



City of Clearwater

RFP # 14-20

Utility Rate Study Services

(Water & Sewer, Solid Waste & Recycling, Stormwater)

February 11, 2020



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Tab 1.

Letter of
Transmittal

Tab 1. Letter of Transmittal



February 11, 2020

City of Clearwater
Attn: Purchasing
100 S Myrtle Ave
Clearwater FL 33756-5520

Re: RFP #14-20 – Utility Rate Study Services (Water & Sewer, Solid Waste & Recycling, and Stormwater)

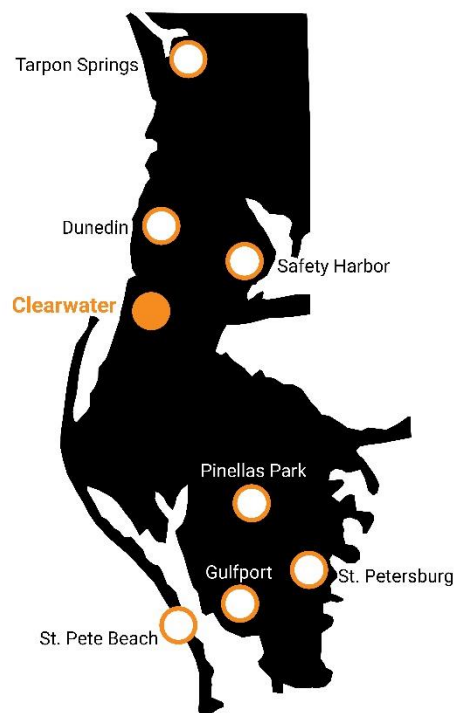
Dear Members of the Selection Committee:

The Stantec community unites more than 22,000 employees working in over 400 locations across the globe. Our local strength, knowledge, and relationships, coupled with our world-class expertise, have allowed us to go anywhere to meet our clients' needs in more creative and personalized ways. With long-term commitment to the people and places we serve, Stantec has the unique ability to connect on a personal level and advance the quality of life in communities across the globe.

A great example of this is our service to the City. **Our Financial Services team has been providing ongoing utility rate consulting services to the City of Clearwater for over 15 years** (as Burton & Associates until 2016, currently as Stantec). During that time, we have gained a tremendous amount of knowledge about the City and have helped its utility systems evolve to their current positive financial condition. Equally as important is that we have established a tremendous amount of credibility and trust throughout all levels of the City in our people, process, and interactive modeling tools.

National & Local Expertise. Stantec's Financial Services Practice is home to an impressive amount of experience and knowledge, including over 35 professional consultants with over 300 years of combined experience, including over 1,500 financial and rate-related studies for nearly 300 utilities and local governments throughout the country. The senior members of our practice are viewed as industry leaders in North America.

That said, this practice has **strong roots in Florida and is a trusted source to nearly 130 communities across the state** in providing independent and objective financial management services to local governments and utilities. In addition to our years of experience in providing the requested services to the City, we have also enjoyed the privilege of serving many of your neighboring communities in Pinellas County, including the County itself, for several years. As such, we have **significant knowledge of local utility systems, as well as recent and historical economic conditions, development activity, current pricing strategies, and weather patterns.**



We Know Clearwater. During our service to the City, we have acquired a unique knowledge of the City's budgetary process and timeline, policies, data structure, and key stakeholders. Moreover, our financial models have been customized to reflect the City's data and we have years of historical data pre-populated within them for each utility system. Perhaps more importantly, our modeling tools are uniquely suited to assist in the evaluation of alternative capital spending plans, including the results of master plans (such as the one that will likely be completed during this contract for the water and sewer enterprise fund) and changes in regulatory requirements. Moreover, we know which local trends (such as recycling and solid waste fee/fund consolidations) and rate practices may be of interest to the City (such as tiered stormwater rates) and that they must be considered at the right time and reflect readily available data as well as system/administration capabilities. In summary, our methods, tools, process, and schedule have been optimized for the City's normal practices, and yet we are ready to continue to assist each of the City's utilities make structural changes at the right time and in the right ways.

Commitment. With this proposal, we commit to providing the requested services within the time period requested. Moreover, we have reviewed your proposed RFP/contract terms and believe that should we be selected we will be able to conclude a mutually satisfactory contract.

Authorized Contact. Andrew Burnham will serve as the Project Director, contracting authority and authorized representative from Stantec. He can be reached at our Tampa, Florida office at 777 South Harbour Island Blvd., Suite 600, Tampa, FL 33602, by email at andrew.burnham@stantec.com or by phone at (813) 223-9500. Additionally, Leticia Doohaluk will serve as the Project Manager for each study under this contract. These two have been successfully leading our recent services to the City and will continue to be the main points of contact. Note that Andy and Leticia are both located in our Tampa, Florida office.

Summary. Our understanding of the City and its stakeholders, breadth of local and national experience, our interactive modeling process, and communication skills are a unique combination. In short, our team provides the City with an unmatched value proposition:

- ✓ Unique familiarity and experience with the City of Clearwater, including understanding of its people, data, processes, stakeholders, issues, and objectives,
- ✓ Experience with accepted ratemaking and financial management practices throughout Florida,
- ✓ Nationally recognized stature in utility ratemaking and understanding of best practices and industry trends,
- ✓ Availability and commitment of experienced staff to ensure successful and timely completion of each study,
- ✓ A powerful modeling system previously populated and customized for the City,
- ✓ Demonstrated excellence in stakeholder education and communication

We look forward the opportunity to continue to assist the City in the management of its utility systems, and please do not hesitate to contact us with any questions regarding our proposal.

Regards,



Andrew Burnham
Vice President
Contracting Authority

Tab 2.

Experience & Qualifications

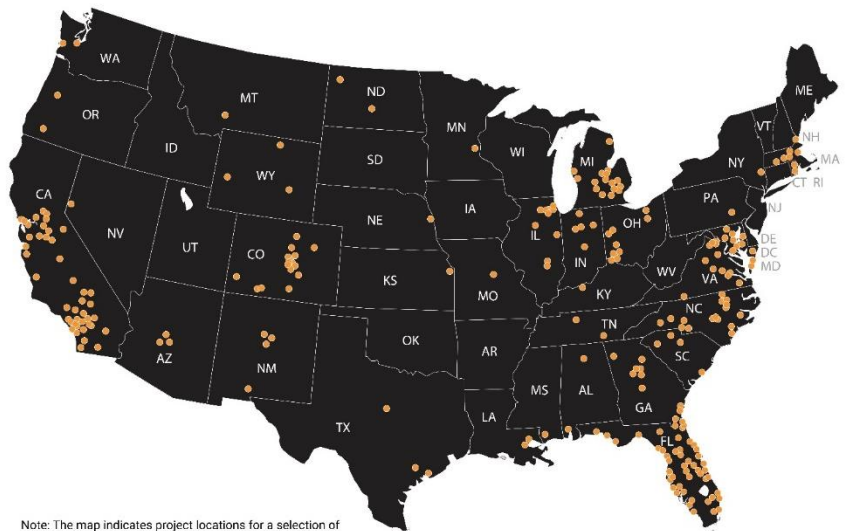
Tab 2. Experience & Qualifications

Stantec offers an unmatched and proven combination of local and national experience, dynamic and interactive modeling and project execution approaches, and the support of thousands of professionals and industry experts committed to providing quality and innovative solutions to whatever utility financial and management issues you may face. This section describes our experience, qualifications and our proposed project team.

We are Stantec. The Stantec community unites more than 22,000 employees working in over 400 locations across the globe. Our local strength, knowledge, and relationships, coupled with our world-class expertise, have allowed us to go anywhere to meet our clients' needs in more creative and personalized ways. With long-term commitment to the people and places we serve, Stantec has the unique ability to connect to projects on a personal level and advance the quality of life in communities across the globe.

Stantec's Financial Services Practice offers 35+ consultants with over 300 years of combined experience and value to your project. As a group, we work together and learn from each other's experiences. This combination of diverse backgrounds and experiences has made us **who we are today – a trusted source to our clients in providing independent and objective financial management services to local governments and utilities throughout the country.** This knowledge sharing and expertise will be brought to you as well. You can be assured that our team will develop comprehensive and balanced solutions tailored for your situation.

Our **expertise** helped communities across the globe—including over **290+** diverse locations in the US alone.



Note: The map indicates project locations for a selection of communities served. Not all communities are shown.

Financial Services | By the Numbers

300+

Combined years
of **experience**

1.5K+

Studies in the
last 15 years

35+

Specialists in
utility financial
management

>290

Communities
served

\$4B+

Debt supported
in past 5 years

We know Clearwater. Our Financial Services team has been providing ongoing utility rate consulting services to the City of Clearwater for over 15 years. During that time, we have gained a tremendous amount of knowledge about the City and have helped the utility systems evolve to their current positive financial condition. Equally as important, is that we have established a tremendous amount of credibility and trust throughout all levels of the City, including staff, management, administration, and even the City Council.

We are Experts. The leaders in Stantec's Financial Services team are widely recognized as leaders in the municipal rate consulting industry. Senior members of our proposed project team have:

- **Contributed to AWWA's primary water rate manual M-1** (Zieburtz, Burnham),
- **Contributed to WEF's wastewater rate Manual of Practice No. 27** (Zieburtz),
- **Contributed to AWWA's alternative rate manual M-54** (Zieburtz),
- **Contributed to AWWA's capital financing manual M-29** (Burnham),
- **Contributed to AWWA's cash reserve policy report** (Burnham)
- **Conducted training for Michigan State University's Ratemaking Class** (Burnham),
- **Served as chair to AWWA's Rates and Charges Committee** (Zieburtz), and
- **Provided testimony and expert witness services** (Burnham, Zieburtz)

We are Local. Our local knowledge is unmatched. Stantec has also provided utility rate consultant services to over 130 communities in Florida and serves nearly all communities in Pinellas County out of our Tampa, Florida office (777 South Harbour Island Boulevard, Suite 600, Tampa Florida 33602).

Alachua County	City of Fort Lauderdale	City of Opa-locka	City of Wauchula	Plantation Bay Utility Co.
Brevard County	City of Fort Myers	City of Orange City	City of Wildwood	Polk County
Cedar Hammock Fire District	City of Gulfport	City of Palatka	City of Zephyrhills	Putnam County
Citrus County	City of Holly Hill	City of Palm Bay	Clay County Utility Authority	Ranger Drainage District
City of Atlantic Beach	City of Indian Rocks Beach	City of Palmetto	Collier County	Regency Utilities
City of Avon Park	City of Jacksonville Beach	City of Pembroke Pines	Desoto County	Sebring Airport Authority
City of Bonita Springs	City of LaBelle	City of Pinellas Park	Gateway Services CDD	Seminole County
City of Bunnell	City of Lake City	City of Plant City	Glades County	St. Johns River WMD
City of Cape Coral	City of Lake Helen	City of Polk City	Harmony CDD	Sun n' Lake of Sebring
City of Casselberry	City of Lake Worth	City of Port Orange	Inlet Beach Water System	The Villages
City of Clearwater	City of Largo	City of Port Richey	JEA (Jacksonville)	Toho Water Authority
City of Cocoa	City of Lynn Haven	City of Port St. Joe	Lake St. Charles CDD	Town of Beverly Beach
City of Coconut Creek	City of Marco Island	City of Punta Gorda	Lealman Fire District	Town of Davie
City of Cooper City	City of Melbourne	City of Safety Harbor	Mad Hatter Utilities	Town of Lady Lake
City of Coral Springs	City of Miami Beach	City of Sarasota	Marion County Utilities	Town of Lake Clarke Shores
City of Crystal River	City of Minneola	City of St. Cloud	Nassau County	Town of Lauderdale-by-the-Sea
City of Davenport	City of Miramar	City of St. Pete Beach	N. FL Broadband Authority	Town of Longboat Key
City of Daytona Beach	City of Mount Dora	City of St. Petersburg	North River Fire District	Town of Orange Park
City of Delray Beach	City of Naples	City of Stuart	Okaloosa County	Village of Key Biscayne
City of Deltona	City of Neptune Beach	City of Tallahassee	Okeechobee County	Village of Miami Shores
City of Dunedin	City of New Port Richey	City of Tamarac	Orange County	Village of Royal Palm Beach
City of Dunnellon	City of North Port	City of Tarpon Springs	Pasco County	Volusia County
City of Edgewater	City of Ocala	City of Temple Terrace	Pinellas County	W Villages Improvement District
City of Fernandina Beach	City of Ocoee	City of Venice	Peace River Manasota Regional Water Supply Authority	

Project Team

We have carefully selected our proposed project team with technical advisors and team members that know the area and are experienced in providing all elements of a traditional utility rate study, including:

- ✓ **Development of Multi-Year Financial Management Plans and Revenue Requirements**, for systems of similar size operated by local government agencies, including customer and demand forecasting, capital and operations & maintenance expense budgeting, capital funding strategies, and ensuring adequate reserves
- ✓ **Cost of Service Allocations According to Industry Guidelines**, with the expertise to analyze system configurations, facilities, plans, design criteria, usage characteristics, etc. in the context of allocating costs in order to establish fair and equitable rates for all customer classes
- ✓ **Retail and Wholesale Rate Structure Concepts** and their practical application to address specific local policy objectives (such as affordability, conservation, fixed cost recovery/revenue stability) while conforming to accepted industry practice and legal precedent
- ✓ **Financial Policy Review** including the development of specific targets relative to various types of reserves, capital funding strategies, debt levels, affordability, annual rates of return, and other key performance metrics
- ✓ **Preparation of Public Education and Outreach**, including special purpose public engagement meetings and presentation of information about the rate study process, identification of key system issues/challenges, necessity of any rate adjustments, national trends and local benchmarking, as well as customer impacts

An organization chart and corresponding table present the members of our project team. Resumes for each team member are presented thereafter and describe the qualifications and experience for each team member.

