

**Action Requested/Required:**

- ☐ Vote/Action Requested
☒ Discussion or Presentation Only
☐ Public Hearing
Report Date: _____
Hearing Date: _____
Voting Date: _____

Department: Community Development**Presenter(s) & Title:** Brittany Anderson

City Planner

Agenda Item Title:

Discussion to Engage Raftelis for the City's Impact Fee Program Update

Summary:

The City of Canton collects impact fees from those creating new developments to help pay for improvements to roads and bridges, parks, and fire and public safety facilities and equipment. Collected fees can be utilized for projects identified on an official list of planned improvements. The impact fee process is regulated by the State of Georgia, which includes reviews by the Atlanta Regional Commission and the State's Department of Community Affairs. It is best to update the impact fee methodology every five to seven years to align with the current state of development. The last impact fee methodology was adopted in 2019.

Budget Implications:Budgeted? ☒ Yes ☐ No ☐ N/A

Total Cost of Project: \$ 92,264.00

Check if Estimated ☐Fund Source: General Fund ☒ Water & Sewer ☐ Sales Tax ☐ Other: _____**Staff Recommendations:**

City Council to consider engaging Raftelis for the City's Impact Fee Program Update

Reviews:Has this been reviewed by Management and Legal Counsel, if required? ☐ Yes ☐ No**Attachments:**

Raftelis' Proposal

City of Canton

Impact Fee Program Update

66114-24-RFP-0708 / AUGUST 12, 2024



August 12, 2024

RFP Review Committee
City of Canton, 110 Academy Street, Canton, GA 30114

Subject: Proposal/Statement of Qualifications for Impact Fee Program Update (66114-24-RFP-0708)

Dear RFP Review Committee:

The City of Canton (the City) is experiencing significant population growth due to the unique lifestyle choices that it offers. It is a gateway community located in northwest Georgia that is situated between the urban amenities of metro Atlanta to the south and the outdoor opportunities of the vastly popular Blue Ridge Mountains to the north. Recent development has resulted in a vibrant downtown with many restaurants and entertainment options and an evolving housing demographic characterized by higher density neighborhoods consisting of modern Townhomes and Villas in addition to traditional neighborhoods with detached single-family homes. The City's significant growth and changing demographics necessitates development policies and associated funding mechanisms such as impact fees to deal with the demands being placed on the City's infrastructure and municipal services. Public safety (i.e., police and fire services), roadway improvements and recreational opportunities must keep pace with these growth-related demands to maintain and enhance the City's standard of living. Accordingly, the City has issued a Request for Qualifications/Proposals (RFP) to update the City's impact fees.

Raftelis is pleased to provide this submittal in response to the City's Request for Qualifications/Proposals (RFP) to conduct an impact fee study to review and update impact fees for parks and recreation, fire protection, police services and roadway improvements charged to new development. Based on the City's RFP and our experience our evaluation will include recommendations for impact fees, related administrative policies and ordinances that are fair and equitable, legally defensible, and comply with Georgia Department of Community Affairs (DCA) requirements as set forth in the Georgia Development Impact Fee Act (DIFA). Additionally, we will investigate the feasibility of additional impact fees for other services that may qualify for impact fee consideration, and, if appropriate, develop and recommend such fees. Two of the key members of the Raftelis project team (previously as Public Resources Management Group, Inc.) have direct experience providing utility rate and financial consulting services on behalf of the City's water and wastewater utility systems that resulted in a five-year rate plan that was successfully implemented in 2019. We were privileged to serve the City's water and wastewater utilities and are committed to providing the same level of service and professional expertise on this important impact fee project. If selected, we will provide the City with a highly qualified consulting team with the impact fee, financial, and planning experience necessary to assist the City's to achieve its development and funding goals and objectives.

Raftelis has one of the largest consulting practices in the nation solely focused on the financial and management aspects of municipalities. Raftelis has more than 180 consultants located in 15 offices throughout the United States, and our capabilities include municipal and utility impact fees, utility rate and financial planning, asset management, cyber security, data and technology services, stormwater utility implementation, organizational assessments, and strategic planning for municipal governments. As the Project Director for this engagement, I will be responsible for overall project accountability and ensuring that the project team has the full support of Raftelis' resources. I am an Executive Lead for the firm's Southeast Finance practice, and I work out of our Charlotte office. I have over

25 years of consulting experience, including a variety of impact fee issues. I recently completed impact fee projects for Gainesville, Georgia. We are proposing that the City's impact fee project be managed and conducted by our Maitland, Florida office.

Several of our consultants in the Maitland Florida office, including the proposed Project Manager, have direct experience working with the City and well-established working relationships with members of the City staff. Raftelis' proposed project team has completed and implemented over 40 successful municipal impact fee studies. For water and sewer impact fees, they have completed well over 100 studies. Our proposed Project Manager will be Henry Thomas, who has over 46 years of experience in various municipal finance engagements, including directing municipal and utility impact fee projects. Henry will be assisted by Joe Williams and Shawn Ocasio, both of whom are senior staff members that have extensive experience in implementing municipal impact fees. These three key project team members have collaboratively assisted stakeholders and government leaders to make wise fiscal choices based on best practices for impact fees, infrastructure funding, and growth management.

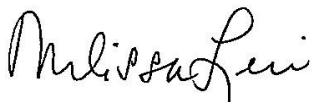
In addition to Raftelis personnel, we are excited to team with Dwayne Guthrie, PhD, AICP. Dwayne is an independent practitioner with over 40 years of experience in impact fees and urban planning. Dwayne is a former employee of Raftelis, and we have continued to work with him on similar impact projects with great success. He has significant experience in preparing impact fee studies for municipal governments in Georgia including the City of Roswell's study conducted in 2015. He will be a valuable team member and contributor to this project. Dwayne will be primarily responsible for leading the technical analysis in support of the roadway improvement impact fee analysis portion of the study. Also, as a subject matter expert and based on his experience with DIFA requirements for impact fees, he will also be involved in the overall quality control and review of the various components of the study.

The Raftelis project team also includes Brandon Vatter, a subject matter expert in Capital Planning and several analysts with significant municipal impact fee experience to provide support to the projects senior staff members.

We appreciate this opportunity to submit this proposal to the City of Canton on this important project and believe our proposed project team has the experience and expertise to successfully deliver the required impact fee consulting services to the City. If you have any questions about this proposal, please do not hesitate to contact us with the following contact information:

Melissa Levin, Project Director / O: 704.936.4441 / E: mlevin@raftelis.com
Henry Thomas, Project Manager / O: 407.628.2600 / E: hthomas@raftelis.com

Sincerely,



Melissa Levin
Executive Vice President



Henry Thomas
Vice President



Diversity and inclusion are an integral part of Raftelis' core values.

We are committed to doing our part to fight prejudice, racism, and discrimination by becoming more informed, disengaging with business partners that do not share this commitment, and encouraging our employees to use their skills to work toward a more just society that has no barriers to opportunity.



Raftelis is registered with the U.S. Securities and Exchange Commission (SEC) and the Municipal Securities Rulemaking Board (MSRB) as a Municipal Advisor.

Registration as a Municipal Advisor is a requirement under the Dodd-Frank Wall Street Reform and Consumer Protection Act. All firms that provide financial forecasts that include assumptions about the size, timing, and terms for possible future debt issues, as well as debt issuance support services for specific proposed bond issues, including bond feasibility studies and coverage forecasts, must be registered with the SEC and MSRB to legally provide financial opinions and advice. Raftelis' registration as a Municipal Advisor means our clients can be confident that Raftelis is fully qualified and capable of providing financial advice related to all aspects of financial planning in compliance with the applicable regulations of the SEC and the MSRB.

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SECTION 1 - INFORMATION

Information

HELPING LOCAL GOVERNMENTS AND UTILITIES THRIVE

Local government and utility leaders partner with Raftelis to transform their organizations by enhancing performance, planning for the future, identifying top talent, improving their financial condition, and telling their story. We have helped more than 700 organizations in the last year alone.

Firm Information

Firm History: Raftelis is a subchapter S-Corporation incorporated in the state of North Carolina on April 23, 2004. The predecessor to Raftelis, Raftelis Environmental Consulting Group, Inc., was established on May 10, 1993 by George A. Raftelis to provide financial and management consulting services of the highest quality to public-sector clients. In 1999, the firm's name was changed to Raftelis Financial Consulting, PA. Following the sale of a portion of the firm to a group of employees on April 22, 2004, the firm's name changed to Raftelis Financial Consultants, Inc., which remains the firm's legal name. We currently do business as Raftelis.

Firm Background: Raftelis was founded in 1993 to provide financial planning services to utilities. Over the last three decades, we have expanded to serve utilities and local governments in the following key areas:

- **Finance:** Meet your goals while maintaining a financially sustainable organization
- **Organization:** Plan for long-term sustainability and operate with maximum efficiency
- **Communication:** Communicate strategically to build an informed, supportive community
- **Technology:** Use your data and technology to improve productivity and gain valuable insights
- **Strategic planning:** Set the direction for the future of your organization and community
- **Executive recruitment:** Identify top talent to lead local governments and utilities

We are the largest firm in the nation that solely focuses on management consulting for utilities and local governments. Many of our finance, organizational, executive recruitment, technology, and communications professionals have worked in the public sector and brought their knowledge and passion to Raftelis to help utilities and local governments thrive.

Firm Size: 212 employees, including 185 consultants

We believe that Raftelis is the *right fit* for this project. We provide several key factors that will benefit the City and help to make this project a success.

RESOURCES & EXPERTISE: This project will require the resources necessary to effectively staff the project and the skillsets to complete all of the required components. With more than 180 consultants, Raftelis has the largest municipal industry financial and management consulting practice in the nation, including many of the industry's leading rate consultants and experts in key related areas, like stakeholder engagement and data analytics. Our depth of resources will allow us to provide the City with the technical expertise necessary to meet your objectives.

DEFENSIBLE RECOMMENDATIONS: When your elected officials and customers are considering the validity of recommended changes, they want to be confident that they were developed by experts using the latest

industry standard methodology. Our staff are involved in shaping industry standards by chairing committees within the American Water Works Association (AWWA) and the Water Environment Federation (WEF). Being so actively involved in the industry will allow us to keep the City informed of emerging trends and issues and to be confident that our recommendations are insightful and founded on sound industry principles. In addition, with Raftelis' registration as a Municipal Advisor, you can be confident that we are fully qualified and capable of providing financial advice related to all aspects of utility financial planning in compliance with federal regulations.

HISTORY OF SIMILAR SUCCESSES: An extensive track record of past similar work will help to avoid potential pitfalls on this project and provide the know-how to bring it across the finish line. Raftelis staff has assisted 1,700+ local governments and utilities throughout the U.S. with financial consulting services with wide-ranging needs and objectives. Our extensive experience will allow us to provide innovative and insightful recommendations to the City and will provide validation for our proposed methodology ensuring that industry best practices are incorporated.

USER-FRIENDLY MODELING: A modeling tool that your staff can use for scenario analysis and planning now, and into the future, will be key for the City going forward. Raftelis has developed some of the most sophisticated yet user-friendly financial models available in the industry. Our models are tools that allow us to examine different policy options and cost allocations and their financial/customer impacts in real time. We offer model options including Microsoft Excel-based and web-based tools that are developed with the expectation that they will be used by the client as a planning tool long after the project is complete.

RATES THAT ARE ADOPTED: For the study to be a success, rates must be successfully approved and implemented. Even the most comprehensive rate study is of little use if the recommendations are not approved and implemented. Raftelis has assisted numerous agencies with getting proposed rates successfully adopted. We focus on effectively communicating with elected officials about the financial consequences and rationale behind recommendations to ensure stakeholder buy-in and successful rate adoption.

Subconsultant: DP Guthrie, LLC

The Raftelis project team includes Dwayne Guthrie, PhD, AICP, as a subconsultant. With 40 years of experience, Dwayne has assisted approximately 170 local governments in 27 states implement impact fee programs. Dwayne also has significant impact fee experience serving local governments in Georgia as shown in the tabulation below:

Client List for Dwayne Guthrie (since 1988)		
Client	Product or Assignment	Infrastructure Types
Gordon County, GA	CIE and Development Impact Fees	Park, Library and Public Safety
City of Douglasville, GA	CIE and Development Impact Fees	Parks, Police and Roads
Douglas County, GA	Fiscal Analysis, CIE and Development Impact Fees	Parks, Roads, Sheriff, Fire and Library
City of Garden City, GA	CIE and Development Impact Fees	Water, Sewer, Police and Fire
City of Garden City, GA	Cost of Port-Related Services	
Henry County, GA	Development Impact Fees	Transportation
City of Roswell, GA	Development Impact Fees	Transportation, Public Safety, Parks
Effingham County, GA	CIE and Development Impact Fees	Streets, Parks, Libraries, Law Enforcement, Water, Sewer

Dwayne will serve as the Task Leader for developing Roadway Improvement Impact Fees. He will also serve as a subject matter expert and quality assurance reviewer based on his knowledge of DIFA.



How we stack up

OUR TEAM INCLUDES

180+ consultants focused on finance/management/communication/technology for the public sector

2 chairs & **16** members of AWWA and WEF utility finance and management committees and subcommittees

RAFTELIS HAS PROVIDED ASSISTANCE FOR

1,700+ public agencies and utilities

that serve more than

25% of the U.S. population

including the agencies serving

41 of the nation's 50 largest cities

in the past year alone, we worked on

1,300+ projects for **700+** agencies in **47** states

SECTION 2 – IDENTIFICATION OF PROPOSER

Identification of Proposer

Office Where Production Will Occur: 341 North Maitland Avenue, Suite 300, Maitland, FL 32751

Project Team Information:

- **Melissa Levin, Executive Vice President (Project Director)**
227 West Trade Street, Suite 1400, Charlotte, NC 28202
P: 704.936.4441 / E: mlevin@raftelis.com
- **Henry Thomas, Vice President (Project Manager and QA/QC Review)**
341 North Maitland Avenue, Suite 300, Maitland, FL 32751
P: 407.628.2600 / E: hthomas@raftelis.com
- **Dwayne Guthrie, Principal Consultant with DP Guthrie, LLC (QA/QC and Roadway Improvements Task Leader)**
2633 East Enrose Street, Mesa, AZ 85213
P: 443.280.0723 / E: dpguthriellc@gmail.com
- **Brandon Vatter, P.E., Senior Manager (Capital Improvement Subject Matter Expert)**
19 Garfield Place, Suite 500, Cincinnati, OH 45202
P: 513.538.1170 / E: bvatter@raftelis.com
- **Michelle Galvin, Consultant (Project Analyst)**
341 North Maitland Avenue, Suite 300, Maitland, FL 32751
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- **Tristen Townsend, Consultant (Project Analyst)**
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341 North Maitland Avenue, Suite 300, Maitland, FL 32751
P: 407.960.1806 / E: tjspeight@raftelis.com
- **Joe Williams, Senior Manager (Parks and Recreation Task Leader)**
341 North Maitland Avenue, Suite 300, Maitland, FL 32751
P: 407.960.1806 / E: jwilliams@raftelis.com
- **Shawn Ocasio, Manager (Police Services and Fire Protection Task Leader)**
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SECTION 3 - PROJECT OVERVIEW AND APPROACH

Project Overview

The City has requested proposals for an impact fee study to update its municipal impact fees including fire protection, police services, parks and recreation, and roadway improvements. The need for capacity to serve growth is the result of new development and redevelopment of existing structures. As significant new development is anticipated for the City, a review of the capacity needs for municipal services and the related costs incurred to provide them should be undertaken periodically. Through this evaluation the City will be able to establish valid impact fees based on appropriate levels of service for each area of municipal services, and the cost to maintain this service level as the City continues to grow and develop.

