



City of Westminster

Rate Study for Combined Utility System

PROPOSAL / COPY / FEBRUARY 4, 2025



- **Depth of resources** – No firm that specializes in financial consulting for the water and wastewater industry has the staff resources we have.
- **Drive to succeed** – Our project team will be focused on not only meeting but exceeding the City's expectations.

To assist the City with this project, we have assembled a team with extensive experience and a reputation for quality service. I will serve as the study's Project Director, ensuring the City's objectives are fully met. I will work closely with the Project Manager, Will Kerr, who will manage the day-to-day aspects of the project, ensuring it is within budget and on schedule, and who will serve as the City's main point of contact for the study. Will will also lead the consulting staff in conducting analyses and preparing deliverables for the project. Raftelis Consultant Barrett Underburk will be the Staff Consultant for this project.

We are proud of the resources we can offer on this engagement and welcome the opportunity to assist the City with this important project. Our employees are legally qualified to work within the borders of the USA. Should you have any questions regarding our proposal, please do not hesitate to contact me or Will using the information below.

Sincerely,



Melissa Levin
Executive Vice President

Project Director Contact Information (Signature Authority)
Melissa Levin / P: 704.936.4441 / E: mlevin@raftelis.com

Project Manager Contact Information
Will Kerr / P: 704.247.3231 / E: wkerr@raftelis.com



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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FIRM OVERVIEW

Who is Raftelis

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've helped more than 700 organizations in the last year alone.

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 water-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) and co-authoring many industry-standard books regarding utility finance and rate setting. 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 and rate 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 financial 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/rate 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 financial 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.



Leading the industry

Raftelis staff shape industry standards for utility finance and management through our active leadership in AWWA, WEF, EPA, and SWANA. Leadership positions for these organizations include:

AWWA

- Asset Management Committee - 1 member
- Finance, Accounting, and Management Controls Committee - 2 members
- Public Affairs Council - 1 member
- Rates and Charges Committee - 4 members
- Strategic Management Practices Committee - Chair

WEF

- Finance and Administration Subcommittee - Chair
- Government Affairs Committee - 1 member
- Technical Practices Committee - 1 member
- Utility Management Committee - 5 members
- WEFTEC Conference Planning Committee - 1 member

EPA

- Environment Financial Advisory Board - 1 member

Solid Waste Association of North America (SWANA)

- Board of Directors



We wrote the book

Raftelis staff have co-authored many of the industry's leading guidebooks regarding water and wastewater financial and management issues, including:

- Affordability of Wastewater Service (WEF)
- Manual of Practice No. 27, Financing and Charges for Wastewater Systems (WEF)
- Manual M1, Principles of Water Rates, Fees and Charges (AWWA)
- Manual M5, Water Utility Management (AWWA)
- The Effective Water Professional (WEF)
- Water and Wastewater Finance and Pricing: The Changing Landscape
- Water and Wastewater Rate Survey (conducted and published in collaboration with AWWA)
- INSIGHT database and survey (conducted in collaboration with AMWA)
- Water Rates, Fees, and the Legal Environment (AWWA)

EXPERIENCE

Experience in the Carolinas

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. On the following page, 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.

Raftelis has unparalleled experience providing financial and rate assistance to utilities in the Carolinas. The map to the right shows the utilities and local governments in the Carolinas that we have assisted, and the list below shows some of Raftelis' utility clients in the Carolinas who we've assisted with financial and rate issues.



SOUTH CAROLINA

- Berkley County Water & Sanitation Authority
- Camden
- Chester Metropolitan District & Chester
- Sewer District
- City of Conway
- Georgetown
- Grand Strand Water & Sewer Authority
- Greenville Water
- Greer Commission of Public Works
- Holly Hill
- James Island Public Service District
- Joint Municipal Water & Sewer Commission
- Kershaw County & Lee County Regional Water Company, Inc.
- Laurens County Water & Sewer Commission
- Mt. Pleasant Waterworks
- City of Myrtle Beach
- City of Orangeburg
- Ravenel

- Renewable Water Resources
- City of Rock Hill
- South Island Public Service District
- Spartanburg Sanitary Sewer District/Spartanburg Water System
- Town of Sullivan's Island
- Town of Ridgeland
- York County

NORTH CAROLINA

- City of Asheville
- Town of Apex
- City of Belmont
- Town of Boone
- Brunswick County
- City of Burlington
- Water & Sewer Authority of
- Cabarrus County
- Cape Fear PUA
- Town of Cary
- Charlotte Water
- City of Concord
- Currituck County
- Dare County
- Davie County
- City of Durham

- Durham County
- City of Elizabeth City
- Fayetteville PWC
- City of Goldsboro
- City of Greenville
- Greenville Utilities Commission
- City of Greensboro
- City of Havelock
- City of Hendersonville
- City of Hickory
- Town of Hillsborough
- Hoke County
- City of Jacksonville
- City of Kinston
- City of Lexington
- Lincoln County
- City of Lincolnton
- City of Locust
- Town of Midland
- Town of Mooresville
- City of Mount Holly
- Neuse Regional Water & Sewer Authority
- New Hanover County
- Town of Oakboro
- Town of Oak Island

- Onslow Water & Sewer Authority
- Orange Water and Sewer Authority
- Town of Oxford
- Piedmont Triad Regional Water Authority
- Village of Pinehurst
- City of Raleigh
- City of Reidsville
- Roanoke Rapids Sanitary District
- City of Rocky Mount
- City of Salisbury
- City of Sanford
- City of Siler City
- South Granville WASA
- Stanly County Utilities
- City of Statesville
- Union County
- Town of Wake Forest
- Wayne County
- City of Wilmington
- City of Wilson
- Winston-Salem/ Forsyth County
- Utilities Commission

Orangeburg Department of Public Utilities sc

Reference: Warren T. Harley, Manager

1016 Russell Street, Orangeburg, SC 29115 / P: 803.268.4000 / E: wharley@orbgdpu.com

Raftelis has provided electric, natural gas, water, and wastewater financial and rate consulting services for the City of Orangeburg Department of Public Utilities (ODPU) since 2015. In 2015, Raftelis was engaged by ODPU to perform an update to financial planning and cost of service models for all four utilities. After updating the cost-of-service analyses, it was determined that rate increases for the water and wastewater utilities were necessary for Fiscal Year 2017. In addition to updating ODPU's cost-of-service models, Raftelis assisted in the preparation of a 2016 Report on Rates describing the detailed cost-of-service analyses performed for each utility and recommending rate adjustments where appropriate.

In 2019, Raftelis was engaged by ODPU to perform a financial planning study for all four utilities. Facing significant capital reinvestment needs over the next ten years for all four utilities, ODPU engaged Raftelis to develop a system-wide cash flow model to model and compare various financing plans to fund the four-system Capital Improvements Plan. The financing plans relied on a blend of debt and equity financing mechanisms. Raftelis modeled the capital financing plans and assisted in the evaluation and presentation of funding alternatives.

In 2023 and 2024, Raftelis has been engaged by ODPU to provide financial consulting services related to financial planning/forecasting and performing a cost-of-service study. This work includes the preparation of a financial forecast and capital financing plan. In addition, Raftelis continues to support ODPU with ongoing miscellaneous rate and financial planning support such as load forecast studies, lighting rate development etc.

Mount Pleasant Waterworks sc

References: Mark Coffin, Chief Financial Officer

1619 Rifle Range Road, Mount Pleasant, SC 29464 / P: 843.971.7507 / E: mcoffin@mpwonline.com

Since 2005, Raftelis has assisted Mount Pleasant Waterworks (MPW) with a variety of financial and rate issues. Initially, Raftelis assisted MPW in developing a new Microsoft Excel-based utility financial planning and rate model that could be used by the MPW staff in its annual financial planning and utility rate setting process. Additionally, Raftelis designed the new rate model to maximize its interface and exchange of information with the other information and financial systems used by the MPW. The rate model was developed to provide cost-of-service-based cost allocations and rate calculations and provide a direct link to the MPW's new PIPES capital improvement planning software and Microsoft Forecaster budgeting software.

Raftelis has provided ongoing assistance to MPW since 2015. Elements of this work include updating the financial models and working with the Board of Commissioners to build acceptance of proactive financial management through a series of work sessions. As part of this ongoing assistance, Raftelis has also performed an in-depth evaluation of, and recommended revisions to, MPW's Cost Recovery Policy document. This rate-setting and policy document was designed to direct the utility's user rate and financial procedures to maintain financial stability while ensuring the full and equitable recovery of all operating and capital costs from different customer classes.

Raftelis has supported MPW through several legal challenges to their rates and impact fees. MPW has been found to have rates that are fair and reasonable and set in accordance with industry standard in all cases. Raftelis developed a strategic communications plan for MPW that staff has been using since 2019 to guide its customer engagement activities. In 2020, Raftelis performed an in-depth review of MPW's billing and tiered rate structure. MPW sets the water usage cutoffs for its inclining block rates based on the number of equivalent residential units

purchased by each customer. Raftelis analyzed every customer account for the past three years to confirm that the tiers were properly being applied by the billing system and functioning as designed.

