

Tab 1. Transmittal Letter



Stantec Consulting Services Inc.
777 South Harbour Island Blvd., Suite 600
Tampa FL 33602

May 3, 2022

Procurement Department
Attn: Susan Ziegler
120 Malabar Road SE
Palm Bay FL 32907-3009

RE: RFP #35-0-2022/SZ - Financial Rate and Management Consultant Services

Dear Ms. Ziegler and Members of the Selection Committee,

Stantec is pleased to submit our qualifications to provide financial rate and management consulting services for the City of Palm Bay. Simply put, we believe our multi-disciplinary team offers the necessary qualifications, unique experiences, and perspectives that will provide the most value to the City. **Stantec specializes in providing these types of services to nearly 130 local governments in Florida and nearly 400 communities throughout the United States.**

The Stantec Difference. Stantec unites more than 25,000 employees working in over 400 locations worldwide. Our local strength, knowledge, and relationships, coupled with our world-class expertise, have allowed us to go anywhere to meet our clients' needs in creative and personalized ways. With long-term commitment to the people and places we serve, Stantec has the unique ability to connect on a personal level and advance the quality of life in communities across the globe.

Stantec's Management & Technology Consulting practice specializes in providing financial management services for local government, with a strong emphasis in ratemaking and financial consulting services for water resource utilities and general funds. We are home to an impressive amount of experience and offer 35 professional consultants with over 400 years of combined experience and value to share with the City. This combination of diverse backgrounds and experiences has made us who we are today – a trusted source to our local government and utility clients in providing independent and objective financial rate and management consulting services. **You can be assured that our team will utilize experience gained with similar communities to provide the right financial, rate, and management consulting solutions to support your long-term sustainability goals and overall vision.**

Proven Record with Palm Bay. Our team has successfully completed the City's most recent water, wastewater, and reclaimed water rate studies and General Fund financial sustainability analyses. As a direct result of these efforts, the City adopted and implemented its current water, wastewater, and reclaimed water rate structure, water and wastewater impact fees, and multiple years of rate adjustments to ensure the financial sustainability of these systems that provide critical services to the City. Additionally, we have performed financial planning analyses for the City's General Fund that led to evaluation of fund balance policies and sustainable tax rates. In fact, our Project Manager (Jeff Dykstra) has served in that same capacity since 2017 under the City's previous five-year professional consultant services agreement that was utilized by the City's Utilities Department, General Fund, and Public Works Department.

We have a tremendous amount of history and knowledge about the City and know the challenges that are present with a growing community and the need to support that growth sustainably and in a fiscally responsible way with the residents and customers at the forefront. Equally as important is that **we have established a tremendous amount of credibility and trust throughout all levels of the City in our people, process, interactive modeling tools, and deliverables.**

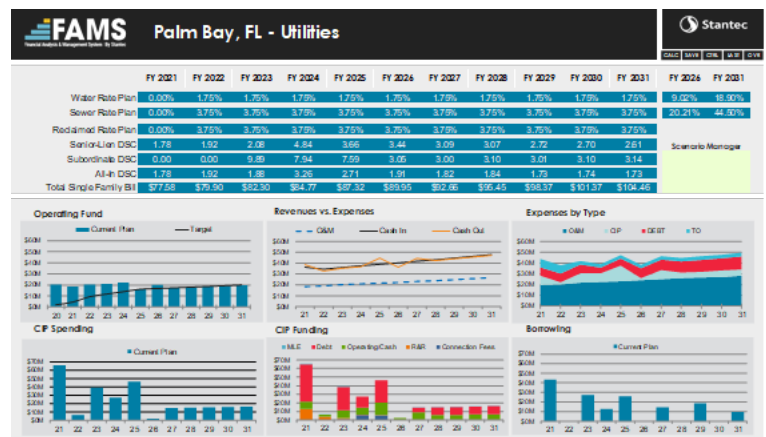
Industry Leader and Authority. As showcased throughout this proposal, **Stantec has a team of industry experts poised to provide the highest level of service to Palm Bay.** In addition to our vast local experience providing rate studies and related services, our team members are recognized national industry experts having contributed to the major industry guiding publications and reference materials for agencies like the American Water Works Association and Water Environment Federation, and teaching classes for the Government Finance Officers Association and major universities. Members of our project team, are currently serving on the AWWA Rates and Charges Committee, actively contributing to an update to AWWA Manual M1 – Principles of Water Rates, Fees and Charges, and contributed to recent additions of the WEF Manual of Practice 27 – Financing and Charges for Wastewater Systems. This experience allows us to bring industry best practices to our approach to financial forecasting, management, cost of service and rate making.

Local Expertise. In addition to our experience with the City of Palm Bay and working with other communities in Brevard County like the City of Cocoa, our team has been a trusted source to nearly 130 local governments and utilities in Florida for over 30 years. This experience gives us the unique perspective and deep understanding of relevant rate practices, economic, regulatory, environmental, and financial trends to offer to the City. Our project team is locally based throughout Florida and our Project Manager is located in Orlando, just a short drive from the City.

Dynamic and Interactive Approach. It is our understanding that the City is seeking a professional financial rate and management consultant to perform related services for the City's Utilities Department and other City departments as needed including assessment services and support the results of the various studies through implementation. Stantec's approach simplifies complex financial analyses and concepts to support the City's decision making in an interactive process with City staff and stakeholders. This allows us to conduct transparent analyses and to identify and understand the drivers and impacts of any decision alternative clearly and quickly. Providing water, wastewater, reclaimed water, and general government services is a dynamic and complex proposition. Attention to the availability of financial resources to fund capital improvements, short and long-term financial sustainability, and the administration of rates, and charges is imperative.

We know that our support is not complete until the City has been able to adopt and implement any recommended solutions, so we communicate with that end in mind from beginning to end. Specifically, we present materials in a manner that clearly defines the activities and needs of the City, outlines options with pros and cons, communicates the consequences of inaction, and the identifies the impacts of alternatives to the customers. **The City has been able to successfully implement financial management plans, utility rates and impact fees, and taxes for its Utilities Fund and General Fund directly resulting from our analyses and support.**

Powerful Modeling Tools. To support our interactive approach for evaluating water, wastewater, and reclaimed water rates, as well as other City enterprise or general funds, we will utilize our powerful Financial Analysis Management System (FAMS) model which offers best in class financial planning and scenario management, operational and capital planning, program development, and the evaluation and monitoring of key financial performance targets. Given our prior engagements with the City, we already have Microsoft Excel based models developed that mirror the City's flow of funds for the water, wastewater, and reclaimed water systems, as well as the City's General Fund which will further support completing the requested consulting services in a timely and cost-effective manner. These models are easy to understand, customizable, and allow for fast and multiple scenario and alternatives analysis.



Point of Contact. Mr. Andrew Burnham will serve as the contracting authority and main point of contact during the procurement process. His office address is 777 S Harbour Island Blvd Suite 600 Tampa, FL 33602, and is available by phone at (813) 204-3331 or email at andrew.burnham@stantec.com

Summary. Our value in providing professional financial rate and management consulting services to the City is unmatched:

- Familiarity and proven track record of success with the City's stakeholders,
- Extensive local experience and statewide knowledge,
- Nationally recognized industry experts and understanding of best practices,
- Clear understanding of the City's objectives,
- Dynamic and interactive approach to consulting, and
- Powerful modeling tools already developed and customized for the City.

We are excited to continue to serve the City and community with our depth of expertise, dynamic analyses capabilities, wide industry experience and perspective, and community-oriented mindset to support the sustainability of the City of Palm Bay.

Kind Regards,

Stantec Consulting Services Inc.



Andrew Burnham

Vice President / Project Director / Contracting Authority

andrew.burnham@stantec.com

(813) 204-3331

Tab 2. Completed Forms



REQUEST FOR PROPOSAL # 35-0-2022/SZ FINANCIAL RATE AND MANAGEMENT CONSULTANT SERVICES

ISSUE DATE: 04/04/2022

PROPOSALS TO BE RECEIVED NO LATER THAN 5:00 PM ON
TUESDAY, 05/03/2022

PRE-PROPOSAL MEETING: N/A

Procurement Department
120 Malabar Road SE
Palm Bay, FL 32907-3009
(321) 952-3424

Contact: SUSAN ZIEGLER
PROCUREMENT AGENT II
susan.ziegler@pbfl.org

PLEASE COMPLETE AND SUBMIT THIS FORM WITH YOUR BID

Stantec Consulting Services Inc. Company Name	N/A
777 South Harbour Island Blvd., Suite 600 Street Address	DBA, if applicable
Tampa, FL 33602 City, State, Zip Code	(813) 223-9500 Phone Number
11-2167170 FEIN	andrew.burnham@stantec.com Email Address

Are Proposals firm for 90 Days?

Yes: ☒ No: ☐ Other: ☐

Do you accept VISA?

Yes: ☐ No: ☒ Other: ☐


List of Deviations (if any) Attached?

Yes: ☐ No: ☒ No Deviations: ☐

If submitting a "NO Proposal" state reason: N/A

Proposal packages shall be mailed or hand-delivered to the Office of the Procurement Department, located at the CITY HALL, 120 Malabar Road SE, Suite 200, Palm Bay, Florida 32907. Proposals will be opened at City Hall after the date and time above. Proposals received after the specified time and date will not be accepted. The City will not be responsible for mail delays, late or incorrect deliveries. The time/date stamp located in the Office of the Procurement Department will be the official authority for determining late Proposals.

One (1) original (MARKED "ORIGINAL") and three (3) copies and one (1) electronic PDF copy on Compact disk (CD) or flash drive of all Proposal sheets and required attachments must be executed and submitted in a sealed envelope. Proposer shall mark Proposal envelope, **RFP #35-0-2022/SZ, "Financial Rate and Management Consultant Services."** Proposer's name and return address must be clearly identified on the outside of the envelope.


Authorized Signature
Andrew Burnham
Name (Printed)

Vice President
Title (Printed)
April 29, 2022
Date

CHECK LIST OF MINIMUM REQUIRED SUBMITTALS

This "Standardized Check List" has been provided to assist the Proposer with the submission of their Proposal package. This Check List cannot be construed as identifying all required submittal documents for this project. Proposers remain responsible for reading the entire Proposal document to ensure that they are in compliance.

The City, in its sole discretion, reserves the right to reject any and all Proposals, to waive any and all formalities and reserves the right to disregard all nonconforming, non-responsive or incomplete Proposals. The City specifically reserves the absolute right to determine the seriousness of any proposer's failure to specifically conform to the requirements of the proposal document. Proposers cannot utilize the City's determination of the seriousness of any specific non-conformance as a basis to protest the award of any proposal. Proposals may be considered subject to rejection if in the sole opinion of the City: there is a serious omission, unauthorized alteration of form, an unauthorized alternate Proposal, incomplete or unbalanced unit price, or irregularities of any kind. The City may reject, as non-responsive, any or all Proposals where Proposers fail to acknowledge receipt of Addenda as prescribed.

SUBMITTALS	Included		
	YES	NO	N/A
Proposer has completed, signed (blue ink) and included Request for Proposal Cover Sheet (page 1)	X		
Proposer has completed, signed (blue ink) and included the Check List of Minimum Required Submittals (page 2)	X		
Proposer has provided One (1) Original hard-copy Proposal (marked "ORIGINAL"), signed (blue ink), plus one (1) electronic PDF copy on compact disk (CD) or flash drive of the proposal complete with all supporting documentation	X		
Proposer has provided the number of hard copies of their proposal (marked "COPY"), as referenced in Section I (page 4)	X		
Proposer submittal is organized (to include all information requested under each tab) in tabbed format as described in Section III	X		
Proposer has confirmed that their proposal reflects all Addenda for this project (all Addenda will be posted to www.palmbayflorida.org/procurement for notification and retrieval)	X		
Proposer has completed, signed (blue ink) and included their Proposal Form	X		
Proposer has included their cost proposal in a separate sealed envelope			X*
If applicable, Proposer has provided a signed Conflict of Interest statement			X
If applicable, Proposer has provided their Corporate Resolution (indicating signature authority)	X		
Proposer has completed, signed (blue ink) and included their Identical Tie Proposal sheet with signature – (if applicable)	X		
Proposer has signed (blue ink) and included their Proposer's Insurance Requirements Acknowledgement	X		
Proposer has included a copy of business tax receipt (occupational license)	X		
Proposer has signed and notarized & included their Non-Collusion Affidavit	X		
Proposer has read, understood, and submitted all required documentation for proposal evaluation.	X		



Authorized Signature
Andrew Burnham, Vice President
Printed Name and Title

Stantec Consulting Services Inc.

Company
April 29, 2022
Date

*Per clarification in Addendum #1, the Cost Proposal is included in Tab 10 of our proposal.

