



Highway 79 Corridor Authority
Board of Directors Meeting

Washington County Commission Board Room

1331 South Boulevard

Chipley, Florida

Monday, March 9, 2020, 10:00 a.m.

Highway 79 Corridor Authority

Board of Directors Meeting Agenda

Monday, March 9, 2020 – 10:00 a.m.
Washington County Commission Board Room
1331 South Boulevard
Chipley, Florida 32428

- I - Call to Order**
- II - Invocation**
- III - Pledge of Allegiance**
- IV - Public Comment**
- V - Minutes**
 - M 1** Approval of the February 10, 2020 Board Meeting Minutes
- VI - Consent Agenda**
 - CA 1** List of Invoices to be paid
 - CA 2** GSG WA 20-01 Board Clerk Minutes
 - CA 3** Other Items
- VII - Finance and Administration**
 - FA 1** Finance Report: YTD Budget vs. Actuals through February 29, 2020
 - FA 2** Other Items
- VIII - Operations**
 - OP 1** Engineering Progress Report
 - OP 2** Engineer's Probable Cost of Construction
- IX - System Manager**
 - SM 1** Rate Consultant Procurement
 - SM 2** Groundbreaking Ceremony
 - SM 3** Other Items
- X - General Counsel**
 - GC 1** Other Items
- XI - Board Items**
 - BD 1** Other Items

Highway 79 Corridor Authority

Board Agenda Item

March 9, 2020

Item

M 1 **Approval of the February 10, 2020 Board Meeting Minutes**

Minutes were prepared by the Washington County Board Clerk. The minutes are attached.

I. Call to Order – Chairman Hawkins

II. Roger Brooks offered the invocation at the joint planning workshop held prior to this meeting, which was followed by the pledge. The joint planning workshop included the Highway 79 Corridor Authority and the City of Bonifay in order to discuss growth projections, organizational chart (roles and responsibilities), and how to cover costs before customer revenue.

Authority Chairman Hawkins (Washington County); Director Erickson (Holmes County); Director Brooks (City of Bonifay) were in attendance.

III. Public Comment – None

IV. Minutes – M1 Approval of the January 13, 2020 Board Meeting Minutes - Director Erickson, Director Brooks (Motion Carried)

V. Consent Agenda

CA 1 List of Invoices to be paid – Director Erickson, Director Brooks (Motion Carried)

The invoices are listed below:

- Nabors Giblin & Nickerson P.A. - \$686.25
- Nabors Giblin & Nickerson P.A. - \$292.35
- Dewberry Engineering - \$46,785.00
- Dewberry Engineering - \$27,125.00
- Dewberry Engineering - \$2,250.00

VI. Finance and Administration

FA 1 Finance Report: YTD Budget vs. Actuals through January 31, 2020 – Krystal Strickland, GSG informed the board that the unrestricted fund balance is \$152,000.00.

VII. Operations

OP 1 Engineering Progress Report – Cliff Knauer addressed the board. At this point, Dewberry is in a holding pattern.

Pricing has been obtained for fusible PVC instead of HDPE as a cost savings option.

Per board discussion a meeting was scheduled February 18 at 9:00 a.m. in order to discuss the size of the pipe. Roger Brooks, engineers, and GSG will attend the meeting.

Cliff Knauer informed the board that the easement for the northern half has been signed. Mr. Howell, southern half property owner does not have his LLC complete at this time. The easement language needs to include the new LLC.

VII. System Manager – Robert Sheets informed the board that a solicitation was submitted to three rate consulting firms, with two responding. The evaluations are currently in progress, and will be ready at the March meeting.

The rate consulting firm will be tasked with working on behalf of the Authority with the City of Bonifay to come up with whole sale rates, true testing to the cost of operations and the authority retail rate structure.

VIII. General Counsel – Attorney Rosenthal informed the board that Holmes County property owner Brian Sullivan/Providential, LLC has signed the easement.

Board approval is needed to approve an agreement for the Authority to construct a 6' stub out in the right-of-way.

Cliff Knauer clarified that the easement is for 50' x 50'.

Director Brooks offered a motion, seconded by Director Erickson and carried to approve the agreement with Providential, LLC and accept the utility easement with Brian Sullivan.

Chairman Hawkins advised that the next meeting is scheduled for March 9, 2020. The ribbon cutting dates and rate study will be discussed at this meeting.

Director Erickson offered a motion to adjourn.

Date Minutes Approved

Highway 79 Corridor Authority

Board Agenda Item

March 9, 2020

Item

CA 1 **List of Invoices to be Paid**

Attached is a list of invoices to be approved for payment.

Recommendation

Staff respectfully recommend permission to issue payments for the invoices in the attached list.

Board Action

Moved by:

Seconded by:

Action Taken:



03/09/2020 INVOICES FOR PAYMENT APPROVAL

Operating Invoices

Invoice Date	Vendor Name	Invoice #	Invoice Amount	DESCRIPTION	PO Number	Invoice Received
1/31/2020	GSG	1902820201	\$ 5,000.00	GSG General Management January 2020	20190003	3/2/2020
1/31/2020	GSG	1902920201	\$875.00	GSG WA 19-02 Finance, Accounting, Grants Mgmt	20190005	3/2/2020
2/6/2020	NGN	42585	\$ 2,832.50	General Counsel January 2020		2/28/2020
2/29/2020	GSG	1902820202	\$ 4,382.00	GSG General Management February 2020	20190003	3/2/2020
2/29/2020	GSG	1902820202	\$599.00	GSG WA 19-02 Finance, Accounting, Grants Mgmt	20190005	3/2/2020
\$13,688.50 TOTAL OPERATING EXPENDITURES						

Reimbursable Invoices

Invoice Date	Vendor Name	Invoice #	Invoice Amount	DESCRIPTION	PO Number	Invoice Received
2/6/2020	NGN	42586	\$ 787.50	General Counsel January 2020 Grant Eligible		2/28/2020
\$787.50 TOTAL CAPITAL (REIMBURSABLE) EXPENDITURES						

\$14,476.00 GRAND TOTAL

\$47,295.13 Bank Balance



PAYMENT APPROVAL VOUCHER

Vendor Name NGN Check# _____
 Vendor # _____ Check Date _____
 Invoice # 42585
 Invoice Date 2/6/2020 Invoice Rec'd Date 2/28/2020
 Work Performed 1/1/2020-1/31/2020
 PO# _____
 Amount \$ 2,832.50

Invoice Short Description:
General Counsel for January 2020

N/A _____ Date _____
 Construction Administrator Approval
 (Deliverable Received is Satisfactory)

 _____ Date 3/3/2020
 System Manager Approval

 _____ Date 3/2/2020
 Finance Manager Approval
 (Budget Available and Account Coding Correct)

Effective Date 1/31/2020
 Fiscal Year 2020
 Period 4

HWY 79 CORRIDOR AUTHORITY GL CODING
 Org 40100300 Operating
 Object 536310 Legal
 Project 1
 \$Amount \$ 2,832.50

HWY 79 CORRIDOR AUTHORITY GL CODING
 Org _____
 Object _____
 Project _____
 \$Amount _____

TOTAL \$ 2,832.50

**Nabors
Giblin &
Nickerson** P.A.
ATTORNEYS AT LAW
Post Office Box 11008
Tallahassee, Florida 32302
Telephone: (850) 224-4070

RECEIVED
FEB 28 2020
BY: *J. DeWete*

February 6, 2020
Bill through 01/31/2020
Invoice# 1009 17106 42585 HJE

Government Services Group
Attn: Krystal Strickland
1500 Mahan Drive, Suite 250
Tallahassee, FL 32308

Re: 79 Corridor Authority - General

<u>PROFESSIONAL SERVICES</u>			<u>Hours</u>	<u>Amount</u>
01/06/2020	EJR	In house conference with Krystal Strickland re: project schedule, rate hearings, rate consultant. Research re: process for adoption of Authority rates/charges and email correspondence re: same.	0.75	\$168.75
01/07/2020	EJR	Call with Krystal Strickland re: project schedule.	0.25	\$56.25
01/08/2020	EJR	Reviewed initial January meeting agenda, multiple email correspondence re: same.	0.15	\$33.75
01/09/2020	HJE	Conference with Evan Rosenthal on modifications to operations plans in contract and County approval	0.40	\$100.00
01/09/2020	EJR	In house conference re: potential Authority procurement of rate consultant. Call with Krystal Strickland re: rate consultant procurement, land use/zoning of properties in corridor areas, other issues. Email correspondence re: same. Reviewed agenda materials in preparation for January Meeting.	1.50	\$337.50
01/13/2020	HJE	Conference with Evan Rosenthal; Correspondence on construction contract	0.40	\$100.00
01/13/2020	EJR	Prepared for and attended January Board of Directors meeting. Travel to Chipley for same. Conferences with Cliff Knauer, Jim Town, Authority Manager. Travel from Chipley to Bonifay for workshop meeting with Bonifay	5.25	\$1,181.25

City Commission. Attended workshop meeting with Bonifay City Commission. Travel from Bonifay to Tallahassee. Reviewed email correspondence from Washington County Clerk. Reviewed provisions of ILA between Authority and Clerk, email correspondence re: same.

01/14/2020	EJR	Call with Krystal Strickland re: joint planning workshop, possible GSG contract amendment, other Authority issues. Multiple calls with Tray Hawkins re: Board Clerk's duties. Email correspondence with FDOT re: supplemental agreement to FDOT grant.	0.75	\$168.75
01/16/2020	EJR	Reviewed proposed solicitation language for solicitation of rate consultant, made suggested edits/comments to same. Email correspondence re: same.	0.75	\$168.75
01/27/2020	EJR	Reviewed email correspondence re: February Authority meetings. Multiple email correspondence re: same. Reviewed and revised draft notice of February meeting. Email correspondence with Cliff Knauer re: status of Washington County easement.	0.80	\$180.00
01/28/2020	EJR	Working group conference call re: February Board meeting and Joint Planning Workshop. Reviewed revised draft notice of February Board meeting and additional edits to same.	1.00	\$225.00
01/31/2020	EJR	Attend to email correspondence re: Interlocal Agreement between Authority and City of Bonifay. Reviewed utility rate proposal submitted by Raftelis and Wildan. Reviewed February Board meeting agenda.	0.50	\$112.50

Total Fees

\$2,832.50

BILLING SUMMARY

Encinosa, Heather J.	0.80	hrs	250.00	/hr	200.00
Rosenthal, Evan J	11.70	hrs	225.00	/hr	2,632.50

TOTAL FEES

\$2,832.50

Total due this invoice

\$2,832.50



PAYMENT APPROVAL VOUCHER

Vendor Name	<u>GSG</u>	Check#	<u> </u>
Vendor #	<u> </u>	Check Date	<u> </u>
Invoice #	<u>1902820201</u>	Invoice	
Invoice Date	<u>1/31/2020</u>	Rec'd Date	<u>3/2/2020</u>
Work Performed	<u>01/01/2020-01/31/2020</u>		
PO#	<u>20190003</u>		
Amount	<u>\$ 5,000.00</u>		

Invoice Short Description:

GSG General Management Basic Services for January 2020. Includes general management and board clerk work related to publication of monthly agenda packets and notices.

N/A _____ Date _____
 Construction Administrator Approval
 (Deliverable Received is Satisfactory)

_____ Date _____
 Board Member Approval

 _____ Date 3/2/2020
 Finance Manager Approval
 (Budget Available and Account Coding Correct)

Effective Date 1/31/2020
 Fiscal Year 2020
 Period 4

HWY 79 CORRIDOR AUTHORITY GL CODING
 Org 401000110
 Object 536310 Management
 Project 1
 \$Amount \$ 5,000.00

HWY 79 CORRIDOR AUTHORITY GL CODING
 Org
 Object
 Project
 \$Amount

TOTAL \$ 5,000.00



RECEIVED
MAR 02 2020

Invoice

BY: *J. Welby*

Sold To:
Hwy 79 Corridor Authority
1500 Mahan Drive, # 250
Tallahassee, FL 32308

Invoice Number:
19028-2020-1
Invoice Date:
1/31/20
Page:
1

Customer ID: 530

Customer PO	Payment Terms	Sales Rep ID	Due Date
20190003	Net Due	STRKRY	1/31/20

Description	Amount
MANAGEMENT SERVICES	
ROBERT SHEETS - AUTHORITY MGR. - 4 HRS @ \$210	840.00
KRYSTAL STRICKLAND - ASST. AUTHORITY MGR. - 21 HRS @ \$190	3,990.00
JESSICA DEVITO - BOARD CLERK - 8.7 HRS @ \$90	783.00
LESS: NOT-TO-EXCEED	-613.00

Subtotal 5,000.00

Total Invoice Amount 5,000.00

Check No **Payment Received** 0.00

TOTAL 5,000.00

Project Detail by Employee By Date

01-01-2020 - 01-31-2020

Project Number 528-19023

Project Description System Management

Name	Date	Hours	Rate	Total	Notes
Jessica DeVito	1/2/2020	0.30	\$ 90.00	\$ 27.00	Updating Working Group Agenda and creating the Board Meeting Agenda for the Board Meeting on 1/13/2020.
Jessica DeVito	1/8/2020	3.00	\$ 90.00	\$ 270.00	Created Agenda Item Cover Pages for FAJ, FAZ, OP3, SMA, SMS, GCS, GCA and BD1. Put together Agenda Package. Call with City of Bonifay. Finalized Agenda Package.
Jessica DeVito	1/9/2020	0.50	\$ 90.00	\$ 45.00	Completed Board Meeting Agenda Package
Jessica DeVito	1/10/2020	0.50	\$ 90.00	\$ 45.00	Finalized Agenda Package binders
Jessica DeVito	1/14/2020	0.80	\$ 90.00	\$ 72.00	Called Board Members to confirm their availability for a Joint Planning Workshop on 2/4/2020 at 10 a.m.
Jessica DeVito	1/22/2020	0.50	\$ 90.00	\$ 45.00	Call with the City of Bonifay regarding Water/Wastewater
Jessica DeVito	1/28/2020	1.50	\$ 90.00	\$ 135.00	Working Group Conference Call. Updated the Working Group Agenda based on what was covered in the conference call.
Jessica DeVito	1/30/2020	0.80	\$ 90.00	\$ 72.00	Created agendas for the February 10, 2020 Joint Planning Workshop and Board Meeting.
Jessica DeVito	1/31/2020	0.80	\$ 90.00	\$ 72.00	Finalized the agendas for the Board Meeting and Joint Planning Workshop
		8.70			
Kystal Strickland	1/6/2020	3.50	\$ 190.00	\$ 665.00	Draft agenda abstracts. Review master schedule and abstracts with Robert. Update abstracts. Discuss options to hire rate consultant with NGN and FSGUA. Leave phone message for Ori.
Kystal Strickland	1/7/2020	4.50	\$ 190.00	\$ 855.00	Set a special meeting with Bonifay. Update project schedule with engineer team and legal. Write agenda abstracts.
Kystal Strickland	1/9/2020	1.00	\$ 190.00	\$ 190.00	Review final board packet. Make org chart and discussion points for meeting with Bonifay. Review land use overlay and parcels.
Kystal Strickland	1/10/2020	2.00	\$ 190.00	\$ 380.00	Finalize functional organizational chart with input from Town and Everett. Call Gilley. Coordination and preparation for Monday meetings.
Kystal Strickland	1/13/2020	3.00	\$ 190.00	\$ 570.00	RT to Bonifay for meeting.
Kystal Strickland	1/14/2020	0.50	\$ 190.00	\$ 95.00	Coordinate legal ad publication for special joint planning workshop with clerk, legal, and Gilley.
Kystal Strickland	1/15/2020	2.00	\$ 190.00	\$ 380.00	Draft solicitation for written quotations for rate consultant work. Send draft for legal review. F/U with clerk and Gilley re: date for joint planning workshop.
Kystal Strickland	1/16/2020	1.00	\$ 190.00	\$ 190.00	Finalize rate consultant solicitation. Call the top 3 firms to get info for their contact people.
Kystal Strickland	1/17/2020	0.50	\$ 190.00	\$ 95.00	Send solicitation for rate consultant to top 3 firms.
Kystal Strickland	1/21/2020	1.50	\$ 190.00	\$ 285.00	Lead call with Bonifay. Send meeting notes for review and inclusion in next board packet. Update agenda for next board meeting.
Kystal Strickland	1/24/2020	0.50	\$ 190.00	\$ 95.00	Ops call for update on design status. Ops reporting questions with Town and Everett.
Kystal Strickland	1/28/2020	1.00	\$ 190.00	\$ 190.00	Working group agenda conference call. format for joint planning workshop.
		21.00			
Robert Sheets	1/7/2020	2.00	\$ 210.00	\$ 420.00	Manage tasks to operations team and finance. Recommend edits to draft schedules.
Robert Sheets	1/13/2020	2.00	\$ 210.00	\$ 420.00	Attend Board meeting in Bonifay and discuss System Manager Items.
		4.00		\$ 840.00	
				\$ (613.00)	
				\$ 5,000.00	MTE \$5,000/Month



PAYMENT APPROVAL VOUCHER

Vendor Name GSG Check# _____
 Vendor # _____ Check Date _____
 Invoice # 1902920201
 Invoice Date 1/31/2020 Invoice Rec'd Date 3/2/2020
 Work Performed 01/01/2020-01/31/2020
 PO# 20190005
 Amount \$ 875.00

Invoice Short Description:

Accounting, Financial Reporting and Grants Management Services for January 2020.