City of Georgetown sc

Reference: Scott Whittier, Director of Utilities and Public Works

1134 N. Fraser Street, Georgetown, SC 29440 / P: 843.545.4600 / E: swhittier@georgetownsc.gov

The City of Georgetown (City) engaged Raftelis to perform a comprehensive water, sewer and electric cost of service, financial planning and rate study. The analysis included reviewing and understanding billing data for all three utilities, all revenue requirements, developing financial projections, and providing the City with recommendations for rate recommendations for the study period. The study also included calculations of system development fees for water and sewer customers, review and audit of the electric billing data, review of the annual wholesale wastewater cost true-up, and calculation of specific surcharge rates. The study was completed, and rate recommendations were made across all three utilities to ensure the enterprise funds continue to strive for financial viability and sustainability. After the initial study, the City engaged Raftelis to complete a similar study for the solid waste fund and the stormwater fund. The study involved not only reviewing and ensuring the fees recover all revenue requirements, but also understanding the costs each customer class puts on the fund, and how to fully recover those costs from each class. In 2023, the City engaged Raftelis to update the water, sewer and electric cost of service, financial planning and rate study. We are in the process of initiating a comprehensive study to assess the cost of service and design new rates for the electric utility.

MetroConnects sc

Reference: Carol Elliott, General Manager

120 Augusta Arbor Way, Greenville, SC 29605 / P: 864.277.4442 / E: celliot@metroconnects.org

Raftelis has worked with Metropolitan Sewer Subdistrict (MetroConnects) since 2018. MetroConnects was created in 1969 as a special purpose district to provide wastewater collection services within Greenville County. The MetroConnects district boundary was originally established to match the boundary of Renewable Water Resources (ReWa) except where another subdistrict or municipality already exists. In 2018, MetroConnects engaged Raftelis to conduct a wastewater financial planning and rate study (Study) to develop a sustainable and equitable wastewater rate structure, and a solvent financial plan for the special purpose district. At the time Raftelis was engaged, MetroConnects recovered the cost of wastewater collection service through an ad valorem tax. Raftelis was engaged to develop a retail wastewater volumetric rate structure consistent with industry standards and which provides for a more fair and equitable recovery of revenue from MetroConnects' customers. The Study was approved by the Board of Commissioners and the proposed rate structure went into effect on July 1, 2019.

The provision of wastewater services in Greenville County is complex in nature and has recently become a hot-button political issue. In 2020 Raftelis was re-engaged by MetroConnects to analyze a theoretical "county-wide" wastewater collection rate. The work performed in this engagement required cooperation and collaboration between ReWa and MetroConnects. Raftelis was able to leverage billing data and affordability analyses work performed for ReWa to complete the analysis for MetroConnects. Raftelis presented the results of the Study at a meeting at ReWa to various stakeholders, including leaders from MetroConnects, ReWa, and Greenville County and Greenville County Commissioners. Raftelis continues to support MetroConnects and ReWa as they search for the best solution to providing reliable, affordable, and environmentally sound wastewater service.

Beginning in 2021, MetroConnects started efforts to consolidate the sewer collection systems from the cities of Berea, Gantt, Wade Hampton, and Marietta. Later in 2023, MetroConnects would extend this consolidation to the

cities of Parker, Taylors, and Wade Hampton. MetroConnects reengaged Raftelis to establish the revenue requirements and required revenues to meet the needs of the consolidated system. Raftelis continues to work with MetroConnects to establish its financial forecast and rate projections for the future.

Renewable Water Resources sc

References: Cathy Caldwell, CPA, Director of Administrative Finance
561 Mauldin Road, Greenville, SC 29607 / P: 864.299.4011 / E: cathy@re-wa.org

Raftelis and Renewable Water Resources (ReWa) have a close relationship, having worked on a number of projects together since 2016.

In April 2016, Raftelis was engaged by ReWa to perform a wastewater utility rate and new account fee (NAF) study (2016 Study). The objectives of the rate study were to: evaluate revenue sufficiency and recommend rates that recover the necessary revenues to meet system revenue requirements; evaluate the cost recovery equity of ReWa's existing rates (specifically fixed vs. volume) and make recommendations for improvements; and provide a user-friendly financial planning and rate model, designed for continuous use by ReWa Staff. As a part of the rate study, Raftelis also reviewed ReWa's existing NAF's to evaluate their cost justification and recommend modifications. The Study results were well-received by ReWa's Board of Commissioners and the rate program was approved and implemented in March 2017.

Following the 2016 Study, Raftelis provided various on-call rate, financial planning, and management consulting services. For rate and finance support, these services included periodic rate model updates and performing sensitivity analyses on the financial plan. Raftelis' management consulting team performed a capital prioritization study in September 2017. Using a series of interviews and facilitated workshops, the Raftelis team helped ReWa develop a revised capital prioritization system to manage the competing needs of regulatory, growth, renewal, and efficiency improvement.

Raftelis has continued providing assistance to ReWa as it navigates the complexities and dynamics of sewer service in Greenville County. Over the last two years, ReWa has expanded their portfolio of sewer services by acquiring the North Greenville University (NGU) and Anderson collection systems. Raftelis was engaged to perform a Flat Rate Collection Fee study (Collection Fee Study) for the newly acquired systems.

In 2019 Raftelis was re-engaged by ReWa to perform a comprehensive Wastewater Rate and Affordability Study (2019 Study). The key objectives of the 2019 Study were to: recommend rates that meet operating and capital needs and internal financial policies over a five-year planning period; evaluate ReWa's existing user rates and charges and make recommendations for improvements; recalculate collection rates with updated information; and analyze the affordability of water and sewer utility service in ReWa's service area. Due to the nature of sewer collection service in ReWa's service area, a "deep dive" into customer-level affordability was performed. With information provided by Greenville Water, MetroConnects (one of the local collection service provider), and ReWa's GIS department, Raftelis was able to calculate the cost of providing water and sewer service to each household in ReWa's service area. Raftelis relied on industry guidance to assess service affordability. The results of the affordability analysis informed and supported the projected rate and financial plan. The results of the Study were presented to ReWa's Board of Commissioners in March 2020.

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	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		●	●		●			●	●	●						

PROJECT APPROACH

Project Approach

Based on our extensive experience conducting similar studies for utilities across the country, we believe this scope of work is both comprehensive, achievable, and generally in-line with the typical process we would use in conducting a financial planning and rate study. The outlined phases and tasks align well with our expertise in data analysis, rate structure evaluation, financial forecasting, capital planning, report preparation, and presentations to utility leadership. We are confident in our ability to deliver the project effectively, ensuring that all objectives are met within the agreed timeline and with the highest standards of quality. We are committed to providing the City with valuable insights and actionable recommendations that will support the long-term sustainability and financial health of the utility system.

Major Project Phases	Subtasks
Phase 1: Data Collection and Review	Task 1.1 – Data Collection
	Task 1.2 – Data Review
Phase 2: Revenue Requirements and Rate Determinants	Task 2.1 – Historical Billing Data Analysis
	Task 2.2 – Customer and Flow Projections
	Task 2.3 – Projected Revenues Under Existing Rates
	Task 2.4 – Projected Revenue Requirements
	Task 2.5 – Projected Revenue Requirements Summary
Phase 3: User Rate and Charge Analysis	Task 3.1 – Evaluate Existing Rate Structure
	Task 3.2 – Rate Structure Alternatives
	Task 3.3 – Projected Operating Results Based on Proposed Rates
Phase 4: Capital Financing Plan	Task 4.1 – Review Capital Improvement Program (CIP)
	Task 4.2 – Development of Capital Financing Plan
Phase 5: Reports and Deliverables	Task 5.1 – Draft Report Preparation
	Task 5.2 – Final Report Preparation
	Task 5.3 – Final Model
Phase 6: Meetings and Presentations	Task 6.1 – Initial Meeting
	Task 6.2 – Project Status Conferences
	Task 6.3 – Draft Report Conference
	Task 6.4 – Public Presentation

