Proposal
Stormwater Utility Feasibility Study
PW-FY15-13

To: City of Park Ridge
1st Floor Cashier, 505 Butler Place, Park Ridge, Illinois 60068

Date: 06 January 2015

From: Amec Foster Wheeler Environment & Infrastructure, Inc.
8745 W. Higgins Road, Suite 300, Chicago, Illinois 60631
06 January 2015

Jim McGuire
Procurement Officer
City of Park Ridge
505 Butler Place
Park Ridge, Illinois 60068

RE: Request for Proposal; Stormwater Utility Feasibility Study PW-FY15-13

Dear Mr. McGuire:

On behalf of Amec Foster Wheeler Environment & Infrastructure, Inc. (Amec Foster Wheeler) I am pleased to submit the enclosed response to Request for Proposal, Stormwater Utility Feasibility Study PW-FY15-13, to the City of Park Ridge. Amec Foster Wheeler has provided similar services to clients nationwide.

As you will see in the enclosed proposal, Amec Foster Wheeler has a broad range of experience in stormwater program development and stormwater funding studies, including every component of both the planning and implementation phases of a stormwater utility feasibility study as identified in the City’s Scope of Services. We have performed 150 stormwater utility projects nationwide and 13 in the state of Illinois, including Rock Island where the utility successfully withstood a legal challenge. We have authored papers, made presentations, and conducted numerous workshops on the topic of stormwater utilities. We have included project descriptions and contact information for a sample of our more recent and relevant projects, and will be more than happy to provide more if requested.

As an officer in our company I have the authority to commit the company’s services, as described in the enclosed proposal, to the City of Park Ridge. Please feel free to email me at jeffrey.druckman@amecfw.com or to call at the number below if you have any questions related to this proposal. We are extremely interested in this project and look forward to further discussing our qualifications to assist the City of Park Ridge in this important project.

Sincerely,

Jeffrey S. Druckman, PMP
Vice President

Enclosures: Proposal (4 copies and 1 electronic)

Copies: Douglas Noel
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File

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Proposal

Stormwater Utility Feasibility Study

Submitted to
City of Park Ridge, Illinois

Submitted by
Amec Foster Wheeler Environment & Infrastructure, Inc.

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Amec Foster Wheeler Environment & Infrastructure, Inc. (Amec Foster Wheeler), started in 1946, is an environmental consulting, engineering and design, and construction company operating with more than 4,200 professionals in about 110 locations across the US. Serving the transportation, water, clean energy, federal, industrial/commercial, mining, oil & gas sectors, we provide services to both public and private clients worldwide.

A) Amec Foster Wheeler’s summary of qualifications

Amec Foster Wheeler is a wholly-owned subsidiary of Amec Foster Wheeler plc an international capital projects, services, and investments company. Amec Foster Wheeler (www.amecfw.com) designs, delivers and maintains strategic and complex assets for its customers across the global energy and related sectors.

Amec Foster Wheeler’s global presence allows us to draw on innovative practices and specialists to support the needs of public and private sector clients, across the life cycle of their operations, regardless of project size and complexity. Amec Foster Wheeler’s depth of global resources allow us to provide you with solutions engineered to fit perfectly with your challenges.

Full service solutions

Amec Foster Wheeler Environment & Infrastructure is dedicated to the consistent achievement of industry-leading standards of excellence in:

► Environmental Reports
► Feasibility and Planning Studies
► Contract Plan and Engineering design
► Bid Assistance
► Construction management
► Water resources
► Permitting
► Structural
► Environmental sciences and engineering
► Geotechnical
► Materials

Professional team of experts

Amec Foster Wheeler Environment & Infrastructure is part of an international company that shares vision, values and goals. We believe in people, teamwork and diversity. Our people are our most important resource, a dynamic team of dedicated professionals who are driven to meet the diverse needs of clients.

Local Presence

For over 27 years, Amec Foster Wheeler offices in Chicago (near O’Hare) and in Lisle, Illinois, have provided comprehensive transportation engineering, municipal, water resources, and construction management services, as well as a full range of environmental services. Our local staff of 75 professionals and support personnel, have extensive experience performing planning, design and
construction management services related to a wide variety of transportation, water resources, and environmental projects. Our clients include local, state and federal agencies as well as private industrial and commercial clients. Our local offices, supported by regional experts, have the necessary staff to perform all of the tasks associated with the planning and implementation of a stormwater utility for the City of Park Ridge.

Water Resources and Environmental Specialties
Amec Foster Wheeler has been in the stormwater management business for more than 25 years. Our professionals have extensive experience developing stormwater management programs, stormwater utilities, watershed planning and analysis, developing tools for operating and maintaining flood control facilities, floodplain delineation and mapping, water quality studies, and stormwater enforcement activities, as well as supporting program and data management elements such as GIS.

Amec Foster Wheeler offers one of the most comprehensive suites of services in water resources in the country, including:

- Stormwater Management
- Stormwater Funding Programs
- Floodplain Management and Mapping
- Flood Hazard Restudies
- Civil Design Services
- Dam Safety Engineering
- NPDES Permitting and Compliance
- Watershed Master Planning
- Ordinances and Design Manuals
- Biological and Ecological Monitoring
- Water Quality Monitoring and Modelling
- Flood Hazard Restudies
- TMDL Compliance & Implementation
- Stream and Wetlands Restoration/Mitigation
- GIS Applications Development
- Groundwater Services
- Stakeholder Programs
- Teaching and Training
- Green Infrastructure Planning & Design
- Water Supply Studies
- Infrastructure Inventory
- Infrastructure Inventory
- Infrastructure Inventory

Amec Foster Wheeler is one of the premier providers of stormwater management program planning and implementation services in the United States. We have assisted more than 400 communities nationwide in making strategic decisions about stormwater permitting, funding, and technical requirements. We are regular speakers on stormwater management-related subjects, have provided numerous workshops through the American Society of Civil Engineers, StormCon, the American Public Works Association, and through state and regional watershed, floodplain, and stormwater management associations.
B) Amec Foster Wheeler’s capacity to carry out the scope of this project

Stormwater utility experience

Amec Foster Wheeler is one of the premier providers of stormwater utility planning and implementation services in the United States. We have assisted more than 150 communities nationwide, including 13 in Illinois, in making strategic decisions about stormwater funding, many of which have resulted in stormwater utility implementation. In reference to the figure to the right, Amec Foster Wheeler has set up stormwater utilities in Rock Island, Morton, Normal, Champaign, and Urbana (green dots), we have performed feasibility studies in O’Fallon, DuPage County, Peoria, Glenview, Westmont, Galesburg, St. Charles, and the Tri-County Regional Planning Commission (blue dots).

We are regular speakers on stormwater utility-related subjects, have provided numerous workshops through the American Society of Civil Engineers and StormCon, and co-authored the U.S. Environmental Protection Agency (USEPA) guidance on developing stormwater utilities1. Our contract for managing the Marion County Stormwater Management District (Indianapolis) billing program, including the actual billing of third party bills, is one of a kind.

The following subsections provide a brief summary of our representative qualifications, followed by specific examples of our stormwater utility experience.

Stormwater program assessments

Amec Foster Wheeler team members have assessed well over 200 stormwater management programs. The assessments have been performed as part of traditional stormwater management projects, as part of stormwater utility projects, and as part of municipal NPDES programs. The assessment process is utilized to identify the problems, needs, and goals of the local stormwater management program, how the local program measures up against the identified needs, what the deficiencies are in the current program, and generally what needs to be done in order to address the deficiencies. The process utilized by Amec Foster Wheeler to perform program assessments has been refined over the course of more than 25 years, and typically employs a combination of questionnaires and staff interviews and meetings. The product of the assessment is a document that describes the process and its findings, as well as either an action plan or a stormwater management program business plan to identify the steps required to move the program from its current level to one that will meet the defined program goals. The recent development of a stormwater management business plan for Fairfax County Virginia by Amec Foster Wheeler has become the template for short and long term planning throughout the county’s public works department.

Stormwater program development

Amec Foster Wheeler team members have a great deal of experience in the development of stormwater management programs. Team members have been involved in the development or enhancement of stormwater management programs in more than 200 communities throughout the United States. This has included redeveloping a major program in Charlotte North Carolina from the ground up. In Charlotte we redefined the entire program, including administration, maintenance, modelling and master planning, GIS-based mapping and data management, ordinances, the NPDES stormwater quality management program, the stormwater utility, new design guidance, floodplain management and assistance with the Community Rating System (CRS) program, and coordination with other programs in the County.

The program development projects Amec Foster Wheeler has been involved in have predominantly been in communities that desired to create a stormwater utility, that have combined sewer collection system

1 Guidance Manual for Municipal Stormwater Funding, 2006, USEPA and NAFSMA, 140 pp
issues, and/or that were required to comply with NPDES stormwater regulations. In some locations the need for the development of specific program components arose from program assessments, program business plans, or inadequacies or redundancies identified during peer review of stormwater management and related programs.

**Stakeholder facilitation**

Amec Foster Wheeler staff have facilitated citizen stakeholder groups in the achievement of consensus for over 100 groups in a variety of settings and in attainment of diverse stormwater management program related goals. Amec Foster Wheeler’s efforts were hailed in a lead story in Consensus Magazine as “the” way to achieve consensus in technically based discussions. In that case we implemented a policy paper methodology combined with a project “roadmap” to bring a diverse group of citizens in Philadelphia, PA who had not made significant progress in over a year of meetings to quick and comprehensive consensus in establishing a rate methodology and related policies. After the first meeting one committee member stated, “we made more progress tonight than in the last ten meetings combined.”

In Elkhart County, Indiana and Columbus, Ohio Amec Foster Wheeler was called in to facilitate meetings to establish stormwater utility credit programs. Amec Foster Wheeler has routinely established stormwater utility action plans through the use of citizens groups.

Amec Foster Wheeler’s roles in establishing stakeholder groups has encompassed a variety of services, including assistance in identification of stakeholder group members, stakeholder group training on pertinent stormwater management issues, stakeholder group facilitation, policy and issue paper writing, and in some cases speaking at peer group meetings for some stakeholders. Amec Foster Wheeler believes that if the members of the stakeholder group are willing to donate their time to help the client address an issue, such as stormwater management funding, then the materials to be discussed should be presented in an objective manner so that the stakeholders’ input on the issues will be meaningful and that the members’ input should be weighed when formalizing policy decisions.

**Stormwater funding feasibility studies**

Amec Foster Wheeler has performed over 150 stormwater funding feasibility studies, approximately 75 of these clients subsequently implemented stormwater utilities. In each case a clear direction and consensus was achieved. In most of these cases a citizen stakeholder group was formed as well as a staff-consultant team. A series of policies were identified and a “roadmap” to project completion was defined. In all cases it was considered that public education, stakeholder involvement, and a program driven “bang for the buck” philosophy was important.

Amec Foster Wheeler has performed stormwater utility feasibility studies in Illinois for Rock Island, DuPage County, Morton, Champaign, Urbana, O’Fallon, Galesburg, Glenview, Westmont, St. Charles, Peoria and for 13 local government participants in a regional study managed by the Tri-County Regional Planning Commission (Peoria area).

**Stormwater utility fee implementation projects**

Amec Foster Wheeler has established stormwater utilities in a number of states. Many were the first utility in the state. Each utility developed was unique.

- In Anderson, IN, Rock Island, IL, and Cleveland, OH stormwater utilities were developed for cities with significant combined sewer service areas. In both cases the operation and maintenance of the collection system for the combined sewer service area is covered under the stormwater service charge while the treatment system is funded from the sanitary service charges.
- In Charlotte and Mecklenburg County, NC two separate utilities were developed which had coordinated programs and a single logo and identity.
- In Cumberland County and Fayetteville, NC a single utility was developed with both urban and rural services districts.
► For Columbia County, GA a single utility was developed which covered only the urbanized area with a user fee and the rest of the county with a tax based funding source.
► In West Virginia, Amec Foster Wheeler was involved with the cities of Morgantown, Huntington, and Princeton in the effort to obtain enabling legislation for stormwater utilities.
► In Rock Island, IL Amec Foster Wheeler successfully defended the concept of imperviousness as a rate base, a concept that was initially contested by the plaintiffs.
► In Morton, IL Amec Foster Wheeler developed the first utility for a non-Home Rule city in the State of Illinois.
► In Indianapolis, IN Amec Foster Wheeler is responsible for the ongoing maintenance and reconciliation of the master account file for the stormwater utilities. Amec Foster Wheeler is responsible for certifying billing amounts for taxable properties, for billing non-taxed and tax-exempt properties, for providing a customer service call center, and for coordinating the resolution of billing disputes with ratepayers.

Cost of service analyses
Amec Foster Wheeler has performed numerous cost of service analyses as part of the development of stormwater utilities. Amec Foster Wheeler has also performed cost of service analyses for both Phase 1 and Phase 2 NPDES communities in order to provide the permittees with planning level budget numbers for the implementation of stormwater quality management programs. The level of detail in the cost of service analyses has run the gamut from very general stormwater program budget information to very detailed, ledger entries for line items such as fleet maintenance, equipment purchases, labor, etc. For example, in one small Indiana community the cost of service was based on the estimated fraction of each functional service area's budget that is expended on stormwater related activities, and the cost of the NPDES Phase II program was estimated from regression equations provided by USEPA. In Lexington Kentucky and Peoria Illinois, on the other hand, Amec Foster Wheeler prepared the cost of service analysis utilizing the cities' budgeting framework for labor, direct and capital expenditures. This included meetings with the functional groups involved in stormwater management to identify line items such as the labor needs in full time equivalents (FTEs) for the five year planning period, scheduling of specific hires and equipment purchases for drainage system maintenance, scheduling of vehicle and equipment replacement, and estimating the costs related to bond applications and debt service over the budget planning period.

Rate studies
Amec Foster Wheeler has performed a large number of rate studies as part of stormwater utility and funding feasibility projects. The rate making process is based on a number of policy recommendations that are made by both internal and (sometimes) external stakeholder groups. Examples of the types of policy decisions that impact the rate making process includes the following:
► Should all properties pay the fees?
► Should the community charge itself for streets?
► Will the revenue be generated solely from service charges or from a mix of funding mechanisms?
► Will there be credits and if so, how much?
► What will be the basis for the rate; imperviousness, intensity of development factors, runoff production potential of each individual property, or some combination of these factors?

In some cases the evaluation of the quality of the community’s data impacts the decision on the rate basis.

Each community is different. For example, in Champaign the rate structure and fee are intended to pay for day to day operations in stormwater management, while in Urbana it is designed to cover expenditures for both day-to-day operations and capital expenditures.
Rate ordinances
The planning, or feasibility phase of a stormwater utility project typically ends with the completion of the program assessment and development tasks, the cost of service analysis, and the rate study. The results of these component studies are then formalized in a draft rate ordinance that defines the problems, needs, and goals of the stormwater program, the funding needs of the program, the method that will be used for funding the program, and the specifics of the funding, including the rate structure, billing frequency, enforcement procedures, appeals process, etc. Amec Foster Wheeler has developed more than 75 rate ordinances for its stormwater utility clients. Our involvement varies from providing the first draft of the ordinance to the client’s legal department who then formats it for their use, to following the style of similar local ordinances and providing assistance with the ordinance revisions through adoption. The level of detail on the rate ordinance varies from client to client. In Rock Island, Illinois for example, the rate ordinance is very brief and to the point, whereas in some cities the ordinances are more than twenty pages long.

Implementation of user fee programs
Implementation of a stormwater utility, when the first bills go out, is a fast paced, quick decision process wherein a strong public awareness component supports a competent and detailed plan to provide customer service to the many rate payers who will not know what the fee is all about, or feel that their bill has been incorrectly calculated. Amec Foster Wheeler likes to scope a strong implementation assistance component to all of our utility work. We see it as vitally important that “on the fly” policies are made within the overall context of the policies that have been previously established and with as much input from those with wide experience as possible.

Amec Foster Wheeler has developed a variety of customer service tools for use in utility start-ups, including Frequently Asked Questions (FAQ) scripts for the customer service representatives, web sites for web-enabled ratepayers that allow them to find general information as well as billing and payment information on their specific accounts, and an application for tracking calls, complaints, billing revision requests, and the administration of customer service efforts.