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Tab 4. Firm Profile

HISTORY OF THE FIRM

The Stantec community unites more than 25,000 employees working in over 400 locations across the globe. Our local strength, knowledge, and relationships, coupled with our world-class expertise, have allowed us to go anywhere to meet our clients’ needs in more creative and personalized ways. With long-term commitment to the people and places we serve, Stantec has the unique ability to connect to projects on a personal level and advance the quality of life in communities across the globe. Founded in 1954, Stantec offers a wide range of services.

RESOURCES & AVAILABILITY

Our Management & Technology Consulting Practice offers 35+ consultants with over 400 years of combined experience and value to your project. As a group, we work together and learn from each other’s experiences. This combination of diverse backgrounds and experiences has made us who we are today – a trusted source to our clients in providing independent and objective financial management services to local governments and utilities throughout the country. This knowledge sharing and expertise will be brought to you as well. You can be assured that our team will develop comprehensive and balanced solutions tailored for your situation.

As you will see in Tab 6, we have engaged a strong team of consultants with a full commitment to meeting the City’s needs on time and within budget. We have structured our team with familiar faces of consultants who have been working with the City for the last five years including our Project Manager, Jeff Dykstra. Jeff will be your main point of contact throughout the contract period, as he is on your current financial rate and management consulting services projects. In Tab 7, we have outlined a ‘backup’ team in the event any of our proposed team members become unavailable for this project. Rest assured that we have a deep bench of highly qualified resources to complete this important work for the City.

Rate Studies	
• Water/Sewer/Reclaimed	• Stormwater
• Electric & Natural Gas	• Solid Waste & Recycling
Cost-of-Service Analysis	
• Wholesale/Outside-City Rates	• Regionalization Studies
• Interlocal Agreements	• Customer Class Allocations
Financial Planning & Capital Funding	
• Policies, Targets & KPI's	• Demand Forecasting
• Bond Feasibility Studies	• Project Funding Strategies
Benchmarking	
• Database of 500+ Entities	• Key Financial Metrics
• Audited Financials & Rates	• Custom Group Comparisons
Affordability	
• Actual Bills & Incomes	• Regulatory Support
• Multiple Metrics & Thresholds	• Assistance Programs
Economic Analysis	
• Regional Impact Assessments	• Economic Development
• Cost-Benefit	• Forecasting
Economic Impact Assessments	
• Water Resources	• Environmental Services
• Community Development	• Transportation
Strategy & Management	
• IT Planning & Implementation	• O&M and CIP Optimization
• Strategic Plans	• Performance Measures
• Assessment Management	• Level of Service Development
• Business Process Mapping	• Real Estate Advisory Services

INDUSTRY EXPERTISE

As showcased throughout this proposal, Stantec has a team of industry experts poised to provide the highest level of service to the City of Palm Bay. Stantec’s team of financial and management consultants are recognized industry experts having contributed to all major publications and reference materials and routinely present at industry events (as shown in the table on the following page). We have also conducted rate training classes for AWWA, WEF, Michigan State University, the Carl Vinson Institute of Government, and private professional training organizations.

The leaders in Stantec's Management & Technology Consulting team are widely recognized as experts in the municipal rate consulting industry, and have:

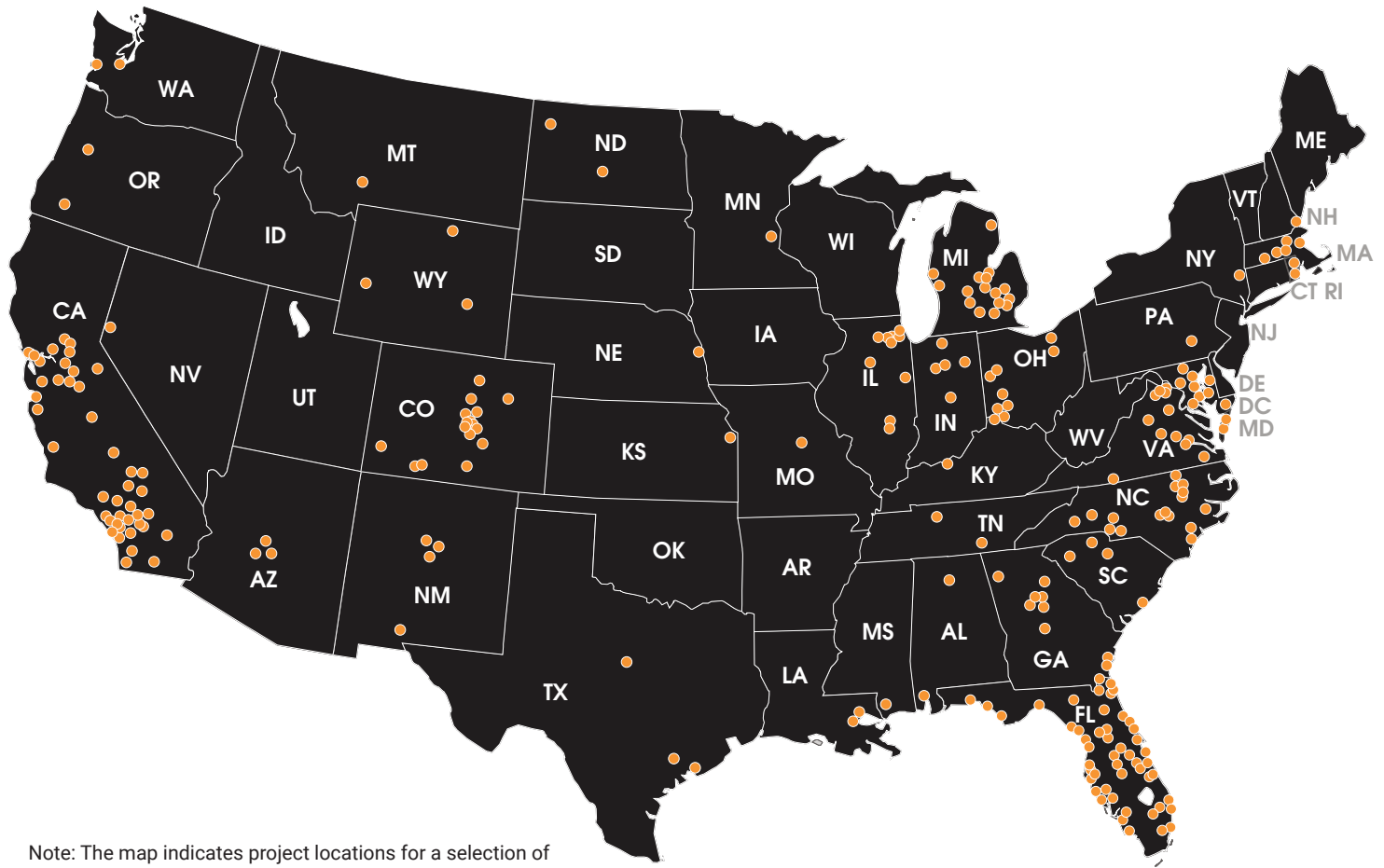
- Contributed to AWWA rate manuals M-1 and M-54
- Contributed to WEF's wastewater rate Manual of Practice No. 27
- Contributed to AWWA's capital financing manual M-29
- Contributed to and driven the creation of AWWA's cash reserve policy statement
- Served as chair to AWWA's Rates and Charges Committee
- Provided testimony and expert witness services
- Conducted training for Michigan State University's Ratemaking Class

PUBLICATIONS AND PRESENTATIONS

The following is a selection of the publications and presentations authored in the past 5 years by members of Stantec's Management & Technology Consulting team.

- Roth, F. and C. Malesky. Albuquerque Uses Customer Outreach to Gain Deeper Insights into Infrastructure Needs, Conservation and Rate Increases, Water Finance & Management, 2017.
- McCrory, B., C. Malesky and B. Shaw. From a Passive to an Active Stakeholder Engagement Culture, Journal AWWA, 2019, pp.68-69.
- Burnham, A., D. Hyder and P. Luce. Toho Water Authority's Unique Approach to Pricing Irrigation Water, Florida Water Resources Journal, 2019, pp.56-59.
- Burnham, A. Refining Stormwater Rates and Improving Community Support. AWWA Annual Conference & Exposition, Las Vegas, NV, 2018.
- Burnham, A. The Perks of Seeing the Peaks, American Water Works Association Annual Conference & Exposition, Las Vegas, NV, 2018.
- Burnham, A. Happy Stakeholders, Equity, and Conservation Rates. AWWA Annual Conference & Exposition, Las Vegas, NV, 2018.
- Burnham, A. (co-author). Money Matters - Utility Cash Reserves, Journal AWWA, 2018.
- Burnham, A. Paying for Stormwater - Engaging the Community, American Public Works Association Annual Conference (PWX), Orlando, FL, 2017.
- Burnham, A. Can Conservation Rates be Tied to the Cost to Serve?, AWWA Annual Conference & Exposition, Philadelphia, PA, 2017.
- Burnham, A., Hyder, D. Reclaimed Water Expansion: An Approach that Makes Sense, AWWA Annual Conference & Exposition, Philadelphia, PA, 2017.
- Burnham, A. Cost-of Service Based Conservation Rates, Evolving from Art to Science, Utility Management Conference, Tampa, FL, 2017.
- Burnham, A. Rate and Fee Panel Discussion, a National Financial Perspective, AWWA Michigan Sector, Northville, MI, 2017.
- Burnham, A. Utility Ratemaking & Management, North Carolina Government Finance Officers Association Summer Conference, Wrightsville Beach, NC, 2016.
- Bui, A., Burnham, A., and Zieburtz, W. Survey Results Provide Water Reuse Cost Allocations and Pricing Guidance., Journal AWWA, 2019, pp.60-63.
- Zieburtz, W., M. Coopersmith, and A. Burnham. Water Reuse Cost Allocations and Pricing Survey, American Water Works Association, 2019.
- Westover K., A. Burnham. Balancing Storm Water Management Costs with Citizen Engagement, Storm Water Solutions, 2020.
- Boyle, C., R. Anderson, A. Burnham, M. DeChellis, W. George, J. Jensen, R. Nagel, E. Nieminski. 2020: Looking Back on the Year of Covid, Journal American Water Works Association, 2021, pp.60-65.
- Burnham, A. Making Tough Asset Management Financial Decisions in A Climate of Uncertainty (Panelist), The Institute of Asset Management North American Conference, 2020.
- Burnham, A. Partnerships to Reduce the Impacts from COVID-19 on the Water Sector (Panelist), NACWA Webinar (Part 3), 2020.
- Burnham, A. Ensuring Affordable Access to Essential Water Service: Are New Models Needed?, AWWA Webinar, 2021.
- Burnham, A. Integrating Affordability into Capital and Financial Planning, Water Finance Webinar, 2021.
- Zieburtz, W., K. Steven. AMI Data and Rate Studies, Seizing Opportunities . . . Carefully!, AWWA/WEF Utility Management Conference, San Antonio, Texas, 2018.
- Zieburtz, W. Transformational Competition - Building Peer Relationships for Mutual Improvement, 2017.

Our **expertise** helped communities across the globe—including nearly **400+** in the US alone.



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

LITIGATION DISCLOSURE

There are no unsatisfied judgments or arbitration awards outstanding against Stantec. Stantec does have some legal proceedings, lawsuits, or claims pending. These are a normal part of professional services industries. All have been reported to Stantec's insurers who are in the process of adjusting/managing them. None will have a material effect on the financial position of the company

or its ability to undertake this assignment. Perhaps of greater comfort to our clients is the fact that Stantec seeks to deal with client concerns and claims promptly and fairly through its Risk Management group. As a public company, Stantec has substantial assets and maintains a high professional liability insurance limit. Stantec's claims history has resulted in relatively low insurance premiums when compared with firms of similar size and character.

Tab 5. Previous Experience

MUNICIPAL UTILITIES EXPERIENCE

Stantec has completed over 1,500 financial and rate studies for municipal utilities in just the past 10 years. We have highlighted some of the most relevant clients on the following page. We have provided these services to **130 communities in Florida**, including Palm Bay since 2017. Our Financial Services team has been providing ongoing utility rate consulting services to the City and during that time, we have gained a tremendous amount of knowledge about the City and have helped the utility systems evolve to their current positive financial condition. Equally as important, is that we have established a tremendous amount of credibility and trust throughout all levels of the City, including staff, management, administration, and even the City Council.

PUBLIC SECTOR CLIENTS OUTSIDE OF MUNICIPAL UTILITIES

Stantec is well versed in providing financial services to non-utility departments, including general fund, fire, police, parks and recreation, and more. Below is a list of some of our public sector clients in Florida and the department for which we provided financial consulting services.

