Proposal to Complete
A Stormwater Utility Feasibility Study

January 6, 2015
Jim McGuire  
Procurement Officer  
City of Park Ridge  
505 Butler Place, 1st Floor Cashier  
Park Ridge, Illinois 60068


Mr. McGuire:

The Municipal & Financial Services Group (MFSG) is pleased to submit our proposal to complete a Stormwater Utility Feasibility Study as specified in your Request for Proposals. To provide the wide range of expertise required for this engagement, we are joined by Baxter & Woodman (B&W) who will provide water resources engineering, GIS expertise and knowledge of the City having recently performed a Water and Sewer Rate Study for the City. We have read the RFP carefully and take no exception to its terms and conditions. While the enclosure to this letter sets forth our firm’s qualifications, our project team, experience and specific approach, there are a few key points to stress in regards to the benefits our project team brings to the study:

- Relevant Local and National Experience - Our project team has extensive experience in all aspects of the services requested by the City in both in the state of Illinois as well as across the United States. Most recently, MFSG has successfully completed stormwater feasibility and implementation studies for the Villages of Downers Grove and Winnetka, both of which are now fully established and operational. MFSG and Baxter are currently completing a stormwater utility feasibility study for the City of Batavia. We have also completed financial utility studies for the Villages of Orland Park, Morton Grove and Glenview and the Cities of Effingham, Geneva, Moline and Wheaton. In addition to our specific local experience, MFSG brings extensive national experience to the City’s study. MFSG’s clients provide municipal services to more than 45% of the nation’s population. MFSG has been engaged in over 20 stormwater utility feasibility studies and over 40 stormwater fee analysis studies. In addition to previously working with the City, B&W serves a number of the City’s neighboring communities with stormwater engineering and a range of municipal engineering services.

- Professional Staff - We have assembled and will commit to the specific performance of a project team comprised of senior and experienced professionals with strong functional skills in engineering, accounting, economics and finance. Our project team brings a wide range of experience in stormwater management program development, watershed planning, regulatory compliance, public outreach facilitation and program funding strategies. Our project manager, with more than 15 years of professional experience, has managed numerous stormwater utility feasibility studies around the country, including several in Illinois. Additionally, our team already has extensive experience with the City of Park Ridge and its financial and utility structures from the previous rate study work performed. Our project team members are active participates in industry groups including GFOA,
APWA, AWWA and WEF. The key personnel on our project team have worked with one another for many years.

- **Custom-Tailored Approach** - Our project team will utilize an approach to completing the study that will be custom-tailored to the needs of the City. We believe that there is no one-size-fits-all approach to funding stormwater programs and will work collaboratively with the City to evaluate the feasibility of a stormwater utility given the City’s unique characteristics. We believe in providing practical and implementable solutions to our client needs. Our approach includes establishing a clear understanding among the project team of the client’s needs and desires for the study, to ensure that we deliver a study that is on target and executed in an efficient manner. Our recent work with the Village of Winnetka provides evidence of this tailored approach and demonstrates the flexibility we maintain that allow for workable solutions to funding of stormwater capital programs.

- **Responsiveness** - MFSG provides the responsiveness of a regional firm with the experience of a national firm. We take great pride in being fully engaged with our clients so that the study the client envisions is completed. The project team will be readily available throughout the project with a project member available on-site within a few moment’s notice with a local office located 10 minutes from City Hall. Our project approach includes frequent project status meetings to ensure that the City is fully informed throughout the study. Our project team has the project resources immediately available for the City’s study and will be able to complete the study on time and in a cost effective manner.

- **Reporting** - Our project team will develop and deliver study materials that will be comprehensive in nature but presented in a manner that allows for an ease of understanding and useful for discussions with the City Council and the public. We have demonstrated in both the Villages of Downers Grove and Winnetka, the ability to effectively communicate with the key stakeholders in a manner that allowed for full understanding of the key issues, successful completion of the studies and ultimately the support necessary to move forward with the establishment of a stormwater utility.

In summary, our project team has the experience, skills and capabilities to successfully complete the Stormwater Utility Feasibility Study for the City. We look forward to working with you on this important and interesting project. Please contact me on my direct line at 443.951.4220, or by e-mail at david.hyder@mfsgllc.com if you would like to discuss our project team and approach.

Very truly yours,

David A. Hyder  
Vice President  
Municipal & Financial Services Group
TABLE OF CONTENTS

I. General Firm Qualifications ................................................................................................ 1
   A. The Municipal & Financial Services Group ................................................................. 1
   B. Baxter & Woodman ........................................................................................................ 2
   C. Project Approach ......................................................................................................... 2
   Phase I - Stormwater Feasibility Study ............................................................................ 3
      Exhibit 1 – Phase I - Stormwater Utility Feasibility Approach ...................................... 3
      Task 1 – Project Management / Data Collection .............................................................. 3
      Task 2 – Current State Analysis and Review ................................................................. 4
      Task 3 – Needs Assessment .......................................................................................... 5
      Task 4 – Rate Policy and Revenue Analysis .................................................................. 6
      Task 5 – Implementation Requirements ....................................................................... 7
      Task 6 - Final Study Report .......................................................................................... 7
   Phase II - Stormwater Utility Implementation ................................................................. 8
      Task 1 - Public Outreach and Education ....................................................................... 8
      Task 2 - Customer Database Completion ...................................................................... 9
      Task 3 - Rate Setting .................................................................................................... 9
   E. Project Schedule .......................................................................................................... 9
   Exhibit 2 - Phase I - Stormwater Utility Feasibility Schedule ......................................... 10
   Exhibit 3 - Phase II - Implementation Schedule .............................................................. 11
   F. Litigation and Contract Default or Termination ......................................................... 12
   G. Availability ................................................................................................................ 12

II. Key Qualifications ......................................................................................................... 13
   A. Project Staffing .......................................................................................................... 13
      Exhibit 4 – Project Organization .................................................................................. 13
   B. Project Staff Profiles ................................................................................................. 14
   C. Project Team Skills ................................................................................................... 16
      Exhibit 5 – Project Team Skills Matrix ........................................................................ 17

III. Municipal Client References ......................................................................................... 18
   A. Local Experience ....................................................................................................... 18
   B. National Experience ................................................................................................. 23

APPENDIX A – RESUMES OF KEY PROJECT PERSONNEL

APPENDIX B – EXECUTED RFP FORMS
I. General Firm Qualifications

A. The Municipal & Financial Services Group

The Municipal and Financial Services Group (MFSG) is a specialized management consulting practice that was established in 1976. MFSG focuses on the financial and management needs of public sector infrastructure (especially in environmentally related areas such as water, wastewater, stormwater and solid waste utilities). Our primary goal is to assist our clients in reaching financial sustainability and the efficient delivery of public sector services. For over 35 years, MFSG has provided financial and management consulting expertise to local governments located throughout the United States. We bring a wealth of industry knowledge and expertise to all of our client engagements. MFSG has been engaged in over 20 stormwater utility feasibility studies and over 40 stormwater fee analysis studies.

The funding and management for stormwater systems has historically taken a backseat to utilities such as water and sanitary sewer systems. Local governments have traditionally funded the operating and maintenance expenditures for stormwater systems from general taxes. Increasingly local governments are facing the need to increase funding for their stormwater system due to regulatory requirements, flooding and aging infrastructure. These funding demands have resulted in communities examining new means to fund the stormwater system in a manner that will provide dependable revenues while equitability allocating costs within the community. A funding approach that is becoming increasingly common is the implementation of a stormwater utility. MFSG has successfully implemented stormwater utilities for both cities and county governments throughout the United States. Our stormwater utility services include:

- Financial and management feasibility
- Stormwater fee determination
- Impervious area determinations
- Billing file development
- Stormwater utility ordinance development
- Credits and incentives
- Public outreach and education / stakeholder facilitation
- Implementation customer service support

Our firm emphasizes a custom-tailored approach to each engagement and we believe this is vitally important when completing a stormwater feasibility study. We recognize that each community is unique and in order to evaluate the feasibility of a stormwater utility for a local government it is vital to address the specific needs and concerns of the community. Our clients attest to the fact that we do not use a cookie cutter approach for any of our engagements. We believe the successful results of our studies and long-term relationships we maintain with our clients demonstrate the dedication we bring to each and every engagement.
MFSG is comprised of professional staff with backgrounds in engineering, finance, accounting, economics and public administration. Our blend of talent provides the wide range of expertise required to support our public sector clients.

MFSG will serve as the prime consultant for the City’s study and the project will be staffed from our office in Annapolis, Maryland. A local project office will be established based out of B&W local office. MFSG is currently working for the several communities in the suburban Chicago area and therefore MFSG staff members are frequently in the area. In addition to frequent trips, we leverage technology to assist in communicating with our clients which is extremely effective.

B. Baxter & Woodman

MFSG is joined by Baxter & Woodman, who will serve as a sub-consultant on the study. B&W will provide engineering support on the study with primary focus on the review of the current state of the City’s stormwater program, needs assessment and review of the capital projects. The firm also has extensive GIS database experience including impervious area mapping. Baxter & Woodman will provide staff from its suburban Chicago offices. **MFSG and B&W are currently conducting a Stormwater Feasibility Study for the City of Batavia, IL.**

B&W has been working with local municipalities for over 67 years. Founded in 1946 by two World War II Veterans, Baxter & Woodman specializes in municipal engineering, with over 95% of our business from various forms of government: municipalities, counties, and state agencies. With this public sector focus, the firm has developed the staff, resources and training to provide the full range of engineering services required by today’s municipalities and public agencies. **B&W has experience serving the City of Park Ridge, knowing the staff, elected officials and the protocols for project processing to meet the City’s needs.**

B&W’s staff of 180 professionals includes water, sanitary, civil, transportation, mechanical, structural, electrical, and environmental engineers, wetland specialists, water and wastewater operators, GIS specialists, control system integrators, and IT consultants. Engineering personnel are supported by trained technicians, surveyors, CAD operators, construction managers and inspectors, and administrative assistants.

B&W is a privately held, employee-owned corporation. The company’s success and integrity are determined by employee shareholders. This corporate structure benefits the firm’s clientele because the project team assigned to each client has a direct vested interest in the success of each project. The corporation currently has 88 employee shareholders, who comprise more than 50% of the company’s work force. All shareholders are active full-time employees.

C. Project Approach

Our project team has the capacity and skills to complete the scope of work identified by the City in its’ request for proposals. This section of our proposal provides a brief description of our approach to completing the study to demonstrate our understanding, capacity to complete the study and means by which our firm provides quality assurance and control.
Phase I - Stormwater Feasibility Study

Our approach to implementing a stormwater utility typically is comprised of three phases; a feasibility study, stormwater utility setup / implementation planning and post-implementation support. Our approach to completing the feasibility study is presented in Exhibit 1.

Exhibit 1 – Phase I - Stormwater Utility Feasibility Approach

We believe that a feasibility study should examine whether a utility will be a practical and implementable solution for the specific clients stormwater funding needs. While we fully support the stormwater utility concept, we recognize that a utility may not be feasible for every community and to assume that a one-size fits all approach will work for everyone most likely will result in the waste of the community’s time and limited resources.

In its request for proposals for the stormwater utility feasibility study, the City has identified the key tasks required for the completion of the study. Based on our review of the tasks and previous experience completing stormwater utility feasibility studies for similar clients, we believe that the tasks identified by the City are logical and will provide for a comprehensive feasibility study. We have developed the following workplan based on the desired scope of work identified by the City and our experience.

Task 1 - Project Management / Data Collection

MFSG will manage all aspects of the stormwater utility feasibility study. This will include coordination of all activities necessary for completion of the study including project status monitoring/reporting and coordination with City staff. While we will not require a significant amount of City staff time, our overall approach to the project is to keep the City fully informed and engaged to solicit input and provide transparency.
To initiate the project, we will schedule a project kick-off meeting to introduce key players, re-validate the workplan and schedule, identify key dates, and establish the formal and informal reporting relationships needed for the successful completion of the study. Project expectations will be refined and lines of communication documented, and a project implementation plan will be finalized. This meeting will also be used to determine the desired level of public involvement throughout the study and engagement with the City Council.

Prior to the kick-off meeting, we will compile a list of information items to be provided by the City, with the goal of receiving as much of this information as possible prior to the kickoff meeting.

The types of information we will be requesting include:

- Appropriate GIS geospatial data layers (including land use and zoning, digital orthophotography and parcel lines)
- Stormwater project plans for future projects
- Historical and current stormwater budgets and staffing levels associated with stormwater management functions
- Unfunded or underfunded stormwater functions
- Existing stormwater system studies

Initial individual interviews with the City staff will be scheduled the same day as the kickoff meeting.

In addition to periodic progress meetings with City staff, our project team will provide monthly updates to the project plan, schedule, and if directed, briefings to the City Council during the study. Based on our experience, providing periodic briefings to the City Council during the study can be extremely helpful in building understanding of the key issues and ownership/buy-in of the stormwater utility concept. We will also be available for presentations at public hearings, if directed by the City.

### Deliverables:

- Data Request
- Revised workplan and schedule
- Meeting documentation
- Monthly project plan updates
- Council / Public briefings

### Task 2 - Current State Analysis and Review

Our project team will review the data provided by the City as identified in our data request. The data will be reviewed to determine if there are any areas for which data is not available to support feasibility study. The data will be analyzed to include the development of a stormwater asset inventory and topographical maps will be reviewed to confirm drainage patterns within the City.

### Deliverables:

- Preliminary assessment of available data and identification of additional data needs
- Stormwater system asset inventory
Task 3 - Needs Assessment

Prior to developing a funding approach for the City’s stormwater system, it is necessary to define the current and future state of the City’s stormwater program. In most communities, the services related to stormwater management are spread throughout the entire organization and therefore it is necessary to do some investigation to identify the level of service provided within the current program. To facilitate review of the current program we will review existing documentation, conduct interviews with City staff and provide a questionnaire that will allow us to document the types and frequency of activities completed within the City related to providing stormwater services. The current level of service will be documented in a detailed spreadsheet that will identify the current maintenance activities, planned capital projects and supporting resources (including staffing) dedicated to providing the current level of service.