N/A
 Construction Administrator Approval _____ Date _____
 (Deliverable Received is Satisfactory)

 Board Member Approval _____ Date _____

K. Strockman
 Finance Manager Approval _____ Date 3/3/2020
 (Budget Available and Account Coding Correct)

Effective Date 1/31/2020
 Fiscal Year 2020
 Period 4

HWY 79 CORRIDOR AUTHORITY GL CODING

Org 401000110
 Object 536320 Finance, Accounting, Compliance
 Project 1
 \$Amount \$ 840.00

HWY 79 CORRIDOR AUTHORITY GL CODING

Org 40100200
 Object 536510 Office Supplies
 Project 1
 \$Amount \$ 35.00

TOTAL \$ 875.00



Invoice

RECEIVED
MAR 02 2020

BY: *J. DeVito*

Sold To:

Hwy 79 Corridor Authority
1500 Mahan Drive, # 250
Tallahassee, FL 32308

Invoice Number:

19029-2020-1

Invoice Date:

1/31/20

Page:

1

Customer ID: 530

Customer PO	Payment Terms	Sales Rep ID	Due Date
20190005	Net Due	STRKRY	1/31/20

Description	Amount
ACCOUNTING, FINANCIAL REPORTING AND GRANTS MANAGEMENT	
KRYSTAL STRICKLAND - 5.5 HRS @ \$120	660.00
JESSICA DEVITO - 6.1 HRS @ \$60	366.00
QUICKBOOKS	35.00
LESS: NOT-TO-EXCEED:	-186.00

Subtotal 875.00

Total Invoice Amount 875.00

Check No **Payment Received** 0.00

TOTAL 875.00

Project Detail By Employee By Date

01-01-2020 - 01-31-2020

Project Number

530-19029

Project Description

Highway 79 Corridor Authority – Financial Services

Name	Date	Hours	Rate	Total	Notes
Jessica DeVito	1/6/2020	0.5	\$ 60.00	\$ 30.00	Created payment vouchers for GSG Invoice Nos. 19029-2019-4 and 19028-2019-4.
Jessica DeVito	1/8/2020	1	\$ 60.00	\$ 60.00	Entered NGN and GSG bills into QuickBooks
Jessica DeVito	1/9/2020	0.5	\$ 60.00	\$ 30.00	Obtained a Trial Balance Report and a Financial Report from QuickBooks. Created payment vouchers for NGN Invoice Nos. 17106 and 19138.
Jessica DeVito	1/10/2020	2	\$ 60.00	\$ 120.00	Wrote checks to be signed at 1/13/2020 Board Meeting. Printed Trial Balance Reports and Budget vs. Actuals Report.
Jessica DeVito	1/14/2020	0.5	\$ 60.00	\$ 30.00	Sent out checks to GSG, NGN and Dewberry
Jessica DeVito	1/15/2020	1.3	\$ 60.00	\$ 78.00	Created payment vouchers for Dewberry Invoices 1770112, 1758556 and 1754057.
Jessica DeVito	1/29/2020	0.3	\$ 60.00	\$ 18.00	Entered Dewberry invoices into QuickBooks
Krystal Strickland	1/6/2020	2	\$ 120.00	\$ 240.00	Florida DFS re-print and re-send direct deposit authorization forms at their request. Nov & Dec bank statements, JEs, and Fin reports. Draft CA1 Items selected to be paid.
Krystal Strickland	1/10/2020	2	\$ 120.00	\$ 240.00	Complete Bank reconciliations. Complete December 2019 financial report. Select items to be paid. Oversee check writing.
Krystal Strickland	1/13/2020	1	\$ 120.00	\$ 120.00	Board meeting as Financial Manager, and get signatures on checks.
Krystal Strickland	1/22/2020	0.5	\$ 120.00	\$ 60.00	First Federal Bank statements and cash flows
		5.5		\$ 1,026.00	
				\$ (186.00)	
				\$ 840.00	
				<u>\$ 840.00</u>	NTE \$840/Month



PAYMENT APPROVAL VOUCHER

Vendor Name GSG Check# _____
 Vendor # _____ Check Date _____
 Invoice # 1902820202
 Invoice Date 2/29/2020 Invoice _____
 Rec'd Date 3/2/2020
 Work Performed 02/01/2020-02/29/2020
 PO# 20190003
 Amount \$ 4,382.00

Invoice Short Description:

GSG General Management Basic Services for February 2020. Includes general management and board clerk work related to publication of monthly agenda packets and notices.

N/A
 Construction Administrator Approval _____ Date _____
 (Deliverable Received is Satisfactory)

Board Member Approval _____ Date _____


 Finance Manager Approval _____ Date 3/2/2020
 (Budget Available and Account Coding Correct)

Effective Date 1/31/2020
 Fiscal Year 2020
 Period 5

HWY 79 CORRIDOR AUTHORITY GL CODING
 Org 401000110
 Object 536310 Management
 Project 1
 \$Amount \$ 4,382.00

HWY 79 CORRIDOR AUTHORITY GL CODING
 Org
 Object
 Project
 \$Amount

TOTAL \$ 4,382.00



RECEIVED
MAR 02 2020

BY: *J. DeVito*

Invoice

Sold To:
Hwy 79 Corridor Authority
1500 Mahan Drive, # 250
Tallahassee, FL 32308

Invoice Number:
19028-2020-2
Invoice Date:
2/29/20
Page:
1

Customer ID: 530

Customer PO	Payment Terms	Sales Rep ID	Due Date
20190003	Net Due	STRKRY	2/29/20

Description	Amount
MANAGEMENT SERVICES	
ROBERT SHEETS - AUTHORITY MGR. - 3 HRS @ \$210	630.00
KRYSTAL STRICKLAND - 17 HRS @ \$190	3,230.00
JESSICA DEVITO - 5.8 HRS @ \$90	522.00

Subtotal 4,382.00

Total Invoice Amount 4,382.00

Check No **Payment Received** 0.00

TOTAL 4,382.00

Project Detail By Employee By Date
 02-01-2020 - 02-29-2020

Project Number 528-19023
 Project Description System Management

Name	Date	Hours	Rate	Total	Notes
Jessica Devito	2/5/2020	1.3	\$ 90.00	\$ 117.00	Began Board Agenda Package and added Agenda Item GC 1 to the Board Agenda Package
Jessica Devito	2/6/2020	1.3	\$ 90.00	\$ 117.00	Created cover page for Agenda Item SM 1. Added Agenda Items CA 1, FA 1 and SM 1 to the Board Meeting Agenda Package. Finalized Board Meeting Agenda Package.
Jessica Devito	2/7/2020	0.8	\$ 90.00	\$ 72.00	Put together Board Agenda Package binders
Jessica Devito	2/19/2020	0.3	\$ 90.00	\$ 27.00	Take notes for call with the City of Bonifay.
Jessica Devito	2/26/2020	0.8	\$ 90.00	\$ 72.00	Take notes on Working Group Conference Call to revise Agenda and Agenda packet.
Jessica Devito	2/27/2020	0.3	\$ 90.00	\$ 27.00	Created the agenda for the March 9, 2020 Board Meeting.
Jessica Devito	2/28/2020	1	\$ 90.00	\$ 90.00	Created agenda item cover pages and created a Work Authorization for GSG to become the Board Clerk and take over the meeting minutes.
		5.8			
Krystal Strickland	2/3/2020	0.5	\$ 190.00	\$ 95.00	Route agenda for 2/10/20 Board meeting.
Krystal Strickland	2/4/2020	1.5	\$ 190.00	\$ 285.00	Review Rate Consultant responses and summarize for legal and system manager. Discuss next steps with legal. Map parcel data with in-house GIS expert.
Krystal Strickland	2/5/2020	2	\$ 190.00	\$ 380.00	Draft and route handouts for 2/10/20 joint planning meeting and regular meeting.
Krystal Strickland	2/6/2020	4	\$ 190.00	\$ 760.00	Finalize regular meeting board packet for routing. Compile and route joint workshop talking points and handouts.
Krystal Strickland	2/10/2020	5	\$ 190.00	\$ 950.00	Set up conference room, prepare for and attend Joint Planning Workshop and regular meeting in Bonifay. RT Tallahassee-Bonifay (3 hours)
Krystal Strickland	2/12/2020	1	\$ 190.00	\$ 190.00	Organize and confirm 2/18/20 Engineering Design Meeting.
Krystal Strickland	2/17/2020	1	\$ 190.00	\$ 190.00	Update meeting time. Finalize and route handout for 2/18/20 Engineering Design meeting.
Krystal Strickland	2/25/2020	1	\$ 190.00	\$ 190.00	Conf call for Ops and legal updates. Stopped by Bonifay to run revenue projections with Beverly (out with broken ankle).
Krystal Strickland	2/26/2020	1	\$ 190.00	\$ 190.00	Coordinate creation of agenda packet items: clerk WA, audit RFP, rate consultant agenda item cover. Get update on design status, construction cost estimate, Bonifay system flows.
		17			
Robert Sheets	2/3/2020	1	\$ 210.00	\$ 210.00	Provide direction to operations team and admin team on goals to accomplish in preparation for joint workshop and at joint workshop.
Robert Sheets	2/6/2020	1	\$ 210.00	\$ 210.00	Review and provide guidance regarding joint planning workshop flow of topics and handouts.
Robert Sheets	2/10/2020	1	\$ 210.00	\$ 210.00	Attend Joint Planning Workshop and regular meeting in Bonifay.

3 \$ 4,382.00
 \$ -
\$ 4,382.00

NIE \$5,000/Month



PAYMENT APPROVAL VOUCHER

Vendor Name GSG Check# _____
 Vendor # _____ Check Date _____
 Invoice # 1902920202
 Invoice Date 2/29/2020 Invoice Rec'd Date 3/2/2020
 Work Performed 02/01/2020-02/29/2020
 PO# 20190005
 Amount \$ 599.00

Invoice Short Description:

Accounting, Financial Reporting and Grants Management Services for January 2020.

N/A
 Construction Administrator Approval _____ Date _____
 (Deliverable Received is Satisfactory)

Board Member Approval _____ Date _____

V. Strickland _____ Date 3/3/2020
 Finance Manager Approval _____
 (Budget Available and Account Coding Correct)

Effective Date 1/31/2020
 Fiscal Year 2020
 Period 5

HWY 79 CORRIDOR AUTHORITY GL CODING

Org 401000110
 Object 536320 Finance, Accounting, Compliance
 Project 1
 \$Amount \$ 564.00

HWY 79 CORRIDOR AUTHORITY GL CODING

Org 40100200
 Object 536510 Office Supplies
 Project 1
 \$Amount \$ 35.00

TOTAL \$ 599.00



Invoice

RECEIVED
MAR 02 2020

BY: *J. DeVito*

Sold To:

Hwy 79 Corridor Authority
1500 Mahan Drive, # 250
Tallahassee, FL 32308

Invoice Number:
19029-2020-2

Invoice Date:
2/29/20

Page:

1

Customer ID: 530

Customer PO	Payment Terms	Sales Rep ID	Due Date
20190005	Net Due	STRKRY	2/29/20

Description	Amount
ACCOUNTING, FINANCIAL REPORTING AND GRANTS MANAGEMENT	
KRYSTAL STRICKLAND - 2.5 HRS @ \$120	300.00
JESSICA DEVITO - 4.4 HRS @ 460	264.00
QUICKBOOKS	35.00

Subtotal 599.00

Total Invoice Amount 599.00

Check No **Payment Received** 0.00

TOTAL 599.00

Project Detail By Employee By

02-01-2020 - 02-29-2020

Project Number

530-19029

Project Description

Highway 79 Corridor Authority – Financial Services

Name	Date	Hours	Rate	Total	Notes
Jessica DeVito	2/5/2020	0.8	\$ 60.00	\$ 48.00	Created a Journal Entry for the FDOT Reimbursement
Jessica DeVito	2/6/2020	1.3	\$ 60.00	\$ 78.00	Entered Journal Entries into QuickBooks and reconciled the bank account.
Jessica DeVito	2/7/2020	1.3	\$ 60.00	\$ 78.00	Wrote checks for Board Member approval
Jessica DeVito	2/11/2020	0.5	\$ 60.00	\$ 30.00	Brought check no. 1011 to Nabors, Giblin & Nickerson. Sent check no. 1012 to
Jessica DeVito	2/28/2020	0.5	\$ 60.00	\$ 30.00	Created payment vouchers for NGN invoice numbers 42585 and 42586.
		4.4			
Krystal Strickland	2/5/2020	1	\$ 120.00	\$ 120.00	Update online access with Fed First. Review accounting entries for January
Krystal Strickland	2/6/2020	1.5	\$ 121.00	\$ 181.50	Complete bank reconciliation. Finalize January financial statements and items to
		2.5		\$ 565.50	
				\$ -	
				\$ 565.50	NTE \$840/Month

**Nabors
Giblin &
Nickerson** P.A.
ATTORNEYS AT LAW

Post Office Box 11008
Tallahassee, Florida 32302
Telephone: (850) 224-4070

RECEIVED
FEB 28 2020
BY: *J. DelVeto*

February 6, 2020

Bill through 01/31/2020

Invoice# 1009 19138 42586 HJE

Government Services Group
Attn: Krystal Strickland
1500 Mahan Drive, Suite 250
Tallahassee, FL 32308

Re: 79 Corridor Authority - Grant Eligible

PROFESSIONAL SERVICES

			<u>Hours</u>	<u>Amount</u>
01/06/2020	EJR	Drafted resolution providing for Board approval of amendment to FDOT Phase 2 Grant agreement. Email correspondence re: same.	0.50	\$112.50
01/08/2020	EJR	Drafting report re: status of easement acquisition for Holmes County and Washington County parcels.	0.50	\$112.50
01/08/2020	EJR	Prepared agenda item re: amendment to FDOT grant agreement. Reviewed master project schedule.	0.25	\$56.25
01/08/2020	EJR	Reviewed email correspondence from Cliff Knauer re: Washington County parcel easement status of water/wastewater supply negotiations with City of Bonifay.	1.00	\$225.00
01/20/2020	EJR	Reviewed revised sketch/legal for Washington County easement for lines/lift station. Revised easement document. Reviewed County official records re: ownership of property. Email correspondence with Authority Engineer, General Manager re: same.	0.75	\$168.75
01/31/2020	EJR	Drafted resolutions re: acceptance of easements for construction project.	0.50	\$112.50

Total Fees

\$787.50

BILLING SUMMARY

Rosenthal, Evan J	3.50	hrs	225.00	/hr	787.50
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TOTAL FEES					<u>\$787.50</u>
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Total due this invoice					\$787.50
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Highway 79 Corridor Authority

Board Agenda Item

March 9, 2020

Item

CA 2 GSG WA 20-01 Board Clerk Minutes

Attached is a work authorization for Government Services Group to provide additional Authority Clerk services to maintain Board Meeting minutes.

Board Meeting minutes have been recorded and maintained by Washington County Clerk's Office since inception of the Highway 79 Corridor Authority.

Recommendation

Staff respectfully recommend that the Board approves this work authorization to allow Government Services Group to maintain Board Meeting minutes.

Board Action

Moved by:

Seconded by:

Action Taken:

Work Authorization No. GSG 20-01

for

Consulting Services Agreement Between the

Highway 79 Corridor Authority (the "Authority"),

An independent special district created by interlocal agreement pursuant to
Section 163.01(7), Florida Statutes

and

GOVERNMENT SERVICES GROUP, INC. ("GSG")

A. SUMMARY OF SERVICES TO BE RENDERED

Government Services Group, Inc. (GSG) will provide Authority Clerk services to the Board of Directors, including attending Board Meetings and keeping Board meeting minutes, as an additional service pursuant to Section 2.4 of the Consulting Services Agreement (CSA).

B. PROJECT COST

GSG has estimated the basic staff effort and cost necessary to provide the services outlined as follows:

Description	Billed At	Number of	
		Hours (Monthly)	Cost Extended
Authority Clerk	\$90	5.55	<u>\$500.00</u>
	NTE Monthly Total		<u><u>\$500.00</u></u>

All work will be billed monthly at actual hours worked using the approved billing rates pursuant to Exhibit B Section 2.1 Basic Services of the Consulting Services Agreement (CSA). In addition, consultant shall be reimbursed for reasonable reproduction costs in accordance with Florida Statutes and Section 4.2 of the Compensation provisions of the CSA.

C. PROJECT SCHEDULE

This Work Authorization is for services provided beginning upon receipt of Notice to Proceed (NTP)

D. NOTICE/PROJECT MANAGER OF CONSULTANT

Robert Sheets, CEO
Government Services Group
280 Wekiva Springs Road, Suite 2070
Longwood, FL 32779

Tray Hawkins, Chairman
Highway 79 Corridor Authority

Dated this ____ day of _____, 2020

Highway 79 Corridor Authority

Board Agenda Item

March 9, 2020

Item

CA 3

Other Items

Highway 79 Corridor Authority

Board Agenda Item

March 9, 2020

Item

FA 1 **Monthly Financial Report**

Attached is the financial report for the period ending 2/29/2020.

**HIGHWAY 79 CORRIDOR AUTHORITY
OPERATIONS
As of February 29, 2020**

	FY2020 Budget	FY2020 YTD Actuals	FY2020 Projection
OPERATING REVENUES			
Charges for Water Services	-	-	-
Charges for Wastewater Services	-	-	-
Special Assessment Revenue	-	-	-
Other, net	-	-	-
TOTAL OPERATING REVENUES	-	-	-
OPERATING EXPENSES			
Operating and management services	69,200	21,454	74,014
Other operating expenses	29,500	751	29,009
Professional Services	65,065	10,803	65,065
TOTAL OPERATING EXPENSES	163,765	33,008	168,088
NET OPERATING REVENUE (EXPENSE)	(163,765)	(33,008)	(168,088)
NON-OPERATING REVENUE (EXPENSE)			
Operating Grants and Contributions	100,000	100,000	100,000
Interest income	-	-	-
Miscellaneous Non-Operating, net	-	-	-
TOTAL NON-OPERATING REVENUE (EXPENSE)	100,000	100,000	100,000
CAPITAL CONTRIBUTIONS			
Impact Fees, net	-	-	-
Capital Grants	2,632,996	79,163	2,632,996
Capital Contributions	-	-	-
TOTAL CAPITAL CONTRIBUTIONS	2,632,996	79,163	2,632,996
OTHER TRANSFERS IN (OUT)			
Impact Fees (restricted)	-	-	-
Capital Grant/Contributions transfers out (restricted)	(2,632,996)	(79,163)	(2,632,996)
Renewal and Replacement Fund	-	-	-
TOTAL TRANSFERS IN (OUT)	(2,632,996)	(79,163)	(2,632,996)
Increase (decrease) in net position	(63,765)	66,992	(68,088)
Unrestricted Fund Balance - beginning of year	71,812	71,812	71,812
Unrestricted Fund Balance - end of year	8,048	138,804	3,724

	FY2020 Budget	FY2020 YTD Actuals	FY2020 Projection
RESTRICTED FUNDS			
Sources			
DOT Capital Grant	811,535	79,163	811,535
DEO Capital Grant	1,821,461	-	1,821,461
Impact Fees	-	-	-
Renewal and Replacement	-	-	-
Total CIP Restricted Sources	2,632,996	79,163	2,632,996
Uses			
CP001: 2.3 Miles Water/Sewer Infrastructure	2,632,996	79,163	2,632,996
TBD line extensions (use impact fees)	-	-	-
TBD Renewal and Replacement Projects	-	-	-
Total CIP Restricted Uses	2,632,996	79,163	2,632,996
CIP Restricted Fund Balance, Beginning	-	-	-
CIP Restricted Fund Balance, Ending	-	-	-

Highway 79 Corridor Authority

Board Agenda Item

March 9, 2020

Item

FA 2

Other Items

Highway 79 Corridor Authority

Board Agenda Item

March 9, 2020

Item

OP 1 **Updated Construction Schedule**

Attached is an updated schedule for the Highway 79 Corridor Authority water and sewer project.

