

COPY

City of Westminster, SC

Proposal for

Rate Study for Combined Utility System





Cover Letter

February 04, 2025

Mr. Reagan Osbon
Assistant City Administrator
City of Westminster
100 East Windsor Street.
Westminster, SC 29693

Re: Proposal in Response to City of Westminster – Rate Study for Combined Utility System

Dear Mr. Osbon:

Willdan Financial Services (“Willdan”) appreciates the opportunity to submit our proposal to the City of Westminster (“City”) to conduct a Rate Study for the Wastewater System, and an alternate bid for the Combined Utility Systems that will provide all of the deliverables described herein for each system individually and a summary of the Combined Utility System. In addition, this proposal offers another alternate option that would include a rate study for only the water and wastewater systems. This proposal outlines our experience, expertise, and project understanding.

Willdan is one of the largest public sector financial consulting firms in the United States. Our company has helped over 800 public agencies successfully address a broad range of financial challenges, such as financing the costs of growth and generating revenues to fund desired services. Our firm contains professionals with decades of experience in water, wastewater, sanitation, and stormwater utility operations and economic/financial management. The Willdan Team is highly qualified for this engagement. These qualifications include:

Project Team/Experience — For this engagement, Willdan has assembled a project team of senior level subject matter experts that are well qualified to perform the requested consulting services. Willdan Team members have completed highly successful comprehensive rate studies for Cities, Counties and Special Purpose Districts in South Carolina, to include the *Cities of Florence, Clemson, Sumter, Walterboro, Goose Creek and Summerville, as well as Anderson County, Kershaw County, Lancaster County, James Island Public Service District; Greenwood Metropolitan District, SJWD Water District and Oconee Joint Regional Sewer Authority*. The proposed project manager, *Daryll Parker, MBA*, has provided utility rate consulting services in the Southeast region since 1994.

To properly address the City’s needs, particularly regarding the City’s Capital Improvement Program (CIP), Willdan has partnered with Bolton & Menk, (jointly the “Project Team,”). Bolton & Menk, a firm specializing in engineering, design, and planning solutions, has served South Carolina communities for nearly 40 years.

Unique Approach — Our approach to utility rate development has been carefully honed over the years. Unlike individual engineering and financial firms that may specialize in one area or the other, Willdan combines unsurpassed utility rate modeling and financial planning (Willdan’s specialty) with proven operational and economic analysis. We will work collaboratively with City staff to carefully assess and understand the unique utility system concerns and issues, and develop a tailored, rather than a “cookie-cutter,” approach.

Willdan’s interactive approach will result in a customized Excel financial model that is easy to use, and that the City will retain. The model and accompanying documentation will provide a focused and tailored analysis of the City’s current rates/assessments, customer classifications and characteristics, revenues, capital project and operational expenditures, debt commitments, reserve funding, and other financial data.

The culmination of our analysis will be a comprehensive financial management plan that develops projected system operating results for the next 10 fiscal years.

We will employ our proven interactive approach, supported with advanced financial modeling techniques, to develop a sophisticated and flexible financial model to help us guide the City through operating and financial scenarios, while evaluating the impact of policy assumptions, and performing sensitivity analysis on wastewater rate and financial strategies.

Communicating the Results — Sound technical analysis is only one element of this process. To gain political and community acceptance, it will be equally important to effectively communicate results and implications of the proposed rate structure(s) and billing and collection methodologies to City staff, City Commission, key stakeholders and, ultimately, to those that will be subject to the new rates/assessments. Willdan works with clients to develop educational materials and is available to participate in community workshops and stakeholder meetings.

When called upon, our proposed project team of qualified and experienced consultants can provide the consulting expertise you require. Shown below are key highlights of our experience.

- Valuable local expertise and insights demonstrated through the proposed project teams work on the recent OJRSA planning studies;
- A national company and one of the fastest growing consulting firms in the country;
- Development of an Excel-based dashboard model designed specifically for your needs;
- Cultivation of a partnership approach with City staff members;
- Fixed-fee pricing with no change orders unless additional services requested by the City;
- An industry leader (AWWA Manuals/Professional Speaking);
- Subject matter experts, "Best Practices" guidance;
- Ability to balance both financial and political realities;
- Focus on open communication with frequent project updates; and
- Stringent internal Quality Assurance/Quality Control program.

Thank you for your consideration; we appreciate having the opportunity to submit the following proposal to the City of Westminster. If you have any questions, please do not hesitate to contact Managing Principal Jeff McGarvey at (407) 459-7117 or via email at jmgarvey@willdan.com, or Principal Consultant Daryll Parker at (407) 575-5012 or via email at dparker@willdan.com.

Respectfully submitted,

WILLDAN FINANCIAL SERVICES



Daryll Parker, MBA
Project Manager, Principal Consultant



Jeff McGarvey
Managing Principal, Vice President
Willdan Authorized Representative

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Firm Profile

Experience and Qualifications

Willdan Financial Services is an operating division within Willdan Group, Inc. (WGI), which was founded in 1964 as an engineering firm working with local governments. Today, WGI is a publicly traded company (WLDN). WGI, through its divisions, provides professional technical and consulting services that ensure the quality, value and security of our nation's infrastructure, systems, facilities, and environment. The firm has pursued two primary service objectives since its inception—ensuring the success of its clients and enhancing its surrounding communities.

A financially stable company, Willdan has approximately 1,500 employees working in 26 states across the U.S. Our team includes a number of nationally recognized subject matter experts for all areas related to the broadest definition of connected communities

Willdan has solved economic, engineering and energy challenges for local communities and delivered industry-leading solutions that have transformed government and commerce. Today, we continue leading our clients into a future accelerated by changes in resources, infrastructure, technology, regulations, and industry trends.

Willdan Financial Services

Established on June 24, 1988, as a California corporation, Willdan Financial Services, is a national firm and is one of the largest public sector economic and financial analysis consulting firms in the United States. Since that time, we have helped over 800 public agencies successfully address a broad range of infrastructure challenges. Our staff of nearly 80 full-time employees support our clients by conducting year-round workshops and on-site training to assist them in keeping current with the latest developments in our areas of expertise.