Credit manuals and programs
One of the common equity builders in stormwater rate structures is the concept of providing credits to those ratepayers that, through their on-site management of stormwater runoff, reduce the cost of stormwater management services for the utility. There are many variations on credit policies. Most stormwater utilities give credits for control of the quantity of runoff, both peak and volume. Utilities in cities that have water quality concerns, such as TMDLs or municipal NPDES stormwater permits, usually give a credit for control of one or more pollutants, such as suspended solids. Still other cities give credits to industries that must obtain coverage under industrial NPDES stormwater permits. Many cities give either a credit or a full or partial exemption from the fees to properties that discharge directly to a creek or river without passing through city-owned infrastructure. Amec Foster Wheeler has assisted each of our utility clients that have elected to provide credits to ratepayers in the evaluation and adoption of credit policies, and the production and rollout of the supporting technical documentation.

In Urbana, Illinois we developed the credit policy, developed a technical manual for local developers and designers, facilitated a training session for the developers and designers, and then provided the reviews of credit applications for the city for the first year of the utility’s existence.

In Rock Island, Illinois we provided assistance and examples for the city to use in the in-house development of credit policies and technical guidance, and provided review of credit applications for those ratepayers seeking water quality credits for the first year the utility was up and billing.

In both Urbana and Champaign, Illinois Amec Foster Wheeler developed credit and incentive programs that encourage and reward the implementation of green infrastructure practices by property owners.
Master account file development

One of the key components in the implementation of the stormwater user fee is the development and maintenance of the master account file. The master account file development is based on several policy decisions made by the stakeholders and staff. One of the key policy decisions that impacts master account file development is whether the fee will be paid by the property owner or by the occupant of a property. In most cases the property owner is the utility customer simply because (almost) all developed properties generate runoff whether they currently have an occupant or not. The perfect example is a parking lot, there is no occupant who would have signed up for water service but there is definitely runoff generated. In the data evaluation effort Amec Foster Wheeler reviews available data sources, such as GIS, tax assessor data bases, and existing utility billing information and software, in order to be able to identify the best approach to building the master account file and to estimate the effort that will be required to produce it.

Amec Foster Wheeler also produces guidance for the client on the procedures and effort level that will be required to maintain the master account file. This guidance is based on the need to manage such items as impervious coverages and/or land uses codes for each parcel due to new development or redevelopment, parcel data changes due to subdivision or joining of parcels, and to maintain the correct property owners after real estate transactions.

Billing support

One stormwater utility implementation service that sets Amec Foster Wheeler apart from its competition is in the area of billing and billing support. Amec Foster Wheeler has provided a number of clients with support in managing the ongoing billing of their stormwater fees. For example, in Horry County, South Carolina Amec Foster Wheeler supported the annual billing by this stormwater utility client by updating the master account file and providing an annual billing file to the assessor's office in time to be certified for inclusion on the property tax bills. This effort included update of the master account file for changes in the customer data base, changes in user fees for the property (based on new imperviousness), reconciliation of the account to reflect the previous year's receipts, calculation of credits, and the final calculation of each customer's bill for the coming year, including late fees where applicable.

In Indianapolis, where the fee has been placed on the property tax bill, Amec Foster Wheeler not only provides master account file support for the stormwater service charge, but also provides the actual billing service for those properties that are tax exempt, non-taxable, or that have been "frozen" from inclusion on the current tax bill pending real estate transactions or reassessment due to development of the lot. The billing services include bill printing, mailing, lock box, and cash management. In addition Amec Foster Wheeler is providing all of the customer service for the stormwater management district related to billing, including a call center with a dedicated phone number for stormwater utility customers, writing lien letters, and responding to title company requests regarding stormwater fees.

GIS / impervious area digitizing

Amec Foster Wheeler technical staff are very experienced using GIS and database software to create billing information for residential and non-residential properties. Our GIS technicians are efficient at digitizing impervious areas from aerial photography and generating impervious areas for new development from as-built drawings. Once the digitizing is complete our GIS analysts export the parcel information we need for determining the number of billing units per property and eventual construction of a master account file.

The digitizing may produce a single impervious area coverage per parcel or it may include a coverage based on the type of impervious surface such as driveway, sidewalk, building/rooftop, parking lot, etc. based on the client’s eventual needs.

Decisions are made to use a flat rate for single family residential properties in most instances of utility development. These flat rates are based on either the average or the median amount of impervious area on a single family residential property as determined by digitizing the impervious area on a statistically-
significant sample of the properties. This parameter is often referred to as an “Equivalent Residential Unit”, “Equivalent Runoff Unit”, or “ERU”. Amec Foster Wheeler staff are experienced generating the sample property sets and the impervious areas for ERU determination.

It is not uncommon during the feasibility study phase of stormwater utility development to use a similar process for other land uses from which a preliminary estimate of the total rate base can be generated by multiplying the mean level of imperviousness and the gross area of all parcels in the land use class. (The gross area by land use class is readily available in the GIS parcel coverage)

The number of examples of this type of work is very large. We have done some level of impervious surface digitizing for virtually all of our 140 stormwater utility customers. We perform annual updates of the impervious surface coverage for all classes of property for Indianapolis. This effort requires digitizing new impervious surfaces for existing accounts, and deleting impervious surfaces in some instances. We also performed pilot digitizing of impervious areas on 10,000 single-family residential properties for the city of Indianapolis.

Amec Foster Wheeler also provides clients with guidance on maintaining the accuracy of the impervious surface area coverage.

Public outreach / education

One of the cornerstones to a smooth rollout of a stormwater user fee is public outreach and education. The public has to be aware of the stormwater management programs in the community, what the programs hope to accomplish, the cost of the providing those programs, and how the stormwater programs have to compete for funding with many other worthy services provided to the community by local government. Amec Foster Wheeler has designed and/or implemented public education and outreach programs for several clients. The services provided have ranged from the development of a public relations plan to the preparation and presentation of public information materials.

In Charlotte we contracted with a local public relations firm to develop a detailed public relations plan and then lead the city through the implementation of the plan, which included a telephone survey, production of a video on the problems, needs, and goals of the community related to stormwater and the results of the initial cost of service study that estimated the cost of providing the needed services. The end result was very minimal resistance to the rollout of the user fee. Similar public outreach programs have been performed in many locations.

In several locations, such as Rock Island Illinois and Anderson Indiana, we assisted the client in the development of public education materials that targeted the top twenty-five rate payers in the community and provided the clients with the information necessary for “one-on-one” outreach sessions with the rate payers that would be receiving the largest stormwater bills.

With the North Carolina League of Municipalities and the Indiana Association of Cities and Towns Amec Foster Wheeler developed a two part, CD-ROM based education and application package for the membership of the organizations. The first CD in each case was educational on stormwater management, geared to the client state, focusing on basic principles and on Phase II of the NPDES municipal stormwater program. Included were narrated interviews, tutorials, and BMP video walk-throughs with local government officials or their engineers. The second CD was a “Turbo-Tax” like NOI development application that walked the communities through the process of creating a complete NOI.

Workshops, presentations and public meetings

Amec Foster Wheeler team members have conducted literally hundreds of workshops and presentations related to stormwater utility development and implementation and municipal stormwater program development. For each of the stormwater utility feasibility and implementation projects we have worked on a public meeting and/or council workshop has been included.
Project Approach

Amec Foster Wheeler understands that the City of Park Ridge, like many other cities across the country and the region, must prioritize its funding of infrastructure and other programs that rely on property taxes and other General Fund dollars. The City not only has numerous programs in need of funding, but has diverse needs within those programs. While operations and maintenance funds for the combined sewers’ stormwater collection system are made available, those costs are a fraction of the total needs that have been identified by staff. As a result, the City of Park Ridge is looking at stormwater utility fee based funding as an alternative to General Fund financing of its stormwater collection system’s repair and improvements. As with other municipal utilities, a user fee based system is attractive because the rates are based on the program costs, the funds are dedicated revenue resulting in steady program funding from year to year – there are no competing uses, and the rate is based on each customer’s demand for service, resulting in an equitable distribution of program costs.

Overview: The Amec Foster Wheeler Approach

Amec Foster Wheeler has developed a process for successful utility development and implementation as a result of more than 25 years of experience developing stormwater utilities. The approach, depicted below as the “Amec Foster Wheeler Stormwater Utility Roadmap,” has four basic processes, or “tracks.” These processes are referred to as the public, program, finance, and database tracks.

![Amec Foster Wheeler Stormwater Utility Roadmap](image)
The tracks proceed from the feasibility, or study, phase at the top of the diagram to the implementation phase, whose steps are near the bottom of the diagram. Amec Foster Wheeler staff have used this basic roadmap in utility development projects for clients nationwide. The organization chart in the Key Qualifications section of this submittal identifies the Amec Foster Wheeler lead for each of these process tracks.

As you will see in the following discussion of this approach, the identified components of the City of Park Ridge’s Scope of Services match up with the Amec Foster Wheeler framework quite well.

Program Track Defined
The Program Track deals with the stormwater management program fundamentals. Amec Foster Wheeler typically looks at a variety of questions related to the current and future stormwater management programs of its clients to evaluate program needs. This evaluation asks questions such as, but not limited to:

► What does the current stormwater program look like?
► What are the problems facing the City’s stormwater program?
► What are the needs of the program that would address the identified problems and the services expected by the community?
► What are the goals of the stormwater management program?
► What are the stormwater management program priorities?
► What program changes or additions would be needed to meet the goals?
► What administrative infrastructure, such as new ordinances, is required to achieve the program’s goals?
► What legal framework, either at the state or local level, needs to be developed or clarified?
► How should the stormwater management program be staffed?
► How should the stormwater management program be structured administratively?
► What are the costs of providing the current level of stormwater management to the community?
► What would be the costs of providing the level of service required to meet the program goals?

The deliverables of the process are documentation on the program and its problems, needs, and goals; a planning period-based business plan for the program; and the cost of providing the level of service defined by the plan.

Finance Track Defined
The Finance Track deals with the issues related to funding the stormwater management program. In order to properly evaluate the financial issues that influence stormwater management funding, Amec Foster Wheeler typically asks a variety of questions that help us to mold the rate structure. Representative issues include:

► What are the available funding methods? Are they capable of being the primary funding method for the local stormwater program?
► What is the basic philosophy to be used in developing the rate structure - the demand that a property puts on the system and program? The benefit received by the property from the services provided?
► If a user fee is recommended what should be the basis for the rate? Impervious area? Both impervious and gross areas? The intensity of development? A hydrologic parameter?
► If a user fee is implemented, should single family residential properties be billed at a flat rate? Should there be tiers in the single family rate?
► What rate modifiers or secondary funding methods should be included?
► Should there be a credit program?
Which properties should pay user fees?
Should the local governments be charged for roadways?
Who should the ratepayers be - the owners or occupants of properties?

The deliverables of the Finance Track are a rate structure, rate policies, a rate model, and preliminary rate.

Database Track Defined
The Database Track deals with the GIS data that will be used in determining the rate base, with the data that will be used to develop the master account file, and evaluation of the mechanics of getting the bill out. Amec Foster Wheeler typically looks into several aspects of the existing data and billing programs to thoroughly evaluate the data. Representative questions include:

- What is the GIS platform currently in use?
- How current is the aerial photography?
- What metadata are available?
- What data are available from the Tax Assessor?
- What is the quality of the Assessor’s data? Are the parcel boundaries deed-accurate?
- Are land use codes provided in the assessor data, and if so, are they actual use or zoned use?
- Who bills for local utilities such as water, sewer, and the like? What is the most practical method of bill delivery for the fee program?
- What is the current billing software? Can it handle another line item? Is it scheduled to change?
- What would be the preferred form for delivery of the stormwater master account file?
- Who will keep the master account file and impervious surface polygons current?
- Do you want the ability for customer service representatives to modify service charges while on the phone with customers?
- What is the current customer service capability?
- What options exist for billing stormwater only accounts?

The deliverables of the Database Track typically include an estimate of the ERU (or other rate basis parameter), an estimate of the total rate base size (total number of ERUs), and evaluation of the level of effort to create an impervious surface database; a summary of the billing options; and an estimate of the effort required to create and deliver a master billing account file.

Public Track Defined
The Public Education and Outreach Track deals with issues related to informing the public about the problems, needs, and goals of stormwater management; the need for a long term, stable, reliable, and equitable funding source; and why a fee was the selected method. Representative issues include:

- What is the level of awareness regarding stormwater issues in the community?
- What priorities would the public place on the issues identified by the city and stakeholders?
- Are the problems significant enough that the public would be willing to pay a fee to specifically address the problems? How much would they be willing to pay?
- Does the public think the city is fiscally responsible with its current funding?
- What message needs to be mantra of the stormwater management program and its funding needs?
- What are the best methods to get the message to the ratepayers?
- Should the big ratepayers in the community be met with early to discuss the funding problems, the possible solutions, the reason the recommended approach is the best approach, and the approximate amount they will be billed?
The typical deliverables from the Public Track can include a Public Outreach Plan, a stakeholder process, early public outreach support with key ratepayers, and widely distributable information on stormwater management and its costs.

Project Approach: Phase I – Stormwater Utility Feasibility Study

As can be seen from the previous discussion, many of the specific tasks in the City’s Request for Proposal are a part of the standard Amec Foster Wheeler approach to stormwater utility feasibility studies. The general approach described above is expanded on in the sections below, and the part of the process where specific tasks of the Scope of Services will be addressed are identified.

The following sections of the project approach describe the proposed tasks and subtasks under defined program “tracks.” All of the tasks required by the City’s Scope of Services are addressed in the following sections, including the optional tasks related to public information and outreach. The approach does not include a stakeholder process, which is an element of stormwater user fee planning Amec Foster Wheeler feels is critical in many cases to successful fees roll-out.

Amec Foster Wheeler can provide all of the required services. Subcontractors will not be required.

Project Management

**Project management** is a component of all projects. For the City of Park Ridge’s RFP, *Stormwater Utility Feasibility Study*, Amec Foster Wheeler will provide diligent schedule management to ensure the project stays on the agreed upon schedule. Amec Foster Wheeler’s quality assurance process also requires an internal peer review. This review will be performed by a senior staff person familiar with stormwater utilities.

The Project Management element of the project includes the project kick-off meeting and regular project status meetings and/or updates. Amec Foster Wheeler will prepare a draft project plan and will provide a list of needed documents and data to the City prior to this meeting. The kick-off meeting will be a working meeting where the project plan and the scope of all project meetings will be discussed and tentative schedules will be set. The requested documents should be provided to Amec Foster Wheeler, to the extent possible, prior to this meeting to facilitate discussion of the information during the kick-off meeting.

The list of requested information will include, but not be limited to, documents such as organization charts for Public Works and Engineering and other City departments, relevant ordinances, annual budget information, digital mapping data, examples of existing local utility bills, and persons Amec Foster Wheeler can contact to ask follow-up questions on the delivered information.

The consultant will attend up to 6 staff meetings, present up to 2 Council briefings, and attend up to 2 public hearings, if requested. Staff meetings are assumed to occur during the development of the needs analysis, revenue plan development, and while summarizing the findings of the feasibility study.

The deliverables of the Project Management task will be:

1. **Document / Data Request**, which will be the list of information needed for executing the tasks in the scope of this project.
2. **Kick-Off Meeting**, including the actual meeting and minutes of the meeting.
3. **Project plan**, milestones, schedules, QA plan, and assignments for the project
4. **Regular Project Status Meetings**, which includes the meetings and the minutes of the meetings.
5. **Meetings**, staff meetings (up to 6), Council briefings (up to 2), and public hearings (up to 2).
6. **Status Reports**, which will be included with project billings.
The Program Track

As previously described, the Program Track includes a variety of subtasks that help the consultant and the City plot the future course for the stormwater management program. The initial steps will be an assessment of the existing stormwater management and related programs. As part of that analysis we will:

► Review the information on existing programs that will be made available for this project
► Send a program specific questionnaire to be used as a planning guide for staff meetings
► Schedule and hold a series of meetings with staff to discuss the questionnaire and better define the problems, needs, and goals of the stormwater management program. (A comprehensive needs analysis will result from this task.)
► Work with staff to develop a program mission statement.
► Work with staff to make program policy recommendations, such as to establish program priorities for the next five years.

A conceptual future program plan, or “business plan” will be developed for a five-year planning period. Once this conceptual plan is complete and has been approved by staff we will look at the hypothetical organization and staffing of that stormwater management program over the planning period. A variety of decisions will need to be made:

► If the stormwater management program is going to grow, which functions will be taken on by City stormwater staff and which, if any, activities will be outsourced?
► What activities should be paid for by a stormwater user fee and which, if any, by self-supporting special fees?
► Should capital costs be debt-financed, pay-as-you-go, or a combination of the two?