MUNICIPALITY	DEPARTMENT	MUNICIPALITY	DEPARTMENT
Alachua County	Fire Rescue, Finance	City of Plant City	Finance/Budget, City Manager
Brevard County	Fire Department	City of South Miami	City Manager
City of Bonita Springs	Public Works, City Manager	City of St. Pete Beach	City Manager
City of Brooksville	Fire Rescue, Finance	City of Stuart	Financial Services
City of Cape Coral	City Manager, Budget, Fire	City of Tarpon Springs	Finance, Police, Fire, City Manager
City of Clearwater	City Manager, Finance	City of Venice	Engineering, Stormwater, Finance, Public Works, Fire
City of Cocoa	Finance, City Manager, Stormwater	City of Wildwood	Parks & Rec, City Manager, Budget
City of Coconut Creek	Finance, Fire Department	City of Zephyrhills	City Manager
City of Coral Springs	Budget and Strategy	Collier County	Stormwater
City of Delray Beach	Fire Department	Dade City	Police, City Manager
City of Deltona	Public Works, Public Safety, Finance	DeSoto County	County Administrator
City of Fernandina Beach	Marina, Golf, Finance, City Manager	Hernando County	County Administrator
City of Fort Lauderdale	Airport, Parking, Building Permits	Lehigh Acres Municipal Utility District	District Manager
City of Fort Myers	Budget, Public Works, Police, Fire	Marion County	County Clerk's Office, Budget Division
City of Gainesville	Budget, Finance, City Manager	Nassau County	County Clerk's Office, Sanitation
City of Lake Helen	City Manager	Okeechobee County	Fire Rescue, County Administrator
City of Lake Worth Beach	Public Works, City Manager, Beach, Refuse	Pinellas County	Stormwater, Public Works, County Administrator, OMB
City of Lynn Haven	Stormwater, City Manager	Port St. Lucie	Stormwater, Public Works, City Manager
City of Miramar	Budget	Sarasota County	Stormwater
City of Naples	Stormwater, Finance, City Manager	Town of Belleair Beach	Town Manager
City of New Port Richey	Finance	Village of Estero	Village Manager, Public Works
City of North Port	Fire Rescue, Public Works	Village of Miami Shores	Village Manager
City of Palm Bay	Budget, Finance, Public Works	Village of Royal Palm Beach	Finance, City Manager
City of Pinellas Park	Stormwater, Finance, City Manager, Public Works		

**DATES OF SERVICE:**

2016 – Present

PROJECT TEAM MEMBERS:

Andrew Burnham (Director)
 Jeff Dykstra (Project Manager)
 Eric Grau (Quality Control)

CLIENT CONTACT:

Justin Grant
 19420 Central Blvd.
 Land O' Lakes, FL 34637
 (813) 235-6196
jgrant@pascocountyfl.net

Utility Rate Studies and Financial Consulting Services

Pasco County, Florida

Pasco County is in the Tampa Bay Region of Florida and provides water, sewer, and reclaimed water service to over 100,000 customers. The fundamental consideration of the County's last two rate studies completed in 2017 and 2021 was to develop a long-term financial management plan and rate structure to sustainably support the continued growth and related operating and capital costs of a fast-growing system. In support of those objectives, we performed a comprehensive rate study including cost of service, rate structure refinements. These recommendations included 4-year rate plans, utility miscellaneous fees, and impact fees in 2021 all of which were adopted and implemented by the County Commission resulting from our studies.

The rate studies began with identification of the revenue requirements of the system and using FAMS, we customized a financial plan accounting for customer and usage data, revenues, and all revenue requirements of the utility system. We then developed a multi-year financial management plan to achieve and maintain targeted debt service coverage ratios and operating reserves, and sustainably fund the capital improvement plan.

In the cost of service analysis, revenue requirements were allocated between services and to functions to determine cost recovery between retail and bulk users. The results were utilized to inform updates to the County's rates for bulk users. We then performed a review of the County's retail rate structure and adjusted according to the County's overall objectives and worked with staff to develop a plan of multi-year rate adjustments, which were ultimately presented to and adopted by the County Commission in both 2017 and 2021.

In addition to the comprehensive rate studies, we have performed annual water and wastewater revenue sufficiency analyses since 2016, periodic impact fee studies, several stormwater and solid waste revenue sufficiency analyses and rate design studies, multiple utility valuation and feasibility studies, and other utility financial consulting engagements including special assessment feasibility studies. In total, we have successfully completed nearly 30 task orders for the County since 2016.

**DATES OF SERVICE:**

2009 – Present

PROJECT TEAM MEMBERS:

Andrew Burnham (Director)
 Jeff Dykstra (Utilities Project Manager)
 Peter Napoli (Lead Consultant)
 Eric Grau (Quality Control)

CLIENT CONTACT:

Lora Howell
 Deputy Finance Director
 65 Stone Street
 Cocoa, FL 32922
 (321) 433-8611
 lhowell@cocoaf1.org

Continuing Financial Analysis Services

City of Cocoa, Florida

On an annual basis, we perform an integrated financial sustainability analysis for the City that includes a projection of revenues and revenue requirements to develop a capital financing plan inclusive of the General Fund, the Water and Wastewater Fund, the Stormwater Fund, and the Fire Assessment. The analysis identifies an integrated solution to managing the City's budget and ensuring the fiscal sustainability of each system.

We have been performing rate and financial consulting services for the City's Water and Wastewater since 2009 including an annual revenue sufficiency analysis for the Water and Wastewater Fund. Recently, in 2020 and 2021 we performed a comprehensive utility rate study which included a rate structure review and ultimately modifications to the tiered rate structure, updates to miscellaneous fees to

better reflect the costs to provide the services, and an impact fee study to align the utility's fees to its capacity costs. The impact fees had not been adjusted in over 10 years and an update was needed to align with the utility's costs and meet financial sustainability objectives. The recommendations of the rate study were presented to City staff, City management, and ultimately City Council before being adopted.

In each study for the City, we conduct regular interactive work sessions with City staff to evaluate alternative scenarios with dynamic modeling tools to allow for the live review of various scenarios as their implications on the City. Results are shown instantly, and we develop alternative sustainable solutions with City staff with a complete understanding of the short and long-term implications.

**DATES OF SERVICE:**

1998 – Present

PROJECT TEAM MEMBERS:

Andrew Burnham (Director)
 Jeff Dykstra (Project Manager)
 Eric Grau (Quality Control)
 Peter Napoli (Lead Consultant
 - General Fund)
 Laura Arturo (Lead Consultant
 - Utilities)

CLIENT CONTACT:

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

Utility Rate Consulting Services

City of Fort Myers, Florida

We have provided financial consulting services to the City's water, sewer, solid waste, stormwater, and general funds since 1998. During that time, we have provided annual updates of the financial forecast or "business plan" for the water and sewer system to ensure that its rates will provide adequate revenue over a multi-year forecast period and develop plan of financing for the utilities' short and long-term capital improvement plans. During this time have also performed numerous services for the water and sewer systems including periodic retail rate structure reviews and modifications, updates to impact fees, inter-local agreements review, development of bulk user rates, and bond feasibility studies in support of debt issuance including interaction and presentation to the major credit rating agencies.

Additionally, we have provided valuation and financial feasibility analyses of the acquisition of neighboring service areas and conducted detailed demand and capacity requirement projections to determine the timing requirements of a wastewater treatment plant expansion.

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

**DATES OF SERVICE:**

2001 – Present

PROJECT TEAM MEMBERS:

Andrew Burnham (Director)
 Jeff Dykstra (Project Manager)
 Eric Grau (Quality Control)

CLIENT CONTACT:

Jeffrey Pearson
 Utilities Director
 PO Box 150027
 Cape Coral, FL 33915
 (239) 574-0709
jpearson@capecoral.gov

Water Resources Rate Consulting Services

City of Cape Coral, Florida

Cape Coral is a rapidly growing City in Southwest Florida where we have served as the water and wastewater rate consultant for the City for more than 20 years. We perform annual updates of the City's water and wastewater ten-year financial management plan and schedule of annual rate adjustments in conjunction with the City's budget process.

In addition to the annual revenue sufficiency analyses which identify the projected revenue and revenue requirements for the water and wastewater systems for a 10-year period, we performed a cost of service and rate structure analysis for the City's utility system most recently in 2016 and are currently performing an update. This study included the development of potential rate structure modifications that would enhance conformance to industry practices and ensure a fair and equitable distribution of system costs to the City's various customer classes. Revenue requirements were first identified in the revenue sufficiency analysis and then allocated between services (water, wastewater, and reclaimed water) and compared against test year revenues for each

system. This established the revenue targets for the rate design element of the study. Ultimately, we developed recommended several rate structure modifications that achieved fair and equitable recovery of the costs from its customer classes, enhance conformance to industry practices and legal requirements, enhance fiscal stability and better recovery of fixed costs, consideration of customer affordability, and promote water conservation.

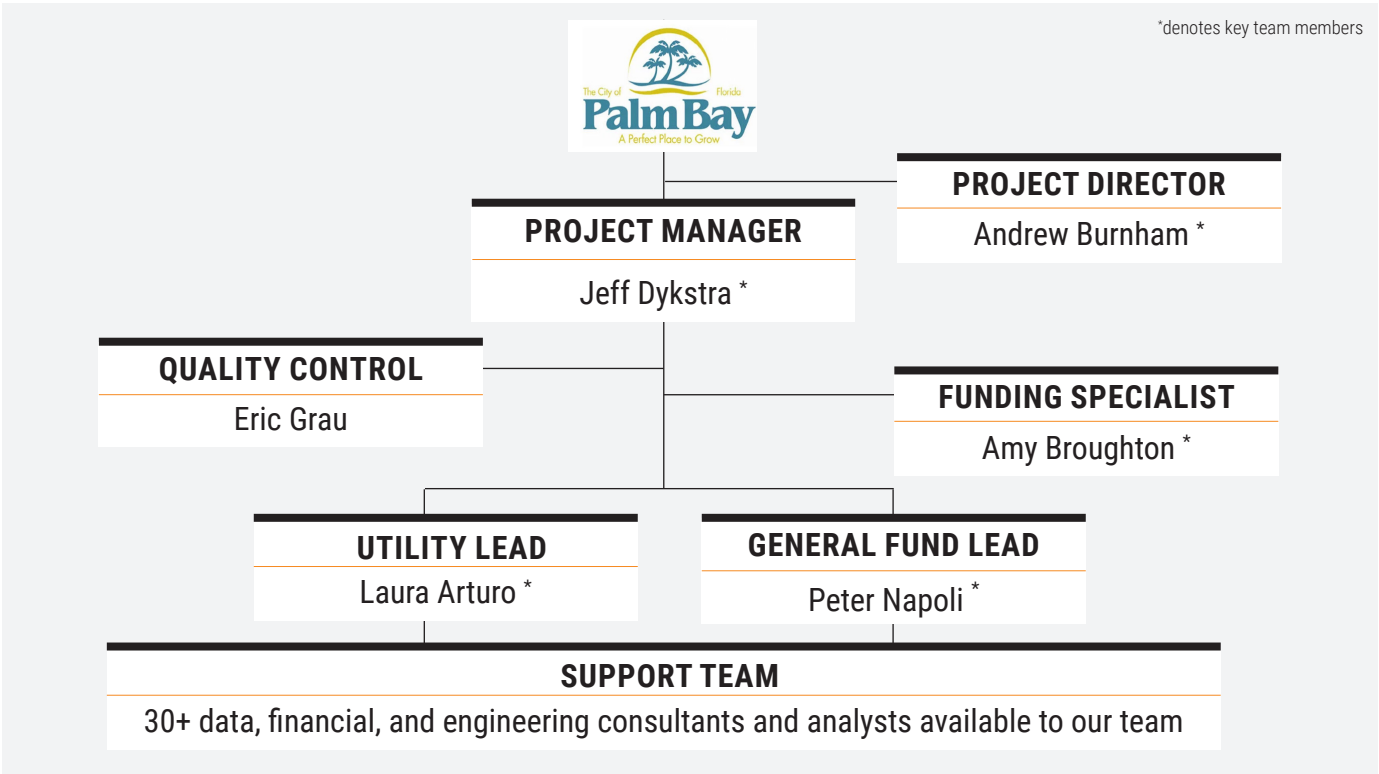
Recommended modifications included adjusting tier sizing and pricing for water rates, establishment of a separate multi-family customer class with rates based on units rather than meter size, removing the tiered rates for non-residential customers, and implementing a customer charge component to the base facility charges.

Additionally, in 2019 we evaluated the City's water, wastewater, and irrigation miscellaneous fees using our miscellaneous fees cost template and meeting with City and utility staff to identify the process and associated costs for the utility's various fees and charges.