SR-79 CORRIDOR AUTHORITY WATER AND SEWER EXPANSION SCHEDULE

Project Schedule

Last Updated 3/4/2020 11:23 AM

Predecessor Activity	#	Task	Responsible Party	Duration (Days)	Start	Finish	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21
		ENGINEERING DESIGN AND PERMITTING																	
	1	60% Design Complete	Dewberry	293	05/01/19	02/18/20													
	2	60% Design Review	GSG CIP Management and City of Bonifay	15	02/19/20	03/05/20													
	3	Easement Acquisition	NGN with Dewberry Support	164	11/01/19	04/13/20													
	4	90% Complete Design and Construction Plans	Dewberry	15	03/05/20	03/20/20	■												
	5	90% Design and Construction Plans Review	GSG CIP Management and City of Bonifay	10	03/20/20	03/30/20	■												
	5	6 Florida DEP Permitting - Water / Sewer - 30 days	Dewberry submits application, DEP reviews	30	03/30/20	04/29/20		■											
★	5	7 FDOT Permitting - 45 days	Dewberry submits application, FDOT reviews	45	03/30/20	05/14/20		■	■										
		CONSTRUCTION CONTRACTOR PROCUREMENT																	
	8	Review draft Invitation to Bid Documents, including draft construction contract	NGN leads with GSG input and coordination	7	03/30/20	04/06/20	■	■											
	9	Board Input on DRAFT Bid and Agreement	Initial draft to be reviewed at April 13, 2020 meeting	7	04/06/20	04/13/20		■											
	10	Board Approval of Bid and Agreements	Final draft to confirmed at May 11, 2020 Board Meeting	10	05/01/20	05/11/20			■										
★	6, 7	11 Release Invitation to Bid - 30 days	GSG	30	05/21/20	06/20/20			■	■									
	11	12 Bid Opening	GSG	0	06/20/20	06/20/20				■									
	13	13 Bid Review (reference checks,	GSG lead (staff and engineering)	11	06/20/20	07/01/20				■									
	13	14 Contract Award by Board	GSG will present top bids to Authority Board July 13, 2020	7	07/06/20	07/13/20					■								
	14	15 Contractor submits performance bond, proof of insurance and signed contract to Legal	GSG/NGN/Construction Contractor	7	07/13/20	07/20/20					■								
	15	16 Legal reviews all executed contract documents, obtains authorizing signatures, releases Notice to Proceed	NGN	12	07/20/20	08/01/20					■	■							
		CONSTRUCTION																	
	16	17 Construction	Construction Contractor	270	08/01/20	04/28/21						■	■	■	■	■	■	■	■
	17	18 CEI Contractor on site	DHM (CEI Contractor)	280	08/01/20	05/12/21						■	■	■	■	■	■	■	■
	17	19 Lift Station Startup and Drawdown Testing		14	04/28/21	05/12/21						■	■	■	■	■	■	■	■
	19	20 DEP Certifications	DEP	14	05/12/21	05/26/21						■	■	■	■	■	■	■	■
20, 32, 33, 36	21	21 Project Closeout - 30 days		30	05/26/21	06/25/21													

Predecessor Activity	Task	Responsible Party	Duration (Days)	Start	Finish	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	
	BUSINESS MANAGEMENT																		
	22 Bulk Water & WW Service and Operations, Maintenance and Customer Service Agreements																		
	23 Joint Planning Workshop #1	Board/council members and staff discuss outline for agreements		Jan/Feb 2020	02/10/20														
	24 Authority Hires Rate Consultant for a financial feasibility rate study report on the Authority's proposed rates, impact fees and miscellaneous fee schedules	Execute at Regular Meeting		February 2020	03/09/20														
	25 Bonifay City Council - Discuss and review draft Agreements			March 2020	May 2020	■	■	■											
	26 Authority's Rate Consultant does field work	Rate consultant will meet with GSG and Bonifay staff		March 2020	May 2020	■	■	■											
	27 Joint Planning Workshop #2			March 2020	May 2020	■	■	■											
	28 Authority's Rate Consultant submits draft rate and financial feasibility report	GSG will present report at Regular Meeting		April 2020	June 2020		■	■	■										
	29 Rate Consultant submits FINAL rate study	Rate Consultant		July 2020	07/16/20				■										
	30 Staff incorporate changes to finalize Agreements	GSG		May 2020	June 2020			■	■										
	31 Agreement Legal Review	NGN and Bonifay Legal Council		June 2020	June 2020				■										
	32 Bonifay City Council - Execute Agreements	Execute Agreements at Regular Meeting		July 2020	July 2020					■									
	33 Hwy 79 Corridor Authority - Execute Agreements	Execute Agreements at Regular Meeting		July 2020	July 2020					■									
	<i>Rate Adoption</i>																		
29	34 Present Proposed Rates to Authority Board and schedule a public hearing	Board/council members and staff discuss outline for agreements			TBD														
34	35 Publish legal ads to announce public hearing	GSG	20		TBD														
35	36 Hold a public hearing and adopt the final rates	Execute at Regular Meeting	30		TBD														
	<i>To be Scheduled</i>																		
	37 Publish a Developer Guide (Permitting, impact fees, zoning)	Gortemoller																	
	38 Market the Corridor																		

Highway 79 Corridor Authority

Board Agenda Item

March 9, 2020

Item

OP 2 Engineer's Probable Cost of Construction

Attached is the Engineer's probable cost of construction for the Highway 79 Corridor Authority water and sewer project based upon the 60% design.

HIGHWAY 79 WATER & SEWER SYSTEM COST ESTIMATE SUMMARY

<u>ITEM DESCRIPTION</u>	<u>UPDATED COST ESTIMATE</u>		
	<u>TOTAL WATER SYSTEM COST</u>	<u>TOTAL SEWER SYSTEM COST</u>	<u>TOTAL SEWER SYSTEM COST</u>
Total Construction, Contingency & Overhead Costs	\$ 1,078,500.00	\$ 1,140,850.00	\$ 2,219,350.00
Engineering & Permitting	\$ -	\$ -	\$ 250,000.00
Grant Administration Services	\$ -	\$ -	\$ 27,215.00
Services During Construction	\$ -	\$ -	\$ 217,716.00
Total Service Fees	\$ -	\$ -	\$ 494,931.00
TOTAL PROJECT COST	\$ 1,078,500.00	\$ 1,140,850.00	\$ 2,714,281.00
TOTAL GRANT			\$ 2,721,461.00

HIGHWAY 79 WATER SYSTEM ESTIMATE

<u>ITEM DESCRIPTION</u>	<u>QUANTITY</u>	<u>UNIT</u>	<u>UNIT COST</u>	<u>TOTAL COST</u>
Mobilization / Demobilization	1	Lump Sum	3%	\$ 25,000.00
Insurance / Bonds	1	Lump Sum	2%	\$ 16,700.00
Maintenance of Traffic	1	Lump Sum	2%	\$ 16,700.00
Site / Erosion Control	1	Lump Sum	1%	\$ 8,400.00
Overhead	1	Lump Sum	10%	\$ 83,100.00
Total Overhead Costs				\$ 149,900.00
Water Main - Open Cut - 12" (with fittings & restraints)	13,000	Lineal Feet	\$ 50.00	\$ 650,000.00
Water Main - Directional Drill - 8" (with fittings & restraints)	850	Lineal Feet	\$ 60.00	\$ 51,000.00
Water Main - Directional Drill - 12" (with fittings & restraints)	350	Lineal Feet	\$ 80.00	\$ 28,000.00
8" Gate Valves	6	Each	\$ 1,500.00	\$ 9,000.00
12" Gate Valves / Tapping Valve	1	Each	\$ 2,000.00	\$ 2,000.00
Fire Hydrant Assemblies	10	Each	\$ 5,000.00	\$ 50,000.00
Connection to Existing Water Main	1	Each	\$ 3,000.00	\$ 3,000.00
Site Restoration	15,000	Square Yards	\$ 2.50	\$ 37,500.00
Total Construction Costs				\$ 830,500.00
Contingency	1	Lump Sum	10%	\$ 98,100.00
Total Contingency Fees				\$ 98,100.00
TOTAL PROJECT COST FOR WATER				\$ 1,078,500.00

HIGHWAY 79 SEWER SYSTEM ESTIMATE

<u>ITEM DESCRIPTION</u>	<u>QUANTITY</u>	<u>UNIT</u>	<u>UNIT COST</u>	<u>TOTAL COST</u>
Mobilization / Demobilization	1	Lump Sum	3%	\$ 26,400.00
Insurance / Bonds	1	Lump Sum	2%	\$ 17,600.00
Maintenance of Traffic	1	Lump Sum	2%	\$ 17,600.00
Site / Erosion Control	1	Lump Sum	1%	\$ 8,800.00
Overhead	1	Lump Sum	10%	\$ 87,900.00
Total Overhead Costs				\$ 158,300.00
New Lift Stations	2	Each	\$ 150,000.00	\$ 300,000.00
Gravity Sewer - 8" PVC SDR 26, 6' - 8' Deep	1,550	Lineal Feet	\$ 45.00	\$ 69,750.00
Manhole, Type A, 6' - 8' Deep	5	Each	\$ 5,500.00	\$ 27,500.00
Manhole, Type A, 8' - 15' Deep	6	Each	\$ 7,500.00	\$ 45,000.00
Connect to Existing Manhole	1	Each	\$ 2,500.00	\$ 2,500.00
6" Gate Valves	5	Each	\$ 1,500.00	\$ 7,500.00
Forcemain Piping, Open Cut, 6" PVC	8,100	Lineal Feet	\$ 40.00	\$ 324,000.00
Forcemain Piping, Directional Drill, 6" HDPE	1,300	Lineal Feet	\$ 50.00	\$ 65,000.00
Site Restoration	15,000	Square Yards	\$ 2.50	\$ 37,500.00
Total Construction Costs				\$ 878,750.00
Contingency	1	Lump Sum	10%	\$ 103,800.00
Total Contingency				\$ 103,800.00
TOTAL PROJECT COST FOR SEWER				\$ 1,140,850.00

Highway 79 Corridor Authority

Board Agenda Item

March 9, 2020

Item

SM 1 Rate Consultant Procurement

At the January 13, 2020 Board Meeting, the Board gave authorization to Government Services Group solicit Rate Consultant Services, which were estimated to cost under \$20,000.

The Authority's procurement policy requires attainment of three Written Quotes for goods and services estimated to cost between \$100 to \$19,999. The General Manager contacted five consulting firms known to provide rate consultant services. Two of the five firms had been acquired and merged into other firms.

On January 17, 2020, the General Manager solicited quotations from the remaining three firms: Raftelis Financial Consultants, Stantec and Willdan Financial Services. Only two of the three vendors responded. Both respondents are highly qualified to meet the needs of the Authority. Raftelis provided a list of relevant projects completed in Florida in recent years. Willdan also provided a list of relevant projects, however, outside of Florida. The quote returned from Raftelis is at an hourly rate and a not-to-exceed rate (\$19,995). Willdan's proposed a lumpsum fee (\$22,800).

The system manager would like to negotiate work authorization with Raftelis.

Attached, please find the solicitation and responses from Raftelis and Willdan.

Recommendation

Staff respectfully request permission to negotiate a work authorization with Rafetlis Financial Consultants.

Board Action

Moved by:

Seconded by:

Action Taken:

Solicitation



Operations Office

Government Services Group, Inc.
1500 Mahan Drive, Suite 250
Tallahassee, FL 32303

(850) 681-3717 Tel
(850) 224-7206 Fax

Solicitation 20-01 Rate Consultant
Issued: January 17, 2020

The Highway 79 Corridor Authority (the "Authority") is seeking written quotations for a qualified firm to perform a water and wastewater utility rate study. Qualified firms should have a minimum of five years of experience compiling and presenting such studies to local governmental water and wastewater utilities. Experience with startup utilities is preferred. The Authority intends to make an award to the lowest cost responsible, responsive firm (the "Successful Respondent"). Responses must include relevant experience of the lead persons who would be responsible for the project if they are selected and a brief background of the firm. The response must be on company letterhead and contain the signature of an authorized representative for the company.

Please submit your response electronically via e-mail to the Authority's Board Clerk at:
jdevito@govserv.com.

Questions should be directed to the Authority's Finance Manager:
Krystal Strickland, CPA
Office: 850-681-3717
E-mail: kstrickland@govserv.com

The System Manager, Robert Sheets, will review all responses received on or about January 28, 2020, and the Authority Board anticipates making an award in February or March of 2020.

Background

The Authority is a local governmental entity created by interlocal agreement between Holmes County, Washington County, and the City of Bonifay for the purposes of economic development and to construct and install 2.3 miles of water and wastewater infrastructure along an area adjacent to Highway 79 consisting of portions of each of the three above-listed jurisdictions (the "Corridor Area"), funded primarily through grants obtained from DEO and FDOT.

The Authority anticipates commencement of construction of the water and wastewater infrastructure in mid-2020. It is anticipated that the City of Bonifay (the "City") shall provide water and wastewater treatment through wholesale agreements. While the Authority does not currently have any customers, it is anticipated that developers will come forth with plans for certain commercial development (e.g. gas station, restaurant, truck stop, etc.) after infrastructure construction commences.

It is anticipated that system operations, maintenance, customer service and billing will be provided under through contractual agreements. In order to prepare for the eventual connection of customers to the system, the Authority requires assistance and to adopt all utility rates and fees required for the financial viability of the system.

Highway 79 Corridor Authority Board of Directors

TRAY HAWKINS, Chair, Washington County / CLINT ERICKSON, Holmes County
ROGER BROOKS, City of Bonifay

Deliverables

The contents of the rate study to be performed by the Successful Respondent must include recommendations for water and wastewater rates, impact fees, and all other miscellaneous fees and charges to be adopted by the Authority (i.e. tap fees, meter installations, and late payment charges). The report must also include five year projections of revenues and expenses and cash flows.

Description of Work

The Successful Respondent will work with the System Manager and other Authority consultants, the City (as the provider of water and wastewater treatment), the operations and maintenance contractor (to be determined), the Authority's Board of Directors, and board/council members of strategic partners.

While much of the work can be accomplished through teleconferences, up to two onsite meetings are anticipated. The first will involve the Successful Respondent leading a joint planning workshop between the strategic partners to confirm base revenue and expense assumptions. This would include timing and type of customers who will connect, pricing for wholesale water and wastewater treatment agreements, and contracted costs of operations, maintenance, customer service and billing agreement, and other assumptions deemed critical. The initial analysis of projected expenses and revenues from this crucial joint planning session will result in either execution of agreements or continued negotiations between the strategic partners. The Authority may request a second onsite meeting, which may be a second workshop or a public meeting to explain the study and recommended rates prior to adoption.

The Authority reserves the right to withdraw this request for quotes at any time prior to final award and execution of a contract, or to reject all responses received.

Response from Raftelis



IS NOW
PART OF



January 28, 2020

Mr. Robert E. Sheets
System Manager
Highway 79 Corridor Authority
1500 Mahan Drive, Suite 250
Tallahassee, FL 32308

Subject: **Proposal to Provide Utility Rate and Consulting Services**

Dear Mr. Sheets:

Raftelis Financial Consultants, Inc. (formerly Public Resources Management Group, Inc. and now "Raftelis") is pleased to submit this proposal to provide rate and financial consulting services (the "Proposal") to the Highway 79 Corridor Authority (the "Authority") with respect to the preparation of rate and charge study for the Authority and to assist in the implementation of the utility as required (the "Project"). Based on the information contained in the Solicitation 20-10 Rate Consultant dated January 17, 2020 (the "Solicitation") and recognizing that this analysis will be codified in a new rate resolution for the Authority, the Project would primarily consist of: i) preparing a cost identification / allocation analysis and the design of water and wastewater rates for service; ii) providing assistance to the Governmental Services Group, Inc. (the "System Manager") and the Authority's Legal Counsel for the development of a rate ordinance / resolution / tariff to codify the proposed rates for service; and iii) preparing a technical memorandum documenting the analysis and presenting the findings to the Authority Board of Directors (the "Board") at a public hearing.

FIRM EXPERIENCE

Raftelis has been a trusted advisor to public utilities for over 26 years. Some of the firm highlights include:

- Our team includes over 115 professionals and consultants located in sixteen offices nationwide. The work to be performed for the Authority will be out of our Orlando, Florida office.
- The firm has provided utility service to over 1,000 water and wastewater utilities and our Florida-project team has served over 150 local governments and public sector utilities in Florida, including the establishment of financial plans and rate evaluations.
- Raftelis has provided financial / organizational / rate / technology assistance to utilities serving more than 25% of the U.S. population.
- A summary of the firm's Florida Experience is included in Appendix A attached to our proposal; clients served in North Florida by the professionals from our Orlando office have included Cities of Panama City, Panama City Beach, and Gulf Breeze, Bay County,

Regional Utilities of Walton County, Inc., Destin Water Users, Inc., and the South Walton Utility Company, Inc.

- Our Florida-project team has been involved in over \$7 Billion in public-sector utility financings in support of the funding of capital improvements.
- Our Florida-project team has been involved in over 65 utility transactions and has assisted local governments in establishing the value for the utility, assisted in the transition of utilities to public ownership, and has assisted in establishing utility budgets and financial plans in support of such transactions.
- Our Florida project team has been involved in the review and establishment of wholesale rates for service and has prepared and negotiated wholesale service and capacity reservation agreements.
- Our Florida project team has been involved in the review of contract service agreements for the ongoing operations and maintenance of utility systems.

The firm and the project director have extensive experience in the development of utility forecasts and business plans and the establishment of rates for "start-up" utility programs. The firm also has specific experience in the establishment of financial forecasts for new utilities. Just within the last three years we were involved in the following utility implementation studies:

Town and County Utilities Inc. (Babcock Ranch Community Development District) – The project team prepared a ten-year financial and rate projection of the operation of the Town and Country Utilities, Inc. water and wastewater system, a "start-up" utility that was being constructed to serve the Babcock Ranch Community Development District located in Charlotte and Lee Counties. The analysis included: i) a projection of the customers served and billed water / wastewater / reclaimed water based on estimated lot absorption and level of service standards; ii) identification of water treatment and wastewater treatment plant capacity use and expansions based on the sales forecast and an allowance for other use (e.g., non-revenue water); iii) a projection of operation and maintenance expenses which included the evaluation of personal for plant operations, customer billing, meter reading, etc. which was dependent in part on the growth in customers and flow as well as the projection of other costs due to growth, comparisons to other utilities, and discussions with the consulting engineers for the project; iv) providing assistance in the development of the operations contract for service; v) development of a capital re-investment plan based on the detailed assets additions and the average service life implied for such assets; and vi) design of rates for service and capacity-related fees in support of the development of a utility rate ordinance. The projections also served as the basis of the issuance in the principal amount of \$10,000,000 Charlotte County Industrial Development Authority Utility System Revenue Bonds, Series 2015 (Town & Country Utilities Project) issued on behalf of the utility to finance the initial construction of the utility infrastructure. Most recently, the financial forecast was updated and was relied upon in support of the issuance in the principal amount of \$40,800,000 Charlotte County Industrial Development Authority Utility System Revenue Bonds, Series 2019 (Town & Country Utilities Project) issued on behalf of the utility to finance the expansion of water and wastewater plant capacity.

Seminole Improvement District (now City of Westlake) - The project team prepared a ten-year financial and rate projection of the operation of the water and wastewater system owned and operated by the Seminole Improvement District (the "District"). The District had a very small system which was going to materially change as a result of the construction of a new system to serve a significant amount of development (and which is now the City of Westlake). The analysis included: i) a projection of the customers served and billed water / wastewater / reclaimed water based on estimated lot absorption and level of service standards; ii) providing support in the negotiation of wholesale water and wastewater service from Palm Beach County and the projection of "treatment by contract" flows based on the sales forecast and an allowance for other use (e.g., non-revenue water); iii) a projection of operation and maintenance expenses which included the evaluation of the cost of contracted services from the Contract Operator, which was dependent in part on the growth in customers and flow as well as the projection of other costs due to growth, comparisons to other utilities; iv) development of a capital re-investment plan based on the detailed assets additions and the average service life implied for such assets; and v) design of rates for service and capacity-related fees in support of the development of a utility rate ordinance.