We are Local.

Our primary project team is located in Tampa, Florida – just minutes from the City of Clearwater!



Team Member	Role in the Project	Responsibilities
Andrew Burnham	Project Director	Andy will use his expertise in the industry to advise the team on key issues. Similar to his role in Stantec's existing utility rate study engagements with the City for the past 15 years, he will attend and lead key meetings and presentations with City Management and City Council.
Leticia Doohaluk	Project Manager	Leticia will oversee the day-to-day activities of the project, managing our team to the issues and project schedule. She will participate in all meetings and presentations with the City, including staff, management and City Council.
Jeff Dykstra	QA/QC	Jeff will be responsible for the quality of all work products, including data, models, forecasts, presentations, and reports. He will perform internal reviews with our team to ensure the quality and accuracy of all interim and final work products.
Katie Morrissey	Lead Consultant	Katie will be responsible for leading the data entry, model customization, and preparation of work products. She will work at the direction of the Project Manager and will review all work with our quality control advisor.
William Ziebertz	Senior Advisor	Bill will utilize his national expertise in the industry to advise the team relative to best practices and emerging trends. He will be available as resources to the team on an as-needed basis for each task.
15+ Additional Consultants & Analysts Financial Analysts		We have a highly skilled team of consultants and analysts available to assist with the data entry, model customization, and preparation of work products. They will review all work with our project manager and dedicated quality control advisor.



Andrew Burnham

Project Director

Mr. Burnham is the Vice President and Global Practice Leader of Financial Services at Stantec. Andy has extensive experience in conducting as well as overseeing cost of service allocations, long-term financial planning analyses, and development of alternative rate structures for a variety of utility systems, including water, wastewater, reclaimed water, stormwater, solid waste, recycling, electric, and natural gas. He has been recognized as an industry expert as part of providing testimony in utility rate-related regulatory proceedings in multiple states and territories (including Florida, Michigan, Arizona, and the United States Virgin Islands), as well as before the Federal Energy Regulatory Commission. He has led well over 500 studies for 150+ local governments and has supported our clients in the issuance of \$1 billion of bonds for projects in the past 5 years. Mr. Burnham is currently serving on multiple AWWA and WEF Committees and was actively involved in the recent update to AWWA Manual M1 – Principles of Water Rates, Fees and Charges, notably regarding outside-city retail rates, wholesale rates, and reuse rates. In addition, Andy led the development of the Cash Reserve Policy Guidelines Report recently published by the AWWA.

Education

Bachelor of Business Administration,
Lake Superior State University, Sault
Ste. Marie, Michigan, 2000

Memberships

Rates and Charges Committee,
American Water Works Association

Financial Accounting & Management
Controls Committee, American Water
Works Association

Management Committee, Water
Environment Federation

Government Finance Officers
Association, Florida Section

Utility Resource Management
Committee, National Association
of Clean Water Agencies

Publications & Presentations

Can Conservation Rates be Tied to the
Cost to Serve?. American Water Works
Association Annual Conference &
Exposition, Philadelphia, PA, 2017.

Features of Successful Inclining Block
Water Conservation Rate Structures.
Texas Water Conservation Association
Annual Meeting, Austin, TX, 2015.

Cost-of Service Based Conservation
Rates, Evolving from Art to Science.
Utility Management Conference, Tampa,
FL, 2017.

Project Experience

Pinellas County, Florida

Andy has served as the Project Manager for the County for nearly ten years, including a comprehensive Water, Wastewater and Solid Waste Rate Study and several annual updates. During these studies, Andy has used our FAMS model to develop ten-year financial plans for the water, sewer and solid waste enterprise funds. He has also conducted a benchmarking analysis, assisted County staff in evaluating the underlying cost of operations, and conducted detailed cost allocation and overhead studies for the Utilities Department.

City of Olathe, Kansas

Andy served as the Project Director for a Comprehensive Utility Rate Study for the City. For each service – including Solid Waste, Water, Sewer, and Stormwater – we developed customized financial models including ten-year financial plans and identification of alternative plans of rate adjustments, reviews of alternative capital spending and operational scenarios, and other sensitivity analyses. Andy provided guidance to support the detailed cost allocation analyses for each fund and developed alternative rate structures to ensure fair and equitable rates for each service.

Orange Water & Sewer Authority, North Carolina

Andy has served as Project Manager for OWASA for water, wastewater, and reclaimed water financial consulting services for nearly ten years. He has conducted several studies including several long-term financial plans, detailed cost allocation to support rate design, evaluation of affordability for low-income users, and bond feasibility studies.

Western Area Water Authority, North Dakota

Andy is serving as the Project Manager on a financial feasibility study for the Authority as required by the 2017 legislature. As part of the study, our team quantified the amount of excess capacity available on a locational basis to evaluate the potential of firm and interruptible service offerings that would effectively change the Authority's primary role to more of a pure wholesaler of water to local private water companies. The study incorporated potential revenue from a new concession-based business model, with the intent of stabilizing cash flows and achieving financial sustainability to support continued domestic rural water supply in the region.

Brunswick-Glynn County Joint Water & Sewer Commission, Georgia

Andy has 1) developed annual ten-year financial management plans for the water and sewer systems within the JWSC's two districts, 2) prepared loan and bond feasibility reports, 3) calculated updated water and sewer capital tap fees (impact fees) for each district, 4) calculated public and private fire protection charges, 5) developed a uniform conservation rate structure for its two service districts, and 6) prepared a detailed rate manual that explains the purpose, intent, and structure of all its rates, fees, and charges.

City of Columbia, Missouri

Andy managed a comprehensive stormwater and sewer cost of service rate studies for the City. He performed a revenue sufficiency analysis to develop a multi-year plan of rate revenue increases to satisfy the annual operating, debt service, and capital requirements of each utility as well as maintain adequate operating reserves. He then reviewed the rate structure (including evaluation of rates for

wholesale users) and developed recommended modifications to ensure that the rates conformed to accepted industry practice and reflect a fair and equitable distribution of system costs.

City of Denton, Texas

Andy led a comprehensive cost of service and rate design study for the City's water and sewer utilities. The study included the development of a ten-year financial management plan, including identification of annual rate increases, amount and timing of required borrowing to fund the capital improvement program, establishment of proper reserve levels, and maintenance of adequate debt service coverage levels. An important component in the study was a rate stabilization reserve to address the issue of revenue volatility due to weather conditions and demand reductions.

TOHO Water Authority, Florida

Andy recently served as Project Director for a reclaimed water cost of service and rate design for the Authority. The study included a detailed cost allocation analysis that evaluated the current level of cost recovery from existing rates and examined alternative rate designs for the Authority, including the resulting impacts to retail and bulk customers. The Authority adopted the recommendations developed during the study, which included modifications to provide a consistent level of cost recovery amongst all customer classes and a modified retail reclaimed water rate structure that is consistent with its potable water rate structure.

City of Manistee, Michigan

Andy served as Project Manager for a comprehensive water and sewer cost of service rate study for the City (which had no record of having ever conducted a formal rate study). A detailed cost of service allocation to determine the proper allocation of costs between 1) the water and sewer systems, and 2) the users of each system located within and outside of the City (which ultimately reflected the use of the utility basis of ratemaking for outside city users) was conducted. Multiple presentations were made to various customer groups (notably outside City users).



Leticia Doohaluk

Project Manager

Leticia has extensive experience in developing customized long-term financial forecasting, cost allocation, rate design, impact fee, and miscellaneous service fee models for communities across the country. She has superior financial, business and analytical skills, and has provided our clients with exemplary analysis based on application of industry best practices and sound economic concepts.

Leticia has strong Excel modeling skills and has experience working with large data sets in a variety of formats. As such, Leticia has responsibility for the development of our modeling tools, and often serves as a modeling expert on complex engagements that require substantial data analysis and sophisticated models to evaluate multiple options and implementation plans.

Education

Bachelor of Science in Business Administration, Minor in Economics, University of Florida, Gainesville, Florida, 2003

Master of Business Administration, Specialization in Finance, Rollins College, Winter Park, Orlando, 2005

Presentations

Rate Setting and Financial Planning for Water Utilities. A Lorman Live Webinar, 2017.

Project Experience

City of Clearwater, Florida

Leticia has served as a Project Manager for the City during annual updates to the water and wastewater financial forecast or “business plan” using our FAMS system to ensure that the water and wastewater rates will provide adequate revenue over a multi-year forecast period. Recently she has also served as a project consultant in developing a ten-year financial management plan for the City’s Solid Waste & Recycling and Stormwater Utility Systems.

City of Lake Worth, Florida

Leticia initially served as an analyst for water and wastewater financial analysis performed in 2013 and 2014. Since 2015, Leticia has served as the Project Manager to the City by performing the City’s annual Integrated Financial Analysis updates. In this capacity, she has led the development of financial/sustainability plans for all the City’s Enterprise Funds as well as City’s General Fund. This integrated analysis entails the customization of eight separate financial models which are then linked to one another. This allows decision makers to evaluate future consequences of their current decisions to each fund on a stand-alone basis as well as to all funds on a combined basis.

City of Sarasota, Florida

Leticia has served as the Project Manager for recent water, wastewater & reclaimed water rate studies. On an annual or bi-annual basis, she has led the development of ten-year financial forecast and financial management plan (inclusive of annual rate adjustments) using our FAMS model. She also recently provided analysis to support a cost allocation and rate design study, including the evaluation of alternative conservation and other rate structure modifications. She has also performed bond feasibility reports, bulk and retail reclaimed water rate analyses, and benchmarking studies.

City of Fort Myers, Florida

Leticia has served as the Project Manager for the City during annual updates to the water and wastewater financial forecast or “business plan” using our FAMS modeling system to ensure that the water and wastewater rates will provide adequate revenue over a multi-year forecast period. She has provided rate structure modifications, analysis of the impacts of waiving impact fees, and detailed demand and capacity requirement projections to determine the timing requirements of a wastewater treatment plant expansion.

Town of Cary, North Carolina

Leticia recently served as the Lead Consultant for a Bond Feasibility Study for the Town which included the development of a Financial Model. During the Study, Leticia developed a multi-year financial forecast using our financial planning model. She developed a capital financing plan that included alternative financing options for capital projects in order to minimize the rate impacts on existing rate payers as well as to comply with existing bond covenants. Throughout the project, she worked closely with Town Staff to prepare a bond feasibility report consistent with prior reports.

City of Jackson, Michigan

Leticia recently served as the Lead Consultant for a comprehensive cost of service and rate design study for the City’s water utilities. The study includes the development of a ten-year financial management

plan, including identification of annual percentage rate revenue adjustments, to fund the capital improvement program, and establishment of proper reserve levels. She also assisted in the evaluation of the current rate structure and development of modifications to provide for fair and equitable recovery of the revenue requirements to each regional customer.

Brunswick-Glynn County Joint Water & Sewer Commission, Georgia

Leticia has served as the Project Manager for the JWSC since 2014. During that time, we have 1) developed annual ten-year financial management plans for the water and sewer systems within the JWSC’s two districts (i.e. City of Brunswick and Glynn County), 2) prepared loan and bond feasibility reports, 3) calculated updated water and sewer capital tap fees (impact fees) for each district, 4) developed a uniform conservation rate structure for its two service districts, and 6) prepared a detailed rate manual for use by the JWSC that explains the purpose, intent, and structure of all its rates, fees, and charges.

City of Chesapeake, Virginia

Leticia has served as the Project Manager for a recent update to a comprehensive cost of service and rate study for the City’s water and wastewater utility. During the Study, Leticia developed a ten-year financial management plan and plan of annual rate adjustments using our FAMS modeling system to replicate the dynamics of the City’s water and sewer system. The analysis also included an updated financial plan and analysis of the financial impacts of a wastewater collection system regionalization initiative.

City of Denton, Texas

Leticia served as the Lead Consultant for a comprehensive cost of service and rate design study for the City’s water utilities. The study included the development of a ten-year financial management plan, including identification of annual percentage rate revenue adjustments, amount and timing of required borrowing to fund the capital improvement program, establishment of proper reserve levels, and maintenance of debt service coverage levels.



Jeff Dykstra

QA/QC Advisor

Education

B.A., Business Administration,
Finance, Dordt College, IA 2008

Publications & Presentations

Sustainable Rate & Financial Practices.
FGFOA Gulf Coast Chapter
Presentation, 2017.