The next step is preliminary determination of the cost of service for both the existing program and the future program as defined in the tasks above. The preliminary cost of service analysis will address the costs of the stormwater management program, including inspections, maintenance, capital projects, NPDES Phase II, the floodplain program, in-stream water quality issues, minor improvements and major repairs, capital expenditures, administration, and professional services. The cost of service will be organized in a manner consistent with the City's budgeting format. As the program costs are compiled, Amec Foster Wheeler will look at the timing of the revenue requirements and, to the extent possible, adjust the schedule for program implementation so the projected cost of service over time has reasonable increases that reflect the level of service to be provided.

The deliverables of the Program Track will be a series of technical memoranda. These memoranda will be organized so as to represent complete working stages of the project to the extent possible, and will eventually be incorporated into the final report of the project. The technical memoranda to be produced include:

1. Existing stormwater management program assessment, which includes the existing program description and assessment, the functional analysis of the existing program, the existing cost of service, and the needs assessment
2. Preliminary level of service (five year business plan)
3. Preliminary cost of service (five year business plan)
4. Program policy recommendations
Finance Track

As previously described, the Finance Track of the Amec Foster Wheeler approach includes a variety of tasks, including background investigations of funding methods and specifics of the implementation of a local program. In our standard approach the GIS data analyses in the City’s scope are performed under the Database Track, which is defined in the following section.

For the City’s Stormwater Utility Feasibility Study, Amec Foster Wheeler will evaluate approximately a dozen commonly-used methods of funding all or part of stormwater management programs and determine the legality of each method in the State of Illinois. These funding methods, their applicability to stormwater management funding, and their legal status in Illinois will be presented. Amec Foster Wheeler has already produced this analysis for four clients in Illinois: the City of Rock Island, the Town of Normal, the Village of Morton, and the City of Peoria. We will use those analyses as the basis for this task. Modifications will be made to reflect specific concerns of implementing a funding program in the City of Park Ridge.

Amec Foster Wheeler will present up to 6 capital improvement program scenarios to the City. The presentation will include an analysis of the pros and cons of each method. The methods will include stormwater utility fee-based methods, special assessments, and others.

Amec Foster Wheeler will prepare a rate model based on the five-year cost of service developed under the Program Track, and on both the physical and parcel information that will be generated by the Database Track efforts. The rate model will include basic assumptions on the rate of delinquencies on bills to be paid, estimates of the amount of bad debt, estimates of credits and offsets, debt service for bond issues, and other known sources of revenue and costs. The model will track the fund balance and show the year end value for each of the five years. To reflect the staging, or timing of program elements over the five years, rate increases can be programmed into the five-year initial rate structure to allow for significant increases in line item costs, such as bond debt service or programmed equipment purchases, etc. The rate making will be consistent with state regulations and current standards of professional practice. The final rate document will include a review of other stormwater user fee rates in Illinois and regionally. The rates will be normalized so as to be legitimate comparisons to the rate or range of rates that might be considered in the City of Park Ridge.

The City should consider incorporating a credit program into the utility rate structure to provide equity to the funding program and (partially) to meet the voluntary nature test of the courts for determining whether a charge is a fee or a tax. This task will help the City make policy decisions as to who can apply for credits, how big a credit can they get, and what they need to do to qualify for credits. The deliverable product of this task will be a technical memo outlining a credit policy that satisfies the City’s policy decisions, accompanied by an estimate of the total credited revenue.

The final tasks of the Financial Track in the Planning Phase of the project are presentation of the rate model / rate study to the City staff for comments and endorsement prior to developing the draft rate ordinance. Development of the draft rate ordinance will be coordinated with the City legal staff and will address the rate method, rate basis, the rate, rate modifiers such as credits and exemptions, and the appeals process. In conjunction with developing the draft rate ordinance, or earlier in the project, an ordinance will be drafted that establishes a stormwater management enterprise fund. The draft rate ordinance will commit the funds generated by the utility fee exclusively to the enterprise fund.

The deliverables of the Finance Track will be a series of technical memoranda. These memoranda will be organized so as to represent complete working stages of the project to the extent possible, and will eventually be incorporated into the final report of the project. The technical memoranda to be produced include:

1. Rate base documentation (from Database Track)
2. CIP funding scenarios
3. Rate design documentation (rate study)
4. **Rate structure and related policy recommendations, including a credit policy**
5. **Draft rate ordinance**

**Database Track**

The Database Track of the project is where the Amec Foster Wheeler Team will evaluate the City’s GIS coverages, metadata, and existing billing systems. These evaluations will help determine suitability of the data for use in setting up the billing system and better define the level of effort required for the user fee funding conversion **implementation** phase.

Amec Foster Wheeler will **collect and evaluate the City’s existing data for use in developing a master billing account file**. Existing information will be evaluated to determine the impact of impervious features, such as sidewalks, that may not be digitized. This task will also include sampling GIS data and aerial photography to characterize single family residential properties; multi-family residential properties; and other properties representing common land uses in the City, such as light industrial, commercial, institutional, office complex, etc. It is assumed there will be approximately 100 single family properties sampled for the purpose of identifying a base billing unit based on imperviousness. These assumptions are contingent on the decisions made in the Finance Track relative to the rate base. The sampling method may be altered if imperviousness alone is not the selected rate base.

Amec Foster Wheeler will work with City staff to address policies specific to data management and stormwater utility billing. There are **some** policy issues the City’s utility billing staff will be asked to weigh in on as they deal primarily with the mechanics of data management and getting the bills out.

A key component of any funding program is the billing delivery system. Amec Foster Wheeler will coordinate with the billing system manager to determine the characteristics of the billing system and program and its compatibility for billing stormwater fees. Amec Foster Wheeler will also work with the City to identify and consider other billing options if need be.

The **review of billing systems** will be used to determine whether or not another line item, in this case stormwater, can be added to one or more existing billing programs in the City; what information (property address, occupant, property owner, land use classification, etc.) exists for each account holder in the existing system(s); and the required format for delivering any future billing files. This task will also include interviewing the property tax assessor to determine information that might be used by a stormwater billing system for properties that do not receive either tax bills or third party utility service charges. For example, there may or may not be water service or a tax bill to a not-for-profit parking lot. Options for creating “stormwater only” accounts for the various billing systems will also be investigated.

During the implementation phase, Amec Foster Wheeler will develop a technical memorandum on maintaining the master account file that will address how to keep the number of billing units current based on new construction, remodeling, parcel splits and combines, loss of credits, new credits, etc.

The deliverables of the Database Track will be technical memoranda on the data assessment and the sample data analysis activities. The technical memoranda will be incorporated into the implementation action plan section of the Final Report of the project. The technical memoranda will include:

1. **Data Assessment**, which will include the results of the assessment of the GIS data and the Assessor’s data
2. **Data Sampling Results**, which will define the basic billing units for the fee-based program and characterize the primary land use types. The information will be reported with the Finance track.
3. **Billing Options Review**
4. **Data and billing policy recommendations**

**Public Track (Optional)**

The public outreach / education process is very important to successfully rolling out the stormwater fee, at both the ordinance and the billing stages. Although not requested in the City’s Phase 1 scope of work,
Amec Foster Wheeler recommends that consideration be given to including all or part of the following in its scope. Initial outreach may be a key exercise prior to asking for Council support.

Amec Foster Wheeler’s Public Track Manager will work with the City to develop a public outreach plan that communicates the stormwater management program issues facing the City, their costs, and the options available to the City to bear these costs. The plan will include both general messages and one-on-one meetings with the largest potential ratepayers to discuss their service charges in advance of sending out the first bills.

Amec Foster Wheeler will also accompany the City to meet with its key ratepayers to discuss the need for the stormwater fee, how it is computed, the credit program, and the specifics of the bills they will be receiving. Key ratepayers may be a combination of those with the largest amounts of impervious area as well as those who are likely to feel adversely impacted by a fee.

Amec Foster Wheeler will prepare brochures on the user fee for distribution at meetings, at City Hall or other locations, accompanied by a PowerPoint presentation that can be used by staff and/or consultants when speaking about the need for the user fee and how it was determined.

Amec Foster Wheeler will assist the City in the outreach process by meeting with service groups, professional organizations, neighborhood groups, and others regarding the stormwater fee.

The deliverables of the optional Public Track would include:

1. **Public Outreach Plan**
2. **Top 20 ratepayer meetings**
3. **Informational handouts on the stormwater fee**
4. **A PowerPoint Presentation of the stormwater fee**
5. **Meetings with neighborhood, civic, and professional groups**

The project cost for Phase I does not reflect these tasks.

**Reporting**

Amec Foster Wheeler will provide a variety of reports related to the project, including technical memos as described in the deliverables sections of the previous task descriptions, and the final report for the first phase of the Stormwater Utility Feasibility Study.

Amec Foster Wheeler will prepare a final report that provides a comprehensive look at the project from identification of the problems, needs and goals; to the preliminary level of service and cost of service; to the rate study; and all of the steps in between. Policy recommendations made during the course of the feasibility study will be included in the report. The last section of the final report will be a recommended course of action and milestone schedule for implementing fee-based funding for the stormwater management program.

Amec Foster Wheeler will make a presentation of the results of the study to staff at the draft stage of the final report. Amec Foster Wheeler will prepare the final report upon receiving and addressing comments and present the feasibility study report to City Council.

The deliverables to be produced are:

1. **Final Report**, which will include a description of the process Amec Foster Wheeler employed in assessing and developing the preliminary level and cost of service. Also included will be the results of the revenue planning steps, both the data analysis and the rate study options.. An action plan for implementing the recommendations will be included that includes milestones, schedule, scope of services, and estimated cost for implementing the plan proposed in the Final Report. The Final Report will be delivered to the City in digital and hard copy formats.
2. **Presentation**, which includes development and presentation of the project, its results, and Amec Foster Wheeler’s recommendations to staff and the City Council.
Project Approach: Phase 2 – Stormwater Utility Implementation

If City Council approves the stormwater utility and instructs staff to proceed to the implementation phase the specific tasks in City’s of Request for Proposals are also part of the standard Amec Foster Wheeler approach to stormwater utility implementation.

The following sections of the project approach describe the proposed tasks and subtasks under defined program “tracks.” All of the tasks required by the City’s Scope of Services are addressed in the following sections.

Amec Foster Wheeler can provide all of the required Phase 2 services. Subcontractors will not be required.

Project Management

Project management is a component of all projects. Amec Foster Wheeler will provide diligent schedule management and quality assurance to ensure the project stays on the agreed upon schedule. The implementation schedule that is identified in the feasibility study report will be fine-tuned as part of the Phase 2 kick-off meeting.

The project management element of the project includes regular project status meetings and/or updates. It is assumed that up to 5 additional staff meetings and that up to 2 Council briefings will be required.

Public Track

Amec Foster Wheeler’s Public Track Manager will work with the City to finalize a public outreach plan that communicates the stormwater management program issues facing the City, their costs, and the options available to the City to bear these costs.

At a minimum, Amec Foster Wheeler will prepare a press release announcing an open house and a public hearing on the proposed stormwater fee. Additionally, Amec Foster Wheeler will prepare all materials deemed necessary by the City and facilitate both the Open House and public hearing on the fee.

Amec Foster Wheeler will produce a Frequently Asked Questions (FAQ) document on the stormwater fee to be placed on the City website and to be used by customer service staff.

Deliverable Summary

The deliverables of the Public Track will be:

1. Open House & materials
2. Public Hearing & materials
3. Press releases
4. Frequently Asked Questions

Database Track

The key component to the implementation of the stormwater utility is the implementation of the Billing Plan. This task starts with the development of an action plan that lays out the milestones, their sequence, and a schedule for pulling all of the components together to create and deliver an accurate master account file to the billing agent. Also included are the steps required to develop and accurate impervious surface database, a process to determine which residential parcels belong in each of the three tiers, the preparation of a file for delivery to the biller, quality assurance prior to delivery of the file to the biller and in evaluating sample bill prints, and delivery of guidance on maintaining the data and master account files.

a. Action Plan. Amec Foster Wheeler will develop a plan that identifies the milestones to be met, their sequence, the responsible parties for production and review of billing information, and a schedule / timeline for implementation. The most current GIS data, aerial photography, and assessor data will be procured for this effort.
b. **Billing Agent Coordination.** Amec Foster Wheeler will coordinate with the City's billing staff. Specific items to be coordinated include but are not limited to: the delivery format for the billing data; the billing data testing protocol, including review of test prints; and review of the customer service program.

c. **Impervious Surface Database.** Amec Foster Wheeler will develop an impervious surface database for all parcels in the City. The database will include a single billing unit (i.e., ERU) for single family residential properties. For all other properties the digitized impervious footprint for the property will be used.

   For areas where development has occurred since the latest available aerial photographs were obtained and for which digitizing does not exist, the City will provide as-built or approved plan drawings to be digitized by Amec Foster Wheeler staff.

d. **Master Account File.** Amec Foster Wheeler will create a master billing account file for delivery to the billing staff. The first task in the development of the master account file will be to determine the file structure. The file structure will be determined as a result of the meetings in subtask b. The expected delivery format as well as the number of stormwater utility-related fields will guide the formatting of the file. This step requires delivery of the records for all properties currently in the billing system that are inside the city limits.

   Once the file structure has been established the master account file will be built from the billing system file, assessor data, and the impervious surface file. The first step in this process will be an address matching exercise to insure that properties in the billing system will be assigned the appropriate number of stormwater billing units, to identify properties that may not have matches in the billing file, and to identify properties that do not have existing accounts in the billing database (stormwater only accounts). The end product will be the master billing account file for the stormwater utility in an agreed upon format that can be readily uploaded to the billing system.

   Amec Foster Wheeler will develop and execute a procedure to screen the master account file for errors and eliminate such errors to the maximum extent practicable when the base master account file for the stormwater service charges is nearing initial completion (recognizing it will always be a dynamic system). This will involve Amec Foster Wheeler and City staff working together so that the personnel who will be responsible for the system are familiar with the typical problems that are present. Limited field work may be performed under this task.

   Amec Foster Wheeler will then deliver the master billing account file to the City. Upon receipt of the master billing account file the billing staff will arrange for an off-line load of the stormwater billing data and will print sample bills that will be checked for accuracy by the consultant.

   Amec Foster Wheeler will assist the City staff in preparing for the long-term maintenance of the master account file. One of the key steps in the process is accomplished by involving the staff throughout the initial preparation of the file. Amec Foster Wheeler will develop and provide a flowchart on how to maintain the master account file including a description of the database methodology and processes that will trigger the need for updates to be made. The flowchart will also document the flow of information that will be necessary to keep the master account file current.

**Deliverable Summary**

The deliverables of the Database Track will be:

1. **Billing implementation action plan** - a detailed plan for billing implementation
2. **Collect most current information**
3. **Impervious surface database** – impervious surface data and computed number of billing units by parcel
4. **Master Account File** - digital file containing billing data in master account file format with QA performed
5. **Maintenance memo** - master account file and impervious surface database maintenance technical memo

**Finance Track**

Amec Foster Wheeler will finalize the rate based on the final computed number of billing units in the master account file and will draft a rate resolution and rate table for the City.

**Deliverable Summary**

The deliverables of the Finance Track will be:

1. Finalize Rates
2. Produce draft resolution and rate table
C) Amec Foster Wheeler’s quality assurance and control program

Project management and client management philosophy
Amec Foster Wheeler understands that the key to a successful project and client relationship is communication. Frequent contact between the Amec Foster Wheeler project manager and the client through weekly progress reports and conversations allows the consultant-client team to work together to address issues while they are manageable. This avoids having issues cripple a project by allowing them to grow into full-fledged problems, such as waiting until a project progress meeting, to be discussed.

Quality Assurance/Quality Control (QA/QC)
Amec Foster Wheeler prides itself on delivering products that meet or exceed client’s expectations and prefers to enter into partnerships with clients early in any project to ensure that Amec Foster Wheeler fully understands the client’s needs and requirements. Any QA/QC program must begin with quality assurance. Quality assurance consists of providing the required training and knowledge to staff to allow them to consistently meet or exceed the specifications of a given task. In addition, QA requires the development of systems and processes to ensure that a consistently accurate product or information is delivered on schedule. A thorough QA program minimizes the potential for errors and inconsistencies that are discovered through inspection in the quality control program – QA builds in quality.

Quality control consists of periodic in process reviews to review information collected and developed or processes performed to ensure that the final product delivered to the City will meet or exceed the specifications for the task. Each project deliverable developed for the project will be reviewed by an individual with experience developing stormwater utilities for municipalities. Based upon this review, revisions will be made prior to submittal to the City of Park Ridge.