PROJECT TEAM

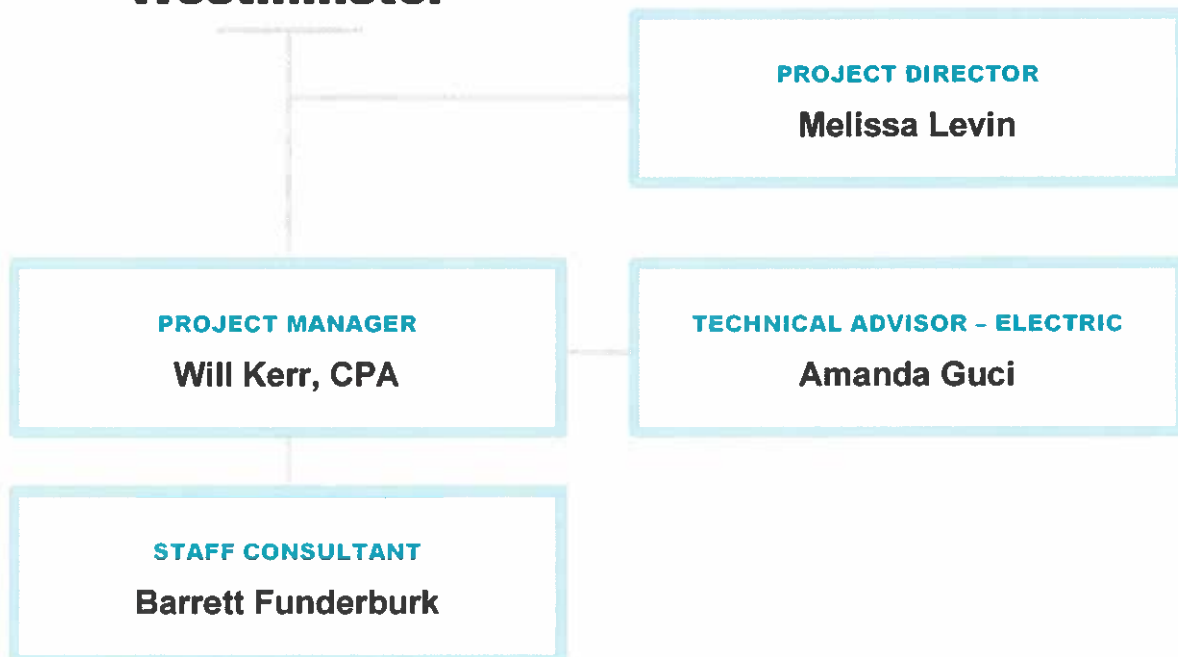
Project Team

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

Our team includes senior-level professionals to provide experienced project leadership with support from talented consultant staff. This close-knit group has frequently collaborated on similar successful projects, providing the City with confidence in our capabilities.

Here, we have included an organizational chart showing the structure of our project team. On the following pages, we have included resumes for each of our team members as well as a description of their role on the project.

City of Westminster



Melissa Levin

PROJECT DIRECTOR Executive Vice President

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

Renewable Water Resources (SC): Wastewater Utility Rate and New Account Fee (NAF) Study

Beginning in April 2016, Melissa served as project manager for a wastewater utility rate and new account fee (NAF) study for Renewable Water Resources (ReWa). The objectives of the rate study were to: evaluate revenue sufficiency and recommend rates that recover the necessary revenues to meet system revenue requirements; evaluate the cost recovery equity of ReWa's existing rates (specifically fixed vs. volume) and make recommendations for improvements; and provide a user-friendly financial planning model, designed for continuous use by ReWa Staff. As a part of the rate study, Raftelis also reviewed ReWa's existing NAF's to evaluate their cost justification and recommend modifications. Raftelis has continued to serve ReWa and has performed many additional studies since the original study including high-strength surcharge analyses, additional rate structure modification studies, miscellaneous fees studies and others.

MetroConnects (SC): Sewer Collection System Rate Study

In 2018, MetroConnects engaged Raftelis to perform a sewer collection system rate study to convert the system's sewer customers from a property tax source of revenue to a user-fee based rate structure. Raftelis worked with the sewer subdistrict to obtain billing data from its local water provider, Greenville Water. A ten-year financial forecast and user rates (fixed and volumetric) were established and put into place beginning July 2019. Shortly thereafter, in 2020, in effort to reduce significant inflow/infiltration in the Greenville County sewer service area, MetroConnects embarked on an effort to work with Greenville County to consolidate several sewer subdistricts with MetroConnects, also converting these sewer subdistricts to a user-fee based rate structure. Beginning July 2021, MetroConnects will consolidate with sewer systems from the cities of Berea, Gantt, Wade Hampton and Marietta



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

under the direction of MetroConnects's staff. Over the course of the last year, Raftelis worked with MetroConnects to establish revenue requirements and required revenues to meet the needs of a consolidated system. Raftelis continues to work with MetroConnects to establish financial forecast and rate projections for the system and the potential merger of additional sewer collection systems in the future.

City of Raleigh (NC): Conservation Rate Study and Bond Feasibility Study

Melissa has served as the project manager for Raftelis' engagement(s) with the City of Raleigh (City) since 2008. The City engaged Raftelis to develop conservation-based rates that would enable the City to meet its capital planning needs while minimizing the impact to customers. A rate model was developed under the direction of Melissa that was able to test the effects of implementing a conservation-based water rate structure and analyze the impacts of a new rate structure on customers of the system. Since that time, Raftelis has performed several studies for the City of Raleigh including a cost-of-service study, capital recovery fee studies, and financial feasibility evaluations for the City's proposed issuance of \$110 million of revenue bonds in 2011, \$75 million in 2013 and \$99 million in 2016. The City was seeking capital market funds for various capital improvements to its water and wastewater system. Raftelis' analysis included a forecast of revenues, expenses, and debt service over a five-year period, to ensure compliance with all bond covenants and debt service coverage requirements, and a comprehensive report.

Most recently, Raftelis has worked with City staff to develop and implement new charges specifically designed to recover the long-term cost of capital replacement in the system. Raftelis continues to assist the City in annual rate updates, budgeting, capital and debt planning, and interjurisdictional contract administration. Currently, Raftelis is working with the City to provide an Agreed Upon Procedures letter for a \$200 million revenue bond issue.

Metro Water Services of Nashville and Davidson County (TN): Bond Feasibility Study, Budget Review, Cost-of-service Analysis for Retail, Wholesale and Miscellaneous Fees, Five Year Open End Contract (2002 - 2007), Five Year Open End Contract (2007 - 2012), Operations, Management and Replacement Analysis, Trunk and Treatment Analysis, 2007 Rate Update, 2008 Rate Update, and 2009 Budget Review, Five Year Open End Contract (2012 - 2017)

Raftelis engaged in a five-year contract with the Metro Water Services of Nashville and Davidson County (MWS) in March of 2001. In 2006, 2011 and again in 2017, Raftelis was retained for additional five-year contracts with MWS. Melissa has served as the project manager on various analyses and studies performed for Metro Water Services over the past twenty years including cost-of-service and rate studies where Raftelis determined the cost to serve MWS water retail customers, segregated between specific customer classes, as well as determined the cost to serve wholesale customers. As part of the cost-of-service studies, Raftelis reviewed the methodology used to develop miscellaneous fees such as tap fees, meter inspection fees, and flow test, and provided recommendations for revising fee calculations. As a last part of the cost-of-service study, capital recovery fees were calculated, so that MWS could recover cost related to growing its system.

In addition, Raftelis has performed financial feasibility studies as part of the MWS' Series 2002 Revenue Bond offering and as part of the Series 2010 Revenue Bond offering. The studies were completed as part of the official statements to prove the financial sufficiency of the utility system and its ability to support the associated debt service. Raftelis also performs several annual updates and reviews to ensure that MWS is in compliance with their rate covenant test defined by the Water and Sewer Revenue Bond Resolution, as well as in compliance with the user fee requirements of the United States Environmental Protection Agency. These are just a few of the numerous financial services that Raftelis has performed and continues to perform for MWS under the direction of Melissa.

City of Asheville Water Resources Department (NC): Financial Planning and Rate Study

In 2010, the City of Asheville Water Resources Department (Department) engaged Raftelis to evaluate the City's water rate structure to determine if modifications should be made to the rate structure to more equitably recover costs from its various customer classes. In addition to the evaluation of the rate structure, Raftelis examined the level of water rates to determine if any adjustments should be made to the current rates. Raftelis prepared a 10-year financial forecast for the water utility that projects water 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 the Department to use for future planning purposes. Since that original study, Raftelis has continued to work with the City to provide updates to the original financial planning model and 10-year forecast. In April 2021, Raftelis recently completed an analysis for the City that restructured the City's fixed charges and increased volumetric charges. The results of the analysis are to be implemented July 1, 2021.

Greenville Utilities Commission (NC): Bond Feasibility Study, Water and Sewer Rate Study, and Wholesale Rate Analysis and Policy Reviews

In August 2006, the Greenville Utilities Commission (GUC) retained Raftelis to develop a water and wastewater rate and financial planning model, develop system capacity fees, and determine high-strength surcharges for their commercial/industrial customers. As a result of the study, a new rate structure was implemented that ensured adequate cost recovery for GUC, and, in addition, established target reserve fund balances. One of GUC's concerns was capital infrastructure that needed to be put in place over a projected time frame. The study provided GUC with an opportunity to plan for that infrastructure and to take measures to plan for the financing of the infrastructure. In addition to the changes in the retail rate structures, Raftelis also calculated water and wastewater capacity fees and high-strength surcharges for GUC, in addition to assistance with wholesale rates and contracts. Raftelis continues to provide financial assistance and rate updates to GUC. The water and wastewater rate and financial planning model, currently in use by GUC staff was rebuilt in 2012, 2017 and is scheduled to be rebuilt once again in 2022.

Most recently, Raftelis worked with GUC to assess the feasibility and financial impact of acquiring a neighboring water and sewer utility. Raftelis analyzed the system to determine how much the rate differential between the two systems would need to be to pay for capital improvements required to bring the neighboring system to GUC operating standards. Melissa continues to work with GUC and the state of North Carolina to help make this transition happen. Melissa serves as the project manager for all GUC assignments.