Mr. Dykstra is a Managing Consultant with ten years of experience. He is responsible for managing projects related to water, wastewater, stormwater, and solid waste utility finance, developing financial and pro forma models for utilities, performing cost-of-service and rate analyses, developing retail and wholesale user rates, calculating utility impact fees and miscellaneous fees, performing utility valuations, and bond feasibility reports. He has managed over 100 different engagements and developed hundreds of dynamic Microsoft Excel based financial models for related projects.

Project Experience

Pasco County Utilities, Florida

Jeff serves as the Project Manager for this client's utility financial services work including; water, wastewater, and reclaimed water rate studies, impact fee analyses, utility acquisition feasibility studies, and bond feasibility studies. He conducted annual revenue sufficiency analysis in 2016, 2017 and 2018. In 2017, he conducted a cost allocation and rate design study where he developed a four-year adopted rate plan for the County's water and wastewater utility. In addition, in 2017 and 2018 he developed water, wastewater, and solid waste impact fees analyses and assisted in the financial modeling and four feasibility analysis for potential utility acquisitions.

Marion County, Florida

Jeff serves as the Project Manager for the County's water, wastewater and irrigation rate studies that we perform for the County on an annual basis. During the most recent study, he prepared multiple revenue sufficiency analyses for their water and wastewater utilities to ensure adequate revenue to meet the projected cost requirements of the system. Each year, we evaluate the sufficiency of the rates, prepare reports and presentations to the Board to ensure continued sustainability of water, sewer and irrigation rates for the County. In addition, he developed the approved water and wastewater capital charges (impact fee) in 2018, performed a utility acquisition/valuation analysis, and performed several financial feasibility analyses for the County's water and wastewater utility.

Pinellas County, Florida

Jeff serves as Project Manager for the on-going water, sewer, and reclaimed water rate Study. Jeff conducted the development of a 10-year financial management plan for each utility system to develop projected revenue requirements and identified any necessary rate revenue increases for water, sewer, and reclaimed water services. He also performed a comprehensive cost of service analysis to allocate costs for each system between retail and wholesale user and developed recommendations for retail and wholesale rate structure

modifications.

City of New Port Richey, Florida

Jeff served as Project Manager for a utility valuation and acquisition feasibility analysis for the City in 2018 and serves as the Project Manager for an on-going bulk water and wastewater cost of service and rate analysis.

City of Safety Harbor, Florida

Jeff serves as Project Manager for the water, sewer, sanitation and stormwater rate Study. Jeff has conducted revenue sufficiency analyses for each utility system to develop projected revenue requirements and identified any necessary rate revenue increases for water, wastewater, sanitation and stormwater services.

City of Wildwood, Florida

Jeff served as the project manager for 2016 and 2017 water and wastewater revenue sufficiency analyses, 2016-2017 impact fee, and 2017 bulk customer rate analysis. He developed a ten-year financial forecast and financial management plan (inclusive of annual rate adjustments) using our FAMS model, conducted a bulk-user cost allocation and rate design study for a potential new customer, and oversaw the successful implementation of new connection fees for the City.

City of Fort Myers, Florida

Jeff served as the Project Manager for a recent study in which we provided financial consulting services to the City's water, sewer, and solid waste and stormwater funds. He oversaw updates of the financial forecast or "business plan" for the water and sewer system to ensure that its rates will provide adequate revenue over a multi-year forecast period. Jeff conducted several interactive work sessions with City staff using our FAMS model to review assumptions and inputs, analyze multiple scenarios, and determine the results. As part of the study, Jeff made presentations to City Management, City Council and other stakeholders to provide implementation assistance to staff.

City of Cape Coral, Florida

Jeff served as the Project Manager for a recent water and sewer rate study for the City. This update included consideration for the City's updated utility expansion program and associated significant level of capital spending, updated operating and capital costs projections, and an evaluation of performance as

compared to key performance indicators. The rate design component included a diagnostic review of current retail rate structure to compare to industry practices. The second component evaluated the impacts of multiple changes to the City's retail rate structure including; developing a separate customer billing charge, adjusting the number of tiers and tier thresholds for their inclining block rate structure, and developing a separate customer class for multi-family customers.

Chesterfield County, Virginia

Jeff served as the Project Manager for a comprehensive water and wastewater rate study for the County. This engagement included the development of a 10-year financial management plan, cost of service analysis, rate design, and capital cost recovery fees (impact fees) for the County's water and wastewater enterprise fund. The financial management plan considered the County's level of capital spending, updated operating and capital costs projections, and an evaluation of performance as compared to key performance indicators. The cost of service analysis using the base extra capacity methodology identified the costs to provide service by system function to guide the recommended rate structure. The rate design component included a diagnostic review of current retail rate structure to compare to industry practices. Finally, the County's capital cost recovery charges were calculated using several industry accepted methodologies and recommendations. At the completion of the project, the County was provided with the models utilized for each component of the study for their future use.

City of Palm Bay, Florida

Jeff serves as the Project Manager and Client Director for Stantec's financial consulting services for the City of Palm Bay. In this role he has developed the City's water and wastewater utility financial sustainability model, performed revenue sufficiency analyses in 2017 and 2018, a comprehensive water and wastewater cost of service and rate design study in 2018, a water and wastewater impact fee study, evaluation of the Utility's impact fee methodology and application and subsequent impacts to the financial management plan, modeled developer agreement financial impacts, and assisted the City in the development of a water, wastewater, and roads special assessment.



Katie Morrissey

Lead Consultant

Ms. Morrissey is a consultant for Stantec with experience in populating and customizing the long-term financial planning modules of our FAMS modeling system. She has superior financial, business and analytical skills and has provided our clients with exemplary financial analysis based on application of sound financial and economic concepts.

Education

Master of Science in Finance, 2017,
Florida State University, Tallahassee,
FL

Bachelor of Science in Finance, 2016,
Florida State University, Tallahassee,
FL

Project Experience

Pasco County, FL

Ms. Morrissey serves as the Lead Consultant for our continuing work with Pasco County. In this capacity she has developed revenue sufficiency analyses, impact fee studies, and conducted four acquisition valuation and feasibility analysis for Pasco County. This includes the development of a model with three different methods of valuation analysis and several acquisition funding options that are being reviewed during interactive work sessions with County staff.

New Port Richey, FL

Ms. Morrissey serves as the Lead Consultant for our continuing work with New Port Richey. In this capacity she has developed financial models for utility revenue sufficiency analysis and a utility acquisition valuation and feasibility model.

JEA, Jacksonville, FL

Ms. Morrissey is currently serving as the Lead Consultant for JEA's plant capacity and line extension fee study. The study will determine how much money the Authority needs to recover from new customers connecting to the water and sewer system. This includes the allocation of over 40,000 fixed assets and 300 capital improvement projects to the water and sewer system functions, as well as an in-depth analysis of customer water and sewer usage levels.

City of Venice, FL

Ms. Morrissey serves as the Lead Consultant for the City's revenue sufficiency analysis of the water and sewer utility and cost of service study for the provision of reclaimed water and wholesale sewer treatment. Using several financial models, the team is developing multi-year financial management plans for the utility and analyzing reclaimed water and wholesale sewer treatment services to ensure appropriate costs are recovered by the respective rates.

Clearwater, FL

Katie served as the senior analyst for the City's update to the water, sewer, solid waste, and stormwater utility revenue sufficiency analyses that are conducted annually. Katie led the technical analysis, in which she used financial and operating data to develop multi-year cash flow projections and associated rate plans that will allow each of the utilities to maintain self-sufficiency and strong financial positions. Katie also assisted with the preparation of project deliverables and was involved in multiple engagements with City staff and Council throughout the entire study.

Various Clients, NC

Ms. Morrissey served as the Primary Analyst for multiple system development fee studies in North Carolina regarding compliance with House Bill 436 passed in July 2017, which outlined specific requirements for calculating and implementing system development fees. All study recommendations were adopted by the respective commissions. Ms. Morrissey has provided these studies for the following clients:

- ✓ Southeast Brunswick Sanitary District, NC
- ✓ Town of Wrightsville Beach, NC
- ✓ City of Burlington, NC
- ✓ Pender County, NC
- ✓ Union County, NC

Harpeth Valley Utilities District, TN

Ms. Morrissey is serving as the Lead Consultant for the District's ancillary fee study. The study is conducted to ensure the fees charged are equitable and accurately reflect the associated costs and identify any areas that may need additional fee assessment. This study involves on-site detailed interviews of staff from various utility departments to understand the time, material, equipment, and labor costs related to each fee and recalculate the fees accordingly.

Collier County, FL

Ms. Morrissey recently served as the Consultant for the creation of a Stormwater Utility in Collier County. Using our financial model, she developed several multi-year financial management plans corresponding to the level of stormwater management the County needs. The Stormwater Utility was successfully implemented in 2018.

City of Burlington, NC

Ms. Morrissey served as the Primary Analyst for the City to conduct a revenue sufficiency analysis for the water and sewer system. Using our financial model, she developed several multi-year financial management plans through the construction of a scenario cost analysis related to the funding of the City's capital improvement program and corresponding water and sewer rate adjustment plans. She also participated in interactive work sessions to review the analyses with City staff.

Prince William County Service Authority, VA

Ms. Morrissey served as the Primary Analyst for a fund balance study for the Authority, in which she developed a multi-year target reserve fund balance range model. This included a detailed analysis of the Authority's water and sewer fixed assets and associated cost characteristics to determine long-term projections of annual asset replacement needs and associated fund balance targets.



William Zieburtz

Senior Advisor

Mr. Zieburtz is an economist and management consultant experienced in economic, business process, human resource, financial planning, and socio-economic problem solving and strategic optimization. He has spent more than 30 years assisting local governments in the management of services in support of public infrastructure. Mr. Zieburtz has assisted in the establishment of new utilities and user charge systems, conducted utility financial and pricing studies in high profile and contested environments, assisted local governments in communicating the importance of significant increases in rates and charges, conducted system consolidation studies, helped negotiate inter-utility service agreements, provided expert witness testimony, conducted management audits, and assisted with the development of operating and capital planning budgets. He is a current member of AWWA's Rates and Charges Committee, and a principal contributing author of AWWA's M-1, *Principles of Water Rates, Fees, and Charges* and WEF's MOP 27, *Financing and Charges for Wastewater Systems*.

Education

M.A., Economics, University of Georgia

B.B.A., Economics, University of Georgia

Memberships

Past President, Georgia Association of Water Professionals

Past Chair, AWWA Rates and Charges Committee

Treasurer, Georgia Water and Wastewater Institute

Economics Reviewer, WEF Literature Review Committee

Publications

Rate Setting and Financial Planning for Water Utilities. A Lorman Live Webinar. February 2016.

Introduction to Benefit-Cost Analysis. Georgia Association of Water Professionals Spring Conference, Columbus GA. April 2016.

Implementing and refining affordability programs to enhance public support for rate increases. AWWA's Annual Conference & Exhibition, Denver. 2013.

The answer to municipal utility infrastructure needs: "Only Rates Deliver". Southeastern Regional Technology Transfer Conference, Greenville, SC. January 2012.

Project Experience

Harpeth Valley Utility District, Tennessee

Mr. Zieburtz has served in multiple advisory roles to the District to address complex issues related to its multi-jurisdictional water and wastewater system. The first work emphasis was to customize the firm's financial planning model to reflect the District's operations and to collaboratively create a financial forecasting tool in alignment with current budgeting and fund management processes. Next, he led the development of a cost allocation framework to create an appropriate and justifiable allocation of. The cost of service analysis documented the need for some changes from previous procedures, and the rate structure analysis documented opportunities for improvements in equity and ease of administration.

City of Denton, Texas

Mr. Zieburtz served as the Senior Advisor for a comprehensive cost of service and rate design study for the City's water and sewer utilities. The study included the development of a ten-year financial management plan, including identification of annual rate increases, amount and timing of required borrowing to fund the capital program, establishment of proper reserve and debt service coverage levels. An important consideration was a rate stabilization reserve to address the issue of revenue volatility due to weather conditions and demand restrictions.

Town of Lexington, South Carolina

Mr. Zieburtz has assisted the Town with a variety of assignments since 1995, including several water and sewer rate and impact fee studies and extensive analysis of the financial impacts of a number of alternative capital improvement programs to expand the water and sewer service areas. He also performed a system acquisition analysis, conducted a wholesale rate study, assisted in contract negotiations, and provided expert witness testimony in matters regarding the management of the Town's regional sewer system.

Henrico County, Virginia

Mr. Zieburtz served as the Senior Advisor for a recent study that developed a plan of annual rate adjustments to ensure adequate revenues in the context of politically acceptable rates and affordability limitations. The study also included updating the level of existing connection fees and developing recommendations for changes to those fees to reflect current capacity costs and proportionate demands placed on the system by new customers while also ensuring the fees conform to all local and national industry practices as well as legal precedent. Finally, the study also included a review and recommendations regarding the cost of service studies prepared by the City of Richmond for water purchased from the City of Richmond by Henrico County. This review was conducted to ensure that the cost of service studies reflect the terms of these contracts.