Founded in 1964

50+ Offices Nationwide

800+ Municipal/Government Clients

Experience across 13 States 7 Countries

Experience spanning 30+ Years

240+ Utility Rate Studies in the past 5 years

Members of
 American Water Works Association (AWWA)
 The Water Environment Federation (WEF)
 The WaterReuse Foundation (WRF)
 National Association of Certified Valuers and Analysts (NACVA)

DIVERSE STAFF
 Project Managers, Financial Consultants, Community Engagement Experts, CPAs, Certified Valuation Analyst

Willdan Financial Services	
Areas of Expertise	
<ul style="list-style-type: none"> Utility rate and cost of service studies User fee studies Cost allocation studies Real estate economic analysis Tax increment finance district formation and amendment Property tax audits Housing development and implementation strategies 	<ul style="list-style-type: none"> Development impact fee establishment and analysis Economic development strategic plans District administration services Municipal advisory services Feasibility studies Arbitrage rebate and continuing disclosure services Debt issuance support Long-term financial plans and cash flow modeling

Subconsultant – Bolton & Menk



BOLTON & MENK

FIRM PROFILE



We believe all people should live in safe, sustainable, and beautiful communities and we take pride in our ability to make that happen. It's why we get out of bed every morning.

Our commitment to communities began in 1949, serving the needs of municipal clients in small towns. As we continue to grow in both numbers and experience, our dedication to building trust and ensuring a true partnership with our clients remains the same. Our goal is to help communities make progress by listening to what people want, finding the best solutions for their needs, and treating them right. Simply put, we're people helping people. Today, Bolton & Menk, Inc. has more than 1,000 multiregional employees including a staff of more than 300 professional engineers, planners, landscape architects, and surveyors.

Our dedication to our clients shines through in the work we provide. We are committed to cultivating and delivering exceptional community infrastructure solutions. From advocating for our communities to designing their dreams to finding funding; we take pride in our work because we live here too. We believe in the power of face-to-face meetings, friendly conversations, and collaborative decision-making to keep your projects on schedule, within budget, and focused on real, workable solutions.

We promise every client two things:
WE'LL WORK HARD FOR YOU AND WE'LL DO A GOOD JOB.
We take a personal interest in the work being done around us and do our part to build a better quality of life for all. At the end of the day, we're Real People offering Real Solutions.

Utility Rate Experience

Willdan's professional staff has provided professional consulting services, including financial planning; rate and cost-of-service studies; alternative and feasibility analyses; and operational and management studies for water, reclaimed water, wastewater, solid waste, and stormwater utility clients *across the United States for over three decades*.

Additionally, Willdan staff are involved with the development of the rate-setting methodologies set forth in the American Water Works Association (AWWA) M-1 manual "Principles of Water Rates, Fees and Charges," and the AWWA M-29 manual, "Water Utility Capital Financing." Willdan is nationally recognized for its expertise with staff frequently being called upon to speak or instruct on utility financial matters, as subject matter experts, including the AWWA Utility Management conference.

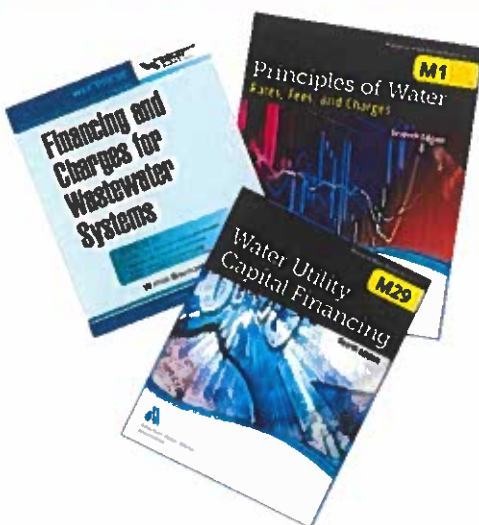
Willdan staff is experienced in a broad range of utility planning services; and therefore, understand the importance of an approach that integrates elements of utility planning, engineering, and finance. Willdan Team members possess considerable experience in utility rate and cost-of-service studies and have performed these services for hundreds of utilities throughout the country. Our team includes staff with public sector experience spanning 30 years, and staff on the forefront of utility rate-making and rate-modeling. In addition, team members have held positions as finance directors, deputy city managers, and auditors, and therefore understand the financial, operational, and political realities faced by governmental staff and management; we craft solutions which are sensitive to this.

Our expertise spans across the following utility financial planning services:

Willdan Financial Services

Experience and Expertise

- Retail and wholesale rate studies
- Revenue sufficiency analyses
- Utility management and policy assistance
- Rate ordinance drafting
- Miscellaneous fee and charge studies
- Renewal and replacement sufficiency analyses
- Comprehensive alternatives analyses
- Capital project funding studies
- Interactive rate model development with dashboards showing key performance indicators (KPIs)
- Connection fee / system development charge studies
- CIP financial scenario planning
- Billing system validation/rate testing
- Bond feasibility reports
- Valuation/divestiture studies
- Life cycle costs analyses



Willdan will work with the City to identify, and prioritize operational and fiscal objectives, and match these to specific rate attributes; and use this information throughout the engagement to develop a comprehensive financial plan and design wastewater rates/assessments that effectively meet these goals. The culmination of our analysis will be rate policies that guide the rate setting process, and a financial management plan that develops projected system operating results for the utility for the forecasted period. Willdan will employ its proven interactive approach, coupled with advanced financial modeling techniques to design rates and a financial plan that meets established goals and performance criteria. These modeling techniques serve as a powerful decision-making tool and provide the City with genuine business solutions and recommendations as to the strategic direction of its utility.

During rate and financial planning projects, we employ tools and techniques, which focus on consensus building among stakeholders to ensure the team understands the future financial implications of current management decisions. Our extensive project expertise is bolstered by our unique interactive financial planning process and model.

Project Team

Key Personnel

Our management and supervision of the project team is very simple: staff every position with experienced, capable personnel in sufficient numbers to deliver a superior product to the City of Westminster, on time and on budget. With that philosophy in mind, we have selected experienced professionals from Willdan Financial Services for this engagement.

We are confident that our team possesses the depth of experience that will successfully fulfill the desired work performance.