Ecologic Waste Management, LLC (Babcock Ranch Community Development District) – The project team prepared a ten-year financial and rate projection of the operation of the Ecologic Waste Management, LLC a solid waste collection and disposal "start-up" company serving the Babcock Ranch Community Development District. The analysis included: i) a projection of the residential customers served based on estimated lot absorption and level of service standards; ii) identification of cost of disposal associated with solid waste service; iii) projections of waste collection vehicle and staffing estimates based on the estimated future development and truck capacity levels; iv) projections of compressed natural gas use based on the service area requirements and vehicles in service; v) a projection of other operation and maintenance expenses which included the evaluation of personal for collection services, customer billing, etc. which was dependent in part on the growth in customers and waste generation as well as the projection of other costs due to growth, comparisons to other public utilities providing waste collection services, and discussions with the consulting engineers for the project; iv) providing assistance in the development of the operations contract for service; v) development of a capital re-investment plan based on the detailed assets additions and the average service life implied for such assets; and vi) assisting in the design of rates for collection service in support of the development of a utility rate ordinance.

The remainder of our proposal provides details on our proposed billing rates and cost estimate for the project, the anticipated scope of services, and other contractual terms and conditions for the Authority to consider. Based on our discussions and our understanding of the Project, Raftelis proposes the following:

PROJECT TEAM AND BILLING RATES

With respect to the performance of this engagement, Mr. Robert Ori would be the Project Director and the primary contact with both the Authority. Other financial analysts and administrative personnel for the firm will be utilized during the course of the engagement as needed. Reference

is made to Attachment A for a summary of the personnel by title and billing rates for the Raftelis staff that may be utilized during the performance of the Project, which is made part of this Proposal.

To the extent that the services provided by Raftelis exceed a duration of one (1) year and as shown on Attachment A, Raftelis further proposes that the direct hourly billing rates can be adjusted annually based on the anniversary date of any agreement executed between the parties based on the change in the Consumer Price Index-Urban Consumers or some other basis as mutually agreed.

Since Mr. Ori is proposed as the Project Director for the engagement, his resume is included in Appendix B to provide additional information as to the experience of Mr. Ori for consideration by the Authority.

SCOPE OF SERVICES

The scope of services to be performed by Raftelis based on discussion with the Authority is included in Attachment B, which is made a part of this Proposal.

PROJECT COST ESTIMATE AND BILLING

Based on the scope of services as summarized in Attachment B and the direct labor billing rates as identified herein, we propose to establish a maximum not-to-exceed contract to perform the Project on behalf of the Authority by Raftelis in the amount not-to-exceed of \$19,995. This contract budget amount includes the direct cost of personnel anticipated to be assigned to conduct the various tasks of the Project by Raftelis as well as an allowance for other direct costs such as travel, telephone, delivery charges and subconsulting expenses, if any. The costs incurred by Raftelis for such other direct costs, if any, would be billed to the Authority based on the standard rate for the recovery of such costs as identified in Attachment A. It is proposed that Raftelis would bill monthly for services relative to this engagement based on the sum of: i) the hourly amount of time spent by the Raftelis Project Team members; ii) the other direct costs incurred to provide the rate consulting services; and iii) the subconsulting expenses of Raftelis required to assist in Project completion, as adjusted for administrative costs per Attachment A. The scope of services and does not contemplate the use of any other subconsultants to assist Raftelis in the completion of the Project. To the extent that Raftelis determines a need for subconsulting services, Raftelis will notify the Authority of such need and will not employ or use any subconsultant without the prior approval of the Authority. No additional services above the proposed project budget will be performed without the prior written authorization by both the Authority and Raftelis.

This Proposal recognizes that the Project contract budget would be billed by Raftelis to the Authority on an hourly basis predicated on the actual work effort performed by Raftelis and not on a lump-sum basis. To the extent that the Project is completed at a cost less than the proposed contract budget, Raftelis will not invoice the Authority for any amounts remaining (unbilled) on such contract except for the provision of any additional services that the Authority may request from Raftelis, as mutually agreed between all the parties.

INSURANCE PROVISIONS

Included on Attachment C is a copy of Raftelis' proof of insurance certificate that summarizes the standard levels of insurance coverage carried by Raftelis, which is included as part of this Proposal to the Authority. Assuming acceptance of this Proposal, Raftelis will maintain the levels of insurance as shown on Attachment C during the term of any agreement between Raftelis and the Authority.

STANDARD TERMS AND CONDITIONS

The proposed general standard contract terms and conditions are included on Attachment D and are made a part of this Proposal for utility consulting services.

PROPOSED DELIVERY SCHEDULE AND AGREEMENT TERM

The term of any proposed contract or agreement anticipated to be executed based on the provisions of this Proposal and the associated billing rates for the Raftelis shall be in effect and continue through the completion of the Project as identified in the scope of services included in Attachment B. It is anticipated that the Project will be submitted to the Authority within seventy-five (75) days after being given authorization to proceed by the Authority and upon receipt of the requested available information to perform the Project services. Based on receiving the notice to proceed from the Authority no later than March 1, 2020 in the form of an executed agreement or contract between the parties, this will allow Raftelis to perform the scope of services such that financial evaluation can be completed on or about May 15, 2020 in support of the Authority's upcoming Fiscal Year 2021 budget activities and to properly notice any customers that may be receiving water and wastewater utility service from the Authority. This anticipated completion date is qualified as it will be subject to the timing and availability of information provided to Raftelis by the Authority that would be considered necessary to evaluate the cost to provide service in support of the design of the alternative water irrigation rates. To the extent that the Authority requests additional services from Raftelis or desires to extend the Project due date, the term would be extended as mutually agreed between the parties.

FINANCIAL ADVISOR DISCLOSURE

Raftelis is a registered Municipal Advisor with the United States Securities and Exchange Commission. Pursuant to the Dodd-Frank Act, Raftelis is required to inform our clients of any existing or potential conflicts of interest that may be relevant to any proposed scope of services that may include providing "advice" as that term is defined in the Dodd-Frank Act. As of the date of this engagement letter, no conflicts of interest are known to exist. Additionally, as part of this engagement Raftelis will not advise the Authority on the structure and issuance of debt beyond the requirement of assumptions made as part of development of the cost to provide service in support of the rate setting and rate design services contemplated under this Proposal.

Mr. Robert E. Sheets
Highway 79 Corridor Authority
January 28, 2020
Page 6

By executing and agreement and issuing a purchase order that includes the terms of this Proposal, the Authority is indicating its approval and acceptance of the of the proposed scope of work and fees, the Authority is also explicitly acknowledging that Raftelis has provided the necessary disclosures addressing conflicts of interest and any limitations on the scope of Municipal Advisory services to be provided by Raftelis as part of this engagement.

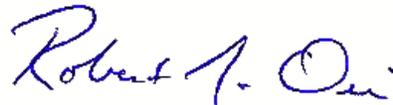
The Municipal Securities Rulemaking Board ("MSRB") provides significant protections for municipal entities and obligated persons that are clients of a municipal advisor. To understand the protections provided and how to file a complaint with an appropriate regulatory authority, visit the MSRB web site at www.msrb.org.

We appreciate the opportunity to submit Proposal to the Authority to provide utility rate and financial consulting services on behalf of the Authority. If Raftelis is considered by the Authority as the "Successful Respondent" and our Proposal is acceptable to the Authority, please provide the authorization documentation to allow Raftelis to proceed. Once we have an executed agreement to provide the services between the parties, which would recognize acceptance by the Authority of our Proposal, Raftelis will consider that as our notice to proceed on the Project.

We look forward to the potential opportunity to provide the rate and financial consulting services on behalf of the Authority and look forward to working with both the Authority and you on this Project.

Very truly yours,

Raftelis Financial Consultants, Inc.

A handwritten signature in blue ink that reads "Robert J. Ori". The signature is written in a cursive style with a large initial 'R'.

Robert J. Ori
Executive Vice President

Attachments

ATTACHMENT A

HIGHWAY 79 CORRIDOR AUTHORITY, FLORIDA

UTILITY AND RATE CONSULTING SERVICES

SCHEDULE OF DIRECT HOURLY LABOR RATES AND STANDARD COST RATES

DIRECT HOURLY LABOR RATES

Project Team Title	Direct Labor Hourly Rates [*]
Principal	\$240.00
Associate/Managing Consultant	\$210.00
Supervising Consultant	\$190.00
Senior Consultant	\$170.00
Rate Consultant	\$150.00
Consultant	\$125.00
Senior Rate Analyst	\$105.00
Rate Analyst	\$ 95.00
Analyst	\$ 75.00
Assistant Analyst	\$ 65.00
Administrative	\$ 65.00

[*] Direct labor hourly rates effective twelve months after the date of execution of the a Professional Services Agreement; rates will be adjusted by not more than the net percentage change (but not less than 0%) in the Consumer Price Index – Urban Consumers per annum (rounded to the nearest dollar) or as mutually agreed between parties for invoices rendered after each anniversary date of each year thereafter until project completion or termination of the agreement between the parties.

STANDARD COST RATES

Expense Description	Standard Cost Rates
Mileage Allowance – Personal Car Use Only	Current IRS Standard Mileage Rate
Reproduction (Black and White) (In-House)	\$0.05 per Page
Reproduction (Color) (In-House)	\$0.25 per Page
Reproduction (Contracted)	Actual Cost
Computer Time	\$0.00 per Hour
Telephone Charges	Actual Cost
Delivery Charges	Actual Cost
Lodging/Other Travel Costs	Actual Cost
Meals	Not-to-Exceed per Raftelis Employee: \$8.00 – Breakfast \$12.00 – Lunch \$25.00 – Dinner
Subconsultant Services	Actual Cost plus 5.0%
Other Costs for Services Rendered	Actual Cost

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ATTACHMENT B
HIGHWAY 79 CORRIDOR AUTHORITY, FLORIDA
UTILITY AND RATE CONSULTING SERVICES

SCOPE OF SERVICES

GENERAL

The work consists of the preparation of a water and wastewater rate analysis and providing other assistance in the implementation of utility service to future customers located in the service territory of the Highway 79 Corridor Authority (the "Authority"). The primary services to be provided shall include: i) working with General Government Services Group, Inc. (the "System Manager") and the Authority's consulting engineers and consultants, compile information and identify the estimated cost to provide utility service and to be recovered in the rates for such service; ii) assist the System Manager and the Authority with the transition of the System to an active service condition, which may include the review of the operations and service agreements, identification of the level of capital recovery included in rates, and to assist in developing financial benchmarks or targets to evaluate the system credit of the utility; iii) the design of the utility system service rates to fully recover the identified direct and total cost for service; iv) providing assistance to the Authority's System Manager and Legal Counsel in the preparation of the utility rate ordinance or resolution codifying the recommended fees developed by this study; and v) assisting in the preparation of and presentation of the rate and proposed ordinance or resolution to the Authority Board of Directors (the "Board") (collectively, the "Project").

Recognizing that this represents the implantation of a new utility and no utility currently exists as of the date of this proposal, the scope of services to be performed by Raftelis in the preparation of the water and wastewater rate evaluation will include the following tasks:

Task 1: Kickoff and Data Acquisition/Compilation Review – A detailed data request will be prepared for the System Manager on behalf of the Authority to compile specific information relative to the operation of the water and wastewater utility system (the "System"), including, but not limited to, property absorption / development rates and corresponding customer demand projections; summary of fixed assets and future capital needs of the System; information provided by the City of Bonifay (the "City") associated with the operation and maintenance of the System and the cost of capacity allocated to the Authority, including budgets, annual reports, regulatory permits for facility operation and other related information; previous financial and rate models / projections prepared by the City and others; grant documents and information associated with the construction of the Authority utility system; copies of developer or other related agreements that would directly affect the projections of System (e.g., interim bulk service agreement); and other similar information. Raftelis will attend one (1) teleconference meeting with the System Manager and Authority staff / representatives to obtain direction and guidance on issues and objectives of the study, to collect and review compiled information associated with the rate evaluation, and to interview staff to assist in the identification of the utility cost and service attributes. The receipt of the requested information in a usable format as determined by Raftelis

will be critical to the completion of the Project within the contract budget delineated in this Proposal.

Task 2: Development of Customer Usage Forecast – Based on the property development or absorption schedule as developed with the System Manager and the Authority, Raftelis will develop an initial customer and sales forecast which will serve as the basis for the development of revenues from rates and the wholesale cost of water production and wastewater treatment facilities provided by the City in support of the Authority's strategic planning purposes. It is proposed that the analysis will include the five-fiscal year period ending September 30, 2025 (the "Forecast Period"). The forecast will be prepared on an individual water and wastewater, utility system basis and possibly on an individual customer basis consistent with the planned development attributes for the utility service area.

Task 3: Development of Revenue Requirements – This task involves the development of the estimated amount of expenditures and funding requirements from System rates (the "revenue requirements"). The revenue requirements are expected to include: i) operating expenses, including wholesale water production and wastewater treatment service from the City, operating, maintenance and billing expenses associated with contract services anticipated to be provided by the City or a third party, administrative costs associated with the daily oversight of the System by the System Manager and the Authority Board, and other related expenses (e.g., insurance, electric costs for pumping, etc.); ii) an allowance for capital re-investment and the payment of any financing costs for additional infrastructure that may need to be constructed by the Authority to provide service; iii) the funding of operating reserves and rate stabilization funds; and iv) other operating expenses and other revenue sources of the System. The task will be performed in sufficient detail in order to: i) recognize the primary expenses incurred by the System and to support the budgetary process for the utility by the Company; ii) assist in the projection of expenditures for the applicable forecast period; iii) recognize changes in operating costs due to changes in regulatory requirements, utility operations and the implementation of the capital improvement program; and iv) have sufficient detail in operating expenses to properly allocate the costs among the utility systems. Finally, other operating expenses such as administrative allocations, contingency reserves, insurance needs, and other expenses will be evaluated to ensure that rates are designed for the full recovery of costs. It is expected by Raftelis that the System Manager and the Authority consulting engineers will provide significant input to the development of the System operating expenses and funding requirements from rates.

This task will also include the development of a flow of funds (cash flow) analysis to evaluate the overall projected financial position to estimate interest income earned on fund balances as determined in the flow of funds analysis for the utility system (assist in determination of the evaluation of the fiscal position). This task will include assistance in the development of fiscal policies in terms of working capital maintenance, capital re-investment rates, etc. A management dashboard will be prepared as part of the financial model development to present the estimated fiscal position based on the assumptions employed in the development of the revenue requirements to be recovered from rates.

Task 4: Design of Water and Wastewater Service Rates – Based on the results of the net revenue requirements analysis and the forecast of customer use / demands, Raftelis will develop initial water and wastewater rates for the Authority for each year of the Forecast Period.

Task 5: Preliminary Connection/Capacity Charge Development – As part of the financing of the utility plant infrastructure required to provide service to the customers of the System, Raftelis will develop initial capacity (impact) fees and other connection fees to recover the allocable and direct capital costs from properties (customers) connecting to the System. The fees are necessary to provide a funding source to recover the allocable capital from new connections to compensate the Authority for the capital investment made in advance of such connections in order to provide service.

Based on the usage statistics / demands of existing customers currently receiving service, Raftelis will also illustrate the potential net effects of any change in alternative water irrigation rates to customers currently receiving service based on the respective customers statistical information and usage requirements as provided by the Authority.

Task 6: Preparation of Technical Memorandum – Raftelis will prepare a technical memorandum or letter report documenting the cost allocation and revenue requirement determination and the design of the proposed water and wastewater rates for service in support of the presentation of the rates to the Authority Board.

Task 7: Review of Rate Ordinance or Resolution – Raftelis will assist the Authority and its Legal Counsel in the review and preparation of a rate ordinance or resolution to reflect the recommendations of the study. The rates being prepared pursuant to this proposal will represent new fees to be codified by the Authority however this Proposal does not assume that Raftelis will prepare the required rate ordinance or resolution but will be assisting the Authority in their preparation of the necessary codification documents.

Task 8: Presentation to Authority Board – Raftelis will attend one meeting with the Authority Board to present the results of the water and wastewater rate and charge analysis and report and the rate codification documents for consideration of adoption. Raftelis will prepare a power point presentation documenting our analyses, findings and recommendations to assist in the presentation of the System rate proposal to the Authority Board.

Meetings – For the purposes of this scope of services, the proposed budget includes two (2) on-site meetings with the Authority to review compiled information, identify the costs and facilities required to provide service with staff, and to present the proposed fees to the Authority Board. This component of the scope of services also recognizes the attendance of two (2) virtual meetings to review compiled analyses as prepared by the Authority, the analytical activities and results prepared by Raftelis and project management activities including the presentation to the Authority of the overall progress for the project and to discuss issues that may arise relative to the project.

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The on-site meetings identified in this scope of services include:

Description	Number of Meetings
Attendance of Study Kick-off / Cost Identification Interview System Manager	1
Attendance of Public Hearing before the Authority Board	<u>1</u>
Total Number of Meetings	<u>2</u>

The attendance of any additional meetings above the number contemplated in the scope of services will be considered as an additional service.

DELIVERABLES

Based on the consulting services required by the Authority and our proposed work plan to address these needs, the following deliverables and milestone dates when these deliverables are expected to be provided to the Authority as summarized below.

- Initial Data Request;
- Water and Wastewater Rate and Charge Technical Memorandum; and
- Briefing Document for Presentation to Authority Board.

SYSTEM MANAGER ASSISTANCE TO CONSULTANT

As with any major rate and fee study performed for local governments, Raftelis has assumed in the preparation of the scope of services and the associated proposed cost estimate that the Authority will provide assistance to complete the Project on a timely basis. The following is a list of the activities anticipated by Raftelis to be performed by the Authority staff for the Project:

1. The gathering of specific customer, operational and financial data and information relative to the Project, including and inventory of applicable capital assets in service to provide the municipal services being considered;
2. The performance of certain analyses relative to the compiling of data if not in a usable format in general records and reports of the System;
3. Providing assistance in the formulation of policy decisions relative to cost or need determination, cost allocation and rate design. An example would include development of level of service demand criteria or standards, etc.;
4. Providing assistance in public relations program including but not limited to, scheduling of the Authority Board meetings, and communication of the findings and recommendations determined during the performance of the Project to the public;
5. Performing a general review and providing comments relative to the results of our analyses and reports to the Authority; and

6. Assistance by the Authority's legal counsel in the development of the Utility Rate Ordinance and/or Resolution.

ADDITIONAL SERVICES

During the performance of the scope of services as delineated herein, the Authority may request the need for additional services associated with its water and wastewater utility system which would result in the performance of additional services by Raftelis. Such services considered as an additional service will not be conducted until authorized by the Authority as mutually agreed between the parties. All invoices for additional services will be based on contractual terms as agreed between the Authority and Raftelis, which shall include the terms of this Proposal. Although no additional services are anticipated for this engagement, examples of additional services may include the following:

1. Attendance of meetings with Authority staff, Authority committees or interested parties such as affected customers, or public hearings with the Authority Board in addition to what is contemplated in the scope of services.
2. Performance of additional rate evaluations for rates not referenced in the scope of services or to review rate scenarios that is not contemplated in the scope of services.
3. Providing detailed support services to the Authority associated with the preparation of the Utility rate ordinance or resolution.
4. Delays in the Project schedule at no fault to Raftelis, which may have an impact on analyses performed, and which would affect the budget for the scope of services reflected herein.
5. Performance of ongoing rate evaluation / financial modeling and analytical update services or prepare a revision to fee evaluation analysis / model after substantial completion of the project.