City of Tempe, Arizona

Mr. Zieburtz served as a Senior Advisor to our project team on a recent Water and Sewer Rate Study for the City. The study included the development of several alternative multi-year financial plans and corresponding plans of annual rate adjustments that were reviewed on-site with staff in an interactive setting. We also completed a detailed cost of service allocation analysis and rate design study, which resulted in recommendations for adjustments to enhance the affordability of existing rates and promote conservation. Finally, we


participated in multiple special-purpose presentations with stakeholders in order to educate the community on the rate study process and the new rate structure.

JEA, Florida

Mr. Zieburtz is currently serving as the Senior Advisor for a multi-year contract with JEA. He is currently overseeing a comprehensive cost of service and rate design study to support the update of all fees and charges using more detailed data and granular allocation approaches to improve equity in cost recovery while considering affordability. We have also provided JEA leadership with perspectives and analysis regarding alternative approaches to extending sewer service to neighborhoods currently served by failing septic tanks. Additionally, we analyzed the costs of treating landfill leachate from the City of Jacksonville's two primary landfills. We documented the impacts at the Buckman facility and provided a cost basis for use by JEA in discussing a significant increase in charges over what has been being paid. Our analysis also provided information on potential alternatives to the current arrangements, including on-site treatment at the landfill locations, which the City is now implementing.

Athens-Clarke County, Georgia

Mr. Zieburtz has conducted a variety of financial engagements for the Athens-Clarke County Public Utilities Department (PUD). He provided support during a conservation rate study, including guiding and advising a citizen's technical advisory committee in the evaluation of alternative rate structures and their effects. Mr. Zieburtz also conducted a revenue bond feasibility study including presentations to the three major credit rating agencies in addition to preparing the rating agency personnel for their presentation of the PUD to the rating committee. The transaction was the largest in PUD's history and was successful in spite of serious disruption in municipal financial markets at the time of closing.



Tab 3.

Project
Approach,
Methodology &
Schedule

Tab 3. Project Approach, Methodology & Schedule

Understanding

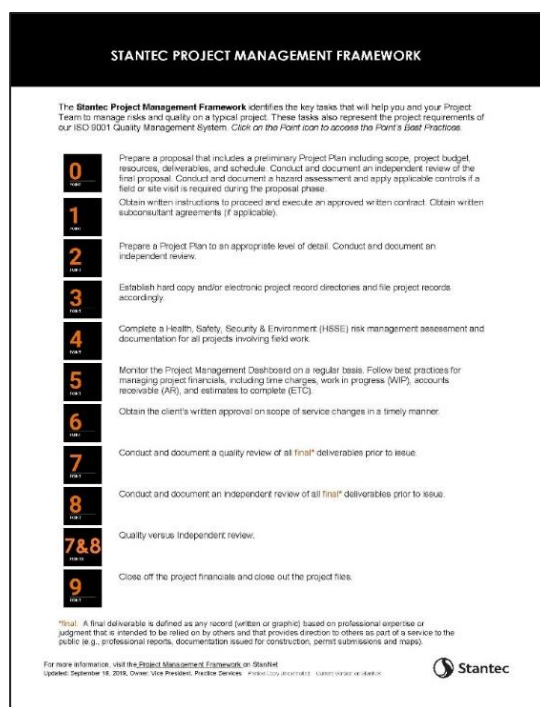
Our Financial Services team has been providing ongoing utility rate consulting services to the City of Clearwater for over 15 years (as Burton & Associates until 2016, currently as Stantec). During that time, we have gained a tremendous amount of knowledge about the City and have helped its utility systems evolve to their current positive financial condition. Equally as important is that we have established a tremendous amount of credibility and trust throughout all levels of the City in our people, process, and interactive modeling tools.

During our service to the City, we have acquired a unique knowledge of the City's budgetary process and timeline, policies, data structure, and key stakeholders. Moreover, our financial models have been customized to reflect the City's data and we have years of historical data pre-populated within them for each utility system. Perhaps more importantly, our modeling tools are uniquely suited to assist in the evaluation of alternative capital spending plans, including the results of master plans (such as the one that will likely be completed during this contract for the water and sewer enterprise fund) and changes in regulatory requirements. Moreover, we know which local trends (such as recycling and solid waste fee/fund consolidations) and rate practices may be of interest to the City (such as tiered stormwater rates) and that they must be considered at the right time and reflect readily available data as well as system/administration capabilities. In summary, our methods, tools, process, and schedule have been optimized for the City's normal practices, and yet we are ready to continue to assist each of the City's utilities make structural changes at the right time and in the right ways.

Project Management Tools

Having the best project management in place is essential to any successful project. Leticia Doohaluk will manage each study using the highest standards of the industry and Stantec's Project Management Framework. Leticia has managed all recent studies with the City, and she is highly experienced in stakeholder coordination, contract administration, task staffing and scheduling, budget management, quality control/peer reviews, decision-making coordination, timely status reporting, and making programmatic adjustments. She will work closely with you to understand the expectations for each study, to provide certainty in both project budgets and schedule, and to establish critical milestones and decision-making strategies for the study. Together we'll become an integrated team, confirming that each study runs smoothly and is delivered on time and on budget.

Leticia uses tools and methods to avoid cost overruns and project delays such as proactive communication, project schedule collaboration through Smartsheet, weekly schedule and budget review, and robust quality control process and to ensure successful project delivery. Frequent



communication with the City will address any issues that may arise, helping to manage expectations and control costs. Our experience enables us to anticipate problem areas and dedicate additional resources where needed.

Communication: Frequent and timely communication between Leticia and the City's project manager is vital to the success of each study. In person meetings, as well as virtual meetings through either Skype or GoToMeeting, are used frequently to provide progress updates and hold interactive review sessions. We also find it is important

to address specific communication needs such as obtaining approval on scope clarification or changes in a timely manner.

Schedule Management: Leticia will work with the City to develop a detailed schedule with tasks, subtasks, dependencies, predecessors and key milestones including meetings and deliverables using tools such as Smartsheet shown in the graphic to the left. Having collaborative development of the schedule with the project team keeps everyone aware of milestones and dependencies that may be prioritized and tracked to avoid schedule slip.

But ultimately, Leticia will be on top of the schedule modifications weekly. Our technology provides real time updates to schedules, so your project managers will always have access to an up to date schedule.

Budget Control: We know it's important to come in on budget. Our Oracle Project Management Dashboard shown to the right allows monitoring of project financials, time charges, work in progress, estimate to complete and invoice tracking. Leticia accesses these tools regularly to track project costs and provide regular updates to be sure we stay on budget.

Stantec Business Intelligence myStanNet IT Self Service Sign Out

PM Dashboard Dashboards Signed In As Kelly Westover

Home PMR ITD PMR Period Task Billing Review WIP AR Labor Analysis Subs & Expenses Analysis Project Time Reports About

Project Number	Project Name	Agreement Number	Top Task	Task Number	Task Name	Task Type	Task Start Date	Task Completion Date	Upset On Labor Flag	Upset On Expenses Flag	Upset On Sub Flag	Expenditure Category	Gross Revenue Budget	Billed To Date Revenue	Billable Budget Remaining	WIP	Reve Budget Remnt
224801284	LynnHaven_FY18 SW Rate	224801284	200 - Top Task	200.0101	SW Rate & Impact	FES	2017-09-12		Y	Y	Y	Direct Expenses	3,338	214	3,122	463	
												Direct Labor	48,946	16,014	32,932	3,962	2
												Subconsultants	0	0	0	0	
224801432	Venice FY19 SW Utility	224801432	200 - Top task	200.0101	Stakeholder Mtgs	FF	2018-10-01		Y	Y	Y	Direct Expenses	901	0	901	0	
												Direct Labor	9,145	193	8,952	1,255	
				200.0102	Data Collection	FF	2018-10-01		Y	Y	Y	Direct Expenses	0	20	(20)	0	
				200.0103	Capital/Operating	FF	2018-10-01		Y	Y	Y	Direct Labor	7,328	4,044	3,285	1,158	
				200.0104	Revenue Sufficiency	FF	2018-10-01		Y	Y	Y	Direct Labor	8,311	193	8,118	0	
									Y	Y	Y	Direct Labor	9,688	8,456	1,232	(4,012)	

Quality Assurance / Quality Control: At Stantec, we like to raise the bar on excellence. With our comprehensive quality program, we deliver services that have been through a detailed review, thereby limiting errors and omissions to provide you with high-quality products. We have the right approach to successfully deliver each study – including consistent checks throughout work products, project manager oversight, and subject matter experts with financial and technical expertise dedicated to performing internal quality control reviews with our team prior to any work products being submitted to the City. We also go above and beyond by conducting an independent review of all deliverables prior to issue.

From our preliminary meeting to the successful delivery of a project, our project plan will minimize risk and increase quality control. We know how important it is to keep everyone in the loop. That's why we have a strong process that creates clear and concise communication between all team members, stakeholders, and, most importantly, you.

Key Steps to Complete Scope of Work

For each study (Major or Interim for each utility), we will complete the task plan outlined below. Additional meetings will take place during the Major Studies, but all studies will generally follow the same pattern.

Task 1: Project Initiation & Data Collection

To initialize the study, we will submit a data request to the City. Immediately thereafter, we will conduct a Kickoff Meeting with staff to:

- Confirm goals and objectives of the study
- Discuss key issues, roles, and responsibilities
- Assemble and review data, including existing account and usage information, policies, ordinances, codes and funding mechanisms
- Finalize the project schedule, including milestones and deliverables

Follow-up calls with staff will be made to ensure full understanding of all data received and identify any supplemental data requests.

Task 2: Benchmark Rates, Fees and Charges

Once all data has been received, we will review in detail the City's current rates, rate structures, and rate-related policies. Based upon our experience and local benchmarking, we will provide the City with a comprehensive evaluation of its system rates, fees, and charges as compared to current local and national trends.

During this task, our team will perform a benchmarking analysis of the cost recovery practices of local communities, including detailed surveys of rates for local and comparable utilities. This analysis is often necessary to address questions from key stakeholders, including elected officials, related to how your program of rates, fees and system costs compares with peer communities and industry best practices.

The benchmarking of rates and financial performance can help to peel back the curtain to reveal your unique attributes, providing a complete picture of how you sit relative to your peers.

Moreover, benchmarking can be used to assess performance objectively; expose potential areas for improvement; identify effective processes or management strategies, with a view to their adoption; and test whether tactics have been successful. **Our tools and extensive local experience make our team uniquely qualified to provide exceptional financial performance benchmarking as part of the process.** Recognizing the insights benchmarking provides, we have continually invested in and improved our rate surveying tool as well as our financial benchmarking database, UtilitiWise. Our team understands and has analyzed industry trends in terms of rate structures, fees, and financial performance indicators. We can give you an informed and objective perspective on your comparative performance on multiple levels.

Task 3: Develop Multi-Year Financial Forecast and Rate Plan

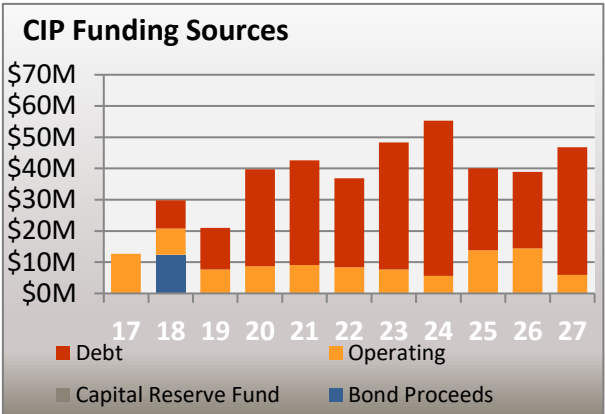
We will prepare an analysis to determine the revenue required to support utility operations, including capital spending. We will use our financial model, already populated with historical City utility data, to develop alternative long-term financial management plans for each enterprise fund and will identify projected annual revenue requirements and rate adjustments. As part of the analysis, we will examine historical operating expenses, growth and demand patterns, alternative capital spending levels, debt service coverage ratios, levels of operating and capital reserves, and other financial policies that drive the revenue requirements of each respective utility.

Through our experience with municipal utilities, along with our participation in industry groups and rating agencies, we are uniquely able to provide insight and recommendations for certain key financial policies related to debt coverage, reserve levels, and capital funding strategies.

In addition to evaluating financial policies and objectives, we will also evaluate alternative demand projections, cost escalation factors, changes in usage patterns, elasticity of customer demand in response to rate increases, and other variables that could affect the financial performance of each utility. Our models allow for the distinction of revenue types by customer class that can be grouped into fixed and variable components for each system.

One item of particular importance in a water utility’s financial plan is the projection of metered water sales, especially as it relates to the possibility of rate structure changes. Water consumption patterns are influenced by price signals, and this change in customer behavior can be enhanced by other non-price factors, such as rainfall and economic conditions. We will incorporate estimates of price elasticity and analyze estimates of the probable range of responses to different degrees of rate increases and other changes. Our project team will conduct a detailed analysis of historical use and local weather patterns to develop sales forecasts for each service.