City of Westminster Project Team	
Willdan Financial Services	
Jeff McGarvey, Managing Principal — Project Principal & Quality Assurance/Control	
Areas of Expertise:	Rate and Cost-of-Service Studies; Impact/Capacity Fees; Expert Witness Testimony; Debt Issuance Support; Financial and Cash Flow Analyses; Bond Feasibility Reports; Revenue Sufficiency Studies
Daryll Parker, MBA, Principal Consultant — Project Manager	
Areas of Expertise:	Rate and Cost-of-Service Studies; Impact/Capacity Fees; Bond Feasibility Studies/Reports; Utility System Valuations; Revenue Sufficiency Studies
Tara Hollis, CPA, CVA, MBA, Principal Consultant — Project Consultant	
Areas of Expertise:	Rate and Cost-of-Service Studies; Impact/Capacity Fees; Expert Witness Testimony; Debt Issuance Support; Financial and Cash Flow Analyses; Bond Feasibility Reports; Revenue Sufficiency Studies
Tiffany Sturms, Senior Project Analyst — Lead Analyst	
Areas of Expertise:	Budgeting and Forecasting; Cost-of-Service Studies; Rate Analyses; Impact/Capacity Fees; Bond Feasibility Analyses; Revenue Sufficiency Studies; Dynamic Spreadsheet Development; Customer Data Analysis
Bolton & Menk	
Wesley W. Brown, P.E., Senior Principal Engineer — Lead Engineer	
Areas of Expertise:	Preliminary Engineering, Technical Review, Engineering Design, Construction Management
Katherine Amidon, AICP, Senior Environmental Planner — Planner	
Areas of Expertise:	Preliminary Engineering, Technical Review, Engineering Design, Construction Management

Staff Continuity

Mr. Parker has been assigned to serve as the City’s representative; and has been selected for this role due to his extensive experience, which includes the preparation and supervision of numerous utility rate studies, as well as his experience presenting to governing bodies, stakeholders, and industry groups.

Resumes

Resumes for each proposed team member have been provided on the following pages.



Jeffrey J. McGarvey, Managing Principal
Principal-in-Charge & Quality Assurance/Quality Control

Mr. McGarvey is a Managing Principal and Vice President in Willdan’s Financial Consulting Services group and resides in the Firm’s Orlando, Florida office. For more than 34 years, he has provided professional consulting services to municipal water, wastewater, solid waste, and electric utilities throughout the country.

He possesses a broad range of experience, including special expertise in complex alternatives analyses; utility rate analyses; utility valuations and acquisitions; regionalization and consolidation studies; debt issuance support; capital financing analyses; strategic planning; rate and regulatory assistance; and instituting financial mechanisms to provide for the sufficient recovery of operating and capital costs.

Rate & Cost-of-Service Studies – Mr. McGarvey has extensive experience in utility rates and cost-of-service studies, having prosecuted more than 150 throughout the country. Such experience generally relates to performing budget analyses, customer and usage analyses, development of revenue requirements, cost of service allocations and sensitivity analyses related to the implementation of rate structures designed to promote desired usage characteristics. It should also be noted that Mr. McGarvey has prosecuted over 40 system development fee studies throughout the course of his career.

Revenue Bonds, Feasibility Analyses and Capital Funding – Mr. McGarvey has been involved in the preparation of capital financing plans and financial feasibility studies associated with the issuance of over \$1 billion in municipal revenue bonds. The funding proceeds have been utilized for such purposes as utility acquisitions, expansion of facilities and various other capital improvement needs.

In addition, he has developed capital funding strategies utilizing various combinations of bonds, bank loans, government assistance loans (i.e., State Revolving Funds) and grants. He has also made numerous presentations on behalf of clients to various bond insurers and rating agencies (Moody’s, Standard & Poor’s, and Fitch).

Business and Strategic Planning – Mr. McGarvey has experience in developing complex financial and economic evaluation models for water, wastewater, solid waste, and electric utility systems located throughout the country. Such experience generally relates to the development of business and strategic plans as well as performing structured alternatives analyses and sensitivity analyses related to the evaluation and implementation of system modifications such as service and operational changes as well as planning for customer growth and capital expenditures.

34 Years of Experience

Areas of Expertise

- *Rate & Cost-of-Service Studies*
- *Rate Design*
- *Dynamic Computer Modeling*
- *System Development Fee Studies*
- *Revenue Bonds*
- *Capital & Financial Planning*
- *Acquisitions & Mergers*
- *Utility Valuations*
- *Long Term Strategic Planning*

Presentations

“Wall Street’s Perception of North Carolina Water and Sewer Utilities: Positioning for Success,” presented at the North Carolina AWWA-WEA Annual Conference

“Renewal and Replacement Costs: How Much is Enough?” presented at the AWWA/WEF Utility Management Conference

Education

BSBA - University of Central Florida



Daryll B. Parker, MBA
Project Manager

Mr. Parker is a Principal Consultant with Willdan Financial Services and has more than 30 years of water and wastewater utility rate, financial, economic, and capital planning experience. He resides in the firm's Orlando, Florida office and his expertise includes rate and cost-of-service studies, wholesale rates, system development fee studies, capital planning, debt issuance support, and regionalization studies.

Rate & Cost-of-Service Studies – Mr. Parker has extensive experience in water and wastewater rate and cost-of-service studies, having prosecuted more than 175 studies. Such studies generally require the development of revenue requirements, performing budget analyses, customer and usage analyses, cost-of-service allocations, financing plan for the capital improvement program, development of user rates to meet client goals and objectives, and the development of a dynamic “dashboard driven” model. It should be noted that Mr. Parker has prosecuted over 80 system development fee studies throughout the course of his career.

Management Consulting – Mr. Parker has been involved with many different facets of management consulting for water and wastewater utility systems including strategic planning, assisting with rate and regulatory matters, analyzing capital funding alternatives and instituting financial mechanisms to provide for sufficient and equitable recovery of operating and capital costs.

Dynamic “Dashboard Driven” Modeling – Mr. Parker has extensive experience developing “custom” Excel rate models that are user friendly, apply easy navigational aids and include a dynamic dashboard tool that supports unlimited “what-if” analyses. Separate dashboard functionality can be developed for each utility system, as well as for the combined enterprise system. The dashboard tool is especially useful in explaining rate options to elected officials, utility advisory boards and members of the public. In addition, the dashboard has interactive graphics, the ability to produce a series of reports as inputs are changed, and the ability to produce financial measures and ratios. It also includes the ability to show alternative pricing structures (uniform versus tiered rates), scenarios/sensitivity analysis post-study, and fiscal budget submissions including rate proposals.

Revenue Bonds, Feasibility Analyses and Capital Funding – Mr. Parker has been involved in the preparation of Financial Feasibility Reports (for inclusion in the Official Statement offering document) in support of more than \$1 billion of long-term indebtedness. He has also made presentations to local government commissions, rating agencies and bond insurers (i.e. Moody's, Standard & Poor's, Fitch, Ambac, FSA, etc.).