As a source of capital funding, Impact fees have certain technical and legal requirements established under the Georgia Development Impact Fee Act (DIFA). Impact fees are one-time charges to new development to pay for public infrastructure that benefits new development. Impact fees are used to fund growth-related infrastructure that benefit multiple development projects, or the entire jurisdiction (generally referred to as system improvements). Impact fees are intended to proportionately allocate infrastructure costs to all types of new development. There are three general methods for calculating development impact fees known as the system buy-in approach, the planning approach and the incremental approach. The choice of the best method depends primarily on the timing of infrastructure construction (past, concurrent, or future) and service characteristics of the type of development being addressed. These methods can also be used simultaneously for different cost components considered in the development of impact fees. Regardless of the methodology, a consideration of “credits” is integral to the development of a legally defensible impact fee study. In addition, impact fee revenues must be used to fund the type of infrastructure for which the fee was collected, while providing a timely and measurable benefit to new development.

Raftelis’ team will help the City update its existing impact fees and develop new fees, if appropriate, to recover the growth-related share of infrastructure costs for the various municipal services. Raftelis has a unique offering the City can leverage for success with the ability to provide local and national knowledge and perspective for this project.

BACKGROUND

An impact fee is a charge imposed on new users of real property to help finance the capital cost of municipal services necessary to serve new development. The purpose of an impact fee is to assign, to the extent practical, growth-related capital costs to those new residents or users responsible for such additional costs. The impact fee is a new user’s contribution to capital costs that are required for facilities to provide a comparable level of service capacity to that which is being provided to existing customers.

IMPACT FEE CRITERIA

To the extent new population growth and associated development imposes identifiable capital costs to municipal services, those costs should be recovered from the new residents or system users responsible for the costs rather than the existing population base. Generally, this practice has been labeled as “growth paying its own way.”

DIFA identifies certain conditions for a valid impact fee imposed by municipalities. Generally, these conditions involve the following issues:

1. There are limitations on which municipal service functions may impose impact fees. In addition to utility impact fees these fee categories typically include fire protection, police service, parks and recreation and roadway improvements.
2. Under DIFA there are rules for fee calculation, collection, expenditure, accounting and administration that must be followed.
3. To impose an impact fee, the City must have a Comprehensive Plan and an up-to-date Capital Improvements Element including projections of population, housing and employment demographics, and a five to twenty-year projection of capital project costs to complete a needs assessment.
4. Foremost, the impact fee must meet the “dual rational nexus” test. First, impact fees are valid when a reasonable connection or rationale exists between the anticipated need for additional capital facilities and the growth in population. Second, impact fees are valid when a reasonable association, or rational nexus, exists between the expenditure of the impact fee proceeds and the benefits accruing to new development from those proceeds.
5. The system of fees and charges should be set up so that there is not an intentional windfall to existing users.
6. The impact fee should, to the extent practical, only cover the capital cost of construction and related costs thereto (engineering, legal, financing, administrative, etc.) for capital expansions or other capital requirements that are required due to growth with a minimum ten-year service life. Therefore, expenses due to upgrading of a facility serving existing customers (e.g., replacement of a capital asset) or an increase in the level of service should be borne by all users of the facility.
7. Likewise, increased expenses due to operation and maintenance of that facility should be borne by all users of the facility.
8. Impact Fees should be based on level of service standards associated with the demand for public facilities by type of residential and non-residential property.
9. The proposed impact fees for municipal services should be based on a proportionate share of the cost-of-service capacity.
10. Impact fee revenue should be set aside in a separate account, and separate accounting must be made for those funds to ensure that they are used only for the lawful purposes described above.

Based on the criteria above, impact fees should: i) include only the estimated capital cost of facilities necessary to serve anticipated new development; ii) reflect only an allocated portion of costs associated with improvements of existing capital assets of the City; and iii) should not include any costs of operation and maintenance of any facilities, including those facilities financed in part with impact fees. Additional criteria utilized in the implementation of impact fee policies include:

1. The calculation of the impact fee should be based on recent and localized data;
2. Provide for accounting and reporting of impact fee revenues and expenditures in a separate accounting fund;
3. Limit any administrative charges for the collection of impact fees to actual costs;
4. Require collection of the fee at the time of issuance of a building permit.

Project Approach

GENERAL PROJECT APPROACH

Our project approach has been developed through years of experience and we follow innovative and standard industry methods applied specifically to the City's unique characteristics to develop fair and equitable impact fees that are defensible and meet the needs of the City and its Land Use and Economic Development policy objectives.

Our Team's approach is based on our understanding of the major objectives to be accomplished by the study that are as follows:

1. Determination of projected demands and capital needs of the City to fund growth-related police services, fire protection, parks and recreation and roadway improvements. This objective requires the analysis of historical and projected population, housing and employment demographics.
2. Prepare a Capital Need's Assessment based on a five to twenty-year schedule of capital projects
3. Determination of reasonable level of service standards for the development of impact fees consistent with the City's comprehensive plan information and requirements, industry standards, and current service levels provided by the City.
4. Development of impact fee rate structures considering the estimated capital costs associated with municipal services' capacity needs, other available funding sources, and the classes of customers for which the fees will be applied (i.e., single family residence, multi-family residence, commercial by class, etc.).
5. Assistance in updating the draft impact fee ordinances to adopt the proposed impact fees and associated administrative policies and procedures.
6. Documentation and presentation of the study results to the City's staff and leadership based on the public involvement needs of the City. The project team leaders for this engagement have extensive experience with the adoption of impact fees and public outreach.

PROJECT MANAGEMENT APPROACH

We believe that the City's impact fees should be consistent with management's goals related to land-use and economic development, the existing capital planning process, financial information systems and operating data, and the project goals and objectives and criteria outlined previously in this section. The critical nature of the consultant's role will require a project team capable of coordinating with City staff to resolve questions related to impact fee issues, such as:

- New Growth and Development
- Capital improvement funding plans;
- Level of service requirements;
- Service categories and attributes; and
- Rate structures by customer class.

Our approach to providing the proposed consulting services will place a major emphasis on the coordination elements of the study process. The key to successfully completing the scope of services and meeting the project deadlines is to start with a well-defined project plan with clearly delineated tasks and deliverables, properly manage the resources necessary to complete the study, and effectively coordinate our team's activities with the City.

In the proposed impact fee study work plan, we have made allowances for meetings with City staff throughout the study to develop and review study assumptions and results. The work plan also includes attendance at public meetings to present the study results.

Experience has taught us to perform impact fee studies in a series of phases. We have found this approach to be very successful in meeting the needs of our clients. We believe a phased approach to the work plan will enhance the coordination efforts of our project team and City staff for the following reasons:

1. A phased approach allows City staff to get involved in the fundamental planning assumptions and analysis at various points throughout the study, and to continuously monitor the study progress, which is critical to the timely completion of the rate study project.
2. It allows City staff to provide more effective input to the study process with respect to strategic decisions, and to affirm that the study is on course and consistent with the City's policies, goals, and objectives, thus ensuring a successful project.
3. It allows City staff members to fully understand and review the individual study components and promotes a more effective public information program.
4. It results in a cost-effective project as each phase builds on the results of the prior phase.

Our approach also includes project management and quality control steps to ensure that study results are reasonable, achieved cost effectively, and on schedule. A detailed study schedule will be developed in conjunction with City staff. The schedule will be reviewed by the project manager on an ongoing basis and updated, as required, to keep track of study progress. Scheduling problems, corrective measures and adjustments, as necessary, will be coordinated with City staff as they occur. Additionally, a detailed cost estimate by study task will be prepared for each specific project phase and task. The cost estimate will be used to track actual project costs and will be reviewed monthly to ensure project cost control. For each of the projects in the Previous Projects and References section we have used this process and have had great success with cost control to the extent the respective client did not add new tasks or additional analyses to the scope requiring a change order.

Generally, in these types of studies, the major issues and problem areas include identifying proper service categories and establishing a reasonable basis for a fair apportionment of the costs for the service categories based on level of service considerations. We propose to deal with these issues through detailed discussions with the City's planning staff about future development and land uses, experience and problem areas associated with implementing the current fee schedule, development of appropriate alternative fee application methods, and the use of empirical data and accepted industry standards to support our recommendations.

QUALITY ASSURANCE/QUALITY CONTROL (QA/QC) PROGRAM:

Credibility is crucial for building consensus and support for implementing the recommendations of a study. The fastest way for the City to lose credibility with your stakeholders is to provide information that is incomplete or incorrect. The City must have total confidence that the information provided by the consultant is as accurate as possible.

Raftelis has developed a Quality Assurance (QA) process that consistently results in accurate deliverables of the highest quality. Each QA plan is tailored to the project, but there are common elements such as senior-level participation, outside perspective, and involvement from project initiation. The QA plan that we will implement as part of this project embodies these elements. We have found that a well-defined QA plan ensures that our work products will be of the highest quality and meet or exceed the standards that our clients have come to expect from Raftelis.

As the project's QA/QC reviewers, Henry Thomas and Dwayne Guthrie will be utilized to provide additional perspectives from other similar projects nationally and in the region. Henry and Dwayne will add a strategic perspective to the project team. Raftelis' project delivery plan always includes layered, independent reviews of key deliverables to ensure accuracy and completeness are achieved and input is gathered from senior experts. We have included time in the project approach and schedule to allow for the necessary QA reviews.

Proposed Cost

The following table provides a breakdown of our proposed fee for this project. This table includes the estimated level of effort required for completing each task and the hourly billing rates for our project team members. Expenses include costs associated with travel and communications. Our scope of work includes the number of in-person and/or virtual meetings shown in the table below. Should the City require additional meetings and/or presentations to stakeholders, these can be arranged upon request at an added cost, which will be determined based on the scope and content of the meeting and/or presentation requested.

Tasks	Web Meetings	In-person Meetings	Hours								Total Fees & Expenses
			HT	JW	SO	DG	MG	TT	TS	Total	
1. Projected Service Demands, Population, Housing, and Employment Demographics			2	2	2	2	4	4	4	20	\$4,830
2. Capital Need Assessment			2	8	8	8	24	24	24	98	\$22,320
3. Development Level of Service Standards and Categories for Fee Application			2	8	8	8	16	16	16	74	\$17,280
4. Calculate Recommended Impact Fees	1		2	8	8	8	16	16	16	74	\$17,280
5. Review Impact Fee Policies and Ordinances	1		4	2	2	2	0	0	0	10	\$2,990
6. Presentation of Study Results	1	1	16	20	8	12	16	16	16	104	\$27,564
Total Meetings / Hours	3	1	28	48	36	40	76	76	76	380	
Hourly Billing Rate			\$340	\$305	\$270	\$240	\$210	\$210	\$210		
Total Professional Fees			\$9,520	\$14,640	\$9,720	\$9,600	\$15,960	\$15,960	\$15,960	\$91,360	
HT - Henry Thomas JW - Joe Williams SO - Shawn Ocasio DG - Dwayne Guthrie MG - Michelle Galvin TT - Tristen Townsend TS - TJ Speight			Total Fees								\$91,360
			Total Expenses								\$904
			Total Fees & Expenses								\$92,264

COST CONTROL:

Client satisfaction is of the utmost importance to Raftelis, and we strive to provide services that meet our clients' objectives in the most cost-effective manner possible. When appropriate, we use web meetings in lieu of face-to-face meetings to reduce travel time and expenses. Raftelis uses our project management system to ensure the efficient allocation of resources and adherence to project budgets, and our project managers also meet regularly with the City to discuss project status and results.

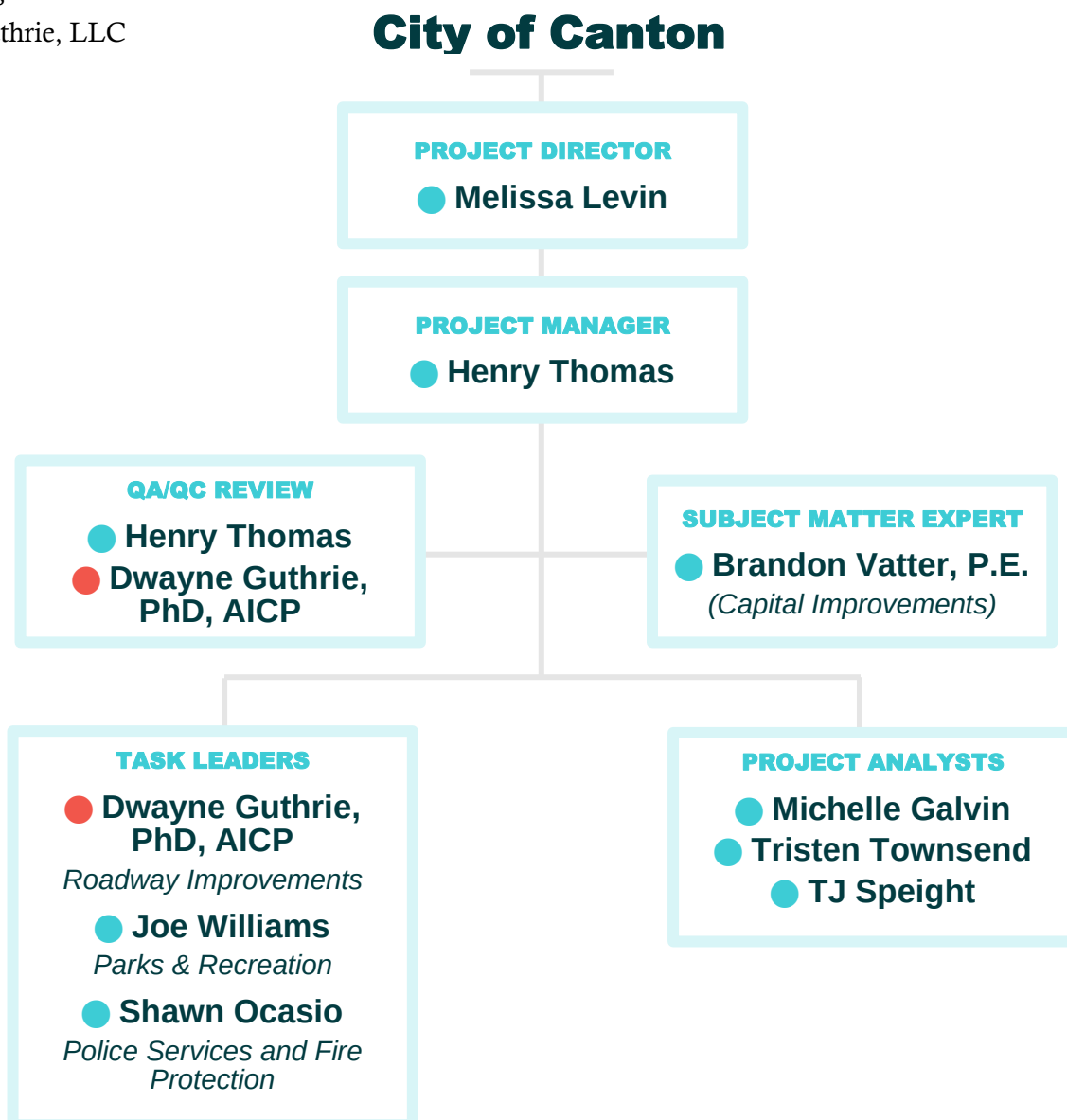
SECTION 4 - PROJECT TEAM

Project Team

WE HAVE DEVELOPED A TEAM OF CONSULTANTS WHO SPECIALIZE IN SPECIFIC ELEMENTS THAT WILL BE CRITICAL TO THE SUCCESS OF THE CITY'S PROJECT.