Tab 6. Project Team

The organization chart and brief bios below highlight the qualifications of our project team. Our Florida-based team with our Project Manager in Orlando, just an hour from the City, results in less time and expenses and a high level of client service. Our project team is experienced in addressing the financial rate and management consulting services that the City's Utilities Department and other City departments may face:

- **Development of Multi-Year Revenue Requirements, Financial Plans, and Rate Plans** for utility systems of similar size operated by local government agencies, including the development of sustainable financial and capital financing plans, scenario analysis, and sensitivity of assumptions/variables
- **Debt Feasibility and Capital Financing Support** to ensure the financial sustainability of the City.
- **Cost of Service** to inform appropriate pricing and equity in recovering costs.
- **Rate Structures** considering their practical application to address specific policy objectives (such as conservation, revenue stability, affordability, ease of understanding, and price competitiveness) while conforming to accepted national and local industry practice and legal precedent
- **Miscellaneous Service Charges and Customer Deposits** including determination of costs to perform these specific activities, consideration of desired customer behaviors, and alignment of charges to policy preferences and industry practices
- **Financial Policy Review** including the development of specific targets and conformance to debt covenant requirements for reserves, capital funding sources, and debt service coverage levels.
- **Analysis of Intergovernmental and Developer Agreements** to evaluate the financial implications and potential risks to the City.
- **Preparation of Special Assessments** including determining feasibility and potential range of customer impacts, appropriate benefit and apportionment methodology, and development of assessment rolls.
- **Preparation of Public Presentations and Stakeholder Education** including information about the necessity of any rate adjustments or special assessments, the drivers that cause them, and their impacts on customers
- **Assist in the Preparation of Ordinance and Resolutions** to address modifications to rates, fees, charges, and special assessments.





JEFF DYKSTRA

ROLE ON PROJECT:

Project Manager
& Primary Contact

POSITION IN FIRM:

Senior Manager

YEARS WITH STANTEC //

TOTAL YEARS OF EXPERIENCE:

6 // 14

EDUCATION:

Bachelor of Arts, Business
Administration - Finance,
Dordt University, Sioux Center,
Iowa, 2008

AVAILABILITY:

50%

Jeff is a Senior Manager with 14 years of experience in the water resources industry. In this role he is responsible for managing projects and client relationships related to stormwater, water, wastewater, and solid waste finance and business operations. He is responsible for performing rate studies, developing financial and pro forma models, performing cost-of-service and rate structure analyses, developing retail and wholesale user rates, evaluating feasibility of utility acquisitions, providing feasibility support studies for the issuance of municipal debt and revenue bonds, developing impact fees, and analyzing finances and operations. He is an experienced Project Manager and has managed over 100 different engagements and been responsible for the development of hundreds of dynamic financial models related to utility and local government operations, rates, and fees.

PROJECT EXPERIENCE

Financial Rate and Management Consulting Services | City of Palm Bay, FL

Jeff serves as the Project and Client Manager for Stantec's continuing financial consulting services contract for the City of Palm Bay. In this role he has developed the City's water and wastewater utility financial sustainability model, performed annual revenue sufficiency analyses from 2017-2021 which developed 10-year financial management plans for the utility and identified needed rate adjustments. Jeff was responsible for a comprehensive water and wastewater cost of service and rate design study in 2018 and 2019 which led to the City adopting the recommended rate adjustments and rate structure modifications which helped the Utility better meet their objectives. In 2019 Jeff assisted the City in the development of a water, wastewater, and roads special assessment for service extensions within the City. In addition, in 2020 Jeff led a water and wastewater impact fee study, evaluation of the Utility's impact fee methodology and application and subsequent impacts to the financial management plan, modeled developer agreement financial impacts.

Financial Rate and Management Consulting Services | Pasco County, FL

Jeff serves as the Project Manager for utility financial services work including rate studies, impact fee analyses, utility acquisition feasibility studies, and bond feasibility studies. For the water and sewer utility, he has conducted annual revenue sufficiency analyses from 2016 to 2021 and comprehensive cost allocation and rate design studies in 2017 and 2021 where he developed a four-year rate plan for the utility and was instrumental in working the Utility through communicating to stakeholders through successful adoption of the rates. He also leads the feasibility analyses guiding the County's potential acquisition of other utility systems. Since 2016, he has successfully managed 30 individual task orders with the County relating to financial rate and management consulting services for the County's water, sewer, and reclaimed water utility, public works department, and solid waste system.

Water and Wastewater Rate Consulting Services | City of Cocoa, FL

Jeff serves as the technical lead and Project Manager for Stantec's water and wastewater rate consulting services for the City's Utilities Department. He performs annual revenue sufficiency analysis and the development of the utility's financial management and capital financing plans. In 2020 he performed a comprehensive rate study including an update of the Utility's annual revenue sufficiency and financial sustainability analysis, cost allocation analysis, and rate design analysis. The rate study identified a 10-year financial management plan and plan of annual rate adjustments needed to maintain the financial sustainability of the utility system and reviewed the utility's existing rate structure and provide recommendations based upon the utility's objectives and customer demands. He also developed updated water and wastewater impact fees and provided guidance to and reviewed the Utility's updated miscellaneous utility fees to reflect updated costs.



ANDREW BURNHAM

ROLE ON PROJECT:

Project Director

POSITION IN FIRM:

Vice President, Management
& Technology Consulting
Leader

YEARS WITH STANTEC // TOTAL YEARS OF EXPERIENCE:

18 // 20

EDUCATION:

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

AVAILABILITY:

30%

Andy is the Vice President and Leader of Management & Technology Consulting. He has extensive experience in personally conducting as well as overseeing cost of service allocations, long-term financial planning analyses, and development of alternative rate structures for a variety of utility systems, including water, wastewater, reclaimed water, stormwater, solid waste, recycling, electric, and natural gas. He has been recognized as an industry expert as part of providing testimony in utility rate-related regulatory proceedings in multiple states and territories (including Florida, Michigan, Arizona, and the United States Virgin Islands), as well as before the Federal Energy Regulatory Commission. He has led over 500 studies for 150+ local governments and has supported our clients in the issuance of \$4 billion of bonds for projects in the past 5 years. Mr. Burnham is currently serving on multiple AWWA and WEF Committees and was actively involved in the recent update to AWWA Manual M1 – Principles of Water Rates, Fees and Charges, notably in regards to outside-city retail rates, wholesale rates, and reuse rates.

PROJECT EXPERIENCE

Water, Sewer and Reclaimed Water Annual Rate Studies | City of St. Petersburg, FL

Andy has served as project director for the City for over 10 years of annual water, sewer and reclaimed water rates studies. Annually, he manages an update to the multi-year financial plan, detailed cost allocation analyses of the water, wastewater and reclaimed water costs and evaluation of rate structures. He has also providing litigation support for the City along with support in the issuance of revenue bonds.

Water and Wastewater Rate Consulting Services | City of Cape Coral, FL

Andy has served as project director for a variety of rate consulting services for the City. For over 15 years, Stantec has provided rate and fee studies to the City. We conducted a rate study to initialize and customize our financial model for the City. In recent years, the City has licensed our model and under the terms of the license and maintenance agreement, we have assisted them in accomplishing annual updates of their multi-year financial plan and rate revenue adjustments.

Utility Rate Study Services | City of Clearwater, FL

Mr. Burnham has served as Project Manager for the City's annual water, sewer, reclaimed water, solid waste, and recycling and stormwater rate studies. Each year, he oversees a detailed analysis of historical customer demand data, including the development of multi-year projections of the same based upon current economic and environmental conditions. As part of each study, a multi-year financial forecast and rate adjustment plan is developed for each utility. Mr. Burnham also developed rate structures for the City that ensure fair and equitable rates and conformance to accepted industry practice and legal precedent. Each study included presentations of the results to City management, elected officials, and stakeholders.

PUBLICATIONS & PRESENTATIONS

Money Matters - Utility Cash Reserves, Journal AWWA, 2018 (co-author)

Paying for Stormwater - Engaging the Community, American Public Works Association Annual Conference (PWX), Orlando, FL, 2017.

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

Reclaimed Water Expansion: An Approach that Makes Sense, AWWA Annual Conference & Exposition, Philadelphia, PA, 2017.



AMY BROUGHTON

ROLE ON PROJECT:

Funding Specialist

POSITION IN FIRM:

Senior Principal

YEARS WITH STANTEC // TOTAL YEARS OF EXPERIENCE:

13 // 22

EDUCATION:

MBA, Entrepreneurship and Finance, University of Colorado at Boulder, Leeds School of Business, Boulder, Colorado, 2008

Bachelor of Art, History, Colorado College, Colorado Springs, Colorado, 1998

AVAILABILITY:

30%

Amy is a financial and management consultant focused on supporting complex infrastructure projects and transformative business practices. Amy has developed and delivered projects across sectors, applying organizational, financial, and operational analysis to increase efficiency, manage risk, and identify the best solutions for unique client challenges. With her strong understanding of industry trends, funding and financing options, and infrastructure project delivery, Amy assists clients identify and secure funding for projects. B

ringing the right knowledge to the right projects, Amy coordinates Stantec's dedicated team of more than 100 funding specialists. This community of practice was formed to help communities secure the funding they need to achieve their project goals. Spread throughout the US and Canada, this group helps develop funding strategies, pursue grants and loans, and manage project delivery. Amy has presented at industry conferences on resilient infrastructure, institutional knowledge management, monetizing intellectual property, and organizational network analysis.

PROJECT EXPERIENCE

Willamette Water Supply Program | Tualatin Valley Water District, City of Hillsboro, and City of Beaverton, OR

Stantec developed the successful EPA WIFIA loan application. Amy collaborated with the project partners, compiled and organized necessary documentation, and facilitated interactions with EPA administrators. Amy assisted with the drafting and submission of the letter of interest and application, and developed the WIFIA compliance plan for the program management team. The \$640 million loan is projected to result in saving more than \$350 million over the loan term.

Watershed Asset Management Plan and Funding Strategy | San Diego, CA

Amy led the Financial Consulting Team that provided the City with a comprehensive roadmap for funding the updated Watershed Asset Management Plan. Her work included compiling a list of grants, loans, and other funding options available to the City, along with a strategy for updating the rate revenue and fees that are charged to the City's customers.

Envision Shooks Run Funding Strategy | Colorado Springs, CO

The Envision Shooks Run vision is to create a continuous greenway along a downtown drainage corridor, transforming an underutilized community asset through needed infrastructure investments and redevelopment. Working with funding specialists from across Stantec, Amy led the development of a funding strategy for a set of transformational, multi-departmental and complementary activities and investments. The project integrated private participation and evaluated the applicability of several urban renewal, resiliency and stormwater financing mechanisms. Recently, Amy assisted the City with their successful application for a \$600,000 EPA Brownfields Grant.

Industrial Water Supply Infrastructure Financial Analysis | Western Area Water Supply Authority, ND

Our analysis included assessment of the current condition, reinvestment needs, and cost of industrial water supply assets as well as what the operational and capital impacts would be to the remaining system if the industrial water assets were privatized. As the Funding Specialist, Amy developed a thorough understanding of the current financial condition and forecast of the Western Area Water Supply Authority and analyzed what options were available including low interest loans and grants, for WAWSA to optimize its financing structure.



LAURA ARTURO

ROLE ON PROJECT:
Utility Lead Consultant

POSITION IN FIRM:
Financial Analyst

YEARS WITH STANTEC //
TOTAL YEARS OF
EXPERIENCE:
2 // 3

EDUCATION:
Bachelor of Science in
Finance, University of Florida,
Warrington College of
Business, Gainesville, FL,
United States, 2019

AVAILABILITY:
50%

Laura is a Financial Analyst with an educational background in finance. Laura has two years of experience at Stantec developing and customizing financial forecast models, cost of service allocations, rate structure and benchmark analysis, impact fee models, and bond feasibility studies. Through her experience with financial models and data analysis, she has assisted our clients with strong financial solutions based upon sound financial and economic concepts.

PROJECT EXPERIENCE

Financial Consulting Services | City of Palm Bay, Florida | Palm Bay, FL

Laura serves as the lead financial analyst for Stantec's financial consulting services for the City of Palm Bay. In this role she has assisted developing the City's water and wastewater utility financial sustainability model, performed annual revenue sufficiency analyses, which helped develop a 10-year financial management plans for the utility and identified needed rate adjustments in 2020 and 2021. In 2020, Laura worked on a water and wastewater impact fee study, which helped in the evaluation of the Utility's impact fee methodology and application and subsequent impacts to the financial management plan.

Utility Rate Consulting Services | City of Fort Myers, FL

Laura has served as the financial analyst for the annual revenue sufficiency analysis for the City's water and sewer utility to develop a multi-year financial plan to sustain operations and fund capital projects. Laura assists with interactive work sessions with the city staff to review assumptions and inputs, analyze multiple scenarios, and develop a plan to implement.

Financial Planning | Northeast Ohio Regional Sewer District, OH

Laura was responsible for developing and updating financial planning models for the District. Specifically, financial planning models were developed to evaluate multiple capital, operating, and financing scenarios within the District to determine the impact on debt financing and necessary rate increases. Laura was also responsible for helping develop a cost-of-service model and rate structures.

Bond Feasibility and Revenue Sufficiency Analysis | Orange Water and Sewer Authority, NC

Laura served as a financial analyst who helped develop a bond feasibility study to support the issuance of a revenue bond in 2021 for the Authority's Water and Sewer Enterprise Systems. Laura used the financial model to create a multi-year financial forecast for the Authority, in which the analysis provided a detailed look at the impacts of issuing new debt to support large-scale capital projects.