The framework developed to document the current level of service will be used to complete a stormwater program needs assessment. This assessment will identify the gaps in the current program to determine future levels of service. This will be accomplished by:

- Evaluating the necessary increases in the frequency of maintenance activities,
- Identification of long-term capital improvement projects identified in previous studies,
- Assessment of the age of the current stormwater facility inventory of assets and resulting reinvestment needs, and
- Identification of organizational and staffing needs to meet the requirements of the program.

Once the current and future level of service (based on the needs assessment) has been identified the cost of providing the levels of service will be determined. The cost of the current level of service will be based on actual expenditures in the City’s historical and current budgets. Based on the needs assessment we will develop the future level of service. The cost of service analysis will be developed within a financial model that will document assumptions and provide for detailed sensitivity analysis regarding maintenance level, capital investments and other variables over a 20-year period. The future recommended level of service will be developed for a 20-year planning period. The 20-year projection will include at least three 5-year Capital Improvement Program budget scenarios. These scenarios will be based on varying levels of annual capital spending taking into consideration such factors as project criticality, City staff resources, acceptable level of disruptions within the City and other considerations. The financial model will allow for identification of all of the potential sources of funding for the stormwater system including stormwater fees, bond issuance, funds from the General Fund and other potential sources. The financial model will be a useful tool during and after the feasibility study to allow the City to determine the immediate impact of changing costs and assumptions.

Deliverables:
- Level of service analysis including current and future stormwater program
- Current and future cost of service model
**Task 4 - Rate Policy and Revenue Analysis**

Once the level and cost of service analysis is complete, we will evaluate various funding strategies for meeting the funding requirements. This task includes three primary subtasks which include impervious area analysis, stormwater fee structure evaluation and property owner impacts.

4.1 - Impervious Area Analysis

Based on our work with the Village of Winnetka, our project team is very familiar with the GIS data available for the study. The City’s RFP mentions analyzing a sample area of the City, which we can do, however based on our experience and the available data we would propose analyzing the entire City to provide a full picture of the impervious area. To complete the analysis, the GIS data obtained from the City will be processed for errors and/or omissions. Common ownership parcels will be consolidated into GIS billing parcels. The parcels will then be classified as residential, non-residential, or non-billable. Sub-categories for residential parcels typically include single-family and two-family. Sub-categories for non-residential parcels typically include: multi-family, commercial/industrial, and institutional. The parcel classification will be listed as a field in the GIS parcel data and a color coded parcel classification map will be produced for City review and approval. The impervious area analysis will allow for determination of the total impervious area by parcel type to allow for preliminary determination of stormwater fees.

4.2 - Stormwater Fee Structure Evaluation

Once the impervious area analysis is complete, we will examine various fee structures to be considered. The fees structure evaluation addresses how the fee is assessed, including such considerations as whether the fee is based solely on impervious area, total gross area or intensity of development (along with other variations to be considered). The evaluation also examines how the fee would be assessed to vary types of properties (i.e. all single-family residential customers pay an average fee or should tiers based on impervious area be used). The fee structures will be evaluated based on, but not limited to, the following:

- Administrative simplicity
- Availability of data
- Equity and Legality
- Customer class impact
- Ease of understanding and maintenance of the structure
- Impact on non-residential properties

We will develop a minimum of six alternative stormwater CIP funding mechanisms, and based on the evaluation of each of the fee alternatives and discussions with the City staff we will develop a recommended fee structure for the City. For each user charge structure alternative, we will develop and present; the stormwater rate for residential and non-residential parcels, the potential residential and non-residential financial impacts for various types of properties including a comparison of the amount paid by parcel under the stormwater rate versus the current property tax-based method and our assessment of the legality, equity and ease of implementation for each structure. Additionally each rate structure method will include an assessment of the ability to offer credits for on-site stormwater mitigation.
4.3 - Property Owner Impacts

To demonstrate the impact of the various fee structures on a range of properties in the City, we will calculate the impact of the fees for the parcels included in the impervious area analysis.

**Deliverables:**
- GIS data analysis results from sample analysis
- Stormwater fee structure evaluation and recommended approach
- Property owners impact results

**Task 5 - Implementation Requirements**

Task 5 will include identification of the actions that would be required to be completed for implementation of a stormwater utility within the City. This will include a detailed listing of all action items and a critical path schedule to allow for management of the implementation steps. One of the key steps will be to evaluate the existing datasets within the City to determine the ability to assess and bill a stormwater fee. Based on our experience, the preferred approach to billing a stormwater fee would be to utilize the existing water utility billing database. It should be noted the B&W is familiar with the City’s utility billing system. MFSG has assisted a number of clients with the development of a stormwater utility billing master account file and will be able to assess the existing datasets to evaluate the ability of the City to bill a stormwater fee and manage the database going forward.

In addition to examining the billing of stormwater, we will develop policy issue technical memoranda for the key policy issues that will need to be addressed related to the administration of a stormwater utility. The memoranda will identify the issue, a range of approaches to addressing each policy issue and the recommended approach. Based on our experience the issues may include such items the handling of roads (private and public), credits and incentives, billing policy (advance or arrears) and allocation of impervious area for mixed use parcels. We will develop a draft stormwater utility ordinance for review by the City and its legal counsel. The ordinance will be drafted to include all of the recommendations developed during the feasibility study. As an appendix to the ordinance we will include a credit manual and a recommended process for handling stormwater appeals.

**Deliverables:**
- Stormwater Utility implementation requirements memorandum and supporting schedule
- Stormwater Utility ordinance with credit manual and appeals process

**Task 6 - Final Study Report**

The analysis completed in the feasibility study will be documented in a concise report which will include all memoranda and support calculations developed during the study. The report will include a comprehensive description of the feasibility analysis. The report will be written in plain English to allow for ease of understanding, rather than technical jargon. The report will clearly document the legal, financial and administrative feasibility of implementing a stormwater utility for the City while clearly documenting the fiscal impacts to property owners of funding stormwater with a user charge as compared to the current method used by the City. The draft report will be organized with a Table of Contents,
Executive Summary, sections that highlight each of the Tasks listed above, and a Summary of Conclusions and Recommendations. The draft will be provided first to the City staff for review and comment, and once the City comments and edits have been incorporated into the report we will present the final report and the results of the study to the City Council. Comments originating from the City Council will be incorporated into the final report.

**Deliverables:**
- Draft Stormwater Utility Feasibility Report for staff review
- Presentation of Final Draft to City Council
- Final Stormwater Utility Feasibility Report

**Phase II - Stormwater Utility Implementation**

Should the City Council approve the implementation of a stormwater utility, we will provide assistance with the implementation of the utility. In its RFP, the City has identified three key areas for assistance with implementation of a stormwater utility: public education, customer database completion and final user charge rate setting. Our approach to completing this tasks is outlined below. It should be noted that our firm has a wide range of experience with implementation of stormwater utilities. We have served as high-level advisors for communities that have done the majority of implementation work “in-house” and alternatively we have completed all aspects of implementation for other communities including providing customer service call and email support.

**Task 1 - Public Outreach and Education**

One of the most important component of instituting a stormwater utility and stormwater fee is education. Residents, businesses, not-for-profits and all others who will now be paying the new utility fee need to understand the importance of stormwater management and the impacts that stormwater has on our greater water surface. The outreach efforts as part of this project will inform the public about the new utility fee. We would propose to develop some “frequently asked questions” sheets to provide some basic background and assist the City in developing materials for placement on the City website. Additionally, we have assumed a maximum of two (2) public hearings or outreach meetings. While the specifics of this task are not defined, our project team has the experience and capabilities to provide whatever level of public outreach and education desired by the City.

**Deliverables:**
- Press release to publicize an Open House and public hearing
- Prepare for and Conduct an Open House to provide information on the study
- Attendance at a public hearing to explain the utility concept
- Development of materials for and attendance at meetings with property owners most impacted by stormwater fee (non-profits, industrial, large commercial, etc.)
**Task 2 - Customer Database Completion**

The final stages of implementation include confirming and finalizing the customer database and actual Equivalent Runoff Units (ERU’s) for each parcel within the City. MFSG will compute the impervious area for each non-residential parcel using multiple resources provided by the City, including maps and site plans. The final database will also include information on all vacant lots. We will provide a quality control check of all gathered information to ensure a comprehensive and accurate customer database of all impervious area by parcel within the City is developed. After the database has been completed, we will work with City staff to coordinate billing preparation and confirm all service charges (stormwater fees) are appropriate and accurate on a parcel by parcel basis. This stage of implementation often requires a significant amount of effort depending on the basis that will be used for billing the stormwater fees.

**Deliverable:**
- Database of all parcels in the City with assigned ERUs that is both easy to understand and usable for entry into the City’s utility billing software

**Task 3 - Rate Setting**

In conjunction with the development of the final customer database, we will develop a final set of rates and charges for the stormwater utility. The rates and charges will be documented in a resolution to allow for adoption and implementation of the charges.

**E. Project Schedule**

Our project schedule for Phase I is included on the following page and is designed to allow for completion of the stormwater utility feasibility study by the end of May assuming a February 1st notice to proceed.

We propose using a combination of onsite meetings and conference call / web meetings to keep the Village fully engaged in the study, in addition to formal presentations at Board meeting(s) and at public hearing(s). We anticipate up to eight onsite meetings with the City including a kickoff meeting, status meetings and formal presentations.

Our project schedule for Phase II follows the schedule for Phase I. At this time the schedule is general in nature since a detailed schedule and timeline will be developed as part of Phase I of the study. However based on our experience it is important to allow significant amount of time for implementation. This is necessary to allow for a comprehensive public outreach effort and to develop all of the necessary policies and procedures for the management of the utility. Additionally, the development and implementation of the customer billing database often requires a significant amount of time and effort.
### Exhibit 2 - Phase I - Stormwater Utility Feasibility Schedule

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### Exhibit 3 - Phase II - Implementation Schedule

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<th>Project Time (Assuming July 1st Notice to Proceed for Phase II)</th>
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F. Litigation and Contract Default or Termination

MFSG has never been party to any litigation, administrative or regulatory proceeding, other than in the role of expert witness or fact witness. Additionally, MFSG has never defaulted on a contract or had a contract terminated for any reason.

G. Availability

We guarantee the availability and specific performance of the key personnel identified in the next section of this proposal discussing project staffing. None of the specific personnel so identified have client commitments or conflicts that would prevent their performance in the roles identified for them on this project. The current workload for the identified staff is at a level that will allow for dedication to the City’s study. We are available to start work within one week of notice to proceed.
II. Key Qualifications

A. Project Staffing

The key personnel identified for and committed to the City’s project are nationally recognized and acknowledged as experts in the field. Our project team key personnel are active in industry and professional associations such as AWWA, WEF, APWA and GFOA. In addition to the necessary functional skills, our project team has the relevant specialized industry experience in municipal utilities both nationally and locally – and this experience includes service as consultants, managers of utilities, academics and regulators of utilities.

Our staff is comprised primarily of personnel with academic backgrounds in accounting, finance, economics, public administration, environmental science and engineering. Core senior personnel have been with the firm for at least 20 years. Other key personnel in the group have worked on client projects for the practice for at least ten years. We have assembled and will commit to the specific performance of a project team comprised of very senior professionals with a national reputation. Our proposed project organization is shown in Exhibit 4.
**B. Project Staff Profiles**

Profiles for each of the staff members assigned to the study are provided in the following section with full resumes included in the appendix to our proposal.

- **David A. Hyder (Project Manager)**, Vice President of the Municipal & Financial Services Group, has fifteen years of experience in stormwater, water, wastewater and solid waste systems. He is a dean’s list engineering graduate of Michigan State University with an MBA in finance from the Carey School of Business at Johns Hopkins University. He has served as project manager for 13 stormwater utility studies including the feasibility and implementation studies for the Villages of Downers Grove and Winnetka in Illinois, and most recently the feasibility study for the City of Batavia. He has served as project manager for over 20 stormwater fee analysis studies. He has also managed stormwater utility studies in Connecticut, New Hampshire, Maryland, Virginia and New Jersey. He has served as project manager for numerous cost of service and rate studies for cities, counties and special purpose authorities and commissions in California, Connecticut, Delaware, Florida, Illinois, Kansas, Kentucky, Maryland, Massachusetts, Michigan, Missouri, New Hampshire, New York, North Carolina, Ohio, Pennsylvania and Virginia. He has served as project manager for water and wastewater rate studies for the Villages of Downers Grove, Morton Grove, Orland Park and Glenview and the Cities of Moline and Wheaton. He serves as an active member of AWWA’s Rates and Charges Committee including participation in authoring portions of the most recent revision of the AWWA M1 Manual. He has published papers for the Water Environmental Federation (WEF) and is an active member of Government Finance Officers Associations (GFOA).

- **Edward J. Donahue III, CMC (Project Officer / Quality Control)** established the Municipal & Financial Services Group more than 35 years ago and has served as its director ever since. His relevant experience includes cost of service, rate and feasibility work for more than 100 clients, including work for cities, counties and special purpose authorities and commissions in Alaska, Connecticut, Delaware, the District of Columbia, Illinois, Kentucky, Maine, Maryland, Massachusetts, New York, North Carolina, Ohio, Pennsylvania, Virginia and others. Recent client work includes rate work for New York City; a governance study for the District of Columbia Water & Sewer Authority; organizational and operational advice for the Anchorage Water & Wastewater Utility; a financial feasibility study for the Town of Leesburg, Virginia; cost of service and rate studies for Glenview, Morton Grove and Orland Park, Illinois; and water rate work for the Town of Manchester, Connecticut. He has served as chairman of AWWA’s Finance, Accounting and Management Controls Committee and currently chairs that organization’s GASB 34 Task Force; he is currently serving on a special committee to revise and update *Water Utility Accounting*, a textbook.
sponsored by AWWA and GFOA. He has been accredited / served as an expert witness in accounting, contract, and construction and rate matters.