Here, we have included an organizational chart showing the structure of our project team. We have included resumes describing each of our team member's backgrounds, qualifications, certifications, and experience, as well as a description of their role on the project in the Appendix. Please refer to page 4 for the location from which their work will be performed.

- Raftelis
- DP Guthrie, LLC



PRESENT AND PROJECTED WORKLOAD FOR KEY PERSONNEL:

With the depth of more than 180 consulting professionals, and specifically the current and anticipated workload of the individuals assigned to this project, we have the availability to provide the requested services in a timely and efficient manner to meet the scheduling requirements and objectives of the City. As a rule, Raftelis operates at a company-wide project utilization of approximately 65% to 75%. This level of utilization, which we expect to continue through the proposed timeline of this project, will provide the project team with ample time to allocate to the City's engagement.

Raftelis actively manages the distribution of our staff hours to ensure we allocate the necessary resources to meet the needs of each of our clients. Raftelis' executive and management team participate in a weekly conference call to review the number of consulting hours required to meet the needs of our clients during the upcoming week. This weekly meeting allows our project managers to deploy our consulting staff in a flexible manner that ensures a suitable level of hours will be devoted to each client.

Over the Next Six Months	
Key Personnel	% of Availability
Henry Thomas (Project Manager and QA/QC)	20%
Joe Williams (Parks and Recreation Task Leader)	35%
Shawn Ocasio (Police Services and Fire Protection Task Leader)	35%

CLIENT REFERENCES

Team Member	Client References
Melissa Levin, Executive Vice President (Project Director) – Charlotte, NC	Henry County, GA / Dave Peterson, CFO P: 678.583.2453 / E: dave.peterson@hcwa.com <i>Past Working Relationship:</i> Raftelis provided a cost-of-service study for water and sewer, as well as a water and sewer impact fee study. City of Raleigh, NC / Stephen Balmer, CPA, Fiscal Manager P: 919.996.3523 / E: stephen.balmer@raleighnc.gov <i>Past Working Relationship:</i> Raftelis has been providing financial consulting assistance to the City of Raleigh (City) Public Utilities Department (CORPUD) since 2008. CORPUD originally engaged Raftelis to develop conservation-based rates that would enable the City to meet its capital planning needs while minimizing the impact to its customers. Since that time, Raftelis has performed numerous studies for the City of Raleigh including a cost-of-service and rate studies, capital recovery fee studies, and financial feasibility evaluations for revenue bond issues. Metropolitan Government of Nashville and Davidson County, TN / Amanda Deaton-Moyer, Metro Finance Department, Assistant Director P: 615.862.4782 / E: amanda.deaton-moyer@nashville.gov <i>Past Working Relationship:</i> The Metropolitan Government of Nashville and Davidson County – Metro Water Services (MWS) has contracted with Raftelis for four five-year financial and rate consulting engagements in 2001, 2006, 2011, and 2017.

Henry Thomas, Vice President (Project Manager and QA/QC) – Orlando Metro, FL

- **City of Bartow / David Wright, Assistant City Manager**
P: 865.534.0100 / E: dwright.finance@cityofbartow.net
Past Working Relationship: Raftelis was hired in 2023 to perform a comprehensive financial update for the City's enterprise funds and impact fees, including services of water, wastewater, police, fire, transportation, and parks and recreation. Raftelis developed a fee schedule for the City that met their needs and addressed several types of development that were expected in the future.
- **City of Port Orange, FL / John McKinney, CGFO FRA-RA, Assistant City Manager Internal Services Finance Director**
P: 386.506.5503 / E: jmckinney@port-orange.org
Past Working Relationship: Raftelis was hired in 2022 to perform a comprehensive financial update for the City's enterprise funds and impact fees, including services of water, wastewater, police, fire, transportation, and parks and recreation. Raftelis developed a fee schedule for the City that met their needs and addressed several types of development that were expected in the future. The City successfully adopted all of the fees and charges recommended by Raftelis.
- **City of Clermont, FL / Scott Davidoff, CPRP, Deputy City Manager**
P: 352.241.7358 / E: sdavidoff@clermontfl.org
Past Working Relationship: Raftelis provided a municipal and utility impact fee study for the City to update its existing police, fire, parks and recreation, water, and wastewater impact fees. The study was completed in mid-2023 and was successfully adopted by the City Commission.

Dwayne Guthrie, Principal Consultant with DP Guthrie, LLC (QA/QC) – Orlando Metro, FL

- **City of Roswell, GA / Jackie Deibel, Deputy Director of Community Development**
P: 770.641.3780 / E: jdeibel@roswellgov.com
Past Working Relationship: Dwayne prepared the City of Roswell's 2015 Impact Fee Study.
- **City of Corpus Christi, TX / Al Raymond, Director of Development Services**
P: 361.826.3575 / E: alraymond@cctexas.com
Past Working Relationship: As a subconsultant to Raftelis, Dwayne prepared a transportation impact fee analysis as part of a municipal impact fee study done 2024.
- **Eagle County, CO / Benjamin Gerdes, P.E., County Engineer**
P: 970.328.3560 / E: ben.gerdes@eaglecounty.us
Past Working Relationship: In 2021 Dwayne prepared a Transportation and Trails Impact Fee Study for Eagle County, Colorado.

Brandon Vatter, P.E., Senior Manager (Capital Improvement Subject Matter Expert) – Cincinnati, OH

- **Region of Peel, Ontario, CA / Anthony Parente, P.E., General Manager**
P: 416.577.0597 / E: anthony.parente@peelregion.ca
Past Working Relationship: Brandon assisted the Region of Peel (Region) with capital delivery and asset management processes efficiency review and next actions.

- **City of Dayton, OH** / Aaron Zonin, P.E., Deputy Director
P: 937.333.2053 / E: aaron.zonin@daytonohio.gov
Past Working Relationship: Brandon assisted with capital planning, delivery and support.
- **Hamilton County, OH** / Jeff Aluotto; County Administrator
P: 513.946.4400 / E: jeff.aluotto@hamilton-co.org
Past Working Relationship: Brandon assisted with regulatory compliance, financial and capital planning, delivery and support.
- **City of Lake Alfred, FL** / Ryan Leavengood, City Manager
P: 863.291.5270 / E: rleavengood@mylakealfred.com
Past Working Relationship: The City of Lake Alfred (City) retained Raftelis in 2022 to update the impact fees based on recent and local costs, as well as significant constraints and alternative water needs pursuant to local growth and water availability. These fees were successfully presented to and adopted by the City Commission.
- **City of Auburndale, FL** / Chris Reeder, Finance Director
P: 863.968.5133 / E: creeder@auburndalefl.com
Past Working Relationship: Raftelis was engaged to develop a multi-year water and wastewater rate plan to fund the City's utility operations and fund capital improvements. After developing several scenarios, a multi-year rate plan was recommended and ultimately adopted by the City Commission. The rate plan emphasized the goal of achieving certain financial targets including minimum debt service coverage ratios, utility reserves, and guidelines on utility transfers to the general fund.
- **City of Clermont, FL** / Scott Davidoff, CPRP, Deputy City Manager
P: 352.241.7358 / E: sdavidoff@clermontfl.org
Past Working Relationship: Raftelis provided a municipal and utility impact fee study for the City to update its existing police, fire, parks and recreation, water, and wastewater impact fees. The study was completed in mid-2023 and was successfully adopted by the City Commission.
- **City of Port Orange, FL** / John McKinney, CGFO FRA-RA, Assistant City Manager Internal Services Finance Director
P: 386.506.5503 / E: jmckinney@port-orange.org
Past Working Relationship: Raftelis was hired in 2022 to perform a comprehensive financial update for the City's enterprise funds and impact fees, including services of water, wastewater, police, fire, transportation, and parks and recreation. Raftelis developed a fee schedule for the City that met their needs and addressed several types of development that were expected in the future. The City has adopted the proposed rates and fees.
- **City of Bartow, FL** / David Wright, Assistant City Manager
P: 863.534.0100 / E: dwright.finance@cityofbartow.net
Past Working Relationship: Raftelis was hired in 2023 to perform a comprehensive financial update for the City's enterprise funds and impact fees, including services of

**Michelle Galvin,
Consultant (Project
Analyst) – Orlando
Metro, FL**

**Tristen Townsend,
Consultant (Project
Analyst) – Orlando
Metro, FL**

water, wastewater, police, fire, transportation, and parks and recreation. Raftelis developed a fee schedule for the City that met their needs and addressed several types of development that were expected in the future. The City is still working on the adoption process on some of the fees, but they are anticipated to be fully enacted soon.

- **City of Kissimmee, FL** / Steve Lackey, Parks and Recreation Director
P: 407.518.2342 / E: slackey@kissimmee.gov
Past Working Relationship: In 2022, Raftelis prepared a municipal impact fee study including police, fire and parks and recreation services.
- **Holley-Navarre Fire District, FL** / Kevin Lewis, Chief
P: 850.939.5236 / E: chief@hnfd.org
Past Working Relationship: Raftelis provided a fire impact fee study for the District in order to update its existing fire impact fees. The study was completed in early 2024 and successfully adopted by the District's Board of Fire Commissioners.
- **City of Boynton Beach, FL** / Mathew Zeller, Deputy Chief
P: 561.742.6132 / E: zellerm@bblfl.us
Past Working Relationship: Raftelis performed a police impact fee study for the City to develop police impact fees for first time implementation. The study was completed in late 2023 and was successfully adopted by the City Commission.
- **Town of Eatonville, FL** / Demetris Pressley, Chief Administrative Officer
P: 407.623.8900 / E: dpressley@townofeatonville.com
Past Working Relationship: Raftelis performed a police, parks and recreation, and general government impact fee study for the Town, all of which were first time implementation. The study was completed in mid-2024 and is in the process of being adopted by the Town Commission.
- **City of Lake Alfred, FL** / Ryan Leavengood, City Manager
P: 863.291.5270 / E: rleavengood@mylakealfred.com
Past Working Relationship: The City of Lake Alfred (City) retained Raftelis in 2022 to update the impact fees based on recent and local costs, as well as significant constraints and alternative water needs pursuant to local growth and water availability. These fees were successfully presented to and adopted by the City Commission.
- **City of Port Orange, FL** / John McKinney, CGFO FRA-RA, Assistant City Manager Internal Services Finance Director
P: 386.506.5503 / E: jmckinney@port-orange.org
Past Working Relationship: Raftelis was hired in 2022 to perform a comprehensive financial update for the City's enterprise funds and impact fees, including services of water, wastewater, police, fire, transportation, and parks and recreation. Raftelis developed a fee schedule for the City that met their needs and addressed several types of development that were expected in the future. The City adopted all of the proposed fees and charges.

**TJ Speight,
Consultant (Project
Analyst) – Orlando
Metro, FL**

**Joe Williams, Senior
Manager (Parks and
Recreation Task
Leader) – Orlando
Metro, FL**

- **City of Auburndale, FL** / Chris Reeder, Finance Director
P: 863.968.5133 / E: creeder@auburndalefl.com
Past Working Relationship: Raftelis was engaged to develop a multi-year water and wastewater rate plan to fund the City's utility operations and fund capital improvements. After developing several scenarios, a multi-year rate plan was recommended and ultimately adopted by the City Commission. The rate plan emphasized the goal of achieving certain financial targets including minimum debt service coverage ratios, utility reserves, and guidelines on utility transfers to the general fund.

**Shawn Ocasio,
Consultant (Police
Services and Fire
Protection Task
Leader) – Orlando
Metro, FL**

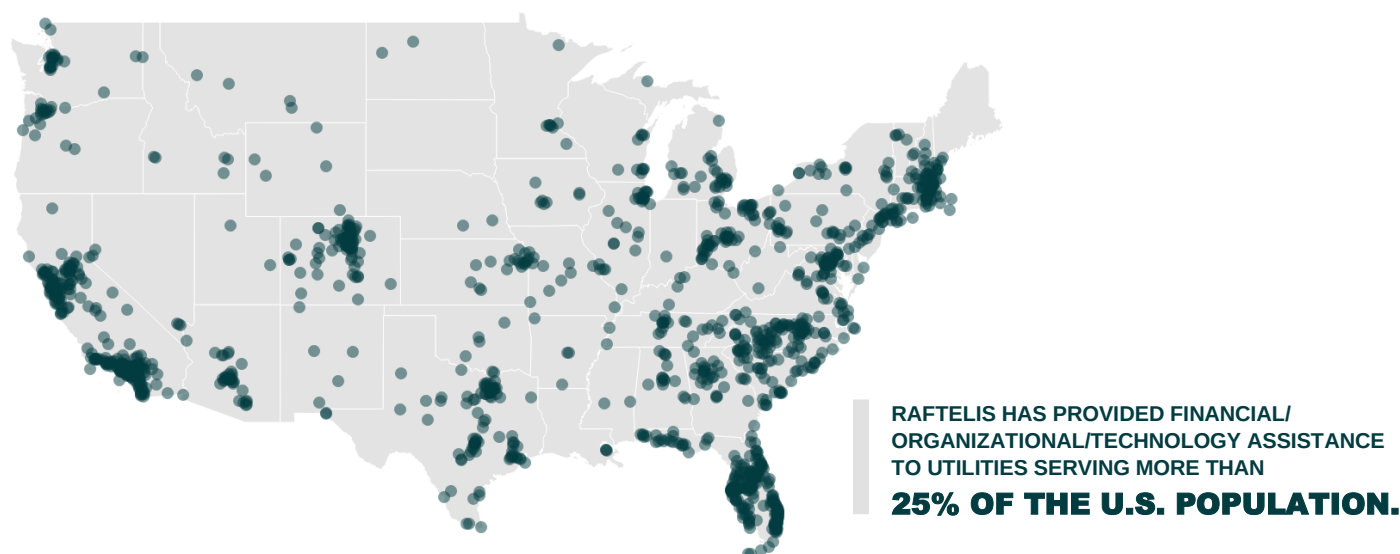
- **Holley-Navarre Fire District, Florida** / Kevin Lewis, Chief
P: 850.939.5236 / E: chief@hnfd.org
Past Working Relationship: Raftelis provided a fire impact fee study for the District in order to update its existing fire impact fees. The study was completed in early 2024 and successfully adopted by the District's Board of Fire Commissioners.
- **City of Boynton Beach, FL** / Mathew Zeller, Deputy Chief
P: 561.742.6132 / E: zellerm@bblfl.us
Past Working Relationship: Raftelis performed a police impact fee study for the City to develop police impact fees for first time implementation. The study was completed in late 2023 and was successfully adopted by the City Commission.
- **City of Clermont, FL** / Scott Davidoff, CPRP, Deputy City Manager
P: 352.241.7358 / E: sdavidoff@clermontfl.org
Past Working Relationship: Raftelis provided a municipal and utility impact fee study for the City to update its existing police, fire, parks and recreation, water, and wastewater impact fees. The study was completed in mid-2023 and was successfully adopted by the City Commission.