Monitoring project budget, schedule and scope
Amec Foster Wheeler will provide the City’s project manager with weekly project progress reports summarizing budget status information, work performed to date, work to be initiated in the upcoming week as well as any issues that need to be resolved. These weekly updates ensure that City and Amec Foster Wheeler staff remain in frequent contact so that they are able to monitor the project together, both technically and administratively, so that issues can be identified and addressed early, before they turn into large problems leading to budget overruns and delays.
D) Amec Foster Wheeler’s personnel by specialty

The number of personnel available by specialty is provided for general specialty areas for the Chicago office and for the Environment & Infrastructure Division of Amec Foster Wheeler in the table below. In the Amec Foster Wheeler Stormwater Utility Experience table presented under Key Qualifications we provide stormwater utility-specific qualifications of both our proposed project team and other resources that have hands-on experience in planning and implementing stormwater utilities.

<table>
<thead>
<tr>
<th>Discipline</th>
<th>Chicago</th>
<th>Firm</th>
</tr>
</thead>
<tbody>
<tr>
<td>Biologist</td>
<td>--</td>
<td>133</td>
</tr>
<tr>
<td>CADD Technician/GIS Specialist</td>
<td>2</td>
<td>250</td>
</tr>
<tr>
<td>Chemical Engineers</td>
<td>2</td>
<td>37</td>
</tr>
<tr>
<td>Civil Engineers</td>
<td>6</td>
<td>309</td>
</tr>
<tr>
<td>Construction Inspector/ Manager</td>
<td>5</td>
<td>195</td>
</tr>
<tr>
<td>Electrical Engineers</td>
<td>1</td>
<td>18</td>
</tr>
<tr>
<td>Environmental Engineers</td>
<td>2</td>
<td>271</td>
</tr>
<tr>
<td>Environmental Scientists</td>
<td>4</td>
<td>386</td>
</tr>
<tr>
<td>Foundation/Geotechnical/Soils Engineer</td>
<td>--</td>
<td>403</td>
</tr>
<tr>
<td>Geologists</td>
<td>3</td>
<td>390</td>
</tr>
<tr>
<td>Hydrologists/Hydrogeologists</td>
<td>--</td>
<td>109</td>
</tr>
<tr>
<td>Mining Engineers</td>
<td>1</td>
<td>7</td>
</tr>
<tr>
<td>Project Manager</td>
<td>--</td>
<td>145</td>
</tr>
<tr>
<td>Structural Engineers</td>
<td>5</td>
<td>57</td>
</tr>
<tr>
<td>Technicians</td>
<td>1</td>
<td>1,078</td>
</tr>
<tr>
<td>Transportation Engineers</td>
<td>9</td>
<td>64</td>
</tr>
<tr>
<td>Water Resources Engineers</td>
<td>1</td>
<td>187</td>
</tr>
<tr>
<td>Air Quality Specialists</td>
<td>1</td>
<td>51</td>
</tr>
<tr>
<td>Project Services</td>
<td>6</td>
<td>797</td>
</tr>
<tr>
<td>Other Professional Staff</td>
<td>--</td>
<td>626</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>50</strong></td>
<td><strong>5,513</strong></td>
</tr>
</tbody>
</table>
E) Amec Foster Wheeler’s distinctive competence

Amec Foster Wheeler’s competence in the development of municipal stormwater utilities can be shown both nationally as well as for its work in Illinois. Our national reputation is based on the efforts of experts in the areas of stormwater utility planning and implementation, some of whom have been with the company for more than 25 years. Amec Foster Wheeler decided more than 25 years ago to complement its municipal stormwater management practice with funding studies in order to address a problem that many of our clients were wrestling with: “How do we pay for needed infrastructure and program improvements?” At that time we teamed with the consultant that developed and subsequently managed the very first stormwater utility in the country (Bellevue, Washington) and we then established processes for: determining program needs, goals, and costs; for developing a revenue plan and rate structure; for evaluating data and billing options; for providing outreach to potential rate payers; and for assisting the clients in the implementation of the utilities. We have since performed more than 150 planning, or feasibility studies for municipal stormwater funding programs, and have implemented more than 75 stormwater utilities. As a result of our nationally recognized competence as subject matter experts we have been solicited as speakers and authors by numerous organizations and publications, we have been asked by USEPA to co-author their guidance document on stormwater management funding, and we are often referenced by others in their publications, such as in the annual updates to the national stormwater utility database that is published by Western Kentucky University.

In Illinois our reputation and competence has similarly been established through the execution of 13 stormwater funding feasibility studies and the resulting implementation of stormwater utilities for 5 of those clients. In Illinois Amec Foster Wheeler has been recommended by our former clients when asked by peers for the names of competent firms for stormwater utility development, and we have been recommended by clients as speakers at conferences sponsored by numerous professional associations, such as the Illinois Municipal League, the Illinois Association for Floodplain and Stormwater Management, and the Illinois Chapter of the American Planning Association.

In Section 4 of this submittal we have provided descriptions and points of contacts that can attest to our competence for providing stormwater utility planning and implementation services.

F) Amec Foster Wheeler’s legal actions (last 5 years)

Amec Foster Wheeler Environment & Infrastructure, Inc. earns in excess of $1 billion annually, has over 8,000 employees and has approximately 200 offices in the United States, Canada, England, and elsewhere. There are inevitably minor disputes arising from time to time. While details of these disputes are confidential, we can confirm that there are no disputes or litigation of any kind that, individually or collectively, will have a material effect upon the quality of Amec Foster Wheeler’s performance and its ability to provide services for this contract. To the best of our knowledge, in the last ten years, there have been no material adverse proceedings or findings related to our work in Illinois, none have impacted our ability to provide services to our clients, and there have been no findings which resulted in debarment or licensure discipline, or arose from conflicts of interest.

As related to our stormwater utility projects and clients, we have assisted numerous clients where plaintiffs have challenged the authority of local governments to establish stormwater fees. In Illinois Amec Foster Wheeler assisted the City of Rock Island in the defense of its stormwater utility in both the district and appellate courts. The Rock Island case was acknowledged by the courts as being a, “case of first impression”, or precedence setting case for stormwater utilities in Illinois.

G) Amec Foster Wheeler’s terminations

None
H) Amec Foster Wheeler’s current and projected workload

Amec Foster Wheeler will only commit experienced staff with availability to perform the requisite services in a timely and efficient manner. Many of our current projects are winding down, freeing up project staff for assignments to the City of Park Ridge. Our current backlog presented below, identifies which projects the key staff presented are working on. The percentage of each project varies but does not equal 100%. Our key staff is immediately available to service City of Park Ridge. The “Percent of Time on Projects” is based upon anticipated utilization through 2016.

Firm’s Projected Workload

<table>
<thead>
<tr>
<th>Name</th>
<th>Project role</th>
<th>Current and future projects</th>
<th>Time on projects (%)</th>
<th>Project completion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jeff Druckman, PMP</td>
<td>Project Principal</td>
<td>Illinois Tollway I-90 CM</td>
<td>70%</td>
<td>6/2016</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Forest Preserve of Cook County Program Management</td>
<td>10%</td>
<td>12/2015</td>
</tr>
<tr>
<td>Douglas Noel, PE</td>
<td>Project Manager/Financials</td>
<td>Peoria stormwater utility</td>
<td>25%</td>
<td>3/2016</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Galesburg stormwater utility</td>
<td>10%</td>
<td>7/2015</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Indianapolis program mgmt.</td>
<td>5%</td>
<td>12/2015</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Other</td>
<td>10%</td>
<td>12/2015</td>
</tr>
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<td>James Kessen, PE</td>
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Key Qualifications

Amec Foster Wheeler is experienced in the evaluation and development of stormwater management programs, funding feasibility studies, and stormwater utilities. The staff proposed for this project have played key roles in the development of the following:

► More than 18 stormwater utilities in 5 states, including Illinois
► Stormwater management program assessment and development for numerous Illinois communities
► Successful Illinois stormwater utility legal defense in Rock Island
► First Illinois non-Home Rule stormwater utility in Morton
► Phase II NPDES stormwater permitting in Illinois and nationwide
► Stormwater utility presentations for city and county managers in Illinois
► Magazine articles on stormwater utilities and on the financial impacts of the municipal Phase II NPDES stormwater permit requirements (Stormwater Magazine, American City & County, APWA Reporter)

Team members

Amec Foster Wheeler has assisted more than 400 communities in the assessment and/or development of stormwater management programs that address stormwater quantity and /or quality. We have participated in the development of over 150 stormwater utilities or utility studies nationwide.

You hire people not firms. Amec Foster Wheeler is proposing for this project a team of personnel with a long and successful track record of working together in the development and implementation of a number of stormwater management programs and utilities. Each team member has more than 10 years of experience in his or her niche of the stormwater utility business, including municipal stormwater management, geographic information system (GIS) and database development, or public education and outreach. The proposed project team is shown in the organization chart below.
In response to your needs Amec Foster Wheeler is able to commit **leading experts in this very specialized field** as the principal consultants for your project. Each key member of this team has individually committed to this project to insure its performance within the timeframe desired by the City of Park Ridge.

**Jeffrey Druckman, PMP** is a Vice President with Amec Foster Wheeler Environment & Infrastructure and has responsibility for both of our Northeastern Illinois offices. Jeff has 30 years of experience as a professional engineer and project manager. His clients have included local, state, and private sector clients in Northeastern Illinois.

Jeff will be the Principal in Charge of the project, with ultimate responsibility for guaranteeing quality of product and project staffing.

**Doug Noel, PE** is an expert in stormwater management with emphasis on program development. His experience includes water quantity and quality modeling, NPDES stormwater permitting for municipalities, stormwater program development, master planning, permit compliance, stormwater funding, and a number of related program areas. He has managed or directed the development of more than two dozen municipal NPDES stormwater permit applications and 18 funding feasibility studies and /or utility implementation projects. He has directed all of Amec Foster Wheeler’s stormwater funding projects in Illinois, including projects similar in scope for the cities of Rock Island, Morton, Normal, Champaign and Urbana. He has directed and/or managed 13 stormwater utility projects in the last 5 years. His roles in those projects have included:

- Program / needs assessments
- Cost of service analyses
- Public education and outreach plans
- Public and City Council presentations
- Credit and incentive program development
- Master account file design
- Billing plan development
- Problems needs and goals analyses
- Rate studies
- Stakeholder group facilitation
- Draft ordinance development
- Project direction / management
- Rate structure development
- Customer service program development

Doug will provide project oversight, coordination and administration as well as taking a lead role in the financial aspects of the project and a support role in the other elements.

**Matt Faulkner** has experience in the production of impervious cover layers and master billing account files for stormwater user fee programs. Matt was a key team member in the development of the impervious surface data and master account files for the Rock Island, Normal, Champaign, Urbana, and Morton stormwater utilities, and has been responsible for the clean-up and maintenance of the impervious surface coverage and database for our on-going work with the City of Indianapolis stormwater utility. Matt has managed the data analysis and billing components of 8 stormwater utility projects in the last 5 years.

Matt will lead the Database Track portions of the project, including the impervious surface database creation, development of the master account file, and coordination with the billing staff.

**Heather Williams, EIT, LEED-AP** has experience in working with programmatic and outreach components of stormwater management program and utility development. Heather assisted Doug in the program assessment and problems, needs and goals assessment for the setup of the Northeast Ohio Regional Sanitary District’s stormwater utility. She also led discussions on how to integrate green infrastructure concepts into the stormwater utility rate structure of the Greater Elkhart County Stormwater Partnership. Heather has also lead the efforts to publicize the stormwater green infrastructure program for the City of Indianapolis, including the production of public education materials for distribution at events, website materials, and stakeholder group facilitation. Heather has participated in the program development and outreach components of 4 stormwater utility projects in the last 5 years.
Heather will lead the Outreach Track portions of the project, with assistance from Doug who also has experience in stakeholder group and key ratepayer meeting facilitation. Heather will also be available to assist on the Program Track if needed.

**James Kessen, PE** will assist in the needs assessment and cost of service analysis for the current management program in the City of Park Ridge. Mr. Kessen has significant experience in the development of stormwater / watershed master plans and was a participant in the development of Highland Park’s “Neighborhood Infrastructure Improvement Program Master Plan Update” that provided capital program cost estimates for the cost of service analysis during the development of that stormwater utility. Mr. Kessen has participated in 1 stormwater utility project over the last 5 years.

Mr. Kessen will lead the Program Track tasks and will assist Doug in the day-to-day project management.

**Other Resources**

In addition to the proposed project team, Amec Foster Wheeler has over three hundred (300) full time water resources professionals in our United States offices. A summary of the experience of both the key project team members and other regional resources that are available to this project is provided in the table below.

**Amec Foster Wheeler’s Stormwater Utility Experience**

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<tr>
<th>Employee / Experience</th>
<th>Program Assessments</th>
<th>Cost of Service</th>
<th>Rate Method Analysis</th>
<th>Rate Studies</th>
<th>Craft Programs</th>
<th>Outreach Facilitation</th>
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<th>Key Ratepayer Meetings</th>
<th>Billing Coordination</th>
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<td><strong>Key Project Staff</strong></td>
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Abbreviated resumes for the key project staff are provided on the following pages. Full resumes will be provided on request.
Douglas C. Noel, PE
Project Manager

Professional summary
Mr. Noel has 38 years of experience in water resources management, 26 with Amec Foster Wheeler. His professional background includes water quality master planning, development of best management practice (BMP) plans for water quality, watershed protection programs, municipal separate storm sewer system permit programs (NPDES), stormwater management funding, and public awareness / education / training programs. Mr. Noel was a participant in and was responsible for quality assurance / quality control (QA/QC) of the data collected during the Nationwide Urban Runoff Program. He has been a participant in more than 18 stormwater utility projects and has managed more than a dozen such projects. His level of participation has ranged from task manager through project manager, and he has been involved in every aspect of stormwater utility feasibility and planning through implementation. Mr. Noel has also been a frequent conference speaker on stormwater utilities.

Professional qualifications/ registration(s)
Professional Engineer; Illinois, License No. 062-042951, since 1986
Professional Engineer; Indiana, License No. PE10101367, since 2001
Professional Engineer; Puerto Rico, License No. 19392, since 2002
Professional Engineer; Kansas, License No. 18066, since 2004
Professional Engineer; Ohio, License No. PE 74094, since 2009
Professional Engineer; Tennessee, License No. 021161, since 1988 (inactive)
NCEES registered, professional record, 2000

Education
M.S., Water Resources, University of Illinois, Urbana-Champaign, IL, 1976
B.S.C.E., Environmental, University of Illinois, Urbana-Champaign, IL, 1975

Representative Projects
Stormwater Utility Feasibility, Westmont, IL. Mr. Noel was the Project Director investigating the feasibility of implementing a stormwater management utility for the Village of Westmont, Illinois. Mr. Noel’s responsibilities included; stakeholder group facilitation, the identification of stormwater management business plan alternatives, the preparation of a cost of service analysis, development of a rate model and rate analysis, preparation of a draft credit and incentive policy, preparation of a draft enterprise and rate ordinance, development of a recommended approach, and presentation of the proposed plan to the Village Board and the public. The proposed credit program provides financial incentives for the implementation of green infrastructure practices that reduce the volume of stormwater runoff. The Village Board will make the determination whether or not to place the question of the utility in the hands of the voters in 2015. Westmont is a non-Home Rule community.

Stormwater Utility Feasibility Study, Galesburg, IL. Mr. Noel was the Project Director investigating the feasibility of implementing a stormwater management user fee for the City of Galesburg, Illinois. The scope included the assessment and development stormwater management plans for both the City and the Galesburg Sanitary District. Mr. Noel’s responsibilities included; identification of stormwater management business plan alternatives, preparation of a cost of service analysis, development of a rate model and rate analysis for the stormwater business plan alternatives, preparation of a recommended approach, preparation of a draft credit program, preparation of a rate ordinance, presentation of the proposed plan to Council, preparation of an outreach presentation for use by city staff, facilitation of 10 key ratepayer meetings, and presenting and answering questions for 2 public meetings

Stormwater Utility Credit Program Review, Fort Wayne, IN. Mr. Noel was the Project Director investigating the current trends in stormwater utility fee credit and incentive programs for the City of Fort
Wayne. The scope included peer review research of 20 municipal credit and incentive programs. The peer review process included the development of a questionnaire and telephone interviews with the stormwater program managers for the 20 participating municipalities. The final product was a document providing the results of the interviews for each participant.