30 Years of Experience

Areas of Expertise

- *Rate & Cost-of-Service Studies*
- *Rate Design*
- *Dynamic Computer Modeling*
- *System Development Fee Studies*
- *Revenue Bond Feasibility Reports*
- *Capital & Financial Planning*
- *Acquisitions & Mergers*
- *Valuation Studies*

Presentations/Training

“Long Term Capital & Financial Planning for Public Utility Systems,”
EUCI Training Course

“System Development Fees Case Study,” presented at the North Carolina Government Finance Officers Association Conference

“Utility Rate Studies & Rate Surveys,” presented at the South Carolina Utility Billing Association Annual Meeting

“Getting Ready for Wall Street,” presented at the South Carolina Environmental Conference

“The Reclaimed Water Pricing Paradox,” presented at the North Carolina AWWA/WEA Water Reuse Seminar

Education

MBA - University of Florida

BSBA - University of Florida



Tara L. Hollis, CPA, CVA, MBA
Project Consultant

Ms. Hollis is a Principal Consultant with Willdan Financial Services and has more than 25 years of experience. She is based in the firm’s Orlando, Florida office and has provided consulting services throughout the southeast and across the country. Ms. Hollis has provided utility rate, financial, economic, and capital planning services for water, wastewater, stormwater, reclaimed water, solid waste, and electric utility systems. She specializes in rate and cost-of-service studies, capital planning, feasibility and financial reports, debt structuring analyses for the issuance of utility indebtedness, and valuation studies for mergers or acquisitions.

Establishment of Stormwater Utility Rates – Ms. Hollis has been involved in numerous stormwater utility projects and her experience encompasses the following: development of policies and goals; evaluation of alternative rate structures; review and evaluation of billing and collection alternatives; public information programs; preparation of preliminary budgets; detailed cost-of-service analysis and rate design; billing integration; grant and cost share project funding; and development of ordinances and rate schedules.

Rate & Cost-of-Service Studies – Ms. Hollis has extensive experience specific to utility rate and cost-of-service studies, having prosecuted more than 140 studies. Such experience generally relates to performing budget analyses, customer and usage analyses, development of revenue requirements, cost-of-service allocations and sensitivity analyses related to the implementation of rate structures designed to promote desired usage characteristics. It should also be noted that Ms. Hollis has prosecuted over 35 system development fee studies throughout the course of her career.

Revenue Bonds, Feasibility Analyses and Capital Funding – Ms. Hollis has been involved in the preparation of Bond Resolutions, Official Statement Financial Feasibility Reports, Certificates of Compliance, Additional Bonds Test certificates, and other related documents in support of \$1.5 billion of long-term indebtedness. The funding proceeds have been utilized for such purposes as utility acquisitions, expansion of facilities and various other capital improvement needs. In addition, she has developed capital funding strategies utilizing various combinations of bonds, bank loans, government assistance loans (i.e. State Revolving Funds) and grants. She also has extensive experience related to reviewing and analyzing compliance with bond covenant requirements and contractual obligations.

Utility System Valuations – Ms. Hollis has conducted over 200 valuation studies using various techniques including the cost approach, income approach, and comparable sales approach for water, wastewater, and electric utility systems. She has developed detailed financial forecasts and cash flow models to be used in utility acquisition assistance including contract negotiations, transitional, transactional, and financial feasibility analysis. Additionally, Ms. Hollis is a Certified Valuation Analyst, designated from the National Association of Certified Valuers and Analysts.

25 Years of Experience

Certifications

C.P.A. Florida, No. AC-0031100
Certified Valuation Analyst

Areas of Expertise

- Rate Studies
- Revenue Bonds
- Assessment Programs
- Capital & Financial Planning
- System Development Fee Studies
- Acquisitions & Mergers
- Utility Valuations
- Expert Witness Testimony
- Utility Optimization Services

Presentations

“Long Term Capital & Financial Planning for Public Utility Systems,”
EUCI Training Course

“Financial Forces Impacting Utility Systems,” presented at the Growth and Infrastructure Consortium Conference in Florida

“Financial Sustainability as a Basis for Utility Management” presented at the South Carolina Rural Water Association Conference

“Financial Forces Impacting Small Utility Systems” presented at the AWWA Section Conference in Indiana

Education

MBA - University of Central Florida

BSBA - University of Central Florida

Tiffany Sturms

Lead Analyst

Ms. Sturms is a senior project analyst within Willdan's Financial Consulting Services group. Her focal purpose is to assist principal consultants with utility rate and user fee studies, assessments/non-ad valorem studies, and other financial analyses. She is proficient with Microsoft Excel and has implemented vigorous analyses for a diversity of entities, including cities, counties, public service districts and investor-owned utilities.

Ms. Sturms has conducted an eclectic assortment of financial engagements, including, mutual funds and hedge fund performance and style evaluations, investment strategies, leveraged portfolios, efficient frontier of optimal portfolios, constrained optimization, strategic analysis and recommendations, commercial banks ratio, liabilities/deposits, lending portfolio, non-interest income/expense, risk management, financing, and valuation analyses. Outlined below is Ms. Sturms' pertinent project experience.

Utility Rate Study Experience

- City of DeLand, FL (stormwater)
- City of South Daytona, FL (stormwater, water, sewer)
- City of Aiken, SC (stormwater, water, sewer)
- Bay Laurel Center CDD, FL (water and sewer)
- Town of Mount Pleasant, SC (stormwater)
- Bella Collina CDD, FL (water and sewer)
- City of Oviedo, FL (stormwater, water, and sewer)
- City of Brentwood, TN (water and sewer)

Impact/Capacity Fee Studies

- Belmont, NC (water and sewer system development fees)
- City of Gastonia, NC (water and sewer system development fee)
- City of Woodruff, SC (sewer system development fee)

Assessments

- City of Longboat Key, FL (navigation maintenance)
- City of Oviedo, FL (streetlights)

Other Financial Analyses

- City of Lillington, NC (utility valuation analysis)
- Tymber Creek Utilities, FL (annual report)
- Various Developers, TX (CCN valuations)

6 Years of Experience

Areas of Expertise

- *Utility Rate Studies*
- *Impact/Capacity Fee Studies*
- *User Fee Studies*
- *Utility Valuations*
- *Revenue Bonds*
- *Assessment Programs*
- *Financing and Valuation Analysis*
- *Risk Management*