- **Michael R. Maker (Funding Strategies)**, a manager in the Municipal & Financial Services Group, has more than ten years of professional experience in the financial and management consulting industry. Recent client work includes a stormwater rate study for the City of Norfolk, Virginia; stormwater, solid waste and wastewater rate studies for the City of Hampton, Virginia; a water and sewer cost of service and rate study for Albemarle County Service Authority; a wastewater cost of service and rate study for the City of Newport News, Virginia; a wastewater cost of service and rate study for Summit County, Ohio; and a water cost of service and rate study for the City of Rochester, New York. Management and organizational consulting experience includes studies for the City of Danville, James City County and the James City Service Authority, Virginia and Newport Water Division, Rhode Island. Additional consulting experiences includes the development of cost of service cash flow models involving rate design, fee design and customer impact analyses for water, wastewater, stormwater and solid waste utilities within the Mid-Atlantic and Northeastern regions.

- **Tracey J. Moher (Utility Administration)** is a manager with Municipal & Financial Services Group, applying financial and consulting experience to support the principals of MFSG. Her consulting experience consists of the development of cost of service models involving rate/fee design and customer impact analyses for water, wastewater and stormwater utilities in several states including Illinois, Kansas, Maryland, Missouri and Virginia. Her recent work has focused on financial modeling and implementation assistance for the stormwater utility studies in Downers Grove and Winnetka, specifically assisting with the development of the stormwater utility billing databases for these clients. She has also completed cost of service and rate studies for the Cities of Geneva, Moline and Wheaton.

- **Mark Phipps, P.E., CFM (Stormwater Program Development)** is a Senior Project Manager with Baxter & Woodman. He manages firms Water Resources Department and serves as a Project Manager for various water resource projects, including storm sewer and detention design, drainage studies, hydraulic reports, erosion and sediment control, and rehabilitation / replacement of municipal infrastructure. In addition, he assists our municipal clients with plan reviews and NPDES Phase II compliance. He has recently managed several stormwater studies in Illinois including stormwater needs
assessments for the Cities of Lake Forest and Wood Dale and the Villages of Winnetka and Kenilworth.

- **R. Timothy Hopper, (Impervious Area Analysis)** joined Baxter & Woodman’s GIS team after three years with Esri, the world’s leading GIS software company. At Esri, he served as a Desktop Support Analyst and Development Technical Lead. His experience includes excellent customer service and training skills, proficiency in ArcGIS Desktop, ArcPad, and ArcGIS for Windows Mobile platforms. He was also a Technical Advisor for the following software technologies: Network Analyst, Schematics, Data Interoperability, Tracking Analyst, Business Analyst, Publisher, ArcReader, ArcLogistics, Parcel Editor, Geocoding, CAD, and StreetMap.

- **Christopher Buckley, P.E., BCEE, (Capital Funding Analysis)** joined Baxter & Woodman, Inc. in 2009 with fourteen years of specialization with environmental infrastructure analyses and studies, design and construction. At Baxter & Woodman, he completes assessments and prepares analyses of revenues, expenses, and capital improvements funding and their impact on municipalities’ capital improvement programs. He recently completed cost studies and analyses for the Village of Bensenville, City of Elmhurst, Village of Glendale Heights, City of Park Ridge, City of Prospect Heights, and Village of Kenilworth in Illinois. Chris also performs asset analyses and conducts energy efficiency studies for local municipalities. Chris's cost analysis expertise, combined with his practical experience, gives him the ability to convey complex financial planning concepts to appointed and elected officials so they can understand and implement economically sound rate structures that meet current fiscal needs and provide a solid foundation for future improvements.

We guarantee the specific performance of the key personnel. It should be noted that the next section of our proposal provides specific project references and in each case the project team members included in the study are identified.

**C. Project Team Skills**

A summary of the specific education, registration and skills related to the City's study for each of these key personnel are shown on Exhibit 5.
### Exhibit 5 – Project Team Skills Matrix

<table>
<thead>
<tr>
<th>Name</th>
<th>Firm</th>
<th>Education</th>
<th>Registration</th>
<th>Years Experience</th>
<th>Stormwater Utility Studies</th>
<th>Accounting</th>
<th>Billing Database Development</th>
<th>CIPs</th>
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<tbody>
<tr>
<td>Christopher Buckley</td>
<td>B&amp;W</td>
<td>BS, Civil Engineering MBA, Finance</td>
<td>PE, BCEE</td>
<td>19</td>
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<tr>
<td>Edward Donahue III</td>
<td>MFSG</td>
<td>BS, Accounting MBA, Finance</td>
<td>CMC</td>
<td>42</td>
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<td>Timothy Hopper</td>
<td>B&amp;W</td>
<td>BS, Geography</td>
<td>Esri Certified ArcGIS Desktop Professional</td>
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<td>David Hyder</td>
<td>MFSG</td>
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<td>Michael Maker</td>
<td>MFSG</td>
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<td>Tracey Moher</td>
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<tr>
<td>Mark Phipps</td>
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<td>PE, CFM</td>
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City of Park Ridge
Stormwater Utility Feasibility Study
Project Team Skills
III. Municipal Client References

A. Local Experience

Our project team has demonstrated stormwater utility feasibility and implementation experience for a number of local governments within the suburban Chicago area. This experience includes all aspects of the services requested by the City including; stormwater program development, watershed planning, regulatory compliance, impervious area mapping, stakeholder facilitation, public outreach and program funding strategies. A sample of some of the local experience is provided below with references included for each project. All projects have been completed in the past five years. The specific project team members responsible for the completion of the each of the projects are listed with each project description.

Stormwater Feasibility Study
City of Batavia, IL

In December of 2014, MFSG and Baxter & Woodman were selected to perform a Stormwater Feasibility Study for the City of Batavia. The City has experienced erosion along its many miles of creeks tributary to the Fox River and was seeking qualified professional consultants to assist in a Phase I feasibility study. The goal of the study is to determine the feasibility of creating a stormwater utility that supports implementation of a dedicated stormwater capital improvement plan. As part of the study, MFSG will evaluate the current state of the stormwater system, conduct a needs assessment, evaluate various funding strategies, evaluate the ability of the City of administer a dedicated funding source and ultimately determine the feasibility of a stormwater utility for the City. Mr. Hyder is serving as project manager for the study with support from Mr. Donahue, Mr. Maker, Ms. Moher, Mr. Phipps and Mr. Hopper.

<table>
<thead>
<tr>
<th>Name / Title</th>
<th>Address</th>
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<tbody>
<tr>
<td>Andrea Podraza, PE / Civil Engineer</td>
<td>100 N. Island Avenue Batavia, IL</td>
<td>630.454.2757 / <a href="mailto:apodraza@cityofbatavia.net">apodraza@cityofbatavia.net</a></td>
</tr>
<tr>
<td>Gary Holm, PE / Public Works Director</td>
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<td>630.454.2300 / <a href="mailto:gholm@cityofbatavia.net">gholm@cityofbatavia.net</a></td>
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Establishment of a Stormwater Utility
Village of Winnetka, IL

In September of 2012, the Village engaged the MFSG as part of a competitive bid procurement, to assist with the establishment of a stormwater utility. The Village of Winnetka has experienced significant rain events over the last few years which have resulted in widespread flooding and property damage. To address the flooding issues the Village has identified a number of capital improvements within the stormwater system including the construction of a tunnel to channel stormwater to Lake Michigan. The tunnel project is estimated to cost over $40 million which will need to be funded by this relatively small community.

MFSG was tasked with examining methods of funding these capital projects as well as the ongoing operations of the stormwater system. The study included the examination and feasibility of establishing a stormwater utility to provide a dedicated funding source. The study examined various stormwater fee structures including a location based stormwater fee (based on drainage area), the use of impervious area as a measure for stormwater contribution and the use of intensity of development. As part of the feasibility study, MFSG developed a comprehensive financing plan for the stormwater utility, a credit and incentive manual, stormwater ordinance and facilitated a number of stakeholder and public outreach meetings.

The Village Council voted to move forward with implementation of the utility and engaged MFSG to serve as program manager for the implementation. MFSG assisted with all phases of implementation and the Village began billing on July 1, 2014. To assist with post-implementation, the Village outsourced the customer support to MFSG (including phone and email support related to policy and billing questions and assistance with credit applications and appeals). Mr. Hyder served as the project manager for the study with support from Mr. Donahue and Ms. Moher.

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<tr>
<th>Name / Title</th>
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<tbody>
<tr>
<td>Steve Saunders / Public Works Director</td>
<td>1390 Willow Road, Winnetka, IL</td>
<td>847.716.3534 / <a href="mailto:ssaunders@winnetka.org">ssaunders@winnetka.org</a></td>
</tr>
<tr>
<td>Edward McKee / Finance Director</td>
<td>510 Green Bay Rd, Winnetka, IL</td>
<td>847.716.3513 / <a href="mailto:emckee@winnetka.org">emckee@winnetka.org</a></td>
</tr>
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</table>
Establishment of a Stormwater Utility
Village of Downers Grove, IL

In April of 2011, the Village engaged MFSG as part of a competitive bid procurement, to assist with the establishment of a stormwater utility. MFSG was tasked with providing a full range of services necessary for the establishment of the utility. The scope of services provided by MFSG included:

- Level of service and needs assessment to define current and future levels of service,
- Financial plan for funding maintenance and capital improvements,
- Funding strategy development including fee structure analysis,
- Stormwater utility administration (credits, incentives, appeals, billing methodology and policy issues recommendations),
- Development of an impervious area data,
- Property owner impacts (stormwater fee plus reduction in property tax assessment), and
- Public education and outreach.

The Village Council approved the establishment of a stormwater utility and stormwater fee in March of 2012, establishing the first stormwater utility in DuPage County. The Council adopted all of the recommendations developed by MFSG including a three tier fee structure for residential parcels and an equivalent residential unit basis for non-residential. The fee that was adopted will fully fund the current level of service and move the Village towards a recommended level of service over the next ten years. The Village began billing for stormwater on the utility bill in January of 2013. The utility has been fully functioning for nearly two years within annual revenues within 2% of estimates developed during the study. Mr. Hyder served as the project manager for the study with support from Mr. Donahue, Mr. Maker and Ms. Moher.

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<th>Name / Title</th>
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<tr>
<td>Stan Balicki / Assistant Public Works Director</td>
<td>5101 Walnut Ave, Downers Grove, IL 60515</td>
<td>630.434.5474 / <a href="mailto:sbalicki@downers.us">sbalicki@downers.us</a></td>
</tr>
<tr>
<td>Nan Newlon / Public Works Director</td>
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<td>630.434.5461 / <a href="mailto:newlon@downers.us">newlon@downers.us</a></td>
</tr>
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Stormwater, Water and Sewer Cost of Service/ Rate Study
Village of Orland Park, IL

The Village hired MFSG to develop a cost of service and rate methodology for stormwater, water and sewer funds. MFSG developed a comprehensive financial model to facilitate the cost of service analysis. The financial model included the operating and capital budgets for Village operations as well as necessary reserves. The financial model was utilized to examine three methods of assessing the cost of providing
stormwater to the Village residents. The methods considered for charging for stormwater included basing the fee on the following:

- Billed water usage (the current method)
- Impervious acreage per customers
- Assessed property value, as an Ad Valorem tax.

After discussion with Village staff, the Village decided to continue to charge stormwater fees based on billed water usage. The financial model developed during the study will allow the Village to move to a charge based on impervious acreage should the data required become available. MFSG recommended significant increases to the stormwater fee based on the actual cost of providing this service to Village residents. The recommendations presented by MFSG were unanimously adopted by the Village Board of Trustees. Mr. Hyder served as the project manager for the study with support from Mr. Donahue and Mr. Maker.

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<tr>
<th>Name / Title</th>
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<tr>
<td>Sarah Schueler / Assistant Finance Director</td>
<td>14700 Ravinia Ave, Orland Park, IL 60462</td>
<td>708.403.6192 / <a href="mailto:sschueler@orland-park.il.us">sschueler@orland-park.il.us</a></td>
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Citywide Drainage and Flood Improvements Study, GIS Masterplan
City of Wood Dale, IL

On September 12-14, 2008 the City of Wood Dale experienced a significant rain event that resulted in numerous flooding incidents throughout the City. Data from the National Oceanic and Atmospheric Administration (NOAA) indicates that the September, 2008 event was approximately equivalent to a 100-year storm. Another storm event on June 19, 2009 was estimated to be between a 10- and 50-year storm. These were two of many events that have caused flooding problems within the City. In response, the City retained Baxter & Woodman to 1) evaluate known areas of flooding and of inadequate drainage, and 2) develop a prioritized list of recommended solutions.

In all, six study areas were identified. Baxter & Woodman developed XP-SWMM models of the existing storm sewer systems, complete with storm sewers, overland flow paths, and detention basins. Two to three potential alternatives were modeled for each study area, with exhibits and cost estimates prepared for each alternative. The recommended improvements were ranked according to the cost per property benefitting from the project. Then the projects were organized into the City’s five-year capital improvements plan. The recommended improvements ranged in (estimated) cost from $160,000-$2.2M and included increased storm sewer capacity, expanded stormwater detention basins, and high capacity inlets.

As part of another engagement with the City, Baxter & Woodman designed and implemented a GIS Basemap and project supplement intended to assist the City in building a functional GIS and GIS implementation plan. The foundation of the City's GIS is the DuPage County GIS.

Baxter & Woodman prepared a GIS Master Plan for the City. The Master Plan consisted of a needs assessment that included multiple departments. The Needs Assessment was then used as the basic for the creation of an Implementation Plan outlined the department specific projects, tasks, and cost
estimates. The Implementation Plan has become the basis for the ongoing GIS projects the City has completed over the past three years. Mr. Phipps served as project manager for this study.

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<th>Name / Title</th>
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<tbody>
<tr>
<td>Jeff Mermuys / City Manager</td>
<td>404 North Wood Dale Road Wood Dale, IL 60191</td>
<td>630.787.3713 / <a href="mailto:jmermuys@wooddale.com">jmermuys@wooddale.com</a></td>
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**NPDES Phase II Implementation**  
**City of Elgin, IL**

Baxter & Woodman was retained by the City to provide comprehensive services to meet the requirements of the IEPA’s General NPDES Permit No. ILR40 for Municipal Separate Storm Sewer Systems. Services provided included tools needed to meet the Minimum Control Measures as well as permit renewals and Annual Facility Inspection Reports. NPDES Permit Renewal includes review of the City’s existing stormwater management program, along with preparation and submittal of the documentation necessary for the City to obtain a new NPDES Permit from the IEPA.