SECTION 5 - RELATED PROJECT EXPERIENCE

Related Project Experience

RAFTELIS HAS THE MOST EXPERIENCED UTILITY FINANCIAL AND MANAGEMENT CONSULTING PRACTICE IN THE NATION.

Our staff has assisted more than 1,700 local government agencies and utilities across the U.S., including some of the largest and most complex agencies in the nation. In the past year alone, Raftelis worked on more than 1,300 financial, organizational, and/or technology consulting projects for over 700 agencies in 47 states, the District of Columbia, and Canada. Below, we have provided descriptions of projects that we have worked on that are similar in scope to the City's project. We have included references for each of these clients and urge you to contact them to better understand our capabilities and the quality of service that we provide. All projects were completed within budget and on schedule.



RAFTELIS' REFERENCES

City of Clermont FL

Reference: Scott Davidoff, CPRP (Deputy City Manager)

P: 352.241.7358 / E: sdavidoff@clermontfl.org

Project Names: Utility and Municipal Impact Fee Analysis

Project Dates: June 2022 - May 2023

Cost: \$69,300

Firm's Role: Prime (sole) consultant; All project responsibilities

Team Members Involved: Henry Thomas (Project Director), Murray Hamilton, CPA, & Shawn Ocasio (Project Managers)

Raftelis, previously Public Resources Management Group, Inc. (PRMG), has provided utility rate and municipal impact fee analyses, impact fee studies, and utility rate studies to the City of Clermont (City) since 2004. In addition

to developing a utility and municipal impact fee analysis in 2004 and 2012, we are currently assisting the City with a comprehensive water, wastewater and municipal impact fee study.

To assist the City of Clermont in planning for the utility system's future financial needs, Raftelis is developing a comprehensive utility rate study. The analyses include:

- Developing detailed customer and usage forecast and billing profiles
- Identifying net revenue requirements of the System and allocation of costs among utilities
- Developing a detailed capital improvement project funding analysis and a corresponding flow of funds evaluation
- Evaluating compliance with rate covenants and financial targets
- Developing rate adjustment recommendations and assisting in drafting of revised rate resolution
- Highlights of the rate study services will include:
- Establishing new rate structures to significantly improve water conservation price signals and equity among customer classes
- Designing new impact fees to recover cost of capacity from new development for police, fire and recreation services

City of Bartow FL

Reference: David Wright, Director of Finance

P: 863.534.0100 / E: dwright.finance@cityofbartow.net

Project Names: Comprehensive Rate and Fee Study

Project Dates: July 2022 - July 2024

Cost: \$179,415

Firm's Role: Prime (sole) consultant; All project responsibilities

Team Members Involved: Henry Thomas (Project Director), Joe Williams & Shawn Ocasio (Project Managers), Michelle Galvin, TJ Speight and Tristen Townsend (Project Analysts)

Raftelis was recently selected by the City of Bartow (City) to update the utility rates and charges for the City's water, sewer, sanitation and stormwater systems as well as utility impact fees and police, Fire, Parks and Recreation, Transportation and Public Facility Impact Fees. The enterprise rates had 't been adjusted since 2015 and required significant rate increases phased-in over a five-year period. In addition to proposed monthly utility rates and water and sewer impacts fees municipal impact fees for police, fire, public facilities, transportation and parks and recreation service were also developed and adopted by the City.

City of Port Orange FL

Reference: John McKinney, CGFO FRA-RA, Assistant City Manager Internal Services Finance Director

P: 386.506.5503 / E: jmckinney@port-orange.org

Project Names: Fire Fee Assessment Update

Project Dates: June 2022 - July 2023

Cost: \$209,895

Firm's Role: Prime (sole) consultant; All project responsibilities

Team Members Involved: Henry Thomas (Project Director), Joe Williams & Shawn Ocasio (Project Managers), Michelle Galvin, TJ Speight, and Tristen Townsend (Project Analysts)

The City of Port Orange (City) hired Raftelis in 2022 to perform a comprehensive financial update for the City's enterprise funds and impact fees, including services of water and wastewater as well as police, fire, transportation,

and parks and recreation. Prior to this study, the City did not charge impact fees for police services. The transportation impact fees were calculated using a functional population approach, whereby the demands for service from different types of development can be derived, Raftelis developed a fee schedule for the City that met their needs and addressed several types of development that were expected in the future. The City is still working through the adoption process of the fees, but they are anticipated to be enacted in the near future.

City of Lake Wales FL

Reference: Autumn Cochella, Development Services Manager, Department of Planning & Development
P: 863.678.4182 ext. 229 / E: acochella@lakewalesfl.gov

Project Names: Water and Wastewater Rate Study; Utility and Municipal Impact Fee Study

Project Dates: October 2019 - October 2020

Cost: \$46,905

Firm's Role: Prime (sole) consultant; All project responsibilities

Team Members Involved: Shawn Ocasio (Project Manager)

Water and Wastewater Rate Study

The City of Lake Wales (City) engaged Raftelis Financial Consultants to provide a rate structure analysis and utility revenue sufficiency study. A multi-year revenue sufficiency model was developed to provide the City with a dynamic planning tool to evaluate various capital improvement initiatives. Raftelis used the revenue sufficiency model to develop “real-time” scenario analysis during meetings with City management to develop a funding plan to address capital needs.

Financial indicators and targets were developed to guide decision making and establish benchmarks for revenue sufficiency. Debt service coverage targets were used to assist the City in identifying the financial feasibility of issuing additional debt. Raftelis worked with the City to coordinate an optimum funding and rate strategy to present to the City Commission. The results and recommendations of the revenue sufficiency study were presented to the City Commission. The recommendations included substantial across-the-board rate adjustments that would be necessary for the City to proceed with certain utility capital improvements. Based on the information presented by Raftelis to the Commission during a public workshop, the indicated rate adjustments were subsequently adopted and implemented in October 2015. Raftelis also coordinated with City staff on appropriate customer notification pursuant to Florida Statutes.

Utility and Municipal Impact Fee Study

Raftelis recently provided the City with a utility and municipal impact fee study that concluded in September 2020. The studies included the development of water, wastewater, police, fire, recreation and library impact fees. The results of the study were based on the City's level of service standards, historical facility costs, and the planned facility expenditures identified in the City's capital plan.

City of Corpus Christi TX

Reference: Al Raymond, Director of Development Services

P: 361.826.3240 / E: alraymond@cctexas.com

Mark Van Vleck, Assistant City Manager

P: 361.826.3082 / E: markvv@cctexas.com

Project Names: Financial Planning Model; Rate Study Update

Project Dates: 2020-2022 (Stormwater Utility Fee); 2023-2024 (Impact Fee Project)

Cost: \$152,700

Firm's Role: Prime (sole) consultant for the financial planning model; Subconsultant to Pape-Dawson for the drainage master plan and impact fee study (providing strategic communication consulting services and the calculation of all the impact fees using the results of the master plan)

Team Members Involved: Angie Flores (Project Manager), Dwayne Guthrie (Subconsultant)

The Raftelis team assisted the City of Corpus Christi (City) with the development of a stormwater utility fee to fund the City's stormwater management, operations, maintenance, and MS4 compliance. Raftelis supported the City on all aspects of the utility fee development, from financial plan and data development to rate calculations and stakeholder engagement. Raftelis provided support and strategic guidance to the City on public involvement and communications. Raftelis, with support from a local PR firm, conducted stakeholder research and developed a communications plan, and designed and helped facilitate a series of stakeholder advisory group meetings so affected stakeholders could have a voice into the stormwater fee development. Raftelis also developed and deployed custom software, the Parcel Data Management System (PDMS) that serves as a data maintenance and customer service tool for the stormwater fee parcel data and interfaces with the City's utility billing system and GIS. With Raftelis' support, the City was also able to successfully increase stormwater fees in 2022. Thanks to the additional revenue generated by the stormwater utility fee, the City has begun to provide enhanced stormwater services to the community including increased capital investment.

Also, in 2021, Raftelis was retained as a sub-consultant to Pape-Dawson on a Water, Wastewater, Roadway and Drainage Master Plan and Impact Fee Study. Raftelis' role in the master plan includes providing strategic communication consulting services. Our role also includes the calculation of all the impact fees using the results of the master plan.

City of Valdosta GA

Reference: Chuck Dinkins, Finance Director

P: 229.259.3512 / E: cdinkins@valdostacity.com

Project Names: 2024 Water and Sewer Revenue Bond Feasibility Study

Project Dates: Ongoing

Cost: \$65,000

Firm's Role: Bond Feasibility Consultant

Team Members Involved: Murray Hamilton (Project Manager), Bart Kreps (Project Director)

Raftelis has worked with the City of Valdosta (City) for over fifteen (15) years. Our most recent engagement is to prepare a water and sewer bond feasibility study.

City of Warner Robins GA

Reference: Lydia Humphrey, Interim Assistant Finance Director

P: 478.293.1000 / E: lhumphrey@wrga.gov

Project Names: 2020 Revenue Bond Feasibility Study

Project Dates: July 2020

Cost: \$40,000

Firm's Role: Bond Feasibility Consultant

Team Members Involved: Murray Hamilton (Project Manager), Henry Thomas (Project Director)

Raftelis has worked with the City of Warner Robins (City) since 2017. Our most recent assignment was for the preparation of a revenue bond feasibility study prepared in 2020.

City of Roswell GA

Reference: Jackie Deibel, Director of Community Development

P: 770.641.3780 / E: jdeibel@roswellgov.com

Project Names Impact Fee Study

Project Dates: 2015

Cost: \$49,600

Firm's Role: N/A

Team Members Involved: Dwayne Guthrie (Project Manager)

Dwayne Guthrie was the project manager for the City of Roswell's (City) 2015 impact fee study that resulted in police, fire, parks and recreation, and roadway impact fees being adopted.

NATIONAL EXPERIENCE

This matrix shows a brief sample of some of the utilities throughout the U.S. and Canada that Raftelis staff has assisted and the services performed for these utilities.

[illegible]

[illegible]

State	Client	Finance							Organization					Technology			
		Affordability Analysis & Program Development	Capital Improvements Planning/Prioritization	Debt Issuance Support	Economic & Financial Evaluations	Financial Planning & Modeling	Rate, Charge, & Fee Studies	Stormwater Utility Development & Support	Organizational, Governance, & Operations Optimization	Performance Measurement & Benchmarking	Program Planning & Support	Stakeholder Engagement & Communication	Strategic Planning	Billing, Permitting, & Customer Information Audits	Business Process Development	Data Management, Analytics, & Visualization	Software Solutions
OK	Oklahoma City Water Utilities, City of					●	●										
OK	Stillwater Utilities Authority					●	●									●	
OR	Portland Bureau of Water, City of		●	●		●	●									●	
PA	Capital Region Water	●	●	●		●	●	●				●	●				
PA	Philadelphia Water Department	●	●	●		●	●		●	●	●	●			●	●	●
PA	Pittsburgh Water and Sewer Authority	●	●	●	●	●	●		●	●		●	●		●	●	●
RI	Newport, City of		●	●		●	●										
RI	Providence Water Supply Board		●			●	●		●	●							
SC	Greenville Water					●	●		●								
SC	Mount Pleasant Waterworks		●			●	●						●				
TN	Johnson City, City of	●	●	●		●	●										
TN	Metro Water Services of Nashville and Davidson County		●	●		●	●	●		●		●	●				
TX	Austin, City of		●	●		●	●			●							
TX	Dallas, City of		●			●	●	●				●			●	●	
TX	El Paso Water Utilities		●	●		●	●					●				●	●
TX	North Texas Municipal Water District		●		●				●	●		●	●		●		●
TX	Round Rock, City of						●										
TX	San Antonio Water System	●	●			●	●					●					
UT	Salt Lake City					●	●					●					
VA	Newport News Department of Public Utilities		●	●		●	●						●			●	
VA	Richmond Department of Public Utilities	●	●			●	●	●				●				●	
VA	Suffolk, City of		●	●		●	●										
VT	Burlington, City of		●	●		●											
WA	Tacoma, City of				●		●						●			●	
WI	Milwaukee Metropolitan Sewerage District		●			●	●										
WI	Milwaukee Water Works		●			●	●										
WV	Charleston Sanitary Board						●										
Can	Calgary, City of		●			●			●							●	
PR	Puerto Rico Aqueduct and Sewer Authority		●	●		●			●	●		●					

SECTION 6 - PROJECT SCHEDULE

Project Schedule

Raftelis will complete the scope of services within the timeframe shown in the schedule below. The proposed schedule assumes a notice-to-proceed by the beginning of October 2024 and that Raftelis will receive the needed data in a timely manner and be able to schedule meetings, as necessary. Project completion is estimated for March 2025.

Our scope of work assumes we complete the project according to the schedule provided below. If the City elects to extend the project completion schedule beyond the initial schedule, we will work with the City to identify any necessary revisions to the project budget.

	2024			2025		
TASKS	OCT	NOV	DEC	JAN	FEB	MAR
1. Projected Service Demands, Population, Housing, and Employment Demographics	●					
2. Capital Need Assessment						
3. Development Level of Service Standards and Categories for Fee Application						
4. Calculate Recommended Impact Fees				●	●	
5. Review Impact Fee Policies and Ordinances						●
6. Presentation of Study Results						● ●

● In-person Meetings

● Web Meetings

● Deliverables

COMMUNICATION

The success or failure of any consulting engagement is defined by the effectiveness of communications between the client and consultant and among the project team members. A cornerstone of Raftelis' success is our commitment to regular, fully transparent, and highly effective communications with each client, as well as within our project teams.

Raftelis has used many different approaches in past consulting engagements to ensure the timely flow of information and documents between the firm, the client, and other relevant parties. These approaches will be defined by the City to meet your unique needs and preferred communications protocols. On other projects, these protocols have included weekly, bi-weekly, or monthly meetings, telephone calls, and/or email communications between Raftelis' Project Manager and our designated client contact. They have also included detailed monthly written reports describing the status of the project. We encourage all of our clients to contact us day or night if they require any type of assistance.