Education

BS/ACC -Indiana Wesleyan University

MSA - Indiana Wesleyan University



WES BROWN, PE



MUNICIPAL SOUTHEAST GROUP LEADER | SENIOR PRINCIPAL

EDUCATION

Bachelor of Science - Civil Engineering Iowa State University

REGISTRATION

- Professional Engineer, SC
- Professional Engineer, NC
- Professional Engineer, MN
- Professional Engineer, IA

SUMMARY

Wes leads our southeast municipal group as senior principal, bringing innovative solutions and strategic insight to a growing portfolio of projects across the Southeast. With more than 25 years of experience, Wes excels in guiding planning, design, bidding, and construction administration for municipal infrastructure projects. He is skilled in coordinating project teams and ensuring streamlined, client-focused processes. Known for his collaborative approach, Wes represents clients effectively in public presentations and project negotiations, fostering solutions that meet community needs while enhancing municipal development. Wes previously served as the designated consultant city engineer for more than a dozen communities in Iowa and Minnesota over the past 20 years. He has recently located to Charlotte to bring Bolton & Menk’s model of serving municipalities in the Carolinas.

EXPERIENCE

- *Oconee Joint Regional Sewer Authority Feasibility Study, Oconee County, SC*
- On-Call Engineering Services, Stallings, NC
- Consulting Engineering Services, Charlotte, NC
- On-Call Stormwater Engineering Projects, Charlotte, NC
- Sanitary Sewer Improvements, Rolfe, IA
- City-Wide Sanitary Sewer Master Plan, Sious Center, IA
- Design Standards, Rolesville, NC
- Martin Hall Sector Study, Clemson University, SC
- Highway 18, Watermain Extension, Algona, IA



KATHERINE AMIDON, AICP



WATER RESOURCES SENIOR PLANNER

EDUCATION

Bachelor of Science – Organic Chemistry
Bates College

Master of City and Regional Planning -
Environmental Planning
Clemson University

NOTABLE ACCOMPLISHMENTS

Vice Chair, Saluda River Basin Council
March 2023 - Present

SUMMARY

Katherine is a senior environmental planner and hands-on project manager with a focus on planning, land use/water quality, stakeholder engagement, park development, and infill redevelopment. She began her career in 2011 and as project manager for multiple municipal projects, now leads teams of professional engineers, landscape architects, planners, and subcontractors in environmental assessments, strategies, and planning.

An AICP-certified planner, Katherine holds a master's degree in city and regional planning with an emphasis on environmental planning and projects of public interest. She is adept at applying standard project management principles to keep projects on track and clients and stakeholders engaged. She is an enthusiastic and engaging public speaker and enjoys coordinating with stakeholders and helping build consensus for complex projects. She is most passionate about projects that involve water, and she takes a sustainable approach to project research, innovation, and implementation.

EXPERIENCE

- *Oconee Joint Regional Sewer Authority Basin Study, Oconee County, SC*
- *Oconee Joint Regional Sewer Authority Feasibility Study, Oconee County, SC*
- Blythewood Area Sewer Study, Richland County, SC
- Downtown Master Plan, Westminster, SC
- Tyger River Recreation Region Master Plan, Spartanburg County, SC
- Downtown Revitalization, Simpsonville, SC
- Zoning and Master Plan, West Pelzer, SC
- Conservation Easement Analysis, West Pelzer, South Carolina
- Parks and Recreation Master Plan, Jasper County, South Carolina

Project Approach

Project Understanding

Willdan along with its teaming partner, Bolton & Menk, will work with the City to identify and prioritize operational and fiscal objectives, matching these to specific rate attributes, and use this information throughout the engagement to develop a comprehensive multi-year financial plan. We will then develop utility rates that effectively meet these goals. The culmination of our analyses will be rate and fee policies that guide the rate setting process, and a financial management plan that develops projected Combined Enterprise Fund operating results for the forecasted period.

Willdan will employ its proven interactive approach, coupled with advanced financial modeling techniques to design rates and a financial plan that meet established goals and performance criteria. These modeling techniques serve as a powerful decision-making tool and will provide the City with genuine business solutions and recommendations as to the strategic direction of the Enterprise Funds.

Model Forecasting Capability

To address questions that may arise during Project Team meetings with staff or elected officials, the dynamic modeling used by Willdan will help to gain consensus regarding the rate and financial plan which best addresses your needs. Subsequent to careful development and validation of the baseline forecast, a series of alternative forecasts (projections) can be prepared illustrating results in the following general categories.

- **What if things turn out differently?** These alternatives will demonstrate the sensitivity of the forecast to the significant assumptions used. This results in a sound understanding of areas where a conservative forecast approach is warranted.
- **What happens when we try this?** This series of alternatives focuses on different financial management approaches. For example, the use of different financing techniques such as capitalized interest, interim short-term financing, and capital appreciation bonds may be explored.
- **What can we do to make it better?** This approach to forecasting identifies the factors that may be causing significant rate increases in a given year and explores alternatives. For example, if a large capital project in a single year is the culprit, we would work with staff and the consulting engineers to determine whether this project could be phased or delayed.
- **How will any adjustments affect our customers?** In examining rate structure alternatives, we will demonstrate and discuss how users in various categories or classifications will be impacted. Our team will use our rate design model to explore the impact of various rate structures on bills for each customer class over the relevant consumption range.

Graphic Depiction of the Model Dashboard

The sample dashboard graphic below illustrates how we can summarize data, assumptions, and calculations into an easy-to-understand graphical interface that updates with each alternative scenario evaluated. To summarize, rate model development is an integral part of the Willdan consulting process, and one in which staff and other stakeholders play a collaborative role.



Scope of Services

Provided herein is a detailed description of the scope of work anticipated to complete the rate study project. The proposed scope of work is intended to develop a multi-year rate and capital planning model that will include estimated rate impacts and provide a review process that will allow the City to accomplish the changes in rates and policies necessary to recover costs equitably, fund future capital projects and remain financially strong.

Phase 1: Data Collection and Review

Task 1.1 – Data Collection. As a means of initiating the project activities, the City will be provided with an initial list of basic data needed to conduct the study. The data request will include items such as financial and operating data, customer account and billing data, reports prepared by others, budgets, audits, capital improvement programs, official bond statements, debt service schedules, master plans, ordinances, previous rate studies and policy statements.