As part of the project, the City’s existing storm sewer GIS was updated based on provided as-builts and record drawings received since December 2006. The data was organized to integrate easily with the City’s existing storm sewer data, using the same coordinate system, layer configuration, and data structure. QA/QC procedures were also performed. We worked closely with City staff to identify project expectations and clarify question areas. The updates expanded the City’s storm sewer system through the creation of new structures and lines, and included relevant as-built information. Paper atlas maps as well as digital copies of the data atlas maps were delivered. Using the City’s existing data, we created the tools needed for the Illicit Discharge Detection and Elimination program review, inspections and trainings. Mr. Phipps served as project manager for this study.

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<tr>
<th>Name / Title</th>
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<tbody>
<tr>
<td>Joseph Evers / City Engineer</td>
<td>150 Dexter Court Elgin, IL 60177</td>
<td>847-931-5958 / <a href="mailto:evers_j@cityofelgin.org">evers_j@cityofelgin.org</a></td>
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**Impervious Surface Study**  
**Village of Mount Prospect, IL**

The project consisted of two parts, the first of which was the digitizing process of all impervious areas in the Village. The second part of the project was the calculation of the impervious areas to complete the final analysis.

At the start of the project, layers were created to represent specific impervious features such as buildings, driveways, sidewalks, parking lots, etc. The digitizing process was completed by carefully tracing around these features using 2010 aerial photography as the base. Once all features were collected and a detailed, a QA/QC process took place.

The next phase of the project started when totals for each impervious area were calculated. All features were joined together to create one feature of all impervious surfaces. This simplified the final step, which
was to calculate the percent of impervious area of the Village on a per-parcel basis. The project was the initial step to analyze the need of a Stormwater Utility, plus it allows the Village to proactively plan for drainage improvements. Mr. Phipps served as project manager for this study with support from Mr. Hopper.

### Name / Title | Address | Phone / Email
--- | --- | ---
Jason Leib / Deputy Director of Public Works | 50 S. Emerson Street, Mount Prospect, IL 60056 | 847.870.5640 / jleib@mountprospect.org

### B. National Experience

In addition to regional stormwater experience our project team has successfully completed stormwater feasibility and implementation studies for local governments located in a number of states throughout the United States. A sampling of projects and references are provided below.

#### Establishment of a Stormwater Utility

**Anne Arundel County, MD**

This extraordinarily high-growth local government with a population of over 500,000 engaged MFSG in 2012 to assist in the development of a County-wide stormwater utility. MFSG’s primary responsibility was the development of a comprehensive stormwater financial model that was used to calculate the appropriate stormwater fees given the level of service funding requirements facing the County. The model allowed for the development of a stormwater fee that will remain constant over a four year period (beginning July 1 of 2013). MFSG has provided a series of stormwater utility special reports and briefings for the County’s senior staff, for the County Council and for the County Executive. MFSG also developed a comprehensive credit manual and continues to assist the County with the steps necessary for implementation of the stormwater utility. Mr. Hyder served as the project manager for the study with support from Mr. Donahue, Mr. Maker and Ms. Moher.

### Name / Title | Address | Phone / Email
--- | --- | ---
Christine Romans / Assistant Director of Public Works | 2662 Riva Dr, Annapolis, MD 21401 | 410.222.7500 / pwroma22@aacounty.org
Leslie Campbell / DPW Director of Finance | 2662 Riva Dr, Annapolis, MD 21401 | 410.222.7519 / lcampbell@aacounty.org
Stormwater Utility Implementation Planning
City of Portsmouth, NH

The City of Portsmouth is the largest city in Rockingham County and is located on New Hampshire’s seacoast. In 2013, the City engaged MFSG to assist with the completion of a Phase II stormwater utility study. The goal of the study was to develop a financial plan for funding the increased regulatory requirements anticipated as part of the City’s future permit and to determine the specific requirements for implementation of a stormwater utility. The study was completed and reviewed internally within the City. Once the City receives its new permit, the City plans to review the study findings with the City Council and consider moving forward with the implementation of a stormwater utility. Mr. Hyder served as the project manager for the study with support from Mr. Donahue and Ms. Moher.

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<tr>
<td>Brian Goetz / Deputy Director of Public Works</td>
<td>680 Peverly Hill Road Portsmouth, NH 03801</td>
<td>603.766.1420 / <a href="mailto:bfgoetz@cityofportsmouth.com">bfgoetz@cityofportsmouth.com</a></td>
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Establishment of Stormwater Utility
Town of Centreville, MD

The Town of Centreville is located on the Eastern Shore of Maryland and includes a population of approximately 2,000 individuals. The Town received a grant from the National Oceanic and Atmospheric Administration (NOAA), through the Maryland Department of Natural Resources Chesapeake and Coastal Program to hire a consultant to evaluate and assist with the implementation of a stormwater utility. As part of a competitive procurement the Town selected and engaged the MFSG to complete the study. The study included the development of a business plan to assess the existing stormwater management program and refine the levels of service by developing a financial model, evaluate the basis for a fee along with alternative billing methodologies and evaluation of policies and procedures associated with a stormwater management fee and the implementation of an ordinance. The study also included an extensive public outreach and education components consisting of:

- Formation of and workshops with a stormwater advisory council (SWAC) with a goal of education and soliciting feedback related to the development of a stormwater utility.
- Workshops with Town Council and other government agencies to educate and solicit input.
- Public outreach and education via mailers, website material, FAQ’s, articles in local media and public forums.
Mr. Hyder served as the project manager for the study with support from Mr. Donahue, Mr. Maker and Ms. Moher.

<table>
<thead>
<tr>
<th>Name / Title</th>
<th>Address</th>
<th>Contact Information</th>
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<tbody>
<tr>
<td>Eva Kerchner / Watershed Manager</td>
<td>420 N Commerce St, Centreville, MD 21617</td>
<td>410.758.4463 / <a href="mailto:ekerchner@townofcentreville.org">ekerchner@townofcentreville.org</a></td>
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**Establishment of a Stormwater Utility**

**City of Manassas Park, VA**

The City engaged MFSG to provide advice and technical assistance in the establishment of a stormwater utility. The City currently contains approximately 39 stormwater management ponds, storm sewers and stream channels that are used for stormwater drainage. Many ponds are owned and maintained by the City; others are owned and maintained by the individual developments or homeowners associations (HOAs) for their locations. The establishment of a stormwater utility as an enterprise fund allows the City to adequately charge for the costs incurred to maintain adequate stormwater infrastructure and facilities to meet the increased environmental requirements of the Chesapeake Bay cleanup program. The utility also defines and monitors the level of maintenance required at individually owned stormwater management ponds.

A comprehensive review of existing state and federal standards was completed to review the adequacy of the existing stormwater capital improvement program as well as to identify additional required capital expenses. MFSG also identified and isolated current storm water related annual costs from the City’s operating and capital budgets. Revenue requirements were determined and methodologies for collecting revenues were analyzed. Identification and review of billing mechanisms (impervious acreage) was completed and unit costs (residential ERUs / square footage) were developed. Criteria and methodologies for identifying and quantifying site-specific storm water management activities and programs that qualify for credits against stormwater management fees were also recommended. Mr. Donahue served as the project manager for the study with support from Mr. Hyder, and Mr. Maker.

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<thead>
<tr>
<th>Name</th>
<th>Address</th>
<th>Phone / Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kathy Gammell / Former Public Works Director</td>
<td>One Park Center Court Manassas Park, VA 20111</td>
<td>717.476.0562 / <a href="mailto:kathleenrg@q.com">kathleenrg@q.com</a> (retired, current contact)</td>
</tr>
</tbody>
</table>

**Stormwater Cost of Service Study**

**City of Hampton, VA**

The City of Hampton, located on the southeastern end of the Virginia Peninsula, is one of the seven major cities that compose the Hampton Roads metropolitan area. As a subconsultant to the engineering firm Kimley-Horn, MFSG performed the following tasks as part of the stormwater rate study for the City of Hampton:

- Define and identify the City of Hampton’s stormwater-related costs
- Review / document anticipated capital costs for stormwater.
- Research available databases that could be used for allocation and billing of costs
- Develop revenue requirements / costs of service for stormwater management programs, including O&M and annualized capital costs on a detailed basis for the next five fiscal years.
- Identify criteria and methodologies for identifying and quantifying on-site and site-specific stormwater management activities and programs that qualify for credits against the stormwater management fees to be charged to the general population within the service area of the stormwater utility.
- Identify geographic areas / parcels for inclusion or exclusion from the service area of the stormwater utility.
- Develop preliminary unit costs (per household/ERU, per impervious acre, per square foot, etc.) for budgetary purposes for the City.
- Calculate the bill impacts for each customer class based on the rates developed.

Mr. Maker served as the project manager for the study with support from Mr. Hyder, and Mr. Donahue.

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<tr>
<th>Name</th>
<th>Address</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Lynn Allsbrook /</td>
<td>22 Lincoln St., Hampton,</td>
<td>757.727.6346 / <a href="mailto:lallsbrook@hampton.gov">lallsbrook@hampton.gov</a></td>
</tr>
<tr>
<td>Interim Public Works Director</td>
<td>VA 23669</td>
<td></td>
</tr>
</tbody>
</table>

**Stormwater, Solid Waste and Wastewater Cost of Service Study**

**City of Newport News, VA**

The City of Newport News is at the southwestern end of the Virginia Peninsula, on the north shore of the James River at its confluence with the Chesapeake Bay and Atlantic Ocean. MFSG, working with the City’s engineers, developed a comprehensive cost of service and rate study for the City’s stormwater, solid waste and wastewater utilities. The study analyzed the current rate structures and current methodology of each utility fee with stormwater being charged on an ERU (equivalent residential unit) basis for 46,000 residential customers and according to impervious area for commercial customers.

The study examined operating and maintenance expenses, debt service, operating and repair / renewal / rehabilitation reserves and capital improvement programs of $25 million for stormwater, over $3 million for solid waste and $19 million for wastewater while taking into account unit and growth projections over a ten year planning period. The study was completed in early 2009. Mr. Donahue served as the project manager for the study with support from Mr. Hyder, and Mr. Maker.

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<tr>
<th>Name / Title</th>
<th>Address</th>
<th>Phone / Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>Judi Hines / Assistant</td>
<td>2400 Washington Ave.</td>
<td>757.269.2710 / <a href="mailto:jhines@nngov.com">jhines@nngov.com</a></td>
</tr>
<tr>
<td>Director of Public Works</td>
<td>Newport News, VA 23607</td>
<td></td>
</tr>
</tbody>
</table>

**Stormwater, Water and Sewer Cost of Service / Rate Study**

**City of Camden, NJ**

The City engaged MFSG to develop a cost of service and rate methodology for the City’s stormwater, water and sewer funds. MFSG developed a comprehensive financial model to facilitate the cost of service analysis. The financial model determines the true cost of operating the stormwater, water and sewer
systems. The actual costs of operating these systems is projected for the next ten years with specific emphasis placed on assuming a gradual increase (“ramp up”) in the costs related to stormwater due to compliance with new regulatory standards adopted by NJDEP. The financial model can be utilized to examine various methods for allocating stormwater costs among the residents and businesses within the City. The City currently includes the cost of operating the stormwater system in the water and sewer bills. The City implemented a separate stormwater fee based on billed water usage until reliable impervious acreage data is available.

Extensive public outreach efforts were incorporated into the project, including several neighborhood meetings, meetings with key stakeholders, large user groups, civic groups and elected officials. Radio and public television call-in shows were also used as part of the project. Mr. Hyder served as the project manager for the study with support from Mr. Donahue and Mr. Maker.

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<tr>
<th>Name / Title</th>
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<th>Phone / Email</th>
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<tbody>
<tr>
<td>Fred Martin / Senior Administrative Analyst</td>
<td>520 Market St, Camden, NJ 08102</td>
<td>609.314.7567 / <a href="mailto:F_ddiemmartin@verizon.net">F_ddiemmartin@verizon.net</a> (recently retired, current contact)</td>
</tr>
</tbody>
</table>
APPENDIX A – RESUMES OF KEY PROJECT PERSONNEL
David A. Hyder  
Vice President, Municipal & Financial Services Group

Professional Profile

Mr. Hyder serves as Vice President of the Municipal & Financial Services Group, applying engineering, environmental and financial expertise to a broad range of infrastructure projects for clients. Mr. Hyder has over fifteen years of professional experience. He specializes in assisting public sector clients with the financial and managerial aspects of environmental infrastructure. Prior to his management consulting career, he worked for a large electrical and electronics manufacturing company.

Technical Expertise

- Financial Modeling
- Specialized Cost Accounting
- Financial Feasibility Studies
- Cost of Service Analysis
- Rate and Fees Design
- Utility Formation
- Development of Impact Fees
- Operational Audits

Selected Consulting Experience

Financial/Management

**Anne Arundel County, MD - Stormwater Utility Study** - Project manager for development and implementation of county-wide stormwater utility. Study included development of a stormwater fee structure, financial models, credit and incentive manual and public outreach.

**City of Portsmouth, NH – Stormwater Utility Study** – Project manager responsible for Phase II planning study for stormwater utility. Study included development of financial plan for funding of estimated new permit requirements and development of necessary steps for utility implementation.

**Village of Downers Grove, IL - Stormwater Utility Study** - Project manager responsible for the completion of a stormwater utility feasibility and implementation study for the Village. Study included development of stormwater operating and capital budget, stormwater fee design (including tiered structure based on impervious area), communications plan, staffing plan, implementation plan, incentive and credit manual and stormwater ordinance.

**Village of Winnetka, IL - Stormwater Utility Feasibility Study** - Project management responsible for completion of stormwater utility feasibility study. Study included development of level of service, stormwater fee structure, impervious area analysis, administration, implementation plan, credit manual, public outreach and draft ordinance development.

**Town of Centreville, MD - Stormwater Utility Study** - Project manager responsible for completion of stormwater utility implementation study for the Town. Study included development of a business plan for the utility including appropriate funding levels, fee structure, credit program and manual, billing, public outreach and development of a stormwater ordinance.