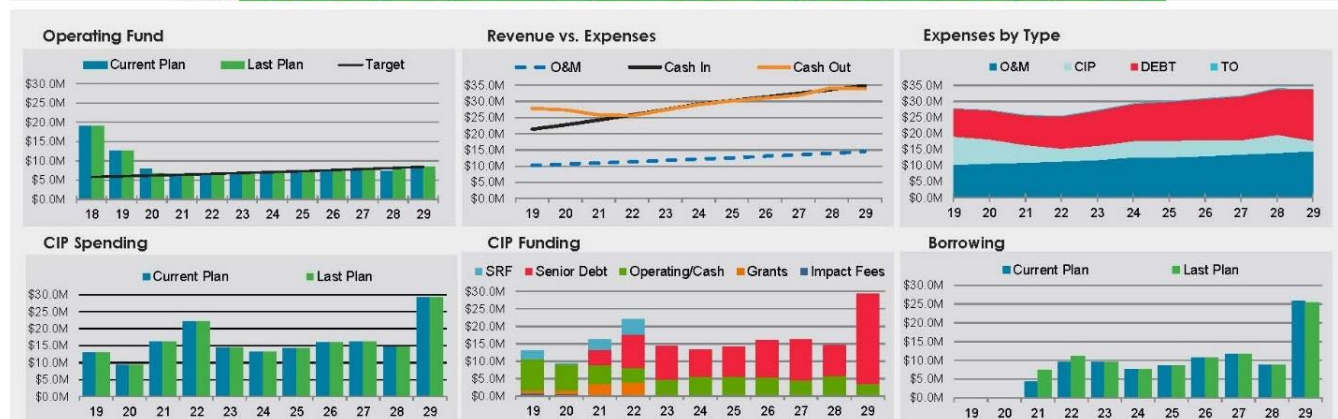
Our Financial Analysis & Management System (FAMS) provides a valuable capital planning tool that we will use to review the City’s projections for capital improvements and to evaluate the impacts of alternative projects, costs, timing, and funding sources. For all scenarios, FAMS will develop a funding plan, including the identification of the amount, timing, and type of borrowing required as may be necessary. We will examine each utility’s use of debt versus cash financing for capital improvements and build a financing plan to support a sustainable balance of debt coverage and rate stabilization.



Closely related to this analysis is an examination of adequacy of reserves. Adequate reserves are fundamental to achieving financial stability and can help some systems to avoid sudden or disruptive rate adjustments in the face of unanticipated operating or capital needs or changes in demand. We will examine the City’s current reserve balances and incorporate these balances and alternative reserve policies into the financial planning model and the conversations on sustainability.

An example of a control panel/interactive dashboard from our FAMS model (that will be utilized in Task 3) is presented on the following page. The green bars and panels represent the “last” scenario evaluated, which was “just-in-time” rates, resulting in varying increases throughout the forecast starting in FY 2021. The blue bars and panels represent the “active” scenario, which includes a level plan of annual rate increases starting in FY 2020. The graph shows that the financial consequences of the earlier “level” plan of rate increases in the “active” scenario are acceptable, and that the rate increases provide smaller, more predictable customer impacts.

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2023	FY 2028
Utility Rate Adjustment Plan	0.00%	6.50%	6.50%	6.50%	6.50%	6.50%	3.50%	3.50%	3.50%	3.50%	3.50%	36.95%	62.58%
Last Plan	0.00%	0.00%	3.96%	9.64%	15.33%	6.19%	3.39%	2.72%	2.16%	7.36%	0.00%	39.61%	62.66%
All-In Debt Coverage Ratio	1.28	1.34	1.43	1.43	1.42	1.47	1.45	1.42	1.39	1.37	1.28		
Last Plan	1.28	1.21	1.21	1.26	1.43	1.47	1.45	1.41	1.35	1.41	1.26		
Combined W&S Bill (5 Kgal)	\$123.84	\$131.90	\$140.45	\$149.54	\$159.24	\$169.61	\$175.56	\$181.72	\$188.09	\$194.72	\$201.55		
Last Plan	\$123.84	\$123.84	\$128.73	\$141.13	\$162.76	\$172.85	\$178.69	\$183.56	\$187.55	\$201.37	\$201.37		



Task 4: Conduct Interactive Work Sessions

During each study, we will conduct interactive work sessions with your key staff members where our FAMS model will be used to present key financial indicators graphically on a “control panel” which will allow you to visually see the implications upon key financial indicators of alternative scenarios. We fully appreciate the diverse perspectives of staff that requires thoughtful and tactful conversation in tandem with exploration of several options/iterations. It’s an important part of the process in developing and vetting recommendations and potential modifications for the City. We will conduct one (1) interactive during each Interim Study and two (2) interactives during each Major Study.

Task 5: Conduct Presentations (Major Study Only) & Prepare Reports

At the conclusion of each Major Study, we will participate in meetings with City Management and Council to explain the findings and recommendations of the study and evaluate potential modifications/alternative scenarios. This will include one-on-one meetings with our team and each of your City Council members, as well as presentations at Council work sessions and regular meetings. Support from the public and elected officials for rate changes depends on whether or not they are perceived as fair and justified. This perception depends, amongst other things, on the clarity of proposed changes and their basis. Minor misunderstandings of the underlying rationale for a selected approach can cause disproportionate dissatisfaction with proposed rates.

The City will gain long-term value in a report that clearly and comprehensively documents the results of the study. We will first prepare a draft for your review, incorporate comments into a final draft report, and incorporate final comments into a final report. The report provides a simplified and straightforward synopsis of the analysis, and includes appendices that contain a series of graphs, charts, and tables that provide the supporting details of the study. Interim Study reports will be letter reports provided electronically, while Major Study reports will be more in depth and provided in hard copy as well as electronically.

Rate Development Methodology

Our methodology to providing Financial Consulting Services is centered on our interactive decision support process that engages staff, management, and other key stakeholders. This **enhances the efficiency and effectiveness of each study by allowing for the evaluation of multiple scenarios or iterations**. While our team will facilitate all aspects of the study, provide industry expertise, and give specific recommendations, we believe that staff, management, and Council input is essential to achieving successful outcomes.

As evidenced by our years of experience working with the City, and our commitment to you as our client, Stantec's financial modeling tools and interactive process are well-suited for the City's needs.

It is vital for each study to reflect the unique nature and specific needs of the City, and it is vitally important that the City and its key stakeholders participate along the way. Our interactive process effectively facilitates this input in an efficient manner while providing transparency and ultimately a comprehensive look at all possible options for the City's utility systems and services.

The truly differentiating aspects of our interactive decision support process and FAMS models are:

Pre-Populated & Customized Financial Tools:

The FAMS models only need to be updated with the most current financial and asset information, as they have already been customized to simulate all aspects of the financial dynamics of your utilities in past studies. The models have been established to match the way your systems export and organize data, making data updates seamless and incredibly efficient.

Real-Time Evaluation of Your Options:

Our process and models truly integrate the financial and capital planning processes in a dynamic interactive decision support process which will allow testing of alternative capital plans, operational spending, and other variables with instantaneous feedback as to their implications upon the financial plan and utility rates. Moreover, FAMS allows for side-by-side scenario comparisons to ensure the best options rise to the top.

Facilitation of Interactive Work Sessions:

During each study we will conduct several "interactive work sessions" with your key staff and even Council members where our FAMS model will be used to present key financial indicators graphically on a "control panel" which will allow you to visually see the implications upon key financial indicators of alternative scenarios, changes in assumptions, or updated data. We fully appreciate the diverse perspectives among leadership that requires thoughtful and tactful conversation in tandem with exploration of several options/iterations. It's an important part of the process in developing and vetting recommendations and potential rate plans for each of your utilities.

Choices and Consequences:

These interactive sessions will provide the basis for you to make informed decisions relating to the financial planning, cost allocation and rate making processes by allowing you to see and understand your full range of realistic decision alternatives and their impacts to customers. We will demonstrate possible consequences of each alternative including the short- and long-term financial ramifications, customer impacts, and level of service impacts. The rubber meets the road at the level of the cost to each type of ratepayers, and our analysis of the alternatives will display comparative results down to that level.

Project Innovation

This section provides examples of recent innovative approaches to conducting utility rate studies.

JEA, Jacksonville, Florida

JEA provides electric, water, and sewer services to the greater Jacksonville area, including the City, Duval County and parts of neighboring counties – a population of over 1.5 million people. The unusually large service area of JEA's utilities, the presence of significant industrial demands and activities, the diversity in economic conditions, and the great diversity in residential demand profiles among urban and suburban areas required unusually detailed analyses of consumption patterns and customer class structure. We determined that a more granular cost allocation method was appropriate to distribute costs of the water system. The opportunity to work at an unusually detailed level resulted in large part because JEA was uniquely able to provide daily water use data for each customer from its **advanced meter infrastructure (AMI) system (90+ million data points)**.

The results of the cost of service analysis were used to evaluate modifications to its tiered rate structure reflecting current observed water use profiles for small and large families, as well as reasonable irrigation based upon local GIS data and turf grass water needs. The rates for each tier reflected the proportional contributions to system peak demand and corresponding costs of meeting that demand. Under this approach, low volume water users can be assured that they are paying rates that are for the “base” cost of the system, and do not include large allocations of system costs driven by the significant irrigation demands of seasonal users.

Toho Water Authority, Florida

In 2017, the Authority engaged Stantec Consulting Services to assist in the development of **individual water budgets or tier structures for each of the Authority's irrigation accounts**. Prior to the implementation of the water budgets, the Authority utilized an inclining block rate structure with progressively more expensive water within each tier. Based on a review of water usage patterns, the Authority became convinced that the rate structure was not appropriate considering the significant variations in irrigation needs between various commercial accounts. To provide a more



equitable structure, Stantec worked with the Authority to define specific water budgets for each individual irrigation account. The water budgets were developed based on irrigable area, crop type, soil type, beneficial rainfall, evapotranspiration data and irrigation efficiency. While water budgets have been implemented in California to deal with persistent drought conditions, the Authority is the first water utility in Florida to implement the approach. The budgets developed for Toho, recognize the unique weather patterns experienced in the State of Florida, which demonstrates distinct seasonal variations in rainfall as well as the administrative requirements of implementing and maintaining such a rate structure.

City of Fort Lauderdale, Florida

Given the City's unique requirement that all residential and commercial development be constructed at elevations above the roadway, Stantec recommended that the City consider **utilizing trip generation rates as a means to allocate stormwater costs** in its user fee structure, as the primary benefit of stormwater service in the community was keeping roadways passable that provided beneficial access to and use of property. Moreover, Stantec assisted the City in addressing its tidal flooding issues and higher cost of service in low-lying areas by recommending consideration of a geographic element to its stormwater rate structure due to the higher cost of providing the same level of service in these areas.



City of Tempe, Arizona

The City of Tempe, Arizona provides solid waste services to residential and commercial customers. During a recent study, Stantec evaluated the **economic sustainability of new pilot programs**. The City's Green Organics Pilot Program involves distribution of a free "green container" to discard yard waste. This waste is then processed to become "Tempe's Gold" compost, which would then be sold for \$50/ton. We analyzed the feasibility of implementing a charge for the container and a price for the processed product such that the City can create an economically sustainable diversion program. This program has been very popular with residents and City stakeholders as it bolsters sustainability and a circular economy.

Project Schedule & Data Requirements

Based on the project approach included herein and the published project milestones, we have prepared the following schedules for the Interim and Major Studies.

Following the schedules, we have provided a sample data request listed from a recent study completed for the City of Clearwater. This type of information will be required during Task 1 of all Interim and Major Studies.