To the extent additional services are performed by Raftelis for this Project but the total cost of the study, including the additional services, does not exceed the contract budget estimate of the Project, no additional services will be billed to the Authority by Raftelis.

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ATTACHMENT C

HIGHWAY 79 CORRIDOR AUTHORITY, FLORIDA

CERTIFICATE OF INSURANCE

FOR

RAFTELIS FINANCIAL CONSULTANTS, INC.

ATTACHMENT D

HIGHWAY 79 CORRIDOR AUTHORITY, FLORIDA

STANDARD TERMS AND CONDITIONS

I. SCOPE

Raftelis Financial Consultants, Inc. ("Raftelis") agrees to perform the professional consulting services described in the agreement (the "Work") that incorporates these standard terms and conditions. Unless modified in writing by the parties hereto, the duties of Raftelis shall not be construed to exceed those services specifically set forth in the agreement. These terms and conditions and the agreement, when executed by the Client, shall constitute a binding agreement on both parties (hereinafter the "Agreement").

II. COMPENSATION

The Client, as defined in the agreement, agrees to pay for the services as billed within thirty (30) days of receiving the invoice. Amounts paid after thirty (30) days may be subject to interest charges, not to exceed a monthly compound rate of one percent (1.0%) applied to the delinquent unpaid balance.

Time-related charges will be made in accordance with the billing rate referenced in the agreement. Other indirect expenses and subcontractor services, if any, will be billed in accordance with the standard unit cost rates as referenced in the agreement or, if no reference is provided, at the actual cost as incurred by Raftelis.

III. RESPONSIBILITY

Raftelis is employed to render a professional service only, and any payments made by Client are compensation solely for such services rendered and recommendations made in carrying out the Work. Raftelis shall perform analyses, provide opinions, make factual presentations, and provide professional advice and recommendations. Raftelis does not expressly warrant or guarantee its services.

IV. RELIANCE UPON INFORMATION PROVIDED BY OTHERS

If Raftelis' performance of services hereunder requires Raftelis to rely on information provided by other parties (excepting Raftelis' subcontractors), Raftelis shall not independently verify the validity, completeness or accuracy of such information unless otherwise expressly engaged to do so in writing by Client.

V. INDEMNIFICATION

Raftelis agrees to indemnify, defend, and hold Client harmless from and against any liability arising out of the negligent errors or negligent omissions of Raftelis, its agents, employees, or representatives, in the performance of duties set forth in Article I. Regardless of any other term of this Agreement, in no event shall Raftelis be responsible or liable to Client for any incidental, consequential, or other indirect damages.

Client agrees to indemnify, defend, and hold Raftelis harmless from and against any liability arising out of the negligent errors or negligent omissions of Client, its agents, employees, or representatives, in the performance of duties set forth in Article I.

VI. INSURANCE

Raftelis shall maintain during the life of the agreement the following minimum insurance:

1. Commercial general liability insurance, including hired and non-owned automobiles, with the following limits:

Each Occurrence	\$1,000,000
Damage to Rented Premises (Each Occurrence)	\$500,000
Medical Expense (Any one person)	\$15,000
Personal and Advertising Injury	\$1,000,000
General Aggregate	\$2,000,000
Products – Completed/Operation General Aggregate	\$2,000,000
2. Statutory worker's compensation and employers' liability insurance as required by state law.
3. Professional liability insurance at a limit of liability of not less than \$5,000,000 aggregate.

VII. SUBCONTRACTS

Unless specifically specified in the Agreement, Raftelis shall be entitled, to the extent determined to be appropriate by Raftelis, to subcontract any portion of the Work to be performed under this Agreement.

VIII. ASSIGNMENT

These terms and conditions and the agreement to which they are attached are binding on the heirs, successors, and assigns of the parties hereto. This agreement may not be assigned by Client or Raftelis without prior, written consent of the other.

IX. INTEGRATION

These terms and conditions and the agreement to which they are attached represent the entire understanding of Client and Raftelis as to those matters contained herein. No prior oral or written understanding shall be of any force or effect with respect to those matters covered herein. The agreement may not be modified or altered except in writing signed by both parties.

X. JURISDICTION

This agreement shall be administered and interpreted under the laws of the State of Florida. Jurisdiction of litigation arising from the agreement shall be in that state.

XI. SEVERABILITY

If any part of the Agreement is found unenforceable under applicable laws, such part shall be inoperative, null and void insofar as it is in conflict with said laws, but the remainder of the Agreement shall be in full force and effect.

XII. FORCE MAJEURE

Raftelis shall not be responsible for delays in performing the scope of services that may result from causes beyond the reasonable control or contemplation of Raftelis. Raftelis will take reasonable steps to mitigate the impact of any force majeure.

XIII. NO BENEFIT FOR THIRD PARTIES

The services to be performed by Raftelis hereunder are intended solely for the benefit of Client, and neither right nor benefit is conferred on, nor any contractual relationship intended or established with any person or entity not a party to this Agreement. No such person or entity shall be entitled to rely on Raftelis' performance of its services hereunder.

XIV. WORK PRODUCT

Raftelis and Client recognize that Raftelis' Work product submitted in performance of this Agreement is intended only for the Client's benefit and use. Change, alteration, or reuse on another project by Client shall be at Client's sole risk, and Client shall hold harmless and indemnify Raftelis against all losses, damages, costs, and expenses, including attorneys' fees, arising out of or related to any such unauthorized change, alteration, or reuse.

XV. SUSPENSION OF WORK

Client may suspend, in writing, all or a portion of the Work under the agreement in the event unforeseen circumstances beyond Client's control make normal progress of the Work impossible. Raftelis may request that the Work be suspended by notifying Client, in writing, of circumstances that are interfering with the normal progress of Work. Raftelis may suspend Work on the project in the event Client does not pay invoices when due. Raftelis shall be compensated for its reasonable expenses resulting from such suspension including mobilization and de-mobilization. The time for completion of the Work shall be extended by the number of days Work is suspended. In the event that the period of suspension exceeds 90 days, the terms of the agreement are subject to renegotiation and both parties are granted the option to terminate Work on the suspended portion of the project.

XVI. TERMINATION OF WORK

Client may terminate all or a portion of the Work covered by the agreement for its convenience. Either party may terminate Work if the other party fails to perform in accordance with the provisions of the agreement. Termination of the agreement is accomplished by 15 days prior written notice from the party initiating termination to the other. Notice of termination shall be delivered by certified mail with receipt for delivery returned to the sender.

This agreement may be terminated by Raftelis: a) for cause, if Client breaches this Agreement through no fault of Raftelis and Client neither cures such material breach nor makes reasonable progress toward cure within 15 days after Raftelis has given written notice of the alleged breach to Client; or b) upon five days' notice if Work under this Agreement has been suspended by either Client or Raftelis in the aggregate for more than ninety (90) days.

In the event of termination, Raftelis shall perform such additional Work as is necessary for the orderly filing of documents and closing of the project. The time spent on such additional Work shall not exceed five percent (5%) of the time expended on the terminated portion of the project prior to the effective date of termination. Raftelis shall be compensated by the client for Work actually performed prior to the effective date of termination plus the Work required for filing and closing as described in this Article.

maintain, provide access to, and maintain any applicable exemptions to public records, and transfer all such public records to the Client at the conclusion of this Agreement, as provided for in Florida Statutes 119.0701 (2013).

XVII. ARBITRATION

All claims, disputes and other matters in question between the parties to this agreement arising out of or relating to this agreement or the breach thereof, which are not disposed by mutual agreement of the parties, shall be decided by arbitration in accordance with the Florida Arbitration Code. No arbitration arising out of or relating to this agreement shall include any person not a party to this agreement except by written consent containing a specific reference to this agreement and signed by the parties hereto and persons to be joined.

This agreement to arbitrate shall be specifically enforceable under prevailing arbitration law.

Notice of demand for arbitration shall be filed in writing with the other parties to this agreement. The demand shall be made within a reasonable time after the claim, dispute, or other matter in question has arisen, but in no event after the date when the institution of legal or equitable proceedings would be barred by the applicable statute of limitations. The award rendered by the arbitrators shall be final and judgment may be entered in accordance with applicable law in any court having jurisdiction.

XVIII. NOTICES

All notices required under this Agreement shall be by personal delivery, facsimile or mail to the Raftelis Project Manager and to the person signing the Agreement on behalf of the Client and shall be effective upon delivery to the address stated in the Agreement.

XIX. PUBLIC RECORDS

Pursuant to applicable Florida law, Raftelis' records associated with this Agreement may be subject to Florida's public records laws, Florida Statutes 119.01, et seq., as amended from time to time. Raftelis shall comply with all public records obligations set for in such laws, including those obligations to keep,

APPENDIX A

**RÉSUMÉ OF ROBERT J. ORI,
PROJECT DIRECTOR**

Rob Ori CPA

Executive Vice President

ROLE

Project Director

PROFILE

Rob has: 1) performed utility revenue sufficiency and cost-of-service studies for over 150 local governments; 2) prepared financial feasibility and disclosure reports for approximately 85 transactions totaling over \$6.9 billion in proceeds in the traditional bond market, state revolving loans and rural development loans; 3) prepared financial due diligence evaluations for over 35 utility transactions; 4) served as the public service commission staff in the evaluation of franchised utility rate cases and has submitted testimony as an expert witness in support of rates; and 5) developed specialized rates such as low and high pressure reclaimed water rates, raw water rates, conservation rates, wholesale service and emergency service rates, development charges, and miscellaneous customer service rates. Rob has also been involved in the preparation of the capital improvement element for comprehensive land use plans, development and monitoring of municipal budgets, preparation of financial policies regarding liquidity and financial position, developed extension policies and agreements, assisted in development of service and capacity sales agreements and participated in contract negotiations, provided litigation support litigation services, and other related accounting, utility and public management advisory services.

Rob has been a frequently invited speaker addressing rate, accounting, and industry issues and has recently been involved in the American Water Works Association (AWWA) Rates and Charges Committee and the Finance, Accounting and Management Controls Committee. He is a contributing author to the newest addition of AWWA's *Manual of Practice No. 29, Fundamentals of Water Utility Capital Financing, Fourth Edition* and for the most recent published volume of AWWA's *Manual of Practice No. 1, Principles of Water Rates, Fees and Charges, Seventh Edition* and Contributing Author for the Water Environment Federation's 2017 published special publication, *The Water Reuse Roadmap*.

RELEVANT PROJECT EXPERIENCE

Millennium Challenge Corporation (Mongolia)

Rob directed the development of a financial forecast and rate tariff evaluation and plan in support of the Mongolia Second Compact Development for the Millennium Challenge Corporation (MCC) as documented in the "Financial and Institutional Sustainability study related to the Expansion of Bulk Water Supply in Ulaanbaatar, Mongolia" (the "MCC Report"). With respect to this project, Rob participated in on-site meetings with the Water Supply and Sewerage Authority of Ulaanbaatar (USAG - the water and wastewater utility purveyor), the Water Services Regulatory Commission (WSRC - the regulator for the establishment of rates), Housing and Public Utilities Company of Ulaanbaatar City (OSNAAUG - the primary wholesale customer), and other third parties to compile information and gain an understanding of the rate-making process and needs of the service area and developed a detailed financial model that included both a "utility-basis approach" (method generally employed by WSRC) and "cash needs approach" in the evaluation of revenue requirements and amounts to be recognized in the



Specialties

- Cost-of-service & rate studies
- Utility acquisitions
- Bond financing
- Wholesale service
- Developer/service agreements & policies
- Connection/development fees
- Business/strategic plans
- Asset prioritization
- Expert witness

Professional History

- Raftelis: Executive Vice President (2019-present)
- PRMG: President (1994-2019)

Education

- Master of Science in Business Administration, Accounting - Rollins College (1985)
- Bachelor of Science in Business Administration in Accounting & Finance - University of Central Florida (1977)

Certifications

- Certified Public Accountant - Florida, No. 15822

Professional Memberships

- WEF
- AWWA
- Government & Florida Finance Officers Association
- American & Florida Institute of Certified Public Accountants
- Florida Stormwater Association
- City of Winter Springs: Chair
- Member of Citizens Advisory Group for Seminole County Educational Impact Fees (2017)
- Member of the Charter Review Committee for the City of Winter Springs, Florida (2001)
- Member of Florida Section AWWA Water Conservation Committee (1992-1997)

establishment of rates. The financial evaluation/model included: i) a customer and demand forecast, projections of operating expenses which also included incremental expenses associated with the MCC investment; ii) a utility plant (fixed assets) evaluation to estimate asset replacement for cash flow analyses and depreciation expense for tariff development; iii) a capital funding evaluation to identify debt/pay-as-you-go/and capital contributions in the evaluation of financial position; iv) a management dashboard that details the estimated fiscal position of the utility (liquidity, tariff sufficiency, capital contribution margins, debt leverage relationships, and other financial targets; and v); a schedule of proposed rate tariffs considered necessary to fund the revenue requirements of the utility. Rob also assisted in the preparation of the MCC Report.

Martin County (FL)

Rob has served the water, wastewater, and solid waste departments of Martin County (County) since 1994 and has performed a variety of utility services for the County. The initial services were associated with the performance of a rate evaluation to consolidate three separate districts into a single enterprise. In order to address the utility rate needs, Rob directed the development of a detailed cost-of-service analysis, which included the re-structuring of utility rates, development of reclaimed water rates, and the design of system development fees. Rob assisted in the financial valuation and acquisition of 12 privately owned utilities to bring the utilities under public ownership, eliminate small wastewater treatment systems, and to further regionalize system service to promote economies of scale. Rob also developed financial forecasts, rate covenant and additional bonds tests, and assisted in the rating agency presentations for seven separate bond issues totaling \$140,840,000 in bond and state revolving fund loan proceeds. He also directed the development of a detailed solid waste business forecast to model the financial needs of the system and to develop tipping or disposal fees and collection fees, including the amount of fees that should be on the ad valorem tax bill (assessment) for residential service. Other services have included the development of wholesale service assisted with charges and assisted with the negotiation of a water and sewer capacity swap with the City of Stuart, FL, development of reclaimed water rates and large user agreements, providing assistance for the development of a wastewater extension/septic tank replacement program, development of a price index rate adjustment formula for operating margin maintenance, and providing on-going utility rate and financial services.

City of West Palm Beach (FL)

Rob has performed a variety of utility services for the City of West Palm Beach (City) since 1994. He directed the development of a detailed utility rate study for the City's water, wastewater, and stormwater enterprise funds. Responsibilities included overseeing the development of a detailed billing frequency to identify customer use attributes by class, development of a five-year revenue requirements analysis and capital funding plan, the design of rates for service including a water conservation rate structure, and the design of other rates including raw water rates, wholesale water and wastewater rates for full and emergency service, system development charges, and miscellaneous fees for service. Rob has continuously updated this study on behalf of the City. Rob also developed financial forecasts, rate covenant and additional bonds tests, financial disclosure reports, and assisted in the rating agency presentations for 10 separate bond issues totaling \$483,145,000 in bond proceeds, including the East Central Regional Treatment Operations Board financing which the City is the administrator for the facility. Other services have included providing assistance in wholesale service agreements, development of capital funding analyses in support of the utility master planning process and water treatment facility options, and other ongoing rate and financial services.

Alexandria Renew Enterprises (VA)

Rob directed the development of a detailed revenue sufficiency analysis and rate evaluation for the Alexandria Renew Enterprises wastewater utility. The evaluation included the development of a 10-year financial forecast of revenue requirements, which recognized a joint capacity partner in the treatment facility, the development of financial targets and performance measures based on best management practices and credit evaluation criteria, implementation of a new rate structure to increased fixed cost recovery and promote revenue stability, and the development of a sustainable capital finance plan. The financial forecast model has been updated annually and serves as the basis for the development of the annual utility budget. Most recently, Rob assisted in the conversion of moving from a quarterly to a monthly based billing process. Other services have included the development of sewer deduct and metering policies, review of customer service and billing agreements, and preparing financial forecasts and rate covenant evaluations associated with securing low interest loans from the Virginia Resources Authority.

Hillsborough County (FL)

Rob has performed a variety of services to Hillsborough County (County) over the past twenty years. The first engagement directed by Rob was an evaluation of the financial position, rates, and business issues and the identification of alternatives to improve financial performance and sustaining rates. This led to the development of the Blue Ribbon Committee by the Board of County Commissioners that developed a strategy/list of recommendations to improve the utility; Rob served as the lead consultant assisting the County staff during the Blue Ribbon Committee deliberations. Rob also directed the preparation of a detailed cost-of-service analysis to modify the rates for service. Attributes included the development of a detailed billing frequency to identify customer use attributes by class, development of a five-year revenue requirements analysis and capital funding plan, the design of innovative rates for service based on an equivalent residential unit basis (flow based by customer, not by meter size) which also included a water conservation rate structure, and the development of a purchased water pass-through adjustment and a price index adjustment clause to allow for operating margin stability. Rob also developed a financial disclosure report including rate covenant and additional bond compliance tests, assisted in the preparation of language revisions to the governing bond resolutions for operating, financing and accounting issues, and participated in the rating agency presentations for the Series 2010 Bonds (including Build America and Economic Recovery Bonds) issues totaling \$150,000,000 in bond proceeds. He also directed the development of a detailed solid waste business forecast to evaluate the financial needs of the system and to develop tipping or disposal fees and collection fees, including the amount of fees that should be on the ad valorem tax bill (assessment) for residential service. The financial forecasts for the water and wastewater system and the solid waste system have been updated annually as part of the County's strategic planning process. Most recently, he developed a street light rate evaluation (assessments) for approximately 740 lighting districts in the County, including the development of a revenue sufficiency analysis and multi-year forecast of needs, a cost allocation evaluation to recover costs, managed the development of the property assessment roll to bill the district rates, and assisted in the update of the Street Lighting Ordinance.

Fairfax County (VA)

Rob directed the development of a detailed revenue sufficiency analysis and rate evaluation for the Fairfax County (County) wastewater utility. The evaluation included a 10-year financial forecast of revenue requirements, which recognized the County's participation in several joint wastewater treatment capacity partnerships, the development of financial targets and performance measures based on best management practices and credit evaluation criteria, implementation of a new rate structure to increased fixed cost recovery and promote revenue stability, and the development of a sustainable capital finance plan. The financial forecast model has been updated annually and serves as the basis for the development of the annual utility budget and the ongoing five-year adopted rate schedule. Rob also developed a financial disclosure report including rate covenant and additional bond compliance tests for the Series 2010 Bonds issues totaling \$152,255,000 in bond proceeds. Other services have included: the performance of a financial evaluation associated with the potential acquisition of both a private and public utility system; the development of a wastewater capacity lease and sales agreement, including the price of such capacity, with another public utility in a jointly owned treatment facility, assistance in the development of a capital project tracking system; and the design of water system filing criteria for the regulation of water systems by the County.