**City of Cleveland, OH - Comprehensive Financial Plan** - Project manager responsible for completion and oversight of five-year financial plan for Division of Water and Water Pollution Control. Study included development to fully functionalized cost of service, rate structure evaluation, demand model development and project reporting.
Cape Fear Public Utility Authority, NC - Authority Formation / Financial Feasibility - Project manager for formation of regional water and sewer authority, combining the water and sewer operations of the City of Wilmington and New Hanover County, North Carolina. The project included all aspects of the creation of a new water and sewer authority including: staffing plans, combined capital improvements plan, development of comprehensive policy and business processes, ordinances, combined financial plan / rate development, recruiting and hiring key personnel, internal and external communications and completion of financial feasibility report in support of Authority’s first revenue bond issue.

Cost of Service/Rate Studies

Project manager for cost of service and rate studies for water, wastewater and stormwater utilities. Responsibilities include project management, development of financial plan, cost of service analysis, rate structure design and evaluation and project reporting. Project manager for cost of service and rate studies completed for the following clients:

- Albemarle County Service Authority, VA (water, sewer)
- Anne Arundel County, MD (water, sewer, stormwater, solid waste)
- Borough of North East, PA (water, sewer)
- City of Annapolis, MD (water, sewer, stormwater)
- City of Arnold, MO (water, sewer)
- City of Cambridge, MD (water, sewer)
- City of Camden, NJ (water, sewer, stormwater)
- City of Canandaigua, NY (water, sewer)
- City of Claremont, NH (water, sewer)
- City of Cleveland, OH (water, sewer)
- Chautauqua County, NY (water, sewer)
- City of Crystal River, FL (water, sewer)
- City of Cumberland, MD (water, sewer)
- City of Fredericksburg, VA (water, sewer, stormwater, solid waste)
- City of Frostburg, MD (water, sewer)
- City of Fullerton, CA (water, sewer)
- City of Geneva, IL (water, sewer)
- City of Grandview, MO (sewer)
- City of Hagerstown, MD (water, sewer, stormwater)
- City of Mexico, MO (water, sewer)
- City of Moline, IL (water, sewer)
- City of New York, NY (water, sewer)
- City of Olathe, KS (water, sewer)
- City of Portsmouth, NH (water, sewer, stormwater)
- City of Raymore, MO (water, sewer)
- City of Rockville, MD (water, sewer, stormwater)
- City of Wheaton, IL (water)
- City of Wilmington, NC (water, sewer)
- Clermont County, OH (water, sewer)
- District of Columbia (water, sewer, stormwater)
- Kent County, MD (water, sewer, stormwater)
- Howard County, MD (water, sewer)
- Loudon Water, VA (water, sewer)
- Town of Barnstable, MA (water, sewer)
- Town of Branford, CT (water, sewer)
- Town of Cheshire, CT (water, sewer)
- Town of Chincoteague, VA (water, sewer)
- Town of Centreville, MD (stormwater)
- Town of Hamilton, VA (water, sewer)
- Town of Leesburg, VA (water, sewer)
- Town of Manchester, CT (water, sewer)
- Town of Milton, DE (water, sewer)
- Town of Purcellville, VA (water, sewer)
- Town of Ocean City, MD (water, sewer)
- Town of Watertown, CT (water, sewer)
- Prince William County Service Authority, VA (water, sewer)
- New Hanover County, NC (water, sewer)
- Stafford County, VA (water, sewer)
- Town of Warrenton, VA (water, sewer)
- Village of Downers Grove, IL (water, stormwater)
- Village of Glenview, IL (water, sewer)
- Village of Orland Park, IL (water, sewer, stormwater)
- Village of Morton Grove, IL (water, sewer)
- Village of Winnetka, IL (stormwater)
- Washington Suburban Sanitary Commission, MD (water, sewer)
Edward J. Donahue III, CMC
President, Municipal and Financial Services Group

Professional Profile

Mr. Donahue serves as president of the Municipal & Financial Services Group, a specialized consulting practice that focuses on financial, management and economic issues facing public sector and infrastructure clients, especially those involved in large capital-intensive activities. Mr. Donahue has almost fifty years of experience, including forty years of management consulting. Prior to establishing MFSG, he directed a national consulting practice for a Big Four accounting firm. His career includes work as Financial Manager of R&D Operations for Westinghouse Electric Corporation and as a senior systems accountant at the U.S. Environmental Protection Agency.

Technical Expertise

- Financial Planning & Analysis
- Litigation Support
- Strategic Planning
- Regulatory Analysis
- Management Audits & Operational Reviews

Selected Consulting Experience

Financial Planning and Analysis - development of financial alternatives, capital improvement plans and financial feasibility studies for operating and capital costs, such as:
- Cost of service/rate studies for more than 150 utilities (water, sewer, electric, solid waste, stormwater)
- Impact fees/capacity fees/system development charges
- Development of long-term business plans
- Negotiation of inter-jurisdictional agreements
- Evaluation of contracts and proposals; acquisition and disposal of assets; change orders
- Financial feasibility studies/debt affordability studies
- Bond-related studies (coverage tests, arithmetic verifications, arbitrage compliance, parity tests, etc.)
- Tax revenue and expenditure analyses (tax and annexation disputes)
- Tax differential / tax setoff studies

Management and Organization - evaluation of performance, efficiency and effectiveness of organizations; establishment of new organizations or consolidation of existing organizations or departments, including development of organizational structures and staffing needs, recruitment of key personnel, job descriptions, compensation programs, capital and operating budgets, revenue analysis, etc. Governance studies for boards of directors, commissions and authorities.

Asset Management - development of asset management processes and systems for infrastructure, including: optimization of operating and capital budgets; definition of service levels; condition assessments; identification and specification of software packages; life cycle costing analyses; development of planned and preventive maintenance systems and programs.

Management Reporting - Development of management reporting systems, including development of information needs, frequency and timing of reports, format of reports. Development of specifications for financial reporting systems for large municipal and federal agencies. Development of testing protocols to validate performance of management reporting with pre-established criteria.

Strategic Planning - development of strategic and long-range plans for non-profit and for-profit organizations.
**Tax-Exempt Financing** - Use of creative approaches to finance economic development and industrial facilities with tax-exempt debt, and the use of special taxing districts (tax increment financing districts [TIF], special community benefit districts [SCBDs], etc.) to facilitate desirable development, including:

- Automotive coatings facilities
- Electric, steam and chilled water systems
- Paper manufacturing facilities
- Senior living communities

**Regulatory Analysis** - evaluation of financial and economic impact of various environmental laws and regulations, at industry, company and plant levels.

**Litigation Support** - financial analysis and expert witness service in a wide variety of litigation and regulatory hearings. Typical areas of review include:

- Documentation/re-creation of historical costs
- Forecasts/projections of costs/revenues
- Sensitivity analysis to identify critical issues for negotiations
- Development of/response to interrogatories
- Forensic accounting
- Financial models
- Cost allocations/rate schedules
- Construction claims/commercial disputes
- Civil bankruptcies (Chapters VII, IX and XI)
- Criminal bankruptcy
- Patent/trademark infringement (lost profits, reasonable royalties)

**Hazardous Waste** - identification and evaluation of financial risks, and development of recommended assurance and insurance levels and mechanisms for a large fully-permitted landfill accepting industrial and medical wastes; determination of risk management mix for hazardous waste operations.

**Selected Cost of Service/Rate Study Work**

- Albemarle County Service Authority, VA (water, sewer)
- Anchorage Water & Wastewater Utility, AK (water, sewer)
- Anne Arundel County, MD (water, sewer, solid waste)
- City of Beaverton, OR (water)
- Boston Water and Sewer Commission (water, sewer, stormwater)
- Town of Branford, CT (sewer)
- Bristol County Water Authority, RI (water)
- City of Cambridge, MD (water, sewer)
- City of Camden, NJ (water, sewer)
- City of Canandaigua, NY (sewer)
- Cape Fear Public Utility Authority, NC (water, sewer, stormwater)
- Carroll County, MD (water, sewer)
- Cecil County, MD (sewer)
- Town of Cheshire, CT (water, sewer)
- Chesterfield County, VA (effluent reuse)
- City of Chesapeake, VA (water, sewer)
- Town of Cheshire, CT (sewer)
- Town of Chincoteague, VA (water)
- City of Claremont, NH (water, sewer)
- Clermont County, OH (water, sewer)
- City of Cleveland, OH (water, sewer)
- Dallas Water Utility, TX (water)
- Town of Dartmouth, MA (water)
- DC Water (water, sewer, stormwater)
- DC Water (water, sewer, stormwater)
- Delaware County Regional Authority, PA (sewer)
- Denver Water Board, CO (water)
- City of Concord, CA (sewer)
- City of Dunkirk, NY (water, sewer)
- Town of Durham, NH (water)
- Town of Duxbury, MA (water and sewer)
- City of Effingham, IL (water)
- Town of Elkton, MD (water, sewer)
- El Dorado Irrigation District, Placerville, CA (water, sewer)
- Town of Durham, NH (water)
- Town of Elkton, MD (water, sewer)
- City of Fairbanks, AK (water, sewer)
- Fair Oaks Water District, CA (water)
- City of Falls Church, VA (water)
- City of Findlay, OH (sewer)
- Frederick County, MD (water, sewer, solid waste)
- Village of Fredonia, NY (water, sewer)
- City of Frostburg, MD (water)
- City of Fullerton, CA (water)
- Garrett County, MD (water, sewer)
- Village of Glenview, IL (water, sewer, stormwater)
- Town of Georgetown, DE (sewer)
- City of Hagerstown, MD (water, sewer)
- City of Hampton, VA (wastewater, solid waste)
- County of Hanover, VA (water and sewer)
- Hazleton City Authority, PA (water)
• City of Hilliard, OH (solid waste)
• Howard County, MD (water, sewer, solid waste)
• James City Service Authority, VA (water, sewer)
• Jurupa community Services district, CA (water, sewer)
• Kennebunk, Kennebunkport & Wells Water District, ME (water)
• Kent County (DE) Sanitary District (sewer)
• Kent County, MD (water / sewer)
• Town of Leesburg, VA (water, sewer)
• Town of Lovettsville, VA (water, sewer)
• Lower Cape Fear W&SA, NC (raw water)
• City of Manassas Park, VA (stormwater)
• Town of Manchester, CT (water, sewer)
• Massachusetts Water Resources Authority (water/sewer)
• Metropolitan District Commission, Boston, MA (sewer)
• City of Mexico, MO (water / sewer)
• City of Middletown, CT (sewer)
• Town of Milton, DE (water, sewer)
• Mohawk Valley Water Authority, NY (water)
• Montgomery County, OH (sewer and solid waste)
• Village of Morton Grove, IL (water, sewer)
• New Hanover County, NC (water, sewer)
• City of New Haven, CT (sewer)
• City of New London, CT (water)
• City of Newport News, VA (sewer, solid waste, stormwater)
• City of New York, (water, sewer, stormwater)
• City of Nome, AK (water and sewer)
• Borough of North East, PA (water, sewer)
• North Slope Borough, AK [Prudhoe Bay] (water, sewer, solid waste)
• Town of Ocean City, MD (water, sewer)
• City of Olathe, KS (water / sewer)
• Village of Orland Park, IL (water, sewer)
• City of Oxnard, CA (sewer)
• Pittsburgh Water & Sewer Authority, PA (water, sewer)
• Prince William Service Authority, VA (water, sewer)
• Town of Purcellville, VA (water, sewer)
• Queen Anne’s County, MD (water, sewer)
• City of Raymore, MO (water, sewer)
• City of Richmond, VA (solid waste)
• City of Rochester, NY (water)
• City of Rockville, MD (water, sewer, solid waste)
• Sacramento Regional County (CA) Sanitation District (sewer, stormwater)
• City and County of San Francisco, CA (solid waste, stormwater, water and wastewater)
• South Norwalk, CT (electric)
• County of Stafford, VA (water and sewer)
• Summit County, OH (sewer)
• Sussex County, DE (water, sewer)
• City of Tucson, AZ (sewer / effluent reuse)
• Union Bridge, MD (sewer)
• Union Sanitary District, Fremont, CA (sewer)
• Town of Warrenton, VA (water, sewer)
• Washington County Service Authority, VA (water, sewer)
• Washington Suburban Sanitary Commission, MD (water, sewer)
• City of Wilmington, NC (water, sewer)
Selected Experience - Litigation Support

• City of Farmers Branch v. Dallas Water Utility
  City Attorney (Dallas)
  Suburban Water Rates

• Confidential (County Attorney, Charles County, MD)
  Forensic Accounting Study Related to Defalcation and Embezzlement by County Administrator

• City of Palo Alto, et al v. City of San Francisco
  Howard, Rice (for San Francisco)
  Water Rates, Water Rights, Availability

• Hotel Owners Association v. City of San Francisco
  William Barrett (Deputy City Attorney)
  Stormwater Costs

• Apartment Owners Association v. City of Beaverton, OR
  City Attorney (for Beaverton)
  Multi-Family Water Rates

• F.R. Briscoe v. Clark County, NV
  Lempres & Wulfsberg (for URS Engineers)
  Construction Claim, Wastewater Treatment Plant

• Landbank Equity Corp.
  Laurence Levey, Trustee
  Chapter VII Civil Bankruptcy

• Tri-City Tires
  Deborah Fisk (Assistant U.S. Attorney)
  Chapter XI Civil Bankruptcy

• City of Brookfield, et al v. Milwaukee MSD
  Mulcahy & Wherry (for Brookfield)
  Capital Cost Allocation, Sewer Rates

• Confidential
  Lempres & Wulfsberg
  Propriety of Costs Claimed by Consultant

• Confidential
  Hogan and Hartson (for Plaintiff)
  Trademark Infringement (Lost Profits)

• Renishaw PLC v. Carl Zeiss
  Oliff & Berridge (for Renishaw)
  Patent Infringement (Lost Profits, Reasonable Royalties)

• Interstate Plaza Partnership v. Home Fed Bank
  McCarthy & Burke (for Home Fed)
  Breach of Contract, Construction Claim

• Bancroft-Clover Sanitary District, et al v. Denver Water Board
  Saunders, Snyder, Ross & Dickson (for Denver)
  Water Rates, System Development Charges
• Town of Ashland v. County of Hanover, VA
  McGuire, Woods, Battle & Boothe (for Hanover)
  Annexation Dispute Before Virginia Commission on Local Governments