ABILITY TO MEET PROJECT SCHEDULE

Raftelis employs several management strategies to heighten the effectiveness and efficiency of the services we provide to our clients. We place a high priority on being responsive to our clients and, as we determine scope and staffing for each project, we carefully consider our workload and the availability of resources to meet client needs and project schedules.

Each week, the Raftelis management team participates in a conference call to review the number of consulting hours required to meet the needs of our clients during the upcoming week. This weekly meeting allows our project managers to deploy our consulting staff in a flexible manner that ensures a suitable level of hours will be devoted to the City even during periods of accelerated deadlines and heavy work requirements.

Our project management conference calls provide Raftelis project managers with opportunities to effectively distribute work within a project. However, it is equally important that consulting hours spent on the project are tracked and compared to project budgets on a real-time basis. Raftelis uses project management software to monitor project progress, consulting hours, and budgets.

If selected for this project, we will conduct a comprehensive scoping meeting with the City staff and our project team to discuss the work plan to ensure we are in agreement on how best to achieve the City's goals and objectives. This meeting will include a discussion of our proposed schedule and the City's timing requirements for meetings, milestones, and deliverables, so that our teams have a full understanding of what to expect on the project. Throughout the project, we will provide the City with frequent updates so that you are constantly aware of the status of the project and our progress towards meeting milestones and deadlines.

SECTION 7 – ADDITIONAL ITEMS

Additional Items

We contacted the City for clarification regarding the business license requirements, and since we are out of the area no business license is required. Our Georgia State Control Number is #10054997.

City of Canton

Contractor Information

1. Company Name Raftelis Financial Consultants, Inc.
2. Address 227 W. Trade Street, Suite 1400, Charlotte, NC 28202
3. Phone Number 407.628.2600
4. Name of contact person Henry Thomas, Project Manager
5. E-mail Address: hthomas@raftelis.com
6. Number of years in business 31 years
7. Number of people employed on a regular basis. 212 employees, 185 consultants
8. List at least three (3) references in which your company has provided the services requested within the past two (2) years.

Company Name: City of Roswell, GA
 Address: 38 Hill Street, Suite G-30, Roswell, GA 30075
 Phone No.: 770.641.3780
 Contact Name: Jackie Deibel, Director of Community Development
 e-mail: jdeibel@roswellgov.com

Company Name: City of Valdosta, GA
 Address: 216 East Central Avenue, Valdosta, GA 31601
 Phone No.: 229.259.3512
 Contact Name: Chuck Dinkins, Finance Director
 e-mail: cdinkins@valdostacity.com

Company Name: City of Warner Robins, GA
 Address: 700 Watson Boulevard, Warner Robins, GA 31093
 Phone No.: 478.293.1000
 Contact Name: Lydia Humphrey, Interim Finance Director
 e-mail: lhumphrey@wrga.gov



VENDOR CONFLICT OF INTEREST CERTIFICATION

The City of Canton, Georgia seeks to avoid business relationships which might conflict, or appear to conflict, with the best interests of the City. The purpose of this form is to identify such potential relationships with vendors.

Note that responses in the affirmative to the questions below do not automatically preclude a vendor from doing business with the City. Evaluations of the responses will be made by the appropriate City personnel on a case-by-case basis. Steps to mitigate the conflict or perceived conflict may be required by the vendor and/or City personnel as appropriate.

1. Does any current or former employee of the City of Canton, Georgia hold a financial interest of greater than 5% in your organization?

Yes

No

Unsure

2. Does any immediate family member of a current or former employee of the City of Canton, Georgia hold a financial interest of greater than 5% in your organization?

Yes

No

Unsure

3. Has this organization or any of its principals been debarred, suspended or otherwise excluded by a duly authorized regulatory agency or had a transaction with any such agency terminated for any reason?

Yes

No

Unsure

If your response to any of the questions above is yes or unsure, please attach a separate sheet describing the situation.

CERTIFICATION

I do hereby certify that all responses herein are true and correct to the best of my knowledge. I understand that the City of Canton, Georgia reserves the right to modify or terminate immediately any vendor or employee relationship (as appropriate) should it be discovered that the information provided herein was known to be false at the time of this certification.

Signature: Melissa Levin Date: August 7, 2024

Printed Name and Title: Melissa Levin, Executive Vice President

Phone: 770.704.1500 | Fax: 770.704.1538 | 110 Academy Street | Canton, Georgia 30114

cantonga.gov

Contractor Affidavit under O.C.G.A. § 13-10-91(b)(l)

The undersigned contractor ("Contractor") executes this Affidavit to comply with O.C.G.A § 13-10-91 related to any contract to which Contractor is a party that is subject to O.C.G.A. § 13-10-91 and hereby verifies its compliance with O.C.G.A. § 13-10-91, attesting as follows:

- a) The Contractor has registered with, is authorized to use and uses the federal work authorization program commonly known as E-Verify, or any subsequent replacement program;
- b) The Contractor will continue to use the federal work authorization program throughout the contract period, including any renewal or extension thereof;
- c) The Contractor will notify the public employer in the event the Contractor ceases to utilize the federal work authorization program during the contract period, including renewals or extensions thereof;
- d) The Contractor understands that ceasing to utilize the federal work authorization program constitutes a material breach of Contract;
- e) The Contractor will contract for the performance of services in satisfaction of such contract only with subcontractors who present an affidavit to the Contractor with the information required by O.C.G.A. § 13-10-91(a), (b), and (c);
- f) The Contractor acknowledges and agrees that this Affidavit shall be incorporated into any contract(s) subject to the provisions of O.C.G.A. § 13-10-91 for the project listed below to which Contractor is a party after the date hereof without further action or consent by Contractor; and
- g) Contractor acknowledges its responsibility to submit copies of any affidavits, drivers' licenses, and identification cards required pursuant to O.C.G.A. § 13-10-91 to the public employer within five business days of receipt.

20-1054069

Federal Work Authorization User Identification Number

Raftelis Financial Consultants, Inc.

Name of Contractor

Raftelis Financial Consultants, Inc.

Name of Public Employer

July 23, 2024

Date of Authorization

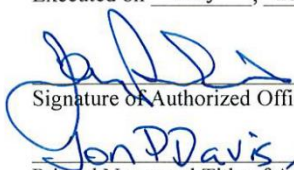
Impact Fee Program Update

(66114-24-RFP-0708)

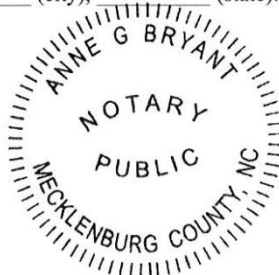
Name of Project

I hereby declare under penalty of perjury that the foregoing is true and correct.

Executed on July, 23rd 20 24 in Charlotte (city), NC (state).

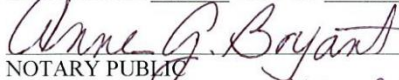

Signature of Authorized Officer or Agent

Jon P. Davis, EVP
Printed Name and Title of Authorized Officer or Agent



SUBSCRIBED AND SWORN BEFORE ME

ON THIS THE 23rd DAY OF July, 20 24.


NOTARY PUBLIC
My Commission Expires: May 2, 2026



City of Canton
2525 Ridge Road
Canton, Georgia 30114

Vendor's Statement of Tax Status

(For Internal Financial Control Purposes)

Vendor: Raftelis Financial Consultants, Inc.

D.U.N.S. #: 809874100

Remittance Address:

Street Address 227 W. Trade Street, Suite 1400

City, State & Zip Code Charlotte, NC 28202

Phone Number: 704.373.1199

Fax Number: 828.484.2442

Contact Information: Christine McIntyre, Chief Financial Officer

P: 980.279.5699 / E: cmcintyre@raftelis.com

As an authorized representative to the above entity; I hereby certify to the best of my knowledge; no outstanding delinquent taxes are owed by said entity to the City of Canton, Georgia or any other government in the United States of America including but not limited to the United States Federal Government.

Name: 

Title: Chief Financial Officer

Date: August 5, 2024

Client#: 1722483

RAFTEFIN

ACORD
CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

1/11/2024

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer any rights to the certificate holder in lieu of such endorsement(s).

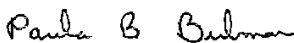
PRODUCER USI Insurance Svcs, Charlotte 6100 Fairview Road Ste 1400 Charlotte, NC 28210 800 868-8834		CONTACT NAME: Brad Christensen PHONE (A/C, No, Ext): - FAX (A/C, No): E-MAIL ADDRESS: brad.christensen@usi.com	
		INSURER(S) AFFORDING COVERAGE	NAIC #
		INSURER A : National Fire Insurance Co. of Hartford	20478
		INSURER B : Continental Insurance Company	35289
		INSURER C : American Casualty Company of Reading PA	20427
		INSURER D : Beazley Insurance Company, Inc.	37540
		INSURER E : Travelers Casualty & Surety Co. of Amer	31194
		INSURER F : Continental Casualty Company	20443

COVERAGES **CERTIFICATE NUMBER:** **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL SUBR INSR	WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	☒ COMMERCIAL GENERAL LIABILITY ☐ CLAIMS-MADE ☒ OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: ☐ POLICY ☐ PRO-JECT ☒ LOC ☐ OTHER:			6076000011	01/21/2024	01/21/2025	EACH OCCURRENCE \$1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$500,000 MED EXP (Any one person) \$15,000 PERSONAL & ADV INJURY \$1,000,000 GENERAL AGGREGATE \$2,000,000 PRODUCTS - COMP/OP AGG \$2,000,000 \$
F	AUTOMOBILE LIABILITY ☐ ANY AUTO OWNED AUTOS ONLY ☒ HIRED AUTOS ONLY ☐ SCHEDULED AUTOS NON-OWNED AUTOS ONLY			BUA6076000025	01/21/2024	01/21/2025	COMBINED SINGLE LIMIT (Ea accident) \$1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
B	☒ UMBRELLA LIAB ☒ OCCUR ☐ EXCESS LIAB ☐ CLAIMS-MADE ☐ DED ☒ RETENTION \$10000			CUE6076000039	01/21/2024	01/21/2025	EACH OCCURRENCE \$5,000,000 AGGREGATE \$5,000,000 \$
C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? ☒ Y ☒ N (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below		N/A	WC6076305637 WC6076000042	01/21/2024 01/21/2024	01/21/2025 01/21/2025	☒ PER STATUTE ☐ OTH-ER E.L. EACH ACCIDENT \$1,000,000 E.L. DISEASE - EA EMPLOYEE \$1,000,000 E.L. DISEASE - POLICY LIMIT \$1,000,000
D	Cyber			W314D6240201	01/21/2024	01/21/2025	\$5,000,000 Limit
E	Crime			107207373	01/21/2024	01/21/2025	\$1,000,000 Limit
F	Professional			652071235	01/21/2024	01/21/2025	\$5,000,000 Limit

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
 Certificate Holder is included as an Additional Insured with respect to General Liability, Automobile and Umbrella will follow form as per written contract. The coverage afforded to the Additional Insured is on a Primary and Non-Contributory basis for General Liability, Automobile and Umbrella if required by written contract. Waiver of Subrogation applies to General Liability, Automobile, Workers Compensation and Umbrella policies in favor of the above listed Additional Insured per written contract. A 30 day notice of (See Attached Descriptions)

CERTIFICATE HOLDER To Whom it May Concern	CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE 
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APPENDIX: RESUMES

Appendix: Resumes



Michelle Galvin

PROJECT ANALYST

Consultant (Raftelis)



ROLE

Michelle will assist senior project staff members in preparing various investigations and analyses related to the development of proposed parks and recreation, fire protection, police services, and roadway improvement impact fees.

PROFILE

With a background in statistical analysis and surveying, Michelle joined Raftelis as an intern in 2018, and later became a Consultant upon graduating from the University of Central Florida in May 2019. Her primary expertise includes municipal impact fee development, utility financial and rate analyses, functional population, and customer billing statistics.

Specialties

- Municipal impact fee development
- Utility financial and rate analyses
- Rate modeling
- Functional Population
- Data collection and analysis

Professional History

- Raftelis: Consultant (2022-present); Associate Consultant (2019-2021); Intern (2018-2019)

Education

- Bachelor of Science in Statistics - University of Central Florida (2019)

KEY PROJECT EXPERIENCE

City of Clermont (FL): Water and Sewer Connection Fee Study, Municipal Impact Fee Study

Michelle served as a consultant for the City of Clermont on the review and update the utility connection fees and municipal impact fees. She assisted with conducting interviews with staff, performed data collecting and analytics, and developed a model to calculate water and wastewater connection fees and police, fire, and recreation impact fees.

City of Lake Wales (FL): Water and Wastewater Connection Fees Study and Municipal Impact Fees Study

Michelle served as an associate consultant for the City of Lake Wales on a project to calculate water and wastewater connection fees and municipal impact fees. She developed a functional population model to calculate impact fee equivalencies based on land uses. She developed a model to calculate municipal impact fees for police, fire, parks and recreation, and library in addition to water and wastewater connection fees.

City of Maitland (FL): Fire and Parks and Recreation Impact Fee Study

Michelle served as a consultant for the City of Maitland for a study to update the existing fire and recreational impact fees. She reviewed historical and projected growth trends, and existing and planned capital facilities to calculate impact fees for fire and recreation.

Englewood Area Fire Control District (FL): Fire Impact Fee Study

Michelle served as a consultant for the Englewood Area Fire Control District to review and update the fire impact fees. She reviewed growth and population projections, dwelling units, call data, level of service standards, and existing and planned capital facilities. She also developed a functional population model to calculate fire impact fees based on various land use types.

City of Palatka (FL): Water and Wastewater Connection Fee Study and Municipal Impact Fee Study

Michelle served as a consultant for the City of Palatka to review and update the utility connection fees and municipal impact fees. During this project, she performed an analysis of population projections, development

trends, and developed corresponding growth projections. She also used functional population to develop a model to calculate impact fees for police, fire, and recreation.

City of Lake Alfred (FL): Water and Wastewater Revenue Sufficiency Study, Water and Wastewater Connection Fee Study, and Municipal Impact Fee Study

Michelle has served as a consultant for the City of Lake Alfred on various projects including a revenue sufficiency study, an update to the existing water and wastewater connection fees, and an update to the municipal impact fees. She developed models to review growth projections, level of service standards, and existing and proposed capital facilities to develop water and wastewater connection fees and police, fire, recreation, and general government.

Town of Wilton Manors (FL): Water, Wastewater, and Stormwater Revenue Sufficiency Study, Municipal Impact Fees and Utility Connection Fees Study

Michelle served as an associate consultant on a project with the Town of Wilton Manors to provide a water, wastewater, and stormwater revenue sufficiency study. Michelle analyzed customer statistics, wholesale agreements, and capital improvement programs to forecast a 10-year projection of the Town's utility operations. She also developed a model to calculate municipal impact fees and utility connection fees.