City of Clearwater

Interim Revenue Sufficiency Analysis Update
Proposed Project Schedule

Tasks	Weeks											
	1	2	3	4	5	6	7	8	9	10	11	12
Task 1 Project Initiation & Data Collection												
Task 2 Benchmark Fees, Rates and Charges												
Task 3 Develop Multi-Year Financial Forecast and Rate Plan												
Task 4 Prepare Report												

Draft Schedules/Results to Staff
 Interactive Meeting with Staff
 Draft Letter Report
 Final Letter Report

City of Clearwater

Major Revenue Sufficiency Analysis Update
Proposed Project Schedule

Tasks	Weeks																			
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Task 1 Project Initiation & Data Collection																				
Task 2 Benchmark Fees, Rates and Charges																				
Task 3 Develop Multi-Year Financial Forecast and Rate Plan																				
Task 4 Conduct Interactive Work Sessions																				
Task 5 Conduct Presentations & Prepare Report																				

Draft Schedules/Results to Staff
 1st Interactive Meeting with Staff
 2nd Interactive Meeting with Staff
 City Manager, Council 1-1's, Worksession, Regular Meeting
 Draft Report
 Final Report

Water & Sewer Revenue Sufficiency Analysis | Initial Data Request

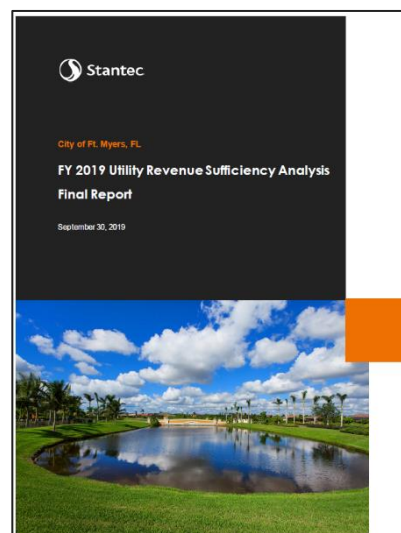
Please utilize our secure file transfer system called Sharefile for transferring any files. Use the log-in information you should have received via an email sent directly from our Sharefile. The web address to log-in to Sharefile is: <https://stantec1.sharefile.com>

If you need assistance accessing Sharefile or have not received your log-in credentials, please contact Leticia Gaglianone at (813) 204-3334. **To the extent possible, please provide all requested data in an MS Excel file format**

Section A: Financial & General Data	
1.	<p>FY 2018 Comprehensive Annual Financial Report (CAFR) and corresponding detail.</p> <p>Prior data files provided include:</p> <ul style="list-style-type: none"> Rate Study_1 FY17 CAFR.pdf
2.	<p>Operating budget information, including revenues and expenditures, by department and in line-item detail:</p> <ul style="list-style-type: none"> FY 2018 Adopted Budget and Actuals (Unaudited if final is not yet available) FY 2019 Adopted Budget FY 2020 Proposed Budget (If available) FY 2021 Proposed Budget (If available) FY 2022 Proposed Budget (If available) <p>Prior data files provided include:</p> <ul style="list-style-type: none"> Rate Study_2 FY18 P4 PROJECT_DETAIL_PUB_UTIL.xlsx Rate Study_2 FY18 P4 EXPENSE_REPORT_NEW_FORMAT_PUB_UTI.xlsx Rate Study_2 FY18 P4 REVENUE_REPORT_ALL.xlsx
3.	<p>5 and/or 10-year capital improvement program, including project descriptions and identification of funding sources for each project (as available)</p> <p>Prior data files provided include:</p> <ul style="list-style-type: none"> Rate Study_3 FY2019-2024 CIP Projects V4.xlsx
4.	<p>Schedules of annual debt service (principal and interest) for all outstanding borrowings if any new issuances or refinancing has taken place</p> <p>Prior data files provided include:</p> <ul style="list-style-type: none"> Water & Sewer Debt Amortization Schedule.xlsx
5.	<p>Active customer counts, as of September 30 for each fiscal year for 2017 and 2018</p> <p>Prior data files provided include:</p> <ul style="list-style-type: none"> Rate Study_5 FY18 YTD WDWLWRSLSM Revenue.xlsx Rate Study_5 FY18 YTD WDWLWRSLSM Concessions.xlsx
6.	<p>Annual billed usage (flows) as of September 30 for each fiscal year for 2017 and 2018</p> <p>Prior data files provided include:</p> <ul style="list-style-type: none"> Rate Study_5 FY18 YTD WDWLWRSLSM Revenue.xlsx Rate Study_5 FY18 YTD WDWLWRSLSM Concessions.xlsx
7.	<p>Copy of current rate ordinances/resolutions pertaining to monthly utility service charges, impact fees and other capital assessments, as well as all other miscellaneous service charges.</p>
8.	<p>Produced and Purchased Water Costs, Gallons and Dollar Amounts.</p> <p>Prior data files provided include:</p> <ul style="list-style-type: none"> Rate Study_6 FY18 Produced vs Purchased water fm Glenn.xlsx
9.	<p>A listing of any stated fiscal and/or budgetary planning policies to be observed, either as directed by the Mayor and City Council or internally driven</p>

Sample Work Product

Under separate cover, we have provided a Final Report from a recently completed Utility Revenue Sufficiency Analysis for the City of Fort Myers, Florida. The study included analysis of the City's water and sewer systems, similar to that requested by the City of Clearwater.



Tab 4.

References



Tab 4. References

This section presents project descriptions and reference information for recent and relevant work completed for municipalities in Florida. We encourage you to contact each of these references as they can speak to our experience and expertise in provide utility rate study services as well as our ability to meet project budgeting and scheduling milestones.



Dates of Service: 2005 – Present

Project Team: Andrew Burnham, Eric Grau, Katie Morrissey

Client Contact: Ms. Angela Miller, Public Works Services Manager, PO Box 2842, St. Petersburg, FL 33731, (727) 893-7297, fax: (727) 892-5102, Angela.Miller@stpete.org

Utility Rate Consulting Services

City of St. Petersburg, Florida

Since 2005, we have been performing comprehensive annual rate studies for the City inclusive of:

1. Detailed analysis of historical customer and demand data, including the development of multi-year projections of the same based upon current economic and environmental conditions
2. Development of multi-year financial management plans and rate adjustment plans for water, sewer, and reclaimed water services
3. Cost of service allocations isolating costs between water, sewer, and reclaimed water services
4. Detailed cost allocations between retail and wholesale users to ensure fair and equitable rates that also conform to industry practices and legal precedent
5. Identification of the annual shortfall of reclaimed water revenues as compared to the annual cost of service and the apportionment of that shortfall to the water and sewer systems
6. Evaluation of the base and volumetric charges and the subsequent development of modifications to the structure of those charges as appropriate
7. Assistance in developing and updating various miscellaneous charges, including fire protection fees, treated water rates, and potable water irrigation rates
8. Presentations of the results of each study to City management, elected officials, wholesale users, and other stakeholders, identifying the drivers of any rate adjustments and their impacts to various customer types
9. Support in the issuance of bonds, including presentations to the major rating agencies
10. Assistance with litigation in support of the City's wholesale rates

We recently conducted a Stormwater Feasibility Study to determine whether the City should pursue a tiered rate structure based on impervious area to address equity within the residential class. As a result, the City recently requested our assistance to fully implement a tiered residential rate structure.

The recommendations from our annual studies have been routinely implemented and the utility has been able to maintain a very good credit rating with moderate rates and low annual rate adjustments due in large part to the proactive financial management and rate-setting process we facilitate.

Annual rate studies have all been completed on-time and within budget, with variations in study timeframe requirements based upon scope requirements and extent of Council meetings/involvement.



Dates of Service: 2005 – Present

Project Team: Andrew Burnham, Eric Grau, Jacob Silence, Jeff Dykstra, Patrick Luce, Kyle Stevens

Client Contact: Ms. Lori Sullivan, Financial Management and Budget Analyst, 14 South Fort Harrison Ave, Clearwater, FL 33756, (727) 453-3277, losullivan@pinellascounty.org

Utility Rate Consulting Services

Pinellas County, Florida

We have provided water, sewer and solid waste financial planning and rate consulting services to the County for the past ten years. We first conducted a comprehensive water, sewer and solid waste rate study for the County in 2005, using our FAMS model to develop ten-year financial plans for each of the separate water, sewer, and solid waste enterprise funds.

We reviewed the results with County staff in several interactive work sessions and prepared a report of the results of the study. We conducted a benchmarking analysis of selected cost categories and performance metrics, developed internal overhead rates, and assisted County staff in evaluating the allocation of costs to each utility system and class of customer (including an allocation of the costs to retail and wholesale customers).

Since the initial study, we have conducted six financial management plan analyses for the water and sewer systems to review the adequacy of current retail and wholesale rates to recover the cost requirements of each system and to determine the level of any required rate adjustments. Many of these analyses also included a review of the reclaimed water system revenue and cost of service allocation to determine the distribution of any shortfall to the water and sewer rates of the County. We have also conducted cost allocation and overhead studies for the Utilities Department (formerly the Department of Environmental Infrastructure) in support of the budget development process.

In 2015 and 2019, we prepared water, sewer and reclaimed water rate studies in order to develop multi-year financial plans and to identify four-year plans of rate adjustments in order to fund the revenue requirements of the utilities. We also conducted a cost allocation analysis to determine the proper allocation of required rate revenue adjustments based upon the allocations of cost of service between retail and wholesale customer classes. The cost allocation analysis also included a review of the reclaimed water system revenue, costs, and allocation of any shortfall. As part of each analysis, we have conducted multiple interactive work sessions with County staff and have provided presentations to County Management and the Board of County Commissioners.



Dates of Service: 1998 – Present

Project Team: Andrew Burnham,
Jeff Dykstra, Leticia Doohaluk,
Peter Napoli

Client Contact: Ms. Donna
Lovejoy, Assistant Director of
Public Works, 2200 2nd St., Fort
Myers, Florida 33902, (239) 321 -
7217, dlovejoy@cityftmyers.com

Utility Rate Consulting Services

City of Fort Myers, Florida

Our team has provided financial consulting services to the City of Fort Myers' water, sewer, solid waste, stormwater, and general funds for nearly 20 years.

We have provided financial consulting services to the City's water, sewer, solid waste, stormwater, and general funds since 1998. During that time, we have provided annual updates of the financial forecast or "business plan" for the water and sewer system to ensure that its rates will provide adequate revenue over a multi-year forecast period. Periodically, we review and provide rate structure modifications, updates to impact fees, and the analysis of the impacts of waiving impact fees.

We have provided valuation and financial feasibility analyses of the acquisition of neighboring service areas and conducted detailed demand and capacity requirement projections to determine the timing requirements of a wastewater treatment plant expansion. We developed a new Stormwater Utility Fee Program for the City based upon impervious area. To develop user fees, we obtained relevant parcel data from the Lee County Property Appraiser, performed extensive GIS-based property sampling to validate impervious area calculations for various property classes, and developed compilation programs to facilitate the alternative cost apportionment methods evaluated.

Most recently, we developed multi-year financial models to evaluate the financial sustainability of the City's General Fund, including an assessment analysis to assist in the development of a new Fire Assessment Program. In all analyses, we have conducted several interactive work sessions with City staff using our FAMS model to review assumptions and inputs, analyze multiple scenarios, and determine the final results. We have made presentations to City Management, City Council and other stakeholders as part of each study.



Dates of Service: 2016 - Present

Project Team: Andrew Burnham, Jeff Dykstra, Pat Luce, Morgan Brosch

Client Contact: Ms. June Solanes, Finance Director, 750 Main Street, Safety Harbor, FL 34695, (727) 724-1555, jsolanes@cityofsafetyharbor.com

Multi-Utility Rate Study Services

City of Safety Harbor, FL

In 2016, Stantec performed rate studies for the City's water, wastewater, sanitation and stormwater systems. Each analysis began with a revenue sufficiency analyses for each utility system which developed projected revenue requirements and 10-year financial management plans focused on the sustainability for each system inclusive of prudent financial targets and policy objectives. The analyses identified the necessary rate revenue increases for each system over the projection period. We also performed a cost allocation analysis for the water and wastewater systems to determine the sufficiency of revenues recovered by each system compared to the costs to operate each system.

Upon completion of the cost allocation analysis, we reviewed the utility's existing rate structure and developed an alternative rate structure to enhance conformance with legal precedent and accepted industry practice, provide an equitable distribution of costs, promote resource conservation, enhance affordability, and address the City's customer impact objectives. Adjustments were recommended to the City's tiered water rate structure to better align with customer usage patterns and the City's desired pricing signals for conservation and affordability.

We met with City staff during several interactive work sessions to review alternative scenarios to meet the City's policy objectives while taking into consideration the customer impact of such rate adjustments. Using our collaborative approach and modeling tools, City staff was able to view scenarios in real time and evaluate their impacts on the financial sustainability of each utility system and impacts to customers.

We are currently under a continuing services contract with the City to provide on-call rate and financial planning services.



Dates of Service: 2017 - Present

Project Team: Andrew Burnham, Katie Morrissey, Jeff Dykstra, William Zieburtz

Client Contact: Mr. Justin Grant,
Fiscal and Business Administration
Director; 19420 Central Blvd., Land O'
Lakes, FL 34637; (813) 235-6196;
jgrant@pascocountyfl.net

Utility Rate Analysis & Other Services

Pasco County, Florida

In 2016 we were awarded a continuing services contract with the County to conduct periodic rate and financial studies for the County's water, wastewater, reclaimed water, stormwater, and solid waste utilities. Initially, we completed a water and wastewater revenue sufficiency analysis as well as a comprehensive rate study including cost allocations, rate structure refinements, recommended rates, miscellaneous fees, and impact fees.

The objectives of the revenue sufficiency analysis were to develop a multi-year utility financial management plan and perform a local cost comparison for the typical residential customer. To begin the analysis, we identified the revenue requirements of the system, including purchased water expenses and capital improvement projects. Using our FAMS modeling system, we customized a financial plan to account for customer and usage data, revenues, and all revenue requirements of the utility system.

We then developed alternative financial management plans and rate structures to achieve and maintain strong debt service coverage ratios, maintain sufficient operating reserves, and sustainably fund the capital improvement plan. We worked with staff to develop these plans of multi-year rate adjustments, which were ultimately presented to and adopted by the County Commission.

Since the initial comprehensive rates study, we have subsequently performed to updated revenue sufficiency analyses, a water, sewer, and reclaimed water impact fee study, a solid waste impact fee and commercial assessment study, stormwater financial management support, and five (5) utility valuation and feasibility studies.