**Stormwater Utility Feasibility and Implementation, Urbana, IL.** Mr. Noel was the Project Director investigating the feasibility of implementing a stormwater management user fee for the City of Urbana, Illinois. Mr. Noel’s responsibilities included: stakeholder facilitation, the identification of stormwater management business plan alternatives, the preparation of a cost of service analysis, development of a rate model and rate analysis for the city’s stormwater business plan alternatives, preparation of a recommended approach, and presentation of the proposed plan to key local ratepayers. For the implementation phase of the project Mr. Noel prepared the credit and incentive program manuals, a Frequently Asked Questions (FAQ) for the utility, training for the credit manual, a flow chart for customer service complaint response, and oversight for the master account file development.

**Stormwater Utility Feasibility and Implementation, Champaign, IL.** Mr. Noel was the Project Director investigating the feasibility of implementing a stormwater management user fee for the City of Champaign, Illinois. Mr. Noel’s responsibilities included: stakeholder facilitation, the identification of stormwater management business plan alternatives, the preparation of a cost of service analysis, development of a rate model and rate analysis for the city’s stormwater business plan alternatives, preparation of a recommended approach, and presentation of the proposed plan to council. For the implementation phase of the project Mr. Noel prepared the credit and incentive program manuals, a Frequently Asked Questions (FAQ) for the utility, a flow chart for customer service complaint response, and oversight for the master account file development.

**Stormwater User Fee Feasibility, County of DuPage, IL.** Mr. Noel was the Project Director investigating the feasibility of implementing a stormwater management user fee for the County of DuPage, Illinois. Mr. Noel’s responsibilities included: stakeholder facilitation, the identification of stormwater management business plan alternatives, the preparation of a cost of service analysis, development of a rate model and rate analysis for the county’s stormwater business plan alternatives, preparation of a recommended approach, and presentation of the proposed plan to local political and citizen groups. For this project two stakeholder groups were convened, one a citizen stakeholder group that provided input on how to make a possible use fee program equitable in the eyes of DuPage County residents, and the other a stakeholder group comprised of municipal engineers and a city manager from DuPage County cities that focused on how to structure a potential user fee-based funding program so that other local governmental entities could add an incremental stormwater management fee to the County’s fee and billing program.

**Stormwater Utility Feasibility, Tri-County Regional Planning Commission, IL.** Mr. Noel is the Project Director investigating the feasibility of implementing a stormwater management user fee for a 13 member group of local government agencies in the Tri-County regional planning area around Peoria, Illinois. Mr. Noel’s responsibilities include: provide guidance to participants on self-assessment of program needs and costs, development of a general rate structure to be modified to fit individual participant needs, review and analysis of available GIS data, develop a rate model and rate analysis for each participant, preparation of a recommended approach, and presentation of the proposed plan to local elected officials.

**Stormwater Utility, Village of Morton, IL.** Project Director for the development of a stormwater utility for the Village of Morton, Illinois. This project included: institution and facilitation of a stakeholder group; consideration of the Phase II stormwater permit program impacts, development of a cost of service analysis, evaluation of current CAD-based and geographical information system mapping, development of a rate base, development of the master account file, public presentations on the need for the utility and how it will be implemented, and development of a stormwater utility ordinance.

**Stormwater Utility, Town of Normal, IL.** Project Director for the development of a stormwater utility for the Town of Normal, Illinois. This project included: institution and facilitation of a stakeholder group; consideration of the Phase II stormwater permit program’s impacts, development of a cost of service
analysis, evaluation of current CAD-based and geographical information system mapping, development of a rate base, development of the master account file, and development of a stormwater utility ordinance.

**Stormwater Utility Rate Study, City of O’Fallon, IL.** Mr. Noel was the Project Director for the development of a stormwater utility cost of service analysis and rate study for the City of O’Fallon, Illinois. Mr. Noel’s responsibilities included the preparation of a cost of service analysis, the determination of the rate base, rate modeling, the development of a credit policy, and the development of a stormwater user fee rate ordinance.

**Funding Feasibility Study, City of O’Fallon, IL.** Mr. Noel was a Project Engineer in a funding study for the City of O’Fallon, Illinois. This project was focused on citizen involvement in the process of evaluating funding alternatives for funding the local stormwater management program. Mr Noel was a stakeholder group facilitator for the project. The stakeholder group recommended that the city pursue the development of a stormwater user fee.

**Funding Feasibility Study, City of Peoria, IL.** Project Director for the preparation of a funding feasibility study for the City’s stormwater management program. Scope included development of preliminary cost of service analysis, evaluation of legal issues, and presentation of multiple funding method scenarios to City Council.

**Preliminary Feasibility Study, City of St. Charles, IL.** Mr. Noel is the Project Manager for a preliminary feasibility study of the desirability of implementing user fee based funding for stormwater management. Mr. Noel’s role includes internal stakeholder group facilitation, program assessment, preliminary cost of service development, and development and presentation of a final report.

**Stormwater Utility, City of Rock Island, IL.** Project Director for the development of a stormwater utility for the City of Rock Island, Illinois. This project included: institution and facilitation of a stakeholder group; coordination with the long term control plan for the combined sewer system; consideration of the Phase II stormwater permit program’s impacts, development of a cost of service analysis, evaluation of current CAD-based and geographical information system mapping, development of a rate base, and development of a stormwater utility ordinance. A complaint was filed against the utility challenging the City’s authority to bill the fee to tax-exempt properties. Mr. Noel provided expert assistance to the legal staff in both the lower court and appellate court hearings. The City prevailed in each case.

**Water Quality Fee Implementation, Lexington, Kentucky** Mr. Noel managed implementation of the water quality user fee for the Lexington – Fayette County Urban County Government as a subcontractor to the Urban County Government’s program manager for consent decree activities. Mr. Noel’s role, in addition to overall management of Amec Foster Wheeler’s project tasks, included preparation and presentation of policy-related materials to the Urban County Council Task Force established for implementation of the user fee. Also included in his role was review of the five-year cost of service and development of a rate model for the funding program and oversight of the master account file development.

**Cost of Service Analysis and Rate Study, City of Lexington, Kentucky** Mr. Noel was the project manager for a cost of service analysis and rate methodology study for the Lexington / Fayette Urban County Government. The scope of this project included evaluating the existing stormwater management program, making recommendations for administrative and functional changes, evaluating the existing funding levels and sources, evaluating alternative funding methodologies, developing a public education program plan, evaluating existing digital data – GIS and associated databases, and producing a final report. The final report detailed the existing program, changes recommended to be incorporated into the program, and a will describe a recommended funding strategy. This project included facilitation of a stakeholders group with representatives from neighborhood associations, the University of Kentucky, economic development interests, and others.

**Stormwater Utility Rate Review, Greater Elkhart County Stormwater Partnership, Indiana** Project director for reviewing the methods used to determine billings for residential properties for the Partnership,
which includes the county and three cities. The review included determining the equivalent residential unit (ERU) that forms the basis for billing all single family residential properties and is the basis for determining the number of billing units on non-residential properties by computing the number of ERUs on those properties. The ERU analysis was performed by randomly selecting a statistically-significant sample of single family residential properties within the Partnership’s footprint and then digitizing the imperviousness surfaces on those properties. The Partnership was also using formulas for calculating the number of ERUs on duplex and multi-family properties. The accuracy of this process was also determined by digitizing a sample of the properties and comparing accuracy of the formulas in estimating the correct number of billing units for the properties. The final recommendations were presented to the Partnership and were adopted for the 2011 billing cycle.

**Preliminary Feasibility Study, Cleveland, Ohio** One of two principals in a two-phased effort to help the Northeast Ohio Regional Sewer District (NEORSD) determine whether or not to expand its mission to include stormwater management, the level of service to be provided, and how a wet weather user fee could be developed to fund the new service line. Responsibilities included preparing and presenting materials to an internal stakeholder group, participation in planning sessions with senior managers, and preparing parts of the final documents.

**Stormwater Utility Implementation, Cleveland, Ohio** One of two principals in development of a stormwater utility for the Northeast Ohio Regional Sewer District (NEORSD) Mr. Noel’s responsibilities included providing oversight and direction to the consultant team staff who developed the details of the stormwater management program, including descriptions and 10-year costs for all elements of the program. Mr. Noel also accompanied NEORSD senior staff on two peer city visits during which organizations that had already added storm/surface water management to their missions. The purpose of the visits was to observe how other agencies manage storm and surface water and to interview their counterparts in those organizations. Mr. Noel was also responsible for periodic progress reports and presentations to NEORSD senior staff.

**Stormwater Utility Rate Study, Sanitation District No. 1 of Northern Kentucky.** Mr. Noel is responsible for developing both short and long term program strategies and cost of service analyses for a regional wastewater and stormwater utility. Mr. Noel’s responsibilities in the project entail assessment of the current stormwater management program, identification of both necessary and additional desired upgrades to the program, a revenue analysis of the current rate structure, estimated costs of the program upgrade options, and a preliminary implementation plan that defines the timeframe for adoption of the program enhancements.

**Preliminary Feasibility Study, Village of Glenview, IL.** Mr. Noel was the Project Manager for a preliminary feasibility study of the desirability of implementing user fee based funding for stormwater management. Mr. Noel’s role included meeting with internal stakeholders, stormwater management program assessment, evaluation of GIS and billing systems, preliminary cost of service development, and development and presentation of a final report.

**Stormwater Utility Billing Assistance, City of Indianapolis, Indiana** Mr. Noel has directed third party billing for the tax-exempt and non-taxed properties in Marion County for Calendar Years 2003 through 2012. The scope of the contract includes billing approximately 14,000 accounts annually for stormwater fees, as well as performing catch up billing for several thousand accounts that were under-billed by the previous billing agent in Calendar Year 2002. Mr. Noel also provides technical support to the utility’s Account Review Officer to determine validity of complaints about stormwater bills.

**Stormwater Utility Billing Transition, City of Indianapolis, Indiana** Project director for transition of the stormwater utility service charge from its original monthly billing program to a once-a-year billing on the County property tax bill.

**Stormwater Utility, City of Anderson, Indiana** Project technical director for developing a stormwater management program and utility for a city whose stormwater management program must address the
needs of NPDES Phase II, flooding, infrastructure management, and combined sewers. The process included program development, public education, and stakeholder involvement. Amec Foster Wheeler was a subcontractor on this study.

**Funding Feasibility Study, City of Charleston, WV.** Project Director for the preparation of a funding feasibility study for the City’s stormwater management program, including both capital program needs and NPDES Phase II program costs.

**Funding Feasibility Study and NPDES Action Plan, City of Durham, NC.** Project manager for the preparation of procedural guidelines, manpower and cost estimates and task scheduling for compliance with the upcoming municipal NPDES stormwater discharge permit regulations. The project included the development of estimates of the impacts of the program on the city and lead to the decision by the city to implement a stormwater utility form of funding.

**Funding Feasibility Study and NPDES Action Plan, City of Greensboro, NC.** Project manager for the preparation of procedural guidelines, manpower and cost estimates and task scheduling for compliance with municipal NPDES stormwater discharge permit regulations.

**Funding Feasibility Study and NPDES Action Plan, City of Nashville, TN.** Project Manager for the preparation of procedural guidelines, manpower and cost estimates and task scheduling for compliance with municipal NPDES stormwater discharge permit regulations.

**Funding Feasibility Study and NPDES Action Plan, City of Winston-Salem, NC.** Project Manager for the preparation of procedural guidelines, manpower and cost estimates and task scheduling for compliance with municipal NPDES stormwater discharge permit regulations.

**Relevant Presentations**


Noel, D.C., 2000, “Financing the Implementation of Your NPDES Phase II Stormwater Permit Program.” Environmental Circuit Rider Program’s Wet Weather Series, co-sponsored by USEPA, the Indiana Division of Environmental Management, and the Indiana Association of Cities and Towns, Bluffton, IN, March 29, Fishers IN, April 5, Jasper IN, April 13.
James F. Kessen, PE
Senior Water Resources Engineer

Professional summary
Mr. Kessen has over 25 years of experience, 4 with Amec Foster Wheeler, and serves as a project manager and project engineer on a wide variety of stormwater management projects, with an emphasis on the development of watershed plans, stormwater master plans, and drainage investigations. In addition, he supervises and provides oversight to the stormwater staff in the Chicago office. Typical projects include stormwater management system simulation, riverine system modeling, flood plain mapping, green infrastructure simulation and master planning, stormwater regulation compliance and stormwater ordinance and guidance development. Mr. Kessen’s experience in the public and private sectors provide him with a clear understanding of the technical, social and political drivers impacting a wide variety of stormwater management projects. He is well-acquainted with the applicable modeling tools and regulatory requirements that must be applied in order to meet local, state and federal permit requirements in a variety of locales. His modeling expertise includes the use of FEQ (Full EQuations one-dimensional unsteady flow modeling program), HEC-RAS (steady and unsteady), HEC-2, EPA SWMM, XP-SWMM, PCSWMM, WSP2, WSPRO, HEC-HMS, HEC-1, TR-20 Win and DOS, WinSLAMM and DEC-2.

Education
Bachelor of Science, Civil Engineering, University of Iowa, Iowa City, Iowa, 1988

Professional Registrations
Professional Engineer, Illinois (062-051612, 1997)
Professional Engineer, Iowa (13655, 1996)

Representative Projects
Stormwater Utility Feasibility, Westmont, IL. Mr. Kessen was the deputy project manager investigating the feasibility of implementing a stormwater management utility for the Village of Westmont, Illinois. Mr. Kessen performed day-to-day client coordination, project quality assurance / checking, provided information and interpretation regarding local (Village of Westmont and DuPage County) stormwater master plans and ordinances, and assisted with stakeholder group presentations. Amec Foster Wheeler's scope of work included developing stormwater management business plan alternatives, preparing a cost of service analysis, developing a rate model and rate analysis, preparing a draft credit and incentive policy, prepared a draft enterprise and rate ordinance, developing a recommended approach, and presenting the proposed plan to the Village Board and the public.

City of Highland Park Public Works Department, Highland Park, Neighborhood Infrastructure Improvement Plan and Stormwater Utility/Financing Study, City of Highland Park, IL. Assisted the City of Highland Park, IL with the development of a consolidated stormwater and sanitary system capital improvement plan. Performed interviews and reviewed existing studies and reports provided by the City and compiled the findings into a comprehensive summary of prioritized recommendations. Identified problems including street, yard, and building flooding as well as erosion associated with the ravines draining to Lake Michigan and along the Middle Fork of the North Branch of the Chicago River and the Skokie Drainage Ditch. A review of the existing storm and sanitary sewer system data available in the City’s Geographic Information System (GIS) was performed and a summary of data deficiencies prepared. A summary of recommended storm and sanitary system modeling software was also prepared and recommendations were provided for the development of a citywide sewer master planning model.
City of Watertown Public Works Department, Willow Creek Tributaries Stormwater Master Plan and Project Funding Evaluation, City of Watertown, SD. Managed the development of a drainage master plan for a 2.15-m² watershed. The project involved data collection, public involvement, flood problem definition, model development, evaluation of funding options (stormwater utility, grants, sales tax increase, special taxing districts/service areas, and general fund increase), stormwater ordinance review and recommended updates, and the development of ice damming mitigation options for river culverts.

Village of Wilmette, Village of Wilmette East Side Relief Sewer Project Prioritization Update 2012, Wilmette, IL (Cook County). The Village of Wilmette, Illinois has implemented a Stormwater Runoff Control Program in order to reduce the occurrence of basement flooding throughout the Village. The East Side Relief Sewer Project focuses on the portion of the Village to the east of Ridge Road. This eastern portion of the Village is primarily combined sewer that discharges to the MWRDGC’s interceptors and Tunnel And Reservoir Plan (TARP) system. The Stormwater Runoff Control Program was divided into five phases and included the construction of relief sewers and bermed surface storage within the roadways. Amec Foster Wheeler used XP-SWMM to evaluate the system performance accounting for completed phases and recent modifications in the vicinity of 6th Street associated with the reconstruction of Sheridan Road including the addition of a separate storm sewer system. A technical memorandum was prepared providing recommendations regarding which sections should be constructed based upon the updated modeling and anecdotal evidence provided by residents regarding basement flooding that occurred in 2001 and 2011.