City of Ormond Beach (FL): Municipal Impact Fees and Utility Connection Study

Michelle served as an associate consultant on a project with the City of Ormond Beach to calculate municipal impact fees and utility connection charges. She developed a functional population model to calculate impact fee equivalencies based on land uses. She used the model to calculate police, fire, and parks and recreation impact fees along with water and wastewater connection charges.

Town of Dundee (FL): Water and Wastewater Connection Fees and Impact Fees Study

Michelle served as an associate consultant for the Town of Dundee on a project to calculate water and wastewater connection fees and municipal impact fees. She developed a functional population model to calculate impact fee equivalencies based on land uses. She developed a model to calculate impact fees for fire, parks and recreation, library, water, and wastewater.

City of Dunnellon (FL): Police and Parks Impact Fees Study

Michelle served as an associate consultant on a project with the City of Dunnellon. She developed a financial model to determine appropriate development impact fees for the City's Police and Parks departments.

Melissa Levin

PROJECT DIRECTOR

Executive Vice President (Raftelis)

ROLE

Melissa will be responsible for overall project accountability and will be available to provide quality assurance and control, industry perspective, and insights into the project.

PROFILE

Melissa has been with Raftelis since 1999 and has worked on a variety of projects to assist water and wastewater utilities in addressing economic and financial issues. These projects include: cost-of-service and rate structure studies; financial valuation and economic impact studies; litigation support; bond forecast and feasibility studies; privatization assessment and implementation; and financial forecasting and modeling. Melissa authored the chapter entitled, "Valuation of Water and Wastewater Utility Assets," for the Fourth Edition of the industry guidebook, *Water and Wastewater Finance and Pricing: The Changing Landscape*.

KEY PROJECT EXPERIENCE

City of Augusta Utilities Department (GA): Water and Wastewater Rate Study and Capacity Fees

Melissa served as the project manager for an engagement in which Raftelis and Galardi Rothstein Group worked together to provide the City of Augusta Utilities Department (AUD) with a water and wastewater cost-of-service study (Study). The study's intent was to ensure the equitable distribution of system cost responsibilities across AUD ratepayers. The study addressed emerging policy considerations including the need to promote water efficiency in the context of state-wide water supply challenges and the need to ensure the affordability of services. AUD was in the process of updating its Master Plan and future Capital Improvement Program to reflect changes in its systems' infrastructure and prospective system development needs. Planning for increased system costs resulting from the updated plans was an important part of this study.

Gwinnett County Department of Water Resources (GA): Affordability Assessment

In 2020, the Gwinnett County Department of Water Resources (GCDWR) engaged Raftelis to provide an affordability assessment and to provide recommendations for customer assistance plans to help reduce the substantial number of customers that were routinely getting locked-out of their water service. GCDWR was interested in examining and determining possible reasons that customers were not making adequate and timely payments leading to lock-off status. Based on the new EPA affordability guidelines, Raftelis examined affordability for the County by examining the average bill by census tract related to the lowest quintile income of that census tract, and the impact that future rate increases would have. Additionally, Raftelis examined customer information for those customers that were regularly locked-off to determine how much these lock-offs were costing GCDWR.



Specialties

- Utility cost-of-service & rate structure studies
- Development fee studies
- Privatization procurement
- Wholesale rate analysis
- High-strength surcharge studies
- Bond feasibility studies
- Financial valuation & economic impact studies
- Public works organization
- Survey research of water & wastewater utility characteristics & rates

Professional History

- Raftelis: Executive Vice President (2024-present); Vice President (2020-2023); Senior Manager (2017-2019); Manager (2005-2016); Senior Consultant (1999-2004)
- BASF Corporation: Chemist (1994-1999); Research Lab Leader (1991-1994)

Education

- Masters in Business Administration - Wake Forest University (1998)
- Bachelor of Science in Chemistry - Georgia Institute of Technology (1991)

Professional Memberships

- AWWA: North Carolina Section
- Georgia Association of Water Professionals

and to determine the similarities and correlations between these customers. Several key focus areas were identified with specific tasks for each focus area. These focus areas with tasks (customer assistance plans) were developed for the GCDWR to implement in effort to reduce the number of customers experiencing lock-offs.

Rockdale County Water Resources (GA): Water and Wastewater Rate Study

In 2011, Rockdale Water Resources (RWR) engaged Raftelis to evaluate their water and wastewater rate structures to determine if modifications should be made to the rate structures to more equitably recover costs from its various customer classes. In addition to the evaluation of the rate structures, Raftelis examined the level of water and wastewater rates to determine if any adjustments should be made to the current rates. Raftelis prepared a financial forecast for the water and wastewater utility that projects water and wastewater rates, expenses and revenues, and debt service coverage ratios in order to be in compliance with outstanding revenue bonds. As a deliverable of the study, Raftelis developed a financial planning model for RWR to use for future planning purposes. Raftelis updated the results of this study in 2016 and again in 2018.

City of Griffin (GA): Water and Wastewater Rate Study and Regionalization Study

Melissa is served as the project manager for an engagement in which Raftelis performed a comprehensive water and wastewater rate and financial planning study for the City of Griffin (City). Key issues included developing a forecast of revenue requirements to be covered from retail customers that fully incorporated the potential impact of future capital investments. Raftelis also evaluated the level of revenues transferred to the City's general fund to cover the indirect cost-of-services provided by the City. The rate model provides the flexibility to evaluate the impact of different funding sources to address capital needs, and has the flexibility to address mid-year rate adjustments. The financial planning model has also been used to help evaluate the impact of potential changes to existing wholesale water contracts. As part of the original scope of work, Raftelis also conducted a workshop with City elected officials to evaluate potential alternatives for moving toward a regionalized system for water supply and treatment, rather than the current traditional wholesale customer model.

*** PARTIAL PROJECT LIST**

- City of Asheville (NC) Water Resources Department - Financial planning and rate study
- Augusta Utilities Department (GA) - Water and wastewater rate study and capacity fees
- Belmont Department of Public Works (MA) - Water and sewer rate study
- City of Burlington (NC) - Water and wastewater rate study
- City of Canton (GA) - Water and sewer rate study
- City of Monroe (GA) - Rate structure studies
- Town of Canton (MA) - Water and wastewater rate study
- Cherokee County Water and Sewerage Authority (GA) - Utility acquisition feasibility study
- Fayetteville Public Works Commission (NC) - Development fee study, high strength surcharge study, rate update, and utility cost-of-service and rate structure study
- Greenville Utilities Commission (NC) - Bond feasibility study, water and sewer rate study, and wholesale rate analysis and policy reviews
- City of Griffin (GA) - Water and wastewater rate study and regionalization study
- City of Groton (CT) - Water and sewer rate study
- Hallsdale-Powell Utility District (TN) - Water and wastewater rate and financial planning study
- Hoke County (NC) - Financial feasibility study, wastewater plant construction
- City of Jacksonville (NC) - Water and sewer rate study
- City of Lexington (NC) - Utility cost-of-service and rate structure study
- Lexington-Fayette Urban County Government (KY) - Financial valuation and economic impact analysis
- Lincoln County (NC) - Water and sewer rate study

Shawn Ocasio

POLICE SERVICES AND FIRE PROTECTION TASK LEADER

Manager (Raftelis)

ROLE

Shawn will serve as the Police Services and Fire Protection Task Leader and will work at the direction of Henry in conducting analyses and preparing deliverables for the project.

PROFILE

Shawn has over 14 years of rate and financial consulting experience and has participated on a variety of projects for water, wastewater, reclaimed water, stormwater, and solid waste management utility enterprise systems throughout Florida, Georgia, Alabama, and Virginia. Another area of focus for Shawn is in the development of general government impact fees for municipal services. He has developed law enforcement, fire rescue, recreational, administrative, and library service impact fees for clients requiring an update and review of existing fees or designing fees for first time implementation.

KEY PROJECT EXPERIENCE

City of Sanford (FL): Water, Wastewater, and Stormwater Rate and Revenue Sufficiency Studies

Shawn has performed a range of services for the City of Sanford (City) since 2011. He assisted in the development of several detailed rate and revenue sufficiency studies for the City's water and wastewater and stormwater enterprise funds. Responsibilities included the development of a detailed billing frequency analysis to identify customer use attributes by class, development of a five-year revenue requirements analysis and capital funding plans, evaluation of fiscal performance and compliance with the authorizing bond resolution (senior-lien bonds) and loan agreements (subordinate lien low-interest loans from the State Revolving Fund loan program) and the development of rate adjustment recommendations to recover the identified cost-of-service. The revenue sufficiency study updates have been prepared annually by Shawn to assist the City in evaluating the utility financial performance and fiscal position as it relates to their overall rate plan and financial strategies. Shawn also assisted in City with the preparation of capital financing plans in support of State Revolving Fund (SRF) Loans. Shawn has also developed a long-term (20-year) financial forecast of revenues, expenses, and capital funding requirements for the stormwater system to aid the City in developing a rate plan that balanced short-term needs with long-term sustainability.

City of Edgewater (FL): Water, Wastewater, Solid Waste, and Stormwater Rate and Revenue Sufficiency Studies

Shawn has provided financial consulting services to the City of Edgewater (City) since 2015. These services include the performance of annual in-depth revenue sufficiency studies for the City's water, wastewater, stormwater, and solid waste utility enterprise systems. These projects involved the development of detailed multi-year financial forecast models for each individual utility system. The models were used in projecting customer account growth and sales, rate and other miscellaneous revenues, operating expenses, operating and other internal transfers, existing debt payments, and capital funding needs. During each study, a funding strategy was then developed with the City



Specialties

- Computer financial model development
- Revenue sufficiency analyses
- Cost-of-service & rate studies
- Financing feasibility analyses
- Utility connection/development fees
- Municipal impact fees

Professional History

- Raftelis: Manager (2021-present); Senior Consultant (2019-2020); Rate Consultant, PRMG (2009-2019)

Education

- Bachelor of Science in Business Administration in Accounting & Finance - University of Central Florida (2008)

Professional Memberships

- AWWA
- Florida Government Finance Officers Association

staff in order to optimize the utilization of existing resources while also employing additional borrowing to mitigate customer rate impacts. Shawn has also assisted the City in evaluating the financial impacts of various solid waste system operating efficiency alternatives. The City provided several operating alternatives that were prepared by a solid waste operations expert, and Shawn evaluated the projected savings under each scenario. Public presentations to the City Commission were also made to present the results of each annual update and obtain feedback and guidance from City leadership. The recommendations of each study have been approved by the City Commission annually.

City of St. Augustine (FL): Water and Wastewater Rate and Impact Fee Studies

Shawn provided consulting and analytical support in the performance of an in-depth revenue sufficiency review and rate study for the City of St. Augustine's (City) water and wastewater utility system. The study included the development of a detailed 10-year financial forecast model to evaluate the sufficiency of revenues to fully fund the utility's operating, capital and other expenditure needs. This task required an in-depth review of the City's customer billing records to develop a detailed customer sales projection, billing frequency analysis and revenue model as well as a review of historical and budgeted system operating expenditures as the basis for projecting expenditures. Shawn assisted in the development of revised rate structures based on industry allocation methods to i) recognize increased fixed cost recovery through the restructuring of the base facility charge; ii) removal of the minimum flow allowances to promote a more accurate pricing of water used and billed wastewater flow; iii) initiated a reduction to the outside city surcharge to provide more commonality among all customers; and iv) to promote equity among customer classes. The evaluation also included a detailed customer impact evaluation (based on the billing frequency analysis) for presentation to the City Commission. Additionally, the study also included the development of utility impact fee analysis for the Utility.

City of Ocoee (FL): Water and Wastewater Rate and Bond Feasibility Studies and Financial Consulting Services

Shawn has performed a variety of consulting services for the City of Ocoee (City). He assisted in the development of detailed rate and revenue sufficiency studies for the City's water and wastewater utility enterprise funds. He has also assisted the City in the financial due diligence and financial feasibility report supporting the issuance of \$21.8 million in utility revenue bonds for funding improvements to the water and wastewater utility system. Responsibilities included the development of a detailed billing frequency analysis to identify customer use attributes by class, detailed revenue projections, development of a 6-year revenue requirements analysis and capital funding plan, and the development of rate adjustment recommendations. He also assisted in the development of a reclaimed water rate design analysis to help the City with scenario planning for funding its expanding reclaimed water system.

City of Oakland Park (FL): Utility and Municipal Impact Fee Feasibility Analysis and Recreation Impact Fee Updates

Shawn performed an impact fee feasibility analysis for the City of Oakland Park's (City) stormwater, solid waste, police, fire/EMS, library, general government and parks and recreation services. This feasibility analysis included a review of capital cost information, level of service criteria, typical/hypothetical fee levels, industry standards and norms and typical application methods for stormwater, solid waste, police, fire/EMS, library, general government and parks and recreation impact fees. This analysis then included a review of the type and extent of the City's anticipated development to develop an estimate of potential revenues to assess the potential benefit to the City of implementing the various impact fees. Based on the results of the feasibility analysis, Shawn then completed a parks and recreation impact fee study for the City.

TJ Speight

PROJECT ANALYST

Consultant (Raftelis)



ROLE

TJ will work at the direction of Henry in conducting data and financial analyses and preparing deliverables for the project.

PROFILE

TJ has contributed to projects for water, wastewater, solid waste, and stormwater systems. These projects have focused on revenue sufficiency analyses, impact fee development analyses, customer statistical analyses, financial sensitivity analyses, design of retail rates, design of miscellaneous fees, and meter replacement cost benefit analyses.

KEY PROJECT EXPERIENCE

City of Daytona Beach (FL): Utility Revenue Sufficiency and Rate and Charge Study

TJ has assisted with analysis completed during the Fiscal Year 2020 water and wastewater utility rate study that was prepared during the COVID-19 pandemic. TJ, assisted in the preparation of a capital asset analysis, which was prepared in support of the derivation of impact fee. He also developed a cost vs. benefit analysis which analyzed over 1 million pieces of customer billing and metering data in order to in order to develop a meter replacement prioritization program to assist the City in its meter replacement program.

City of West Palm Beach (FL): Water, Wastewater, and Stormwater Utility Rate Study and Customer Comparative Billing Analysis

TJ has assisted with multiple projects for West Palm Beach including assisting in the analysis of the Stormwater Rate Study. This comprises developing a financial forecast, revenue sufficiency and impact fee evaluation for the water and wastewater system. TJ also assisted with researching rates in the surrounding municipalities for the water, wastewater, and stormwater utility rate study and customer comparative billing analysis.

Newton County Water & Sewerage Authority (GA): Revenue Sufficiency Analysis and Model Update

TJ provided financial analysis of research for the revenue sufficiency analysis and model update for the client.

Hernando County (FL): Water and Wastewater Utility Revenue Sufficiency Analysis Update

TJ completed research for collection fees, plant fees, and rates for the solid waste department. This allowed for a comparative solid waste rate analysis to be conducted for the County. He also performed data input, rolling forward the financial model and evaluating/developing data.

