE RECOMMENDATIONS

When your elected officials and customers are considering the validity and merit of recommended changes, they want to be confident that they were developed by experts using the latest industry standard methodology. Raftelis' staff members have also co-authored many industry standard books regarding utility finance and rate setting. Being so actively involved in the industry will allow us to keep the City informed of emerging trends and issues and to be confident that our recommendations are insightful and founded on sound industry principles.

RATES AND PLANT INVESTMENT FEES THAT ARE ADOPTED

For the study to be a success, sound recommendations must be implemented. Even the most comprehensive rate study isn't useful if the recommendations are not approved and implemented. Raftelis has a proven track record assisting the City to obtain consensus around common problems. We focus on effectively communicating with elected officials about the financial consequences and rationale behind recommendations to ensure stakeholder buy-in and successful rate adoption.

27 years
serving the
public sector

How
we
stack
up

OUR TEAM INCLUDES

120+ consultants focused on
finance/management/communication/
technology for the public sector

5 chairs & **20** members of
AWWA and WEF utility finance and
management committees and subcommittees

& the
President of AWWA

RAFTELIS HAS PROVIDED ASSISTANCE FOR

1,200+ public agencies
and utilities

that serve more than

25% of the
U.S. population

including the agencies serving

38 of the nation's
50 largest cities

In the past year alone, we worked on

900+ projects for **600+** agencies in **44** states

General Requirements

FINANCIAL RESOURCES AND STABILITY

Raftelis is financially stable and has the resources to provide the requested services to the City in a satisfactory manner. Raftelis has experienced steady growth throughout our 27 years of successfully providing consulting services to hundreds of public agencies across the country. During our history, our revenues and net income have increased every year with the exception of a couple of years in the 2000s that were preceded by years with stronger than average growth. At the City's request, we can provide more information on our financial resources.

COMPLIANCE WITH LAWS

Raftelis hereby warrants that we are qualified to assume the responsibilities and render the services described in the City's RFP, and we have all requisite corporate authority and professional licenses in good standing.

DEBARMENT/SUSPENSION

Raftelis hereby certifies that we are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any governmental department or agency.

CONFIDENTIALITY

We understand that all information disclosed by the City to Raftelis for the purpose of the services to be done or information that comes to the attention of Raftelis during the course of performing such services is to be kept strictly confidential.

CONFLICT OF INTEREST

No public official and/or Raftelis employee has any conflicts of interest in any contract resulting from this RFP.

EMPLOYMENT DISCRIMINATION

Raftelis will not discriminate against any employee or applicant for employment because of race, religion, color, sex, age, disability, citizenship status, marital status, veteran status, sexual orientation, national origin, or any legally protected status. Raftelis agrees to post in conspicuous places, visible to employees and applicants for employment, notices setting forth the provisions of this nondiscrimination clause.

Raftelis, in all solicitations or advertisements for employees placed by or on behalf of Raftelis, will state that Raftelis is an Equal Opportunity Employer.

IMMIGRATION REFORM AND CONTROL ACT OF 1986 AND IMMIGRATION COMPLIANCE

Raftelis certifies that we do not and will not during the performance of the contract employ illegal alien services or otherwise violate the provisions of the Federal Immigration Reform and Control Act of 1986 and/or the immigration compliance requirements of State of Colorado C.R.S. § 8-17.5-101, et.seq. (House Bill 06-1343).

ETHICS

Raftelis will not accept or offer gifts or anything of value nor enter into any business arrangement with any employee, official, or agent of the City.

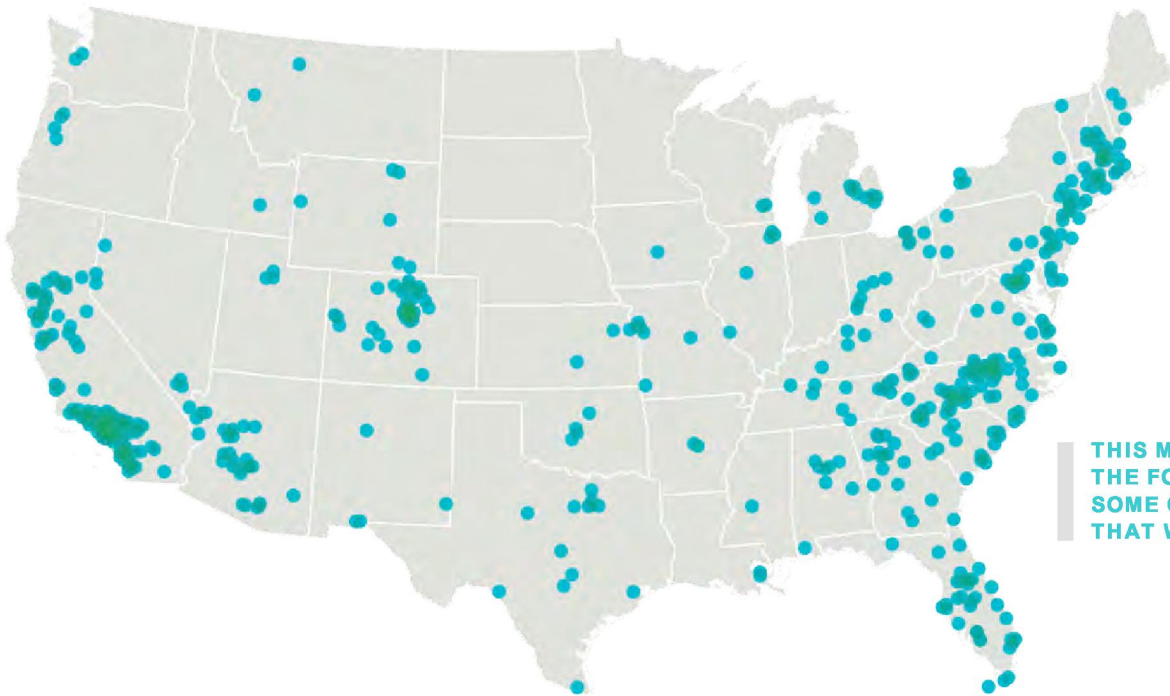
COLLUSION CLAUSE

Raftelis certifies that we are not party to any collusive action or any action that may be in violation of the Sherman Antitrust Act.

Experience

RAFTELIS HAS THE MOST EXPERIENCED PUBLIC UTILITY FINANCIAL AND MANAGEMENT CONSULTING PRACTICE IN THE NATION.

Our staff have assisted more than 1,200 public agencies and utilities across the U.S., including some of the largest and most complex agencies in the nation. In the past year alone, Raftelis worked on more than 900 financial/organizational/technology consulting projects for over 600 agencies in 44 states, the District of Columbia, and Canada.



THIS MAP AND THE MATRIX ON THE FOLLOWING PAGES SHOW SOME OF THE UTILITY CLIENTS THAT WE HAVE ASSISTED.

RAFTELIS HAS PROVIDED FINANCIAL & MANAGEMENT ASSISTANCE TO UTILITIES SERVING MORE THAN

25% of the U.S. population

SINCE 2013, WE'VE ASSISTED UTILITIES SERVING OVER

40% of the CO population

Rocky Mountain and Western United States Experience

This matrix shows a sample of some of the utilities that Raftelis staff have assisted and the services performed for these utilities.

Client	Connection Charges	Benchmarking	Cost of Service Analysis	Debt Issuance Support	Financial & Capital Improvements Planning	Public Education & Outreach	Rate Case Support	Rate Structure Development	Rate Study	Stakeholder Process Development & Facilitation
AZ Chandler, City of	●		●	●	●		●	●	●	
AZ Gilbert, City of	●		●	●	●		●	●	●	
AZ Peoria, City of	●		●	●	●		●	●	●	
AZ Phoenix, City of		●		●	●					
AZ Pima County	●		●		●		●	●	●	
AZ Scottsdale, City of					●					
AZ Tucson Water	●		●		●	●	●	●	●	●
AZ Tempe, City of	●		●	●	●	●	●	●	●	●
AZ Prescott, City of	●		●		●	●	●	●	●	●
AZ Prescott Valley, Town of	●		●	●	●	●	●	●	●	●
AZ Glendale, City of	●		●	●	●	●	●	●	●	●
AZ Surprise, City of						●				●
AZ Lake Havasu City	●		●	●	●	●	●	●	●	●
AZ Bullhead City	●		●		●		●	●	●	
AZ Paradise Valley, Town of					●	●				●
AZ Goodyear, City of	●		●		●	●	●	●	●	●
AZ Kingman, City of	●		●		●	●	●	●	●	●
AZ Metro Water District				●	●					
CA Alameda County Water District	●		●	●	●		●	●	●	
CA Anaheim, City of	●		●		●		●	●	●	
CA Central Contra Costa Sanitation District	●	●	●		●		●	●	●	
CA East Bay Municipal Utility District	●		●		●		●	●	●	
CA Long Beach, City of	●		●	●	●		●	●	●	
CA Los Angeles, City of	●		●		●		●	●	●	
CA Metropolitan Water District of Southern California	●	●	●		●		●	●	●	
CA Palo Alto, City of	●		●		●		●	●	●	
CA San Diego, City of	●		●		●		●	●	●	
CA San Juan Capistrano, City of	●		●		●		●	●	●	
CA Santa Cruz, City of	●		●		●		●	●	●	
CA Ventura, City of	●		●		●	●	●	●	●	
CO Arapahoe County Water and Wastewater Authority			●		●			●	●	
CO Aspen, City of	●		●	●	●	●	●	●	●	●
CO Aurora, City of	●		●	●	●	●		●	●	●
CO Berthoud, Town of					●			●	●	
CO Boxelder Sanitation District			●		●			●	●	
CO Boulder, City of	●		●	●	●	●		●	●	●
CO Brighton, City of		●			●					
CO Broomfield, City & County of	●	●	●	●	●	●		●	●	●
CO Buena Vista, Town of			●		●			●	●	
CO Castle Rock, Town of			●		●	●		●	●	●
CO Crestview Water & Sanitation District	●		●	●	●	●		●	●	●
CO Denver, City And County of	●		●	●	●	●		●	●	●
CO Denver Water						●		●	●	●
CO Dillon, Town of		●	●	●						
CO Eagle River Water & Sanitation District	●				●	●		●	●	
CO East Cherry Creek Valley Water & Sanitation District					●					
CO East Larimer County Water District	●		●		●			●	●	

Client	Connection Charges	Benchmarking	Cost of Service Analysis	Debt Issuance Support	Financial & Capital Improvements Planning	Public Education & Outreach	Rate Case Support	Rate Structure Development	Rate Study	Stakeholder Process Development & Facilitation
CO Eaton, Town of	●		●		●			●	●	
CO Englewood, City of	●	●	●		●	●		●	●	●
CO Fairplay Sanitation District			●					●	●	
CO Fort Collins, City of	●		●		●			●	●	
CO Fort Collins - Loveland Water District					●		●			
CO Fruita, City of		●	●	●						
CO Grand Junction, City of	●	●	●	●	●	●		●	●	●
CO Greeley, City of	●		●	●	●	●		●	●	●
CO Gunnison, Town of			●		●			●	●	
CO Idaho Springs, City of	●				●	●			●	
CO Lakewood, City of			●	●	●			●	●	
CO Left Hand Water District			●		●			●	●	
CO Littleton, City of		●	●	●		●		●	●	●
CO Lochbuie, Town of		●		●			●	●		●
CO Longmont, City of	●	●	●	●	●		●	●	●	●
CO Louisville, City of		●		●	●		●	●	●	●
CO Montrose, Town of		●		●			●	●		
CO Morrison Creek Metropolitan Water & Sanitation District		●		●	●		●	●		●
CO Mount Werner Water & Sanitation District		●		●	●		●	●		●
CO Nederland, Town of				●			●	●		
CO Northern Colorado Water Conservancy District				●						
CO Northglenn, City of		●		●			●	●		
CO Parker Water & Sanitation District		●		●				●		●
CO Pueblo, City of		●	●	●	●		●	●	●	●
CO Pueblo West Metropolitan District		●	●	●	●	●	●	●	●	●
CO Rifle, City of			●	●						
CO Salida, City of		●		●			●	●		
CO Security Water & Sanitation District		●		●			●	●		●
CO Snowmass Water & Sanitation District				●			●	●		●
CO South Adams County Water & Sanitation District	●			●	●					●
CO South Metro Water Supply Authority				●						
CO Steamboat Springs, City of		●		●	●		●	●	●	●
CO Superior, Town of				●						●
CO Thornton, City of		●	●	●	●		●	●	●	●
CO Trinidad, City of		●		●	●		●	●	●	●
CO Upper Eagle Regional Water Authority					●		●	●		●
CO Upper Thompson Sanitation District		●		●				●		●
CO Widefield Water & Sanitation District		●		●			●	●		●
CO Willows Water District							●	●		
CO Woodmoor Water & Sanitation District No. 1		●		●			●	●		●
UT Cedar City, City of	●		●		●		●	●	●	
UT Granger Hunter Improvement District	●		●		●		●	●	●	
UT Park City, City of	●		●		●		●	●	●	
UT Snyderville Water Reclamation District	●		●		●		●	●	●	
UT Salt Lake City	●		●		●		●	●	●	●
WY Casper, City of			●					●	●	
WY Sheridan, City of					●			●		

Here, we have provided descriptions of projects that we have worked on that are similar in scope to the City's project. We have included references for each of these clients in Section D – References.

City of Thornton

COLORADO

The City of Thornton (City), located in the fast-growing northern suburbs of metropolitan Denver, currently provides water and sewer services for a population of approximately 140,000 with a projected service territory population of approximately 240,000 at full system build-out. Raftelis professionals have been assisting the City for over 25 years through separate engagements (services prior to 2013 were provided by project team members while with a previous employer). Examples of recent engagements included: comprehensive water and wastewater financial plan, connection fee, and rate studies, a study of City practices/policies regarding Metropolitan Districts, stormwater feasibility study, water and sewer financial planning, rate and connection fee development and updates, financial modeling, capital funding alternatives analysis including the Northern Project alternatives, water allocations and tier pricing during the drought of the early- and mid-2000s, and public involvement.

In 2021, Raftelis is finalizing separate comprehensive water and wastewater utility financial planning, cost of service, connection fee and rate studies for the City. The water utility study is evaluating the revenue needs to support the construction of the Northern Project as the City reinvests in infrastructure to support anticipated growth. As part of this study, Raftelis evaluated innovative approaches to recover the cost of water and sewer infrastructure from new development through one-time connection fees providing for scalable residential water fees by lot size and updating multi-family connection fees consistent with the impact to City utilities. As part of this study, Raftelis assisted in the development of a long-range financial plan completing multiple capital funding scenarios in support of anticipated debt issuances to fund capital expansions and improvements.

In 2019, Raftelis completed a study looking at the City's current policies regarding the formation and governance of metropolitan districts. This effort looked specifically at a number of existing districts and compared current and projected residential tax burdens to those of properties located in the City but not within a district. Raftelis also compared City metropolitan district policies to those of several other Colorado communities. The overall intent of this study was to provide the City Council and staff with information to assist in the potential revision to City policies concerning the formation of districts and most importantly the ability of the district, once formed, to issue debt and increase property tax rates for district residents.

In 2018, Raftelis completed a stormwater feasibility study for the City to provide for an equitable method to recover operating and capital costs from customers, providing a predictable and sustainable funding source. As part of the study, Raftelis assisted the City in developing customer data, including digitizing impervious area information for non-residential detached properties and reviewing residential impervious area footprints to support the feasibility study, financial plan, cost allocation, and rate structure alternatives. We assisted the City in refining a 10-year financial plan and revenue requirements analysis, including capital improvement and capital funding scenarios and analysis. Annual cost for a test-year were allocated to users and customer classifications to support the development of proposed rates and rate structures for consideration. The recommendations were compared to 20 Colorado utilities. Findings and recommendations were documented in a study report and presented to the City Council for consideration, including implementation issues regarding billing options, billing system maintenance, and customer outreach and communication options for implementation.

In 2014, Raftelis conducted a financial planning and cost of service study for the City. The City plans to invest approximately \$560 million in new water resource and treatment facilities over the next 15 years to meet this projected long-term demand growth. As part of this study, Raftelis assisted in the development of a long-range financial plan and updated system development charges in addition to performing a comprehensive cost of service study.

In 2006, we completed a water and sewer financial plan, rate and connection fee study. The plan covered a fifty-year horizon from the date of completion, provided the city with revenue and expense projections for both the water and sewer funds, including debt service coverage, cash position, and fund balance information. The plan encompassed the results of our review of miscellaneous or specific service charges and connection fees. The user charges calculated by the model were based on the city's current philosophy and policies relating to the establishment of rates. Recommendations for connection fees were provided to the city using the evaluation of alternative calculation and assessment methodologies. Raftelis professionals continued to assist the City is updating the multi-year plan for changes to customer demand, growth projections, annual O&M, debt service and CIP, including alternative Northern Project delivery options.

Raftelis professionals provided assistance to the City during the drought of the early 2000s. The assistance included reviewing and updating annual water allocations by customer class and meter size based to encourage efficient water use consistent with available water supplies while generating sufficient revenue to operate the water utility. We also completed bi-annual updates to the City's connection fees in 2000, 2002, 2004 and 2006.