Integrated Financial Sustainability Analysis and Modeling | City of Fort Lauderdale, FL

Laura serves as a financial analyst facilitating the integrated financial sustainability analysis including its General Fund and seven separate major funds (Water/Sewer, Regional Wastewater, Stormwater, Sanitation, Airport, Parking, and Building funds). The City utilizes these analyses to be used for real-time evaluation and understanding for its key services decision processes, as well as annual rate adjustments and financial plan analysis for the funds. She customized individual models for each fund and linked each model together to evaluate and understand a variety of decision alternatives and their current and future consequences to each fund. As part of the City's annual budget process, we perform simultaneous updates to all the models.



PETER NAPOLI

ROLE ON PROJECT:
General Fund Consultant

POSITION IN FIRM:
Associate

YEARS WITH STANTEC //
TOTAL YEARS OF
EXPERIENCE:
6 // 6

EDUCATION:
Bachelors of Business
Administration in Finance,
University of North Florida,
Jacksonville, Florida, 2015

AVAILABILITY:
50%

Pete is an Associate with the Stantec Management & Technology Consulting team and has over six years of municipal financial consulting experience. He has become one of the leaders of our General Government Practice with a focus on general fund financial sustainability modeling, and the development of fair and legally defensible impact fee studies. Peter has served as consultant in the development of financial forecasts, impact fee programs, and special assessments using our interactive, decision support modeling process for various public agencies. He has strong, adaptive financial modeling skills and experience interpreting large data for our clients. He's demonstrated the ability to customize financial analyses to meet client needs and leverage our modeling platform as a powerful consulting tool. He has strong Excel modeling skills and has experience working with large data sets and financial models, including our proprietary interactive FAMS model and specific property data, billing data and assessment modules.

PROJECT EXPERIENCE

Integrated Financial Sustainability Analysis | City of Cocoa, Florida

Pete serves as the lead consultant facilitating the integrated financial sustainability analysis including the City's General Fund and Water & Sewer Utility Enterprise funds. The City utilizes these analyses to inform the General Fund's budgetary decision process, as well as annual rate adjustments and financial plan analysis for the Utility funds. Transfers between the funds are greatly affected by revenue decisions, and the integrated analysis provides a valuable tool to inform budgetary decision making. In addition, Pete has served as the consultant for the City's Fire Rescue Special Assessment program that is updated annually. Pete processes the County's property database to estimate the assessment revenue and support the budget process.

Financial Modeling and Sustainability Analysis | City of Palm Bay, FL

Mr. Napoli served as the consultant for a long-term financial sustainability analysis for the City in which he developed a customized financial forecast for the City's General Fund and scenario management tools related to the City's property tax revenues. During the project he facilitated a decision support process with City Management and the City Council to understand strategies that need to be undertaken to ensure long term financial sustainability. During these facilitation sessions, he was able to show how various policy decisions would affect the cash flow and reserve balances.

Financial Sustainability Analysis | Coral Springs, Florida

Pete has served as the consultant for a long-term financial modeling and sustainability analysis for the City in which he developed a financial forecast for its General Fund. During the project he also facilitated a decision support process with City Management and the City Commission to understand strategies that need to be undertaken to ensure long term financial sustainability for the City. During these facilitation sessions, he was able to show how various revenue enhancement strategies would affect the cash flow and reserve balances by year. As part of the City's annual budget process, we update the General Fund financial model.

Financial Modeling and Sustainability Analysis | City of Miramar, Florida

Pete has served as the consultant for a long-term financial modeling and sustainability analysis for the City in which he developed a financial forecast for its General Fund. During the project he also facilitated a decision support process with City Management and the City Commission to understand strategies that need to be undertaken to ensure long term financial sustainability. During these facilitation sessions, he was able to show how various revenue enhancement strategies would affect the cash flow and reserve balances. As part of the City's annual budget process, Pete updates the General Fund financial model.

Tab 7. Project Management and Quality Control

PROJECT TEAM MANAGEMENT

Having the best project management and leadership team in place is essential to any successful project. Jeff Dykstra, along with Andy Burnham as Project Director, will lead our services using the highest standards of the industry and Stantec's Project Management Framework. Our project leadership is well known to the City and its stakeholders and are highly experienced in stakeholder coordination, contract administration, task staffing and scheduling, budget management, quality control/peer reviews, decision-making coordination, and timely status reporting and programmatic adjustments. Jeff will work closely with you to understand the expectations for each project, to provide certainty in both project budgets and schedule, and to establish critical milestones and decision-making strategies for each study.

Frequent and timely communication between Jeff and our entire team and key City representatives are vital to the success of each project. That's why we have a strong process that creates clear and concise communication between all team members, stakeholders, and, most importantly, you. In person meetings, as well as virtual meetings through either Teams, WebEx, or GoToMeeting, are used frequently to provide progress updates and hold interactive review sessions. It is important to address specific communication needs such as obtaining approval on scope clarification or changes in a timely manner.

RESOURCE ALLOCATION

Wouldn't it be reassuring if you could handpick your dream team for a project? At Stantec, we take pride in tailoring our teams to the specific project requirements, size, and complexity. While we have assembled our project team specific to the needs that we understand the City has for this agreement, we understand that there are a variety of analyses and potential task orders that the City may request which may require specific expertise.

Our approach to resource allocation is make sure the expertise is aligned with the City's needs for each analysis and circumstance and we customize our staffing and resource plan accordingly. However, for a typical analysis, project leadership/management staff may comprise approximately 20-30% of project time while the remaining 70-80% is generally technical staff including consultant and subject matter experts. It should be noted that our

STANTEC PROJECT MANAGEMENT FRAMEWORK

The **Stantec Project Management Framework** identifies the key tasks that will help you and your Project Team to manage risks and quality on a typical project. These tasks also represent the project requirements of our ISO 9001 Quality Management System. Click on the **Point** icon to access the **Point's Best Practices**.

0 Point	Prepare a proposal that includes a preliminary Project Plan including scope, project budget, resources, deliverables, and schedule. Conduct and document an independent review of the final proposal. Conduct and document a hazard assessment and apply applicable controls if a field or site visit is required during the proposal phase.
1 Point	Obtain written instructions to proceed and execute an approved written contract. Obtain written subconsultant agreements (if applicable).
2 Point	Prepare a Project Plan to an appropriate level of detail. Conduct and document an independent review.
3 Point	Establish hard copy and/or electronic project record directories and file project records accordingly.
4 Point	Complete a Health, Safety, Security & Environment (HSSE) risk management assessment and documentation for all projects involving field work.
5 Point	Monitor the Project Management Dashboard on a regular basis. Follow best practices for managing project financials, including time charges, work in progress (WIP), accounts receivable (AR), and estimates to complete (ETC).
6 Point	Obtain the client's written approval on scope of service changes in a timely manner.
7 Point	Conduct and document a quality review of all final * deliverables prior to issue.
8 Point	Conduct and document an independent review of all final * deliverables prior to issue.
7&8 Point	Quality versus Independent review.
9 Point	Close off the project financials and close out the project files.

*Final: A final deliverable is defined as any record (written or graphic) based on professional expertise or judgment that is intended to be relied on by others and that provides direction to others as part of a service to the public (e.g., professional reports, documentation issued for construction, permit submissions and maps).

For more information, visit the Project Management Framework on StanNet
Updated: September 18, 2019, Owner: Vice President, Practice Services Printed Copy Uncontrolled - Current Version on StanNet



managerial staff (Project Director and Project Manager) actively participate in technical elements of the analyses.

QUALITY CONTROL

At Stantec, we raise the bar on excellence. With our comprehensive quality control program, we deliver services that have been through a detailed review, thereby limiting errors and omissions to provide you with high-quality products. We have the right approach to successfully deliver every project – Project Manager oversight and subject matter experts with financial and technical expertise dedicated to performing internal quality control reviews with our team prior to any work products being submitted to the City. We also have a dedicated independent reviewer on our team to quality check all deliverables prior to issue. Periodically through each study, our team will meet with City staff to review work in progress.

Schedule Management. During scope development for each project, our Project Manager will work with you to develop a detailed schedule with tasks, subtasks, dependencies, predecessors, and key milestones, including interactive work sessions, stakeholder meetings,

and draft deliverables using tools such as Smartsheet. Collaborative development of the schedule with the project team keeps everyone aware of milestones and dependencies that must be prioritized and tracked to avoid schedule slip. Jeff will be on top of the schedule modifications weekly. Our technology provides real time updates to schedules, so our clients always have access to an up-to-date schedule.

Budget Control. We know it's important to come in on budget. For all projects, Oracle Project Management Dashboard will be used to monitor project financials, time charges, work in progress, estimate to complete and invoice tracking. Jeff accesses these tools weekly to track project costs and provide regular updates to be sure we stay on budget.

DEDICATED QUALITY CONTROL LEAD

Eric Grau is our proposed Quality Control Advisor who serves as an independent reviewer for all technical analyses and deliverables prior to issue. Eric has nearly 20 years of experience, including the last 5 dedicated to quality control. Typically, between 5 and 10 percent of each task order is dedicated to these specific independent reviews. While the Project Manager is ultimately responsible for the quality of the services provided, the Quality Control Advisor's role is specifically to support that outcome. With our rigorous and on-going quality control activities by each project team member throughout, a task order could include as much as 25% or more of time dedicated to quality control activities.

ADDITIONAL STAFF RESOURCES

Stantec's Management & Technology Consulting practice has over 35 professionals that could step in to complete the requested scope of services. We have specifically identified backup staff for each person assigned to our project team, as shown in the table below.

Project Role	Backup Team Member	Years of Relevant Experience
Project Manager	Lisa Gresehover	15
Project Director	Bill Zieburtz	35
Quality Control	Jim Bearman	43
Funding Specialist	Kelly Westover	19
Utility Lead	Kevan Cook	4
General Fund Lead	Ralph Abernathy	2

RECENT, CURRENT AND PROJECTED WORKLOAD

For the project team identified, we estimate workload to be approximately 60% which leaves the capability and capacity to commit to conducting the requested services in the shortest time frame possible (without compromising quality) for this scope of services.

DESCRIBE THE FIRM'S RESPONSIVENESS TO THE CITY RELATIVE TO OTHER CLIENTS

Stantec is currently under contract with several communities throughout the country. However, we have the capacity to conduct the services requested by the City. Our project team is highly experienced in providing these services concurrently with other projects.

ERRORS & OMISSIONS

While we do all that we can to prevent unacceptable work products, situations can arise that are undesirable. The project management steps outlined throughout this proposal are employed to minimize these situations. Additionally, we utilize the following in every project:

Start with the right team. An experienced team with well-rounded perspectives and skillsets that has worked together and knows how to ask the right questions and truly listen to the answers and perspectives of all stakeholders, assess the City's circumstances and objectives, and offer unbiased advice and strategies.

Strong Project Management. Active and structured management is essential to complete each study.

Standardized Modeling Platform. Dynamic and robust forecasting models that allow for repeatable processes are staples of our quality control process. This minimizes errors and allows us to quickly understand causes and reasons for variations in results.

Frequent Communication. Consistent and regular communication between our project team and City staff will allow questions and concerns to be identified early in the process before they become issues. We provide draft and interim deliverables during task orders for City staff review, which is a critical element to avoiding undesirable work products and negative outcomes.

In rare instances where undesirable outcomes do take place, our project leadership will develop an immediate action plan, first identifying the issue or concern, second discussing sources and prior actions leading up to the outcome, third developing potential solutions with our project team internally, and finally meeting with City staff to communicate and adjust the plan as necessary.

Tab 8. Project Approach

We understand that the City is interested in retaining a professional financial rate and management consultant to perform a variety of financial planning, economic analyses, design of user rate structures and impact fee schedules along with other similar or related services. The provision of utility services is complex and attention and scrutiny to utility management and the administration of rates and charges is growing. The City needs to establish rates and charges to ensure the sustainability of critical services that it provides in a way that recovers costs efficiently and equitably. In support of that objective, there are two important services that the City may request; 1) rate studies, and 2) special assessments.

Our overall approach is focused on supporting the City in the decision-making process for the sustainability of the critical infrastructure and services that it provides. As such, we rely upon building relationships with City staff through engagement, coordination, and support throughout each project. To facilitate each study, we propose to start with

Stantec's **interactive approach** leads to buy-in from City staff and ultimately a unified message for City Council, residents, and other stakeholders.

a kick-off meeting with City staff to confirm objectives, key issues, data requirements, stakeholder concerns, and review a project schedule.

Throughout the special assessment or rate study, we also recommend interactive work session style meetings with City staff where the analysis, assumptions, inputs, scenarios, results, and implications are reviewed. Preliminary schedules outlining the analysis and results are then distributed to City staff for review. This process provides many benefits including transparency, quality control, and coalescence around the desired path forward. The number of these interactive sessions may vary depending on the complexity and nature of the study or analysis.

Quality, accuracy, and integrity are imperative. This philosophy drives our efforts and commitment to quality control which are continuous as described in the previous section of this proposal. Due to the sequential nature of a special assessment analysis or rate study, we include checkpoints for designated quality control reviews for the project team and for a designated quality control review professional responsible for performing an independent review of all analyses and deliverables.