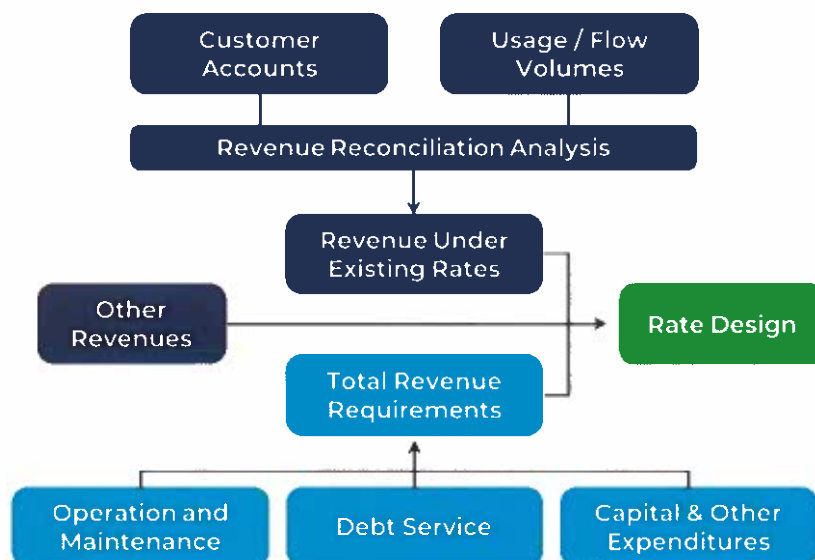


Task 1.2 – Data Review. Upon allowing time for the City to gather data in accordance with the initial data request, a kick-off meeting will be made with key City representatives to receive available data collected by staff, discuss additional data requirements, and to ensure that the project objectives are clearly defined and understood by all parties. Data will be reviewed for completeness and to ensure a sufficient understanding of historical utility operations.

Phase 2: Revenue Requirements and Rate Determinants

Task 2.1 – Historical Billing Data Analysis. The data request document will provide instructions for the development of historical customer billing information. It is anticipated that the billing information will be provided in a format necessary to summarize the system accounts and volumes by customer class, meter size and usage blocks for a recent historical period for which audited revenues exist. The customers and flows provide the basis on which operating revenues are derived and are therefore the primary factors utilized in reviewing the user rates and charges.

Task 2.2 – Customer and Flow Projections. Utility system accounts and flows will be forecast for a five-year planning period. Such projections will be developed by considering historical growth trends, climatological patterns, local economic conditions, potential for adding/losing major utility customers, changes in customer class usage patterns over time (based on Client input) and experienced judgment.



The flow projections will be based on the projected number of utility accounts and a usage per account analysis to differentiate the historical effects of account growth and increased (decreased) average usage by customer class.

Task 2.3 – Projected Revenues Under Existing Rates. Projections of Combined Enterprise Fund revenues under existing rates for the planning period will be developed recognizing projected accounts, flow volumes, and usage patterns by customer class (as determined in the billing analysis under the previous tasks). Such revenue projections will assume that the existing user rates and rate structures remain constant at the existing levels.

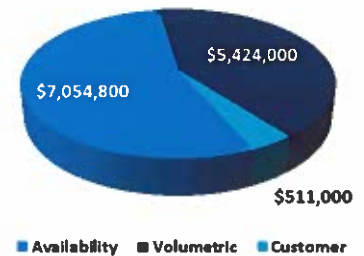
Task 2.4 – Miscellaneous Revenue Projections. The revenues to be generated from other existing sources including such items as interest income, tapping fees, late payment charges, and other miscellaneous service charges will be projected for the planning period. It should be noted that prior to projection, each ancillary revenue source will be reviewed for a general level of reasonableness based on standard cost principles and concepts.

Task 2.5 – Projected Revenue Requirements. Revenue requirements (i.e. Combined Enterprise Fund expenditures) will be developed based on an analysis of historical, currently budgeted, and anticipated operating and capital expenditures. The revenue requirements will be projected on a fiscal year cash flow basis; taking into account expected operational changes, changes in staffing or operating expenditures for new facilities, system growth occurring from new development, anticipated extraordinary expenses, and allowances for inflation.

The projections will include, but not be limited to, the following:

- Operation and maintenance expenses
- Outlay for Routine Annual Capital Additions and Replacements, if applicable,
- Debt service and reserve requirements (liquidity) on existing and anticipated debt
- Transfers to fund major capital improvements
- Other expenditures and transfers

**Allocation of Revenue Requirements
Wastewater System**



Task 2.6 – Projected Operating Results Based on Existing Rates. The projected revenues and revenue requirements will be summarized into a five-year cash flow statement providing the projected operating results of the Combined Enterprise Fund under the existing rates. The five-year cash flow statement will be used to estimate annual adjustments in utility revenues necessary to fund expenditure requirements, meet bond covenant requirements, and maintain prudent utility management practices. The estimated timing and magnitude of future debt issues required to finance proposed capital improvements, as provided by the City’s Financial Advisor (if applicable), will also be included in the five-year cash flow statement.

Concurrent with the development of the projected operating results, Key Performance Indicators (or “KPI’s”) will be developed which will show the general financial health of the utility operations. If necessary, Willdan will work with the City’s Financial Advisor to make recommendations for future debt issuance needs, required/targeted fund balances or reserves (liquidity), and debt service coverage ratios to maintain financial integrity and a stable bond rating.

Bolton & Menk will provide a map of the future growth areas, along with a memo and summary table of the current and future flows to Willdan for use in the cost of service and rate analysis calculations. The analysis of the water and wastewater system shall be reported on separately.

Phase 3: User Rate and Charge Analysis

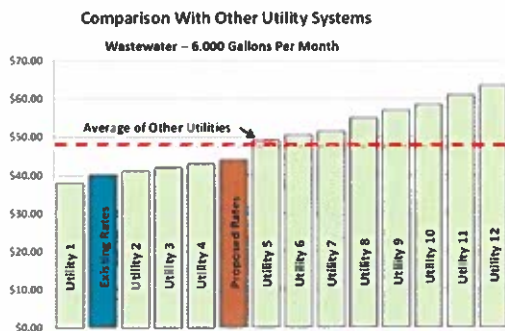
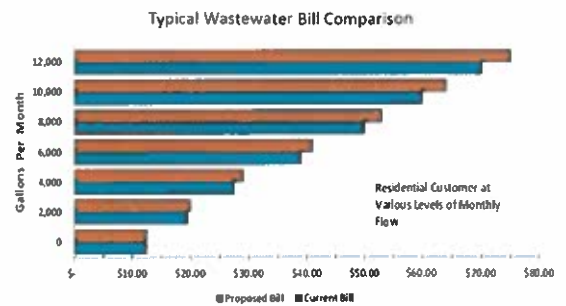
Task 3.1 – Evaluation of Existing Rate Structure. The existing rate structures will be evaluated for their effectiveness in equitably recovering costs of utility service from each customer class. Consideration will also be given to the City’s current utility policies, existing tariffs, pricing objectives, and practical limitations.