Arrowhead East Flood Control Plan, DuPage County, IL. Managed the evaluation of existing flooding problems as well as the planning, design, and construction inspection/observation of a new stormwater management system for the Arrowhead East subdivision located near Wheaton, IL. An FEQ model of the existing and proposed stormwater management systems was developed including storm sewer, intermediate on-line level pool surface storage areas, and a large wetland storage area. The project included an evaluation of the feasibility of expanding an existing wetland system for additional stormwater storage and evaluating the potential for impacts (depth-duration-frequency analysis), performed the sizing and layout of the proposed stormwater management system, prepared contract bid documents and cost estimates, negotiated easements with residents, and performed construction inspection/observation. The proposed system was designed to meet the requirements of the DuPage County Countywide Stormwater and Flood Plain Ordinance.

Metropolitan Water Reclamation District of Greater Chicago (MWRDGC), North Branch of the Chicago River Streambank Stabilization Projects, Cook County, IL. Coordinated the hydraulic evaluation associated with the design of four streambank stabilization projects along the West Fork in Northbrook, IL and the Middle Fork in Northfield, IL. The projects were identified in the Metropolitan Water Reclamation District of Greater Chicago’s (MWRDGC) Detailed Watershed Plan for the North Branch of the Chicago River and Lake Michigan Watershed and have a combined estimated construction cost of $2.5M. The unsteady HEC-RAS model developed as part of the watershed planning effort was used to evaluate the performance of various streambank stabilization alternatives.

Village of Downers Grove, Village of Downers Grove Central Business District Redevelopment Project, Village of Downers Grove, IL. Used XP-SWMM to evaluate the performance of the existing stormwater management system and to design a new system within the historic downtown area of Downers Grove. The project won the Public Works Project of the Year 2001 awarded by the American Public Works Association

Village of Westmont Economic Development Department, Village of Westmont Stormwater Permit Reviews, Village of Westmont, IL (DuPage County). Provided technical assistance and performed permit review services for redevelopment within the Village for compliance with the Village’s codes and for compliance with the DuPage County Countywide Stormwater and Flood Plain Ordinance.
Matthew T. Faulkner
Data Evaluation

Professional summary
Mr. Faulkner has more than 12 years of professional information technology (IT) and GIS experience, all with Amec Foster Wheeler. He has been involved in a variety of projects working with many levels of municipal government. His diverse background has provided a strong foundation of technology knowledge. Mr. Faulkner’s experience includes updating maps and databases, data collection and creation, data analysis, application development, data input, topographical map locating, and public assistance.

Education
B.S., Geography/GIS, Indiana University, Indianapolis, Indiana, 2002

Representative Projects
**Stormwater Utility Feasibility, Westmont, IL.** Amec Foster Wheeler investigated the feasibility of implementing a stormwater management utility for the Village of Westmont, Illinois. Mr. Faulkner’s responsibilities included performing data collection and evaluation as well billing system reviews. Mr Faulkner reviewed the city’s billing database and participated in an interview of the billing software provider’s staff to determine the ability to use the software for stormwater billing and estimated the level of effort that will be required to upload stormwater account information into the system.

**Stormwater Utility Feasibility Study, Galesburg, IL.** Mr. Faulkner performed GIS-related task work including the collection and review of existing data as well as reviewing billing systems. Specifically, he prepared analyses of parcel based impervious surface data for input to the preliminary rate model and after reviewing the city’s billing database lead an interview of the billing software provider’s staff to ascertain the compatibility of the software with stormwater billing and the level of effort that will be required to upload stormwater account information.

**Stormwater Billing Services, City of Indianapolis, Indianapolis, IN.** GIS specialist responsible for development and management of the master account file for use in billing stormwater fees, maintenance and management of impervious surface layer used in calculating stormwater bills for all parcels within Marion County, database analysis and calculations to create fees for each parcel, customer database development and design, direct customer service for customer service center and customer requested review of parcel / impervious surface.

**Stormwater Utility Feasibility Study and implementation, City of Urbana, IL.** Project manager / GIS analyst for a stormwater utility feasibility study in Urbana Illinois. Responsibilities included billing, project financial status, and communications. GIS analyst duties included data gathering, data analysis, key rate payer analysis, database development of sample impervious area data, and preparing data for use in multiple analysis scenarios with the project director. Matt was responsible for developing the master account file, coordinating with the billing agency, and providing QA/QC on the stormwater billing file delivered to the billing agency.

**Stormwater Utility Feasibility Study and implementation, City of Champaign, IL.** Project manager / GIS analyst for a stormwater utility feasibility study in Champaign, Illinois. Responsibilities included billing, project financial status and communications. GIS analyst duties included data gathering, data analysis, key rate payer analysis, database development of sample impervious area data, and preparing data for use in multiple analysis scenarios with the project director. Matt was responsible for developing the
master account file, coordinating with the billing agency, and providing QA/QC on the stormwater billing file delivered to the billing agency.

**Stormwater Utility Feasibility, Tri-County Regional Planning Commission, IL.** Mr. Faulkner assisted with investigating the feasibility of implementing a stormwater management user fee for a 13-member group of local government agencies in the Tri-County regional planning area around Peoria, Illinois. Mr. Faulkner’s responsibilities included providing GIS-related support. Amec Foster Wheeler’s scope include providing guidance to participants on assessment of program needs and costs, development of a general rate structure to be modified to fit individual participant needs, review and analysis of available GIS data, develop a rate model and rate analysis for each participant, preparation of a recommended approach, and presentation of the proposed plan to local elected officials.

**Stormwater Utility, Village of Morton, IL.** GIS analyst for developing a stormwater utility for the Village of Morton, Illinois. This project will be the first stormwater utility for a non-home-rule community in the state. Involvement included evaluating current CAD-based and GIS mapping, assisting in developing a rate base using GIS analysis, assisting in developing a master account file database, and assisting in implementing billing.

**Stormwater Utility Development, City of Rock Island, IL** GIS specialist for creating impervious surface for the City of Rock Island, impervious area calculation by parcel, and developing a master account file database for use in stormwater billing

**DuPage County Stormwater Utility, DuPage County, IL.** GIS analyst for developing a stormwater utility for DuPage County, Illinois. Involvement included evaluating current CAD-based and GIS mapping, assisting in developing a rate base using GIS analysis, assisting in developing a master account file database, and assisting in implementing billing.
Heather N. Williams, EI, LEED AP
Public Education and Outreach

Professional summary
Heather has 11 years of experience in environmental studies and stormwater management, 8 of which have been with Amec Foster Wheeler. In her position as a project manager/water resources engineer, Ms. Williams has played a key leadership role in developing a Municipal Sustainable Infrastructure Initiative and Program for the City of Indianapolis. She has been pivotal in policy development, public education and outreach (internal city staff, external design community, and public), technical design standard creation, and overall program implementation. Program implementation involves combining and evaluating several municipal wet weather programs (National Pollutant Discharge Elimination system [NPDES] Stormwater permit, Long Term Control Plan, Green Infrastructure Mater Plan, and Capital Improvement Projects etc.). She has a unique set of technical skills, passion, and energy that enables her to communicate, collaborate, and coordinate with city officials, local environmental groups, design community, and others to foster and drive change at many levels. She has been involved in stormwater utility projects at the planning stage.

Education
Bachelor of Science Degree, Civil Engineering, 2003

Professional Registrations
Engineer in Training (IN)
Certified LEED AP

Representative Projects
Stormwater Utility Credit Program Review, Fort Wayne, IN. Ms. Williams was the Project Manager investigating the current trends in stormwater utility fee credit and incentive programs for the City of Fort Wayne. The scope included peer review research of 20 municipal credit and incentive programs. The peer review process included the development of a questionnaire and telephone interviews with the stormwater program managers for the 20 participating municipalities. The final product was a document providing the results of the interviews for each participant.

Stormwater Program Development, Northeast Ohio Regional Sewer District, Cleveland, Ohio Was part of the project team evaluating the program capabilities and needs for the development of a regional stormwater management program and utility for a service area comprised of 62 north-eastern Ohio communities. Her role included client meetings/interviews with staff in the operations and maintenance, planning, watersheds, engineering, enforcement, and monitoring departments to determine the existing programs provided in support of sanitary sewers, the capacity of those programs to undertake additional responsibilities in stormwater management, and the current budgets of those programs.

Stormwater Green Infrastructure Standards and Credits, Greater Elkhart County Stormwater Partnership, Goshen, Indiana Project staff on project to set water quality BMP and green infrastructure standards for the county-wide stormwater partnership. The end product of the project included recommendations for an incentive program intended to encourage citizens to implement practices such as rain gardens and rain barrel use. The Partnership implemented the recommended incentive program.

Municipal Stormwater Program Assessment, Beckley Sanitary Board, Beckley, West Virginia Project manager for developing the Phase II NPDES MS4 program to comply with new West Virginia stormwater program rules, including incorporation of volume-based hydrology as a design standard for post-construction runoff control. Facilitated the assessment of the existing Beckley stormwater management program and performed a gap analysis to determine what changes and/or enhancements were needed to develop a permit-compliant stormwater management program.
Stormwater Green Infrastructure Design Standards Update, City of Fort Wayne, Fort Wayne, Indiana Project manager for the Stormwater Green Infrastructure Standards Update. The project includes creating a Green Infrastructure Stormwater Manual; internal and external training; creation and interpretation of an Ordinance, Policy, Incentive checklist; and a complete review and update to the City of Fort Wayne's Stormwater design manual.
Municipal Client References

Amec Foster Wheeler staff that are proposed as key staff for the City of Park Ridge Stormwater Utility Feasibility Study have been involved in the following 13 stormwater utility projects and programs over the last 5 years (project descriptions for select projects follow):

► Champaign, Illinois
► Fort Wayne, Indiana
► Galesburg, Illinois
► Glenview, Illinois
► Greater Elkhart County Stormwater Partnership, Indiana
► Indianapolis, Indiana
► Northeast Ohio Regional Sanitary District
► Sanitation District #1 of Northern Kentucky
► St. Charles, Illinois
► Urbana, Illinois
► Westmont, Illinois
► Tri-County Regional Planning Commission, Illinois
► DuPage County, Illinois Stormwater Utility Feasibility Study

Village of Westmont Stormwater Utility Feasibility Study

Amec Foster Wheeler was selected by the Village of Westmont to perform a stormwater utility feasibility study which included evaluating the Village’s current and proposed stormwater program needs and associated costs, evaluating land cover data and performing a preliminary rate analysis. A citizen stakeholder group was created specifically for the feasibility study to provide feedback to Amec Foster Wheeler and Village staff during the feasibility study. The stakeholder group met 4 times during the course of the project and was comprised of residents and developers as well as representatives from local churches, park districts, school districts, libraries and the chamber of commerce.

The assessment of existing and future program needs included an assessment of the following costs: administrative, engineering and planning, operations and maintenance, and capital improvements. Amec Foster Wheeler evaluated data in the Village’s GIS to estimate the number of billing units in the Village. The rate method selected was based on the amount of impervious area on each lot. Amec Foster Wheeler performed sampling of residential properties to determine the size of an equivalent residential unit (ERU). Amec Foster Wheeler also sampled the amount of impervious area on representative non-residential properties in order to develop an estimate of the total amount of impervious area in the Village. Amec Foster Wheeler performed a rate study as part of the feasibility phase of the project. Meetings were held during which rate methods and a number of policy issues were discussed to guide the rate structure development.

Amec Foster Wheeler prepared a number of supporting materials including (1) a draft ordinance to create the stormwater utility and stormwater enterprise fund; (2) a Public Education and Outreach Plan Outline to help guide the Village through the process of gaining support for a stormwater utility; (3) a Stormwater Utility Credits and Incentives Policy.

Scope of Services

The scope of services of the stormwater utility feasibility study included the following:

► Perform needs analysis
► Develop 5-year business plan and costs
► Develop rate structure options
Data sampling / rate base size estimation
Develop revenue projections
Facilitate citizen stakeholder meetings
Develop draft credit program policies
Develop implementation action plan
Develop draft stormwater utility ordinance
Final report and presentation
Regular project meetings

Client Satisfaction
“Jay Kessen did an excellent job as a project manager for this project. I would definitely highly recommend him to other villages for his outstanding work”. Kim Nicoll, PE, Project Engineer for Village of Westmont.

DuPage County, Illinois Stormwater Utility Feasibility Study
Amec Foster Wheeler was selected by the DuPage County, Illinois Division of Stormwater Management to perform a stormwater funding feasibility study. The study included the assessment of the current stormwater management program in DuPage County, identification of the program’s needs and goals, the development of a five year business plan for stormwater management in the County, identification of the cost of providing the level of service that is recommended, and estimating the range of fees that would be required to provide the identified level of service. The approach included input from both the public and from representatives of the thirty-eight (38) communities that participate in the countywide stormwater management program. This input was obtained in the form of two stakeholder groups. One stakeholder group, the Citizen Stormwater Advisory Committee, was composed of 18 citizens representing a wide cross-section of peer groups across the County (see list below), as well as observers from the U.S. Department of Energy. This group was selected to represent an equitable geographical cross section of the County. This advisory group was asked to comment on the aspects of a possible fee that would impact the equitability of its application.

Citizen Stakeholder Group Representatives
- Northern Illinois Homebuilders
- Illinois Farm Bureau
- Private Consultant
- Ecumenical Council
- Large Church
- Park District
- School District
- Shopping Center
- Warehousing
- County Resident
- Homeowners Association
- Chamber of Commerce
- Condominium Association
- The Conservation Fund
- University
- Watershed Group
- Environmental Commission

Client
DuPage County
Contact
Mr. Anthony Charlton, PE
Director, Stormwater Management
630-407-6755
anthony.charlton@dupageco.org
Location
Wheaton, IL
Dates
12/2006 to 12/2009
The second stakeholder group, the Municipal Stormwater Advisory Committee, was composed of municipal engineers from across the County, a representative of the DuPage Mayors and Managers Conference, and a representative from the County Public Works Department. This group was assembled to look at both the technical and administrative issues related to the implementation of a countywide stormwater user fee, and how other communities have structured user fee programs that are used to generate dedicated revenues for both countywide and local stormwater management programs.

Both groups discussed the inclusion of stormwater credits in a hypothetical fee program, and both agreed that all properties should be eligible for the credits, not only non-residential properties. While the citizen group was primarily interested in the amount of the credits, the engineers group worked through the mechanics of how a credit program should be administered, including credits for homeowner level BMPs, such as rain gardens, institutional BMPs, such as student education, and stormwater management BMPs, such as detention ponds. The engineers group also discussed issues related to enforcement, application, and re-application requirements for credits.

The feasibility study included the development of a public information and outreach plan. The outline of the plan was developed with representatives of the Department of Economic Development and Planning and Stormwater Management. The plan includes specific events and a timeline for execution of the events once the County Board elects to move forward with the implementation of the fee.

Once the final report was prepared presentations were made to both the Stormwater Management Planning Committee and the DuPage Mayors and Managers Conference.

Scope of Services
The scope of services of the DuPage County stormwater utility feasibility study included the following tasks:

Feasibility Study
► Program assessment
► Program description
► Current stormwater program cost study
► Facilitation of citizen stakeholder (SWAC) process
► Facilitation of municipal advisory committee process
► Five-year business plan and cost projection
► Funding methods available
► Rate structure development
► Rate modeling
► Billing options evaluation
► Public outreach plan development
► Final report / presentation
► Presentation to Mayors and Managers Conference
► Project management
Stormwater Utility Feasibility Study, Glenview, IL

The Village of Glenview had experienced a large number of flooding and stormwater infrastructure issues over the 5 years prior to the study. In order to identify a sustainable funding source for the stormwater program, the Village retained Amec Foster Wheeler to perform a stormwater utility feasibility study.

The Village of Glenview has been funding a capital program that addresses identified small scale projects for a number of years. Funding for this capital program has been primarily derived from the General Fund. The Village, as a budgetary policy, has elected to look at user fee based financing of municipal programs in cases where a truly equitable and adequate rate base can be established. The Village of Glenview expressed its desire to explore the stormwater utility approach to funding its stormwater management program in two “phases”: a feasibility phase followed by implementation, if the Board decides that a compelling case in made in the feasibility study.

Amec Foster Wheeler’s scope included a review of existing literature and meetings with staff from all departments that currently “touch” the stormwater program, or will in the future. This included the engineering, operations, and capital programs staff, economic development, utilities billing and customer service, GIS, and administrative staff from the Village Manager’s office. Amec Foster Wheeler then reviewed existing GIS information to estimate the size of an impervious area – based rate structure. General estimates of revenue generation potential of a stormwater fee were generated and compared to the revenue needs to identify a range of stormwater fee rates, and a comparison was made to potential tax rate increases if the future program were to continue to be funded from the General Fund.