SPECIAL ASSESSMENTS

Overview

Non-ad valorem special assessments are a revenue source available to local governments in Florida to fund operations and maintenance expenses and capital improvements for essential services such as roads, drainage, fire protection services, utilities, etc. Pursuant to Florida case law, two requirements must be satisfied for the imposition of a valid non-ad valorem special assessment. These two requirements have become known as the two-pronged test and can be summarized

as 1) the property assessed must derive a special benefit from the services or assets provided, and 2) the assessment must be fairly and reasonably apportioned among the properties that receive the special benefit. In summary the costs must be recovered in proportion to the benefit received from these services provided by the City. Our approach to performing these studies is developed to be aligned with these legal requirements and can be summarized in a three-step process.



Identification of Costs

The first step is to review the specific activity being considered for a special assessment and identify the associated cost requirements which could be operating or capital depending on the purpose of the assessment.

Determination of Benefit

Next, we will review the special benefits to and parcels receiving benefit from the assessment project or activity to determine logical relationships of benefit and identify available data to support an assessment methodology.

The methodology must be benefit-based, which is the legal requirement for a non-ad valorem assessment and focus on the benefit to the property. Benefits could include availability of potable water service, improved roadways, availability of fire protection services, improved waterway access, or others depending on the nature of the service or improvement being considered for special assessment.

Apportionment of Benefit and Calculation of Assessment

Once the costs and apportionment methodology are determined, we will calculate the assessments by determining the benefiting units and identification of property types that may be excluded as receiving no benefit or are exempt. The special assessment costs

will be apportioned to the benefiting parcels and their associated units to determine each parcel’s assessment. Assessments under various apportionment methodologies can also be evaluated.



Reports and Deliverables

At the conclusion of the analysis, a written report of the study will be drafted that clearly documents the methods, results and recommendations. Additionally, a detailed database of each parcel within the assessment area will be generated and serve as the basis for the assessment roll provided to the Brevard County Property Appraiser. We will also assist the City with the development of necessary resolutions required to implement the special assessment.

RATE STUDY

Overview

The components of a utility rate study as identified by the City in the RFP are consistent with the industry’s long-standing practice that includes 1) developing a revenue sufficiency analysis including a financial management plan with identification of revenue requirements and associated rate revenue adjustments considering financial policies and capital financing plans, 2) cost allocation analysis identifying the costs of service and appropriate allocations thereof to systems and to customers, 3) reviewing rate

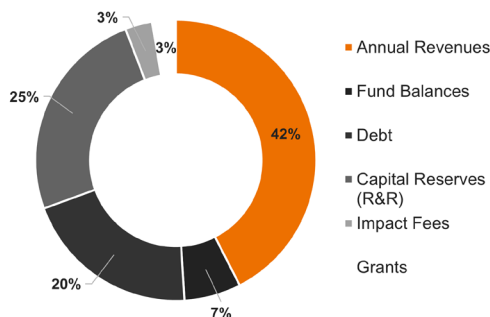
structures and designing rates to generate sufficient revenues with consideration of customer impacts, and 4) updating or developing miscellaneous fees and impact fees while considering the cost of service, implications on the financial management plan, legal requirements, and policy objectives. Each rate study and system is unique and so while we follow this general outline and supporting industry approaches, our team identifies the appropriate tools, methodologies, and outputs that match the City’s objectives and available data.

REVENUE SUFFICIENCY ANALYSIS	COST ALLOCATION ANALYSIS	USER RATES	OTHER FEES
<ul style="list-style-type: none">Financial Management Plan & SustainabilityRate AdjustmentsCapital FundingFinancial Policies	<ul style="list-style-type: none">Identifies Costs by Service TypeDefine Customer ClassesFixed and Variable CostsInforms Rates	<ul style="list-style-type: none">Rate Structure (Fixed and Volumetric/Tiers)Pricing ObjectivesCustomer ImpactsLocal Bill & Rate Structure Comparisons	<ul style="list-style-type: none">Impact FeesMiscellaneous Fees

Revenue Sufficiency Analysis

Using our dynamic Financial Analysis Management System (FAMS) modeling tool, we will prepare an analysis of the Utilities Enterprise Fund’s revenue requirements to develop multi-year financial management plans, inclusive of projected annual revenue requirements and required rate adjustments. We will examine historical operating expenses, growth and consumption trends, capital spending levels, debt service coverage ratios, levels of operating and capital reserves, and other financial policies/goals that affect future revenue requirements.

FAMS provides a valuable capital planning tool that will be used to review the City’s projections for capital improvements and to evaluate the impacts of alternative projects, costs, timing, and funding sources (i.e., debt, grants, others). For all scenarios, FAMS will develop a funding plan, including the identification of the amount, timing, and type of borrowing required as may be necessary to build a sustainable capital funding program.

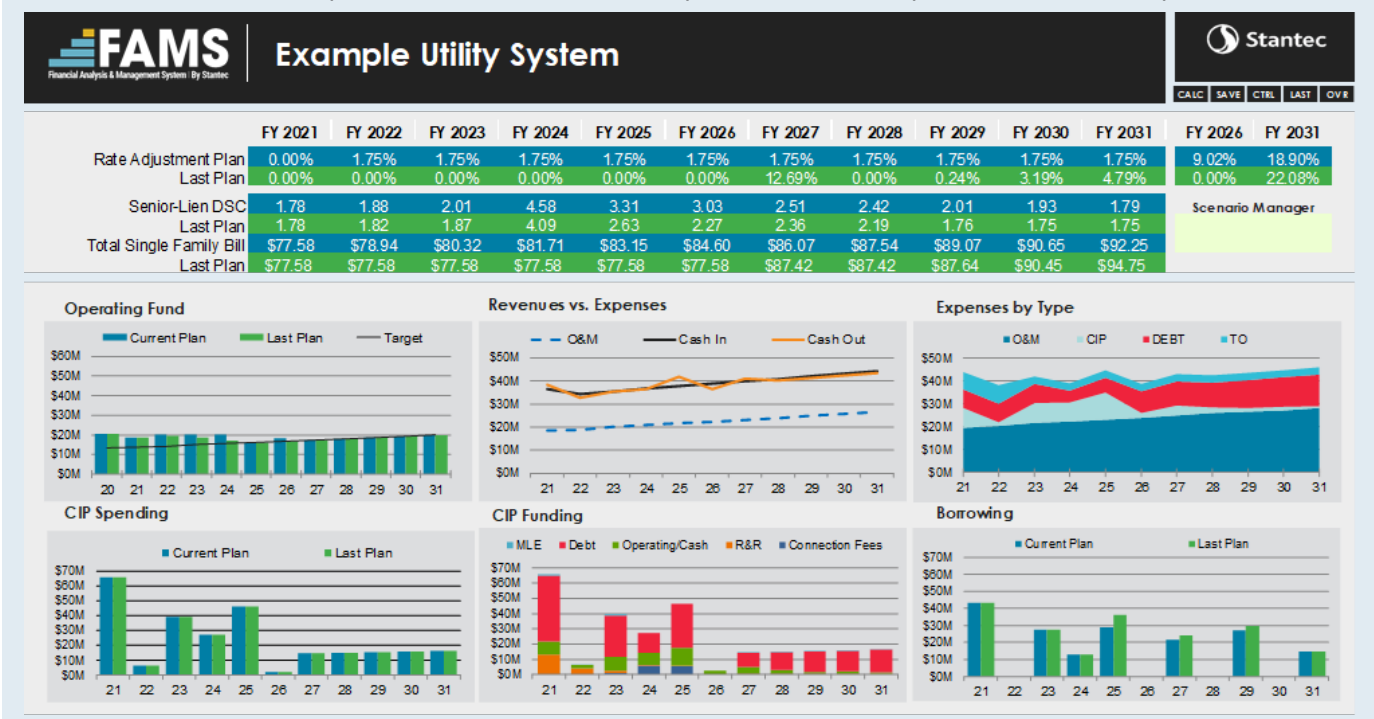


Closely related to this analysis is a review of the adequacy of reserves. Adequate reserves are fundamental to achieving financial stability and can help some systems to avoid sudden or disruptive rate adjustments in the face of unanticipated operating or capital needs. We will examine the City’s fund balances and levels of annual contributions to these reserves and incorporate them and alternative reserve policies into the interactive planning process and the conversations we will have regarding financial sustainability. FAMS allows us to evaluate and ensure that the financial management plan (including reserves,

debt coverage levels, performance metrics) results in the financial sustainability for the Utilities Enterprise Fund while minimizing rate adjustments.

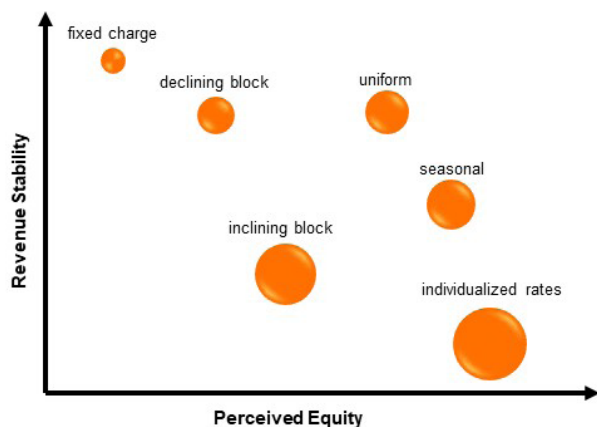
It allows for immediate sensitivity and scenario analysis to evaluate the financial implications of changes to debt and capital financing plans, operating costs, intergovernmental or development agreements, and other variables that impact the utility.

An example of an interactive dashboard from the FAMS desktop application (that will be utilized in the development of the revenue requirements portion of this study) is presented below. The green bars and panels represent the “last” scenario evaluated, which was “just-in-time” rates, resulting in a double-digit rate increase in FY 2027 and varying increases throughout the remainder of the forecast. The blue bars and panels represent the “active” scenario, which includes lower, level rate increases throughout the projection period. The graph shows that the financial consequences of the earlier “level” plan of rate increases in the “active” scenario are acceptable, and that the rate increases provide smaller, more predictable customer impacts.



Cost Allocation and Rate Design

The cost allocation analysis identifies the total revenue requirements to be allocated between services (i.e., water, wastewater, and reclaimed water) and to customer classes. We identify the most appropriate industry-accepted cost of service allocation methodologies such as those defined by the AWWA and WEF based upon available data, legal requirements, system configuration, resources, customers, local practice, and public policy objectives. The resulting cost allocation will be compared to the revenues generated for each system and customer class as appropriate. To the extent current revenue recovery levels are not in line with the cost allocation, we will evaluate alternative levels of revenue recovery within the rate structure analysis.



To initiate the rate design analysis, we will review the City's current rate structure and identify if any alternatives may better serve the City's objectives relating to fiscal stability, administration, conservation, and affordability, while considering a fair and equitable distribution of costs, and conformance to accepted industry practice, legal precedent, and terms of any service agreements. Our project team will discuss with the City various alternatives that the City may want to consider based on pricing goals and objectives. We are well versed in the wide range of rate structures that could be implemented and will review the pros and cons of each rate structure including the ability of the City to implement the structure.

Miscellaneous Service Fees

Our miscellaneous service charge cost of service template will be used to calculate miscellaneous fees such as service turn-on/off, tap fees, hydrant fees, returned checks, delinquencies, after hours services, and others. We will work with City staff to review the processes and costs associated with each respective service fee.

Impact Fees

We will use the impact fee module to calculate updated water and wastewater impact fees. The first step is to evaluate various methodologies used in the industry to determine which is most appropriate for the City based upon review of the utility's fixed assets, CIP, available data, and system capacities and configuration. Upon determining the methodology and subsequent cost basis, we will then identify appropriate adjustments for supplemental funding sources such as grants and debt service that will be paid by new connections in user rates upon connection to the systems to avoid a double recovery of capital costs.

Comparative Rate Surveys

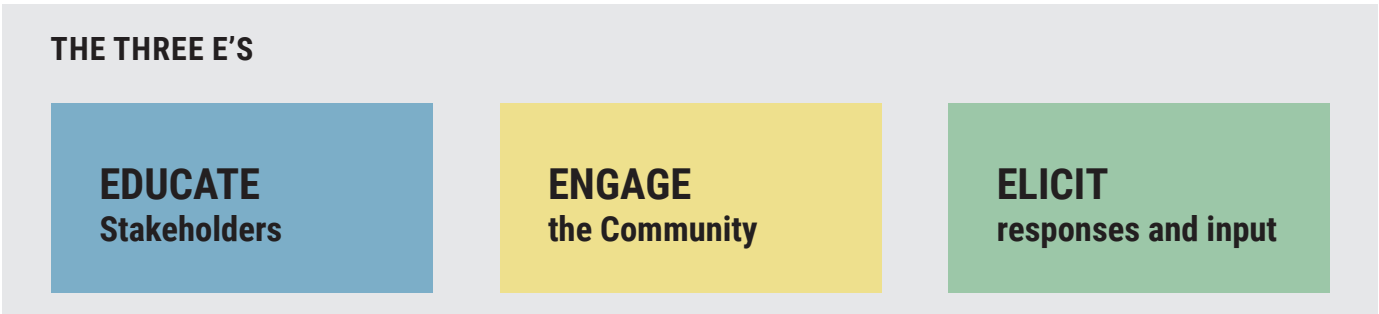
One element that we typically include during a rate study prior to the rate design portion of the study is a review of local rate structures and bills for similar services to first evaluate how the City's existing rates conform to local practices. We can provide local bill comparisons for each of the major customer classes/groups for each utility system. Given our extensive local knowledge, we will not only be able to identify the current rates and structures of local communities but will also any projected rate increase or structure changes that we are aware of that might be occurring in the coming years to project how the City's rates will compare with other local area communities both today and into the future. This process will allow us to review the City's existing rate structures in detail and determine how they compare with local practices and generally accepted industry standards.