Town of Jackson

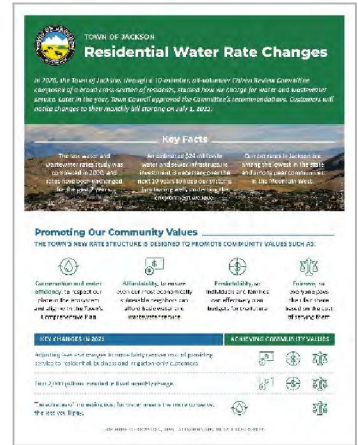
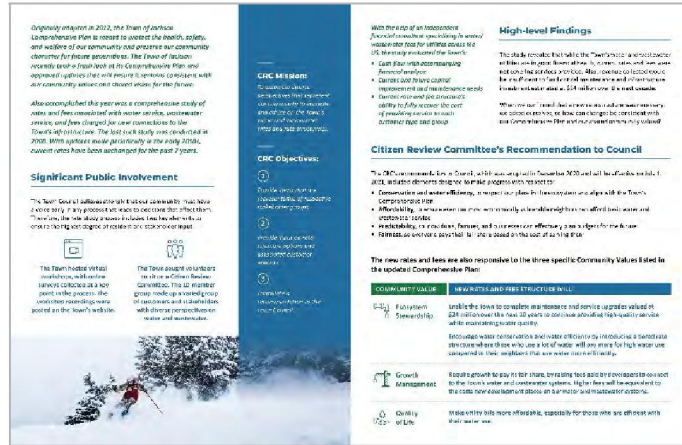
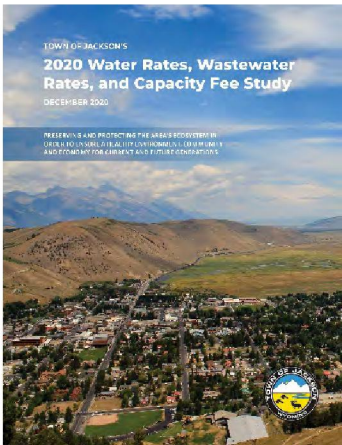
WYOMING

In 2020, Raftelis presented study finding and recommendations to the Town of Jackson (Jackson) Council regarding a comprehensive rate and plant investment fee study. The Town also completed an update of the utility facility plan identifying expansionary, rehabilitation and replacement improvements for the water and wastewater utility. Raftelis financial and communication staff facilitated seven meetings with a Citizen Rate Committee (CRC) comprised of a diverse group of citizens and busines leaders assisting Raftelis and Town staff to assess the compatibility of rate and fee recovery strategies. Raftelis recommended equitable adjustments to the Town's plant investment fees aligned with community goals and objectives. Water rate recommendations included tiered water rates to communicate conservation pricing signals, increasing the amount of revenue through the fixed charges, and sustaining affordable access to essential utility services while increasing overall revenue recovery.

Raftelis assisted the Town in addressing the cost of providing wastewater services to the original Town as well as residents within Teton County. Raftelis facilitated meetings with representatives of 3 Creek Ranch following the cost-of-service study to review recommended rates and fees modifying the rate structure. As part of this study, Raftelis assisted in the development of a long-range financial plan completing multiple capital funding scenarios in support of anticipated debt issuances to fund capital expansions and improvements.

Following the adoption of recommended rates and fees, Raftelis is providing additional assistance to the Town in support of effectively communicating the necessity of increased revenues supporting the economic and environmental vitality of the region.

Below are examples of deliverables that we created for the Town of Jackson to aid in the communication of recommended water and wastewater rates and fees.



Woodmoor Water and Sanitation District

COLORADO

Raftelis has assisted the Woodmoor Water and Sanitation District No. 1 (WWSD) complete an annual financial plan, cost of service and rate design study since 2013. As part of the annual studies, Raftelis updates a comprehensive cost of service model that was used in the redesign of WWSD's rate structure in the initial years. The model was developed with the ability to analyze the impact of various rate structures on both WWSD's financial performance and customer rates. The model incorporated a non-potable water customer class into the cost-of-service analysis. Raftelis also helped WWSD analyze irrigation customer usage characteristics to address customer concerns over the fairness of their block allotments. Raftelis helped WWSD convert from their existing block structure with allotments tied to meter size to an individually calculated Grass Irrigation Demand (GID) block structure that takes both time of year and irrigated acreage of each customer into consideration to determine blocks.

Raftelis works closely with WWSD staff to complete the entire annual process in an approximate four to six week period. We follow a three-step process; financial plan, cost of service and rate design. Raftelis facilitates a discussion and presentation with the WWSD Board at each step and adjusting the assumptions based on feedback and direction. As part of the first step, the District provides a variety of financial, operational, billing and planning data and updates a ten-year financial planning forecast each year. The second step and overall process involves a future test-year for cost-of-service analysis and rate setting that phases to class cost of service over a five to ten year period. The final step includes the required public hearing and formal adoption of proposed rates.

City of Steamboat Springs / Mt. Werner Water and Sanitation District

COLORADO

The City of Steamboat Springs (City) and the Mount Werner Water and Sanitation District (District) jointly own water treatment facilities operated by the District. The City owns and operates the wastewater treatment facilities serving the District as a wholesale customer. The City incorporates District provided water use information in billing wastewater

services. Raftelis completed simultaneous comprehensive water and wastewater financial plan, cost of service, plant investment fee and rate studies for the City and the District in 2019 and 2016.

City of Steamboat Springs (CO)

Raftelis completed a comprehensive water and wastewater rate study for the City of Steamboat Springs. Separate water and wastewater financial planning models were updated to evaluate current and potential funding sources to support each utility operation over the next ten years including future adjustments necessary to fund operations and the annual capital project requirements (including regulatory driven and capacity expansion improvements), and maintain a financially viable utility. A cost-of-service evaluation was then completed for each utility. The results of the cost-of-service and financial planning tasks were integrated into developing water and wastewater rate structure alternatives for full service and wholesale water and sewer customers. The utility tap fees were also updated as part of the study. The findings and recommendations were presented to wholesale customers and City Council and summarized in a report issued at the completion of the study. The City adopted a multi-year rate plan for full service and wholesale water and sewer customers effective January 1st, 2020, 2021, and 2022. Updated water and sewer plant investment fees were also implemented January 1st, 2020. This study was an update of a comprehensive rate and fee study completed for the City in 2010, 2014, 2016.

Mt. Werner Water and Sanitation District (CO)

Mr. Rheem served as Project Manager for a comprehensive water and wastewater rate study for the Mt. Werner Water and Sanitation District serving Steamboat Ski Resort as well as residential and commercial customers nearby. Separate water and wastewater financial planning models were developed to evaluate current and potential funding sources to support each utility operation over the next ten years including future adjustments necessary to fund operations and the annual capital project requirements, and maintain a financially viable utility.

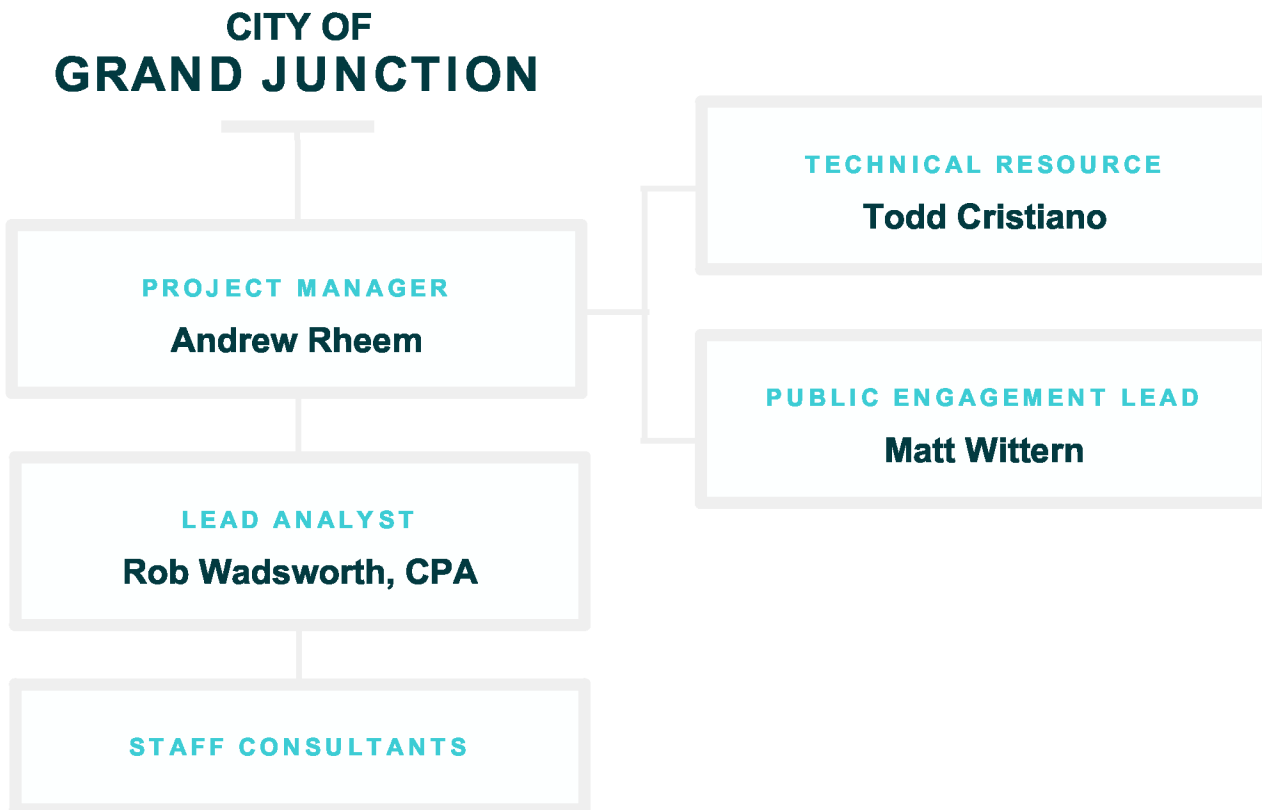
Raftelis also assisted the District implement availability of service fees recovering the proportional cost of utility facilities sized to meet the needs of undeveloped parcels. The findings and recommendations were summarized in a report issued at the completion of the study. The District adopted a multi-year rate and plant investment fee plan effective January 1st, 2020, 2021 and 2022.

Project Team

WE HAVE DEVELOPED A TEAM OF CONSULTANTS WHO SPECIALIZE IN THE SPECIFIC ELEMENTS THAT WILL BE CRITICAL TO THE SUCCESS OF THE CITY'S PROJECT.

Our team includes senior-level professionals to provide experienced project leadership with support from talented consultant staff. Andrew Rheem and Todd Cristiano specialize in assisting communities in finding practical solutions to difficult challenges and providing insightful recommendations. This close-knit group has frequently collaborated on similar successful projects, providing the City with confidence in our capabilities.

Here, we have included an organizational chart showing the structure of our project team. On the following pages, we have included detailed resumes for each of our team members as well as a description of their role on the project.



Andrew Rheem

PROJECT MANAGER

Senior Manager

ROLE

Andrew will ensure the project is within budget, on schedule, and effectively meets the City's objectives. He will also lead the consulting staff in conducting analyses and preparing deliverables for the project. Andrew will serve as the City's main point of contact for the project.

PROFILE

Andrew has been providing financial planning, impact fee and rate consulting services to water, wastewater, reclaimed water, and stormwater utilities and local government for more than 17 years, including studies for numerous Arizona and Southwestern U.S. municipal utilities. He has served as project director, project manager and/or lead analyst for multiple long-standing clients providing a range of municipal financial planning, rate and impact fee assistance through multiple engagements. Andrew is a board member of the Growth and Infrastructure Consortium (formerly the impact fee round table) and served as the 2018 conference president held in Scottsdale. Andrew is also a skilled presenter and has presented study findings and recommendations to management and governing bodies. Andrew holds Bachelors in Business Administration, Finance and Accounting from the University of Michigan - Ann Arbor.

KEY PROJECT EXPERIENCE

City of Grand Junction (CO)

Mr. Rheem served as project manager for an Internal Services Fee Assessment Study in 2018 for the Joint Persigo Board. As part of the Study, Raftelis interviewed City staff in various General Fund departments including City Manager's Office, City Attorney, Human Resources, City Clerk, Finance, Community Development, Public Works, Fleet, and Communications. The results of the study were a model to equitably allocate General Fund service costs benefiting the City's wastewater fund. Mr. Rheem presented findings to the Joint Persigo Board resulting in unanimous approval of study recommendations.

Town of Jackson (WY)

Mr. Rheem served as Project Manager for 2020 comprehensive water and wastewater rate and tap fee study. As part of the study, Mr. Rheem helped facilitate seven meetings with a Citizen Rate Committee (CRC). The CRC was group of local stakeholders tasked with assisting Raftelis and Town staff develop alternatives for consideration by the Town Council. The last comprehensive study was completed in 2002 and Raftelis evaluated a variety of capital funding and rate recovery strategies in support of Town's goals and objectives. Separate stakeholder meetings, public hearings and Town Council presentations were also completed in July through October 2020 led by Mr. Rheem and Town staff.



Specialties

- Impact fee consulting services for utility & non-utility fee categories including managing studies completed under different legislative guidance in Colorado, Arizona, Utah, & Montana
- Financial & rate, impact fee & bond feasibility consulting services for water, sewer, reclaimed, & stormwater utilities

Professional History

- Raftelis: Senior Manager (2019-present); Manager (2014-2018); Senior Consultant (2013)
- Red Oak Consulting: Principal Management & Utility Rate Consultant (2003-2013)
- Ajilon Finance: Telecommunications Analyst (2002-2003)
- ISPhone Inc. & Appia Communications: Finance & Accounting Administrator (1999-2001)
- McLagan Partners: Compensation Analyst Intern (1998, 1999)

Education

- Bachelors in Business Administration, Finance & Accounting - University of Michigan at Ann Arbor (1999)

Certifications

- Series 50 Municipal Advisor Representative

Professional Memberships

- Growth & Infrastructure Consortium Board of Directors
- Colorado WEA Joint Technical Advisory Committee member since 2012.

City of Thornton (CO)

Mr. Rheem served as project management for separate comprehensive water and wastewater utility financial planning, cost of service, connection fee and rate studies to be completed for the City in early 2021. The water utility study is evaluating the revenue needs to support the construction of the Northern Project as the City reinvests in infrastructure to support anticipated growth. As part of this study, Raftelis evaluated innovative approaches to recover the cost of water and sewer infrastructure from new development through one-time connection fees providing for scalable residential water fees by lot size and updating multi-family connection fees consistent with the impact to City utilities. Raftelis developed a long-range financial plan completing multiple capital funding scenario in support of anticipated debt issuances to fund capital expansions and improvements.

Mr. Rheem served as project director for a 2019 study looking at the City's current policies regarding the formation and governance of metropolitan districts. This effort looked specifically at a number of existing districts and compared current and projected residential tax burdens to those of properties located in the City but not within a district. Raftelis also compared City metropolitan district policies to those of several other Colorado communities. The overall intent of this study was to provide the City Council and staff with information to assist in the potential revision to City policies concerning the formation of districts and most importantly the ability of the district, once formed, to issue debt and increase property tax rates for district residents.

Mr. Rheem served as financial lead for a 2018 stormwater feasibility study for the City to provide for an equitable method to recover operating and capital costs from customers, providing a predictable and sustainable funding source. We assisted the City in refining a 10-year financial plan and revenue requirements analysis, including capital improvement and capital funding scenarios and analysis. Findings and recommendations were documented in a study report and presented to the City Council for consideration, including implementation issues regarding billing options, billing system maintenance, and customer outreach and communication options for implementation.

Mr. Rheem was lead analyst for a 2006 water and sewer financial plan, rate and connection fee study. The plan covered a fifty-year horizon from the date of completion, provided the city with revenue and expense projections for both the water and sewer funds, including debt service coverage, cash position, and fund balance information. The plan encompassed the results of our review of miscellaneous or specific service charges and connection fees. The user charges calculated by the model were based on the city's current philosophy and policies relating to the establishment of rates.

City of Steamboat Springs (CO)

Mr. Rheem served as Project Manager for comprehensive water and wastewater rate studies for the City of Steamboat Springs completed in 2010, 2016, and 2019. Separate water and wastewater financial planning models were updated as part of each study to evaluate current and potential funding sources to support each utility operation over the next ten years including future adjustments necessary to fund operations and the annual capital project requirements (including regulatory driven and capacity expansion improvements) and maintain a financially viable utility. A cost-of-service evaluation was then completed for each utility. The results of the cost-of-service and financial planning tasks were integrated into developing three water rate structure alternatives and two wastewater rate structure alternatives for full service City customers and a single alternative for wholesale water and sewer customers as part of the 2016 study. In 2010 and 2019, the City maintained the same structure, but modified rates to maintain customer class cost-of-service by the third year of a three-year rate schedule adopted by City Council. The utility tap fees were also updated as part of the s

tudy. The findings and recommendations were presented to City Council and summarized in a report issued at the completion of each study.

Mt. Werner Water and Sanitation District (CO)

Mr. Rheem served as Project Manager for comprehensive water and wastewater rate studies completed in 2016 and 2019 for the Mt. Werner Water and Sanitation District serving Steamboat Ski Resort as well as residential and commercial customers nearby. Separate water and wastewater financial planning models were developed to evaluate current and

potential funding sources to support each utility operation over the next ten years including future adjustments necessary to fund operations and the annual capital project requirements and maintain a financially viable utility. A cost-of-service evaluation was then completed for each utility as part of the 2016 study. The results of the cost-of-service and financial planning tasks were integrated into developing two water rate structure alternatives and two wastewater rate structure alternatives for full service District customers. The utility tap fees were also updated during both studies. The findings and recommendations were presented to the District Board and summarized in a report issued at the completion of each study. Electronic copies of models created as part of the study were delivered to the District for their use. Mr. Rheem also led efforts to assist the District evaluate and implement an Available of Service Fee assessed to undeveloped properties throughout the District to recovery a portion of debt funded pipeline facility capacity and consistent with Colorado Statutes.