Newton County Water and Sewer Authority (GA)

This project directed by Rob included the development of a five-year financial forecast model and revenue sufficiency analysis to evaluate financial performance, revenue sufficiency, and the ability to sustainably fund the capital needs of the water and wastewater utility system. The analysis also included the phase-in of a re-design of rates to eliminate minimum water use allowances in the base charge, increase large customer fixed cost contributions based on implied capacity availability, increase water conservation incentives, and to promote revenue stability and fairness and the development of a purchased water pass-through consumption charge mechanism. Rob also assisted the Newton County Water and Sewer Authority (Authority) in the development of wholesale wastewater rates to service a neighboring local government, including the preparation of a comprehensive wholesale rate agreement between the parties. Other services have included: evaluation of the wholesale wastewater effluent disposal charges for land application; review of customer billing and late fee application, development of large user rates for industrial customers, and providing continued financial model updates to monitor rates and financial conditions.

Lee County (FL)

Rob directed the preparation of a comprehensive cost-of-service study for the water and wastewater system which included a detailed customer billing frequency analysis, development of net revenue requirements, identification of a capital financing plan and cash flow evaluation, and the design of rates for service. Subsequent to the rate evaluation, Rob was responsible for overseeing the preparation of the financial due diligence, development of a system financial and rate consolidation analysis, and preparation of the bond feasibility disclosure report in support of the issuance of \$134,615,000 in utility revenue bonds which financed a utility acquisition that increased the water customer base by 64% and the wastewater customer base by 37%. Since the acquisition, Rob has been involved in a number of projects for Lee County (County), including i) the preparation of detailed bond feasibility reports for three transactions totaling \$233,595,000 in bond proceeds; ii) the preparation of an update to the rate study to adopt a series of multi-year rate adjustments which were approved by the Board of County Commissioners as presented; iii) assisted in the valuation and negotiations of the purchase of the Gateway Services District wastewater treatment plant and regional site and the development of a separate bulk wastewater services agreement; iv) development of a detailed financial policy for the utility (maintenance of operating and capital reserves, financial targets, and long-term revenue sufficiency which was adopted by the Board of County Commissioners); and v) performing other miscellaneous services as requested by the County from time to time (e.g., development of a capital planning tool for staff to evaluate changes in CIP planning, evaluation of absorption of other private and publicly-owned utilities in the County, design of reclaimed water rates, etc.). He also directed the development of a detailed solid waste business forecast to evaluate the financial needs of the system and to develop tipping or disposal fees and collection fees, including the amount of fees that should be on the ad valorem tax bill (assessment) for residential service.

Collier County (FL)

Rob has been involved in directing numerous projects for Collier County (County) since 2001. Rob has directed: i) utility rate studies which involved the evaluation of the financial requirements of the utility, including the development of a sustainability plan (primary objectives being capital re-investment and financial sustainability) and the adoption of a multi-year rate phasing plan that was approved by the Board of County Commissioners; ii) the development of water and wastewater impact fees; iii) the design of wholesale rates; iv) assisting in the development of a reclaimed water policy, ordinance, major and basic user agreements for service, and the design of low and high pressure reclaimed water rates; v) the development of a bond feasibility disclosure reports in support of the issuance of \$157,515,000 in bond proceeds; and vi) the development of an acquisition evaluation to consolidate a privately-owned utility system into the County System. He also directed the development of a detailed solid waste business forecast to evaluate the financial needs of the system and to develop tipping or disposal fees and collection fees, including the amount of fees that should be on the ad valorem tax bill (assessment) for residential service.

ADDITIONAL PROJECT EXPERIENCE

- Ascension Parrish (LA)
- Brevard County (FL)
- City of Boca Raton (FL)
- East Central Regional Wastewater Treatment Operations Board (Palm Beach County, Cities of West Palm Beach, Riviera Beach, Lake Worth and Town of Palm Beach) (FL)
- Florida Governmental Utility Authority (FL)
- Hernando County (FL)
- Town of Leesburg (VA)
- Loudoun County (VA)
- Manatee County (FL)
- City of Miami Beach (FL)
- Millennium Challenge Corporation (Mongolia)
- City of North Port (FL)
- Oconee County (GA)
- City of Palm Coast (FL)
- Sarasota County (FL)
- Spanish Fort Water System, Inc. (AL)
- Stafford County (VA)

- St. Lucie County (FL)
- City of Sunrise (FL)
- City of Waycross (GA)
- Town of Wrightsville Beach (NC)

LITIGATION EXPERIENCE

- Presented testimony as an expert witness or provided litigation support services before the following state and federal jurisdictions on utility rate, acquisition, and cost-of-service issues:
- Sarasota County, Public Utilities Commission - Pluris Southgate, Inc. (No Docket)
- Charlotte County Board of County Commissioners, Waste Management of Florida, Inc. Rate Case, Docket No. WM016-001-SW (2016)
- Lake Osborne Waterworks, Inc. vs. City of Lake Worth, Florida in the Circuit Court of the 15th Judicial Circuit in and for Palm Beach County, Florida - Case No. 502014-CA-008137 (2016)
- Fletcher Allen, et. al. vs. The Water Works Board of the City of Birmingham in the Circuit Court of Jefferson County, Alabama - Civil Action No. CV 2009 908
- Sarasota County, Public Utilities Commission - Aqua Utilities Florida, Inc. (2008) (No Docket)
- City of Treasure Island vs. City of St. Petersburg in the Circuit Court for Pinellas County, Florida Circuit Civil Division - Case No. 08-15359-CI-11
- Hillsborough County, Public Utilities Commission - Windermere Utility Co., Inc. (2006) (No Docket)
- City of Marco Island vs. State of Florida in the Circuit Court of the Twentieth Judicial Circuit in and for Collier County, Florida - Case No. 06-261-CA-TB (2006)
- Sarasota County, Public Utilities Commission - Aqua Utilities Florida, Inc. Limited Rate Filing (2006) (No Docket)
- Sarasota County, Public Utilities Commission - South Gate Utilities, Inc. (2006) (No Docket)
- Citrus County Water and Wastewater Regulatory Authority Docket No. WS 05 01
- Pine Island Community Development District v. State of Florida Validation Hearing Case No. 04-CH3084 Fifth Judicial Circuit in and for Lake County
- Sarasota County, Public Utilities Commission - Siesta Key Utilities, Inc. (2004) (No Docket)
- City of West Palm Beach, et al. v. Department of Community Affairs and Palm Beach County - Case Nos. 04-4336GM, 04-4337GM, and 04-4650GM
- Sarasota County, Public Utilities Commission - AquaSource Utilities, Inc. (2003) (No Docket)
- Circuit Court of the Eighteenth Judicial Circuit in and for Seminole County, State of Florida - Case No. 01-CA-1921-16-9
- Circuit Court of the Sixteenth Judicial Circuit of the State of Florida, in and for Monroe County, Florida General Civil Division - Case No. CA-K-00-1525
- Town of Ft. Myers Beach, Lee County - Twentieth Judicial Circuit Case No. 99 1753-CA-JBR
- American Arbitration Association - Town of Vernon, CT and Vernon W.P.C.A. vs. Town of Ellington and Ellington W.P.C.A. - Case No. 12 199 00150 98
- Circuit Court for Pinellas County, Florida General Civil Division - Case No. 98 000747-CI-011
- Circuit Court of St. Charles County, State of Missouri - Case No. CV196 7425CC (1997)
- Polk County Utilities Commission - Grenelefe Utilities Co., Inc. (1995) (No Docket)
- Twentieth Judicial Circuit Court, Collier County, Florida - Case No. 95 2052 CA-01-TB
- Seventeenth Judicial Circuit, Broward County, Florida - Case No. 93-13263-14
- Charlotte County, Florida - Docket No. 92-106.06-WS
- Federal Energy Regulatory Commission - Docket No. ER83-369
- Louisiana Public Service Commission - Docket No. U-15684 (1983)
- North Carolina Utilities Commission - Docket No. G-21, Sub 235 (1983)

PUBLICATIONS

- “Preparing for Rate Studies and Bond Financings: Is Your Utility Ready?” Florida Water Resources Journal, 2013
- “Utility Rates and the Political Environment,” AWWA Journal, 2011
- “The Water Reuse Roadmap,” WEF Published Special Publication, 2011
- “Fundamentals of Water Utility Capital Financing,” AWWA Manual of Practice 29, Fourth Edition
- “Principles of Water Rates, Fees, and Charges,” AWWA Manual of Practice 1, Seventh Edition

PRESENTATIONS

- “Capital Financing Plan: What Are My Options?” Florida Government Finance Officers Association (FGFOA) Annual Conference, 2016
- “A Water and Wastewater Utility Perspective on Water Supply and Pricing,” Broward Leaders Water Academy, 2013
- “Preparing for Rate Studies and Bond Financings: Is Your Utility Ready?” Florida Section of the AWWA Conference, 2012
- “Financial Analysis of Utility Systems,” FGFOA Annual Conference, 2010
- “Utilities are Big Business” FGFOA Annual Conference, 2009
- “Managing Wastewater Reuse Implementation as an Emerging Utility” The First Idaho Wastewater Reuse Conference, 2005
- “Developing Meaningful Management Reports,” FGFOA Annual Conference, 2004
- “Contract Operations: The Martin County Experience,” Seventh Annual American Water Works Association Customer Service Workshop, 1998
- “Competition and Customer Service,” AWWA Customer Service Issues Conference, 1997
- “Public-Private Partnering for Utility Infrastructure Financing in Collier County, Florida,” AWWA Annual Conference and Exposition, 1995
- “Innovative Water Conservation Ratemaking,” Florida Water Resources Journal, 1995
- “Utility Acquisitions,” AWWA Water Utility Financing Conference, 1993
- “Establishing Water Conservation Rates,” Florida Water Resources 67th Annual Conference, 1992
- “Water Conservation Rates and Solid Waste Variable Rates,” FGFOA 49th Annual Conference, 1991
- “Innovative Financing Alternatives,” AWWA Water Management Issues Conference, 1990

PROFESSIONAL HONORS

- AWWA Management and Leadership Division 2011 Best Paper Award

APPENDIX B

RAFTELIS – SUMMARY OF FLORIDA RATE EXPERIENCE

FLORIDA EXPERIENCE

The Raftelis team has extensive experience serving Florida public-sector agencies. This matrix shows some of the Florida public-sector entities/utilities that the Raftelis team has served.

	Rate Studies & Pricing						Wholesale Rates	Enterprise Consolidation	Financial Planning	Impact Fees	Management Consulting	Valuation	Litigation Support	Management Accounting	Contracts / Ordinances	Debt Issuance Assistance
	Water	Wastewater	Stormwater	Irrigation Water	Raw Water	Reuse Water										
City of Alachua						•										
City of Arcadia							•									
City of Auburndale	•	•							•						•	•
Babcock Ranch Community Independent Special District (BRCISD)	•	•					•									•
Boca Raton	•	•									•					
Bonita Springs Utilities	•	•		•					•	•						
City of Cape Canaveral		•						•							•	
Charlotte County	•	•					•	•								
City of Clermont	•	•					•		•							•
Collier County	•	•	•	•	•	•	•	•	•	•					•	•
City of DeLand	•	•		•		•			•	•					•	
City of Davie	•	•							•	•						•
Destin Water Users	•	•		•			•		•	•	•				•	
City of Edgewater	•	•					•		•							
City of Eustis	•	•	•	•		•			•	•	•				•	
Florida Keys Aqueduct Authority	•	•		•		•	•		•	•	•					•
Town of Fort Myers Beach	•								•						•	
City of Fort Walton Beach	•	•		•			•		•	•					•	•
City of Groveland	•	•		•		•			•	•						•
Hernando County	•	•					•		•							
Hillsborough County	•	•	•	•	•	•	•	•	•	•		•			•	•
Indian River County	•	•		•		•	•			•					•	
Village of Islamorada		•				•	•		•		•				•	•
Town of Jupiter	•		•						•	•				•		
Town of Lauderdale-by-the-Sea	•	•	•	•			•		•						•	
City of Lake Alfred	•	•	•	•					•						•	
City of Largo		•	•			•	•		•	•					•	
City of Lake Wales	•	•		•					•							
Lee County	•	•	•	•	•	•	•	•	•	•		•	•		•	•
Manatee County	•	•					•		•							
City of Marathon		•	•			•		•	•							•
City of Margate	•	•	•						•	•						•
Martin County	•	•				•	•	•	•	•	•	•	•		•	•

	Rate Studies & Pricing						Wholesale Rates	Enterprise Consolidation	Financial Planning	Impact Fees	Management Consulting	Valuation	Litigation Support	Management Accounting	Contracts / Ordinances	Debt Issuance Assistance
	Water	Wastewater	Stormwater	Irrigation Water	Raw Water	Reuse Water										
City of Mascotte		•					•		•	•					•	
City of Melbourne	•	•					•			•					•	•
City of Miami Beach	•	•	•				•		•							•
City of Miramar	•	•	•						•		•				•	•
Town of Oakland	•	•					•		•	•	•				•	•
Oakland Park	•	•					•	•			•					•
City of Ocala	•	•		•			•		•	•	•		•		•	
City of Oldsmar	•	•	•	•		•	•		•	•	•					
City of Orlando		•							•							
City of Oviedo	•	•		•		•			•	•	•	•			•	•
Town of Palm Beach							•		•			•				
Village of Palm Springs	•	•	•												•	
City of Panama City	•	•					•		•							
Pinellas County	•	•		•		•	•		•		•					
City of Plant City	•	•	•	•		•	•		•	•						•
City of Pompano Beach	•	•				•	•		•	•	•				•	
City of Port St. Lucie	•	•	•	•			•		•	•	•	•	•		•	•
St. Johns County	•	•		•	•	•	•		•	•		•			•	•
City of Sanford	•	•	•	•		•			•	•	•				•	•
Sarasota County	•	•					•		•							•
South Walton Utility Co., Inc.	•	•		•					•	•	•					
City of Sunrise	•	•				•	•		•			•	•			•
Village of Tequesta	•		•						•		•	•			•	•
Tohopekaliga Water Authority	•	•		•		•	•		•	•		•				•
City of Tampa	•	•	•	•		•	•		•	•					•	•
City of Tavares	•	•		•		•		•	•	•					•	•
Volusia County	•	•		•		•	•		•	•	•	•			•	
Village of Wellington	•	•					•		•						•	•
City of West Palm Beach	•	•	•		•		•		•	•	•	•			•	•
City of Wilton Manors	•	•	•						•	•						
City of Winter Haven	•	•	•	•		•	•	•	•	•	•	•			•	•
City of Zephyrhills	•	•							•	•					•	•

Response from Willdan

Highway 79 Corridor Authority

Proposal to Perform a

Water and Wastewater Utility Rate Study



January 28, 2020

Ms. Krystal Strickland, CPA
Finance Manager
Government Services Group, Inc.
1500 Mahan Drive, Suite 250
Tallahassee, Florida 32303

Via Email:
jdevito@govserv.com
kstrickland@govserv.com

Re: Proposal to Prepare a Water and Wastewater Utility Rate Study for the Highway 79 Corridor Authority

Dear Evaluation Committee:

Willdan Financial Services ("Willdan") appreciates the opportunity to submit our experience, qualifications and fee for services to prepare a Water and Wastewater Utility Rate Study for the Highway 79 Corridor Authority (the "Authority"). Furthermore, it was a pleasure to discuss this multi-faceted engagement.

We believe our project approach is unique in that we prefer to develop a partnership relationship where clear communication is a must. More importantly, the project will be subject to our stringent internal Quality Assurance/Quality Control requirements to assure the deliverables are completed on-time and within budget while meeting the overall objectives of the Authority. Given that, Willdan is excited about the opportunity to partner with you to provide the consulting services needed for this important engagement. As your partner on this project, we pledge to:

- ✓ Develop a thorough understanding of your specific needs and objectives;
- ✓ Build a customized Excel dashboard-driven model to address those needs;
- ✓ Generate a five to ten-year financing plan to support the utility operations, planned capital expenditures and anticipated debt obligations; and
- ✓ Work with Authority representatives to develop an overall workplan to establish and maintain the financial integrity of the utility system through "Best Practices" concepts.

If selected, Willdan team members will draw upon experience with other **start-up utility systems**, which include Anderson County Water & Sewer Authority, Anderson, SC; Broad River Water Authority, Spindale, NC; and Lowcountry Regional Water System, Hampton, SC.

Willdan also offers comprehensive real estate, **economic development** and public/private financial advisor services to local governments, as well as private and not-profit clients. For example, Willdan prepared an Economic Development Strategic Plan for the City of Tamarac, FL that included the identification and recommendation of potential citywide economic development incentive programs for business retention and recruitment. Such economic development experience will provide a distinct benefit to the Authority for this particular project.

We are excited about the opportunity to serve the Highway 790 Corridor Authority and work with Government Services Group. If you have any questions, please do not hesitate to contact me at (407) 459-7117 or either via email at jmccgarvey@willdan.com or dparker@willdan.com.

Sincerely,

Willdan Financial Services

A handwritten signature in blue ink, appearing to read 'Jeffrey McGarvey', is written over a faint, light blue circular watermark or stamp.

Jeffrey McGarvey
Vice President, Managing Principal

A handwritten signature in blue ink, appearing to read 'Daryll Parker', is written in a cursive style.

Daryll Parker
Principal Consultant



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Qualifications & Experience

Firm Profile

Willdan Financial Services (“Willdan”) is a wholly-owned subsidiary of Willdan Group, Inc. (WGI) and is one of the largest public sector financial consulting firms in the United States. Since the firm’s inception on June 24, 1988, we have helped more than 1,200 public agencies successfully address a broad range of financial challenges, such as financing the costs of growth and generating revenues to fund desired services. Willdan assists local public agencies by providing the following services:

- Utility rate and cost of service studies
- System capacity fee studies
- Other miscellaneous fees and charges
- Economic development plans and strategies
- Tax increment finance district formation and amendment
- Property assessment fees
- Development impact fee establishment and analysis
- Utility valuations and acquisitions
- Revenue Bond Feasibility studies
- Debt issuance support
- Long-term financial plans and cash flow modeling
- Cost allocation studies
- Property tax audits

Our staff of more than 70 full-time employees supports our clients by conducting year-round workshops and on-site training to assist them in keeping current with the latest developments in our areas of expertise.

Utility Rate Experience

Willdan team members have provided professional consulting services, including financial planning; rate and cost-of-service studies; alternative and feasibility analyses; and operational and management studies for water, reclaimed/reuse water, sewer, solid waste, and stormwater utility clients across the United States. Additionally, Willdan team members have been involved with the development of the rate-setting methodologies set forth in the American Water Works Association (AWWA) M-1 manual “Principles of Water Rates, Fees and Charges,” and the AWWA M-29 manual, “Water Utility Capital Financing.” Willdan is nationally recognized for its expertise with its staff frequently being called upon to speak or instruct on utility financial matters, as subject matter experts, including the AWWA Utility Management conference. ***In fact, two of our senior consultants are members of the AWWA Utility Rate and Charges Committee, which oversees the development of the M-1 and other manuals published by the AWWA.***

Willdan team members are experienced in a broad range of utility planning services; and therefore, understand the importance of an approach that integrates elements of utility planning, engineering, and finance. Willdan team members possess considerable experience in utility rate and cost-of-service studies and have performed these services for hundreds of utilities throughout the country. Our team includes staff with public sector experience spanning 30 years, and staff on the forefront of utility rate-making and rate-modeling. This experience means our professionals understand the financial, operational, and political realities faced by governmental staff and management; we craft solutions, which are sensitive to this.