Dates of Service: 2000 - Present

Project Team: Andrew Burnham, Eric Grau, Leticia Doohaluk

Client Contact: Mr. Ron Harring,
Finance Director, 324 East Pine Street,
Tarpon Springs, FL 34688, (727) 942-
5612, rharring@ctsfl.us

Water, Sewer & Stormwater Rate Consulting Services

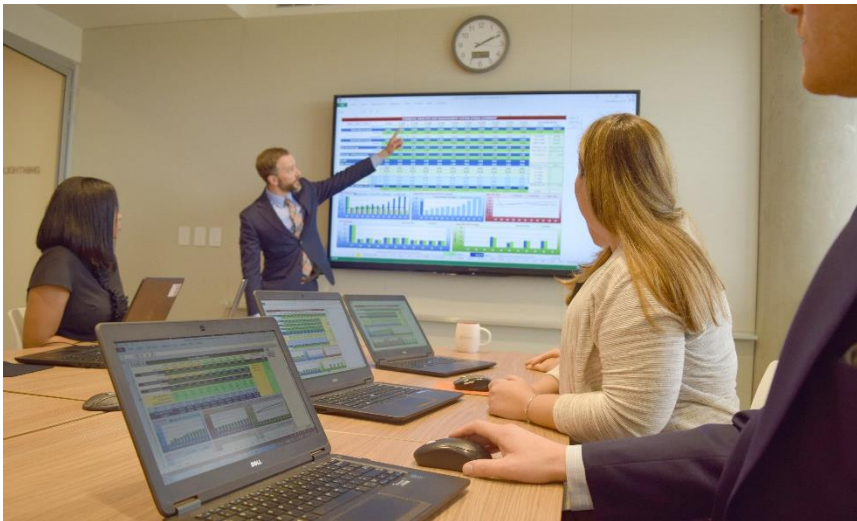
City of Tarpon Springs, Florida

We have served as the utility rate consultant for the City for nearly 20 years. We recently completed a water and sewer revenue sufficiency analysis update for the City to ensure its adopted multi-year rate adjustment plan will meet its updated financial requirements. Other projects we have completed for the City include a rate design project in which we adjusted and recalculated the water and sewer rates to conform to generally accepted rate making practice and to provide conservation incentives in compliance with the City's Consumptive Use Permit requirements.

We also conducted a financial feasibility analysis in support of the issuance of debt for an alternative water supply project that allowed the City to become more self-sufficient and reduce wholesale water purchases. We also performed a water and wastewater impact fee study and evaluated the implications of adoption of full and partial cost recovery impact fees within the long-term financial plan for the water and sewer utility system.

In addition to our water and sewer work, we recently completed a revenue sufficiency analysis in which we developed a multi-year financial management plan for the City's stormwater utility. During the analysis, we used our FAMS model to replicate the financial dynamics of the City's enterprise fund and evaluate numerous scenarios of capital spending, and operating and capital reserve targets to identify alternative plans of annual rate adjustments for consideration by the City Commission.

An important component of the analysis included assessing the ability to accelerate capital spending by using bank loans, rather than cash funding. We assisted the City in exploring alternate scenarios in which they could borrow money in order to accelerate capital spending while mitigating the impact to rate payers and recovering the cost of the projects over their useful lives. The current stormwater fee had not been adjusted since it was adopted in 2001, which contributed to the need for a multi-year plan of rate increases to fund the system's operating and capital requirements.



Dates of Service: 2005 - Present

Project Team: Andrew Burnham, Eric Grau, Deborah Kloeckner

Client Contact: Mr. Paul Stanek,
Assistant Director of Public Works &
Utilities, 542 Main St., Dunedin, FL
34698, (727) 298-3100,
pstanek@dunedinfl.net

Utility Rate Consulting Services

City of Dunedin, Florida

Our team has conducted periodic water and sewer, reclaimed, sanitation, as well as stormwater rate studies for the City since 2005 that have focused on measuring the adequacy of the revenues provided by its rates to satisfy the current and projected financial requirements of each utility. As part of each study, we developed a multi-year financial management plan using our FAMS model to replicate the financial dynamics of the City's enterprise funds and evaluate numerous scenarios. Most recently for the City's stormwater system, these scenarios have included alternative levels of capital spending, Penny for Pinellas funding, and operating and capital reserve targets to identify alternative plans of annual rate adjustments for consideration by the City Commission.

As part of an analysis conducted for the stormwater system, we determined that the Utility's current rates would not generate sufficient revenue to meet its current and projected cost requirements. As such, we identified several multi-year plans of increases that would provide sufficient revenues to fund all of Utility's requirements over a 5-year planning period and 10-year projection period for alternative capital spending and borrowing scenarios. We held numerous meetings with City staff, the Budget & Finance Committee, and the City Commission with our FAMS model up and running to demonstrate the need for annual rate adjustments for various scenarios. After an extended review process with various stakeholders, we were able to assist the City in determining its long-term financial policies, funding strategies, and plan of annual rate increases for the optimal and sustainable management of its stormwater utility.

We recently completed a comprehensive water and sewer financial management plan update for the water and sewer enterprise fund that included a revenue sufficiency analysis and impact fee analysis. We also evaluated the City's monthly unit charge, a single charge that is intended to recover the Utility's fixed monthly water and sewer costs. Based on industry experience, surveying of local communities, and rating agency guidelines, we recommended increasing the level of the unit charge to recover a greater portion of revenues as well as separating the monthly unit charge between water and sewer services (rather than the single unit charge currently in effect). In this way, no changes were necessary to the volumetric rates, the level of revenue recovery from fixed monthly charges improved to a level desired by the municipal rating agencies, and we reduced revenue volatility.

Tab 5.
Cost of
Services



Tab 5. Cost of Services

The following table presents a breakdown of cost by study, followed by a schedule of hourly rates. Hourly rates will be escalated by 2% annually.

Interim (Non-Major) Study					
Year of Agreement to Perform Study:	1	2	3	4	5
Water & Sewer Utility	\$16,620		\$17,291		
Stormwater Utility	\$13,296		\$13,833		
Solid Waste & Recycling Utility	\$16,620		\$17,291		\$17,990

Major Study					
Year of Agreement to Perform Study:	1	2	3	4	5
Water & Sewer Utility		\$31,799		\$33,083	\$33,745
Stormwater Utility		\$25,439		\$26,467	\$26,996
Solid Waste & Recycling Utility		\$31,799		\$33,083	

Total by Year:	\$46,536	\$89,036	\$48,416	\$92,633	\$78,731
Total Contract Amount:	\$355,351				

Hourly Rates	
Director	\$335
Principal	\$285
Managing Consultant	\$235
Senior Consultant	\$210
Consultant	\$180
Senior Analyst	\$150
Analyst	\$120
Admin	\$85

City of Clearwater
Interim Revenue Sufficiency Analysis Update
Project Work Plan & Man-Hour Estimate

Project Tasks	Estimated Labor Hours				
	Project Director	Project Manager	QA/QC Advisor	Lead Consultant	Total Project
Task 1 Project Initiation & Data Collection					
a. Conduct telephone project kick-off conference to validate project objectives, identify required data and confirm project responsibilities and project monitoring and reporting procedures.	0	1	0	1	2
b. Obtain all required data and information to include historical financial statements, customer information and capital cost information.	0	1	0	2	3
c. Review budget and financial information provided by City staff and consult with City staff to ensure a proper understanding of all data received.	0	1	0	1	2
d. Review the Utility Systems CIP and consult with City staff regarding a final schedule of capital projects to be completed during the projection period.	0	1	0	1	2
e. Review historical utility system billing data to evaluate trends in customer growth by class (and demand as applicable) to develop multi-year projections of the same.	0	1	0	3	4
Task 2 Benchmark Fees, Rates and Charges					
a. Prepare rate surveys of neighboring and similar utilities.	0	1	1	2	4
b. Make adjustments based on City staff review.	0	0	0	1	1
Task 3 Develop Multi-Year Financial Forecast and Rate Plan	0	2	0	16	18
o Capital Improvements Program:					
- Project listing by year					
- Optimum funding source by project by year					
- Borrowing program, as applicable:					
. Amount					
. Timing					
. Annual debt service					
o Revenue Sufficiency Analysis:					
- Annual revenue and expense projections:					
. Alternative revenue/funding sources					
. General fund allocations, as applicable					
. Capital requirements funding from impact fees, revenues, reserves and borrowing.					
- Annual plan of rate revenue adjustments for each utility to provide sufficient revenues:					
. Include consideration of annual price indexing					
. Identification of just in time rate revenue increases and alternative rate plans such as equal annual percentage increases, etc.					
- Preparation of projected operating statements, cash flow analyses, fund balances and sources and uses of funds for each year in the projection period.					
o Sources and Uses of Funds Analysis					
o Funds Analysis:					
- Spend down limits (minimum reserve requirements) by fund					
- Beginning and ending fund balances by fund by year					
Review, cross check and adjust the FAMS model to ensure that the results accurately reflect the City's assumptions, flow of funds and other variables.	1	2	2	3	8

City of Clearwater
Interim Revenue Sufficiency Analysis Update
Project Work Plan & Man-Hour Estimate

Project Tasks	Estimated Labor Hours				
	Project Director	Project Manager	QA/QC Advisor	Lead Consultant	Total Project
Task 4 Prepare Report					
a. Provide electronic copies of draft schedules and results one to two weeks prior to interactive meeting with city staff.	0	1	1	4	6
b. Conduct an interactive work session with City staff to review the preliminary results of the revenue sufficiency analysis and schedule of proposed rate revenue adjustments.	0	3	0	3	6
c. Make adjustments based upon input from City staff.	0	1	0	4	5
d. Prepare an "Assumptions and Results Workbook" to reflect the assumptions included in the analysis and the results of the analysis and distribute to City staff for review and comment.	0	1	1	3	5
e. Make adjustments based upon input from City staff.	0	1	0	2	3
f. Prepare a Draft Letter Report, including schedules, to document the results of the Study.	1	4	1	8	14
g. Prepare the Final Letter Report of the results of the Study incorporating any changes provided by City staff.	0	2	1	4	7
TOTAL ESTIMATED MAN-HOURS	2	23	7	58	90
TOTAL ESTIMATED CONSULTING FEE	\$16,420				
ESTIMATED EXPENSES 1.00%	\$200				
TOTAL ESTIMATED CHARGES	\$16,620				

City of Clearwater
Major Revenue Sufficiency Analysis Update
Project Work Plan & Labor Hour Estimate

Project Tasks	Estimated Labor Hours				
	Project Director	Project Manager	QA/QC Advisor	Lead Consultant	Total Project
Task 1 Project Initiation & Data Collection					
a. Conduct telephone project kick-off conference to validate project objectives, identify required data and confirm project responsibilities and project monitoring and reporting procedures.	0	1	0	1	2
b. Obtain all required data and information to include historical financial statements, customer information and capital cost information.	0	1	0	2	3
c. Review budget and financial information provided by City staff and consult with City staff to ensure a proper understanding of all data received.	0	1	0	1	2
d. Review the Utility Systems CIP and consult with City staff regarding a final schedule of capital projects to be completed during the projection period.	0	1	0	1	2
e. Review historical utility system billing data to evaluate trends in customer growth by class (and demand as applicable) to develop multi-year projections of the same.	0	1	0	3	4
Task 2 Benchmark Fees, Rates and Charges					
a. Prepare rate surveys of neighboring and similar utilities.	0	1	1	2	4
b. Make adjustments based on City staff review.	0	0	0	1	1
Task 3 Develop Multi-Year Financial Forecast and Rate Plan	0	2	0	16	18
o Capital Improvements Program:					
- Project listing by year					
- Optimum funding source by project by year					
- Borrowing program, as applicable:					
. Amount					
. Timing					
. Annual debt service					
o Revenue Sufficiency Analysis:					
- Annual revenue and expense projections:					
. Alternative revenue/funding sources					
. General fund allocations, as applicable					
. Capital requirements funding from impact fees, revenues, reserves and borrowing.					
- Annual plan of rate revenue adjustments for each utility to provide sufficient revenues:					
. Include consideration of annual price indexing					
. Identification of just in time rate revenue increases and alternative rate plans such as equal annual percentage increases, etc.					
- Preparation of projected operating statements, cash flow analyses, fund balances and sources and uses of funds for each year in the projection period.					
o Sources and Uses of Funds Analysis					
o Funds Analysis:					
- Spend down limits (minimum reserve requirements) by fund					
- Beginning and ending fund balances by fund by year					
Review, cross check and adjust the FAMS model to ensure that the results accurately reflect the City's assumptions, flow of funds and other variables.	1	2	2	3	8

City of Clearwater
Major Revenue Sufficiency Analysis Update
Project Work Plan & Labor Hour Estimate

Project Tasks	Estimated Labor Hours				
	Project Director	Project Manager	QA/QC Advisor	Lead Consultant	Total Project
Task 4 Conduct Interactive Work Sessions					
a. Provide electronic copies of draft schedules and results one to two weeks prior to interactive meeting with city staff.	0	1	1	4	6
b. Conduct an interactive work session with City staff to review the preliminary results of the revenue sufficiency analysis and schedule of proposed rate revenue adjustments.	0	3	0	3	6
c. Make adjustments based upon input from City staff.	0	1	0	4	5
d. Prepare an electronic "Assumptions and Results Workbook" to reflect the assumptions included in the analysis and the results of the analysis and distribute to City staff for review and comment.	0	1	1	3	5
e. Make adjustments based upon input from City staff.	0	1	0	2	3
f. Provide electronic copies of draft schedules and results one to two weeks prior to second interactive meeting with city staff.	0	0	1	1	2
g. Conduct a second interactive work session with City staff to review the adjusted results of the revenue sufficiency analysis and schedule of proposed rate revenue adjustments.	0	3	0	3	6
h. Make adjustments based upon input from City staff.	0	1	0	2	3
Task 5 Conduct Presentations & Prepare Report					
a. Provide electronic copies of draft schedules and results one to two weeks prior to interactive meeting with City management.	0	0	1	1	2
b. Meet with City management to review the results of the analysis.	3	3	0	0	6
c. Make adjustments as required based upon input from City management and provide electronic copies of adjusted	0	1	0	2	3
d. Incorporate changes and prepare draft of final report including schedules, results and optional scenarios (if any).	2	4	1	6	13
e. Provide electronic copy of draft of final report including schedules, results and optional scenarios for staff review.	0	1	0	1	2
f. After incorporating any further changes, provide draft of final report including schedules, results and optional scenarios for meetings with individual council members.	1	2	1	2	6
g. Attend meetings with city staff and individual council members (usually over a two day period).	6	6	0	6	18
h. Incorporate any changes recommended by council members.	0	1	0	2	3
i. Provide final draft report including schedules, results and optional scenarios (if any).	1	2	1	2	6
j. Attend council work session (usually on Monday afternoons).	3	3	0	0	6
k. Attend council meeting (usually on Thursday evenings).	3	0	0	0	3
l. Provide final rate study report (printed copies including one unbound and electronic)	0	1	0	1	2
TOTAL ESTIMATED MAN-HOURS	20	45	10	75	150
TOTAL ESTIMATED CONSULTING FEE	\$30,875				
ESTIMATED EXPENSES 1.00%	\$300				
TOTAL ESTIMATED CHARGES	\$31,175				

Tab 6.