The study culminated in a report and presentation of that report to the Village Board of Trustees.

Scope of Services

The scope of services of the stormwater utility feasibility study included the following:

► Perform needs analysis
► Develop 5-year business plan and costs
► Develop rate structure options
► Data sampling / rate base size estimation
► Develop revenue projections
► Develop implementation action plan
► Final report and presentation
► Regular project meetings
Greater Elkhart County Stormwater Partnership

Amec Foster Wheeler was selected by the Greater Elkhart County (Indiana) Stormwater Partnership (the “Partnership”) to provide a rate structure review for the partnership’s stormwater utility. The Partnership was formed by Elkhart County and the cities of Goshen, Elkhart, and Bristol. The Partnership was formed to provide a comprehensive stormwater management program that complies with the state’s NPDES permit for municipal separate storm sewer system (MS4) discharges, also known as Rule 13. A large part of developing this partnership was creating a stormwater utility to fund the program elements. The purpose of the project was to verify that several assumptions made, regarding the rate structure during the utility’s implementation, were valid and develop a plan for a credit program that might become part of the rate structure.

The rate structure review included validating the equivalent residential unit (ERU) that forms the basis for billing all single family residential properties and is also the basis for determining the number of billing units on non-residential properties. The ERU analysis was performed by randomly selecting a statistically-significant sample of single family residential properties within the partnership’s footprint and then digitizing the impervious surfaces on those properties. Amec Foster Wheeler also reviewed the partnership’s empirical formulas for calculating the number of ERUs on duplex and multi-family properties. The final recommendations were presented to the partnership for consideration by its individual member communities.

The effort to create a credit program had two components. The first was to discuss adopting a BMP standard to set performance standards for managing stormwater runoff quality. The second was considering credit approaches for on-site stormwater management. The partnership instituted a citizen stakeholder process as a part of this effort. Amec Foster Wheeler provided training on stormwater quality management, the types of BMPs that can be used to address representative pollutants of concern – including use of GI, and general guidelines on sizing and designing the BMPs. The stakeholders’ and the partnership members’ recommendation was to maximize use of the State of Indiana’s BMP Manual by providing local guidelines for its use in Elkhart County.

Amec Foster Wheeler then developed a proposed framework for a credit and incentive program. The final recommendations were included in a draft credits policy and a draft incentives program policy after discussion by the stakeholders and partnership members. The incentives program, which provides rebates for the use of rain barrels and rain gardens, was adopted in 2010.

Scope of Services

The scope of services of the project included the following tasks:

- Digitizing impervious area
- Impervious data statistical evaluation
- Rate modeling
- Final report / presentation
- Project management
- Citizen stakeholder process
- BMP manual implementation guide
- Credit policy recommendation
- Rain garden incentive policy development
- Regular project meetings
City of Indianapolis / Marion County

Due to monumental problems in the development of the master account file and the billing program for the Marion County Stormwater Management District, Amec Foster Wheeler was asked to evaluate and repair the master account file and to assist in the transition of the stormwater utility billing program from the monthly billing with the water and sewer bills to an annual billing program. The objective of this task was that the stormwater service charges for taxable properties would be added to the property tax bill, and for all other properties the annual billing would be performed by a third party billing company. Under this contract Amec Foster Wheeler cleaned up the parcel based information on imperviousness and recalculated the fees and credits for each property in Marion County. The next task was to generate a twelve month service charge file for the taxable properties for Calendar Year 2003 and deliver the file to the Marion County Treasurer for inclusion on the property tax bill. The database cleaning and update was performed and the billing file delivered on time.

As a result of our performance on the billing system transition project, Amec Foster Wheeler was asked to provide the third party billing for the tax-exempt and non-taxed properties in Marion County as the treasurer did not want these properties billed on the property tax bill. The scope of the contract included billing approximately 14,000 accounts annually for stormwater fees in Calendar Years 2003 and 2004, and to perform the catch up billing for several thousand accounts that were under-billed by the previous billing agent in Calendar Year 2002. Also included were the billing database maintenance, including property ownership transactions, changes in imperviousness on the property, changes in credits for on-site stormwater controls, and reconciliation of financial information in the master billing account file. Amec Foster Wheeler staff provided call center support, web-based customer service tools, and review of letters from rate payers to the utility’s Account Review Officer to determine the validity of complaints about stormwater bills. This contract has been renewed twelve times and Amec Foster Wheeler is currently providing billing and customer service program support for the 2015 billing cycles.

Scope of Services

The scope of services of the Indianapolis stormwater utility billing program has included the following:

Billing Program

► Annual impervious surface updates for more than 300,000 properties
► Annual county-wide master billing account file updates
► Provide certified billing information for taxable properties to Treasurer annually
► Provide third party billing of stormwater fees for all non-taxable properties annually
► Provide customer service call center support for all stormwater fee accounts
► Provide title search information
► Provide support for contested fees
► Provide account research for property owner issues
► Maintain print / mail / lock box / cash management account for utility billing
► Apply approved credits to accounts
Stormwater Utility, Urbana, IL

Amec Foster Wheeler was selected by the City of Urbana, Illinois to lead it through the process of developing a stormwater utility. The project was performed in two phases: a feasibility phase and an implementation phase. The feasibility phase culminated in the adoption of a stormwater utility ordinance by City Council in April 2012. The implementation phase was completed in September 2013.

During the feasibility phase, Amec Foster Wheeler was responsible for developing a 5-year stormwater management business plan for the City. This process included a stormwater program assessment and needs analysis to determine what the current program entails, its goals, its deficiencies, and a plan to begin to address the deficiencies. Amec Foster Wheeler also worked with City staff to identify the cost of service for implementation of the 5-year plan.

Amec Foster Wheeler evaluated data in the City’s GIS to estimate the number of billing units in the City. The rate method selected is based on the amount of impervious area on each lot. Amec Foster Wheeler performed sampling of residential properties to determine the size of an equivalent residential unit (ERU). Amec Foster Wheeler also sampled the amount of impervious area on representative non-residential properties in order to develop an estimate of the total amount of impervious area in the City.

Amec Foster Wheeler performed a rate study as part of the feasibility phase of the project. Meetings were held during which rate methods and a number of policy issues were discussed to guide the rate structure development. The City elected to use the equivalent residential unit rate method to distribute costs among ratepayers. Once the rate model was constructed a number of scenarios were evaluated to test the impact of program planning and implementation on the rate.

A key part of this project was facilitation of a citizen stakeholder process. The stakeholder group included representatives of churches, businesses, the University of Illinois, and citizens at large. Seven meetings of the group were held. Two of the meetings were focused entirely on the topic of credits.

Amec Foster Wheeler worked with City staff to mold the recommendations of the advisory committee and from City staff into a comprehensive stormwater credit and incentive program policy. The policies will form the basis of the credit manual to be developed during the implementation phase.

Amec Foster Wheeler developed presentation materials and data for the key ratepayer meetings. These meetings were a series of one-on-one meetings between the City staff and selected businesses around the community to discuss the purpose of the fee, its proposed structure, its impact on the ratepayer, and the potential to mitigate the impact through the credit program.

Amec Foster Wheeler prepared a draft ordinance that created the stormwater enterprise fund, that created the utility fee, and that dedicated the revenue generated by the fee to the enterprise fund. The ordinance was adopted in April 2012.

Amec Foster Wheeler coordinated with the selected billing agency to develop and deliver the stormwater utility master account file. This effort included meetings with the biller, digitizing of impervious areas on the remaining non-residential properties, building the master account file, and testing the file both prior to delivery to the biller and after uploading the file to the billing system. Amec Foster Wheeler also provided a master account file maintenance guide that instructs City staff on processes to be used to keep the impervious surface area coverage in the GIS current and how to modify the master account file to deliver the updates to the biller.

Amec Foster Wheeler developed a credit and incentive manual, complete with application materials, examples, and administrative policies. The manual is based on the policies adopted in the feasibility phase.
phase of the process. Amec Foster Wheeler also developed and presented a training session for local
designers and developers and a PowerPoint™ presentation of the training for future use by City staff.

Amec Foster Wheeler developed customer service tools, including a Frequently Asked Questions guide
and a guide document and flowchart for answering complaint calls.

Amec Foster Wheeler is providing continuing assistance through an on-call services agreement.

**Scope of Services**
The scope of services of the City of Urbana stormwater utility project included the following:

**Feasibility Study**
- Develop 5-year business plan and cost
- Develop rate structure
- Develop rate model
- Draft rate ordinance
- Data sampling / ERU development
- Billing plan development
- Credit & incentive policy development
- Developed outreach plan
- Facilitated advisory committee process
- Key ratepayer meetings
- Regular project meetings

**Implementation**
- Impervious surface database development
- Master account file development
- Master account file maintenance guide
- Develop credit manual
- Develop credit manual training
- FAQ development
- Develop customer service tools
Total Project Cost

Please see included envelope marked “TOTAL PROJECT COST – STORMATER UTILITY FEASIBILITY STUDY PW-FY15-13” for total project price and bid execution
THE ENTIRE BID PACKAGE MUST BE EXECUTED AND RETURNED!

1.0 GENERAL CONDITIONS AND CERTIFICATIONS

1.01 EXAMINATION OF CONTRACT DOCUMENTS AND/OR WORK SITE BY BIDDER

The bidder shall, before submitting its bid, carefully examine the plans, specifications, contract documents, bid, and bond and insurance requirements. Each bidder is responsible for reading and familiarizing themselves with the entire bid document. Failure of a bidder to do so shall not relieve the bidder of any obligation with respect to said bid. If the bidder's bid is accepted, it shall be responsible for, and the City will make no allowance for, any errors in their bid resulting from its failure or neglect to comply with these instructions.

Bidders shall notify the City of any inappropriate service, brand name, component, or equipment called for by the City in the specifications and shall note in its bid the adjustments made to accommodate such deficiencies in the specifications. After bids have been opened, no bidder shall assert that there was a misunderstanding concerning the nature of the work to be done or the quantities and specifications of the equipment to be delivered, and no such claim shall relieve a bidder from its obligation to perform.

1.03 PREPARATION OF BID

The bidder shall prepare their bid on the attached bid forms. Unless otherwise stated, all blank spaces on the bid page(s), applicable to the subject specification, must be correctly filled in. Either a unit price or a lump sum price, as the case may be, must be stated for each and every item, either typed in or written in ink, in figures, and, if required, in words. If the bidder is a corporation, the President and Secretary shall execute the bid, and the Corporate Seal shall be affixed. In the event that the bid is executed by other than the President, attach hereto a certified copy of that section of the Corporate By-Laws or other authorization by the Corporation which permits the person to execute the offer for the Corporation. If the bidder is a partnership, all partners shall execute the bid, unless one partner has been authorized to sign for the partnership, in which case evidence of such authority shall be submitted.

Each bid must contain all required certifications. In addition, if any addenda are issued by the City, the bidder shall be required to acknowledge receipt of the formal addendum on the bid form. Failure of a bidder to acknowledge any of the addenda issued shall deem its bid non-responsive; provided, however, that the City may waive this requirement in its best interest.

1.04 PROPOSAL SUBMISSION

All proposals shall be submitted in a sealed envelope to the Cashier's Office, City Hall, 505 Butler Place, Park Ridge, Illinois, 60068, by the specified opening time of the bid. The sealed envelope submitted by the prospective bidder shall carry the following information on the face of the envelope: bidder's name, address, subject matter of the bid, date of bid opening and hour designated for bid opening as shown in the notice. The bid is contained in all of these documents and must not be detached herefrom by any bidder when submitting a bid.

The bid package should contain four (4) hard copy versions of the bid and one (1) CD/DVD PDF version of the bid.

Where bids are sent by mail or courier service, the bidder shall be responsible for their delivery to the Cashier's Office prior to the designated date and hour for the opening of bids. If delivery is delayed beyond the date and hour set for the bid opening, bids thus delayed will not be considered and will be returned unopened.

Bids transmitted by facsimile (fax) or electronic mail will not be accepted.

STORMWATER UTILITY FEASIBILITY STUDY
PW-FY15-13 Page 3
1.05 WITHDRAWAL OF BID

A bidder may withdraw their bid at any time prior to the time specified in the notice as the closing time for receipt of bids. However, no bidder shall withdraw, cancel or modify their bid for a period of sixty (60) calendar days after the specified closing time for the receipt of bids, nor shall the successful bidder withdraw, cancel or modify their bid after having been notified by the Procurement Officer that said bid has been accepted by the City.

Where this contract shall be approved by another agency, such as the Federal Government or the State of Illinois, then the bidder shall not withdraw, cancel or modify their bid for a period of ninety (90) calendar days after the specified closing time for the receipt of bids.

1.06 ACCEPTANCE OF BIDS

The City will accept one of the bids or reject all bids within sixty (60) calendar days, or within ninety (90) calendar days where approval by other agencies is required, from the date of opening of bids, unless the lowest responsive and responsible bidder, upon request of the City, extends the time of acceptance to the City.

The contract will be awarded to the lowest responsive, responsible bidder (hereinafter “Successful Bidder” “Contractor”). In determining the lowest responsive and responsible bidder, consideration will be given to several factors, including but not limited to price, financial responsibility of bidder, responsiveness to specifications, and the experience of the City and other purchasers with the bidder.

1.07 CONSIDERATION OF BIDS

No bid will be accepted from or contract awarded to any person, firm or corporation that is in arrears or is in default to the City upon any debt or contract, or that is a defaulter, as surety or otherwise, upon any obligation to the City, or had failed to perform faithfully any previous contract with the City.

The bidder, if requested, shall present within forty-eight (48) hours evidence satisfactory to the City of performance ability and possession of necessary facilities, pecuniary resources and adequate insurance to comply with the terms of these specifications and contract documents.

The City reserves the right to request clarification of information contained in bid proposal statements and to request additional information from any bidder. Each bidder shall submit where necessary, or when requested by the Procurement Officer, catalogs, descriptive literature or detailed drawings fully detailing features, designs, construction, appointments, finishes and the like not covered in the specifications, necessary to fully describe the material or work they propose to furnish.

The City reserves the right to disregard any informality in the bids and bidding, to waive technicalities, or to reject any and all bids when, in the opinion of the City Council, the best interest of the City will be served by such action.

The Quiet Period for this bid event begins when the ITB/RFP/RFQ is issued and ends when the City Council approves the Contractor(s). Respondents shall not contact City employees during the Quiet Period. A respondent may be disqualified for violating the Quiet Period. All questions or comments regarding this Bid are to be directed to the Procurement Officer only as per this bid.
1.08 INTERPRETATION OF CONTRACT DOCUMENTS/ ADDENDUM

Any bidder in doubt as to the true meaning of any part of the specifications and contract documents may submit questions, per the Legal Notice page that is part of this document, with a written request for an interpretation thereof. No oral comments will be made to any bidder as to the meaning of the General or Special Conditions or other contract documents. The person submitting the request shall be responsible for its prompt delivery. Questions received less than five (5) business days prior to Bid Due Date cannot be considered. Such interpretation will be made only in the form of a written addendum duly issued by the Procurement Officer. A copy of such addendum will be mailed to all bidders that are registered, via the City web site, for this bid/proposal or bidders that have sent notice of intent to bid directly, via e-mail, per the Legal Notice page that is part of this document. Failure on the part of the prospective bidder to receive a written interpretation prior to the time of the opening of bids will not be grounds for withdrawal of their bid. The bidder shall acknowledge receipt of each addendum issued in the space so provided in the bid.

Addenda may modify or interpret the Bidding Documents and will become part of the Contract Documents when the Contract is executed. Subsequent addenda shall govern over prior addenda only to the extent specified.

1.09 COMPLIANCE WITH LAWS

The Bidder shall at all times observe and comply with all laws, ordinances and regulations of the federal, state, local, and City governments, which may in any manner affect the preparation of bids or the performance of the contract.

1.10 TAXES

Federal Excise Tax does not apply to materials purchased by the City by virtue of Exemption Certificate No. 36-600-6041. Illinois Retailers’ Occupation Tax, Use Tax, and Municipal Retailers’ Occupation Tax do not apply to materials or services purchased by the City by virtue of Statute. The City Illinois Tax Exemption Identification Number is E9998-1408-05. The prices quoted herein shall agree with all Federal Laws and Regulations.

1.11 SEXUAL HARASSMENT POLICY CERTIFICATION (MUST EXECUTE)

Amec Foster Wheeler Environment & Infrastructure, Inc.