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
- 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
- City of Lincolnton (NC) - Water and sewer rate study
- Little Rock Wastewater Utility (AR) - Ancillary fees study
- Metropolitan Government of Nashville and Davidson County Water Services (TN) - Bond feasibility study, budget review, cost-of-service analysis for retail, wholesale and miscellaneous fees, five year open end contract (2002 - 2007), five year open end contract (2007 - 2012), operations, management and replacement analysis, trunk and treatment analysis, 2007 rate update, 2008 rate update, and 2009 budget review, five year open end contract (2012 - 2017)
- City of Monroe (GA) - Rate structure studies
- City of Ottawa (Canada) - Public works organization
- Town of Oxford (NC) - Water and sewer rate study
- City of Pekin (IL) - Valuation and economic impact analysis
- City of Peoria (IL) - Valuation and economic impact analysis
- Philadelphia Public Works Department (PA) - financial planning and bond feasibility study
- City of Phoenix (AZ) - Privatization procurement
- City of Raleigh (NC) - Conservation rate study and bond feasibility study
- City of Redlands (CA) - Valuation and lease study
- Rockdale County (GA) - Water and wastewater rate study
- City of Sanford (NC) - Water and wastewater rate study
- City of South Brunswick (NC) - Financial valuation
- South Shore (KY) - Financial valuation
- St. Charles County Government (MO) - Appraisal review
- Union County (NC) - Bond feasibility study
- United States Navy - Privatization procurement
- Town of Wake Forest (NC) - Development/impact fee study
- Town of Winthrop (MA) - Water and wastewater rate study
- Borough of West Paterson (NJ) - Financial valuation and economic impact analysis

PUBLICATIONS

“Valuation of Water and Wastewater Utility Assets,” Fourth Edition of the industry guidebook, Water and Wastewater Finance and Pricing: The Changing Landscape, 2014

PRESENTATIONS

- “The Benefits of Utility Acquisition/Consolidation and How to Value a Utility,” Georgia Association of Water Professionals Annual Conference, 2007
- “Industry Trends Related to Valuation and the Technical Aspects of Preparing a Valuation Report,” AWWA Joint Management Conference, 2005
- “Designing Rate Structures and Rate Structure Components,” North Carolina AWWA/ WEA Utility Rates 101 Workshop, 2003

Will Kerr CPA

PROJECT MANAGER Senior Manager

ROLE

Will will manage the day-to-day aspects of the project ensuring it is within budget, on schedule, and effectively meets the City's objectives. He will also lead the consulting staff in conducting analyses and preparing deliverables for the project. Will will serve as the City's main point of contact for the project.

PROFILE

Will joined Raftelis in 2012 and currently serves as a project manager in the Charlotte, NC office. His expertise lies in utility financial planning, cost-of-service and rate design, and governmental accounting. He has served water, wastewater, stormwater, and energy utilities on a variety of studies, including: financial planning, cost-of-service, rates and fees, bond feasibility, affordability, rate/tariff filings, and benchmarking studies. From 2016-2018, Will lived and worked in Greater Boston, MA supporting Raftelis' New England practice. Will has served on more than 200 unique projects for over 120 different clients along the East Coast. In addition to project-related work, Will also served on the Board of Trustees of the Raftelis Charitable Gift Fund and is active in various state and regional industry associations. Will holds a Bachelor of Science in Financial Management from Clemson University and is a licensed CPA in North Carolina.

KEY PROJECT EXPERIENCE

City of Orangeburg (SC): Utility Financial Planning Study

Will serves as the lead consultant on engagements with the City of Orangeburg Department of Public Utilities (ODPU). Raftelis was engaged by ODPU in 2019 to perform a financial planning study for the electric, natural gas, water, and sewer utilities. Facing a significant Capital Improvements Plan (CIP) over the next ten year for all four utilities, ODPU engaged Raftelis to develop a system-wide cash flow model to model and compare various financing plans to fund the four-system CIP. The financing plans relied on a blend of debt and equity financing mechanisms. Will modeled the capital financing plans and assisted in the evaluation and presentation of alternatives. Raftelis continues to support ODPU with ongoing miscellaneous rate and financial planning support.

Mount Pleasant Waterworks (SC): Rate, Cost-of-Service, and Financial Planning Services

Will currently serves as project manager for rate and financial consulting engagements with Mount Pleasant Waterworks (MPW). Raftelis has served MPW since 2005 on numerous consulting projects. Will became primarily involved in 2019 during the 2019 cost-of-service study. The goal of the study was to evaluate the cost-recovery equity of MPW's rate structure and ensure that the system of rates and charges fairly recovers the costs of providing service. The engagement also called for building an alternative rate design model to evaluate changes to MPW's rates and the potential impact to customers. MPW revisits the cost-of-service to ensure rates are fairly set every couple of years. Will has led cost-of-service updates in 2022 and 2024. In addition to monthly rates and charges,



Specialties

- Rate modeling & financial forecasting
- Governmental accounting
- Bond feasibility studies
- Cost-of-service studies
- System development fee studies
- Rate surveys
- Affordability studies

Professional History

- Raftelis: Senior Manager (2025-present); Manager (2020-2024); Senior Consultant (2018-2019); Consultant (2015-2017); Associate (2013-2014); Intern (2012)

Education

- Bachelor of Science in Financial Management - Clemson University (2013)

Certifications

- Certified Public Accountant, North Carolina (2018)
- Series 50 Municipal Advisor Representative

Professional Memberships

- AWWA & South Carolina AWWA
- NC One Water: CLT Membership Engagement Committee Member
- WEF: Utility Management Committee Member
- North Carolina Government Finance Officers Association: Associate Member
- North Carolina Association of CPAs

MPW also periodically re-calculates water and sewer impact fees. Will has led/leads these efforts in 2021 and 2024. The findings and recommendations from these studies are presented at MPW's annual Board Retreat, where Will has presented each year since 2021.

Renewable Water Resources (SC): Wastewater Utility Rate, New Account Fee Study

Will served as the lead consultant on an engagement with Renewable Water Resources (ReWa) in Greenville, SC. In April 2016, Raftelis was engaged by ReWa to perform a wastewater utility rate and new account fee (NAF) study. The objectives of the rate study were to: evaluate revenue sufficiency and recommend rates that recover the necessary revenues to meet system revenue requirements; evaluate the cost recovery equity of ReWa's existing rates (specifically fixed vs. volume) and make recommendations for improvements; and provide a user-friendly financial planning model, designed for continuous use by ReWa Staff. As a part of the rate study, Raftelis also reviewed ReWa's existing NAF's to evaluate their cost justification and recommend modifications. Will modeled three unique rate scenarios for recovering revenues to meet system revenue requirements. The rate scenarios included multi-year across-the-board increases to volume charges as well as cost justified base charge increases. The project concluded with Raftelis delivering a final Utility Rate study Report, New Account Fee Letter, and the financial planning and rate model. Upon delivery of the model, Raftelis held a model training workshop at ReWa to facilitate the model transition and answer questions.

In late 2019, Raftelis was re-engaged by ReWa to perform a rate study and separate affordability study. The goal of the rate study is to develop a five-year rate and financial plan, with particular focus on the development of base charges that escalate by meter size. In addition to calculating cost-justified rates and charges, the study includes a deep dive into customer impacts to understand the impact to various customers of implementing a base charge by meter size. Will is overseeing the model update, rate calculation, and preparation of deliverables and has assisted in communicating the results to the client. Alongside the rate study, Raftelis is also conducting an affordability study. Using detailed Customer Information System (CIS) information, Raftelis geocoded ReWa's customer accounts and corresponding usage. This analysis allowed Raftelis to determine which subdistrict each account falls into and to determine average bills, both for collection service and trunk and treatment service, for each account. Using this information, Raftelis can assess affordability at the individual customer level. Will has overseen the analyses and preparation of deliverables for the client. Once completed, the analysis will help support a long-term vision for sewer service in the Greenville County area.

North Charleston Sewer District (SC): Rate and Cost-of-Service Study

Will serves as the lead consultant on an engagement with the North Charleston Sewer District (NCSD). Raftelis was engaged by North Charleston Sewer District (NCSD) to perform a rate and cost-of-service study (Study) for a five-year forecast period beginning in fiscal year (FY) 2021. First Raftelis developed a financial plan that summarized revenue requirements and projected revenues for a five-year planning period while monitoring annual debt service coverage requirements and reserve fund balances. The next step in the study process was conducting a cost of service study in accordance with generally accepted industry practices for cost allocation and ratemaking. This approach is based on the methodologies described in the Water Environment Federation's (WEF) Manual of Practice No. 27, *Financing and Charges for Wastewater Systems*. Raftelis used historical operating and financial data, as well as input from NCSD staff, to develop cost allocations and cost drivers. After the financial plan and cost of service model was developed, NCSD and Raftelis began the process of evaluating rate structure adjustments and changes (as needed) to generate sufficient revenues. Raftelis developed a comprehensive rate and financial planning model which included an alternative rates dashboard to efficiently measure customer impacts related to rate structure modifications.

In addition to retail rates and charges, Raftelis also calculated cost-justified system development fees and miscellaneous charges for ancillary services. The results were combined to develop a comprehensive rate and financial plan which was documented in a final report and submitted to NCSD on May 7, 2020.