Our expertise spans across the following utility financial planning services:

- Retail and wholesale rate studies;
- Revenue sufficiency analyses;
- Utility management and policy assistance;
- Connection fee / system development charge studies;
- Miscellaneous fee and charge studies;
- Bond feasibility reports;
- Renewal and replacement sufficiency analyses;
- Comprehensive alternatives analyses;
- Interactive rate model development with dashboards showing key performance indicators;
- Capital project funding studies;
- CIP financial scenario planning;
- Rate ordinance drafting;
- Billing system validation/rate testing;
- Valuation/divestiture studies; and
- Life cycle costs analyses.

The Willdan Team will work with the Highway 79 Corridor Authority (the "Authority") to identify, and prioritize operational and fiscal objectives, and match these to specific rate attributes; and use this information throughout the engagement to develop a comprehensive financial plan and design utility rates, impact fees and miscellaneous charges that effectively meet these goals. The culmination of our analyses will be rate policies that guide the rate setting process, and a financial management plan that develops projected system operating results for each utility for the forecasted period. We will employ our proven interactive approach, coupled with advanced financial modeling techniques to design rates and fees, as well as a financial plan, that meet newly established goals and performance criteria. These modeling techniques serve as a powerful decision-making tool and provide the Authority with genuine business solutions and recommendations as to the strategic direction of its utilities.

During rate and financial planning projects we employ tools and techniques, which focus on consensus building among stakeholders to ensure the team understands the future financial implications of current management decisions. Our extensive project expertise is bolstered by our unique interactive financial planning process and model.

Project Team

Our management and supervision of the project team is very simple: staff every position with experienced, capable personnel in sufficient numbers to deliver a superior product to the Authority, on time and on budget. With that philosophy in mind, we have selected experienced professionals for this engagement. We are confident that our team possesses the depth of experience that will successfully fulfill the desired work performance.

It should be noted that Willdan's project approach is different from our competitors in that our Principal Consultants actually prosecute the project, attend the meetings, present the findings and conclusions, and serve as the main point of contact throughout the entire engagement.

Resumes

Resumes for each proposed team member has been provided on the pages that follow.



Jeffrey J. McGarvey, Managing Principal

Principal-in-Charge & Quality Assurance/Quality Control

Mr. McGarvey is a Vice President in Willdan’s Financial Consulting Services group and resides in the firm’s Orlando, Florida office. For more than 27 years, he has provided professional consulting services to municipal water, wastewater, solid waste, and electric utilities throughout the country.

He possesses a broad range of experience, including special expertise in complex alternatives analyses; utility rate analyses; utility valuations and acquisitions; regionalization and consolidation studies; debt issuance support; capital financing analyses; strategic planning; rate and regulatory assistance; and instituting financial mechanisms to provide the sufficient recovery of operating and capital costs.

Rate and Cost-of-Service Studies – Mr. McGarvey has extensive experience with utility rates and cost-of-service studies, having prosecuted more than 150 throughout the country. Such experience generally relates to performing budget analyses, customer and usage analyses, development of revenue requirements, cost of service allocations and sensitivity analyses related to the implementation of rate structures designed to promote desired usage characteristics. It should also be noted that Mr. McGarvey has prosecuted over 40 System Development Fee Studies throughout the course of his career.

Revenue Bonds, Feasibility Analyses and Capital Funding – Mr. McGarvey has been involved in the preparation of capital financing plans and financial feasibility studies associated with the issuance of over \$1 billion in municipal revenue bonds. The funding proceeds have been utilized for such purposes as utility acquisitions, expansion of facilities and various other capital improvement needs.

In addition, he has developed capital funding strategies utilizing various combinations of bonds, bank loans, government assistance loans (i.e. State Revolving Funds) and grants. He has also made numerous presentations on behalf of clients to various bond insurers and rating agencies (Moody’s, Standard & Poor’s, and Fitch).

Business and Strategic Planning – Mr. McGarvey possesses experience developing complex financial and economic evaluation models for water, wastewater, solid waste, and electric utility systems located throughout the country. Such experience generally relates to the development of business and strategic plans as well as performing structured alternatives analyses and sensitivity analyses related to the evaluation and implementation of system modifications such as service and operational changes as well as planning for customer growth and capital expenditures.

27 Years of Experience

Areas of Expertise

Rate & Cost-of-Service Studies

Rate Design

Dynamic Computer Modeling

System Development Fee Studies

Revenue Bonds

Capital & Financial Planning

Acquisitions & Mergers

Utility Valuations

Long Term Strategic Planning

Presentations

“Wall Street’s Perception of North Carolina Water and Sewer Utilities: Positioning for Success,” Presented at the North Carolina AWWA-WEA Annual Conference

“Renewal and Replacement Costs: How Much is Enough?” Presented at the AWWA/WEF Utility Management Conference

Education

BSBA - University of Central Florida



Daryll B. Parker, MBA

Principal Consultant & Project Manager

Mr. Parker is a Principal Consultant with Willdan Financial Services and has more than 25 years of water and wastewater utility rate, financial, economic and capital planning experience. He resides in the firm's Orlando, Florida office and has provided consulting services since the mid-1990s. His expertise includes rate and cost-of-service studies, wholesale rates, system development fee studies, capital planning, debt issuance support, and regionalization studies.

Rate and Cost-of-Service Studies – Mr. Parker has extensive experience in water and wastewater rate and cost-of-service studies, having prosecuted more than 175 studies. Such studies generally require the development of revenue requirements, performing budget analyses, customer and usage analyses, cost-of-service allocations, financing plan for the capital improvement program, development of user rates to meet client goals and objectives, and the development of a dynamic “dashboard driven” model. It should be noted that Mr. Parker has prosecuted over 80 System Development Fee Studies throughout the course of his career.

Management Consulting – Mr. Parker has been involved with many different facets of management consulting for water and wastewater utility systems including strategic planning, assisting with rate and regulatory matters, analyzing capital funding alternatives and instituting financial mechanisms to provide for sufficient and equitable recovery of operating and capital costs.

Dynamic “Dashboard Driven” Modeling – Mr. Parker has extensive experience in developing “custom” Excel rate models that are user friendly, apply easy navigational aids and include a dynamic dashboard tool that supports unlimited “what-if” analyses. The dashboard tool is especially useful in explaining rate options to elected officials, utility advisory boards and members of the public. In addition, the dashboard has interactive graphics, the ability to produce a series of reports as inputs are changed, and the ability to produce financial measures and ratios. It also includes the ability to show alternative pricing structures (uniform versus tiered rates), scenarios/sensitivity analysis post-study, and fiscal budget submissions including rate proposals.

Revenue Bonds, Feasibility Analyses and Capital Funding – Mr. Parker has been involved in the preparation of Financial Feasibility Reports (for inclusion in the Official Statement offering document) in support of more than \$1 billion of long-term indebtedness. He has also made presentations to local government commissions, rating agencies and bond insurers (i.e. Moody's, Standard & Poor's, Fitch, Ambac, FSA, etc.).

25 Years of Experience

Areas of Expertise

Rate & Cost-of-Service Studies

Rate Design

Dynamic Computer Modeling

System Development Fee Studies

Revenue Bond Feasibility Reports

Capital & Financial Planning

Acquisitions & Mergers

Valuation Studies

Presentations/Training

“Long Term Capital & Financial Planning for Public Utility Systems,” EUCI Training Course

“Utility Rate Studies & Rate Surveys,” presented at the South Carolina Utility Billing Association Annual Meeting

“Getting Ready for Wall Street,” presented at the South Carolina Environmental Conference

“The Reclaimed Water Pricing Paradox,” presented at the North Carolina AWWA/WEA Water Reuse Seminar

Education

MBA - University of Florida

BSBA - University of Florida



Tara L. Hollis, CPA, CVA, MBA

Principal Consultant

Ms. Hollis is a Principal Consultant with Willdan Financial Services and has more than 21 years of experience. She resides in the firm's Orlando, Florida office and has provided consulting services throughout the southeast and across the country.

Ms. Hollis has provided utility rate, financial, economic and capital planning services for water, wastewater, stormwater, reclaimed water, solid waste and electric utility systems. She specializes in rate and cost-of-service studies, capital planning, feasibility and financial reports, debt structuring analyses for the issuance of utility indebtedness, and valuation studies for mergers or acquisitions.

Rate and Cost-of-Service Studies – Ms. Hollis has extensive experience specific to utility rates and cost-of-service studies, having prosecuted more than 140 studies. Such experience generally relates to performing budget analyses, customer and usage analyses, development of revenue requirements, cost-of-service allocations and sensitivity analyses related to the implementation of rate structures designed to promote desired usage characteristics. It should also be noted that Ms. Hollis has prosecuted over 30 System Development Fee Studies throughout the course of her career.

Revenue Bonds, Feasibility Analyses and Capital Funding – Ms. Hollis has been involved in the preparation of Bond Resolutions, Official Statement Financial Feasibility Reports, Certificates of Compliance, Additional Bonds Test certificates, and other related documents in support of \$1 billion of long-term indebtedness.

The funding proceeds have been utilized for such purposes as utility acquisitions, expansion of facilities and various other capital improvement needs. In addition, she has developed capital funding strategies utilizing various combinations of bonds, bank loans, government assistance loans (i.e. State Revolving Funds) and grants. She also has extensive experience related to reviewing and analyzing compliance with bond covenant requirements and contractual obligations.

Utility System Valuations – Ms. Hollis has conducted over 150 valuation studies using various techniques including the cost approach, income approach, and comparable sales approach for water, wastewater, and electric utility systems. She has developed detailed financial forecasts and cash flow models to be used in utility acquisition assistance including contract negotiations, transitional, transactional, and financial feasibility analysis. Additionally, Ms. Hollis holds the Certified Valuation Analyst designation from the National Association of Certified Valuators and Analysts.

21 Years of Experience

Certifications

C.P.A. Florida, No. AC-0031100

Certified Valuation Analyst

Areas of Expertise

Rate Studies

Revenue Bonds

Capital & Financial Planning

System Development Fee Studies

Acquisitions & Mergers

Utility Valuations

Expert Witness Testimony

Utility Optimization Services

Presentations

“Financial Forces Impacting Utility Systems” – Presented at the Growth and Infrastructure Consortium Conference in Florida with Daryll B. Parker, MBA

“Financial Sustainability as a Basis for Utility Management” – Presented at the South Carolina Rural Water Association Conference with Tony W. Isaacs, MBA

“Financial Forces Impacting Small Utility Systems” – Presented at the AWWA Section Conference in Indiana with Gerald C. Hartman, PE, BCEE, ASA

Education

MBA - University of Central Florida

BSBA - University of Central Florida



Richard K. McClung, MBA

Principal Consultant

Mr. McClung is a Principal Consultant with Willdan Financial Services and has more than 32 years of water and wastewater utility rate, financial, economic and capital planning experience. He resides in the firm's Orlando, Florida office and has provided consulting services since the early 1990s. His expertise includes rate and cost-of-service studies, wholesale rates, system development fee studies, capital planning, debt issuance support, and regionalization studies.

Rate and Cost-of-Service Studies – He has extensive experience in water and wastewater rate and cost-of-service studies, having prosecuted more than 195 studies. Such studies generally require the development of revenue requirements, performing budget analyses, customer and usage analyses, cost-of-service allocations, financing plan for the capital improvement program, development of user rates to meet client goals and objectives, and the development of a dynamic “dashboard driven” model.

In addition, Mr. McClung has an extensive working knowledge of governmental budgeting processes, funding alternatives, accounting procedures, financial reporting requirements, enterprise operations and administrative relations. It should also be noted that Mr. McClung has prosecuted over 60 System Development Fee Studies throughout the course of his career.

Dynamic “Dashboard Driven” Modeling – Mr. McClung has extensive experience in developing “custom” Excel rate models that are user friendly, apply easy navigational aids and include a dynamic dashboard tool that supports unlimited “what-if” analyses. The dashboard tool is especially useful in explaining rate options to elected officials, utility advisory boards and members of the public.

In addition, the dashboard has interactive graphics, the ability to produce a series of reports as inputs are changed, and the ability to produce financial measures and ratios. It also includes the ability to show alternative pricing structures (uniform versus tiered rates), scenarios/sensitivity analysis post-study, and fiscal budget submissions including rate proposals. He has developed procedures and supervised preparation of dynamic and interactive computer models for utility rate studies, financial benchmarking, data retrieval and analysis, feasibility analyses, system expansion programs, capital acquisition alternatives, and wholesale capacity transactions.

Revenue Bonds, Feasibility Analyses and Capital Funding – Mr. McClung has been involved in the preparation of Financial Feasibility Reports (for inclusion in the Official Statement offering document) in support of more than \$1.3 billion of long-term indebtedness. He has also made presentations to local government commissions, rating agencies and bond insurers (i.e. Moody's, Standard & Poor's, Fitch, Ambac, FSA, etc.).

32 Years of Experience

Areas of Expertise

- Rate & Cost-of-Service Studies
- Rate Design Alternatives
- Dynamic “Dashboard-Driven” Computer Modeling
- System Development Fee Studies
- Revenue Bond Feasibility Reports
- Capital & Financial Planning
- Wholesale Rates
- Acquisitions & Mergers
- Utility Valuations
- Long Term Strategic Planning

Education

- MBA - University of Central Florida
- BSBA - University of Central Florida



Client References

Representative project descriptions, including client contact information, are provided below. We are proud of our reputation for customer service and encourage you to contact these clients regarding our commitment to excellence.

City of Oviedo, FL | Utility System and General Financial Services, 2013 to present

The City of Oviedo is in Seminole County, located just outside the City of Orlando. It has maintained a steady growth over the years and has grown from a sleepy little citrus town to a thriving and vibrant community. The City is responsible for a regional utility that provides service to approximately 30,000 residents in Oviedo and Seminole County. The City provides water, wastewater, reclaimed water and stormwater service to residential, multi-family and commercial establishments. The Utilities division also provides reuse (irrigation quality) water to the local golf course and residential and commercial reclaimed zones throughout the County.

Willdan was selected in 2013 to provide a variety of utility rate and financial consulting services. Vice President and Managing Principal Jeff McGarvey is the project lead for the City's studies. The City sought a consulting firm to provide services on an as-needed basis which included rates and charges; financial policies and practices; capital program activity and funding sources; and debt issuance support.

Mr. McGarvey and Ms. Hollis continue to work with the City on a variety of issues related to water, wastewater, reclaimed water and stormwater systems. In addition, they have had the privilege of working with the City for the last several years on a broad range of other projects that have included, among other things:

- Development of assessment methodologies for street lighting and fire services;
- Solid waste contractual issues;
- Fiscal impact analysis for proposed new development;
- Cost allocation plan, and
- Utility billing system audit.

Contact Information:	<p>Jerry Boop, Finance Director 400 Alexandria Boulevard, Oviedo, FL 32765 Office #: (407) 971-5544 Fax #: (407) 971-5805 Email: jboop@cityofoviedo.net</p>
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Gateway Services Community Development District; Fort Myers, FL | Utility Rate Studies, 2017 – 2019

The Gateway Services Community Development District ("District") was established on May 22, 1986 by the Florida Land and Water Adjudicatory Commission Chapter 42F-1, pursuant to the provisions of Chapter 190, Florida Statutes. The District consists of approximately 4,488 acres located in Lee County, Florida. The main powers of the District are to plan, finance, construct, operate and maintain community-wide infrastructure and services specifically for the benefit of its residents. Responsibilities include stormwater management, potable and irrigation water supply, sewer and wastewater management.



Willdan Principal Consultant, Mr. Daryll Parker completed a comprehensive water, wastewater and irrigation rate study for the District. During the project, he worked closely with the District Manager and Finance Director, with input from staff members. As part of the project, Mr. Parker developed a comprehensive, dynamic dashboard model that was used to assist the District with its long-term capital, rate and financial planning. The model takes into consideration the cost-of-service, capital needs, impact on rates and revised rate design based on American Water Works Association (AWWA) standards. The final project cost did not exceed the proposed cost and it was completed according to the requested client schedule.

Contact Information:

Chris Shoemaker, District Manager
13240 Griffin Drive, Fort Myers, FL 33913
Office #: (239) 561-1313 | Fax #: (239) 561-1350
Email: chris.shoemaker@gatewaydistrict.org

Bay Laurel Center Community Development District; Ocala, FL | Water, Wastewater, & Reclaimed Water Rate Study and Miscellaneous Charge Study, 2009 – 2018

The Bay Laurel Center Community Development District (the “District”) in Marion County, Florida retained Willdan to provide professional utility consulting services. Services were provided in respect to rate structure and multi-year rate adjustment recommendations for the water and wastewater utility to maintain revenue sufficiency in support of the operations, maintenance, and capital improvement initiatives of the Utility with respect to water, wastewater, and reclaimed water.

In addition to meetings with District staff to initiate the study process, review preliminary findings, and present the final report, findings, and recommendations to the Board of Supervisors, the primary tasks for this project included:

- Reviewing and evaluating historical and current customer data;
- Reviewing and evaluating financial and accounting information derived from budgets, historical and current financial records, operation and maintenance reports, capital improvement programs, and schedules of existing and proposed lease payments/debt service;
- Preparing a financial model which included the total fiscal requirements, operating income, and net revenue requirements;
- Evaluating the existing rate structure and identifying any modifications and/or additions necessary to accomplish the primary study objectives;
- Allocating net revenue requirements to the rate components pursuant to the existing and proposed rate structures;
- Projecting growth for each customer class for the forecasted periods; and
- Developing a five-year proforma operating statement for the water and wastewater utility services as well as for the combined system, including projections of revenues, O&M expenses, cash flow needs of the capital improvement program, net revenues, lease payments/debt service, fund transfers, and other fiscal activities/requirements.



By providing an appropriate rate structure and updated rates for the utility, taking into account both current operations and planned future capital improvement projects, Willdan helped the utility to ensure continued financial health and successful operation while meeting its internal goals over the five-year projection period.

In addition to the monthly user rates and charges, Willdan prepared a review and update to the District’s miscellaneous charges. Charges addressed included Allowance for Funds Prudently Invested (“AFPI”) charges, grease trap surcharge, fire protection charges, deposit amounts, turn-on/turn-off fees during and after hours, vandalism charges, late payment charges, illegal water use fees, and several other fees deemed appropriate. As part of this project, Willdan:

- Defined services to be provided, including describing specific activities involved, why the service is needed, and how the service is measured;
- Reviewed carrying costs associated with the AFPI charge, and updated the charge accordingly;
- Determined direct labor costs by identifying standard time requirements, specific employees, and wages associated with completing the service;
- Examined and determined other direct costs, including the cost of materials, equipment, vehicles, and other miscellaneous expenses associated with conducting a specific service; and
- Combined all costs to provide the cost basis and appropriate charge for all identified services.

The results of both studies were placed into effect for Fiscal Year 2019.

Contact Information:	Crystal House, Office Manager 8470 SW 79th Street Road, Suite 3, Ocala, FL 34481 Office #: (352) 414-5454 Email: crystal_house@blccdd.com
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City of South Daytona, FL | Water and Wastewater Rate Study and Impact Fee Study, Ongoing

The City of South Daytona provides water and sewer service to over 5,000 customer accounts. The water and wastewater utility is structured as an enterprise activity and therefore, is expected to generate revenues sufficient to meet fiscal requirements. The revenue generation system is comprised of impact fees; contributions; ancillary charges for specifically requested services; transfers from other sources; and user fees consisting of a monthly base charge which includes usage of 1,000 gallons and volume charges per 1,000 gallons of metered service above the gallonage included in the base.