Woodmoor Water and Sanitation District No. 1 (CO)

Mr. Rheem served as project manager for 2019 and 2020 projects with the Woodmoor Water and Sanitation District No. 1 (WWSD) to provide cost of service and rate design services. Raftelis has assisted the District complete this annual update since 2013 consisting of comprehensive cost of service model that was used in the redesign of WWSD's rate structure. Three presentations to the District Board were facilitated by Mr. Rheem to obtain direction cumulating in the public hearing and adoption of study findings and recommendations.

City of Prescott (AZ)

Mr. Rheem served as the Project Manager for a separate water and wastewater rate study and solid waste rate studies completed in 2019. Rate study recommendations were adopted with multi-year rate adjustments in place starting April 1, 2019 and subsequent annual adjustments in place January of each year through 2023. Mr. Rheem presented at multiple City Council meetings and public hearings and helped to facilitate four meetings with a developer stakeholder group assembled to provide advice to City Council regarding the impact fee analyses. Mr. Rheem also served as the Project Manager for a utility development impact fee study completed in 2019 with proposed impact fees implemented effective August 1, 2019.

Mr. Rheem also served as the Project Manager for a 2014 utility and non-utility development impact fee and water and wastewater rate study. We also assisted the City during the public hearing and public notice process as part of the non-utility and utility development impact fee update adopted in May 2014. Recommendations and findings were summarized in the study report and presented to City Council for adoption and implementation in 2015.

El Paso Water Utilities (TX)

Mr. Rheem served as Project Manager for a variety of engagements completed for El Paso Water Utilities since 2003. Mr. Rheem served as project manager for sixteen annual updates of wholesale water and wastewater financial planning and cost-of-service rate models using the base-extra capacity method. Individual wholesale customer reports are issued at the completion of the annual studies. Recent studies include development of excess-strength customer surcharges, retail water rate design, assisting the utility evaluate alternative cost recovery approaches for a master planned community outside the City, replacing utility financial models, and an innovative Growth-Related Infrastructure Surcharge anticipated to be assessed to new development in addition to impact fees to fully recover the cost of expansionary or growth-related infrastructure serving new development. Mr. Rheem is currently leading the annual update of wholesale water and sewer rates.

City of Boulder (CO)

Andrew is the project manager for an on-going study to complete a comprehensive water, wastewater and stormwater rate assessment and to develop rate alternatives for each utility. The study includes a detailed review of policies and practices incorporated in separate utility rate models maintained and updated by the City of Boulder (City) for validation and/or modification as well as a comprehensive review of improvements to the utility rate structures. The City implemented an individualized customer water budget-based rate structure in 2007 and this study will include a review of the water rate structure and modifications to improve the effectiveness after 10 years informed by City experience and Raftelis experience developing water budget and individualized rate structure in Colorado and California. The City's wastewater utility faces increased capital costs associated with increased regulatory requirements combined with repair

and replacement requirements. The City's stormwater collection and drainage systems are faced with equitably recovering increased operating and capital requirements associated with increasing storm drainage service levels following the flooding experienced by the City in the fall of 2013. The alternative rate structures will be completed to the existing rate structure updated for increased utility revenue needs and a January 1, 2018 effective date. Raftelis also reviewed the City's revenue requirement and provided recommendations to the Utility debt service coverage and cash reserve policies.

Throughout the project Raftelis has worked extensively with City staff to review and refine study findings and recommendations. Raftelis and City staff presented interim and will present final study recommendations to the standing Water Resource Advisory Board (WRAB) to provide direction regarding policies, practices and adjustments to the utility rate structure for review and approval by City Council.

City and County of Denver (CO)

Raftelis completed an Organizational Assessment study and Financial Plan for the City and County of Denver's (City) Wastewater Management Division within the Department of Public Works in 2014. Andrew served as the financial planning task project manager that evaluated multi-year rate revenue increases for the City and County of Denver Wastewater Management Division.

Raftelis assisted the City to complete a 10-year financial plan for the City's sanitary sewer and storm drainage utilities and proposed rate revenue adjustments for 2016 through 2020 and effective July 2016. The City's financial planning model was enhanced with additional capabilities including graphical dashboard and user interface, scenario capabilities, and capital funding alternatives. Raftelis evaluated a variety of capital improvement project alternatives and funding options to develop recommended alternatives for consideration by the City including Phase 1 Organization Assessment recommendations. The recommendations were summarized in a report to be presented to and adopted by City Council in 2016. Following the rate study, Raftelis completed a bond financial feasibility study in October 2016 associated with stormwater utility revenue bonds issued to fund extensive capital requirements identified by the City.

City of Trinidad (CO)

Andrew is serving as project manager for a phased comprehensive water and wastewater rate study for the City of Trinidad (City). Separate water and wastewater financial planning models were developed to evaluate current and potential funding sources to support each utility operation over the next six years including future adjustments necessary to fund operations and the annual capital project requirements, and maintain a financially viable utility as part of Phase 1. As part of Phase 1, Raftelis recommended increases to the City's wastewater rates effective in 2016. Phase 2 includes a review and update of City water and wastewater plant investment fees.

City of Longmont (CO)

Andrew served as project manager for a 2014 water financial planning, rate and fee assistance for the City of Longmont's (City) water and wastewater utilities. As part of the study, we completed a comprehensive water rate and fee study. We populated a 20-year water financial plan in projecting future adjustments to utility revenues and projected debt issues to fund future capital expenditures. We then completed a water cost-of-service analysis. Capital improvement scenarios related to consolidating to one water treatment plant or maintaining two water treatment plants were evaluated including capital funding and impact to the multi-year rate revenue increases. Raftelis professionals worked with the City to evaluate changes to the tiered rate structure to simplify and increase the conservation pricing signal to customers for discretionary and wasteful water use. Schedules of water rates over a five-year period were adopted. Findings and recommendations were presented to the City and a report was issued. Raftelis professionals also updated the City's water and wastewater system development fees and miscellaneous charges assessed by the utilities as part of this study.

Andrew was project manager for a 2011 engagement that updated the utility water and wastewater rate models to incorporate additional user defined scenarios and reflect changes to the water and wastewater utility operations and fund

structure. We delivered a user manual and completed training sessions with utility staff at the completion of the model update.

In 2012, Andrew served as project manager assisting utility staff in updating the wastewater financial planning model to reflect updated capital improvements and revenue requirements. The cost-of-service analysis was updated to reflect adjusted revenue requirements and annual user charge adjustments were developed for 2013 through 2017. The City Council adopted the recommended rates.

City of Greeley (CO)

Andrew served as project manager for a variety of water and wastewater utility financial studies for the City of Greeley (City) since 2013. The assistance includes updating the City's water and wastewater utility financial planning, rate and fee analyses. Recent assistance includes evaluating the rate of return and rate base for contract water customers, reviewing the water and wastewater system development fee structure, developing revenue requirement projections and review of the capital improvement program and reassessment of proposed debt service issues for both the water and wastewater utilities. We are currently assisting the City in enhancing the water and wastewater rate models to incorporate graphical dashboard and user interface, scenario capabilities, and capital funding alternatives.

Andrew also served as project manager for a completing a comprehensive stormwater financial planning and capital funding evaluation in 2015, 2018, 2019 and 2020. The City is proposing to accelerate the timing of capital improvements and is evaluating debt and rate revenue increases through these studies.

City of Pueblo (CO)

Andrew served as project manager for a 2015 study to update of the wastewater utility financial plan and proposing annual rate adjustments over a five-year period of 2016 through 2020. To meet more stringent federal and State of Colorado regulations on wastewater effluent, the utility scheduled significant upgrades to the treatment plant and will be completing additional regulatory-driven upgrades to the treatment plant and collection system through 2025. Raftelis designed and updates an 11-year financial plan incorporating the latest billing data and customer usage trends, projected annual operating costs adjusted for inflation, staffing requirements and treatment plant process requirements, and the capital improvement program needed to meet the utility's replacement schedule and regulatory requirements, federal guidelines. We developed a forecast of revenue adjustments needed to maintain the utility's financial health to be presented to City Council and during public hearings in 2015. City Council meetings and public hearings will be held prior to adoption with rate adjustments effective January 1, 2016. The study is currently being updated to reflect alternative capital project requirements associated with alternative regulatory-driven upgrades with an extended timeline over twenty years. Raftelis is completing an EPA financial capacity assessment to identify the impact of base and additional capital and operating requirements on residential customer bills to median income and related community-wide metrics of financial capacity.

City Council of Salt Lake City (UT)

Andrew served as project manager and lead analyst for a 2012 study to evaluate establishing a Street Light Utility and monthly user charge billed through the City Council of Salt Lake City's (City) utility bill to recover costs previously funded by the City's General Fund and/or annual assessments in extensions of three Special Assessment Areas (SAAs) throughout the City. We worked with City staff to develop an inventory of street light facilities in non-assessed and SAAs throughout the City, develop a 10-year financial plan and service level scenario analysis projecting revenues and projected operations and maintenance, debt service and capital cost requirements, evaluate and recommend an equivalent residential unit (ERU) and recommend monthly street light utility charges assessed to recover annual requirements. Andrew assisted Rick in developing workshop material and interim and final study findings for a Street Light Utility citizen-stakeholder committee established to evaluate alternative street light utility, service level and fee based funding mechanisms to fund annual City street light requirements. Recommendations were presented to City Council, which

initially included establishing a base street light charge for base service levels and additional surcharges for three groupings of SAAs to recover additional costs associated with enhanced service levels provided in the SAAs. City Council adopted a City-wide base street light utility fee and decided to leave the assessment-based funding mechanisms in SAAs in place.

Lake Havasu City (AZ)

Andrew also served as project manager for a Wastewater Expansion Financial Feasibility Analysis that included eight annual studies that updated and enhanced a multi-year financial planning and rate model related to a \$400 million, 10-year sewer expansion project. The model is used to calculate rate increases required in meeting bond covenants in support of annual bond issues funding the majority of the expansion project. The results of the feasibility analysis were documented in a system report and rate change recommendations were presented to City Council. He assisted Lake Havasu City (City) as part of the financing team with annual presentations to three bond rating agencies and the Water Infrastructure Financing Authority of Arizona (WIFA) related to annual loan applications. The expansion program was completed in 2012.

In 2015, Raftelis served as the feasibility consultant for a successful debt restructuring of the City's wastewater debt issued to fund the wastewater capital expansion program that extends the maturity of the debt service payments to reduce annual debt service while improving the inter-generational equity by matching the liabilities more closely with the life of the constructed facilities. Raftelis assisted the City and the City's financial advisor in presenting the proposed plan to the three major rating agencies. The independent financial feasibility report was developed evaluating the feasibility of the proposed financing and impact to the City's wastewater rates. The debt restructuring was completed in October 2015.

City of Phoenix (AZ)

Andrew is the project manager for three Biennial Audit of Land Use Assumptions, Infrastructure Improvements Plan and Development Impact Fees study completed for the City of Phoenix (City). The City assesses libraries, parks, fire protection, police, major arterials (roadway facilities), stormwater, water, wastewater and water resource development impact fees, implemented in 2015 and 2020 in compliance with the requirements of Arizona Revised Statutes (ARS §9-463.05). The water resource development impact fee is assessed throughout the City while the eight other development impact fees are assessed within growing areas in the periphery of the City that vary within eight to nine different service areas. Andrew led the overall study including development and implementation of the study approach and methodology, managing the analysis and audit efforts of the study team. Study findings will be documented within a draft and final report issued at the completion of the study in advance of a required public hearing where City Council approves the audit.

City of Surprise (AZ)

Andrew served as the project manager for a utility and non-utility development impact fee study. We assisted the City of Surprise (City) to develop an infrastructure improvements plan and update the City's non-utility, water, water resource and sewer system development impact fees for compliance with Arizona Revised Statutes (ARS §9-463.05). We also assisted the City during the non-utility and utility development impact fee public hearing and public notice process completed in May 2014.

Andrew assisted the City to complete an extensive review of the over 120 development agreements the City has completed that documented previous, outstanding and future reimbursement liabilities amongst the City's general fund and utility and non-utility funds. This study was initiated in 2012 with the final study findings issued in 2013.

Andrew previously assisted the City to complete a historical review of development impact fee funded expenditures finalized in early 2011. This review was completed by fee area from a period of fiscal year 2007 through fiscal year 2010 to compare the funding sources of completed capital projects against the growth-related portion of development impact

fee eligible facilities identified in a previous development impact fee study by fee area. The results of the review were a series of correcting journal entries and interfund loans. The study results were presented to City Council and implemented.

Lockwood Water and Sewer District (MT)

Andrew is the project manager for a comprehensive water and sewer financial planning, impact fee, cost-of-service and rate design study being completed for the Lockwood Water and Sewer District (District). Lockwood is located just outside of Billings, Montana and provides water and sewer services. Raftelis is also facilitating a system development fee advisory committee, as required by Montana Code Annotated, to review and refine proposed water and sewer system development fees. The sewer utility has been recently installed with effluent being conveyed to the City of Billings wastewater treatment plant for treatment and disposal. Previously water customers had individual septic systems and there are many such system still in place which will be connected to the District's sewer system as drain fields fail and/or through future phases of the sewer system expansion. The District will also be conveying pre-treated wastewater flows to the City of Billings generated by ExxonMobil at a refinery adjacent to the District service area and Raftelis assisted the District during the contracting phases as well as development of the one-time system development fee to be assessed to ExxonMobil upon connection to the District's system. The study was initiated in July 2016 and is anticipated to be completed by March 2017 with rates and fees implemented effective July 1, 2017. A report will be issued documenting study findings and recommendations to be presented to the District Board.

PROJECT LIST

Financial Planning, Rate and Fee Design

CO: City and County of Denver, Aurora Water, Thornton, Greeley, Pueblo, Longmont, Broomfield, Boulder, Superior, Salida, Rifle, Fort Lupton, Steamboat Springs, Mt. Werner Water and Sewer District, Trinidad, Pueblo West Metropolitan District, Colorado Department of Public Health and Environment Technical, Managerial and Financial Capacity Development Program, Fort Cason, Rocky Mountain Arsenal National Wildlife Refuge, East Cherry Creek Valley Water and Sanitation District, East Larimer County Water District (ELCO), Arapahoe County Water and Wastewater Authority, Widefield Water and Sanitation District, Eagle River Water and Sanitation District, Upper Eagle Valley Water Authority, Willows Water District; AZ: Lake Havasu City, Kingman, Glendale, Metropolitan Water District; TX, UT, MT, CA, FL: El Paso Water Utilities, Salt Lake City, Lockwood Water and Sanitation District, Kearns Improvement District, Granger Hunter Improvement District, Moulton Niguel Water District, Missoula, Great Falls, Columbus, Tavares, Hernando County

Non-Potable and Reuse Water

CO: Denver Water, Denver Public Schools, Aurora Water, Thornton, Longmont, Broomfield; TX, UT, MT, CA, FL: El Paso Water Utilities, Salt Lake City, Kearns Improvement District, Granger Hunter Improvement District, Moulton Niguel Water District, Tavares

Impact Fee Studies

CO: Aurora Water, Thornton, Longmont, Broomfield, Superior, Trinidad, Mt Werner Water and Sanitation District, Pueblo West Metropolitan District, Steamboat Springs, Los Pinos Fire Protection District, East Larimer County Water District (ELCO), Widefield Water and Sanitation District, Eagle River Water and Sanitation District, Upper Eagle Valley Water Authority; AZ: Fountain Hills, Buckeye, Surprise, Kingman, Chino Valley, Lake Havasu City, Prescott, Tempe, Glendale; TX, UT, MT, CA, FL: El Paso Water Utilities, Lockwood Water and Sanitation District, Kearns Improvement District, Granger Hunter Improvement District

Stormwater

CO: City and County of Denver, Aurora Water, Thornton, Longmont, Boulder, Superior; AZ: Surprise, Kingman; TX, UT, MT, CA, FL: El Paso Water Utilities

Utility Creation and Implementation

CO: Thornton, Soldier Canyon Filter Plant (Tri-Districts); AZ: Surprise, Kingman, Lake Havasu City; TX, UT, MT, CA, FL: El Paso Water Utilities, Salt Lake City

Renewable Energy

CO: Fort Cason, Rocky Mountain National Wildlife Natural Refuge

Economic and Indirect Cost Evaluations

CO: Thornton, Longmont, Denver Public Schools, Colorado Department of Public Health and Environment; AZ: Lake Havasu City; TX, UT, MT, CA, FL: El Paso Water Utilities

Bond and Loan Feasibility

CO: Aurora Water, City and County of Denver, Thornton, Longmont, Steamboat Springs, Colorado Department of Public Health and Environment; AZ: Lake Havasu City, Glendale, Metropolitan Water District; TX, UT, MT, CA, FL: El Paso Water Utilities, Tavares, Hernando County

PRESENTATIONS

- “Conducting Audit of Infrastructure Improvements Under Arizona Revised Statutes 9-463.05 - Scottsdale Arizona Case study,” Growth Infrastructure Consortium Conference, 2016
- “How Lake Havasu City’s Pro-Active Wastewater Asset Management Program Makes Every Dollar Count,” AZ Water Conference, 2016
- “Expense, Project and Budget Management Tactics to Provide Wastewater Service Delivery Without Increasing Rates,” AZ Water Conference, 2016
- “Comparing Utility Rates, Fees and Financial Results,” Colorado Special Districts Association Conference, 2016
- “Utility Financial Planning in Advance of Issuing Debt,” 2015 Water Bond Workshop, 2015
- “Time for a Change? El Paso Water Utilities Considers a New Rate Structure,” Utility Management Conference, 2015
- “CIP Planning - Cradle to Grave,” Colorado Government Finance Officers Association Metro Coalition Workshop, 2009
- “Mixed Use Water and Wastewater Rates and Development Fees - City of Longmont Case study,” Rocky Mountain Section American Water Works Association/Water Environment Federation, 2006
- “Revenues, Water Rates, and Reserves,” Colorado Government Finance Officers Association 3rd Quarter 2007 Educational Seminar, 2007

Todd Cristiano

TECHNICAL RESOURCE

Senior Manager

ROLE

Todd will provide oversight for the project ensuring it meets both Raftelis and industry standards.