• Dewberry & Davis v. Maryland General Services Administration
  Silverstein & Mullens (for Dewberry)
  Construction Claim, Correctional Facility

• City of Los Angeles v. City of El Segundo et al.
  City Attorney (for Los Angeles)
  Capital and Operating Costs of Regional Sewer System

• Clement Tingley, et al., v. Board of Supervisors of Hanover County
  Hirschler, Fleischer, Weinberg, Cox & Allen (for Hanover)
  Connection Fees for Water and Wastewater Systems

• Thomas Wolf, et al. v. Fauquier County Water & Sanitation Authority
  O'Connell & Mayhugh (for Wolf)
  Capacity Fees, Property Rights

• Washington County v. City of Hagerstown, MD
  Urner, Nairn & Boyer, LLC (for Hagerstown)
  (Before Maryland Public Service Commission, Case #8324)
  Outside-City Water and Sewer Rates

• SCA v. Charles County, MD
  Venable, Baetjer and Howard (for SCA)
  Capacity Fees

• Bankruptcy Proceeding 03-03428-DOT
  (On behalf of the City of Richmond, VA)
  Utility Bill Arrearages as Preference Payments

• Matter of Bramble Hill Water System
  Gohn, Hankey & Stichel, LLP (for Bramble Hill)
  (Before Maryland Public Service Commission, Case #8984)
  Water System Valuation and Customer Tariffs

• Matter of City of Frostburg
  Law Offices of Michael Cohen (for the City of Frostburg, MD)
  (Before Maryland Public Service Commission, Case #9040)
  Inside-City vs. Outside-City Rate Differentials

• Application for Rate Increase, Aqua Virginia, Inc.
  Buck, Toscano & Tereskerz, Ltd. (for Lake Monticello Owners’ Association)
  (Before Virginia State Corporation Commission, Case #PUE 2005-00080)
  Water System Valuation and Customer Tariffs

• Smartdesks, Inc. vs. CBT Supply, Inc. MJG-05-3456
  Conwell, LLC (for Smartdesks, Inc.)
  (Intellectual property – lost profits, reasonable royalties)

• David H. Katz, et al. v. Township of Westfall, PA (Civil Action No. 3:CV-03-0277)
  Dewey & LeBoeuf (for Katz)
  Land Use / Zoning
• Bankruptcy Proceeding 5-09-02736 (Westfall Township, PA, Debtor)
  Dewy & LeBoeuf (on behalf of David H. Katz, et al.)
  Chapter 9 – Municipal Bankruptcy

• Fisher v. Little Orleans Campground of America
  (Circuit Court of Allegany County, MD, Case #01-C-11-036411)
  Poole & Kane, P.A. (for LOCPA)
  Contract Pricing Dispute

• Malone Investments, LLC v. Somerset County Sanitary District, Inc.
  (Circuit Court of Somerset County, MD, Case #19-C-11-014871)
  Adkins, Potts & Smethurst, LLP (for Malone)
  Cost Allocation Dispute – Sewer Interceptor

• City of Westlake vs. City of Cleveland.
  (Court of Common Please, Cuyahoga County, OH, Case #CV-12-782910)
  Tucker Ellis LLC (for Cleveland)
  Stranded Costs, Cost to Cure – Water Utility

• Conyngham Borough vs. Conyngham Borough Authority
  (Court of Common Please, Luzerne County, PA, Case #2014-03755)
  Falvello law Firm, P.C. (for Conyngham Borough Authority)
  Dissolution of Authority
Michael R. Maker
Manager, Municipal and Financial Services Group

Professional Profile
Mr. Maker is a Manager in the Municipal & Financial Services Group, applying management, financial and engineering experience. He manages client projects, develops analytical financial models and compiles comprehensive reports and presentations.

Technical Expertise

- Operational Audits
- Management Studies
- Efficiency and Effectiveness Studies
- Financial Modeling
- Rates and Fees Design
- Cost of Service Analyses
- Demand/Usage Projections
- Benchmarking/Comparative Analyses
- Research and Data Analyses
- Process/Workflow Mapping

Selected Consulting Experience

Financial/Management

**Stormwater Study: Hampton, VA** – Along with Kimley-Horn, performed a stormwater utility rate study. Created a financial model to project stormwater fees over a ten-year planning period for the City. The study included identification of stormwater-related operating and capital costs, development of preliminary unit costs (per ERU and square foot of impervious area), calculation of bill impacts for each customer class based on developed rates and a comparison of bills with other utilities in the Hampton Roads metropolitan area.

**Stormwater Utility Establishment: Auburn, MA** – Along with CEI Engineers, performed a stormwater cost of service and rate study. Created a financial model to calculate and project stormwater fees over a ten-year planning period for the Town. Model development included review and documentation of direct and indirect operating and capital costs provided by CEI, calculation of projected debt service and financial reserves, analysis of real property GIS customer database, rate and fee design, creation of sample customer bills and a comparison of bills with surrounding utilities.

**Refuse Cost of Service Analysis: Annapolis, MD** – Performed an analysis that calculated the true costs to the City to provide refuse services across several departments/divisions. After evaluation of MFSG’s report and internal discussion within the City, the City Council voted to outsource refuse collection services and lower annual residential bills by $46.

**Organizational Effectiveness and Efficiency Study: Danville, VA** – Provided recommendations for the most effective delivery of services for over 30 City departments/divisions including the following enterprise utility funds: water, wastewater, gas, electric and telecommunications services. The project team interviewed over 160 employees and other stakeholders, benchmarked Danville with other City governments within Virginia and provided over 200 recommendations with focus on increasing productivity, efficiency and cost savings.

**Commercial District Tax Base Analysis: Annapolis, MD** – Analysis and update of commercial data within six key commercial districts of the City. Examined and updated data included parcel, square footage, acreage, land and improvement assessment figures as well as other geographic and demographic data.
Organizational Management and Efficiency Study: James City Service Authority, VA – Performance of an organizational analysis of the Service Authority’s customer service, billing, operations and management functions. The study included document/data analysis, interviews with a third of the 89 full-time positions and process and procedure evaluation.

Newport, RI Water Division Review: Rhode Island Public Utilities Commission – Study of the organization and management of the Newport Water Division, as requested by the Rhode Island Public Utilities Commission (RI PUC). The study involved an assessment of the policies, procedures and organizational structure of the Division as well as a benchmarking analysis of PUC regulated water utilities. Recommendations were made for all sections of the Division including Management, Finance, Water Quality Treatment, Collection & Distribution and Meter.

Economic Impact Analysis: Annapolis, MD – Creation of an economic/fiscal impact analysis of four development opportunity areas designated by the City. The project involved a comparison of the incremental cost of providing municipal services to planned development communities with the incremental revenues to be realized by the City from those developments.

Organizational Effectiveness and Efficiency Study: James City County, VA – Performance of an organizational analysis of over 35 County departments/divisions. The study process included review/analysis of a wide variety of County documents, interviews with over 160 employees (of 700) and other stakeholders, evaluation of programs and services offered as well as a benchmarking of other county governments within Virginia. The project team recommended over 150 recommendations with focus on increasing productivity, efficiency and cost savings.

Development Impact Fee Study: Rockville, MD – Creation of an impact fee model for the recovery of costs of the growth related portions of City services such as public safety, general government, recreation and parks, transportation and streets, refuse, stormwater, water and wastewater. The study also explored the development of linkage fees for affordable housing and impact fees for schools and fire and emergency medical services as pass-through fees to Montgomery County.

Solid Waste Collection Market Model: New Jersey Department of Environmental Protection – Analysis of the market for solid waste collection in New Jersey and development of an economic model allowing assessment the economic competition in each of the 21 counties of New Jersey, including training in use of the model and preparation of a supplemental manual. The study evaluated the effective competitiveness of the solid waste marketplace within each county of the State of New Jersey and the overall solid waste industry for the entire state. The study analyzed competition within the New Jersey solid waste industry by calculating the four firm ratio and Herfindahl-Hirschman Index (HHI) of market completion using customer size and estimated revenues of active firms for residential, commercial, industrial and on-call services.

Refuse Collection Practices and Policies Study: Fredericksburg, VA – Comprehensive route analysis involving a hands-on assessment of the City’s refuse collection operations and procedures. Review and assessment of the City’s refuse collection, refuse disposal and recycling collection departments’ budgets and revenue requirements. Analysis of the impact of system efficiency and effectiveness of changes in service delivery parameters through an evaluation of four service level changes and their associated cost savings. The study recommended several executable and cost efficient improvements to the practices and policies of the City’s refuse collection services.

Maryland Leave Assessment: Maryland Department of Budget and Management – Evaluation of the State of Maryland’s employee leave time bank and employee to employee leave transfer program. Findings and recommendations were based on a comparison of Maryland’s leave transfer programs to those of other states, interviews with staff at both the Department of Budget and Management and at the individual departments administering the leave programs and process mapping of individual departments’ leave programs’ practices and procedures.

Advertising Revenue Generating Opportunities Assessment: Maryland Transportation Authority (MdTA) – Performance of public opinion survey pertaining to commuters’ opinions on the suitability of funding sources on MdTA property. Research was gathered at MdTA facilities including the Maryland House Welcome Center and the William Preston Lane Jr. Memorial (Bay) Bridge Stop-in Center. Public opinion data was compiled and tabulated for further study analysis.
**Organizational, Staffing and Management Policies and Procedures Study: New Hanover County (North Carolina) Engineering Department** – Comparative analysis of County engineering department with surrounding municipal utilities. Examination included customer and population demographics, departmental roles and responsibilities, and financial funds and organizational structure review.

**Governance Study: District of Columbia Water and Sewer Authority** – Research and benchmarking analysis of comparable agencies around the nation. Best practices examination conducted pertaining to class categories such as service area, organizational composition, financial background and strategic plans.

**Fire Protection Service Research Analysis: Wicomico County, MD** – Implementation of research analysis pertaining to fire protection (both volunteer and career) and emergency services for every county within the State of Maryland. Specific demographic and financial data pertaining to each County’s facilities was compared and compiled into a final report.

**Tax Assessment Study: Ocean City Chamber of Commerce, Ocean City, MD** – Performance of research analysis for the Ocean City Chamber of Commerce pertaining to average property tax assessments, annual property tax bills and various other municipal financial data for municipalities of similar capacity to Ocean City. Collected data was analyzed and financial results tabulated.

**American Water Financial Statements Research: Louisville Water Company, Louisville, KY** – Execution of economic survey data collection pertaining to the annual filings and selected financial statements of the American Water companies. Research and acquired information was analyzed and compiled; net income and total equity capital pertaining to each company was calculated and tabulated.

**Cost of Service/Rate Studies**

Completion of cost of service and rate studies for water, wastewater, stormwater and solid waste utilities. Responsibilities include development of cost of service cash flow model, rate design, fee design and customer impact analysis. Worked on cost of service and rate studies for the following clients (organized alphabetically by state abbreviation, then utility):

- Branford, CT
- Cheshire, CT
- Manchester, CT
- Montville, CT
- Milton, DE
- Glenview, IL
- Morton Grove, IL
- Orland Park, IL
- Anne Arundel County, MD
- Calvert County, MD
- Cecil County, MD
- Elkton, MD
- Frederick County, MD
- Frostburg, MD
- Garrett County, MD
- Hagerstown, MD
- Harford County, MD
- Kent County, MD
- Rockville, MD
- Westminster, MD
- Cape Fear Public Utilities Authority, NC
- Camden, NJ
- Evesham Municipal Utilities Authority, NJ
- Mohawk Valley Water Authority, NY
- Rochester, NY
- Clermont County, OH
- Cleveland, OH
- Summit County, OH
- Pittsburgh Water and Sewer Authority, PA
- Bristol County Water Authority, RI
- Albemarle County, VA
- Chincoteague, VA
- Fauquier County, VA
- Hampton, VA
- James City Service Authority, VA
- Leesburg, VA
- Lovettsville, VA
- Newport News, VA
- Purcellville, VA
- Richmond, VA
- Stafford County, VA
- Warrenton, VA

**Computer Skills**

- Microsoft Excel, Word, Outlook, PowerPoint, Access, Publisher (Office 365, 2013, 2010, 2007)
- Microsoft Visio
- Microsoft Project
- Microsoft SharePoint
- Crystal Reports
- Palisade @Risk for Excel
- Adobe Photoshop
- Adobe Acrobat
- Operating Systems (Microsoft Windows 8, 7, Vista, XP)
Tracey J. Moher  
Manager, Municipal and Financial Services Group

Professional Profile

Mrs. Moher is a Manager in the Municipal & Financial Services Group, applying financial and consulting experience to support the principals of MFSG. Mrs. Moher has six years of experience and she has helped develop analytical financial models and compile reports for client use. Prior to her management consulting career, she worked for a financial consulting firm in the Baltimore area.

Technical Expertise

- Financial Modeling
- Demand/Usage Projections
- Research and Data Analyses
- Cost of Service Analyses
- Rate and Fee Design
- Financial Statement Analysis
- Operational Audits

Selected Consulting Experience

Financial/Management

Village of Downers Grove, IL - Stormwater Utility Study – Senior analyst in the completion of a stormwater utility feasibility and implementation study for the Village. The study included development of stormwater operating and capital budget, stormwater fee design (including tiered structure based on impervious area), communications plan, staffing plan, implementation plan, incentive and credit manual and stormwater ordinance.

Anne Arundel County, MD - Stormwater Utility Study – Senior Analyst in the development and implementation of county-wide stormwater utility. The study included development of a stormwater fee structure, financial models, credit and incentive manual and public outreach.

Village of Winnetka, IL – Stormwater Utility Feasibility Study – Senior analyst in the stormwater utility feasibility study for the Village. The study included development of level of service, stormwater fee structure, impervious area analysis, administration, implementation plan, credit manual, public outreach and draft ordinance development.

Town of Centreville, MD - Stormwater Utility Study – Senior analyst in the completion of stormwater utility implementation study for the Town. The study included development of a business plan for the utility including appropriate funding levels, fee structure, credit program and manual, billing, public outreach and development of a stormwater ordinance.