PROJECT LIST

- City of Daytona Beach (FL) – Utility revenue sufficiency and rate and charge study
- Gulf County (FL) – Acquisition evaluation of Lighthouse Utilities Company, Inc.
- Hernando County (FL) – Water and wastewater utility 2021 revenue sufficiency analysis update
- Newton County Water & Sewerage Authority (GA) – Revenue sufficiency analysis and model update
- Village of Wellington (FL) – Building fee evaluation

Specialties

- Financial modeling
- Utility rate analysis
- Revenue sufficiency studies
- Customer billing analysis

Professional History

- Raftelis: Consultant (2024-present); Associate Consultant (2020-2023)

Education

- Bachelor of Science in Business Administration, Project Management – Elon University (2020)

Certifications

- Microsoft Office Specialist – Excel Certified

- City of West Palm Beach (FL) – Water, wastewater, and stormwater utility rate study and customer comparative billing analysis
- Hillsborough County (FL) – Solid waste utility rate study
- Lee County (FL) - Water and wastewater utility 2022 revenue sufficiency analysis update
- City of Sanford (FL) – Water and wastewater Utility rate study
- Islamorada, Village of Islands (FL) – Wastewater rate and system development charge study
- Citrus County (FL) – Septic to sewer analysis
- Oconee County (GA) – Water and wastewater utility rate study

Henry Thomas

PROJECT MANAGER

Vice President (Raftelis)



ROLE

Henry will serve as the Raftelis project manager for the City's impact fee program update. Henry will be responsible for coordinating with the task leaders and subject matter experts and providing strategic guidance to ensure the project is delivered to the City on a timely and professional basis. Based on his expertise in the area of municipal impact fees, Henry will also be responsible for quality assurance and control and presenting the results of the study to the City. Henry will serve as the City's main point of contact for the project.

PROFILE

Henry has over 46 years of local government and utility industry rate and financial experience focusing on business issues facing water, wastewater, reclaimed water, solid waste, natural gas, electric, and stormwater utilities. Henry's experience includes directing rate and financial consulting services for publicly-owned utilities and governmental entities. He has been responsible for preparing utility rate and cost of service studies, business plans, bond feasibility studies, designing innovative utility rates, connection and development fees, municipal impact fee studies, developing utility financial policies and assisting with the acquisition of utility properties and other management consulting services. During his career he has served over 100 clients including county and municipal governments and publicly-owned utility districts, authorities and cooperatives. As a principal with Public Resources Management Group, Inc., he was the project manager for the City of Canton's Water and Wastewater Rate Study completed in 2019.

KEY PROJECT EXPERIENCE

City of Clermont (FL): Municipal Services Impact Fee Study

Henry directed municipal services impact fee studies for the City of Clermont in 2004 and 2012 and 2023. The municipal impact fee studies prepared for the City of Clermont included police, fire / rescue and recreation services and water and sewer impact fees that were adopted without any legal challenges.

City of Valdosta (GA): Utility Rate and Financial Planning Services

Henry has worked for the City of Valdosta (City) since 1998 providing utility rate and financial planning services to the City's water and sewer system. His experience with the City of Valdosta includes preparing a water and sewer master plan capital funding analysis, a comprehensive water and sewer rate study, including implementation of significant water conservation rate structures phased-in over a multi-year period, and several rate sufficiency updates to ensure that the City's water and sewer utility rates are adequate to fund operating and capital needs, and maintain a sound financial position.

Specialties

- Business/strategic plans
- Cost-of-service & rate studies
- Bond financing
- Water conservation rates
- Contract negotiation
- Utility acquisitions
- Development fees
- Municipal impact fees

Professional History

- Raftelis: Vice President (2019-present); Senior Vice President, PRMG (1994-2019)

Education

- Bachelor of Science in Business Administration, Economics - University of Florida (1977)

Professional Memberships

- Florida Government Finance Officers Association
- AWWA

City of Winter Garden (FL): Management Consulting, Utility Rate & Financial Planning Services

Henry has served the City of Winter Garden since 1996, providing management consulting, utility rate and financial planning services. As part of this ongoing engagement, Henry has directed comprehensive municipal services impact fee studies for police, fire / rescue, recreation and administrative services. The proposed impact fees were reviewed by the Orange County Homebuilders Association and implemented without any challenges.

City of Panama City Beach (FL): Management Consulting, Utility Rate & Financial Planning Services

Henry has served the City of Panama City Beach since 1999, providing management consulting, utility rate and financial planning services. As part of this ongoing engagement, Henry has directed comprehensive municipal services impact fee studies for police, fire / rescue and recreation services. The proposed impact fees were adopted and implemented without my legal challenges.

City of Leesburg (FL): Municipal Services Impact Fee Study

Henry directed a municipal services impact fee study for the City of Leesburg. This study included developing fees for police, fire / rescue, recreation, library and administrative services. The study was reviewed by the Lake County Homebuilders Association and was implemented without any legal challenges.

City of Melbourne (FL): Municipal Services Impact Fee Study

Henry directed a municipal services impact fee study for the City of Melbourne. The study included development of police, fire / rescue, recreation and transportation impact fees and was implemented without any legal challenges.

City of Palm Coast (FL): Recreation & Fire Service Impact Fee Study

Henry directed a recreation and fire service impact fee study for the City of Palm Coast. The study was reviewed by the local Homebuilders Association and the recommendations were implemented without any legal challenges.

City of Haines City (FL): Municipal Services Impact Fee Study

Henry directed a municipal services impact fee study for the City of Haines City that included police, fire / rescue, recreation and transportation services. The study recommendations were implemented without any legal challenges.

City of Miramar (FL): Municipal Services Impact Fee Study

Henry directed a municipal services impact fee study for the City of Miramar. The study included police, fire / rescue and recreation impact fees and was successfully implemented without any legal challenges.

City of Tampa (FL): Police & Fire Services Impact Fee Study

Henry has worked for the City of Tampa for over 20 years. Henry is currently directing a police and fire services impact fee study for the City of Tampa, Florida.

PROJECT LIST

- Apopka, FL
- Auburn, AL
- Bartow, FL
- Casselberry, FL
- Dania Beach, FL
- Town of Davie, FL
- Hallandale Beach, FL
- Maitland, FL
- Miramar, FL
- North Port, FL
- Oakland, FL
- Ocala, FL
- Ocoee, FL
- Oldsmar, FL
- Orange City, FL
- Palatka, FL
- Panama City, FL
- Sanford, FL
- Stuart, FL
- Sunrise, FL
- Titusville, FL
- Vero Beach, FL
- West Melbourne, FL
- Winter Springs, FL

Tristen Townsend

PROJECT ANALYST

Consultant (Raftelis)

ROLE

Tristen will work at the direction of Henry in conducting data and financial analyses and preparing deliverables for the project.

PROFILE

While at Raftelis, Tristen has worked on projects involving water, wastewater, and stormwater enterprise systems, municipal impact fee development, and building fees. These projects have focused on the evaluation of financial position and involved developing revenue and expense projections, analyzing customer data, and developing client specific financial models. Tristen earned her master's degree from Duke University in Environmental Management and has bachelor's degrees in Environmental Science and Mathematics from the University of Florida. During graduate school, she served as a student consultant for the North Carolina Department of Environmental Quality and interned at DC Water.

KEY PROJECT EXPERIENCE

City of Bartow (FL): General Fund Sustainability Study, Municipal Impact Fee Study

Tristen served as the lead analyst for a general fund sustainability study and municipal impact fees study with the City of Bartow (City). She supported the development of a 10-year revenue sufficiency model to assess the financial sustainability of the City's general fund. Tristen worked with City staff to review data and assumptions and created a financial forecast which included detailed budget projections and capital improvement funding and explored numerous scenarios to assess sensitivity to growth and cost increases. Tristen also served as the lead analyst for a municipal impact fee study with the City, in which she developed a functional population model to calculate impact fee equivalencies based on different types of expected future development which was used in to calculate police, fire, parks and recreation, and public facilities impact fees.

City of Port Orange (FL): Municipal Impact Fee Study

Tristen served as the lead analyst on a project with the City of Port Orange (City). The City hired Raftelis to perform a financial update for the City's impact fees, including services of water and wastewater as well as police, fire, transportation, and parks and recreation. Prior to this study, the City did not charge impact fees for police services. Tristen developed a functional population model to calculate impact fee equivalencies based on different types of expected future development and utilized this in the calculation of police, fire, and parks and recreation impact fees.



Specialties

- Water, wastewater, and stormwater rates and fees
- Impact fee development (utility & municipal)
- Financial modeling and forecasting
- Data analysis and visualization

Professional History

- Raftelis: Consultant (2024-present); Associate Consultant (2022-2023)
- Florida Department of Health – Hillsborough County: Environmental Specialist II (2021-2022)
- North Carolina Department of Environmental Quality: Student Consultant (2019-2020)
- DC Water: Performance Intern (2019)
- Nicholas School of the Environment – Research Assistant (2018-2019)
- City of Lakeland Water Utilities – Intern (2018)

Education

- Master of Environmental Management in Water Resources Management – Nicholas School of the Environment, Duke University (2020)
- Bachelor of Science in Environmental Science – University of Florida (2017)
- Bachelor of Arts in Mathematics – University of Florida (2017)

City of Kissimmee (FL): Municipal Impact Fee Study

Tristen served as the lead analyst on a project with the City of Kissimmee (City) to calculate municipal impact fees. Prior to this study, the City did not charge impact fees for police or fire services. Tristen developed a functional population model to calculate impact fee equivalencies based on different types of expected future development and utilized this in the calculation of police, fire, and parks and recreation impact fees.

City of Winter Haven (FL): Municipal Impact Fee Study

Tristen served as the lead analyst on a project with the City of Winter Haven (City). The City hired Raftelis to perform a financial update for the City's impact fees, specifically police, fire, parks and recreation, and library services. Tristen developed a functional population model to calculate impact fee equivalencies based on different types of expected future development and utilized this in the calculation of police, fire, parks and recreation, and library impact fees.

City of Denison (TX): Transportation Impact Fee Study

The City of Denison (City) retained Raftelis to establish new impact fees for water, wastewater, and transportation facilities in an effort to provide adequate funding for the City's infrastructure investments required to accommodate growth and provide the appropriate level of service. Tristen was the lead analyst for development of the transportation impact fees and helped create a 10-year model with detailed forecasts supporting demand requirements, as well as the capacity provided by the future investments to serve this new development. The Texas state statute identifies several constraints and limitations on calculating impact fees, which were navigated by the project team to provide the necessary road improvements.

PROJECT LIST (*ONGOING)

- City of Bartow (FL) – General fund study; municipal impact fee study*
- City of Bunnell (FL) – Water and wastewater rate study
- City of Casselberry (FL) – Building fee study*
- City of Dania Beach (FL) – Stormwater rate study
- City of Denison (TX) – Transportation impact fee study
- City of Dunedin (FL) – Marina rate study; Stormwater rate study, Water and wastewater rate study*
- City of Eustis (FL) – Water, wastewater, and reclaimed water rate study*
- City of Flagler Beach (FL) – Water and wastewater rate study
- Florida Keys Aqueduct Authority (FKAA) (FL) – Navy water rate contract study
- City of Fort Walton Beach (FL) – Solid waste rate study
- Hillsborough County (FL) – Stormwater rate study*
- Town of Jupiter Island/South Martin Regional Utility (FL) – Water rate price index study
- Key Largo Wastewater Treatment District (FL) – Wastewater rate study
- City of Kissimmee (FL) – Municipal impact fee study
- City of Marathon (FL) – Building fee study; Wastewater rate study
- City of Ocoee (FL) – Water, wastewater, and reclaimed water rate study
- City of Pompano Beach (FL) – Undergrounding fee-in-lieu study
- City of Port Orange (FL) – Municipal impact fee study
- City of Port St. Lucie (FL) – Stormwater rebate study
- Regional Utilities (FL) – Bond feasibility study*
- South Walton Utility Company, Inc. (FL) – Water and wastewater rate study*
- City of St. Cloud (FL) – Stormwater rate study; Building fee study*
- St. Lucie County (FL) – Water and wastewater rate study*
- City of Tampa (FL) – Building fee study*
- Village of Wellington (FL) – Building fee study
- City of Winter Haven (FL) – Municipal impact fee study*; Building fee study*
- City of Winter Park (FL) – Water and Wastewater Utilities strategic plan*

Brandon Vatter P.E.

CAPITAL IMPROVEMENT SUBJECT MATTER EXPERT

Senior Manager (Raftelis)

ROLE

Brandon will provide input and guidance as a Subject Matter Expert for the capital improvement components of this project.

PROFILE

Brandon has over 27 years of experience working directly with multiple public and private clients on the regulatory, consulting, water, wastewater and stormwater utility sides to deliver capital, operations, and asset management programs on-time, at or under budget, and in compliance with necessary regulatory obligations. Brandon's experience includes NPDES permit review and compliance, NPDES permit writing, Clean Water Act (CWA) consent decree negotiations with Federal EPA and ORSANCO, and CWA consent decree implementation. Brandon regularly works with communities to bring practical hands-on experience with capital improvement program development and delivery, asset management program development and implementation, planning & implementation of integrated watershed management plans, green and gray infrastructure projects for wet weather and consent decree compliance, hydraulic modeling, water, sewer and storm sewer design, wastewater collection and treatment facilities, solids processing facilities, nutrient removal studies, and water, stormwater and wastewater master planning. Brandon also brings practical field construction knowledge through performance of onsite construction management and inspections for multiple projects and has directed instrumentation, control, process coordination, and start-up for multiple projects.

With a strong technical, operations, and project management background, Brandon regularly provides guidance on necessary capital investments, capital delivery and throughput improvements, NPDES permit compliance and EPA regulatory compliance to meet the obligations, goals, asset management needs, and affordability of clients.

KEY PROJECT EXPERIENCE

City of Rockdale (GA): State Revolving Loan Fund

Brandon is assisting the City with writing State Revolving Loan Fund applications and securing SRF funding for over \$42M of water, wastewater, and stormwater projects. The SRF program is offering low interest loans currently about ½ of market bond interest rates and principle forgiveness grants.



Specialties

- Capital Program Development & Risk Advisor
- Capital Program Delivery Technical Expert
- Asset Management Program Development & Execution
- Capital & Operating Program Organizational Review and Efficiency Improvements
- Cost Efficiency and Reductions Reviews
- Integrated Watershed Management Technical Expert

Professional History

- Raftelis: Senior Manager (2019-present)
- Mott MacDonald: Senior Project Manager (2011-2019)
- Sanitation District No. 1 of Northern Kentucky: Program Manager, Director of Planning & Design (2004-2011)
- Black & Veatch Corporation: Project Manager (2001-2004)
- CH2M Hill: Project Manager (1997-2001)
- Ohio EPA, Division of Surface Water: Regulatory Compliance Officer (1994-1996)
- B.G. Danis Industries, Heavy Construction: Cost Estimator (1993-1994)

Education

- Bachelor of Science in Civil Engineering - University of Cincinnati (1997)

Professional Registrations

- Professional Engineer: OH, 66169, 2001
- WEF Utility Management Committee – Capital Program Development

Professional Memberships

- WEF
- National Society of Professional Engineers
- NACWA
- Chi Epsilon

Region of Peel (Ontario, Canada): Capital Improvement Program

Assessed the utility's water and sewer asset management programs and overall capital delivery program for comparison against Best-in-Class Utilities. **Brandon reviewed current processes and procedures, identified gaps and provided recommendations and next steps for the Region to become a Best-in-Class Asset Management Utility and increase their capital projects delivery from about \$350M per year to over \$700M per year.** The Region's annual operating and capital budget is about \$900M. The identified gaps and recommended improvements were then incorporated into a 10-year rate study to account for necessary future costs and rate increases to address affordability constraints of the community.