PROFILE

Todd has nearly 20 years of utility finance experience—14 years as a consultant to utilities and 6 years as the Manager of Rates at Denver Water. He has completed studies across the U.S. for water, wastewater, stormwater, electric, and gas utilities. His experience covers technical areas and industries such as municipal fee development, utility cost-of-service and rate structure studies, economic feasibility analyses, impact fee studies, and budget processes. While at Denver Water, he oversaw four significant rate- and fee-related studies, all unanimously approved by the Board of Water Commissioners, and also served as interim budget manager at Denver Water. As a member of the AWWA, he has helped to develop industry guidelines regarding financial and rate-making practices. In particular, as the current Chair of the AWWA Rates and Charges Committee, he co-authored the water reuse chapter in the latest edition of *Manual M1, Principles of Water Rates, Fees and Charges*. Todd is also co-instructor for the AWWA's biennial Financial Management: Cost-of-Service Rate-Making Seminar.

KEY PROJECT EXPERIENCE

Town of Eagle (CO)

Todd served as the project manager on this engagement. The Town had retained a consultant in 2016 to develop a financial plan and rate design for their water utility. Following iterations of the report and feedback from stakeholders, the Town requested Raftelis to conduct a peer review of the Excel model, results, and provide any recommendations on the study. Raftelis worked with the Town's consultant, reviewed detailed billing data, financials, rate design options and the Excel model's structure. Overall, Raftelis found the assumptions and results of the model sound, accurately documented, and the financial plan projections were reasonable based on the assumptions provided by the Town. We provided comments on the Consultant's rate design options as they related to meeting conservation goals, equity, and impact to customers. We provided a technical memorandum summarizing our results. This memorandum was presented to the Town's Board of Trustees for review and comment.

City of Craig (CO)

Todd served as project manager on this engagement. Todd also served as project manager on a similar study completed for the City of Craig (City) in 2008. The City retained Raftelis to conduct a comprehensive water and wastewater rate study. Increased federal regulations for the wastewater utility were going to significantly impact the rates over the next 10 years. Regulatory and replacement wastewater treatment plant projects included new sludge ponds, equalization basin, and clarifier improvements. In addition, both the water and wastewater utilities were facing increased repair and



Specialties

- Financial planning
- Cost-of-service & rate structure studies
- Litigation support
- Economic feasibility analyses
- Impact fee studies - utility & non-utility
- Reviews of policies, procedures, & operating practices
- Budget processes

Professional History

- Raftelis: Senior Manager (2019-present); Manager (2017-2018)
- Stantec (2016-2017)
- Denver Water: Manager of Rates (2010-2016)
- Malcolm Pirnie-Arcadis-US (2005-2010)
- Black & Veatch (1998-2005)

Education

- Master of Business Administration - University of Colorado (2003)
- Bachelor of Science in Chemical Engineering - University of Tulsa (1995)

Professional Memberships

- AWWA: Chair of Rates & Charges Committee
- WEF

replacement costs. The water utility had projected over \$7.5 million in distribution system and tank repairs. The wastewater utility had an estimated \$3.6 million in collection system improvements. Compounding these project costs was the lack of growth in the City. Raftelis developed separate 10-year cash flows for each utility and examined various alternatives for state loan funding and grant proceeds. Results were presented at a City Council meeting. The proposed revenue adjustments were adopted for 2019.

City of Aspen (CO)

Todd served as the project manager on this engagement. The City of Aspen (City) retained Raftelis to conduct a technical review of their consultant of record's most recent water and electric rate study. Raftelis reviewed the consultant's rate study and determined that a complete revision was required. The City had developed its own financial plan but requested an update using rate revenue projections based on detailed billing data. Raftelis used the City historical billing to project rate revenues over the 5-year period. Based on that data, Raftelis was able to develop the necessary revenue adjustments over the study period.

The City also requested a new cost-of-service and rate model. The cost-of-service model included a unique cost allocation methodology. Instead of the traditional water allocations of average day, peak day, peak hour and customer costs, the City uses a potable cost allocation separated into four functional cost areas - Demand, fire, pumping, and variable charge. They also have a fifth non-potable component for raw water customers. These functional areas also serve as the rate structure components.

We allocated line operation and maintenance costs, their capital program, debt service, and changes in reserves. The City had determined that they were incurring significant increases in fire-related costs. This was due in part to increased operations and maintenance associated with maintaining the various fire-related facilities and capital costs associated with fire protection. The City's topography and customer density presents a number of challenges with having a system properly sized for fire protection.

Instead of customer classes, each customer's rate structure is based on the number of equivalent capacity units or ECUs. The four cost components in the cost-of-service analysis also serve as the rate structure components. ECUs are based on the number of fixtures in the dwelling. Demand and fire charges are assessed on a per ECU basis, pumping is assessed on volume of water pumped to the residence. There are three levels of pumping. The variable charge thresholds (a 5-tiered increasing block structure) are also based on the number of ECUs.

City Council had provided direction that they wanted to mitigate rate shock to low volume users. Raftelis designed a rate structure module allowed City staff to transition to cost-of-service over multiple years, while still recovering the overall annual revenue requirement. Todd presented the cost-of-service approach to City Council in August 2018. The final cost-of-service analysis was adopted for 2019.

City of Durango (CO)

Todd served as the project manager on this engagement. The City of Durango (City) retained Raftelis to conduct a comprehensive, independent assessment of its water and wastewater utilities and provide recommendations on revenue adjustments, cost of service and rate design. The City's broad objective of the study was to adequately fund water and wastewater utility operations, foreseeable capital costs, and any future bonded debt, which will be supported by the proposed rates. The study included a comprehensive review of the City's water and wastewater funds and budgets, an inventory of the water and wastewater capital assets, customer classes, current usage data, future planned service area growth, and any other information deemed necessary. This analysis included a review and update of the City's water and wastewater plant investment fees. The City also requested a review of the rate differential between inside City and outside City customers.

The City's last comprehensive study was completed in 2014 which recommended large rate adjustments to fund an upcoming wastewater treatment construction project and a water treatment plant. The wastewater treatment plant is nearing completion and the City has continued to focus efforts on ongoing repair and replacement. The water plant is projected to be constructed over the next few years. Its primary purpose is to provide redundancy and provide for some growth in the system. The water capital program also included ongoing repair and replacement projects. Raftelis prepared several water financial plan alternatives for staff's review and review by the City's Public Utility Commission's stakeholder group. Raftelis also developed cost-of-service-based rates for inside and outside City water and wastewater customers. As an alternative, Raftelis also developed outside City rates based on a rate differential (i.e. higher rates for outside City). This rate was developed based on the premise that the density of customers outside the City was lower than inside City. This lower density required more distribution infrastructure to serve outside City customers. Raftelis calculated a density ratio for inside and outside City customers based on the number of accounts per length of main. This ratio was applied to distribution-related costs in the cost-of-service analysis to arrive at a rate differential for inside and outside City customers.

Raftelis also updated the City's plant investment fees considering the replacement costs of current assets. Because there is sufficient capacity in the current system, no future expansion costs were included in the fee. The 3/4-inch meter equivalency used to develop the 3/4-inch meter fee was based on peak demand for all 3/4-inch meter water users and 3/4-inch meter average winter flows for wastewater.

City of Golden (CO)

The City of Golden (City) provided water, sewer, and drainage services to approximately 5,400 customers through separate self-supporting enterprise funds. Rates charged for services must be adequate to support maintenance and operations, debt service, capital improvements, asset reinvestment, and transfers for general administration.

This City requested a comprehensive financial and rate analysis on their water, wastewater, and stormwater utilities. They wished to focus on the rate structures, updates to the cost-of-service with recommendations on the best alternatives for equitable and sustainable revenue recovery by each customer class. The last cost-of-service study was completed over 10 years ago.

Also part of this study was convening a Utility Rate Citizens Committee (URCC) to review and provide recommendations on rate alternatives based on identified pricing objectives. Raftelis developed rate alternatives for each utility.

Raftelis prepared financial plans, cost-of-service analysis, and rate design for each utility. Using the pricing objectives from the URCC, we developed three alternatives for water, two for wastewater, and two for stormwater.

For stormwater, of particular interest was improving the equity between residential and commercial customer classes. The existing residential fee is on a per dwelling unit basis and commercial is based on individual impervious area. Raftelis developed a impervious area fee for both residential and commercial. This increased the residential fee and reduced the commercial fee. The City adopted the new rates and rate structures for 2020.

Three Lakes Water and Sanitation District (CO)

Todd served as the project manager on this engagement. The Three Lakes Water and Sanitation District (District) requested a 10-year financial plan and an update to their tap fees. The District is facing a significant upgrade to its wastewater treatment plant as a result of new copper compliance regulations. Raftelis developed a 10-year cash flow which incorporated the enterprise fund as well as their general government funds (general government funds fund a portion of administration expenses). The financial planning projections indicated that revenue adjustments of 3.5% were needed annually over the study period, assuming a state loan would fund 100% of the copper compliance project in 2019.

Raftelis also updated their tap fees which had remained unchanged since 2009. Because the District has capacity available in its existing system, the buy-in replacement cost new methodology was used. During District Board meetings, Directors expressed concern that the proposed fee was greater than the cost to install an individual septic system. Todd presented to the Board three times over the course of six months. The last presentation included the conclusive results of our study. The Board adopted a 6.0% increase for the following year with the anticipation of 3.5% in future years. The tap fee was left at the current levels. Raftelis also provided a rate model for the District to use going forward.

Bancroft-Clover Water District (CO)

Todd served as the project manager on this engagement. Bancroft-Clover Water and Sanitation District (District) is a wholesale customer of Denver Water. They are located west of the City of Denver's boundary and serve approximately 8,000 accounts, most of which are residential customers. The District retained Raftelis to conduct a water and sewer financial plan analysis in 2017. Of concern was the District's ability to cash fund an anticipated wastewater master plan as well as ongoing water repair and replacement projects. He oversaw the development of revenue projections based on historical billing records and the projection of operating and capital expenditures. Todd also provided insight on maintaining sufficient operating and capital reserve levels. Todd presented the findings to the Board of Directors in October 2017. The Board adopted the proposed rate adjustments in December 2018.

The District retained Raftelis to complete a comprehensive water and wastewater cost-of-service and tap fee study in 2018. Of interest to the District was to ensure equity among the customer classes. In addition, the District wanted the cost-of-service analysis and rate design to incorporate the continued gradual reduction in water usage from all customer classes. Todd developed the cost-of-service in accordance with generally accepted rate setting principles and adjusted the allocations to meet District-specific operational parameters. Todd developed several water and wastewater rate design alternatives for the Board's consideration. The Board requested additional analysis which resulted in the adoption of modified versions of the Raftelis proposed alternatives.

Todd also developed water and wastewater tap fees. The District's tap fees were last updated in 2001. Raftelis developed the fees using the buy-in approach as well as the unit cost replacement method using replacement cost estimates from the District's latest master plan. The fees under these methodologies represented the maximum supportable fee. Because of the large increase, the District adopted fees based on inflating the current fees to today's dollars.

City of Scottsdale (AZ)

The City of Scottsdale provides sewer service to approximately 73,500 customers which include a small number of contract customers outside the City. The City completes a comprehensive cost of service rate study approximately every 5 years. For this study, The City retained Raftelis to complete the following:

- Cost of service and rate analysis,
- Model that can be integrated into their budgeting process,
- Research extra strength surcharges for specific customer classes
- Evaluate different wastewater return to sewer factors and the impacts to revenue stability. T

The City has a number of commercial customers whose rates vary by COD and TSS strength. Raftelis completed research to determine the validity of those values currently used. This included surveying utilities with similar schedules, researching state and federal documents as well as published research on wastewater discharge by various commercial establishments. The results showed that the City's extra strength values fell inline with other utilities and industry publications.

The cost of service analysis is ongoing however, it is anticipated that the cost allocations and rates will not be significantly affected with this update. A final report and model with training will be delivered at the end of the project.

City of San Diego (CA)

The City of San Diego provides service water and wastewater to approximately 300,000 customers. The City retained Raftelis to conduct a comprehensive water and wastewater cost of service and rate analysis. Also included in this study was development of wastewater industrial pretreatment fees and capacity fees for both utilities. Raftelis will deliver a customized financial planning, cost of service, and rate model for the City's use at the end of the project. Mr. Cristiano is leading the efforts on this project.

Of particular concern to the City was ensuring that rates are equitable and follow Proposition 218 requirements. In addition, the previous droughts have caused variability in revenues. As a result, they've requested an analysis of their recovery of fixed charges and variable charges. Any increases to fixed charges may negatively affect low volume and low income users. Raftelis is completing scenario analysis on financial planning alternatives that will minimize rate impacts and optimize funding for their large capital improvement program. The rate design module will allow the City to evaluate different rate structures with varying fixed charge recovery as well as showing the impacts to customers. Raftelis will be presenting these results to the City's Independent Rate Advisory Committee (IROC) for feedback and recommendations. The study will conclude with a presentation to City Council for vote on the proposed rates. Any rate approval would be effective in FY21.

Mr. Cristiano is also updating their industrial pretreatment fees to comply with an internal audit. This evaluation considers all activities the industrial pretreatment department completes to manage permits, issue violations, sample customers, and monitor truck waste. The outcome will be cost-based fees for each of these areas which will comply with the internal audit and Proposition 218.

Finally, Mr. Cristiano updated the City's water and wastewater capacity fees to ensure that fees recovered the cost to serve growth. The fees include in-service assets plus future growth-related projects. Fees are assessed on a per EDU basis. This process follows the Proposition 218 requirements.

Town of Marana (AZ)

Todd was the project manager on this engagement. The Town of Marana Water Department (Marana Water) required a comprehensive financial plan and rates and fees update for their water and water reclamation utilities. The last complete rate study was conducted and adopted in 2013 and included scheduled rate adjustments through January 2017. The non-rate fees and cost-of-service analysis was last conducted and adopted in 2009. Marana Water's study goals included the development of a long-term rate and fee plan that enabled the department to recover sufficient funds to meet operational and capital expenses associated with the water and water reclamation utilities. They also wanted to recognize the rapid growth anticipated over the next 10 years and the associated and the maintenance necessary to maintain all capital infrastructures, current and future in the financial plan projections.

Todd oversaw the development of multiple water and water reclamation financial plans. Working with Staff, including the Finance Director and Operations Direction, the Raftelis project team refined the cash flows to minimize the annual revenue adjustments while meeting the annual operating and capital needs of each utility. These financial plans were used to develop the revenue requirement and cost allocations for the water and water reclamation cost-of-service analysis.

As part of the cost-of-service analysis, Marana Water requested the development of a new private fire line fee. Although Marana Water had not specifically tracked the number of private fire lines, the Raftelis team worked with the operations department and the business services team to create an estimate of private fire lines. The fire line cost was specifically identified in the cost-of-service analysis and those costs were applied specifically to those customers with that service.

Raftelis also updated Marana Water's groundwater resources volumetric rate. This rate was not adequately recovering these annual resource costs. Like the private fire line cost allocation, the Raftelis team worked with Staff to identify those specific charges which should be included in the rate.

Marana Water also wished to change the wastewater volumetric rate for commercial customers' domestic meters from a winter quarter average basis (WQA) to actual water usage (commercial customers have separate irrigation meters). This is a more representative approach, as the majority of the water supplied to the commercial domestic taps was non-consumptive and as a result, is discharged to the water reclamation facility.

Finally, Marana Water has several miscellaneous fees which required updating. Of critical importance was updating the trip charges from the customer service field department. The trip charges were integrated into many of the other fees. Raftelis calculated fees evaluating identifying staff that were engaged in the process, the tasks and the time to complete the tasks for each fee.

City of Tolleson (AZ)

Todd served as the project manager on this engagement. The City of Tolleson (City) retained Raftelis to conduct a comprehensive financial plan analysis for the City's water and wastewater utilities. The City was embarking on an aggressive renewal and replacement program for the water utility. The City purchases a sizeable portion of their water from the City of Phoenix. The City also relies on wells and storage to meet peak demands. A requirement of the contract with Phoenix is to maintain sufficient redundancy to meet water service demands should there be a disruption in service from the City of Phoenix. Raftelis worked with Staff to develop attainable financial plan goals while minimizing the impact to customers. The City adjusted timing of certain non-critical projects to ensure that revenue adjustments remained smooth and predictable. The wastewater utility was also undertaking a proactive renewal and replacement program. Because the City's wastewater treatment plant is co-owned by three large industrial customers, the increased costs were spread among the City and the industrial users. Remaining costs were passed onto rate payers. Current reserves were able to absorb the nominal increased costs to retail wastewater customers, so no increase was necessary over the 10-year study period. The City Council adopted a 25% revenue adjustment for water - the first increase since 2011.