Water and Sewer Rate Study Update: City of Olathe, KS – Senior analyst for rate study update for the City of Olathe, KS. MFSG was engaged by the City to update the comprehensive water and wastewater cost of service analysis and rate study for this large and growing community located southwest of Kansas City, Missouri. Olathe provides water service to approximately 34,000 water customers and sanitary sewer service to 28,000 customers. The sanitary sewer system, which consists of approximately three hundred-fifty miles of collection system piping, thirteen sewage lift stations and two wastewater treatment plants, provides treatment for approximately two thirds of the City’s population. The water system includes two treatment plants, the associated distribution system and raw water collection wells. The study encompasses a complete cost of service analysis with an emphasis on appropriate planning and funding of rehabilitation and replacement of the City’s water and sewer infrastructure.
**Water Billing Assistance: Hyannis Water System, MA** – Senior Analyst for Billing Data Audit for the Town of Barnstable. The Town requested an audit and merging of several databases. One master was created for the Town’s website and online bill calculator. Issues that needed addressed included duplicates, multiple accounts, multiple properties on the same account, etc.

**Water and Sewer Rate Study Update: Elkton, MD** – Senior analyst for water and sewer rate study completed in 2011. Key issues for the study included rising costs associated with outsourcing operating, the repercussions of having a period of static water rates and a slow-down in new customer growth. A large portion of Elkton customers are located outside the City limits and are charged a higher rate based upon the cost of service. The study also included recommendation for analysis to support the rate differential


**Cost of Service/Rate Studies**

Completion of cost of service and rate studies for water, wastewater and stormwater utilities. Responsibilities include development of cost of service cash flow model, rate design, fee design and customers impact analysis. Worked on cost of service and rate studies for the following clients:

- Albemarle County Service Authority, VA
- Anne Arundel County, MD
- Charles County, MD
- City of Annapolis, MD
- City of Claremont, NH
- City of Cleveland, OH
- City of Falls Church, VA
- City of Grandview, MO
- City of Hagerstown, MD
- City of Mexico, MO
- City of Middletown, CT
- City of Moline, IL
- City of Olathe, KS
- City of Portsmouth, NH
- Clermont County, OH
- Prince William County Service Authority, VA
- Sussex County, DE
- Town of Hamilton, VA
- Village of Downers Grove, IL
- Village of Winnetka, IL
- Town of Purcellville, VA
Mark G. Phipps, PE, CFM, CPESC
Stormwater Engineer

Education
B.S., Civil Engineering Purdue University, 1998

Joined Firm in 2004
Rejoined Firm in 2010

Years of Experience: 15

Registrations
Licensed Professional Engineer: Illinois, Wisconsin, Indiana
Certified Floodplain Manager
Certified Professional in Erosion and Sediment Control
Enforcement Officer, Lake County Stormwater Management Commission
Qualified Engineer Review Specialist, Kane County Stormwater Management Commission

Associations
Technical Advisory Committee
Member, McHenry County Stormwater Management Committee
Member, Lake County Stormwater Committee
Member, Illinois Association for Floodplain and Stormwater Management
Member, The Association of State Floodplain Managers
Member, American Public Works Association

Mark manages Baxter & Woodman’s Water Resources Department and serves as a Project Manager for various water resource projects, including storm sewer and detention design, drainage studies, hydraulic reports, erosion and sediment control, and rehabilitation/replacement of municipal infrastructure. In addition, he assists our municipal clients with plan reviews and NPDES Phase II compliance.

Representative Projects

Wood Dale, Illinois – Citywide Drainage and Flood Improvements Study
Supervised the development of hydraulic models of the existing drainage system and potential drainage improvements for each study area using XP-SWMM. Also responsible for ranking the potential drainage improvements according to the cost per property benefitting from the project, presenting preliminary recommendations to City officials, and making final recommendations for the City’s five-year Capital Improvements Plan. The recommended improvements ranged in (estimated) cost from $160,000-$2.2M and included increased storm sewer capacity, expanded stormwater detention basins, and high capacity inlets.

Lake Forest, Illinois – Stormwater Drainage Study
Project Manager for a new comprehensive Stormwater Drainage Study, which includes a Citywide storm sewer system analysis using XP-SWMM and concept plans complete with cost estimates for alternative improvements in priority problem areas. The scope of services also includes a ravine analysis and a roadside ditch analysis with recommendations for drainage improvements in areas not served by storm sewers.

Winnetka, Illinois -- Flood Risk Reduction Assessment for the Additional Study Areas
Project Manager for the development of hydraulic models of the existing storm sewer system and potential drainage improvements for each study area using XP-SWMM. Also responsible for estimating the cost of the potential improvements and presenting recommendations to the Village Council. The total (estimated) cost of the recommended improvements for the six Additional Study Areas was $6.9M.

Kenilworth, Illinois – Stormwater Planning/Capital Improvements Plan
Analyzed the Village's existing combined sewer system using XP-SWMM and calibrated the model to replicate flooding conditions observed by Village staff. Potential improvements were then analyzed to determine the improvements that would best meet the Village’s objectives. The modeled alternatives ranged from sewer separation combined with stormwater detention, to a cost-sharing program for replacing impervious driveways with permeable pavement. Responsible for the project schedule, supervision of the hydraulic modeling, and recommendations for future capital improvements.

Wood Dale, Illinois – Liaison to the Stormwater Management Committee
Attend the regular meetings of the City’s Stormwater Management Committee representing City staff. Responsibilities include: investigation of drainage issues, reporting findings to the Committee, and preparation of meeting agendas and minutes.

www.baxterwoodman.com
Tim joined Baxter & Woodman’s GIS team after three years with Esri, the world’s leading GIS software company. At Esri, he served as a Desktop Support Analyst and Development Technical Lead. His experience includes excellent customer service and training skills, proficiency in ArcGIS Desktop, ArcPad, and ArcGIS for Windows Mobile platforms. Tim was also a Technical Advisor for the following software technologies: Network Analyst, Schematics, Data Interoperability, Tracking Analyst, Business Analyst, Publisher, ArcReader, ArcLogistics, Parcel Editor, Geocoding, CAD, and StreetMap.

Representative Projects

**City of Wood Dale, Illinois**
**Asset Management**
GIS Specialist for creation and implementation of the asset management system as it pertains to the City’s storm water collection system, sanitary sewer system, water distribution system, and transportation system.

**City of Wood Dale, Illinois**
**Citywide Drainage and Flood Improvements Study**
GIS Specialist assisting with the development of hydraulic models of the existing drainage system and potential drainage improvements for each study area using XP-SWMM. The recommended improvements ranged in (estimated) cost from $160,000-$2.2M and included increased storm sewer capacity, expanded stormwater detention basins, and high capacity inlets.

**Village of Winnetka, Illinois**
**Flood Risk Reduction Assessment for the Additional Study Areas**
GIS Specialist assisting with the development of hydraulic models of the existing storm sewer system and potential drainage improvements for each study area using XP-SWMM.

While working for ESRI:

**Development Technical Lead – Desktop Extensions**
- As the Desktop Extensions Development Technical lead I serve as the senior technical advisor for the following software technologies: Network Analyst, Schematics, Data Interoperability, Tracking Analyst, Business Analyst, Publisher, ArcReader, ArcLogistics, Parcel Editor, Geocoding, CAD, and StreetMap.
- Contribute and serve as a moderator for the ArcGIS user forums and the ArcGIS Ideas site.
- Attend and provide technical support at user conferences such as the Esri International User Conference, Developer Summit and the Petroleum GIS Conference.

**Desktop Support Analyst Tier 2**
- Conducted all initial technical phone interviews and a large number of on-site technical interviews for potential desktop support analysts. Trained and mentored new support analysts.
- Customer satisfaction rating of 4.74/5
Chris specializes in water and wastewater project studies, preliminary and final design, construction phase services, and collection system and wastewater operations. He previously served as District Engineer for the Flagg Creek Water Reclamation District overseeing administration and operation of the sewer collection system and wastewater treatment plant.

**Representative Projects**

**Rate Studies**

**City of Park Ridge, IL**
Developed a new water and sewer rate structure for the City, which included incorporating the new City of Chicago annual water rate increases. Study recommendations included reorganizing the rate structure to more accurately allocate costs to expenses and develop fixed charges in order to stabilize annual cash flow. Rate scenarios were developed to support their proposed Capital Improvements Program (CIP), including debt service for a $3.5M Electronic Water Meter Reading Program and a $15M Relief Sewer Program. Worked closely with the City staff and City Council Alderman over a year long period to develop the rate scenarios and obtain buy-in on the rate structure.

**Village of Kenilworth, IL**
Assessed Village’s revenue and expenses and developed water and sewer rates rate scenarios to support the Village’s upcoming Capital Improvements Program (CIP). Provide a benchmarking analysis of the Village’s water and sewer rates versus other communities. Additionally, determined the economic and non-economic feasibility of the Village either continuing to produce their own potable water via their WTP or purchase water from neighboring communities.

**Village of Glendale Heights, IL**
Study tasks included assessment of revenues and expenses over the next five years and the impact of DuPage County water rate increases. A benchmark analysis was performed comparing the Village’s water rates, expenses and capital improvements funding versus nearby communities. Multiple rate scenarios were developed to evaluate revenue accrual according to usage type (residential, commercial, etc.) versus water meter size in addition to supporting the Village’s extensive proposed Capital Improvements Program (CIP), which includes issuance of several general obligation bonds in the next five years. Recommendations were made to modify the existing rate structure in order to stabilize annual cash flow and repurposing their debt service schedule in order to align debt service revenues more closely to debt service payments.

**Village of Bensenville, IL**
Completed an updated water and sewer rate study, including review and updating of the Village’s rate ordinance. Also included a review of the water system study report.

**City of Elmhurst, IL**
Project Manager for ongoing preparation of a comprehensive water and sewer rate study to determine revenue requirements, service costs, and fee structure.
Construction Engineering

Hinsdale Sanitary District Sewage Treatment Plant, Hinsdale, IL
**Sewage Treatment Plant Improvements**
Resident Engineer for field construction services, including coordinating and monitoring contractor activities on this $6 million project at the Hinsdale Sanitary District’s 12 MGD sewage treatment plant.

Jardine Water Purification Plant, Chicago, IL *
**Rehabilitation of Chlorine and Chemical Feed Systems**
Assistant Engineer for field construction services and inspection of facilities on this $12 million chemical feed system project.

Sewer Collection System and Wastewater Treatment Plant Administration/Operation

Flagg Creek Water Reclamation District, Burr Ridge, IL*
**District Engineer**
- Administration, operation and maintenance of sewer collection and wastewater treatment system.
- Designing and troubleshooting of projects for sewer collection and wastewater treatment facility.
- Treatment plant operations.
- Administration and design of Capital Improvements Projects.
- Public relations.

* while working for others
APPENDIX B – EXECUTED RFP FORMS
LEGAL NOTICE
CITY OF PARK RIDGE, IL
REQUEST FOR PROPOSAL
STORMWATER UTILITY FEASIBILITY STUDY PW-FY15-13

The City of Park Ridge will accept sealed bids from all qualified bidders to provide services to deliver a feasibility study to assist the City in evaluating the establishment of a stormwater utility, all in accordance with the documents now available: Stormwater Utility Feasibility Study PW-FY15-13.

Bid documents may be obtained for no cost at Park Ridge City Hall, 1st Floor Cashier, 505 Butler Place, Park Ridge, Illinois or online at the City website, www.parkridge.us.

Bids will be accepted at the Park Ridge City Hall, 1st Floor Cashier, 505 Butler Place, Park Ridge, Illinois, 60068, until 10:00 AM on Tuesday, January 6, 2015. Bids must be submitted in a sealed envelope that is marked in the lower left corner as "Stormwater Utility Feasibility Study PW-FY15-13". Bids transmitted by facsimile (fax) will not be accepted.

All general questions regarding this Legal Notice and all detailed questions concerning the actual bid document shall be directed to Jim McGuire, Procurement Officer, in writing or e-mail to jmguire@parkridge.us no less than five (5) business days prior to the scheduled due date. The City of Park Ridge reserves the right to reject any and all bids.