Reports and Ordinance Preparation

The City will gain long-term value in a written report that clearly and comprehensively documents the results and recommendations of the study. The report provides a straightforward and understandable synopsis of the analysis, and include appendices that contain a series of graphs, charts, and tables that provide the supporting details of each element of rate study. Our reports are carefully crafted and considerate of all stakeholder comments and potential perceptions. We apply that standard of care and will submit a draft report for review by City staff. Upon receipt of City staff comments, we will make appropriate revisions and prepare a final report for the study.

Assuming rate adjustments are required, we will assist the City with the development of updated utility rate resolutions and/or ordinances to enact the new rates.

Tab 9. Public Involvement Experience and Innovation



Special assessments, utility rate studies, and financial consulting services require clear and concise communication to stakeholders. Developing or enhancing public support requires openness and a high degree of clarity in interactions with stakeholders including deliverables and public presentations. We have a portfolio of tools to achieve successful consumer involvement and to assist in the rate adoption process focused around the three Es: Educate key stakeholders and City Council; Engage the community; and Elicit responses and input throughout the study.

Our team has worked with countless local governments on education, outreach, and engagement campaigns rooted in providing clear, concise, and accurate material that builds understanding and support for rate changes. Here are three examples of our tools used to solicit consumer involvement:

- 1. Stakeholder Advisory Groups
- 2. Public Workshops
- 3. Virtual Communications

STAKEHOLDER ADVISORY GROUPS

We have worked with locally appointed stakeholder advisory groups in many communities where members are selected to represent and speak for various customer classes within the community. Recently in Venice, FL, we met with representatives from single family residential, multi family residential, commercial, golf course, and industrial customer classes as we helped the City increase the defensibility and equity of their existing water and wastewater rates. The stakeholder advisory members reviewed the analysis and recommendations along the way, providing input that resulted in a formal

recommendation for City Council's consideration. Our approach engaged each member of the advisory group to elicit input that lead to the evaluation of a wide range of options. Through an open analytical process, we were able to bring the group to consensus as to the approach that best balanced stakeholder objectives and achieved equity. The end result was a new rate structure and plan of future annual increases that were unanimously supported by the advisory group and approved by City Council.

We find formal groups like this and the Budget Advisory Board in the City of Fort Lauderdale, FL, the Developer Advisory Board in Orange County, FL, and stakeholder work groups in Ann Arbor, MI are helpful to fully disclose the assumptions, analysis, results, and recommendations of our studies to achieve the buy-in and support of these groups prior to formal public presentations and the approval process.

PUBLIC WORKSHOPS

Additionally, we helped create and manage an extensive public outreach program with a series of public workshops in Bismarck, ND, where developers, homebuilders, the general business community, managers of various types of residential communities, and the public at large all needed to be included in a complex and comprehensive rate and fee restructuring program. Significant concerns and resistance to change were common, but we helped to elicit and capture their comments and to respond to their diverse interests in ways that emphasized the overall gains for the entire community available through the recommended rate and fee adjustments.

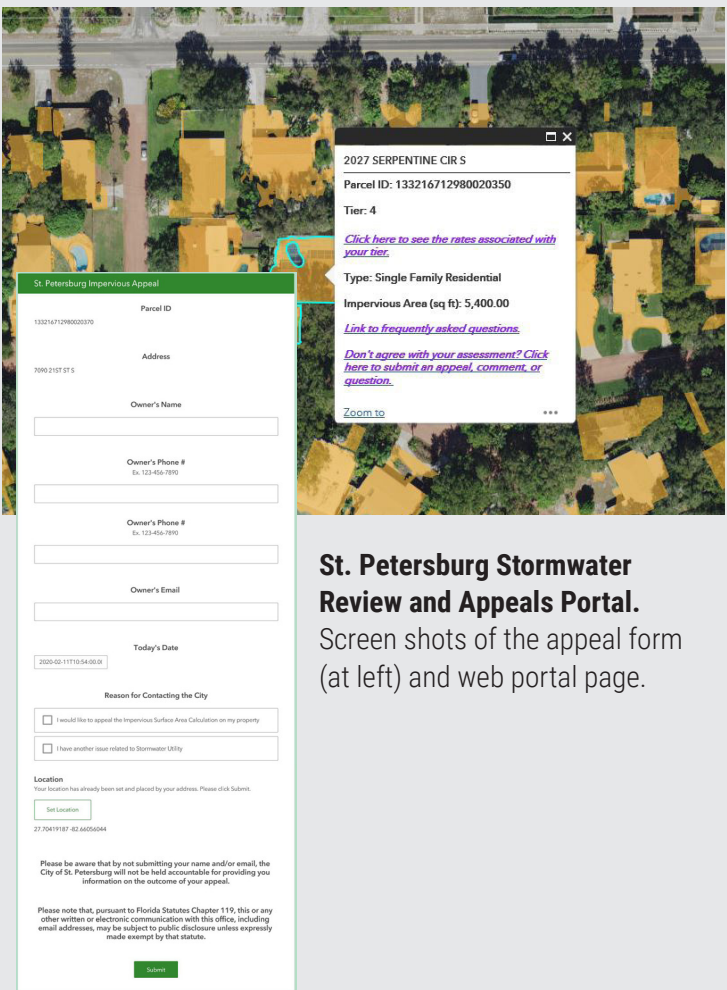
Finding a way to gain the endorsement of a majority of interested parties is critical to ensuring the acceptance

by elected officials and the public at large in every community. A series of public discussions at each phase of the study enhanced stakeholder understanding & acceptance (<https://www.bismarcknd.gov/1849/Utility-Cost-of-Service-Rate-Design-Stud>). Projects like Bismarck that will have as significant an impact on a community require a substantial level of hands-on community involvement and engagement strategies.

VIRTUAL COMMUNICATION

The increase of or implementation of new rates, fees, and charges can be met with opposition within the community. We are here to help by providing virtual communication tools that provide transparency and real-time access to relevant data supporting the fees. By developing tools like online customer portals that provide details about changes and the need for them to occur, we guide you to successful implementation of your rates, fees, and charges.

For example, we developed St. Petersburg’s Stormwater Review and Appeals Web Portal, shown at right. In one click the parcel owner can generate an appeal form that gets completed and sent directly to the City for follow up. These easy- to-use methods of virtual communication engage the community before, during and after a rate adjustment.

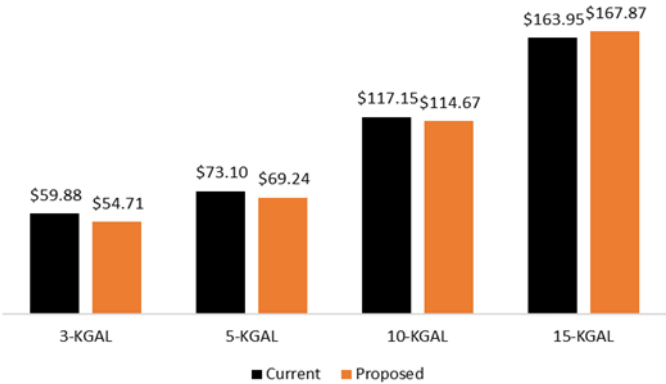


St. Petersburg Stormwater Review and Appeals Portal.
Screen shots of the appeal form (at left) and web portal page.

PRESENTATIONS AND IMPLEMENTATION SUPPORT

Developing or enhancing public support requires openness and a high degree of clarity in all presentations and discussions at public meetings. Minor misunderstandings of the underlying rationale for a selected approach can cause disproportionate dissatisfaction with any proposed changes in utility rates. We know that our support is not complete until the City has been able to adopt and implement any fee changes resulting from a rate study, so we communicate with that end in mind from beginning to end. An example of the tools we use to communicate with our customers is a bill impact analysis.

We know that stakeholders are alert to the importance of rates and charges, and that cost impacts need to be projected for a wide variety of customer types and situations. For the engagements where changes to or new rates, fees, or charges are warranted, we will prepare a full customer impact analysis. The following example demonstrates the monthly bill impact of a rate structure alternative for a water and wastewater utility system for residential customers with ¾” meters.



Our customer bill impact analyses are based on our pattern of acquiring and analyzing an extensive database from our clients’ respective billing systems. We are careful to understand the way that billing systems store information and process meter reading data to calculate and generate bills, and data processing techniques have advanced in recent years. The purpose, though, is still simple – rate structure changes are only of potential interest if they can be implemented.

Tab 10. Cost Proposal

FINANCIAL RATE AND MANAGEMENT CONSULTANT SERVICES

RFP# 35-0-2022/SZ

COST PROPOSAL FORM RFP NO. 35-0-2022/SZ FINANCIAL RATE AND MANAGEMENT CONSULTANT SERVICES SHEET 1 OF 2

The undersigned declares that, after examining the Proposal Documents for the above referenced project, she/he does hereby submit a response to the proposal and warrants that:

- a. She/He is an officer of the organization.
- b. She/He is authorized to offer a proposal in full compliance with all requirements and conditions, as set forth in the RFP.
- c. She/He has fully read and understands the RFP and has full knowledge of the scope, nature, quantity and quality of the work to be performed, and the requirements and conditions under which the work is to be performed.
- d. If the proposal is accepted, a Purchase Order and/or Contract will be issued as proposed subject to any revisions mutually agreed-upon by the City and the Proposer.

In submitting this Proposal, Proposer represents as more fully set forth in the agreement, that Proposer has examined copies of all the contract Documents and of the following Addenda:

Addendum No:	<u>1</u>	Dated:	<u>4/25/22</u>	Addendum No:	<u> </u>	Dated	<u> </u>
Addendum No:	<u> </u>	Dated:	<u> </u>	Addendum No:	<u> </u>	Dated	<u> </u>

The City desires to enter into this Agreement only if in so doing the City can place a limit on the City's liability for any cause of action arising out of this Agreement. For other and additional good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, Contractor expresses its willingness to enter into this Agreement with the knowledge that the Contractor's recovery from the City to any action or claim arising from the Agreement is limited to a maximum amount of the contract value less the amount of all funds actually paid by the City to Contractor pursuant to this Agreement. Nothing contained in this paragraph or elsewhere in this Agreement is in any manner intended either to be a waiver of the limitation placed upon the City's liability as set forth in Section 768.28, Florida Statutes, or to extend the City's liability beyond the limits established in said Section; and no claim or award against the City shall include attorney fees, investigative costs, expert fees, suit costs or pre-judgment interest. This section shall not prevent the City from taking corrective action against the Contractor.



Authorized Signature
Andrew Burnham, Vice President

Printed Name & Title
April 29, 2022

Date

Stantec Consulting Services Inc.

Company
(813) 223-9500

Telephone Number
andrew.burnham@stantec.com

E-mail Address

COST PROPOSAL FORM
RFP NO. 35-0-2022/SZ
FINANCIAL RATE AND MANAGEMENT CONSULTANT SERVICES
SHEET 2 OF 2

Provide an hourly rate fee schedule, which lists an all-inclusive billable hourly rate for professional fees, per title i.e. Principal, Project Manager, Clerical etc. Proposed fee schedule shall include all direct and indirect costs.

Provide a narrative describing your approach to budget constraints and your cost containment protocol / procedures.



 Authorized Signature
 Andrew Burnham, Vice President

 Printed Name & Title

Stantec Consulting Services Inc.

 Company
 April 29, 2022

 Date

HOURLY RATE FEE SCHEDULE BY TITLE

Project Role	Hourly Rate
Director	\$350
Principal	\$285
Quality Control	\$260
Senior Manager	\$250
Manager	\$230
Senior Rate/Financial Consultant	\$195
Rate/Financial Consultant	\$180
Financial Analyst	\$150
Data Analyst	\$120
Project Admin	\$90

BUDGET CONSTRAINTS AND COST CONTAINMENT PROTOCOL/PROCEDURES

We know it's important to come in on budget. To initiate a requested work effort, we will submit a proposal outlining the budget for the City's review and approval with a clearly defined scope of tasks to be performed. This minimizes any surprises when it comes to costs to the City and desired outcomes. Our project leadership team will maintain on-going communication with City staff throughout each engagement to support this effort. Additionally, we have the project management tools in place to support continuous tracking of project activities. For example, our Oracle Project Management Dashboard shown to the right allows monitoring of project financials, time charges, work in progress, estimate to complete and invoice tracking. Jeff accesses these tools regularly to track task order costs and provide regular updates to be sure we stay on budget.