Task 3.2 – Rate Structure Alternatives. An interactive dashboard model will be developed that will allow for the consideration of alternative rate structures (if desired by the City) while still meeting the funding needs required for the Combined Enterprise Fund. Any recommended rate structure alternatives will be developed that enable the City to recover the projected revenues needed to fund utility operations, recognizing equitable cost recovery by customer class, establishing reasonable recovery of costs from existing and new utility customers, and complying with applicable regulations and policies.

Task 3.3 – Projected Operating Results Based on Proposed Rates.

The proposed user rates will be applied to the projected customers and flows in order to estimate the revenues to be generated from the proposed rates for the test year and the subsequent years of the projection period. The projected revenues will consider possible elasticity effects associated with changes in usage characteristics that may occur from revising the rate structure. In addition, similar to the process described in Task 2.6, the five-year cash flow statement will identify annual adjustments in Combined Enterprise Fund revenues necessary to meet bond covenant requirements, prudent management practices, and/or sound capital financing considerations.

Task 3.4 – Typical Bill Comparison. A comparison of typical monthly utility bills under the existing and proposed rates will be developed for each customer class under various levels of usage. The selected customer class usage levels will reflect the results of the billing analysis so as to better demonstrate rate impacts on typical customer accounts in each class.



Task 3.5 – Neighboring Utility Comparison. A comparison will be prepared to assess the difference between the existing and proposed rates of the City with those of other public utility systems in the same geographic region.

Phase 4: Capital Financing Analysis

Task 4.1 – Review Capital Improvement Program (CIP). The City's existing Combined Enterprise Fund CIP will be reviewed in conjunction with conversations with staff. The objective of such review is to gain an understanding of the types of projects scheduled, the timing associated

with such projects, and associated expenditure requirements.

Task 4.2 – Develop Capital Financing Plan. Based on the findings in Task 4.3, a general financing plan will be developed to provide for the anticipated capital expenditure activities, including potential debt issuances, relative to the CIP. Willdan will rely on City staff or the City's Financial Advisor pertaining to any assumptions regarding future debt service issuances. Such a financing plan will include consideration for the use of restricted and unrestricted funds, surplus operating reserves, system development fee revenues, debt service and future rate adjustments.

Phase 5: Reports and Deliverables

Task 5.1 – Draft Report Preparation. A preliminary draft report will be prepared by Willdan and Bolton & Menk addressing the study findings and recommendations. Contents will also include salient assumptions relied upon for the projection of customers and service characteristics, revenue requirements, revenues, operating results, and any proposed adjustments to the utility rates. An electronic (PDF) copy of the preliminary draft report will be submitted for staff review.

Task 5.2 – Final Report Preparation. Based on review comments received from staff and other participants, the draft report will be revised to incorporate the agreed upon changes. Upon completion, an electronic (PDF) copy of the final rate study report will be provided for the City's records.

Task 5.3 – Final Dashboard Model. As previously addressed, an interactive dashboard model will be developed to allow for the consideration of alternative rate structures (if deemed appropriate) that meet the funding needs of the Utility Enterprise Fund. The Excel-based rate model will have all the elements necessary to conduct a full financial analysis and to provide the output necessary for the rate study. Features of the analysis model include the ability to incorporate line-item data and assumptions that are then summarized in a graphical dashboard to show key performance indicators for the Utility Enterprise Fund. Upon completion of the rate study project, the final dashboard model will be provided to the City for continued use as necessary by staff.

Phase 6: Meetings & Presentations

Projects of this nature require a certain amount of personal interaction through meetings, web conferences and public presentations. Provided herein is a description of the meetings and presentations anticipated for the combined project.

Task 6.1 - Initial Kick-Off Meeting. An initial kick-off meeting will be scheduled with the City's representatives during a mutually convenient time at the start of the project to discuss project requirements, finalize scheduling and reporting requirements, and receive overall project direction. The meeting is part of the project initiation activities and will help ensure that the project objectives are clearly defined and understood by all parties.

Task 6.2 - Project Status Web Conferences. After data has gathered and analyzed, and significant progress has been made on the Studies, web-conference meetings will be scheduled to provide status updates of the preliminary analysis of the Studies to staff to obtain input as the projects progress. This task will be for the time period prior to completion of the draft reports for each of the Studies.

Task 6.3 - Draft Report Web Conference. After allowing sufficient review time from the delivery of the draft report of the Studies, a web conference will be scheduled to present the results to staff. The purpose will be to: 1) provide staff members with a better understanding of the analyses and assumptions applied in developing the proposed utility rates, and 2) obtain personal feedback and comments from staff members responsible for implementing any proposed revisions.

Task 6.4 - Public Presentation. If desired, the results of the Studies will be presented to the City Council during a public meeting (i.e. a general workshop session or public hearing). This presentation will be provided to offer the supporting rationale for the proposed revisions and to address any questions and/or concerns raised by the Mayor and Council Members prior to action being taken on the utility rates.

City Staff Support

Willdan recommends that the City assign a key individual as project manager. As our analysis is developed, it is expected that the City's appointed project manager will:

1. Coordinate responses to informational requests;
2. Coordinate review of work products; and
3. Identify appropriate staff members for participation in meetings and facilitate scheduling.

We will ask for responses to initial information, follow-up requests and comments on reports within five business days or otherwise agreed upon timetable. If there are delays, the project manager will follow up with the parties involved to establish an estimated date for the delivery of information and/or feedback. To ensure continued progression, the project manager will reconvene with the rest of the Willdan project team to identify tasks that can be started while waiting for requested data.

Willdan will rely on the validity and accuracy of the City's data and documentation to complete our analysis. Willdan will rely on the data as being accurate without performing an independent verification of accuracy, and Willdan will not be responsible for any errors that result from inaccurate data provided by the client or a third party.