City of Buckeye (AZ)

Todd served as the project manager on this engagement. The City of Buckeye (City) retained Raftelis to conduct a comprehensive financial plan, cost-of-service, and rate design analysis for the City's water and wastewater utilities. The City service area is approximately 145 square miles and according to the US Census Bureau, is the fifth fastest growing City in the US as of 2018. Water service is provided entirely through groundwater. Wastewater service is provided through four water reclamation facilities. Raftelis developed water and wastewater financial plans for the 5-year study period, FY19 - FY23. The City has developed a robust capital plan to address the need for new facilities to support growth as well as maintain the systems. Because facilities must be built prior to new development, impact fee funds must be supplemented with rate revenues and bonds to fund the projects. Raftelis developed a number of rate increase scenarios that not only met operational cost requirements but also satisfied meeting the capital improvement program costs. Raftelis also developed rate alternatives based on a comprehensive cost-of-service analysis for each utility. As of January 2019, the final rate structure alternatives are being presented to the City's Water Rate Advisory Group for review and comment. The City Council adopted a line item charge to recover the additional revenue rather than through a rate increase. This was approved in November 2019.

Salt Lake City Department of Public Utilities (UT)

Todd served as the project manager on this engagement. The Salt Lake City Department of Public Utilities (City) engaged Raftelis in 2017 conduct comprehensive water, sewer, stormwater and streetlight cost-of-service rate studies. These studies included developing revenue requirements, cost-of-service allocations, rate design, and impact fees. Impact

fees includes a review of the methodology for each utility - water, sewer, and stormwater. A hybrid or combined methodology was selected for the water and sewer utilities. This methodology included an evaluation of the existing assets as well as determining the growth-related portion of future capital, and estimating the capacity to be served in the 10-year time horizon. The stormwater impact fee was assessed using the buy-in methodology. The valuation of assets for each utility was based on replacement cost less accumulated depreciation.

In conjunction with the rate studies, the City formed a Rate Advisory Committee (RAC) to solicit feedback and recommend changes to the City's existing water and sewer rate structures. Todd co-facilitated six RAC meetings which included an overview of the water and sewer systems, the long-term challenges faced by the City as well as detailed discussion of rate-setting 101 and analysis of various rate structures. The RAC committee members reached consensus on two water rate structure alternatives and two sewer rate structure alternatives to present to the City's Public Utilities Advisory Board (PUAC). The City anticipated the PUAC made their final recommendation to City Council in January 2018. Todd oversaw the development of the cost-of-service and rate design analysis for the utilities. He developed the rate alternatives for review by the RAC based on the selected pricing objectives. He also led the development of the water, sewer, and stormwater impact fee analysis. The fees were developed based on an Impact Fee Facilities Plan completed by their engineering or record. The impact results had to comply with state statutes.

City of Pocatello (ID)

This City of Pocatello (City) conducts comprehensive rate studies for its water, wastewater, and sanitation utilities approximately every 5 years. Todd was the lead analyst on the 2002 and 2005 engagements and served as the project manager on the 2010 and 2019 studies. The study included the development of 5-year financial plans, cost-of-service analyses, and rate design for each utility. In addition, the City requested an update of their water and wastewater system capacity charges.

Revenue and expenditure projections for each utility were based on their City's FY19 with significant input from Staff. Raftelis reviewed and developed the inflation factors with Staff's input. Additional staff positions were included in the operating budget for each utility as well. Raftelis reviewed several iterations of the utilities' capital plans including costs and timing options to help minimize rate increases. Raftelis developed revenue projections using detailed billing data by individual customer, adjusted for growth and anticipated changes in use (flows) per account. For the water utility financial plan, infrastructure upgrades to treated water storage and new wells were the key drivers for revenue increases – the City prefers to cash finance most capital projects. Revenue increases for the wastewater utility were driven by the new debt service payments for a recent upgrade and expansion to their wastewater treatment plant. Projected revenue adjustments were needed to fund a new administration building and significant investment in the collection system as well. The sanitation utility incurred additional unexpected costs because of the changes in the market demand for recycling material which required nominal revenue adjustments over the study period.

Raftelis updated the cost of service for each utility by reviewing previous cost allocations and system data. Raftelis held individual meetings with water, wastewater, and sanitation staff to ensure that costs were allocated correctly to maintain customer equity. Raftelis adjusted certain customer class rates to comply with the City's rate policies and customer contracts. Unrecovered costs from the policy adjustments were reallocated to other customer classes based on their proportionate share of water demand and/or contributed flow. The sanitation cost of service included adjusting residential and commercial cart charges to recover the increased recycling costs. Rates were developed for each utility over a 5-year period from current rates to FY24 cost of service rates. Of importance to the City were a smooth transition of rates to minimize rate shock for all three utilities.

Raftelis also updated its system capacity fees. The City has sufficient capacity to serve new growth. Using the buy-in method, Raftelis calculated the replacement cost of existing facilities. The ¾" equivalent demands for water were calculated by evaluating multiple years of data and developing an average demand per day for a ¾" meter. Using

historical production data and master plan data, Raftelis calculated a theoretical peak day demand to calculate the capacity charge. Wastewater capacity charges were calculated in a similar manner.

City Council expressed interest in reviewing the basis of the current outside City water and wastewater rate differentials. These rate differentials had been in place for well over a decade however, documentation on the calculations were not readily available. Raftelis applied a common approach to verify the differential for water and wastewater— a revenue requirement rate of return approach (similar to an approach for a regulated utility). Raftelis evaluated an additional approach for water based on a density factor. This approach assumes that that the distribution of outside City customers is less dense than inside City. As a result, outside City customers should incur a greater proportionate share of annual small distribution mains costs. This approach indicated that the City could support a rate differential of 1.1 to 1.3 times inside City rates.

City of Sheridan (WY)

Todd served as the project manager on this engagement. The City of Sheridan (City), located in Northeast Wyoming, provides service to approximately 8,000 water and wastewater accounts. The City retained Raftelis to conduct a comprehensive water and wastewater rate and plant investment fee analysis. The City had maintained regular rate adjustments in the past few years but requested an evaluation of their long-term financial health. Todd served as the project manager on this engagement. With Raftelis staff, he oversaw the development of the billing data to project water sales and wastewater service revenues, projection of budgeted operating and capital expenditures. The City funds capital projects from rate revenues, low interest state loans, and a voter-approved capital tax. The City currently has several substantially complete capital projects funded by state loans. The timing of the payments vary with each project which causes variability in annual expenditures. Raftelis did a full accounting of existing debt and the proposed debt payments to ensure the financial plan represented future costs correctly. Todd also assisted with developing a raw water plant investment fee based on the value of water rights and raw water infrastructure along with a treated infrastructure PIF for water and sewer. Todd will present the preliminary findings to the City Council in March 2018.

City of West Jordan (UT)

The City of West Jordan (City) had not completed a rate study in more than 10 years. Rate increases had been sporadic in the past and had not kept with increasing costs. The service charge portion of a rate increase was recalled in 2017 which put additional pressure on each utilities' reserve balances. The City was concerned that rate revenue was insufficient to meet the increasing capital needs while meeting debt service coverage requirement. Prior to this study, the City was not in compliance with their bond covenants. Another key issue for Council was the funding of growth-related projects with existing rate payer revenue. Raftelis conducted comprehensive financial planning scenarios with Staff and completed a cost-of-service analysis for each utility. Todd gave a presentation providing the details of the financial plan, cost-of-service analysis, and rate design for each utility. He presented materials to Council which showed that growth would pay its way over time however, existing rate payer revenue was needed to 'front' major growth-related construction efforts. The City adopted rate increases of 33%, 18%, and 24% for the water, wastewater, and stormwater utilities, respectively.

Town of Gilbert (AZ)

Todd served as the project manager on this engagement. The Town of Gilbert (Town) is located on the eastern side of the Phoenix metro area and while growth is still occurring, the Town will be approaching build out in the next 20-25 years. This project includes an update to the LUA, IIP and system development fees for police, fire, recreation, traffic signals, general government, water and wastewater services for each land use type (residential, multifamily, nonresidential, commercial and industrial). Due to arrangements for sharing wastewater facilities with another city, the Town has two service areas for the wastewater fees. In addition, Raftelis assisted the Town with development of a streets fee to recover the costs of intersection improvements and major roadway expansions necessitated by growth. Using trip data from the Institute of Transportation Engineers and capacity data from the Town, we developed a roads fee for each of the land use types. We met with Town Staff to review and update the IIP and the impacts on the fees, evaluated different

methodologies to include outstanding debt on growth-related facilities to the fees. We developed the level of service for each fee area and calculated the total growth-related to be recovered in the fee over the study period. For water and wastewater, we used Equivalent Dwelling Units to determine the fee for each land use type. The final IIP, LUA and system development fees report was provided to the Town in March 2019.

Denver Water (CO)

Originally developed to provide for Denver Water's revenue needs while encouraging conservation, the organization's current rate structure had not undergone a full-scale rate structure study in 20 years. Much has changed since that time-water use habits, average demand and peak day needs, available technology, revenue stability, and an increased emphasis on the customer experience-for a start. To gain support for this initiative, Todd presented key drivers to the CEO and Board. Coming off of the 2013 drought and floods raised the issue of revenue instability to the forefront. Todd served as the project manager on this engagement, which included assistance from Denver Water's Public Affairs Division as well as an outside facilitator. Todd oversaw and managed a 'lessons-learned' workshop co-sponsored with the Water Research Foundation, an external affordability study, a customer rate perception survey, as well as a 20-person stakeholder group. Todd led in-house development of all rate structure modeling with staff.

Denver Water outside-city customers make up 50% of revenues and usage for the utility. Denver Water serves these customers through contracts with special districts called "distributors." Distributors are charged in accordance with Denver's Charter provisions, "outside-city rate recover the full cost of providing service plus an additional amount." In 1990, the Board developed a cost-of-service model using the utility-basis of rate setting. This was used to address the significant population growth outside the city with a decline of population in the city of Denver. As time progressed, the methodology became less suitable, more complex, and more opaque. The Board determined that the utility-basis was no longer workable under current conditions.

Todd led this project and developed cost allocation alternatives that both met current circumstances of a growing Denver, satisfied the Charter provisions, and equitably allocated costs between inside and outside city customers. Over a 14 month process, Todd evaluated several alternatives, worked with a Distributor Task Force, and met with Board members individually to review model alternatives. The Board adopted the new cash basis methodology in May 2013.

Denver Water assesses System Development Charges (SDCs) for new connections to the system. SDCs were updated annually however, the last analysis of the structure was completed in 1999. Todd led an internal team to address inconsistencies in the calculations of capacity costs. The SDCs were developed using the 'hybrid' method which considers available capacity with future capacity projects. The unit cost of capacity using the hybrid method was used to develop the fee schedule for each type of development. This uniform unit cost ensured equitable recovery from all classes of customers. Todd developed 'SDC guidelines' to assist Water Sales staff in assessing SDCs based on the changes adopted by the Board. Todd met with Distributor representatives, members of the developer community as well as the Citizen's Advisory Council to review alternatives and present findings.

PUBLICATIONS

- "Evaluating Pricing Levels and Structures to Support Reclaimed Water Systems," Research Report, WateReuse Foundation, 2009

PRESENTATIONS

- "A Guide to Designing Conservation-Oriented Water System Development Charges," AWWA and Western Resources Advocates , 2018, <https://westernresourceadvocates.org/projects/water-system-development-charges/>
- Co-Instructor for American Water Works "Financial Management - Cost-of-Service Rate Making Seminar," 2010-present

- “The Grass is Always Greener...Building Consensus of Reclaimed Water Project Pricing for Jointly Operated Systems,” Water Environment Federation Technical Exhibition and Conference, 2008
- “Honestly, What’s the Reuse,” WateReuse Symposium, 2008
- “Showers to Flowers - Objectives and Approaches for Reclaimed Water Pricing,” Utility Management Conference, 2010
- “Which Conservation Rate Structure is Best for Your Utility,” Utility Management Conference, 2013
- “Financial Management and Ratemaking Challenges for Reuse Water,” Utility Management Conference, 2015
- “Rate Perception Surveys: Leveraging Customer Knowledge to Create the Right Rate Structure,” Annual Conference Exhibition (ACE), 2015
- “Assessing Household Affordability in the Denver Water Service Area,” ACE, 2015
- “Rate Perception Surveys: Leveraging Customer Knowledge to Create the Right Rate Structure,” Utility Management Conference (ACE), 2016

Matt Wittern APR, PMP

PUBLIC ENGAGEMENT LEAD

Senior Consultant

ROLE

Matt will provide input and guidance for the public engagement components of this project.

PROFILE

Matt has a 20+ year public relations career serving clients and customers in the public utility, engineering and construction sectors. He excels at designing and implementing strategic communications campaigns that incorporate stakeholder input to inform, advocate and achieve behavior change. His specialty is successfully translating complex subjects and concepts into messages that are easily understood by target audiences. At Raftelis he manages strategic communications planning and implementation, as well as stakeholder engagement initiatives. Prior to joining Raftelis, Matt managed a variety of public affairs efforts at Denver Water, which included designing the public engagement and public information strategies for nearly a billion dollars' worth of infrastructure projects, spearheading the public process for the utility's policy decision regarding Community Water Fluoridation, and led development of processes to gain stakeholder support for preventative maintenance on critical infrastructure. He earned a B.A. in journalism, is Accredited in Public Relations (APR) from the Public Relations Society of America (PRSA) and achieved status as a Project Management Professional (PMP) from the Project Management Institute. Matt has presented at national conferences including the American Water Works Association's ACE and the City-County Communications and Marketing Association's (3CMA) Annual Conference. Matt's work has earned prestigious Gold Pick Awards from the Colorado Chapter of PRSA and SAVVY Awards from 3CMA.

KEY PROJECT EXPERIENCE

Town of Jackson (WY)

The Town of Jackson, located in Teton County, boasts among the highest incomes of any county in the United States. Juxtaposed against that is the thousands of hourly and service industry jobs that support the vibrant tourism industry, and Raftelis accepted the challenge to develop a water and wastewater rate structure that was fair and equitable, while pricing in complications such as the prevalence of seasonal homes that only had seasonal demand and impact on the system. Matt led the creation of a Technical Advisory Committee made up of representatives from myriad stakeholder groups. Through a series of meetings facilitated by Matt, the TAC ensured that the recommendation ultimately delivered to the Town Council was representative of the community and included measures for affordability.



Specialties

- Strategic communication planning
- Stakeholder engagement
- Public involvement
- Community outreach
- Primary & secondary research
- Expert positioning
- Media relations
- Social media
- Art direction
- Reputation management
- Coalition building
- Advocacy campaigns

Professional History

- Raftelis: Senior Consultant (2019-present)
- Denver Water: Senior Community Relations Specialist/Communications Manager (2015-2019)
- Communication Infrastructure Group: Counselor (2006-2015)
- CollegenInvest: Marketing Communications Manager (2005-2006)
- Transportation Expansion (T-REX) Project: Community Relations Manager (2002-2005)
- LawsComm: Client Service Coordinator (1998-2002)

Education

- Bachelor of Arts in Technical Journalism (Public Relations) - Colorado State University (1999)

Professional Memberships

- Public Relations Society of America: Accredited in Public Relations (APR)
- Project Management Institute - Project Management Professional (PMP)
- International Association of Public Participation (IAP2) - Certified in Public Participation
- WEF
- AWWA

Denver Water (CO)

In the wake of updated guidelines from the Centers for Disease Control and Prevention regarding management of fluoride levels in drinking water, advocates on either side of the policy issue lobbied Denver Water's Board of Water Commissioners (Commissioners). The utility charged Matt with designing and implementing a public process to provide Commissioners with sufficient information to make a policy decision. Matt brought together local and national experts on the issue to debate the pros and cons of managing fluoride levels. This included launch of a strategic communications strategy that built community awareness about the issues that garnered support for the board's ultimate decision. The result was a decision supported by customers who were well informed compared to the start of the campaign and a board that could stand behind the legitimacy of a policy reaffirmed by a process that included robust stakeholder involvement.

Denver Water's collection system is unbalanced, lacks resiliency and is at-risk to myriad natural disasters including wildfires, floods and drought. In the federal permitting process for the past 16 years, plans to expand the capacity of Gross Reservoir to help mitigate these risks had grown stagnant while voices of project opponents grew louder. How could Denver Water raise the profile of the nearly \$500 million project and gain support from critical stakeholders and customers? How could claims of opponents be effectively rebutted and diffused? How could political support be marshaled and directed to ease the work of permitting entities and oversight authorities? Matt stepped in and became the architect of a multi-layered, multi-faceted advocacy and public information campaign designed to achieve these goals. It included:

- Primary research to gauge support of/opposition to the project, along with identification of top objections from fence sitters and opponents that helped drive key messaging.
- Successful lobbying of state and federal elected officials - including then Colorado Governor John Hickenlooper - to go on record supporting the project.
- Recruiting dozens of local governments and major environmental groups to pledge their support and help negate claims by more radical/fringe environmental groups opposing the project.
- Launch of stakeholder outreach plan including presentations delivered to civic organizations and creation of a community outreach office built to serve as a truth repository and venue to gather ongoing public input.
- Design of a comprehensive proactive media relations campaign that targeted key stakeholders in major media outlets through third-party supporters' letters to the editor, media tours, exclusive interview and meetings with editorial boards.
- Design of robust education campaign delivered via social media campaign that that rebutted common false claims made by project opponents in ways that did not lend them legitimacy by drawing attention to opponents directly.
- Development of a multi-layered online and multimedia presence that delivered compelling messages about the project's purpose and need through rich storytelling, powerful imagery and the use of influential third-party advocates.