The City of South Daytona requested that Willdan conduct a Water and Wastewater Rate Study and Impact Fee Study. During the course of the study, it was determined that the City’s user rates and charges should meet a number of goals and objectives including: 1) equitable recovery of costs; 2) continued conservation initiatives; 3) revenue sufficiency; 4) administrative compatibility; and 5) public understandability. Another important item that influenced the study was the anticipated need of capital funding in the near future. The goals, objectives, and capital funding were considered with utmost priority during the course of developing the proposed rate structure modifications and rate adjustments.



After reviewing the customer data and usage patterns, Willdan develop recommendations concerning conversion of the monthly base charge to a service availability charge to be applied per AWWA meter equivalencies, changes to the usage blocks, and the consolidation of the pass-through adder from the City of Daytona into the monthly gallonage rates for both water and sewer. Additionally, as part of this assignment, Willdan customized its interactive water and wastewater rate model for the City to be used as a dynamic tool to review the impacts of various changes to the City's rate structure. The project is still ongoing at this time.

Contact Information:

Kevin T. Lewis, CPA, Finance Director
1672 S Ridgewood Avenue, South Daytona, FL 32119
Office #: (386) 322-3065 | Fax #: (386) 322-3008
Email: kLewis@southdaytona.org

City of DeLand, FL | Comprehensive Water and Wastewater Rate Study; Stormwater Utility Rate Study, 2007 – 2016

Comprehensive Water and Wastewater Rate Study

Ms. Hollis worked with the City of DeLand to conduct a comprehensive water, wastewater, and reclaimed water rate study. During the course of the study, it was determined that the City's user rates and charges should meet a number of goals and objectives including:

- Equitable recovery of costs;
- Continued conservation initiatives;
- Revenue sufficiency;
- Administrative compatibility; and
- Public understandability.

Another important item that influenced the study was the anticipated need of significant capital funding in the near future. The goals, objectives, and capital funding were considered with utmost priority during the course of developing the proposed rate structure modifications and rate adjustments.

Ms. Hollis also worked with the City to review the current utility capital charges. In order to determine the updated water and wastewater capital charges for the utility, costs for water treatment, water transmission, wastewater treatment, wastewater transmission, and reclaimed water had to be developed. The current costs for a typical system were based on bid tab information received by the City for various projects, preliminary design reports, information from suppliers and contractors, as well as other local sources. The water and wastewater impact fees that were recommended were significantly higher than those calculated under the historical cost method; therefore it was decided that they would be phased-in by the City over a two-year period. In addition, an impact fee credit was recommended for customers/developers who meet specific conservation criteria.

As part of this assignment, an interactive water and wastewater rate model was customized for the City and the model along with a user manual and staff training was provided so that the model could be used as a tool in the City's annual budgeting process for the Utility System. The City was also able to use this model to update its water, wastewater, and reclaimed water rates. After completion of the initial rate study project, Ms. Hollis worked with the City on other occasions to determine that the rates and rate structure meet the needs of the current customers.



Stormwater Utility Rate Study

Willdan was selected by the City of DeLand to prepare an update to their existing stormwater rates and charges and make recommendations for rate adjustments through Fiscal Year 2020. As part of this study, Willdan reviewed both the current year and previous five years of stormwater utility budgets, capital improvements program, list of programmed and unprogrammed capital projects, and existing and proposed debt. Additionally, Willdan had to review the current billing data and correlated it to the Volusia County Property Appraiser data for all parcels within the County limits. This was utilized to confirm ownership of the property as the fee is charged on an annual basis if the owner is not also the occupant of the property. If the owner is also the occupant of the property, the charge is placed on the monthly water and sewer bill. Additionally, the property appraiser data was utilized to verify the square footage allowance for a typical Equivalent Stormwater Unit.

Based on the analysis, Willdan developed projections of annual revenue requirements for system operation and maintenance, capital projects, debt service, and required reserves. A Stormwater Rate Study Report was prepared and presented to the City Commission for adoption for Fiscal Years 2016 through 2020.

Contact Information:	Kevin T. Lewis, CPA, Finance Director 1672 S Ridgewood Avenue, South Daytona, FL 32119 Office #: (386) 322-3065 Fax #: (386) 322-3008 Email: kLewis@southdaytona.org
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Gainesville Regional Utilities; Gainesville, FL | Cost of Service and Utility Rate Studies, 2017 – 2018

Willdan completed a combined utility rate project for Gainesville Regional Utilities, in Gainesville, Florida, which included a comprehensive revenue requirement, cost of service analysis, and rate design for their electric, water, wastewater, and natural gas utility systems. Principal Consultant Daryll Parker led the water and wastewater utility cost of service and rate design analysis, with other team members conducting the natural gas analysis in tandem. The study included a comprehensive review of existing rates, operating expenses, revenues, and rate classes, development of cost of service by rate classes including wholesale customer classes, and proposed rate design changes with implementation over the next five-year period. The final project cost did not exceed the proposed cost and it was completed according to the requested client schedule. Mr. Parker presented study results in January and February 2018 to management and staff and the Gainesville City Commission.

Contact Information:	Todd Kamhoot, Rates and Economics Analysis Manager 4747 N Main Street, Gainesville, FL 32609 Office #: (352) 393-1280 Email: KamhootNT@gru.com
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Project Prosecution

Project Understanding

The Corridor Authority runs south of I-10 along both sides of Hwy 79 for 2.1 miles from the City of Bonifay, through Holmes County and into Washington County to Hwy 280 (Douglas Ferry Road). The three government entities are working together to solve a mutual problem of lack of water and wastewater services along a major state highway between the Gulf of Mexico and the Alabama border. The initial projection is to make service available for seven new businesses typical of interstate interchanges (motel, fast food, quality restaurant, large convenience store, strip-center, etc.) with the economic goal of generating at least 219 new well-paying jobs in the area. Funding for the approximate 2.3 miles of water and sewer lines will come primarily through grants obtained from the Florida Department of Economic Opportunity (DEO) and Florida Department of Transportation (FDOT).

The Authority seeks professional consulting services necessary to establish water and wastewater rates, impact fees, and all other miscellaneous fees and charges for adoption by the Authority. The recommended rates and rate structures will be based on industry accepted standards and consistent with methodologies defined by nationally recognized utility research organizations such as the American Water Works Association (AWWA) and the Water Environmental Federation (WEF). This engagement will be conducted in conjunction with the System Manager and other Authority consultants, the City of Bonifay (potential provider of water and wastewater treatment), the operations and maintenance contractor (to be determined), the Authority's Board of Directors, and board/council members of strategic partners.

It is further understood that the Willdan team will lead a joint planning workshop amongst the strategic partners to confirm base revenue and expense assumptions. This discussion will include the timing and type of customers anticipated to connect to the utility systems, pricing for wholesale water and wastewater treatment agreements, and contracted costs of operations, maintenance, and customer service, the billing agreement, and other assumptions deemed critical. The initial analysis of projected expenses and revenues from this crucial joint planning session will result in either execution of agreements or continued negotiations between the strategic partners.

Willdan proposes to provide the necessary utility rate and fee studies and other financial consulting services for the water and wastewater systems as may be requested by the Authority. **The overall objective is to develop the financial integrity of each system and establish user rates and charges that are sufficient to meet future system revenue requirements including debt service coverage, capital expenditures and operating reserves.** Willdan will also work with the Authority to establish rates and fees around a broader set of goals or objectives (e.g. financial/rate stability, conservation, minimize customer impacts). To accomplish these overall goals and objectives, Willdan will utilize "generally accepted" rate setting methodologies and tailor those methodologies to the specific circumstances of the Authority and the utility system. The analyses will include the development of user rates and charges to be used to support the anticipated costs of system operations and improvements as well as a five-to-ten year capital financing analyses, which will create a comprehensive plan for funding future capital improvements.

Interactive Dashboard Model

Our Excel-based rate model has all of the elements necessary to conduct a full financial planning analysis and rate study. The comprehensive analysis model allows us to develop various scenarios regarding such things as: i) capital financing alternatives, ii) debt service coverage tests, iii) liquidity

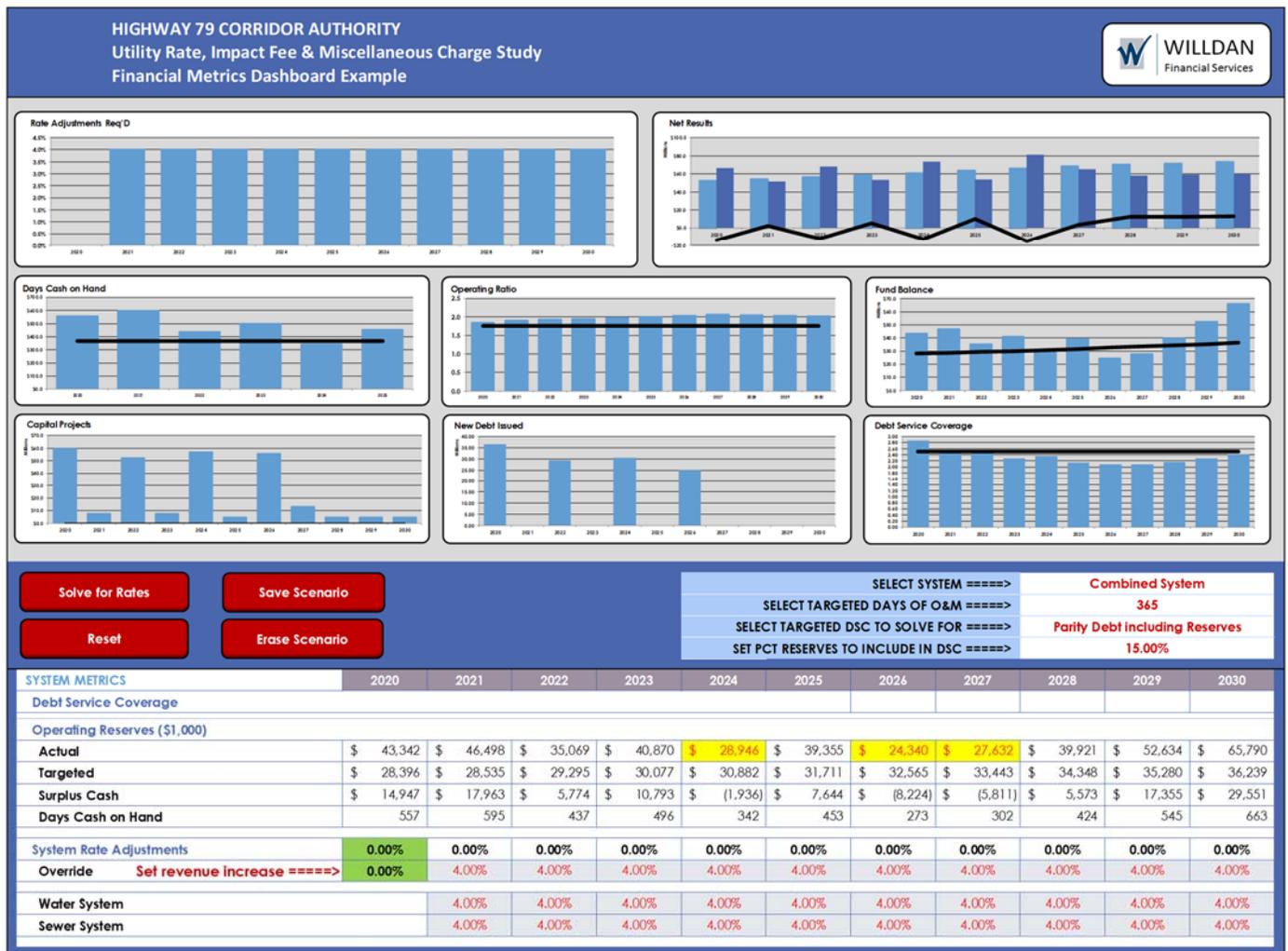


tests (cash reserves) and modeling of rate structure alternatives to test “what-if” scenarios to address such questions that may arise during project team meetings with utility representatives or elected officials.

This process helps to gain consensus regarding the rate and financial plan which best addresses your needs. Features of the analysis model include the ability to incorporate line-item data and assumptions that are then summarized in a graphic dashboard to show key financial indicators for the utility system.

The sample dashboard provided below, illustrates how we can summarize data, assumptions and calculations into an easy-to-understand graphical interface that updates with each alternative scenario evaluated. To summarize, rate model development is an integral part of the Willdan consulting process, and one in which team members and other stakeholders play a collaborative roll.

At the completion of the analysis, an Excel version of the model will be provided to the Authority for use by your representatives. The ultimate goal is to develop an effective, efficient and interactive working relationship that will carry forward into future rate-setting processes.





Scope of Services

Provided below is a general description of the scope of work anticipated to complete the Authority's Water and Wastewater Rate, Impact Fee and Miscellaneous Charge Study. The scope of work is intended to develop a five to ten-year rate and capital planning model that will include projected rates and fees necessary to recover costs equitably and remain financially viable.

Task 1 – Data Collection

At the beginning of the project, the Authority will be provided with an initial list of basic data needed to conduct the study. The typical data request may include such items such as financial and operating data, customer data, wholesale contracts, budgets, audits, capital improvement programs, asset records, official bond statements, debt service schedules, master plans, ordinances, codes and policies. However, it is understood that much of this type of information will not be available since the Authority is basically a start-up entity. Therefore, we will work with the Authority to obtain available data and establish reasonable estimates and assumptions for data that is not available.

Task 2 – Development of Dashboard Model

During the course of the project, Willdan will work with the Authority to develop the customized financial planning dashboard model as a tool to analyze the projected financial results and cash flow scenarios. The model will include the following elements:

- Revenue sufficiency analysis;
- Customer growth and demand projections (initial seven businesses plus growth);
- Operating and maintenance expense projections (based on contract assumptions);
- Capital Improvement Plan (CIP) funding, including the use of grants and impact fees;
- Other revenue requirements (e.g. non-operating, miscellaneous requirements, principal and interest payments associated with outstanding and anticipated debt, etc.); and
- Potential debt compliance requirements, if any.

Task 3 – Water and Wastewater Rates

The dashboard analysis model will be developed in a dynamic manner such that the Authority can consider various rate scenarios showing the financial impacts under each scenario. Alternative rate structure scenarios will also be identified, and the financial impacts associated with fluctuations in customer growth and planned capital expenditures will be estimated. The rate structure alternatives will include both fixed and volumetric charges and will be developed to recover the projected revenues needed to fund utility operations, recognizing equitable cost recovery from utility customers. Any suggested rate structures will be based on common industry standards (e.g. AWWA/WEF) and will be consistent with the financial objectives for the water and wastewater systems.



Task 4 – Impact and Miscellaneous Fees

Impact Fees. A brief description of impact fee calculation methods as identified in AWWA Manual M1 is described below.

- *Buy-in Method.* Based on the value of the existing system’s capacity. Under this method, new development “buys” a proportionate share of capacity at the cost (value) of the existing facilities.
- *Incremental/Marginal Cost Method.* Based on the value or cost to expand the existing system’s capacity. This method assigns to new development the incremental cost of future system expansion needed to serve new development.
- *Combined Cost Method.* Based on blended value of both the existing and expanded system capacity. This method uses a combination of the buy-in and incremental/marginal cost methods.

Since the Authority currently has no existing utility assets, the Buy-In and Combined Cost methods are not applicable to this analysis. As such, the impact fee study will specifically utilize the Incremental/Marginal Cost method. Based on a review of the proposed system assets, Willdan will calculate impact fees that recover the costs of future demand requirements. Willdan will prepare applicable output tables that document each step of the fee analysis, including a schedule of the cost-justified fees.

Miscellaneous Charges. The revenues to be generated from other utility services provide an important source of funding for utility operations. As such, the project will include the development of such miscellaneous charge items such as tap fees, meter installation fees, late fees, plan review fees, service shut-on/off charges and other miscellaneous service charges as determined appropriate for the Authority. The development of such fees and charges will be based on general cost calculations as well as benchmarking comparisons with other utility systems within the region.

Task 5 – Reports and Deliverables

Preliminary Draft Report. A draft report will be developed to address the study findings and the proposed recommendations. Contents will also include assumptions relied upon for the projection of customers and usage characteristics, revenue requirements, revenues, operating results and the proposed utility rates. Upon completion, an electronic PDF copy of the draft report will be provided to Authority representatives and other interested parties for review.

Final Report. Based on comments received from project team members and other participants during the presentation of the draft report, the Final Report will be revised to incorporate the agreed upon changes. Upon completion, an electronic PDF copy of the Final Rate Study Report will be provided to the City.

Rate Model Dashboard. As previously addressed, the study will include the development of a spreadsheet model in Microsoft Excel that will project cash flows over the five to ten-year projection period by varying rates, target reserve fund balances, debt service coverage targets, operating expense and capital cost assumptions. The model will have a user-friendly dashboard with interactive graphics that automatically update as inputs or assumptions are changed. The final version of the dashboard model will be provided to the City in conjunction with the delivery of the Final Report.



Task 6 – Meetings and Presentations

Project Kick-Off Meeting. An initial kick-off meeting will be scheduled with Authority representatives at the start of the engagement to discuss project requirements, establish milestones, finalize scheduling and receive overall project direction. The meeting is part of the Task 1 activities and will help ensure that the project objectives are clearly defined and understood by all parties.

Project Progress Web Conferences. During the course of the project, team web conferences will be held to present the progression of the analysis to Authority representatives in order to obtain input and feedback associated with any assumptions, financial projections or rates that may be considered. These web meetings will be a part of the Task 2 through 5 activities and will assist in the completion of rate design for the utility systems and guide the development of the draft report and public presentation documents.

Final Report Meeting/Public Presentation. The results of the rate and fee study will be presented to the Authority Board during a public hearing where the recommended water and wastewater rates/structures are to be considered. Willdan's Project Manager, Mr. Daryll Parker, will present the study results with a PowerPoint presentation and will address any questions or concerns raised by the Board members or other interest groups during the public hearing.



Fee for Services

The fees charged by Willdan are reflective of our belief and commitment of providing high quality, cost-effective consulting services to our clients. As such, we have adopted a billing philosophy whereby out of pocket costs such as reproduction, printing, postage, shipping, telephone and travel are considered as part of the project and included in the proposed fees set forth herein. This is accomplished by utilizing a fixed fee approach based on a defined scope of services, and not requesting change orders or budget amendments unless additional services are requested by the client.

On the basis of the project approach described herein, Willdan's total labor billings and all out-of-pocket costs and expenses directly chargeable to the work performed and described herein, are proposed for a **fixed fee of \$22,800**. Payment for such services shall be invoiced monthly based on the percentage of project completion.



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Highway 79 Corridor Authority

Board Agenda Item

March 9, 2020

Item

SM 2 **Groundbreaking Ceremony**

Discuss timing and expectations for a groundbreaking ceremony.

Highway 79 Corridor Authority

Board Agenda Item

March 9, 2020

Item

SM 3

Other Items

Highway 79 Corridor Authority

Board Agenda Item

March 9, 2020

Item

GC 1

Other Items

Highway 79 Corridor Authority

Board Agenda Item

March 9, 2020

Item

BD 1

Other Items