<table>
<thead>
<tr>
<th>DATE</th>
<th>BID EVENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Thursday, December 4, 2014</td>
<td>Legal Notice Advertisement Placed</td>
</tr>
<tr>
<td>Friday, December 26, 2014</td>
<td>Questions Due In Writing to Procurement Officer</td>
</tr>
<tr>
<td>5:00pm CST</td>
<td>E-mail: <a href="mailto:jmguire@parkridge.us">jmguire@parkridge.us</a></td>
</tr>
<tr>
<td>Tuesday, December 30, 2014</td>
<td>Final Questions/Answers Addendum Published</td>
</tr>
<tr>
<td>5:00pm CST</td>
<td></td>
</tr>
<tr>
<td>Tuesday, January 6, 2015</td>
<td>Bids Due to City Finance Office</td>
</tr>
<tr>
<td>10:00am CST</td>
<td>Opening of the Bids</td>
</tr>
<tr>
<td>TBD</td>
<td>Review of Bids/Winning Bid Selected</td>
</tr>
<tr>
<td>TBD</td>
<td>City Council Review and Approval</td>
</tr>
</tbody>
</table>
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>LEGAL NOTICE</td>
<td>1</td>
</tr>
<tr>
<td>CITY OF PARK RIDGE, IL</td>
<td>1</td>
</tr>
<tr>
<td>REQUEST FOR PROPOSAL</td>
<td>1</td>
</tr>
<tr>
<td>STORMWATER UTILITY FEASIBILITY STUDY PW-FY15-13</td>
<td>1</td>
</tr>
<tr>
<td>TABLE OF CONTENTS</td>
<td>2</td>
</tr>
<tr>
<td>THE ENTIRE BID PACKAGE MUST BE EXECUTED AND RETURNED!</td>
<td>3</td>
</tr>
<tr>
<td>1.0 GENERAL CONDITIONS AND CERTIFICATIONS</td>
<td>3</td>
</tr>
<tr>
<td>1.01 EXAMINATION OF CONTRACT DOCUMENTS AND/OR WORK SITE BY BIDDER</td>
<td>3</td>
</tr>
<tr>
<td>1.03 PREPARATION OF BID</td>
<td>3</td>
</tr>
<tr>
<td>1.04 PROPOSAL SUBMISSION</td>
<td>3</td>
</tr>
<tr>
<td>1.05 WITHDRAWAL OF BID</td>
<td>4</td>
</tr>
<tr>
<td>1.06 ACCEPTANCE OF BIDS</td>
<td>4</td>
</tr>
<tr>
<td>1.07 CONSIDERATION OF BIDS</td>
<td>4</td>
</tr>
<tr>
<td>1.08 INTERPRETATION OF CONTRACT DOCUMENTS/ ADDENDUM</td>
<td>5</td>
</tr>
<tr>
<td>1.09 COMPLIANCE WITH LAWS</td>
<td>5</td>
</tr>
<tr>
<td>1.10 TAXES</td>
<td>5</td>
</tr>
<tr>
<td>1.11 SEXUAL HARASSMENT POLICY CERTIFICATION (←Must Execute)</td>
<td>5</td>
</tr>
<tr>
<td>1.12 TAX CERTIFICATION (←Must Execute)</td>
<td>6</td>
</tr>
<tr>
<td>1.13 CRIMINAL CODE CERTIFICATION (←Must Execute)</td>
<td>6</td>
</tr>
<tr>
<td>1.14 EQUAL EMPLOYMENT OPPORTUNITY (←Must Execute)</td>
<td>7</td>
</tr>
<tr>
<td>1.15 FINAL ACCEPTANCE</td>
<td>7</td>
</tr>
<tr>
<td>1.16 INDEMNITY</td>
<td>8</td>
</tr>
<tr>
<td>1.17 SUBLETTING OR ASSIGNMENT OF CONTRACT OR CONTRACT FUNDS</td>
<td>8</td>
</tr>
<tr>
<td>1.18 ORDER OF PRECEDENCE OF COMPONENT CONTRACT PARTS</td>
<td>8</td>
</tr>
<tr>
<td>1.19 GUARANTEES AND WARRANTEES</td>
<td>8</td>
</tr>
<tr>
<td>1.20 CONFLICT OF INTEREST (←Must Execute)</td>
<td>9</td>
</tr>
<tr>
<td>1.21 BID ERRORS</td>
<td>9</td>
</tr>
<tr>
<td>1.22 NO OTHER CONTRACT FORMS ACCEPTABLE</td>
<td>9</td>
</tr>
<tr>
<td>1.23 PAYMENTS</td>
<td>9</td>
</tr>
<tr>
<td>1.24 INDEMNITY AND LIABILITY INSURANCE</td>
<td>9</td>
</tr>
<tr>
<td>1.25 RIGHTS TO SUBMITTED MATERIAL</td>
<td>10</td>
</tr>
<tr>
<td>1.26 BIDS NOT SELECTED</td>
<td>10</td>
</tr>
<tr>
<td>1.27 NEWS RELEASE</td>
<td>10</td>
</tr>
<tr>
<td>1.28 COMPLIANCE WITH LAWS AND REGULATIONS</td>
<td>11</td>
</tr>
<tr>
<td>4.0 TENDER (←PLACE ALL OF SECTION 4 IN SEPARATE ENVELOPE &quot;TOTAL PROJECT COST&quot;)</td>
<td>17</td>
</tr>
<tr>
<td>4.01 TOTAL PROJECT PRICE AND BID EXECUTION (←Must Execute)</td>
<td>17</td>
</tr>
</tbody>
</table>
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)

[Signature]

Municipal & Financial Services Group, in connection with this procurement, hereby certifies that said Bidder has a written sexual harassment policy in place in full compliance with 775 ILCS 5/2-105 (A) (4).

By: [Signature]

Authorized Agent
1.12 TAX CERTIFICATION (MUST EXECUTE)

Municipal & Financial Services Group, in connection with this procurement, which
Bidder
has submitted a bid proposal to the City, hereby certifies that
Municipal & Financial Services Group is not
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:  
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) iii 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) iii 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:  
Authorized Agent

STORMWATER UTILITY FEASIBILITY STUDY
PW-FY15-13  Page 6
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: ____________________________
Authorized Agent

1.15 FINAL ACCEPTANCE

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

STORMWATER UTILITY FEASIBILITY STUDY
PW-FY15-13  Page 7
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 (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.

1.25 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 of 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.
2.0 SCOPE OF SERVICES

2.01 OBJECTIVE

The City is requesting qualifications and a bid proposal from qualified firms for services and the delivery of a feasibility study to assist the City in evaluating the establishment of a Stormwater Utility. These firms should have experience in stormwater management, stormwater management utility development, public relations and outreach, program organization, stormwater legislation, program administration and funding practices.

The City has implemented a number of stormwater improvements and has identified the need to implement additional improvements. Presently, the City is funding stormwater improvements from the City’s General Fund. Going forward, the City desires to evaluate other options for potentially more stable and sustainable revenue streams that would fund stormwater infrastructure improvements and maintenance.

2.02 PROJECT BACKGROUND

The City utilizes a combined sewer community with a system of combined sewers and relief sewers that provide drainage. Throughout the City, there are known drainage problems areas due to lack of sewer capacity or overland flow routes, or both. Over the past several years, the City has developed a citywide stormwater plan for addressing these problem areas. The citywide plan included development of a comprehensive sewer model of the City’s sewer system and identification of sewer improvement projects, several of which have proceeded to final design and have been constructed.

The City Council has discussed the idea of a Stormwater Utility and has directed City staff to complete a feasibility study to further evaluate and develop a possible implementation strategy for a City Stormwater Utility. This study would include evaluating various means of funding capital and operational improvements, evaluating possible rate structures, identifying stakeholders and obtaining input, and identifying advantages and disadvantages associated with a stormwater utility.

2.03 INFORMATION AVAILABLE

Information that will be available for the project include:
- City of Park Ridge Citywide Sewer Study (July, 2011);
- City of Park Ridge GIS Database;
- City of Park Ridge Finance Department Data (as required).

2.04 PROJECT SPECIFICATION

The project will be delivered in two phases.

Phase 1

1) Project Management – Provide overall project management of the work including planning, meeting, coordinating, scheduling, quality control, reporting and invoicing.
   a) Preparing a project implementation plan and baseline schedule for review and approval;
   b) Preparing monthly updates to the project plan and schedule to include project milestones, and, if directed, actual vs. scheduled completion plan and actual vs. scheduled costs;
   c) Attending, if directed, six (6) meetings with the City staff;
   d) Attending, if directed, two (2) briefings to the City Council;
   e) Attending, if directed, two (2) Public Hearings.
2) Current State Analysis and Review for Needs Assessment - Review and analyze topographical maps and existing infrastructure to create a stormwater facility inventory and confirm drainage patterns within the City. This will include interviewing City staff to determine existing stormwater management issues, activities and service levels; to identify existing and future operation, maintenance, and capital costs to develop the City's stormwater management plan for a 20-year horizon; and to develop at least three 5-year Capital Improvement Program (CIP) budget scenarios. The budget will include the identification of primary sources of revenue, including user charges and debt issuance.

3) Rate Policy and Revenue Analysis - Utilizing a digital map of the City, the County tax database file, a City map showing land use types and/or zoning, digital orthophotography, and the digital planimetric features (building, driveway, and parking lot outlines) for a sample area of the City that provides typical land uses and average impervious areas expected to be found throughout the City, and the average impervious area of a typical single-family residential parcel to calculate preliminary user charge rates.

Select and evaluate up to six alternative stormwater CIP funding mechanisms. For each method to be considered, the following items are to be analyzed:
1. The estimated customer base, in terms of the units defined by the rate method;
2. The estimated rate per residential unit;
3. The estimated rates for selected non-residential properties;
4. A comparison of the amount paid under the proposed user charge method versus the existing property tax-based method;
5. The legality, equitability, ease of explanation and implementation for each proposed method;
6. Credit mechanism for properties with on-site facilities that reduce stormwater quantity or improve water quality for each rate method.

For alternatives that are based on a stormwater utility model, provide the advantages and disadvantages of a stormwater utility.

4) Implementation Requirements - Identify policies to be considered with respect to a Stormwater Utility. It is anticipated that policy issues will include utility management and billing. However, any additional policy issues identified by the City should be analyzed as needed. A concise policy paper for each issue should be prepared for review by the City, identifying the issue, one or more proposed alternative policies, analyses of each of the proposed alternatives, and the recommended alternative.

a) Create a draft of the Stormwater Utility ordinance for review by the City Attorney, including a credit/appeal process. The ordinance may be drafted to incorporate the recommendations of the City with respect to user charge methods and other policy issues;

b) Prepare a proposed timeline for remaining steps to create a stormwater utility.

5) Final Feasibility Report and Recommendation - Compile a final feasibility report including all technical memoranda, summaries and detailed supporting data. The report should be organized as follows Table of Contents, Executive Summary, Task Sections 2 through 4, Summary of Conclusions and Recommendations, including an Assessment of Utility Feasibility, and an Appendix.

An Assessment of Utility Feasibility should address legal, financial, and administrative aspects of feasibility, including the following:
1) the fiscal impacts on property owners and the equitability of the proposed user charge rates compared to property taxes as a method of funding for stormwater management activities;

2) the effectiveness of a stormwater utility for implementing the water quality aspects of the City's stormwater management program.

The City will review the report and revisions will be made as necessary. Following approval of the report by the City, the Consultant will make a presentation of the study findings to the City Council.

City Council Approval

City Council will meet in Committee of the Whole and then City Council sessions to review and approve the decision to proceed with the establishment of a stormwater utility for the City.

If approved by the City Council, Phase 2 may also be approved. If City Council does not grant approval, the City reserves the right to end the contract at the completion of Phase 1.

Phase 2

1) Public Education
   a) Writing a press release to publicize an Open House and public hearing on the proposed utility;
   b) Conducting an Open House to provide information on the study and the utility proposal;
   c) Preparing presentation materials for an Open House, such as presentations, display boards, handouts, public comment forms and other materials as deemed necessary by the City;
   d) Attending a public hearing to explain the utility concept and answer questions.

2) Customer Database Completion
   a) Obtaining, from the City the digital map of the City, the latest available County tax database file, and a digital map showing existing land use types for the entire City;
   b) Obtaining from the City building site plans for any new non-residential development that were not already obtained for purposes of the stormwater utility feasibility study;
   c) Using the above data, plus digital aerial photography already obtained for the stormwater utility study, to digitize the building, driveway and parking lot outlines for all non-residential parcels and condominium developments that were not already completed as part of the stormwater utility study;
   d) Computing the impervious area for all non-residential parcels and condominium developments using the digital building, driveway and parking lot outlines;
   e) Assembling a database of all parcels in the City and assigning ERUs to each parcel based on impervious area, land use type and development status;
   f) Performing quality control of the database for land use designations,
   g) Calculating impervious area measurements, identification of vacant parcels and other potential errors;
   h) Coordinating the database preparation with utility billing staff to ensure that the data is in a usable format for entry into the City's utility billing software.
3) Rate Setting
   a) Computing the appropriate service charges rates
   b) Drafting a resolution and service charge rate table for the City to use in establishing the service charges rates.

3.0 EVALUATION CRITERIA AND SUBMITTAL FORMAT

3.01 EVALUATION CRITERIA

The City will rank firms based on expertise in specific areas such as project management and oversight, depth and capability of available staff, and demonstrated experience dealing with stormwater utility projects.

The following scorecard will be used as part of the selection process:

<table>
<thead>
<tr>
<th>CRITERIA</th>
<th>POINTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introductory Letter of Interest</td>
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</tr>
<tr>
<td>General Firm Qualifications</td>
<td>15</td>
</tr>
<tr>
<td>Key Qualifications</td>
<td>35</td>
</tr>
<tr>
<td>Municipal Client References</td>
<td>10</td>
</tr>
<tr>
<td>Total Project Cost</td>
<td>40</td>
</tr>
<tr>
<td></td>
<td>100</td>
</tr>
</tbody>
</table>

3.02 SUBMITTAL FORMAT

Please provide the following information presented in a clear, comprehensive, and concise manner, illustrating the engineering firm’s capabilities and technical expertise:

1) Introductory Letter of Interest – Content at discretion of bidder.

2) General Firm Qualifications – Provide a statement that portrays the engineering firm’s qualifications in relation to the Statement of Work. The response should include the following:
   a) a summary of the engineering firm’s general qualifications including specific disciplines represented that are applicable to the proposed work, number of employees, office locations, etc.;
   b) an outline of the engineering firm’s capacity to carry out the scope and the extent of the work required. State disciplines where any subcontractors will be utilized (survey, GIS, etc.);
   c) a description of the engineering firm’s quality assurance and control program and how the work will be monitored with respect to both budget and time;
   d) the number of personnel (by specialty);
   e) the perspective on your firm’s distinctive competence;
   f) a description of any litigation in which the firm is or was a party within last five (5) years;
   g) a list of any previous contracts that the firm defaulted on and/or was terminated and reasons for the default(s) and/or terminations(s);

STORMWATER Utility Feasibility Study
PW-FY15-13 Page 15
h) an analysis of your firm’s current workload as compared to an average year with details of the firm’s capacity to carry out the scope and extent of the work required.

3) Key Qualifications – Please provide information on staff members who will provide services within the particular category. Note area of expertise/title, number of stormwater utility projects in the past five (5) years, as well as years of experience (total) and with the firm. Also include a summary of experience applicable to the proposed work.

4) Municipal Client References – Please provide details for a minimum of five (5) recent major successfully completed municipal stormwater utility projects (with detailed contact information). Please list all municipal stormwater utility projects that your firm has completed in the past five (5) years.

5) Total Project Cost – Please provide an itemized, not-to-exceed Phase 1, Phase 2, and Total Project Cost (please write Total Project Costs out in both words and numbers), including a breakdown of project hours, direct and indirect labor cost for each task, all reimbursable expenses, and fixed fee. Please also provide a rate table for engineering and staff time by the hour, including rates for expenses such as travel. Timeline is the firm’s recommended delivery schedule, based on the City’s proposed project description.

Total Project Cost shall be submitted in a sealed envelope marked “TOTAL PROJECT COST - STORMWATER UTILITY FEASIBILITY STUDY PW-FY15-13.”