Northern Colorado Water Conservancy District (CO)

Like many parts of the state, Northern Colorado is experiencing exceptional growth, with a population that is expected to double to a half-million people by 2050. As a key raw water provider to municipalities and agricultural interests, the Northern Colorado Water Conservancy District began plans in the 1980s to provide valuable source water to 15 partners working together to make the Northern Integrated Supply Project a reality. Today, on the cusp of state and federal regulatory approvals, NISP faces opposition from a very small but vocal minority who threaten to derail the public process and stop the project by any means necessary. Millions of dollars, years of planning and thorough environmental study and protections hangs in the balance. Raftelis was hired to assist Northern with development of a comprehensive public outreach and information campaign to ensure continued public support for this critical \$1.1 billion project. Matt Wittern conducted thorough primary and secondary research to inform a plan that when implemented will ensure those who will benefit most from the project will understand the value it brings and its role to help ensure a continued thriving community for years to come.

Denver International Airport South Terminal Redevelopment Program (CO)

Commuter rail was finally coming to Denver International Airport (DIA). The question was – how and where would it connect? The good news is the \$500 million program was merely a continuation of the original vision for DIA that included a world-class hotel and open-air plaza. The bad news was the multi-year construction – if managed and communicated improperly – would create chaos at one of the nation’s busiest travel hubs.

Matt was on the team hired to develop a strategic communications program designed to properly inform a variety of internal and external stakeholder groups; to convey the vision for the program while also communicating valuable coping messages to avoid or mitigate disruption from construction.

Strategic communications included a variety of stakeholder outreach strategies, including convening a Program Advisory Committee to bring together myriad groups and interests, a leading-edge diversity program to promote inclusion and opportunity, and a host of innovative communication tools (touchscreen kiosk, large vinyl floor messages, special events, etc.).

The result of the multi-year campaign was reduced frustration levels among busy travelers and a program that serves as a model for other regional construction projects that must be undertaken while the underlying infrastructure remains in operation.

City of Wheat Ridge (CO)

Matt was the project manager on the team hired to design and implement a community-based brand identity development for the City of Wheat Ridge (City). The City’s existing brand was designed by a high school student in the mid-1970s and despite the brand’s age and dated nature, there were voices in the community opposed to the City’s rebranding. Matt designed a process that brought together key community stakeholders using a variety of public engagement techniques to draw out from them their view of what was quintessentially Wheat Ridge. These elements were then distilled down to core themes that were woven into the City’s new identity. While there was no consensus on what made Wheat Ridge Wheat Ridge, each group could literally point to an element of the brand and buy-in to the brand as a whole. The result was a process that members of City Council praised as the model for how City staff should encourage public involvement. A post-project survey found that 70 percent of respondents agreed that the new identity represents the City as a positive, progressive community.

Cherokee Denver’s Redevelopment of the Old Gates Rubber Factory (CO)

An icon (and to some an eyesore) on the Denver skyline since the late-1800s, the Gates Rubber Factory was decommissioned and for decades sat empty and had fallen into disrepair. One reason it remained in such a condition for so long was the significant environmental contamination that was present at the site that had been found to be leaching chemicals into the water table and into surrounding neighborhoods. Cherokee Denver, a developer specializing in brownfield redevelopments, secured the property and began work to revitalize it into a modern mixed-use destination including residential, retail, commercial and public spaces.

Wary of powerful nearby neighborhood groups, Cherokee Denver hired Matt to lead community relations and public engagement activities designed to inform the community of future plans and incorporate public feedback to avoid political hurdles. Through a comprehensive campaign of education and outreach, Matt built valuable mutually beneficial relationships with community leaders, business interests, homeowner’s associations and elected officials. On his recommendation, Cherokee Denver convened the Cherokee Denver Redevelopment Advisory Committee, which consisted of community leaders and some of the project’s most outspoken opponents. Through dialogue and relationship building, objections from opponents dwindled and community support increased. The project resulted in a development that was properly remediated environmentally and today the community is one of the most desirable and visited in the area.

Colorado Department of Transportation (CO)

The Colorado Department of Transportation was in a pinch. After many years of costly traffic congestion through the critical I-70 mountain corridor, funding was secured to conduct the first step in the federal process to conform to requirements set by the National Environmental Protection Act (NEPA). After performing much of the work associated with the Draft Preliminary Environmental Impact Statement (DPEIS), concerns were raised by officials that the process had not sufficiently engaged members of the local low-income and minority communities. NEPA promotes environmental justice by requiring federal agencies to include a proposed project's potential environmental, economic, and public health impacts on low-income, minority, and rural communities. Mr. Witten was charged with designing and implementing a strategic engagement process to ensure voices from these underrepresented communities were included in the DPEIS. Teaming with partners specializing in multicultural outreach, the program successfully engaged members of this community by approaching with cultural sensitivity and appropriateness. The result was a successful integration of feedback from once underrepresented groups and satisfied environmental justice requirements.

The Colorado Department of Transportation hired Matt and a partner engineering firm to develop a report to inform the Department's approach to public involvement. Through primary and secondary research, and by applying public involvement expertise gained over years of practice, the team delivered the comprehensive report, which became the go-to source on the topic. Feedback from end-users across the state was an incredible validation of the work that was performed. Many had been directed to perform public involvement as part of their individual projects, but there was no prior guidelines for implementation. This report gave important insights, dove deep into practice and provided a solid roadmap to ensure that those most impacted by the Department's work were properly consulted.

Drivers on Interstate 25 between Denver and Fort Collins were fed up. Northbound, the lane count abruptly went from four lanes to two just north of the metro area, creating congestion even during non-peak travel hours. In both directions, road rage was common as aggressive drivers wove in and out of traffic; creating unsafe conditions and frequent accidents that only added time and expense to travelers on this vital thoroughfare. Matt, as part of a consultant team, led community engagement efforts to gather stakeholder input on preferred alternatives to relieve the situation. The team launched a project-specific website (a near first for the time) to increase stakeholder awareness and provided multiple two-way communication channels. Open houses were hosted at strategic points in the community that were designed to lower barriers to participation, and these strategies were successful. As a result of the outreach, stakeholders were in a much better position to understand the engineering and likely funding limitations. Members of the project team benefitted from the fresh eyes of stakeholders who were being impacted by the conditions and were able to screen alternatives to those that addressed the challenges while being responsive to the public's needs.

City of Port Hueneme (CA)

A rate study had not been performed for some time for this small coastal city, and the City Council stressed that affordability was a key factor for their approval. They also stressed the importance of transparency, especially as it related to ensuring the community's significant population of individuals for whom English was not their primary language. As the strategic communications project coordinator, Matt conducted public outreach efforts for the City of Port Hueneme (City) that included the development of an infographic that explains the City's rate structure changes, a Proposition 218 notice, and facilitated three public workshops to explain the changes. All materials were translated into Spanish-language versions to enable communication across a potential language barrier.

Montecito Water District (CA)

This coastal community faced the opportunity to reduce its reliance on surface water sources that are becoming less and less certain due to the effects of climate change and drought. Their solution was to switch over to a guaranteed source using a state-of-the-art desalination plant. This change modified the cost structure paid by customers, but also came with benefits that were not obvious at first glance. Matt managed the implementation of a strategic communications plan that

included development of a variety of communication tools and pieces that effectively made the case for why the changes planned will provide long-term community benefits.

Cucamonga Valley Water District (CA)

The Cucamonga Valley Water District, in California's Inland Empire, was updating its rates and fees to account for a modified pass-through fee for State Water Project water, along with aligning its tiered rate structure to more closely follow the varied costs of different sources of water. In addition, CVWD's financial plan and Capital Investment Plan called for infrastructure upgrades to its aging water infrastructure before costly breaks and outages became more common. Matt coordinated the implementation of a strategic communications and outreach plan that included communication tools such as bill stuffers, FAQs, a fact sheet/infographic, Proposition 218 notice, and participation in an annual community outreach event.

City of Newport Beach (CA)

The City of Newport Beach (City) Utilities Division provides water service to more than 86,000 people over 50 square miles. A high-income community composed of primarily single-family residential properties, there was significant resistance to past water rate increases. For the past four years, City Council declined to increase rates, but with costs such as purchasing supplemental water rising by 75% in recent years, the time had come for action. Matt was on the Raftelis team charged with developing a comprehensive strategic communications plan, messages and communications tools, including a Proposition 218 notice. The effort communicated the great need for infrastructure improvements to ensure continued deliver of high-quality drinking water and water for fire protection. City Council voted to increase rates at the end of 2019.

Crestview-Lake Arrowhead Water Agency (CA)

Crestview-Lake Arrowhead Water Agency (CLAWA) had not had a rate increase in 26 years and needed to ensure compliance with California's Proposition 218 requirements. CLAWA sought specialized assistance communicating the purpose and need for rate increases to customers on a strict implementation timeline. Matt provided strategic communications assistance, including guidance on messaging strategy and tactics.

PRESENTATIONS

- "It's Human Nature: Using Social Science to Enhance Your Communications," RMSAWWA/RMWEA, 2020
- "Ensuring Public Process Legitimacy Through the Lens of The Community Water Fluoridation Issue," AWWA ACE Conference, 2016

PUBLICATIONS

- "Leverage Social Media in Times of Crisis", Article, Journal AWWA, 2020

Rob Wadsworth CPA

LEAD ANALYST

Senior Consultant

ROLE

Rob will manage the day-to-day aspects of the project and will work at the direction of Andrew in conducting analyses and preparing deliverables for the project.

PROFILE

Rob has over five years of experience assisting municipal utilities and governments around the country. His expertise lies in financial management with a focus on financial modeling, rate design, cost of service, economic feasibility, bond feasibility, utility and non-utility impact fees, and surveys. Rob possesses a robust knowledge base of accounting and is a licensed CPA in Texas. He enjoys gaining a deep understanding of the opportunities and challenges each of his client's face and utilizing data and analytics to develop sound solutions. Rob started with Raftelis in the Denver, CO office and then opened the firm's satellite office in Scottsdale, AZ. He currently resides in Houston, TX. In addition to his time at Raftelis, Rob has 2 years of professional experience in public accounting and 1 year in wealth management.

KEY PROJECT EXPERIENCE

City of Grand Junction (CO)

Rob served as lead consultant for Raftelis when working with the City of Grand Junction (City) on water and wastewater utility financial planning studies in 2015. The City operates a large regional wastewater system that includes over 500 miles of sewer mains and a treatment plant. This system serves a population of about 100,000. Rob reviewed separate water and wastewater financial planning models and evaluated funding sources to support each utility's operations over a 10-year study period. Rob worked with City staff to project future rate revenue adjustments necessary to fund ongoing operating and capital costs while maintaining a financially viable utility. Rob also completed a cost-of-service evaluation for each utility. The results of the cost-of-service and financial planning tasks were incorporated into the development of rate structure alternatives for City customers. Rob also updated the City's water and wastewater system development fee calculations. Findings and recommendations were summarized in a report and presented to the City Council at the completion of the study. Rob also served as lead consultant on an Internal Services Fee Assessment Study in 2018. As part of the Study, Rob interviewed City staff in various General Fund departments including City Manager's Office, City Attorney, Human Resources, City Clerk, Finance, Community Development, Public Works, Fleet, and Communications. Rob developed a model to equitably allocate General Fund service costs benefiting the City's wastewater fund.

Woodmoor Water and Sanitation District No. 1 (CO)

Rob has served as a recurring consultant on projects with the Woodmoor Water and Sanitation District No. 1 (WWSD) to provide cost of service and rate design services. As part of the studies, Rob developed a comprehensive cost of service model that was used in the redesign of WWSD's rate structure. The model was developed with the ability to analyze the impact of various rate structures on both WWSD's financial performance and customer rates. The model incorporated a



Specialties

- Financial modeling
- Data analytics
- Cost of service
- Rate design
- Impact fees
- Bond feasibility
- Accounting

Professional History

- Raftelis: Senior Consultant (2016-2019; 2020-present); Consultant (2013-2015)
- The Wadsworth Group: Consultant (2019)
- PWC: Audit Associate (2011-2013)
- University of North Carolina - Chapel Hill: Research Assistant (2009-2010)

Education

- Master of Accounting – University of North Carolina at Chapel Hill (2011)
- Bachelor of Science in Business Administration & Minor in German – University of North Carolina at Chapel Hill (2010)

Certifications

- Certified Public Accountant: State of Texas & State of Illinois

non-potable water customer class into the cost of service analysis. Rob also helped WWSD analyze irrigation customer usage characteristics to address customer concerns over the fairness of their block allotments. Rob helped WWSD convert from their existing block structure with allotments tied to meter size to an individually calculated Grass Irrigation Demand (GID) block structure that takes both time of year and irrigated acreage of each customer into consideration to determine blocks. Rob has provided follow up analysis after two irrigation seasons of the GID rate structure being implemented to ensure it has met its intended goals. Rob has also assisted WWSD analyze debt management related to an outstanding issuance to secure water rights.

City of Pocatello (ID)

Rob served as consultant on a project with the City of Pocatello to provide water, wastewater, and sanitation financial planning services. As part of the study, Rob worked with each Utility Director to develop comprehensive five-year financial planning models, cost of service analysis, rates and system capacity fees. He then designed rate alternatives for each utility that equitably recover revenue from all customer classes. Rob regularly met with the City's Finance Director throughout the duration of the project to update and present the outcomes of each utility's study.

City and County of Denver Wastewater Management (CO)

Rob served as a consultant on a project with the City and County of Denver's Wastewater Management Division (City). As part of the study, Rob developed financial planning models for both the wastewater and stormwater enterprise funds. Through meetings with City Staff, Rob helped the City outline an operating and capital improvement plan and used the model to calculate the necessary revenue adjustments to fund the plan. Rob aided in developing PowerPoint presentations and a report summarizing the study process and results.

City of Thornton (CO)

Rob served as lead analyst for the 2020 water and sewer financial plan, connection fee, cost of service and rate design studies with the City of Thornton (City). The study included a comprehensive review of the rates and connection fees assessed by the City for water and sewer services. Rob assisted the City in determining their desired outcomes of the rate design, and then developed rates alternatives that achieved the goals that were aligned with the City's strategic plan for future build out. Capital funding scenarios were also completed to help optimize the impact on annual rate revenue requirements while fully funding the multi-year capital plan, including the multi-year Northern Project. Rob also aided in the preparation of City Council meeting presentations and the draft and final study reports.

Rob served as consultant on a 2015 project with the City of Thornton (City) to review the rates and fees assessed by the City for water services. Rob assisted the City in determining their desired outcomes of the rate design, and then developed rates alternatives that achieved the goals that were aligned with the City's strategic plan for future build out. The model allowed the City to analyze the impact on customers under various rate design options. Rob also aided in the preparation of City Council meeting presentations and deliverables.

City of Longmont (CO)

Rob served as consultant on a comprehensive water financial planning, cost of service and rate design study. As part of the project, Rob helped analyze rate design alternatives to meet the City's objectives, namely that they be fair and equitable across all customer classes, increase revenue stability, and provide for adequate reserves and debt service coverage. Rob helped develop multiple rate design alternatives and calculated and compared bill impacts to the City's customers across each scenario. Rob also aided in developing PowerPoint presentations for City Council and public meetings to present study findings and recommendations.

Town of Nederland (CO)

Rob served as a consultant on a water and wastewater financial planning, cost of service, rate design, and plant investment fee study for the town of Nederland. Rob designed comprehensive Excel financial planning models for each

utility. The models were used to review and recommend rate adjustments necessary to support the utility's financial viability. Rob created PowerPoint presentations to present findings and recommendations of the study to the Town's Board.

City of Fort Collins (CO)

Rob assisted in an impact fee survey for the City of Fort Collins comparing the City's development review and capital expansion fees with those of other northern Front Range Colorado entities. The capital expansion fees assessed included Parks, Open Space, Trails and Recreation, Fire, General Government, Police, Schools, Library, Human Services, Street Oversizing, Air Quality, and Museums.

Crestview Water and Sanitation District (CO)

Rob served as consultant on multiple annual financial plan and rate update studies with the Crestview Water and Sanitation District (District). As part of the studies, Rob worked with both utilities and developed a rate and financial planning model to calculate revenue requirements using the District's budget, capital improvements plan, and debt service schedules. The model was developed with the ability to run sensitivity analyses over several years and monitor the impacts on financial performance and customer bills.

Baltimore City Department of Public Works (MD)

Rob assisted the Baltimore City Department of Public Works finance department in 2016 and 2017 on various financial and rate design matters. He re-located to Baltimore, MD from August 2016 – November 2016 to serve as acting CFO and work on-site with Department leaders to develop and implement of new water and wastewater rate structures. Rob oversaw the day-to-day operations of the finance department and led staff meetings related to capital financing and general utility financial management. He also coordinated the Department's capital improvement budget for the 2017 calendar year by leading interdepartmental meetings between finance and engineering staff. Rob continued to work with the City on an on-call basis after the rotation to help train new staff on the financial operations.