Tab 11. Additional Required Forms

The following forms are completed and included herein:


1. Identical Tie Proposal Sheet
2. Proposers Insurance Requirements Acknowledgment
3. Business Tax Receipt
4. Non-Collusion Affidavit
5. Corporate Resolution

IDENTICAL TIE PROPOSALS

In accordance with Section 287.087, Florida State Statutes, preference shall be given to businesses with drug-free workplace programs. Whenever two or more proposals that are equal with respect to price, quality, and service, are received by the State or any political subdivision for the procurement of commodities or contractual services, a proposal received from a business that certifies that has completed a drug-free workplace program shall be given preference in the award process. Established procedure for processing tie proposals will be followed if none of the tied vendors have a drug-free workplace program. In order to have a drug-free workplace program, a business shall:

- 1) Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibitions.
- 2) Inform employees about the dangers of drug abuse in the workplace the business policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that be imposed upon employees for drug abuse violations.
- 3) Give each employee engaged in providing the commodities or contractual services that are under Proposal a copy of the statement.
- 4) In the statement specified in subsection (1), notify the employees that, as a condition of working on the commodities or contractual services that are under Proposal, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to any violation of Florida Statutes or of any controlled substance law(s) of the United States or any state five (5) days after such conviction or plea.
- 5) Impose sanctions on or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community, any employee who is so convicted.
- 6) Make a good-faith effort to continue to maintain a drug-free workplace through implementation of this section.

As the person authorized to sign the statement, I certify that this firm complies fully with the above requirements.



Authorized SignatureStantec Consulting Services Inc.

CompanyApril 29, 2022

Date

**CITY OF PALM BAY
PROPOSER'S INSURANCE REQUIREMENTS ACKNOWLEDGEMENT
RFP #35-0-2022/SZ
FINANCIAL RATE AND MANAGEMENT CONSULTANT SERVICES**

STANDARD INSURANCE REQUIREMENTS

Before starting and until acceptance of the work by the City, the Awarded Proposer shall, as a minimum mandatory condition precedent to this work, procure and maintain insurance of the types and to the limits specified below, at their own expense and without cost to the City, until final acceptance by the City of all products or services covered by the purchase order or contract. The policy limits required are to be considered minimum amounts:

The Certificate of insurance shall be made to the City of Palm Bay, 120 Malabar Rd. SE, Palm Bay FL 32907 and should reference the operation.

Prior to renewal, non-renewal, cancellation, or change or modification of any insurance policy, at least 30 days advance written notice shall be given to the City of Palm Bay.

Minimum coverage with limits and provisions are as follows:

- A. **Commercial General Liability:** The Successful Proposer shall provide minimum limits of \$1,000,000 each occurrence, \$2,000,000 general aggregate combined single limit for bodily injury and property damage liability. This shall include premises/operations, personal & advertising injury, products, completed operations, contractual liability, specifically confirming and insuring the indemnification and hold harmless clause of the contract. This policy of insurance shall be considered primary to and not contributing with any insurance maintained by the City of Palm Bay and shall name the City of Palm Bay as an additional insured with waiver of subrogation noted on the Certificate of Liability. The policy of insurance shall be written on an "occurrence" form.
- B. **Business Automobile:** Successful Proposer shall provide minimum limits of liability of \$1,000,000.00 each accident, combined single limit for bodily injury and property damage. This shall include coverage for:
 - Owned Automobiles
 - Hired Automobiles
 - Non-Owned Automobiles
- C. **Umbrella/ Excess Liability:** Successful Proposer shall provide umbrella/excess coverage with limits of no less than \$1,000,000.00 excess of Commercial General Liability, Automobile Liability and Employers Liability. *This coverage is optional if Successful Proposer has \$2,000,000 General Aggregate under the Commercial General Liability Policy. **
- D. **Workers' Compensation:** The Successful Proposer shall provide and maintain workers' compensation insurance for all employees in the full amount required by statute and full compliance with the applicable laws of the State of Florida. Exemption certificates to this requirement are not acceptable. Should the Named Vendor utilize a Professional Employer Organization, said Vendor acknowledges and agrees that all employees sent to the City of Palm Bay MUST be included on that PEO roster. Said policy must include Employers' Liability insurance with limits of no less than:
 - Each Accident \$ 100,000.00
 - Disease – Policy Limit \$ 500,000.00
 - Disease – Each Employee \$ 100,000.00
- E. **Professional Liability Insurance or Errors and Omissions Insurance:** Successful Proposer shall provide professional liability insurance, or Errors and Omissions Insurance, with a minimum limit of \$1,000,000.00 aggregate with respect to acts, errors or omissions in connection with professional services to be provided under this Agreement. Any deductible is not to exceed \$5,000.00 for each claim. Consultant represents it is financially responsible for the deductible amount.

Successful Proposer shall further ensure that all of its sub-contractors maintain appropriate levels of workers' compensation insurance.

Other Insurance Provisions: The City of Palm Bay is to be specifically included on all certificates of insurance as a named additional insured (with exception to Workers Compensation). Waiver of Subrogation is required for Commercial General Liability and Automobile Liability. All certificates must be received prior to commencement of service/work. In the event the insurance coverage expires prior to the completion of this contract, a renewal certificate shall be issued thirty (30) days prior to said expiration date. The certificate shall provide a thirty (30) day notification clause in the event of cancellation or modification to the policy.

Deductible Clause – Successful Proposer to declare self-insured retention or deductible amounts.

All insurance carriers shall be rated (A) or better by the most recently published A.M. Best Rating Guide. Unless otherwise specified, it shall be the responsibility of the Successful Proposer to ensure that all subcontractors comply with the same insurance requirements spelled out above. The City may request a copy of the insurance policy according to the nature of the project. City reserves the right to accept or reject the insurance carrier.



Authorized Signature
Andrew Burnham, Vice President

Printed Name & Title

Stantec Consulting Services Inc.

Company
April 29, 2022

Date

LOCAL OFFICE BUSINESS TAX RECEIPT

2021 - 2022 HILLSBOROUGH COUNTY BUSINESS TAX RECEIPT

EXPIRES SEPTEMBER 30, 2022

OCC. CODE

260.026000 OFFICE

ACCOUNT NO.

264072

RENEWAL

Receipt Fee 30.00

Hazardous Waste Surcharge 0.00

Law Library Fee 0.00

BUSINESS STANTEC CONSULTING SERVICES INC
777 S HARBOR IS BLVD STE 600
TAMPA, FL 33602

2021 - 2022

NAME STANTEC CONSULTING SERVICES INC
777 S HARBOR IS BLVD STE 600
MAILING TAMPA, FL 33602
ADDRESS

Paid 21-613-000122

10/05/2021 30.00

BUSINESS TAX RECEIPT

HAS HEREBY PAID A PRIVILEGE TAX TO ENGAGE
IN BUSINESS, PROFESSION, OR OCCUPATION SPECIFIED HEREON

NANCY C MILLAN, TAX COLLECTOR

813-635-5200

THIS BECOMES A TAX RECEIPT WHEN VALIDATED.

NON-COLLUSION AFFIDAVIT

STATE OF Florida
 COUNTY OF Hillsborough

Andrew Burnham, being duly sworn, deposes and says that:

- (1) He/she is Vice President of Stantec Consulting Services Inc.
 Title Firm/Company
 the Proposer that has submitted the attached Proposal.
- (2) He/she is fully informed respecting the preparation and contents of the attached Proposal and of all pertinent circumstances respecting such Proposal.
- (3) Such Proposal is genuine and is not a collusive or sham Proposal.
- (4) Neither the said Proposer nor any of its officers, partners, owners, agent representatives, employees or parties in interest including this affiant, has in any way, colluded, conspired, or agreed, directly or indirectly, with any other Proposer, firm or person, to submit a collusive or sham Proposal in connection with the Agreement for which the attached Proposal has been submitted or to refrain from proposing in connection with such Agreement, or has in any manner, directly or indirectly, sought by Agreement or collusion or communication or conference with any other Proposer, firm or person to fix the price or prices in the attached Proposal or of any other Proposer, or to fix any overhead, profit or cost element of the Proposal price or the Proposal price of any other Proposer, or to secure through any collusion, conspiracy, connivance or unlawful Agreement any advantage against the City of Palm Bay, Florida, or any person interested in the proposed Agreement.
- (5) The price or prices quoted in the attached Proposal are fair and proper and are not tainted by any collusion, conspiracy, or unlawful Agreement on the part of the Proposer or any of its agents, representatives, owners, employees, or parties of interest, including affiant.

(Signed) 

Vice President

(Title)

STATE OF FLORIDA
 COUNTY OF BREVARD

The foregoing instrument was acknowledged before me, by means of X physical presence or online notarization, this 28th day of April, 2022 (year) by Andrew Burnham, who is personally known to me or who has produced personally known as identification and who did (did not) take an oath.



(Signature of Notary Public)

Geri L Reese

(Name of Notary, typed, printed or stamped)

(Notary's Seal)  Geri L. Reese
 NOTARY PUBLIC
 STATE OF FLORIDA
 Comm# GG221471
 Expires 5/23/2022

(Serial Number)

OFFICER'S CERTIFICATE
of
STANTEC CONSULTING SERVICES INC.
A **NEW YORK**, CORPORATION

I, the undersigned, do hereby certify that:

1. I am the duly elected and acting **Corporate Counsel** of **Stantec Consulting Services Inc.**, a **New York** corporation (the "**Corporation**").
2. On **April 1, 2022**, the following resolution was adopted by the Corporation's Board of Directors:

BE IT RESOLVED THAT:

1. the Corporation hereby adopts the Signing Authority Policy, as modified or amended from time to time, of Stantec Inc.
2. execution of any documents for and on behalf of the Corporation shall be governed by the Signing Authority Policy, as modified or amended from time to time, of Stantec Inc.;
3. the Secretary or any of the Corporate Counsels of the Corporation be authorized, empowered and directed from time to time as required to facilitate the execution of contracts or submission of proposals, to sign, and to seal with the Corporate Seal, Certificates of the foregoing action evidencing the authority delegated in the Signing Authority Policy, as amended from time to time, of Stantec Inc.

Andy Burnham is a **Vice President** of the Corporation, and in that capacity is duly authorized to sign a proposal and any resulting contract in accordance with the Corporation's Signing Authority Policy in connection with the following project:

City of Palm Bay, Florida
RFP # 35-0-2022/SZ
Financial Rate and Management Consultant Services

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the seal of the Corporation, this 26th day of April, 2022.



Christy Leonard, Managing Counsel

 Corporate Seal

RESOLUTIONS OF THE DIRECTORS OF
STANTEC CONSULTING SERVICES INC.

PASSED AND ADOPTED BY THE DIRECTORS
THIS 1ST DAY OF APRIL, 2022

The undersigned, being all the directors of Stantec Consulting Services Inc. (the "**Corporation**"), hereby consent to the adoption of the following resolutions in lieu of holding a regular Board of Directors' meeting.

WHEREAS, from time to time the Corporation is required to provide evidence that certain individual employees have been authorized and empowered by the Board to sign contracts or proposals on behalf of the Corporation; and

WHEREAS, the Corporation and its affiliated companies have developed, published and operate utilizing the Signing Authority Policy, as modified and amended from time to time, of Stantec Inc., which includes authority to sign contracts and proposals on behalf of the Corporation.

BE IT RESOLVED THAT:

1. the Corporation hereby adopts the Signing Authority Policy, as modified or amended from time to time, of Stantec Inc.;
2. execution of any documents for and on behalf of the Corporation shall be governed by the Signing Authority Policy, as modified or amended from time to time, of Stantec Inc.; and
3. the Secretary or any of the Corporate Counsels of the Corporation be authorized, empowered and directed from time to time as required to facilitate the execution of contracts or submission of proposals, to sign, and to seal with the Corporate Seal, Certificates of the foregoing action evidencing the authority delegated in the Signing Authority Policy, as amended from time to time, of Stantec Inc.

This action may be signed in one or more counterparts, each of which shall be deemed an original and all of which shall constitute one instrument. Each director may execute this resolution in electronic format, either by facsimile or portable document format (PDF) and delivery of such executed document shall be proof of execution by the director thereto. This action shall be filed with the minutes of the proceedings of the Board of Directors and shall be effective as of the date set forth above.

THE UNDERSIGNED, being all of the directors of the Corporation entitled to attend and vote at a meeting of the directors of the Corporation, do hereby consent to and approve of the foregoing resolutions in writing as evidenced by their signatures hereto on the day and year first above written.



STUART E. LERNER



JEFFREY P. STONE