__________________________, in connection with this procurement, hereby certifies

Bidder

that said Bidder has a written sexual harassment policy in place in full compliance

with 775 ILCS 5/2-105 (A) (4).

By: ____________________________

Authorized Agent
1.12 TAX CERTIFICATION (MUST EXECUTE)

Amec Foster Wheeler Environment & Infrastructure, Inc.

Bidder

has submitted a bid proposal to the City, hereby certifies that
Amec Foster Wheeler Environment & Infrastructure, Inc.

Bidder

delinquent in the payment of any tax administered by the Illinois Department of

Revenue, of it is:

a. it is contesting its liability for the tax or the amount of tax in accordance with procedures established by
   the appropriate Revenue Act; or

b. it has entered into an agreement with the Department of Revenue for payment of all taxes due and is
   currently in compliance with that agreement.

By: [Signature]

Authorized Agent

1.13 CRIMINAL CODE CERTIFICATION (MUST EXECUTE)

REQUIRED BY: STATE OF ILLINOIS CRIMINAL CODE OF 1961, PURSUANT TO PA 85-1295) Ch. 720,
Article 5, Sec, 33E-11, 2002 Ill. Compiled Statutes,

That in connection with this procurement, the prices in this bid have been arrived at independently,
without consultation, communication, or agreement, for the purpose of restricting competition, as to any
matter relating to such prices with any other bidder or with any competitor; and the prices which have
been quoted in this bid have not been knowingly disclosed by the bidder and will not be knowingly
disclosed by the bidder prior to opening directly or indirectly to any other bidder or to any competitor; and
no attempt has been made or will be made by the bidder to induce any other person or firm to submit or
not to submit a bid for the purpose of restricting competition.

The undersigned further states, he is the person in the bidder's organization responsible for the decision
as to the prices being bid herein and that he has not participated, and will not participate, in any action
contrary to (A) i through (A) iii above; and he is not the person in the bidder's organization responsible
within that organization for the decision as to the prices being bid herein but that he has been authorized
to act as agent for the person responsible for such decision in certifying that such persons have not
participated, and will not participate, in any action contrary to (A) I through (A) ii above; and as their agent
does hereby so certify; and that he has not participated, and will not participate, in any action contrary to
(A) I through (A) ii above.

The undersigned hereby certify that the bidding party/contracting party is not barred from bidding on the
contract as a result of a violation of either Section 33E-3 or Section 33E-4 of Ch. 720, Article 5, 2002, Ill.
Compiled Stat, as amended.

By: [Signature]

Authorized Agent
1.14 EQUAL EMPLOYMENT OPPORTUNITY (MUST EXECUTE)

Section I. This EQUAL EMPLOYMENT OPPORTUNITY CLAUSE is required by the Illinois Human Rights Act and the Rules and Regulations of the Illinois Department of Human Rights published at 44 Illinois Administrative Code Section 750, et seq.

Section II. In the event of the Bidder's noncompliance with any provision of this Equal Employment Opportunity Clause, the Illinois Human Rights Act, or the Rules and Regulations of the Department of Human Rights (hereinafter referred to as the Department) the Bidder may be declared ineligible for future contracts or subcontracts with the State of Illinois or any of its political subdivisions or municipal corporations, and this Contract may be canceled or voided in whole or in part, and other sanctions or penalties may be imposed or remedies involved as provided by statute or regulation.

During the performance of this Agreement, the Bidder agrees:

A. That it will not discriminate against any employee or applicant for employment because of race, color, religion, sex, sexual orientation, national origin or ancestry, citizenship status, age, physical or mental disability unrelated to ability, military status or an unfavorable discharge from military service; and further that it will examine all job classifications to determine if minority persons or women are underutilized and will take appropriate affirmative action to rectify any such underutilization.

B. That, if it hires additional employees in order to perform this Contract, or any portion hereof, it will determine the availability (in accordance with the Department's Rules and Regulations) of minorities and women in the area(s) from which it may reasonably recruit and it will hire for each job classification for which employees are hired in such a way that minorities and women are not underutilized.

C. That, in all solicitations or advertisements for employees placed by it or on its behalf, it will state that all applicants will be afforded equal opportunity without discrimination because of race, color, religion, sex, sexual orientation, marital status, national origin or ancestry, citizenship status, age, or physical or mental handicap unrelated to ability, military status or an unfavorable discharge from military service.

D. That it will send to each labor organization or representative of workers with which it has or is bound by a collective bargaining or other agreement or understanding, a notice advising such labor organization or representative of the Vendor's obligations under the Illinois Human Rights Act and Department's Rules and Regulations. If any labor organization or representative fails or refuses to cooperate with the Bidder in its efforts to comply with the Act and Rules and Regulations, the Bidder will promptly notify the Department and the contracting agency and will recruit employees from other sources when necessary to fulfill its obligations under the Contract.

E. That it will submit reports as required by the Department's Rules and Regulations, furnish all relevant information as may from time to time be requested by the Department or the contracting agency, and in all respects comply with the Illinois Human Rights Act and Department's Rules and Regulations.

F. That it will permit access to all relevant books, records, accounts and work sites by personnel of the contracting agency and Department for purposes of investigation to ascertain compliance with the Illinois Human Rights Act and Department's Rules and Regulations.

G. That it will include verbatim or by reference the provisions of this Equal Employment Opportunity Clause in every subcontract it awards under which any portion of this Contract obligations are undertaken or assumed, so that such provisions will be binding upon such subcontractor. In the same manner as the other provisions of this Agreement, the Bidder will be liable for compliance with applicable provisions of this clause by such subcontractors; and further it will promptly notify the contracting agency and the Department in the event any subcontractor fails or refuses to comply therewith. In addition, the Bidder will not utilize any subcontractor declared by the Illinois Human Rights Department to be ineligible for contracts or subcontracts with the State of Illinois or any of its political subdivisions or municipal corporations.

BY: [Signature]

Authorized Agent

1.15 FINAL ACCEPTANCE

Final acceptance is expected to take approximately fifteen (15) days from the date of delivery.
1.16 INDEMNITY

To the fullest extent permitted by law, the bidder shall indemnify and hold harmless the City, its officers, officials, employees, volunteers and agents from and against all claims, damages, losses and expenses including but not limited to legal fees (attorney's and paralegal's fees and court costs), arising out of or resulting from the performance of the bidder's work, provided that any such claim, damage, loss or expense (i) is attributable to bodily injury, sickness, disease or death, or injury to or destruction of tangible property, other than the work itself, including the loss of use resulting therefrom and (ii) is caused in whole or in part by any wrongful or negligent act or omission of the bidder, any Subcontractor, anyone directly or indirectly employed by any of them or anyone for whose acts any of them may be liable, regardless of whether or not it is caused in part by a party indemnified hereunder. Such obligation shall not be construed to negate, abridge, or otherwise reduce any other right or obligation of indemnity which would otherwise exist as to any party or person described in this paragraph. Bidder shall similarly protect, indemnify, and hold and save harmless the City, its officers, officials, employees, volunteers and agents from and against any and all claims, costs, causes, actions and expenses including but not limited to legal fees, incurred by reason of bidder's breach of any of its obligations under, or bidder's default of, any provision of the Contract.

1.17 SUBLETTING OR ASSIGNMENT OF CONTRACT OR CONTRACT FUNDS

No contract shall be assigned or any part of the same subcontracted without the prior written consent of an authorized agent of the City; but in no case shall such consent relieve the bidder from their obligation or change the terms of this contract. The bidder shall not transfer or assign any contract funds or claims due or to become due without the prior written approval of an authorized agent of the City having first been obtained. The transfer or assignment of any contract funds in whole or in part, or any interest therein, which shall be due or to become due to the bidder, shall cause the annulment of said transfer or assignment so far as the City is concerned.

1.18 ORDER OF PRECEDENCE OF COMPONENT CONTRACT PARTS

General Conditions and Certifications.
Addenda, if any.
Special Provisions or Conditions.
Plans or Drawings, if any, which may be made a part of this contract.
Detailed Specifications, Scope of Services, or Statement of Work.
Standard Specifications of the State or Federal Government, if any.
Advertisement (Legal Notice) for Bids.
Performance Bond, if required.

1.19 GUARANTEES AND WARRANTIES

All guarantees and warranties required shall be furnished by the successful Bidder and shall be delivered to the Procurement Officer before final voucher on the contract is issued. By submitting a bid, bidder expressly warrants that materials and/or equipment furnished under the contract will be of good quality and new unless otherwise expressly required or permitted by the contract documents.
1.20 CONFLICT OF INTEREST (MUST EXECUTE)

No member of the governing body of the City or other local unit of government, and no other officer, employee, or agent of the City or other local unit of government who exercises any functions or responsibilities in connection with the execution of the work to which this contract pertains, shall have any personal interest, direct or indirect, in this contract.

Bidder covenants that it presently has no interest and shall not acquire any interest, direct or indirect, in the work to which this contract pertains which would conflict in any manner or degree with the performance of his services hereunder. Bidder further covenants that in the performance of this contract, it shall not employ any person who has an interest, direct or indirect, in the work.

BY: [Signature] Authorized Agent

1.21 BID ERRORS

In the event of an error on the bid page in which there is a conflict between the unit price and the extended price or the total bid price, the unit price shall prevail.

1.22 NO OTHER CONTRACT FORMS ACCEPTABLE

Upon notification to the successful bidder that their bid has been accepted by the City, this contract document and the bid submitted by the bidder shall become the entire contract between the City and the successful bidder. No other contract form submitted by the bidder will be accepted by the City.

1.23 PAYMENTS

Payment terms shall be in accordance with the provisions of the Local Government Prompt Payment act, 50 ILCS 505/1 et seq., after receipt by the City of the Bidder's invoice. Invoices should include the following information: Name and address of bidder; Purchase order number; Dates of service; and Current invoice amount.

1.24 INDEMNITY AND LIABILITY INSURANCE

At the bidder's expense, the bidder shall secure and maintain in effect throughout the duration of this contract, insurance of the following kinds and limits to cover all locations of the bidder's operations. The bidder shall furnish Certificates of Insurance to the City before starting or within 15 days of notice of acceptance of proposal, whichever date is reached first. All insurance policies shall be written with insurance companies approved by the City and licensed to do business in the State of Illinois and having a rating of not less than A VII, according to the latest edition of the AM Best Company; and shall include an endorsement preventing cancellation of the insurance policy unless thirty (30) days prior written notice is given to the City and the City shall be named as a primary, non-contributory additional insured on all insurance policies except worker's compensation. This provision shall also be stated on each Certificate of Insurance as: "Should any of the above described policies be canceled before the expiration date thereof, the issuing company will endeavor to mail 10 days written notice to the certificate holder named to the left". All required insurance shall be maintained by the successful bidder in full force and effect during the life of the contract, and until such time as all work has been approved and accepted by the City.

If requested, the successful bidder will give the City a copy of the insurance policies. The policies must be delivered to the City within two weeks of the request.
The limits of liability for the insurance required shall provide coverage for not less than the following amount, or greater where required by law:

1. Worker's Compensation Insurance- Statutory amount for all persons whom the successful bidder may employ directly or through subcontractors in carrying out the work under this contract. Such insurance shall hold the City free and harmless of all personal injuries of all persons whom the successful bidder may employ directly or through subcontractors.

2. Comprehensive General Liability Insurance: The successful bidder shall obtain this insurance which will protect him and his subcontractors from bodily injury and property damage claims that may arise because of the nature of the work or operations under this contract.
   a. $1,000,000 per occurrence and $2,000,000 general aggregate
   b. $500,000 per occurrence for Property Damage
   c. $1,000,000 per occurrence for Personal Injury

3. Auto Liability Insurance: The successful bidder shall obtain this insurance which will protect him and his subcontractors from bodily injury and property damage claims that may arise from the use of motor vehicles engaged in various operations under this contract.
   a. Bodily injury with limits not less than $1,000,000
   b. Property damage with limits not less than $500,000
   c. Combined single limit with limits not less than $2,000,000.

4. Umbrella excess liability of $1,000,000 per occurrence, $2,000,000 aggregate

To the fullest extent permitted by law, the bidder shall indemnify and hold harmless the City, its officers, officials, employees, volunteers and agents from and against all claims, damages, losses and expenses including but not limited to legal fees (attorney's and paralegal's fees and court costs), arising out of or resulting from the performance of the bidders work, provided that any such claim, damage, loss or expense is attributable to bodily injury, sickness, disease or death, or injury to or destruction of tangible property, other than the work itself, including the loss of use resulting wherefrom and ( ii ) is caused in whole or in part by any wrongful or negligent act or omission of the bidder, any Subcontractor, anyone directly or indirectly employed by any of them or anyone for whose acts any of them may be liable, regardless of whether or not it is caused in part by a party indemnified hereunder. Such obligation shall not be construed to negate, abridge, or otherwise reduce any other right or obligation of indemnity which would otherwise exist as to any party or person described in this paragraph. Bidder shall similarly protect, indemnify, and hold and save harmless the City, its officers, officials, employees, volunteers and agents from and against any and all claims, costs, causes, actions and expenses including but not limited to legal fees, incurred by reason of bidder's breach of any of its obligations under, or bidder's default of, any provision of the Contract.

1.25 RIGHTS TO Submitted MATERIAL

All proposals, responses, inquiries, or correspondence relating to or in reference to this bid, and all reports, charts, displays, schedules, exhibits, and other documentation submitted by the bidder shall become the property of the bidder when received. The City retains the right to use any or all non-patented system ideas presented in any proposal in response to the bid whether amended or not. Selection or rejection of any proposal does not affect this right.

1.26 BIDS NOT SELECTED

Non-selection of any bid will mean that another acceptable bid was deemed to be more advantageous to the City or that no proposal was accepted. Bidders whose proposals are not accepted will be so notified.

1.27 NEWS RELEASE

The bidder shall at no time make any news or advertising releases pertaining to this bid for any purpose without the prior written approval of the Procurement Officer and then only in coordination with the City.
1.28 COMPLIANCE WITH LAWS AND REGULATIONS

The bidder shall at all times observe and comply with all Federal, State, Municipal and other local laws, ordinances, regulations, and requirements which in any manner affect the conduct of the Work, and with all Federal, State and local laws and policies of non-discrimination, sexual harassment, prevailing wages and others applicable thereto; and all such orders or decrees as exist at the present and which may be enacted later, of bodies or tribunals having jurisdiction or authority over the Work, and no plea of misunderstanding or ignorance thereof will be considered. The bidder shall indemnify and save harmless the City and all its officers, agents, employees and servants against any requirement, claim or liability arising from or based on the violation of any such law, ordinance, regulation, order or decree, whether by himself or his employees. All bidders must supply a certificate of eligibility to enter into public contracts.

Safety - Bidder on behalf of itself and the City assumes sole responsibility for initiating, maintaining and supervising all health and safety precautions and programs for all employees, subcontractors, agents, and consultants in connection with the performance of this Agreement. Bidder shall ensure that its employees, consultants, subcontractors, and agents are adequately and appropriately trained. Bidder shall also comply with the safety rules, codes, and provisions for occupational safety of all applicable Federal, State and local rules, regulations, statutes and ordinances.

Licenses and Permits - Bidder, both corporate and individual must be fully licensed and certified in the State of Illinois (and City if pertinent) at the time of bid submittal. A copy of the license(s) held by the bidder must accompany the proposal.

Professions and Occupations - Bidder shall ensure all work and services undertaken for the City shall meet the requirements of all applicable Federal, State and local rules, regulations, statutes and ordinances. Work and services undertaken by licensed professionals, such as surveyors, architects and engineers, shall be completed, signed, and stamped by such professionals licensed.

New Laws and Regulations - If new laws or regulations become applicable during term of this Agreement, bidder shall also comply with them without notice from the City.

Contractual Agreement - Any and all legal action necessary to enforce the award will be held in Cook County and the contractual obligations will be interpreted according to the laws of the State of Illinois. Any additional contract or agreement requested for consideration by the Bidder must be attached and enclosed as part of the proposal.
Our vision
To be the most trusted partner for our customers by consistently delivering excellence – bringing together the knowledge, expertise and skills of our people from across our global network.

Our new name
We are called Amec Foster Wheeler. Our new name draws on the proud histories and customer connections of both AMEC and Foster Wheeler, and enables us to retain and build on the brand equity established by both companies.

In short, we are a new business, with a bold ambition to deliver and enhance the best of ourselves and our skills in a new environment where we can deliver connected excellence in all we do — to our customers, our shareholders, and ourselves.