City of Phoenix (AZ)

The City of Phoenix engaged Raftelis in 2016 to complete a water and wastewater systems cost of service study. Rob led the coordination and development of both the water and wastewater financial models, which included a separate environmental fee and cost of service component for each utility. The City of Phoenix City Council adopted in 1992 an environmental charge as part of the water and wastewater rate structures. The water environmental charge focuses on recovering costs associate with processes beyond conventional water treatment necessary to comply with the federal 1987 amendments to the Safe Drinking Water Act, subsequently mandated federal rules and policies, and the National Pollution Discharge Elimination System permit. The wastewater environmental charge is focused on recovering any costs incurred for exceeding conventional secondary treatment. Rob led the creation of new environmental models with input from City and contracted engineers to identify the environmental related cost components. Rob also developed a new water cost of service rate model for the City, and updated the City's existing wastewater cost of service rate model. Rob continued to provide modeling support for the City after delivering the models, including a full day workshop to teach utility staff the functionality of the models in 2019.

Clark County Water Reclamation District (NV)

Clark County Water Reclamation District (District) engaged Raftelis in 2017 to provide consulting services related to the development of both service charges and connection fees. The District provides wastewater treatment services to over 240,000 residential and 9,000 commercial accounts located in unincorporated parts Clark County, including the Las Vegas Strip. The District operates seven treatment facilities and maintains more than 2,000 miles of pipeline and 27 pumping stations. As part of the study, Raftelis has developed customized service charge and connection fee models in Microsoft Excel for the District. Each model incorporated District specific customer billing data and financial forecasts enabling the District to analyze the impact of various assumptions and scenarios. Rob conducted a one-day training

session with Staff to demonstrate model functionality and flexibility. Rob assisted the District as they solicited input from a Citizens Advisory Committee, including presenting connection fee methodology. Rob continues to assist the District with model updates and staff training.

San Jacinto River Authority (TX)

In 2018, Rob served as a lead analyst on a raw water rate study for San Jacinto River Authority (SJRA). This study considered rates for the Raw Water Enterprise. A financial planning model was developed that would allow SJRA to see the impact to rates for a 10-year period and allows for the consideration of various capital projects. The model also provides for the calculation of the City of Houston costs as required by contract.

City of Richmond (TX)

As a subconsultant to KIT Professionals, Inc., Raftelis completed a water and wastewater rate study and impact fee study for the City of Richmond (City) as part of a master plan update. Rob served as a lead analyst on this study. The water/wastewater rate study considered rates for the City's retail and wholesale system, which included a Groundwater Reduction Program (GRP). The City provides water service through a groundwater system as well as a surface water treatment plant that is part of the GRP. As part of the study, Raftelis developed a financial planning model that allowed the City to consider various timelines for the capital projects identified in the master plan. The timing variation considered the impact to rates. Rob presented study recommendation to the City Council for consideration.

El Paso Water (TX)

Rob has assisted as an analyst on projects with El Paso Water Utilities (EPWU) related to wholesale water and wastewater rate updates. Raftelis developed financial planning and cost-of-service rate models using the base-extra capacity method which are updated on an annual basis. Individual wholesale customer reports are issued at the completion of the annual studies.

City of Meridian (ID)

Rob served as a lead analyst for an impact fee study completed for the City of Meridian (City). Raftelis developed impact fees for parks/recreation, police, and fire facilities. The existing impact fee approaches were reviewed and assessed for equity. Raftelis identified opportunities to improve impact fee calculation approaches which were discussed with City staff and the Impact Fee Advisory Committee. The recommended fees incorporated updated development projections and land use assumptions based on Meridian data, clear documentation of current infrastructure standards and projected need, and proportionate fees for two types of non-residential development and five size thresholds for residential development.

City of Buckeye (AZ)

Rob served as lead analyst on a project with the City of Buckeye (City). The study consisted of a comprehensive financial plan, cost-of-service, and rate design analysis for the City's water and wastewater utilities. The City service area is approximately 145 square miles and according to the US Census Bureau, is the fifth fastest growing City in the US as of 2018. Water service is provided entirely through groundwater. Wastewater service is provided through four water reclamation facilities. Raftelis developed water and wastewater financial plans for the 5-year study period, FY19 - FY23. The City has developed a robust capital plan to address the need for new facilities to support growth as well as maintain the systems. Because facilities must be built prior to new development, impact fee funds must be supplemented with rate revenues and bonds to fund the projects. Raftelis developed rate increase scenarios that not only met operational cost requirements but also satisfied meeting the capital improvement program costs. Raftelis also developed rate alternatives based on a comprehensive cost-of-service analysis for each utility. The final rate structure alternatives were presented to the City's Water Rate Advisory Group for review and comment. The City Council adopted a line item charge to recover the additional revenue rather than through a rate increase. This was approved in November 2019.

City of Glendale (AZ)

Rob worked with the City of Glendale (City) in 2016 and 2017 on a multi-year water and wastewater financial plan review and cost of service analysis. The study included a comprehensive review of the City's existing financial metric targets and recommended updates to ensure the long-term viability of the utility enterprise fund while maximizing efficiency and maintaining existing bond ratings. The study also included a full cost of service analysis for both utilities to ensure rates equitably recover revenue requirements from the various customer classes. Rob incorporated the cost of service analysis results into rate alternatives including cost of service rates, and rates that transition to cost of service over a 5-year period. Rob prepared PowerPoints and handouts for presentations to the City's Citizens Utility Advisory Commission and City Council that highlighted key issues and summarized study findings.

City of Scottsdale (AZ)

The City of Scottsdale (City) hired Raftelis to complete a water and wastewater development fee study in 2017. Both utility's fees were determined based on the system average cost approach which focuses on the total value and total capacity of the utility systems. Specifically, the approach was designed to recover the current value of all existing facilities available to serve existing current demand and anticipated future demand, plus the total capital improvements to those systems needed to serve anticipated future demands. The final fees and approach were documented in a report, with recommendations adopted by Council in May 2018.

City of Tolleson (AZ)

The City of Tolleson (City) hired Raftelis to complete a comprehensive water and wastewater financial plan and rate design study. The City's primary water sources are City of Phoenix water and wells. The City owns and operates a wastewater treatment plant with a permitted capacity of 17.5 MGD. The plant capacity is allocated between the City and other contractual users. A wastewater master plan was completed in 2017 outlining projected capital improvements. Rob met with City staff throughout the duration of the project to coordinate the data request and receipt process, and mediated discussions between key City staff to ensure all financial, customer billing, and capital projections were accurately represented. The models included a 10-year forecast of revenues and expenses with a dashboard enabling scenario analysis capabilities. Rob helped develop multiple scenarios and presented the alternatives and recommendations to City Council for consideration.

Town of Sahuarita (AZ)

The Town of Sahuarita (Town) is located south of Tucson, AZ. The Town, through its wastewater utility, provides wastewater collection and treatment services to approximately 5,600 customer accounts. Rob served as lead consultant on an engagement with the Town in 2016 to perform a Financial Plan and Rate Evaluation Study for the wastewater utility. The study included a comprehensive evaluation of the utility's service charge revenue sufficiency, development of a user-friendly financial planning model designed for continuous use by Town staff as a financial planning tool, alternative rate structure recommendations that met Town objectives, and the calculation of updated connection fees. Rob led project update meetings and presented preliminary results periodically throughout the study to the Town's Finance and Investment Advisory Committee. Rob also presented final recommendations to the Town Council in November 2017.

City of Chandler (AZ)

Rob served as a consultant with the City of Chandler (City) to review rates assessed by the City for water, wastewater, and reclaimed water services. The City's existing rates were designed from an outdated cost of service analysis, so Rob developed a new cost of service model for each utility. The model was used to develop transition rates to realign customer classes with their cost of service. Additionally, Rob helped the City design rates to convert from their existing seasonal rates to one year-round rate structure. The study also included a comprehensive review of public-private partnerships related to City operations to ensure equitable rates being assessed after consideration of private investments in utility infrastructure. Rob also aided in the preparation of City Council meeting presentations and deliverables.

City of Santa Rosa (NM)

Rob served as a lead consultant on a project with the City of Santa Rosa (City) to provide water and wastewater financial planning, cost of service and rate design services. Rob worked with City Staff to develop comprehensive ten-year financial planning models that included both cost of service and rate design analysis. The City finalized a water master planning study in 2016 that Rob incorporated into the financial planning model to ensure adopted rates were adequate to cover the City's forecasted expenditures. Recommendations were presented to the Water Board.

Salt Lake City Department of Public Utilities (UT)

Rob served as a lead analyst on a project with the Salt Lake City Department of Public Utilities to evaluate user charge based funding sources for street lighting services. The City funded street lighting services through fees that were based on defined levels of service – those with enhanced services were assigned to assessment areas based on level of service, each with a different fee. Rob assisted the City in analyzing various new funding options that equitably recover costs and dissolved the existing service areas. Rob also aided in developing PowerPoint presentations for City Council and public meetings to present study findings and recommendations.

PROJECT LIST

- City of Phoenix (AZ) – Water & Wastewater Financial Plan, Cost of Service, and Environmental Fee Study
- City of Peoria (AZ) – Water, Wastewater, and Water Resource Impact Fee Study
- City of Tolleson (AZ) – Water & Wastewater Financial Planning and Rate Study
- Town of Sahuarita (AZ) – Wastewater Financial Plan and Cost of Service Study
- City of Scottsdale (AZ) – Water & Wastewater Impact Fee Study
- City of Buckeye (AZ) – Water & Wastewater Financial Planning and Cost of Service Rate Study
- City of Chandler (AZ) – Water, Reclaimed Water, and Wastewater Cost of Service and Rate Design
- Crestview Water and Sanitation District (CO) – Water & Wastewater Financial Planning and Cost of Service Rate Study
- Woodmoor Water & Sanitation District No. 1 (CO) – Water & Wastewater Financial Planning and Cost of Service Rate Study
- City of Grand Junction (CO) – Water & Wastewater Financial Planning and Cost of Service Rate Study; General Services Charge Study
- Town of Nederland (CO) – Water & Wastewater Rate Study
- City of Longmont (CO) – Water Financial Planning and Rate Study
- City of Thornton (CO) – Water Financial Planning and Rate Study
- City and County of Denver Wastewater Management (CO) – Financial Planning Study and Bond Support
- Denver Water Department (CO) – Financial Planning and Rate Analysis Support
- City of Louisville (CO) – Water & Wastewater Financial Planning Study
- City of Steamboat Springs (CO) – Water & Wastewater Rate Study
- Arapahoe County Water and Wastewater Authority (CO) – Financial Planning Study
- City of Fort Collins (CO) – Development Fees Survey Study
- City of Meridian (ID) – Non-Utility Impact Fee Study
- Baltimore City Department of Public Works (MD) – Water & Wastewater Financial Planning and Rate Design Support
- City of Santa Rosa (NM) – Water & Wastewater Financial Planning and Cost of Service Rate Study
- Clark County Water Reclamation District (NV) – Wastewater Financial Planning, Impact Fee, and Staff Training
- City of Richmond (TX) – Water & Wastewater Financial Plan and Rate Study
- San Jacinto River Authority (TX) – Raw Water Rate Study
- El Paso Water Utilities (TX) – Wholesale Water Rate Study
- Salt Lake City (UT) – Street Lighting Financial Planning and Cost of Service Rate Design

Strategy and Implementation Plan

The Joint Persigo Board is comprised of the full City Council and Mesa County Commissioners. The City currently bills for sewer services on a monthly basis utilizing charges per Equivalent Customer Unit (ECU) assessed to residential and non-residential customers. Many residential customers outside the City are not metered and the ECU approach is used to equitably recover costs across classifications. The City requests an evaluation of the sufficiency of existing rate revenues, adjusted for growth, over a 10- to 20-year study period to meet annual requirements and cash reserves. The consultant will review City-developed financial planning models and work with City staff to project system revenues funding O&M expenses, debt service requirements, CIP, and capital funding alternatives while maintaining minimum cash reserve requirements. The consultant will review current rate and fee structures and provide recommendations with potential adjustments starting no sooner than 2022.

The City also requests assistance with proactive community engagement regarding rate and PIF recommendations. The consultant will work with City staff to present interim and final study recommendations and findings to the Joint Persigo Board.

We have developed the following proposed services based on our extensive experience in completing comprehensive rate studies for other wastewater utilities while taking into account the considerations identified by the City in its Request for Proposals (RFP). Our approach has been tailored to address the specific objectives and concerns identified in the RFP while maintaining those elements that we believe are essential for a successful project. We have used a similar project approach on many of our rate study projects for utilities throughout Colorado, the Southwest, and the nation.

Task 1: Project Initiation and Management

We believe that the execution of a productive kick-off meeting is the most effective way to begin a project of this nature. The goals for this meeting include:

- Providing a forum to finalize the scope of the project, work plan, and schedule with City staff
- Confirming the City's preliminary pricing objectives
- Ensuring that we have a strong understanding of the overall goals of the study
- Providing an opportunity for City staff to meet and become comfortable with the project staff from Raftelis
- Reviewing the data needs for the project

Accomplishing these objectives will help to ensure that the project progresses as smoothly as possible.

Prior to the kick-off meeting, we will prepare a detailed data request list that will identify the information needed to complete the various analyses. Information that is typically required to perform a comprehensive cost-of-service study includes recent Comprehensive Annual Financial Reports (CAFR), recent and adopted 2021 utility budget, a description of service areas, current and historical billing data, utility plant in service records, debt service schedules, multi-year financial projections, wastewater master plans, and a long-term capital improvement plan. Some of this information will be readily available, whereas other components may require more detailed analyses of operational data, customer billing information, and costs. We will also prepare a comparison of the City's existing utility rates to comparable peers as a

basis for discussion during the kick-off meeting to review the City's existing rates and determine if additional types of fees may be appropriate to be analyzed and considered for use by the City's utilities.

Data Collection and Review

As part of this task, we will conduct interviews with City staff to obtain a thorough understanding of the financial, operational, regulatory, master planning, and political environments. Existing rate policies and ordinances will be reviewed for consistency with current and possible future fees. Key issues, areas of concern, and pricing objectives will be reviewed and discussed. Historical information will be reviewed related to costs, customers, usage, demand patterns, capital spending, plant in service, and revenues generated to provide a better understanding of recent changes in operating characteristics and to develop appropriate trends and growth factors for creating financial forecasts. Other information reviewed will include regulatory requirements, bond covenants, contractual requirements, and capital plans for each utility. During the data collection and review, we will begin to identify assumptions used to allocate and project costs that will be integrated into our model. As these assumptions are identified, City staff will have an opportunity to review our findings to ensure that the assumptions make sense with regard to each of the City's utility systems.

Project Management

In order to successfully complete the project, Raftelis will set regular project calls with City staff regarding data requests, data validation, data decisions, and reviewing preliminary and final results. Much of this can be accomplished through conference calls, emails, and demonstrations using tools such as Microsoft Teams or Zoom. These efforts provide for consistent and competent project management to ensure that all deadlines and objectives are met in a timely and efficient manner. We believe in a no-surprises approach so that the City is always aware of the project status.

PLANNED MEETINGS:

- Kick-off meeting virtually while meeting all social distancing guidelines

DELIVERABLES:

- Data request list
- Agenda for kick-off meeting
- Documentation summarizing the kick-off meeting

Task 2: Development of Financial Plans

An important element in conducting a comprehensive rate study is to establish comprehensive short- and long-term financial plans for the City's utilities. In preparing these plans, we will analyze the City's current policies and practices for funding its operations, capital facilities plans, and debt service requirements. As appropriate, and as discussed with City staff, we will consider various financing options, or a combination of options, such as operating revenue, new debt issuances, and miscellaneous fees.

We will assist the City in achieving a suitable balance among the financing options when developing the proposed financial plans, which will accomplish the following:

- Ensure financial sufficiency to meet operating and capital costs as well as prudent reserves
- Meet the City's service policies and objectives
- Fairly distribute financing responsibility to appropriate users
- Result in an appropriate capital structure so that the City maintains a high rating with bond rating agencies

Maintaining detailed financial plans will ensure that the utility is operating in a revenue self-sufficient manner and meets debt covenant requirements. We will develop separate financial plans for the wastewater utilities to understand if any of the utilities may be subsidized by the others.

The financial plan will include a capital improvement financing component that will ensure the utility can fully finance the City's proposed capital improvement program while minimizing impacts to existing ratepayers and complying with existing revenue bond covenants.

Comprehensive operation and customer billing information will be collected to classify customers and project user demand over the planning period. We will study available historical consumption of the City's different customer types in order to arrive at a corresponding usage and growth rate for each type. Raftelis will also examine the City's current customer classifications and identify changes necessary to improve equity to make them more consistent with current industry practices and standards. Raftelis will then calculate the revenues under current rates adjusted for growth to fund projected O&M operating and capital expenses as well as financial and rate policies and recommend appropriate changes to the existing policies at the lowest possible rates to meet their financial requirements. These financial requirements will include identifying: appropriate target reserve levels for the operating and capital programs and when these reserves can be used; infrastructure replacement funding from operations; debt funding of CIP; and debt service coverage designed to allow the City to meet its financial objectives and goals while achieving improved rate stability and revenue sufficiency. Raftelis will also provide recommendations on how the City may wish to fund O&M expenses and capital maintenance and replacement expenses.

Develop Revenue Requirements

This task will include the projection of budget items, such as annual costs related to labor, power, materials, capital expenditures, plant investment, O&M expenses, transfers, reserve contributions, and debt service coverage using assumptions based on different economic factors and growth trends.