Other Forms



Tab 6. Other Forms

All forms required by the Request for Proposals and as listed below are presented on the following pages:

1. Exceptions/Additional Materials/Addenda form
2. Vendor Information form
3. Vendor Certification of Proposal form
4. Scrutinized Companies Form(s)
5. Include a current W-9 form

EXCEPTIONS / ADDITIONAL MATERIAL / ADDENDA

Proposers shall indicate any and all exceptions taken to the provisions or specifications in this solicitation document. Exceptions that surface elsewhere and that do not also appear under this section shall be considered invalid and void and of no contractual significance.

Exceptions (mark one):

****Special Note – Any material exceptions taken to the City's Terms and Conditions may render a Proposal non-responsive.**

 X No exceptions
 Exceptions taken (describe--attach additional pages if needed)

We have reviewed your proposed RFP/contract terms and believe that should we be selected for this assignment, we will be able to conclude a mutually satisfactory contract with you.

Additional Materials submitted (mark one):

 X No additional materials have been included with this proposal
 Additional Materials attached (describe--attach additional pages if needed)

Acknowledgement of addenda issued for this solicitation:

Prior to submitting a response to this solicitation, it is the vendor's responsibility to confirm if any addenda have been issued.

Addenda Number	Initial to acknowledge receipt

Vendor Name Stantec Consulting Services Inc.

Date: 2/7/2020

VENDOR INFORMATION

Company Legal/Corporate Name: Stantec Consulting Services Inc.

Doing Business As (if different than above): n/a

Address: 777 South Harbour Island Blvd. Suite 600

City: Tampa State: FL Zip: 33602 -

Phone: 813-223-9500 Fax: 813-223-0009

E-Mail Address: andrew.burnham@stantec.com Website: www.stantec.com

DUNS # 07-872-1737

Remit to Address (if different than above):

Address: 13980 Collections Center Drive

City: Chicago State: IL Zip: 60693-0139

Order from Address (if different from above):

Address: n/a

City: _____ State: _____ Zip: _____

Contact for Questions about this proposal:

Name: Andrew Burnham

Phone: 813-223-9500

Fax: 813-223-0009

E-Mail Address: andrew.burnham@stantec.com

Day-to-Day Project Contact (if awarded):

Name: Andrew Burnham

Phone: 813-223-9500

Fax: 813-223-0009

E-Mail Address: andrew.burnham@stantec.com

____ Certified Small Business

Certifying Agency: n/a

____ Certified Minority, Woman or Disadvantaged Business Enterprise

Certifying Agency: n/a

VENDOR CERTIFICATION OF PROPOSAL

By signing and submitting this Proposal, the Vendor certifies that:

- a) It is under no legal prohibition to contract with the City of Clearwater.
- b) It has read, understands, and is in compliance with the specifications, terms and conditions stated herein, as well as its attachments, and any referenced documents.
- c) It has no known, undisclosed conflicts of interest.
- d) The prices offered were independently developed without consultation or collusion with any of the other respondents or potential respondents or any other anti-competitive practices.
- e) No offer of gifts, payments or other consideration were made to any City employee, officer, elected official, or consultant who has or may have had a role in the procurement process for the services and or goods/materials covered by this contract.
- f) It understands the City of Clearwater may copy all parts of this response, including without limitation any documents and/or materials copyrighted by the respondent, for internal use in evaluating respondent's offer, or in response to a public records request under Florida's public records law (F.S. 119) or other applicable law, subpoena, or other judicial process.
- g) Respondent hereby warrants to the City that the respondent and each of its subcontractors ("Subcontractors") will comply with, and are contractually obligated to comply with, all Federal Immigration laws and regulations that relate to their employees.
- h) Respondent certifies that they are not in violation of section 6(j) of the Federal Export Administration Act and not debarred by any Federal or public agency.
- i) It will provide the materials or services specified in compliance with all Federal, State, and Local Statutes and Rules if awarded by the City.
- j) It is current in all obligations due to the City.
- k) It will accept such terms and conditions in a resulting contract if awarded by the City.
- l) The signatory is an officer or duly authorized agent of the respondent with full power and authority to submit binding offers for the goods or services as specified herein.

ACCEPTED AND AGREED TO:

Company Name: Stantec Consulting Services Inc.

Signature: 

Printed Name: Andrew Burnham

Title: Vice President, Financial Services Practice

Date: February 7, 2020

SCRUTINIZED COMPANIES FORMS

**SCRUTINIZED COMPANIES AND BUSINESS OPERATIONS WITH
CUBA AND SYRIA CERTIFICATION FORM**

**IF YOUR BID/PROPOSAL IS \$1,000,000 OR MORE, THIS FORM MUST BE COMPLETED AND
SUBMITTED WITH THE BID/PROPOSAL. FAILURE TO SUBMIT THIS FORM AS REQUIRED MAY
DEEM YOUR SUBMITTAL NONRESPONSIVE.**

The affiant, by virtue of the signature below, certifies that:

1. The vendor, company, individual, principal, subsidiary, affiliate, or owner is aware of the requirements of section 287.135, Florida Statutes, regarding companies on the Scrutinized Companies with Activities in Sudan List, the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, or engaging in business operations in Cuba and Syria; and
2. The vendor, company, individual, principal, subsidiary, affiliate, or owner is eligible to participate in this solicitation and is not listed on either the Scrutinized Companies with Activities in Sudan List, the Scrutinized Companies with Activities in the Iran Petroleum Sector List, or engaged in business operations in Cuba and Syria; and
3. Business Operations means, for purposes specifically related to Cuba or Syria, engaging in commerce in any form in Cuba or Syria, including, but not limited to, acquiring, developing, maintaining, owning, selling, possessing, leasing or operating equipment, facilities, personnel, products, services, personal property, real property, military equipment, or any other apparatus of business or commerce; and
4. If awarded the Contract (or Agreement), the vendor, company, individual, principal, subsidiary, affiliate, or owner will immediately notify the City of Clearwater in writing, no later than five (5) calendar days after any of its principals are placed on the Scrutinized Companies with Activities in Sudan List, the Scrutinized Companies with Activities in the Iran Petroleum Sector List, or engaged in business operations in Cuba and Syria.



Authorized Signature

Andrew Burnham

Printed Name

Vice President, Financial Services Practice

Title

Stantec Consulting Services Inc.

Name of Entity/Corporation

STATE OF Florida


COUNTY OF Hillsborough

The foregoing instrument was acknowledged before me on this 7th day of February,
2020, by Andrew Burnham (name of person whose signature is being notarized)
as the Vice President, Financial Services P (title) of Stantec Consulting Services Inc. (name of
corporation/entity), personally known to me as described herein personally known, or produced a

(type of identification) as identification, and who did/did not take an oath.



Geri L. Reese
NOTARY PUBLIC
STATE OF FLORIDA
Comm# GG221471
Expires 5/23/2022



Notary Public
Geri L. Reese

Printed Name

My Commission Expires: 5/23/2022
NOTARY SEAL ABOVE

SCRUTINIZED COMPANIES FORMS

SCRUTINIZED COMPANIES THAT BOYCOTT ISRAEL LIST CERTIFICATION FORM
THIS FORM MUST BE COMPLETED AND SUBMITTED WITH THE BID/PROPOSAL.
FAILURE TO SUBMIT THIS FORM AS REQUIRED MAY DEEM YOUR SUBMITTAL
NONRESPONSIVE.

The affiant, by virtue of the signature below, certifies that:

1. The vendor, company, individual, principal, subsidiary, affiliate, or owner is aware of the requirements of section 287.135, Florida Statutes, regarding companies on the Scrutinized Companies that Boycott Israel List, or engaged in a boycott of Israel; and
2. The vendor, company, individual, principal, subsidiary, affiliate, or owner is eligible to participate in this solicitation and is not listed on the Scrutinized Companies that Boycott Israel List, or engaged in a boycott of Israel; and
3. "Boycott Israel" or "boycott of Israel" means refusing to deal, terminating business activities, or taking other actions to limit commercial relations with Israel, or persons or entities doing business in Israel or in Israeli-controlled territories, in a discriminatory manner. A statement by a company that it is participating in a boycott of Israel, or that it has initiated a boycott in response to a request for a boycott of Israel or in compliance with, or in furtherance of, calls for a boycott of Israel, may be considered as evidence that a company is participating in a boycott of Israel; and
4. If awarded the Contract (or Agreement), the vendor, company, individual, principal, subsidiary, affiliate, or owner will immediately notify the City of Clearwater in writing, no later than five (5) calendar days after any of its principals are placed on the Scrutinized Companies that Boycott Israel List, or engaged in a boycott of Israel.



Authorized Signature

Andrew Burnham

Printed Name

Vice President, Financial Services Practice

Title

Stantec Consulting Services Inc.

Name of Entity/Corporation

STATE OF Florida

COUNTY OF Hillsborough

The foregoing instrument was acknowledged before me on this 7th day of February, 2020, by Andrew Burnham (name of person whose signature is being notarized) as the Vice President, Financial Services P (title) of Stantec Consulting Services Inc. (name of corporation/entity), personally known to me as described herein personally known, or produced a n/a (type of identification) as identification, and who did/did not take an oath.



Geri L. Reese
NOTARY PUBLIC
STATE OF FLORIDA
Comm# GG221471
Expires 5/23/2022


Notary Public

Geri L. Reese
Printed Name

My Commission Expires: 5/23/2022
NOTARY SEAL ABOVE

Request for Taxpayer Identification Number and Certification

► Go to www.irs.gov/FormW9 for instructions and the latest information.

Give Form to the
requester. Do not
send to the IRS.

Print or type.
See Specific Instructions on page 3.

1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank.

Stantec Consulting Services Inc.

2 Business name/disregarded entity name, if different from above

3 Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only **one** of the following seven boxes.

☐ Individual/sole proprietor or single-member LLC ☒ C Corporation ☐ S Corporation ☐ Partnership ☐ Trust/estate

☐ Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ►

Note: Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is **not** disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner.

☐ Other (see instructions) ►

4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):

Exempt payee code (if any) **#5#**

Exemption from FATCA reporting code (if any)

(Applies to accounts maintained outside the U.S.)

5 Address (number, street, and apt. or suite no.) See instructions.

(Remit to address) 13980 Collections Center Drive

6 City, state, and ZIP code

Chicago, IL 60693-0139

Requester's name and address (optional)

7 List account number(s) here (optional)

Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

Note: If the account is in more than one name, see the instructions for line 1. Also see *What Name and Number To Give the Requester* for guidelines on whose number to enter.

Social security number

			-			-				
--	--	--	---	--	--	---	--	--	--	--

or

Employer identification number

1	1	-	2	1	6	7	1	7	0
---	---	---	---	---	---	---	---	---	---

Part II Certification

Under penalties of perjury, I certify that:

1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
2. I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
3. I am a U.S. citizen or other U.S. person (defined below); and
4. The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

Sign
Here

Signature of
U.S. person ►

Mary Zeeff

Date ► 1/17/2020

General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Future developments. For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to www.irs.gov/FormW9.

Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following.

- Form 1099-INT (interest earned or paid)

- Form 1099-DIV (dividends, including those from stocks or mutual funds)
- Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
- Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
- Form 1099-S (proceeds from real estate transactions)
- Form 1099-K (merchant card and third party network transactions)
- Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)
- Form 1099-C (canceled debt)
- Form 1099-A (acquisition or abandonment of secured property)

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.

If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See What is backup withholding, later.



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