City of Winston-Salem (NC): Cost-of-Service Study, Bond Feasibility Study, Rate and Financial Planning Study, Affordability Study

Will has worked with Winston-Salem/Forsyth County Utilities (WSFCU) in a variety of roles since 2014. In 2014, Will served as Associate Consultant on an engagement with WSFCU and developed a comprehensive cost-of-service model to assess the cost-recovery equity of WSFCU's rate structure. In 2017, Raftelis was reengaged to examine the rates and recommend cost-of-service justified modifications in an effort to simplify the existing rate structure. Will served as a staff consultant on this engagement and performed the majority of the data analysis and modeling efforts. In addition, Raftelis also performed a bond feasibility study to project revenues and expenditures over a five-year forecast period to assess the City's ability to meet required debt service coverage levels associated with the 2017 water and wastewater revenue bonds. In 2018 and 2019, Raftelis continued assisting the City with updates of the rate and financial planning model and various consulting services. Will served in a lead consultant role in these engagements, overseeing modelling initiatives and the development of deliverables for the City.

In 2020 and 2021, Raftelis was re-engaged to perform an affordability study (2020) and a comprehensive cost-of-service study (2021). The results from the affordability study helped inform the rate-design decision making for the cost-of-service study. The study was completed in Spring 2022. Alongside the cost-of-service study, Raftelis provided financial forecasting support for the City's water and sewer revenue bond issue in January 2022.

Each year since 2022, Will has led the annual updates to WSFCU's water and wastewater rate model. Updating the comprehensive rate model includes updating customer account and demand forecasts, projecting O&M expenses, working with WSFCU/City staff on capital financing, and developing rates to achieve the updated financial forecast and key Commission pricing objectives. Will has overseen the updates to the comprehensive rate model and presented findings to the Commission each year at the annual budget meeting.

City of Hickory (NC): Financial Planning and Rate Study

Will currently serves as project manager on an engagement with the City of Hickory, NC (City). Raftelis was engaged by the City to perform a financial planning and rate study for a five-year forecast period beginning in fiscal year (FY) 2024. Raftelis developed a financial plan that summarized revenue requirements and projected revenues for a five-year planning period while monitoring annual debt service coverage requirements and reserve fund balances. The next step in the study process was conducting a cost allocation analysis to calculate rates consistent with generally accepted industry practices for cost allocation and ratemaking. After the financial plan and cost allocation analysis were performed, the City and Raftelis began the process of evaluating rate structure adjustments and changes (as needed) to generate sufficient revenues. Raftelis also performed a high-level analysis of the City's outside-city rate differential. Raftelis developed a comprehensive rate and financial planning model which included a detailed dashboard to measure how changes to the City's rates and rate differentials would impact the overall financial plan.

Pittsburgh Water and Sewer Authority (PA): Water and Wastewater Rate and Financial Consulting Services

Will currently serves and has served as the lead consultant on several engagements with the Pittsburgh Water and Sewer Authority (PWSA) to provide water and wastewater rate and financial consulting services. The first engagement in 2016 included a water and wastewater rate study. As part of the study, Will developed a comprehensive cost-of-service, rate, and financial planning model. Raftelis was re-engaged for an update in 2017 to help address growing operating and capital needs. The goal of the study was to establish a three-year forecast of

water and wastewater rates that enable each service to be self-sustaining, fund significant operating and capital reinvestment, and to ensure ongoing sustainable financial operation of the utility. The three-year rate plan was approved in December 2017.

In 2018, PWSA was ordered to come under jurisdiction of the Pennsylvania Public Utilities Commission (PAPUC) which requires regulated tariff filings for rate revenue increases as well as compliance with all PA and PAPUC regulations. Will has served as the lead consultant on four base rate increase tariff filings which occurred in 2018, 2020, 2021, and 2023. Will's role in these engagements includes: updating the comprehensive cost-of-service and rate model, liaising with PWSA staff across departments to obtain information required for the tariff filing, and assisting in the development of cost-of-service expert witness testimony.

Roanoke Rapids Sanitary District (NC): Water and Wastewater Rate Financial Planning

In 2013 and 2015, Will served as a staff consultant on a project with the Roanoke Rapids Sanitary District (District) to provide water and wastewater rate financial planning. As part of the study, Will updated and enhanced the District's rate and financial planning model to provide pro forma scenario analyses evaluating the possible consolidation of a neighboring utility. The model was developed with the ability to monitor the acquisitions impacts on financial performance and customer bill impacts.

In 2018, Raftelis was re-engaged to perform a Rate and System Development Fee study. Will serves as the lead consultant on the engagement overseeing the development of a new comprehensive rate model and a separate system development fee model. The rate model will be relied upon to calculate cost-justified water and wastewater rates and evaluate multiple proposed rate scenarios on an ongoing basis. The System Development Fee Model was used to calculate fees as set forth in North Carolina General Statute 162A Article 8 "System Development Fees".

PROJECT LIST

- Arlington County (VA) - Rate and cost-of-service study
- Town of Avon (CT) - sewer rate study
- Town of Ayer (MA) - Water and sewer model update
- Birmingham Water Works (AL) - Rate model update
- City of Burlington (VT) - Water, sewer, and stormwater rate model development
- Clark County Water Department (OH) - Financial planning & rate study
- City of Bullhead City (AZ) - Water resource development fee study
- Central Arkansas Water (AR) - Water and wastewater rate study
- City of Chester (SC) - Financial planning and rate study
- Charlotte Mecklenburg Police Department (NC) - Account reconciliation study
- City of Colonial Heights (VA) - Financial planning and rate study
- City of Concord (NC) - Wholesale cost-of-service study
- City of Concord (NH) - Water and sewer rate study
- City of East Providence (RI) - Water and sewer rate study
- City of Eden (NC) - Financial planning and rate study
- City of El Mirage (AZ) - Acquisition valuation analysis
- Town of Fuquay-Varina (NC) - Economic feasibility and capital planning study and bond feasibility study
- Franklin County (OH) - Financial planning and rate study
- Hardin County Water District No.1 (KY) - Economic feasibility analysis
- Hallsdale-Powell Utility District (TN) - Rate & financial planning model update
- City of Johnson City (TN) - Financial planning analysis

- Joint Municipal Water and Sewer Commission (SC) - Financial planning and rate study
- City of Lake Havasu City (AZ) – Bond feasibility model update
- City of Lebanon (NH) - Water and sewer cost-of-service & rate study
- Mallory Valley Utility District (TN) – Cost-of-service study
- Town of Milford (NH) - Financial planning study
- Town of Millbury (MA) - Sewer financial planning and rate study
- Monroe County Water Authority (NY) - Rate & cost-of-service study
- Mount Pleasant Waterworks (SC) – Rate, cost-of-service, and financial planning services
- Sewerage and Water Board of New Orleans (LA) – Budget book development project
- City of Northampton (MA) - Water and sewer wholesale cost-of-service
- City of Peoria (AZ) - Utility valuation and acquisition feasibility analysis
- City of Prescott (AZ) – Rate study, infrastructure improvement plan, and impact fee study
- City of Reading (PA) - Sewer affordability analysis
- Regional Water Authority, New Haven (CT) - Cost-of-service study
- City of Sanford (NC) - Water and sewer rate and capacity fee study
- Saluda County Water and Sewer Authority (SC) – Water and sewer financial planning study
- Town of Seabrook (NH) - Water and sewer cost-of-service & rate study
- SUEZ (RI) - Water rate filing
- City of Surprise (AZ) – Infrastructure improvement plan and impact fee study
- Whitinsville Water Company (MA) - Rate filing

PRESENTATIONS

- "SC Utility Rate and Finance Update 2024," South Carolina Environmental Conference, March 2024
- "SC Utility Rate and Finance Update 2023," South Carolina Environmental Conference, March 2023
- "New Affordability Guidance Provides More Flexibility to Utilities," South Carolina Environmental Conference, March 2022
- "Developing Tailormade Solutions to Customer Affordability Concerns," South Carolina Environmental Conference, 2019
- "A Compelling Need Can Make a 28% Rate Increase a Reality," The Utility Management Conference, 2019
- "Sustainability: Capital Improvement Planning," South Carolina Environmental Conference, 2018
- "Affordability: Method to the Madness: Data Driven Solutions to Rising Water Bills," NEWWA Annual Conference, 2017

Amanda Guci

TECHNICAL ADVISOR – ELECTRIC Manager

ROLE

Amanda will provide oversight for the project ensuring it meets both Raftelis and industry standards.

PROFILE

Amanda is a manager with extensive utility regulatory experience focusing in the areas of cost of service and rate design, financial modeling, and financial plans. She provides rate and regulatory consulting for municipal and investor-owned electric, gas, water and wastewater utilities. She is an expert modeler in the development of long-range financial plan models customized to client’s needs. Her expertise also includes studies such as cost-of-service, financial and operational feasibility, asset management and affordability analyses.

KEY PROJECT EXPERIENCE

City of Georgetown (SC): Utility Rates Study – Water, Sewer, and Electric

Amanda was serving as the Electric lead for the Utility Rates Study – Water, Sewer, and Electric. The team evaluated the utility fund revenues and expenses and examined the current Water, Sewer and Electric rate structure. Raftelis established a strategic plan to self-sustain each enterprise fund and provided recommendations on existing rate ordinances based on the study findings.