Hamilton County (OH): Capital Improvement Program

Brandon served from 2011 to 2022 for Hamilton County (OH) as lead technical reviewer and risk advisor for the MSDGC \$4 billion consent decree wet weather and capital improvement program. Brandon worked with the team and the County Administration to confirm MSDGC was complying with all NPDES permits and the consent decree wet weather improvement program. Worked with the County Administration to develop wastewater and stormwater management annual capital improvement programs over the last 5 years that met all regulatory and asset management requirements with zero percent rate increases to the ratepayers. MSDGC's annual operating and capital budget is about \$450M. Documented savings from 2010 to 2019 to the MSDGC ratepayers have been over \$80 million in operating budget savings and \$800 million dollars in capital budget savings. **This work prevented 30% of rate increases due to operating expense avoidance and prevented over 20% of rate increases due to capital expense avoidance.**

City of Dayton (OH): Capital Improvement Program

Brandon is currently assisting the City with implementing new processes and procedures, including a cash flow target spending plan, spending and schedule variance reports, and master program schedule, to ramp up capital delivery for Dayton Water from about 20 projects per year to 50 projects per year to implement the recommended projects in the water and wastewater master plans. Brandon is also developing a formal five-year CIP planning document for Dayton Water to accompany the annual budgeting process. The document will include details about specific capital projects to be undertaken over the next several years, across all divisions, service areas, and infrastructure assets managed by the Department.

City of Baltimore (MD): Capital Improvement Program

Working with the Department of Public Works (DPW) Finance Department to assess the utility's stormwater, water, sewer, and solid waste capital budgets and project delivery processes compared to Best-in-Class utilities to optimize and streamline the capital budget development process and project delivery processes with the goal of developing a six-year CIP that accurately reflects the capital dollars most likely to be spent in FY2024 balanced with affordability, and prioritizes the highest regulatory and asset management projects of the Stormwater, Water, Wastewater, and Solid Waste programs. Baltimore DPW's annual operating and capital budget is \$550M - \$600M. **Developing a Master Cash Flow Spending Tracking report and Master Program Schedule Summary to track project spending and schedule compliance to allow for accurate forecasts of necessary PAYGO and bond funds needed to support the capital program and deliver over \$200M per year in capital projects spending.**

City of Lafayette (CO): Capital Improvement Program

Brandon worked with finance and engineering staff to develop a 10-year capital improvement program for the water and sewer utilities based on Best in Class practices for asset management and new asset construction. The CIPs were then used in a 10-year rate study to account for necessary future costs and to optimize the amount and timing of rate increases to address affordability constraints of the community. Brandon also reviewed the stormwater utility and provided Best in Class practices compared to the current program for future implementation.

Joe Williams

PARKS AND RECREATION TASK LEADER

Senior Manager (Raftelis)



ROLE

Joe will serve as the Parks and Recreation Task Leader and will work at the direction of Henry in conducting analyses and preparing deliverables for the project.

PROFILE

Joe currently serves as a Senior Manager in Raftelis' Maitland, FL office. He has over 12 years of experience in financial, management, and rate consulting for utility and other municipal clients. His expertise lies in the areas of developing utility rate studies, impact fees, bond feasibility reports, building fees, miscellaneous fees, and other related financial solutions based on technical analysis and unique needs of each client. He has worked with staff, leadership, and governing bodies for municipal utilities to find solutions to financial and managerial issues that can arise in providing sustainable and effective service delivery.

KEY PROJECT EXPERIENCE

City of Port Orange (FL): Impact Fee Study, Financial Planning Study

The City of Port Orange (City) hired Raftelis in 2022 to perform a comprehensive financial update for the City's enterprise funds and impact fees, including services of water and wastewater as well as police, fire, transportation, and parks and recreation. Prior to this study, the City did not charge impact fees for police services. Joe served as the project manager developing the police, fire, parks and recreation, and the transportation impact fees. The transportation impact fees were calculated by a subconsultant, under Joe's supervision. Using a functional population approach, whereby the demands for service from different types of development can be derived, Raftelis developed a fee schedule for the City that met their needs and addressed several types of development that were expected in the future. The City is still working through the adoption process of the fees, but they are anticipated to be enacted in the near future.

City of Palatka (FL): Impact Fee Study

The City of Palatka (City) retained Raftelis in 2022 to update the impact fees based on recent and local costs, as their last impact fee studies were performed in the 2007 timeframe. Additionally, the impact fees had been under a moratorium since 2008 or 2009 coinciding with the last major recession. The City charges impact fees for police, fire, parks and recreation, transportation, water, and wastewater services. Impact fee calculations were based on the existing infrastructure as well as future improvements that would be provided to serve growth over the next 10-years. The City is anticipating future growth to begin materializing as other communities to the East and West continue expanding. Several alternatives were reviewed for assessing impact fees to growth including a more nuanced approach with an expanded number of land uses versus the more simple to administer per square foot of development approach. Joe was the project manager and assisted with implementation of impact fees, including a comprehensive technical report, and presentations to City Council during workshops and public hearings.

Specialties

- Impact fee studies (Utility and Municipal)
- Utility cost of service and rate structure studies
- Bond feasibility reports
- Long range financial planning and feasibility studies
- Utility rate surveys

Professional History

- Raftelis: Manager (2020-present); Senior Consultant (2018-2019); Consultant (2015-2017); Associate Consultant (2013-2014); Analyst (2012)

Education

- Master of Business Administration - University of Central Florida (2018)
- Bachelor of Science in Business Administration (Financing & Accounting) - University of Central Florida (2012)

City of Lake Alfred (FL): Impact Fee Study

The City of Lake Alfred (City) retained Raftelis in 2022 to update the impact fees based on recent and local costs, as well as significant constraints and alternative water needs pursuant to local growth and water availability. Raftelis initially established the City's impact fees in 2018 including the public safety (police and fire services), parks and recreation, public facilities, water, and wastewater impact fees. The City is anticipating significant growth and desired an update to the impact fees to reflect the current costs of providing service along with the ability to reflect the current level of service provided to existing development. To maintain a high quality of service, the City has identified future projects and investments necessary to accommodate new growth, which have been reflected in the impact fee calculations. Several alternatives were reviewed for assessing impact fees to growth including a more nuanced approach with an expanded number of land uses versus the simpler to administer per square foot of development approach. Joe was the project manager and assisted with implementation of impact fees, including a comprehensive technical report and presentation to City Council.

City of Denison (TX): Impact Fee Study

The City of Denison (City) retained Raftelis to establish new impact fees for water, wastewater, and transportation facilities in an effort to provide adequate funding for the City's infrastructure investments required to accommodate growth and provide the appropriate level of service. Joe lead the transportation impact fee development, working with the City's staff and consulting engineers, and has attended multiple City meetings to present the fees for adoption. The land use forecast and CIP cover a period of 10-years, with detailed forecasts supporting demand requirements as well as the capacity provided by the future investments to serve this new development. The Texas state statute identifies several constraints and limitations on calculating impact fees, which were navigated by the project team to provide the necessary road improvements.

City of Goodyear (AZ): Development Impact Fee Study

Joe was the lead consultant for an update to the City of Goodyear's (City) development impact fees. This project includes an update to the Land Use Assumptions (LUA), Infrastructure Improvements Plan (IIP) and development fees for police, fire, recreation, streets, water and wastewater services. A majority of the fees in the City are divided into two service areas, due to a unique arrangement with a large land-owner south of the Gila River. Throughout the course of this study Joe worked closely with the City to review alternative assumptions and approaches in order to provide additional information to Council and the development community. The fees developed used various impact fee calculation approaches (buy-in, incremental capacity, hybrid) based on the circumstances each department was operating under. The IIP, LUA, and development impact fee report was posted to the City's website (in accordance with state statute) and the fees became effective in April 2019.

Town of Gilbert (AZ): Development Impact Fee Study

Joe was the lead consultant for an update to the Town of Gilbert's (Town) system development fees. This project includes an update to the Land Use Assumptions (LUA), Infrastructure Improvements Plan (IIP) and development fees for police, fire, recreation, streets, general government, water and wastewater services. Due to arrangements for sharing wastewater facilities with another city, the Town has two services areas for the wastewater fees. The final IIP, LUA and system development fees report was provided to the Town in March 2019. Joe worked closely with staff, as the primary point of contact for data and analysis, to expedite the update of this study due to time constraints provided in the state impact fee statutes.

Dwayne Guthrie PhD, AICP

ROADWAY IMPROVEMENT IMPACT FEE TASK LEADER

ROLE

Dwayne will serve as the Roadway Improvements Task Leader and will work at the direction of Henry in conducting analyses and preparing deliverables for the project. He will also provide oversight on quality control for the project ensuring it meets both Raftelis and industry standards.

PROFILE

Dwayne is a certified planner that helps public and private sector leaders with the challenges of growth management, infrastructure planning, and funding strategies. He specializes in demographic analysis, capital improvements plans, fiscal evaluations, and consensus building with stakeholders.

For a major portion of his career, Dwayne worked as a planning consultant for cities and counties across America. He directly interacts with top administrators and elected officials regarding best practices for impact fees, infrastructure funding, placemaking, and revenue sources. During the preparation of impact fee programs for approximately 170 local governments in 27 states, Dwayne helped community and government leaders make tough fiscal choices, while successfully managing all aspects of the consulting process.

Dwayne has 40 years of experience (30 years as a planning consultant and 10 years of public-sector planning in Florida). His research interests include quantitative methods, spatial thinking, and smart governance (i.e., the interaction of land use, infrastructure, and funding solutions).

KEY PROJECT EXPERIENCE

As a planning consultant, Dwayne provides comprehensive service from start-up to implementation. Typical assignments require three to six months and include staff interviews, data gathering, technical analysis, report writing, stakeholder meetings, collaboration with community leaders, and presentations at public forums. The following work products provide a representative sample.

City of Corpus Christi (TX): Transportation & Stormwater Impact Fee Studies

As a subcontractor to Raftelis, Dwayne completed transportation and stormwater impact fee studies in 2024. The consultant team collaborated extensively with the mandatory Capital Improvements Advisory Committee. He provided two innovative “policy dials” to fine tune transportation fees and facilitate consensus building. First, he organized capital improvements by functional classification so entire categories of roadways (e.g., two-lane collectors and six-lane arterials) could be easily included or excluded from the fee calculations. Second, we included a revenue credit percentage adjustment, consistent with the state’s enabling legislation.

Specialties

- Impact Fees
- Fiscal Impact Analysis
- Infrastructure planning
- Funding solutions
- Development impact fees
- Demography
- Spatial analysis
- Smart governance

Professional History

- DP Guthrie, LLC (2021-present)
- Raftelis: Manager (2018-2020)
- Manatee County, FL: Impact Fee Manager (2017)
- TischlerBise: Principal (2012-2017); Consultant (1988-2010)
- Catholic University of America in Washington, DC: Associate Professor of Practice (2010-2012)
- Engineering Firm in Tampa, FL: Planner (1987-1988)
- Planning Commission in Tampa, FL: Planner (1979-1987)

Education

- Doctor of Planning, Governance, & Globalization - Virginia Tech (2007)
- Master of Arts in Urban & Regional Planning - University of Florida (1979)
- Bachelor of Arts in Education - University of Florida (1977)

Professional Memberships

- American Institute of Certified Planners (AICP)
- American Planning Association
- Arizona Chapter of the American Planning Association

City of Meridian (ID): Development Impact Fees for Parks/Recreation, Police & Fire Facilities

In 2022 and 2019, Dwayne crafted development impact fees for parks/recreation, police and fire facilities. After collaborating with staff and receiving input from the Impact Fee Advisory Committee, Dwayne recommended several changes to improve consistency with Idaho's enabling legislation, including: 1) updated development projections and land use assumptions based on Meridian data, 2) documentation of current infrastructure standards and projected need for additional facilities, and 3) proportionate fees for two types of non-residential development and five size thresholds for residential development

Seminole County (FL): Alternative School Impact Fee Study

In 2021, Dwayne teamed with DPFG to produce an Alternative School Impact Fee Study for a mid-rise apartment development to be located in the urban area of Altamonte Springs. Dwayne identified comparable sites with unique locational, structural and use characteristics, such as structure parking and smaller apartments with two or less bedrooms per unit. After obtaining current enrollment data from two School Districts, he derived student generation rates significantly lower than the most recent school impact fee study. Under the adopted fee schedule the school impact fee for the proposed apartments would have been approximately \$4.23 million, compared to the alternative fee of approximately \$1.01 million.

City of Buckeye (AZ): Fiscal Shortfall Evaluation

In 2020, Dwayne prepared a Fiscal Shortfall Evaluation for Buckeye. After collaborating with staff to understand costs and revenues associated with large-scale, master-planned communities, and holding numerous stakeholder engagement meetings, Dwayne crafted a fiscal shortfall evaluation model that can be used to rigorously evaluate specific development proposals. The Fiscal Shortfall report reviews fiscal impact analysis methods and proposes implementation options for the City to implement the shortfall provision in development agreements.

Manatee County (FL): Impact Fees for Parks, Law Enforcement, & Public Safety Updates

In 2017, Dwayne worked in the County Administrator's office as the Impact Fee Manager for Manatee County. In 2015, Dwayne updated impact fees for parks, law enforcement, and public safety; created a new impact fee for libraries; and significantly revised the existing road impact fee. The multimodal transportation fee includes funding for complete streets (all modes), with unique capital plans and fee schedules by four geographic areas.

SPECIALIZATIONS

Impact Fees

Dwayne has completed fee studies on the following types of public facilities: water and sewer systems, roads, schools, parks, fire-rescue, law enforcement, stormwater management, libraries, general government facilities and electric utility systems. Impact fee assignments for private sector clients include successful challenges of fees on behalf of builder/developer associations and independent fee studies for developments with unique characteristics. Dwayne continues to improve "best practices" with customized demographic multipliers by type or size of housing, geographic variation in fees to implement planning policies, and consensus building with private sector stakeholders.

Fiscal Impact Analysis

In contrast to impact fees that only consider infrastructure funding, fiscal studies evaluate cash flow to the public sector for all revenues and costs. Dwayne has conducted fiscal evaluations of specific development proposals, alternative development patterns, and various land-use prototypes.