We will develop forecasts of revenue requirements over the multi-year planning period. Revenue requirements will be projected over the rate-setting period based on historical results, the current budget, CIP, master planning studies, existing debt service, other obligations, and current economic trends. We will examine the effect of variations in factors that impact the utility's revenue requirements and provide comparisons of potential revenue requirement scenarios for review with the City to identify the most appropriate revenue requirements for proposed rates. Projecting revenue adjustments over a multi-year planning horizon can illustrate future rate impacts and potential challenges to the City's financial situation. This will allow the City to adjust its expenses, transfers, and reserve balances or schedule capital projects to smooth rate impacts and maintain financial stability.

Develop Multi-year Cash Flow Analysis and Recommend Reserve Balances

We will develop a multi-year cash flow analysis to determine the revenue adjustments needed to meet projected revenue requirements for the multi-year planning period while minimizing sharp rate fluctuations. The cash flow worksheet will incorporate revenues generated from different sources, expenses needed to maintain the utility systems, any transfers in and out of the enterprise funds, as well as the coverage needed to meet current and proposed debt service requirements. We will also review the reserve policies to recommend appropriate reserve balances consistent with industry standards and the City's desire to appropriately address risk associated with various factors, including emergency expenditures or revenue shortfalls.

PLANNED MEETINGS:

- Web-based meeting to review multi-year financial plans

DELIVERABLES:

- Multi-year financial plans for each utility

Task 3: Plant Investment Fee and Sewer Trunkline Extension Fee Update

One-time capital recovery fees are frequently used as a cost recovery mechanism so that new and increased development pay their own share of the cost of facilities they benefit from when connecting to a utility. Raftelis will evaluate the adequacy of sewer PIFs and sewer trunkline extension fees assessed to new and/or increased development in proportion to the impact on the sewer system so that growth pays its fair share. Our approach is characterized by a comprehensive evaluation of the unit cost of facilities benefiting new development. There are typically three approaches to calculating PIFs (aka system development fees, connection charges, impact fees, or tap fees) as follows:

- **Buy-In:** When major backbone facilities have been constructed and sufficient capacity is available to serve new and/or increased development. Under this approach, the unit cost of previous investments is the basis for the PIF.
- **Incremental:** When major backbone facilities are identified within the future capital plan to provide capacity to serve new and/or increased development. Under this approach, the unit cost of future investments is the basis for the PIF.
- **Hybrid (or Combined):** Combines the **Buy-In** and **Incremental** approaches when major backbone facilities have been constructed with available capacity, but incremental investments are needed to provide sufficient capacity to serve new and/or increased development. Under this approach, the weighted average unit cost of previous and future investments is the basis for the PIF.

We will work with City staff to understand available and identified future capacity expansions in recommending the calculation approach that best reflects the unit cost of facilities benefiting new and/or increased development through this approach. Additionally, due to our extensive experience completing similar analyses, we are familiar with multiple assessment approaches and can assist the City in evaluating and identifying modifications to current assessment schedules efficiently. This approach has been successfully used to update existing PIFs, as well as to assist communities in implementing new PIFs.

Task 4: Cost-of-Service Analysis and Rate Calculation

Although we take care to tailor a utility's cost-of-service analysis to meet the needs of the individual utility, we always make sure to follow the basic premise of cost-of-service allocations set forth by state and local laws, the Water Environment Federation's (WEF) *Manual of Practice No. 27, Financing and Charges for Wastewater Systems*, and other authoritative bodies.

The first step of a cost-of-service analysis is to complete a cost functionalization to allocate costs to the various functions within the utility. For example, in the wastewater utility, these categories may include treatment plant as well as trunk and collection system lines. The next step is the classification of costs based on cost-causative parameters. In wastewater, these parameters would be flow- and strength-based characteristics, meters, and customer service. Finally, the cost of serving each customer class will be determined based on each class' usage characteristics.

Rate Calculation

After the revenue requirements have been functionalized, classified, and allocated, we will use the consumption analysis performed in Task 2 and combine it with the new revenue requirements to calculate user rates reflecting the City's specific rate goals and objectives. In identifying these goals and objectives, Raftelis will evaluate the City's current rate structures

and discuss how they compare to industry standards. At this point, we will discuss and evaluate the need for new customer classes, such as senior citizen or irrigation/sprinkler rates. Raftelis has worked with many customers to evaluate existing and new customer classes. This evaluation will be based on existing data and the needs of the City.

We will project these rates for the forecast period to ensure that all covenant requirements are met and to ensure that customer impacts of rate increases do not lead to rate shock. At the end of this task, we will conduct a meeting with City staff. At this meeting, Raftelis will review the entire cost-of-service and rate-setting process and present preliminary rates. Prior to the meeting, City staff will be provided with the draft rate model and preliminary rates so that they will be able to review our methodology and suggest changes. We will discuss all suggested changes and then work with the City to come up with our final rate recommendations to incorporate into the City's rate ordinances.

Comparison of Costs by Customer Class

Based on the rate structures identified in this task, we will develop a comparison of the cost of service to rate recovery under the new rates as well as existing rates. This will allow the City to understand any inequities in the existing rate structure as well as how any proposed changes to the rate structure addresses those inequities.

PLANNED MEETINGS:

- Web-based meeting with City staff to review costs by customer classes and resulting rates

DELIVERABLES:

- Costs by customer classes as well as preliminary and final rate recommendations

Task 5: Reports and Presentations

Rate Comparison

Raftelis will prepare a comparative analysis of the City's current and proposed wastewater rates to comparable peer utilities. This comparison will be used in the reports and presentations of the findings of the study to provide a frame of reference for stakeholders and decision makers.

Study Reports

The draft report will document the rate development process, describe any recommended changes to the existing rate structures and the reason for such changes, and present the results of the cost-of-service and rate study. An electronic copy of the draft report will be presented to City staff for their review and comment. Raftelis will incorporate City staff's comments of the draft report into a final report. Upon finalization of the report, the City will be provided an electronic copy of the report.

Presentations

We will prepare a PowerPoint presentation summarizing the rate study process, findings, and recommendations in a clear and concise manner. We will provide a draft of this presentation to City staff for their review and comment prior to delivering the final version. Raftelis will also present our findings using this presentation and other outreach materials at a public hearing as well as at another meeting at the City's direction.

PLANNED MEETINGS:

- Web-based meeting to review draft report with City staff
- Up to two presentations as directed by the City with up to one in person

DELIVERABLES:

- Rate comparison
- Draft report
- Final report
- PowerPoint presentations

Task 6: Community and Stakeholder Engagement

Gone are the days when rate and PIF adjustments could be made by a small group of decision makers. Today, wise communities are proactive in their approach to communicate with customers and stakeholders. Using modern videoconferencing technology to eliminate travel costs, we'll engage audiences in ways that make it easy to participate in the process.

Raftelis will host up to two virtual community meetings with the goal of raising stakeholder awareness and support for the need for potential changes to the rate structure. In our experience, gaining support from customers and other stakeholders for rate and fee adjustments requires clear communications and engagement using strategies, tactics, and messages that resonate with audiences. To that end, our facilitated discussion will be tailored to communicate clearly to the typical customer who is likely unfamiliar with how rates and fees are set, while also being relevant to the Grand Junction development community – a key stakeholder group.

We recommend scheduling these virtual meetings in the evenings to lower barriers to participation. We also recommend recording these sessions and posting them on the City's website for individuals who were not able to participate during the live session.

Feedback collected in these sessions will be incorporated into the draft and final recommendations to the Joint Persigo Sewer Board.

MEETING(S):

- Two virtual public outreach meetings facilitated by Raftelis communications staff with presentation by Project Manager

DELIVERABLE(S):

- PowerPoint presentation
- Two-page public outreach summary memorandum

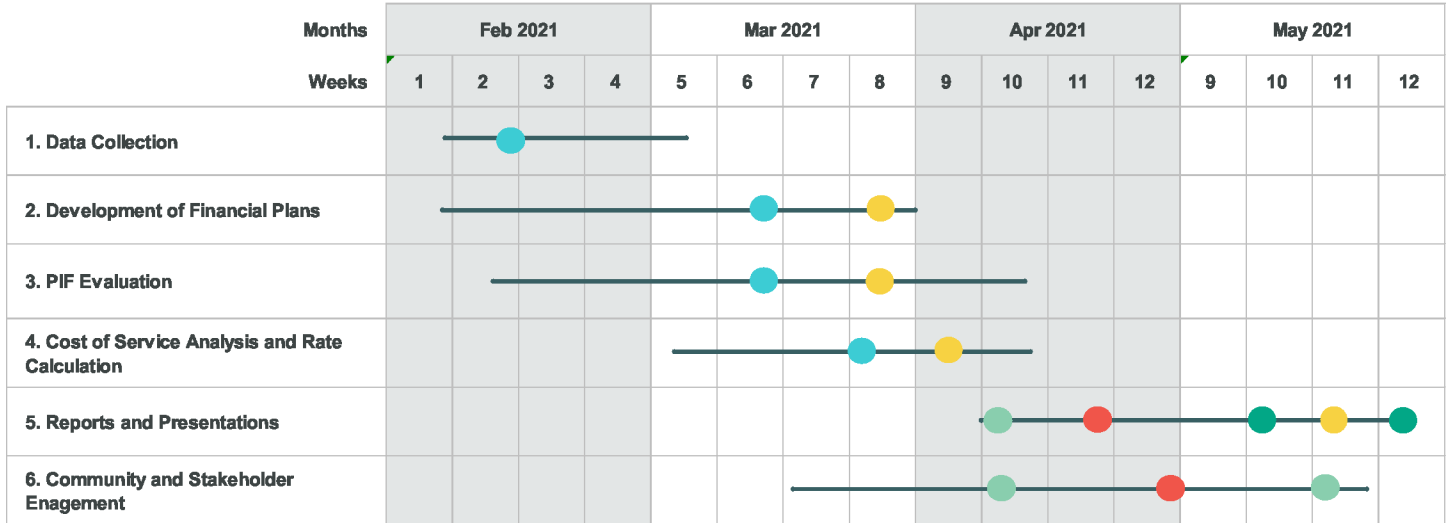
Raftelis will develop a customized financial model for the City that incorporates a dashboard to allow you to easily run scenarios and see the impacts in real time.

Shown below is a sample dashboard that we developed for another project.



Time Schedule

Raftelis will complete the scope of services within the timeframe shown in the schedule below. Raftelis will comply with the proposed completion schedule. The proposed schedule assumes a notice-to-proceed in early February 2021 and that Raftelis will receive the needed data in a timely manner and be able to schedule meetings as necessary. Project completion is estimated for May 2021 as illustrated below.



- Project Meetings
- Council Meetings
- Web Meetings
- Draft Report
- Final Report

Estimate of Time Commitments from Owner Staff

Raftelis recognizes the workload challenges City staff face with their many day-to-day responsibilities. Even though this project will require some effort from City staff, we will minimize the time required by City staff as much as possible. We anticipate while there may be a few calls that involve more than key City staff, many will be limited to two to three City staff members. The areas where City staff time will be required are listed below:

- Providing relevant data
- Participating in project initiation meeting
- Participating in calls to discuss preferred approaches (i.e., financial plan and rate design workshop)
- Participating in calls to discuss preliminary results of each element
- Responding to questions
- Reviewing draft deliverables (i.e., reports and presentation packages)
- Board meeting

Overall, we believe this level of City staff involvement will result in the following approximate number of hours:

- Task 1 – 24 hours
- Task 2 – 8 hours
- Task 3 – 12 hours
- Task 4 – 8 hours
- Task 5 – 20 hours
- Task 6 – 12 hours

We certainly welcome additional involvement of City staff, as we have found that client participation enhances the project outcome.

References

Below, we have included references for clients for whom we have performed similar services and urge you to contact them to better understand our capabilities and the quality of service that we provide.

City of Thornton [co](#)

References

Kim Newhart, Finance Director
9500 Civic Center Drive
Thornton, CO
P: 303.538.7255
E: kimberly.newhart@thorntonco.gov

Brett Henry, Executive Director of Infrastructure
9500 Civic Center Drive
Thornton, CO
P: 720.977.6220
E: brett.henry@thorntonco.gov

Town of Jackson [wy](#)

Reference

Johnny Ziem, Assistant Public Works Director and
Wastewater Manager
P.O. Box 1687
Jackson, WY 83001
P: 307.733.3079 ext. 1402
E: jziem@jacksonwy.gov

Woodmoor Water and Sanitation District [co](#)

Reference

Jessie Shaffer, District Manager
1845 Woodmoor Drive
Monument, CO 80132
P: 719.488.2525
E: jessies@woodmoorwater.com

City of Steamboat Springs / Mt. Werner Water and Sanitation District [co](#)

References

Jon Snyder, PE, Utility Distribution and Collection
Manager
City of Steamboat Springs
137 10th Street
Steamboat Springs, CO 80477
P: 970.871.8207
E: jsnyder@steamboatsprings.net

Frank Alfone, General Manager
Mt. Werner Water and Sanitation District
3310 Clearwater Trail
Steamboat Springs, CO 80488
P: 970.879.2424
E: falfone@mwwater.com

Town of Eagle [co](#)

Reference

Bill Schrum, Assistant to the Town Manager
200 Broadway
Eagle, CO 81631
P: 970.328.9652
E: bill.schrum@townofeagle.org

City of Aspen [co](#)

Reference

Lee Ledesma, Finance and Administration Manager
130 South Galena Court
Aspen, CO 81611
P: 970.429.1975
E: lee.ledesma@cityofaspen.com

SECTION 7.0: SOLICITATION RESPONSE FORM
RFP-4856-21-DH Financial Analysis for Wastewater Utility Rates and Fees

Offeror must submit entire Form completed, dated and signed.

1) Not to exceed cost to provide financial analysis services for the Persigo Treatment Plant:

NOT TO EXCEED COST \$ 59,000

WRITTEN: Fifty-nine thousand **dollars.**

The Owner reserves the right to accept any portion of the services to be performed at its discretion

The undersigned has thoroughly examined the entire Request for Proposals and therefore submits the proposal and schedule of fees and services attached hereto.

This offer is firm and irrevocable for sixty (60) days after the time and date set for receipt of proposals.

The undersigned Offeror agrees to provide services and products in accordance with the terms and conditions contained in this Request for Proposal and as described in the Offeror's proposal attached hereto; as accepted by the Owner.

Prices in the proposal have not knowingly been disclosed with another provider and will not be prior to award.

- Prices in this proposal have been arrived at independently, without consultation, communication or agreement for the purpose of restricting competition.
- No attempt has been made nor will be to induce any other person or firm to submit a proposal for the purpose of restricting competition.
- The individual signing this proposal certifies they are a legal agent of the offeror, authorized to represent the offeror and is legally responsible for the offer with regard to supporting documentation and prices provided.
- Direct purchases by the City of Grand Junction are tax exempt from Colorado Sales or Use Tax. Tax exempt No. 98-903544. The undersigned certifies that no Federal, State, County or Municipal tax will be added to the above quoted prices.
- City of Grand Junction payment terms shall be Net 30 days.
- Prompt payment discount of N/A percent of the net dollar will be offered to the Owner if the invoice is paid within N/A days after the receipt of the invoice.

RECEIPT OF ADDENDA: the undersigned Firm acknowledges receipt of Addenda to the Solicitation, Specifications, and other Contract Documents. State number of Addenda received: 1

It is the responsibility of the Proposer to ensure all Addenda have been received and acknowledged.

Raftelis Financial Consultants, Inc.
Company Name – (Typed or Printed)


Authorized Agent Signature

5619 DTC Parkway, Suite 850
Address of Offeror

Greenwood Village, CO 80111
City, State, and Zip Code

Andrew Rheem, Senior Manager
Authorized Agent – (Typed or Printed)

303.305.1137
Phone Number

arheem@raftelis.com
E-mail Address of Agent

January 8, 2021
Date

Fee Proposal

The following table provides a breakdown of our proposed fee for this project. This table includes the estimated level of effort required for completing each task and the hourly billing rates for our project team members. Expenses include costs associated with up to one (1) trip to the City.

Tasks	Virtual Meetings	On-Site Meetings	Hours									Total Labor	Total Expenses	Total Labor and Expenses
			AR	TC	HL	MW	RW	SC	GD	Corp	Total			
1. Data Collection	1	0	2	0	0	2	4	2	0	0	10	\$2,270	\$0	\$2,270
2. Development of Financial Plans	1	0	10	2	0	0	24	12	0	0	48	\$11,040	\$0	\$11,040
3. PIF Evaluation	1	0	8	2	0	0	22	8	0	0	40	\$9,200	\$0	\$9,200
4. Cost of Service Analysis and Rate Calculation	1	0	6	2	0	0	20	12	0	0	40	\$9,080	\$0	\$9,080
5. Reports and Presentations	2	1	16	2	0	4	22	8	6	4	62	\$13,350	\$560	\$13,910
6. Community and Stakeholder Engagement	2	0	20	2	0	24	6	0	8	0	60	\$13,500	\$0	\$13,500
Total Estimated Meetings / Hours	6	1	62	10	-	30	98	42	14	4	260			
Hourly Billing Rate			\$275	\$275	\$310	\$215	\$215	\$215	\$125	\$85				
Total Professional Fees			\$17,050	\$2,750	\$0	\$6,450	\$21,070	\$9,030	\$1,750	\$340	\$58,440	\$560	\$59,000	

AR - Andrew Rheem (Project Manager)
 TC - Todd Cristiano (Technical Resource)
 MW - Matt Wittern (Public Engagement Lead)
 RW - Rob Wadsworth, CPA (Lead Analyst)
 SC - Staff Consultants
 GD - Graphic Design
 Corp - Corporate Functions

Additional Data

We do not have any additional data to present to the City.