City of Orangeburg (SC): Electric and Gas Comprehensive Cost of Service Study

Amanda is serving as the Electric and Gas lead for the Comprehensive Cost of Service Study for its Electricity, Natural Gas, Water, Wastewater and Fiber Optic systems and evaluation of shared services and costs. The team is updated the financial planning model for all utility systems and is currently evaluating cost of service. This study will identify the costs to serve each specific type of utility the DPU offers and will be used to help support rate development and modeling in future years.

City of Camden (SC): Work Utility Rates Study – Water, Sewer, and Electric

Amanda served as the Electric lead for the Work Utility Rates Study – Water, Sewer, and Electric. The team is currently developing a financial planning model for the Electric utility and evaluating the sufficiency of the revenues to meet the utilities revenue requirements. Raftelis designed equitable rates and provided recommendations for the City to ultimately reach self-sufficiency for each system during the forecast period.

Cleveland Public Power (OH): Comprehensive Electric Financial Plan, Cost of Service Study and Rate & Fee Analyses

Amanda is serving as the project manager for the Comprehensive Financial Plan, Cost of Service Study and Rate & Fee Analyses. The team is currently developing a financial planning model for the Electric utility. Raftelis will



Specialties

- Financial Analysis and Modeling
- Cost of Service
- Rate Design
- Affordability Analysis
- Capital Overhead Studies
- Capital Prioritization/ Asset Management
- Economic Feasibility Evaluation
- Financial Forecasting
- Bond feasibility studies

Professional History

- Raftelis: Manager (2022-present)
- Black & Veatch: Manager (2020-2021)
- Black & Veatch: Consultant (2013-2020)

Education

- Master’s in Business Administration - University of Central Florida (2012)
- Bachelor of Science in Business Administration, Finance – University of Florida (2010)

Certifications

- Municipal Advisor Representative (Series 50)

Professional Memberships

- AWWA
- APPA

complete a comprehensive cost of service study and implement rates for the next 5 years to ensure that the utility meets debt service coverage and other key financial metrics. The team is also working to establish ancillary fees as identified by the client to cover expected costs. And finally, we will assist with a strategic communications plan to present the study results to the Mayor, City Council and other public stakeholders.

City of Laurinburg (NC): Water and Sewer Comprehensive Rate Study

Amanda is serving as the project manager for the Water and Sewer Comprehensive Rate Study. The team is developing a financial planning, cost of service and rate design model that will help the City evaluate its current rate structure and meet the City's pricing objectives and financial goals. The model will also include the option to examine various scenarios for capital financing, water consumption, customer growth, and rate design structures.

Town of Mocksville (NC): Water and Sewer Rate Study Update

Amanda is serving as the project manager for the Water and Sewer Rate Study Update. The team is updating the existing rate and financial planning model that Raftelis had developed for the Town as part of a Regionalization Study, in FY 2020. The team is updating the rate model that will be used to develop revenue requirements, perform operational and capital financial planning, review customer information, and calculate revenue and rates.

City of Aspen (CO): Cost of Service Utility Rate Analysis and Business Plan

Amanda was serving as the Electric lead for the Cost of Service Utility Rate Analysis and Business Plan. The team evaluated the long-range financial plan and developed a revenue recovery and cost of service model. In addition, the team assisted the City with critical tasks such as the evaluation of energy and demand pattern of Electric Vehicles (EV) charging stations, impacts of increased demand for beneficial electrification, and the evaluation of costs associated with PV solar customers.

Greenville Utilities Commission (NC): Water and Wastewater Cost of Service, System Development Fees and Rate and Financial Planning Model Reset; Gas System Rate Study; Electric Cost of Service and Rate Design

In 2006, Greenville Utilities Commission (GUC) retained Raftelis to update a water and wastewater rate and financial planning model, develop system capacity fees, and determine high-strength surcharges for their commercial/industrial customers. Raftelis continues to provide financial assistance and rate updates to GUC. The water and wastewater rate and financial planning model, currently in use by GUC staff was rebuilt in 2012, 2017, and was rebuilt once again in 2022. Amanda served as the assistant project manager for the 2022 study and lead the rebuild of revenue model as well as the cost of service and rate design model. In addition, Raftelis built a miscellaneous fees model to assess the adequacy of these fees and charges.

Sikeston Board of Municipal Utilities (MO): Five-Year Report on the Electric System

Amanda served as the project manager for the Sikeston Board of Municipal Utilities (Sikeston) Five-Year Report on the Electric System (2016 and 2021). The report on the management, operation and maintenance of the electric system has been prepared at least every five years in accordance with the City Bond Ordinance requirement. The team observed and reported on the condition and operations of the system and made recommendations as to any changes in such operations.

DC Water (Washington, DC): Financial Plan Model Development Consulting Services

Amanda served as the lead consultant for Financial Plan Model Development Consulting Services (2019-2020). She developed a comprehensive long-range financial plan model customized for DC Water needs. A Financial Planning process and MS-Excel-based Model was established to enhance multi-year financial forecasting agility for DC Water's water, sewer, and stormwater utilities. The tool developed can be frequently used to update and forecast

operating and capital costs and have the ability to run financial planning scenarios fairly rapidly; and it also has the ability to reflect potential changes to Operations and Maintenance (O&M) expenditures that result either due to new or enhanced program initiatives or due to changes in capital program/ projects.

Greenville Utilities Commission (NC): Water and Wastewater Cost of Service, System Development Fees and Rate and Financial Planning Model Reset; Gas System Rate Study; Electric Cost of Service and Rate Design

Amanda served as the lead consultant for a comprehensive Gas System Rate Study for GUC (2019-2020). The study entailed developing GUC's revenue requirements for its gas utility and utilize the components of the existing Gas System Rate Model. The team reviewed in detail the costs of service to determine the functional cost components and evaluating the rate structure for its effectiveness in equitably recovering revenues from customers served within each rate class. The existing Gas System Rate Model was converted into the new Microsoft Excel platform that maintains the key elements and components of the existing Gas System Rate Model and incorporates new elements to promote functionality and the reporting requirements requested by GUC.

Amanda also performed a bond feasibility analysis for the City of Greenville, NC Electric and Gas Utility (2016 and 2019). She prepared the feasibility evaluation of the Forecast Statements of Revenues, Expenses, Debt Service and Debt Service Coverage relating to the electric and gas systems. She reviewed the methodologies, procedures and assumptions utilized in developing the projections.

The team conducted an Electric Cost of Service and Rate Design in 2015 and an update of the study in 2018. Amanda led the development of a comprehensive financial model which evaluated the adequacy of the existing rates for utility service, provides a class cost of service analysis, and a detailed rate design. The team also provided a weather normalized analysis which supported the development of the financial model. In 2015, Amanda provided support with the review of the Miscellaneous Service Fees and Charges which were supplemented with the regional survey result.

City of Topeka (KS): Water, Wastewater and Stormwater Rate Study

Amanda led the development of a renewal and replacement model for the Water, Wastewater and Stormwater Rate Study (2018-2019). The City utilized the model to determine the appropriate level of investment in assets over the span of 30 years. The results were incorporated into the water, wastewater and stormwater rate models to determine the level of funding necessary for several renewal and replacement scenarios.

PROJECT LIST

- City of Laurinburg (NC) - Water and Sewer Comprehensive Rate Study (2023)
- Town of Mocksville (NC) - Water and Sewer Rate Study Update (2023)
- City of Camden (SC) - Work Utility Rates Study – Water, Sewer, and Electric (2023)
- City of Aspen (CO) - Cost of Service Utility Rate Analysis and Business Plan (2022 -2023)
- Onslow Water & Sewer Authority NWASA (NC) - Water and Wastewater Financial Planning and Rate Study Update (2023)
- Greenville Utilities Commission (NC) - Water and Wastewater Cost of Service, System Development Fees and Rate and Financial Planning Model Reset (2022 -2023)
- City of Manteca (CA) - Water Rate Study (2022 -2023)
- Southwest Licking Community Water & Sewer District (OH) - Comprehensive Financial Plan Study (2022)
- City of Lexington (NC) - Water and Sewer Rates and Fees Study (2022)
- City of Georgetown (SC) - Utility Rates Study – Water, Sewer, and Electric (2022)
- Columbia Gas of Kentucky (KY), Zero Intercept Analysis (2021)

- Sikeston Board of Municipal Utilities (MO), Five-Year Report on the Electric System (2016 and 2021)
- DC Water (DC) - Financial Plan Model Development Consulting Services (2019-2020)
- Greenville Utilities Commission (NC) - Gas System Rate Study (2019-2020)
- Sewerage and Water Board of New Orleans (LA) - Water, Wastewater and Drainage Rate Study (2019-2020)
- Sewerage and Water Board of New Orleans (LA) - Annual Report on Operations (2016-2020)
- Greenville Utility Commission (NC) - Bond Feasibility Study (2016-2019)
- Greenville Utilities Commission (NC) - Electric Cost of Service and Rate Design (2015-2019)
- City of Topeka (KS) - Water, Wastewater and Stormwater Rate Study (2018-2019)
- City of Springfield (OH) - Rate Model Assistance (2018-2019)
- JEA (FL) - Depreciation Study (2019)
- City of Springfield (MO) - Sewer Cost of Service and Rate Design Studies (2018-2019)
- Habersham Electric Membership Corporation (GA) - Electric Cost of Service and Rate Study (2018-2019)
- The City of Blue Springs (MO) - Water and Wastewater Utility Rate Study (2019)
- Citizens Energy Group (IN) - Wastewater Cost of Service Study (2015-2019)
- St. Joseph (MO) - Sewer Rate Study Analysis (2014-2019)
- Town of Clayton (NC) - Electric Cost of Service and Rate Study (2017-2018)
- City of Grand Island (NB) - Wastewater Rate Study (2013-2018)
- Cascade Natural Gas Company (WA) - Cost of Service and Rate Design (2017)
- JEA (FL) - Cost of Service and Revenue Model Review (2016-2017)
- Johnson County Wastewater (KS) - Capital Prioritization Study (2016)
- City of Columbia (SC) - Water and Wastewater Rate Study (2016)
- Milwaukee Metropolitan Sewerage District (WI) - Facility Plan Study (2015-2016)
- Greater Cincinnati Water Works (OH) - Cost of Service Rate Study (2015-2016)
- Tulsa Metropolitan Utility Authority (OK) - Capital Prioritization Study (2014-2016)
- City of Baton Rouge (LA) - Wastewater Utility Rate Study (2015)
- Miami-Dade County Water and Sewer Department (FL) - Retail and Wholesale Cost of Service Rate Study (2013-2015)
- Miami-Dade County Water and Sewer Department (FL) - High Strength Sewage Surcharge Rate Study (2014)
- City of High Point (NC) - Water and Wastewater Utility Bond Feasibility Analysis and Cost of Service Rate Design (2014)
- Sanitation District No.1 of Northern Kentucky (KY) - Financial Assessment and Affordability Analysis (2014)
- Miami-Dade County Water and Sewer Department (FL) - Decommissioning the Hialeah Water Treatment Plant (WTP) Feasibility Evaluation (2014)
- Broken Arrow Municipal Authority (OK) - Cost of Service Rate Study (2014)
- Central Nebraska Public Power Irrigation District (NB) - Federal Energy Regulatory Commission Cost of Service and Rate Filing (2014)
- Tampa Bay Water (FL) - Financial Model Development (2013-2014)
- Gwinnett County Department of Water Resources (GA) - Pump Station Capital Prioritization (2013-2014)
- Harford County (MD) - Comprehensive Utility Revenue Rate Study (2013-2014)

Barrett Funderburk

STAFF CONSULTANT
Associate Consultant



ROLE

Barrett will work at the direction of Will in conducting analyses and preparing deliverables for the project.

PROFILE

Barrett joined Raftelis in April 2024 as an associate consultant working with the Finance team in Charlotte, North Carolina. Prior to joining Raftelis, Barrett obtained his Bachelor of Science in Finance and Government from Wofford College, focusing his coursework on financial and data analysis, corporate finance, and public policy. Barrett also spent two summers in Washington, D.C. working for the National Mining Association and Prism Group Public Affairs, developing public affairs campaigns, researching issues relevant to clients across a number of industries, and creating analytical tools to streamline the goals and objectives of the firms he worked alongside.

KEY PROJECT EXPERIENCE

Orangeburg Public Utilities Department (SC): Electric Load Forecast

Barrett is serving as an associate consultant for the Orangeburg Public Utilities Department (ODPU), working on their electric load forecast that must be provided to their existing power suppliers. Barrett is contributing to this project by conducting statistical regression analyses, weather normalization analysis, and helping build the forecast model for the ODPU.

City of Georgetown (SC): Electric Rate Study

Raftelis was engaged by the City of Georgetown to conduct a comprehensive electric rate study, incorporating a cost-of-service analysis and restructuring of rates. Barrett is serving as the associate consultant on the project, performing detailed billing analysis, conducting purchased power cost adjustment calculations, and building the appropriate model to complete a cost-of-service analysis aimed at restructuring the City's existing rate structure. Furthermore, Barrett completed a billing audit for the City enabling the City to ensure they were adequately recovering costs from the system's largest customers.

Chesterfield County (SC): Water & Sewer System Impact Study

Barrett is serving as an associate consultant for Chesterfield County, SC on an Impact Study that is examining the financial possibilities of regionalization of utility service of six individual utilities. He is helping craft comparable analytics across the six utilities and is engaged in helping build a financial plan that would examine the impacts of a combined six-utility system.

Town of Swansea (SC): Water and Sewer System Evaluation Study

Raftelis was engaged by the State of South Carolina to conduct an evaluation of the Town of Swansea's water and sewer systems and to analyze the financial capabilities of the Town's participation in a potential regionalization of utility service with other local utilities and municipalities. Barrett served as an associate consultant on the project,

Specialties

- Financial and Data Analysis
- Research
- Writing
- Policy Analysis

Professional History

- Raftelis: Associate Consultant (2024-Present)
- National Mining Association: Intern (2023)
- Prism Group Public Affairs: Public Affairs and Government Relations Intern (2022)
- Kushner and Kushner, P.C.: Legal Assistant (2020-2021)

Education

- Bachelor of Science in Government & Finance - Wofford College (2023)

contributing to the construction of the financial planning model and conducting analysis on billing data, wholesale purchasing, and financial possibilities of a regionalization effort.

Greenville Utilities Commission (NC): Gas System Rate Study

Barrett is assisting in the gas rate study for Greenville Utilities Commission by helping build the financial planning model of the Commission's gas system, conducting cost-of-service analysis to calculate proposed rates, and by examining the costs associated with the Commission's Compressed Natural Gas System (CNG) to provide recommendations on how to best recover costs of the CNG.

Hoke County (NC): System Development Fee Study

Raftelis is working alongside Hoke County to update the County's System Development Fees (SDFs) to be compliant with North Carolina general statutes. Barrett is working to analyze the County's assets and other relevant financial information to calculate new SDFs that meet North Carolina general statutes and account for legal changes made since the previous update that occurred five years prior.

Nashville Department of Transportation (TN): Comprehensive Fee Study

Raftelis has been engaged by the Nashville Department of Transportation (NDOT) to do a comprehensive review of fees charged by the department across five different business units such as Right of Way and Entertainment Transportation. Barrett is helping conduct a systematic review of the costs associated with each fee and is assisting in compiling findings, benchmarking various fee comparisons, and drafting final report documentation.

City of Social Circle (GA): Water, Sewer, & Natural Gas Rate Study

Barrett worked as an associate consultant for the City of Social Circle, GA which had engaged Raftelis to conduct a rate study for their water, sewer, and natural gas systems. He led efforts in constructing the primary financial planning model for the City and conducted rate analyses for each of the three systems.

City of Monroe (NC): Water & Sewer Rate, Financial Planning, and System Development Fee Study

Barrett is serving in an auxiliary role for the City of Monroe, NC that has engaged Raftelis on numerous studies, including financial planning, system development fee (SDF), high-strength surcharges, miscellaneous fees, and wholesale purchasing rates. He is providing support across these different studies with regard to various levels of data and financial analysis as well as financial modeling.

PROJECT LIST

- City of Social Circle (GA) – Rate and Financial Planning Study
- Nashville Department of Transportation (TN) – Comprehensive Fee Study
- City of Monroe (NC) – Water & Sewer Rate, Financial Planning, & System Development Fee Study
- Town of Swansea (SC) – Water & Sewer System Evaluation Study
- Chesterfield County (SC) – Water & Sewer System Impact Study
- Orangeburg Department of Public Utilities (SC) – Electric Load Forecast
- Hoke County (NC) – Water & Wastewater System Development Fee Study
- Greenville Utilities Commission (NC) – Gas System Rate Study
- City of Georgetown (SC) – Electric Rate Study
- Town of Bedford (VA) – Electric Rate Study

COST

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.

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.

WASTEWATER SYSTEM ONLY

The following table presents our estimate for completing the study for the wastewater system only.

Tasks	Web Meetings	In-person Meetings	Hours					Total Fees & Expenses
			Melissa Levin	Will Kerr	Amanda Guci	Barrett Funderburk	Total	
Phase 1: Data Collection & Review			0	1	0	4	6	\$1,120
Phase 2: Revenue Requirements and Rate Determinants			2	8	0	32	45	\$9,810
Phase 3: User Rate and Charge Analysis			1	4	0	16	25	\$4,905
Phase 4: Capital Financing Plan			1	2	0	8	13	\$2,665
Phase 5: Reports and Deliverables			2	10	0	14	25	\$6,980
Phase 6: Meetings and Presentations	4	2	2	20	0	14	43	\$10,780
Total Meetings / Hours	4	2	8	45	0	88	157	
Hourly Billing Rate			\$425	\$340	\$295	\$195		
Total Professional Fees			\$3,400	\$15,300	\$0	\$17,160	\$35,860	
							Total Fees	\$35,860
							Total Expenses	\$400
							Total Fees & Expenses	\$36,260

COMBINED SYSTEM

The following table presents our estimate for completing the study for the wastewater, water, and electric system. Note that this assumes that the two in-person meetings/presentations would cover all three utilities. If individual meetings are required for each, the hours and pricing would need to be updated accordingly.

Tasks	Web Meetings	In-person Meetings	Hours				Total	Total Fees & Expenses
			Melissa Levin	Will Kerr	Amanda Guci	Barrett Funderburk		
Phase 1: Data Collection & Review			0	2	2	8	6	\$2,830
Phase 2: Revenue Requirements and Rate Determinants			2	12	8	64	86	\$19,770
Phase 3: User Rate and Charge Analysis			2	8	8	48	66	\$15,290
Phase 4: Capital Financing Plan			2	4	2	10	18	\$4,750
Phase 5: Reports and Deliverables			4	12	8	40	64	\$15,940
Phase 6: Meetings and Presentations	4	2	4	24	12	28	68	\$19,860
Total Meetings / Hours	4	2	14	62	40	198	308	
Hourly Billing Rate			\$425	\$340	\$295	\$195		
Total Professional Fees			\$5,950	\$21,080	\$11,800	\$38,610	\$77,440	
							Total Fees	\$77,440
							Total Expenses	\$1,000
							Total Fees & Expenses	\$78,440

Alternate: Combined Utility System Rate Study

The City requests an alternative bid to complete a rate study as described herein for the entire Combined Utility System, including three systems: wastewater collection, water treatment and distribution, and electric distribution. The alternate will provide all of the deliverables described for each system individually and a summary of the Combined Utility System.

To continue to compliment the OJRSA rate study as described in the background section, the Wastewater portion of the study will need to be accessible as a stand-alone item to distribute to OJRSA.

Acknowledgement of Alternate Bid:


Signature: Melissa Levin

Name (Print): Melissa Levin

Title: Executive Vice President

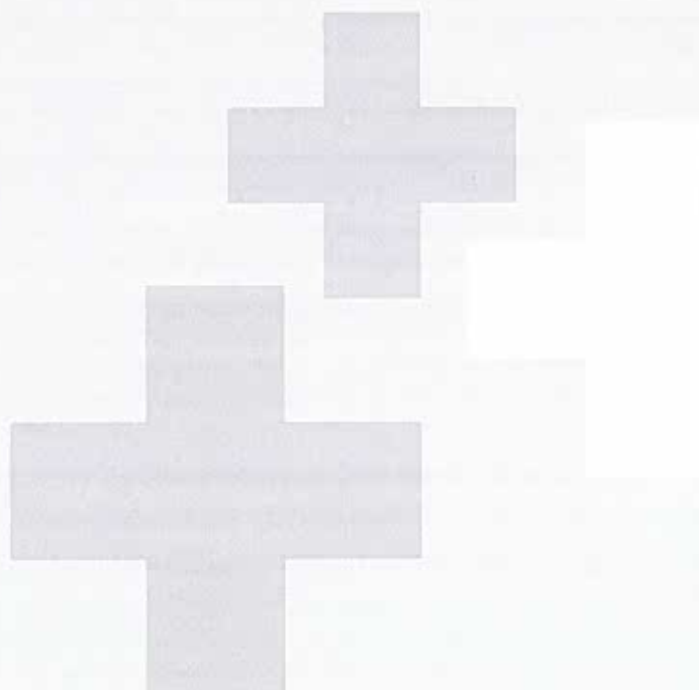
Rate Study Proposal for Combined Utility System Proposal Bid

Total Wastewater	\$ 36,260
Alternate: Wastewater Collection, Water Treatment and Distribution, and Electric Combined Utility Fund	\$ 78,440

2/4/2025	
_____ Date	_____ Authorized Signature
704.936.4441	828.484.2442
_____ Telephone Number	_____ Fax Number
mlevin@raftelis.com	Raftelis Financial Consultants, Inc.
_____ Email	_____ Company
227 W. Trade Street, Suite 1400, Charlotte, NC 28202	
_____ Address	
Melissa Levin, Executive Vice President	
_____ Printed Name and Title	

APPENDIX: FORMS

Appendix: Forms



**City of Westminster, S.C. Rate Study Proposal for Combined Utility System
Request for Proposal**

Issue Date: January 14, 2025

Respondents interested in being considered for this work should respond with one [1] original and two [2] copies of this submittal form along with the bid form no later than 2:30 p.m. on February 4, 2025 and must clearly be marked "Rate Study Proposal for Combined Utility System." They can be brought personally to the public opening at 2:30 p.m. Any submittal received after this date and time will not be considered and will be returned unopened to the firm. The submittal must be signed by an official authorized to bind the firm to the project. The submittal must contain all the evaluation criteria listed in the Request for Proposal (RFP).

Return this signed form with Bid Form

Must include an original copy signed by a person duly authorized to legally bind the person, partnership, company, or corporation submitting the bid.


Send Request for Bid to:

US Postal Mail Address
City of Westminster, S.C.
Attn: Reagan Osbon
P.O. Box 399
Westminster, SC 29693
Ph. (864)647-3212

Street Delivery Address
City of Westminster, S.C.
Attn: Reagan Osbon
100 E Windsor Street
Westminster, SC 29693
Ph. (864)647-3212

The City of Westminster is not liable for any costs incurred by respondents prior to contract award. The City of Westminster reserves the right to waive technicalities in its evaluation of proposals.

Acknowledgement:

Signature: 


Name (Print): Melissa Levin

Title: Executive Vice President

SC Drug Free Workplace Compliance

The following statement must be certified by the proposing firm:

By signing this Statement, I certify that we [our firm] will comply with all requirements of SC Code Section 44-107-10 et. seq., relating to the S.C. Drug Free Workplace Act:

		Melissa Levin
Authorized Signature		Printed Name
2/4/2025		mlevin@raftelis.com
Date		Email Address
Raftelis Financial Consultants, Inc.		704.936.4441
Company		Telephone
227 W. Trade Street, Suite 1400		
Mailing Address		
Charlotte	NC	28202
City	State	Zip Code

BACKGROUND

The City of Westminster owns and operates a wastewater collection system. The City is a member in the Oconee Joint Regional Sewer Authority (OJRSA), along with the cities of Seneca and Walhalla. The cities collect wastewater, which is processed by OJRSA. The City Wastewater collection system is accounted for as a part of the Combined Utility System, which also includes the City’s water and electric systems.

The primary focus of this rate study is to evaluate the wastewater collection system rates. However, the city is interested in a system study of its water system (which includes water treatment and water line distribution) and its electric distribution system.

For the wastewater collection system: The City is billed monthly by OJRSA based on Water consumption of the City’s customers. This rate study is designed to compliment and inform OJRSA’s feasibility study and the Ad Hoc Feasibility Committee. The tasks described below reflect the same language of the rate study from OJRSA to keep the studies “like-to-like.” The feasibility study can be found at <https://oirsa.org/wp-content/uploads/Regional-Feasibility-Presentation-Study-2024-8-5-DRAFT.pdf>.

The City requests an **alternative bid** to complete a rate study as described herein for the entire Combined Utility System, including three systems: wastewater collection, water treatment and distribution, and electric distribution. The alternate will provide all of the deliverables described for each system individually, with a summary of the entire Combined Utility System.

GENERAL CONDITIONS

1. The City of Westminster, South Carolina, will publicly open sealed proposals at 100 E Windsor Street, Westminster, S.C. 29693 for the items/service listed on the attached specifications.

Proposals will be opened _____ Tuesday, February 4, 2025 at 2:30 P.M.

2. The City of Westminster reserves the right to reject any and all proposals and to waive technicalities in the best interest of the City. Factors to be considered in awarding a contract will include experiences in use by the City or through research findings, and suitability for use by the City.

3. This Invitation for proposal document is also available online at:
 a) <https://westminstersc.org/departments/administration/#bids>
 b) <https://scbo.sc.gov/online-edition>

4. Questions must be submitted in writing, and any response affecting proposal award shall be conveyed in writing to all vendors. Official proposal specification changes are issued only by the designated official, Assistant City Administrator Reagan Osbon.

All inquiries should be directed to Assistant City Administrator – Reagan Osbon at (864) 647-3212 or rosbon@westminstersc.org

5. Awards are not official until the preferred vendor is formally notified, in writing, by the City.

6. Discrimination in employment practices on the basis of race, color, religion, national origin, sex, age or handicap (referred to as Equal Employment Opportunity) is prohibited. Proposers must certify that

their workers are legally qualified to work within the borders of the United States of America.

7. The City will follow its approved procurement policy. The policy can be found at <https://westminstersc.org/wp-content/uploads/2024/03/Procurement-Policy-adopted-10-2022.pdf>.

8. The will post any addenda, questions, or project changes at www.westminstersc.org/departments/administration/#bids. All questions will be posted.

9. The City will follow the procurement schedule as described below. Any changes to the schedule will be noted as an addendum:

RFP Published	January 14, 2025
Pre-Bid Meeting	January 27, 2025 at 2:00pm (Westminster City Hall; Virtual meeting link available upon request)
Questions Due	January 30, 2025 at 5:00pm
Bid Opening	February 4, 2025 at 2:30pm
Anticipated City Council Award	February 11, 2025
Anticipated Notification of Award	No later than February 14, 2025

10. Proposals should be directed to the attention of Reagan Osbon, City of Westminster, S.C., P.O. Box 399, Westminster, South Carolina 29693, with the notation "Rate Study for Combined Utility System Proposal" clearly marked on the outside of the envelope.

Acknowledgement of General Conditions:

Signature: 

Name (Print): Melissa Levin

Title: Executive Vice President