Project Disclaimer

The City of Westminster further represents, acknowledges, and agrees that:

- (i) The City uses, or may use, the services of one or more municipal advisors registered with the U.S. Securities and Exchange Commission (“SEC”) to advise it in connection with municipal financial products and the issuance of municipal securities;
- (ii) The City is not looking to Willdan to provide, and City shall not otherwise request or require Willdan to provide, any advice or recommendations with respect to municipal financial products or the issuance of municipal securities (including any advice or recommendations with respect to the structure, timing, terms, and other similar matters concerning such financial products or issues);
- (iii) The provisions of this proposal and the services to be provided hereunder as outlined in the scope of services are not intended (and shall not be construed) to constitute or include any municipal advisory services within the meaning of Section 15B of the U.S. Securities Exchange Act of 1934, as amended (the “Exchange Act”), and the rules and regulations adopted thereunder;
- (iv) For the avoidance of doubt and without limiting the foregoing, in connection with any revenue projections, cash-flow analyses, feasibility studies and/or other analyses Willdan may provide the City with respect to financial, economic or other matters relating to a prospective, new or existing issuance of municipal securities of the City, (A) any such projections, studies and analyses shall be based upon assumptions, opinions or views (including, without limitation, any assumptions related to revenue growth) established by the City, in conjunction with such of its municipal, financial, legal and other advisers as it deems appropriate; and (B) under no circumstances shall Willdan be asked to provide, nor shall it provide, any advice or recommendations or subjective assumptions, opinions or views with respect to the actual or proposed structure, terms, timing, pricing or other similar matters with respect to any municipal financial products or municipal securities issuances, including any revisions or amendments thereto; and
- (v) Notwithstanding all of the foregoing, the City recognizes that interpretive guidance regarding municipal advisory activities is currently quite limited and is likely to evolve and develop during the term of the potential engagement and, to that end, the City will work with Willdan throughout the term of the potential Agreement to ensure that the Agreement and the services to be provided by Willdan hereunder, is interpreted by the parties, and if necessary amended, in a manner intended to ensure that the City is not asking Willdan to provide, and Willdan is not in fact providing or required to provide, any municipal advisory services.






Project Management and Quality Assurance/Control Approach

Project Management

At Willdan, we utilize a Project Management Process/Approach that ensures projects are completed on time, within budget and most importantly yield results that match our clients' expectations. We will document discussions leading to important policy decisions and/or the choice of critical assumptions used in constructing the analysis and model.

Through the process of providing regular updates and conducting status conference calls, potential issues will be highlighted, discussed, and resolved. Any deviances from the project timeline will be identified and plans will be developed for course corrections.

Following key stakeholder discussions, we will schedule a call to summarize findings and direction with City staff, to make certain that we are in agreement with stated objectives, and that feedback is incorporated as appropriate.

Project Management				
				
Define the Project	Plan the Project	Manage the Project	Review the Project	Communicate the Project
<ul style="list-style-type: none"> Identify the project scope, set objectives, list potential constraints, document assumptions. Define a course of action and develop an effective communication plan. Provide a forum for applying the team's collective expertise to solving difficult analytical issues that arise in complex projects. 	<ul style="list-style-type: none"> Collaborate with the project team and client staff and agree upon timeline to meet the estimated project timeline. Assign workload functions to appropriately qualified staff to ensure milestones are met, on time. Pre-schedule quality control meetings with project team to maintain the progressive motion of the project. 	<ul style="list-style-type: none"> Manage the execution of the project. Direct existing and upcoming project tasks. Control and monitor work in progress. Provide feedback to client and project team. Identify and resolve deviances from project timeline. 	<ul style="list-style-type: none"> Review all work product and deliverables. Utilize structured quality assurance process involving up to three levels of review at the peer level, project manager level. Procure executive officer level review. 	<ul style="list-style-type: none"> Communicate with the client regarding work status and progress. Ensure client is in receipt of regular status updates. Schedule regular conference calls to touch base. Inform client of roadblocks, work outside of projected scope.



Quality Assurance / Quality Control Process

Our quality control program is incorporated as a required element of Willdan’s day-to-day activities. There are three levels of reviews incorporated for our deliverables:

- 1) Peer review;
- 2) Project Manager review; and
- 3) Final quality assurance manager review.

Peer reviews involve one analyst reviewing the work of another, while project manager reviews are conducted prior to delivery to the quality assurance manager. The quality assurance manager then performs a final review. This ensures that our final product has been thoroughly evaluated for potential errors; thus, providing quality client deliverables, and high levels of integrity and outcomes.



The primary mission of our quality control plan is to provide staff with the technical and managerial expertise to plan, organize, implement, and control the overall quality effort, thereby ensuring the completion of a quality project within the time and budget established.

Quality Assurance Goals		
Goal	Lead	Task
Quality Assurance / Control Process	Jeff McGarvey	<ul style="list-style-type: none"> ▪ Establish a set of planned and systematic actions for maintaining a high level of quality in the professional services performed; ▪ Emphasize quality in every phase of work; ▪ Ensure efficient use of resources; ▪ Establish a consistent and uniform approach to the services performed; and ▪ Implement appropriate quality control measures for each work task of the project.
Quality Control Plan	Daryll Parker & Jeff McGarvey	<ul style="list-style-type: none"> ▪ Contract deliverables; ▪ Specific quality control procedures; ▪ Special quality control emphasis; ▪ Budget and manpower requirements; ▪ Overall project schedule and budget; and ▪ Project documentation requirements.

Carolina Experience

Our proposed Project Team brings more than **40 years of Carolina experience** and has prosecuted hundreds of rate studies. The following table provides a representative listing of the Team's Carolina experience.

Willdan Project Team Experience		Affordability	Capital Funding	Debt Issuance Support	Capacity/Impact Fees	Model Development	Rate Structure	Rate Study	Regionalization	Revenue Enhancement	Scenario & Risk Analysis	Miscellaneous Fees	Testimony	Wholesale Rates
ST	Entity													
SC	Abbeville, City of		✓			✓	✓	✓			✓			
SC	Aiken					✓	✓	✓						
SC	Anderson, City of	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓			
SC	Beaufort Jasper Water & Sewer Authority		✓			✓	✓	✓			✓			
SC	Beaufort, City of	✓	✓			✓	✓	✓		✓	✓			
SC	Bennettsville, City of	✓	✓	✓		✓	✓	✓		✓	✓		✓	
SC	Berkeley County Water & Sanitation	✓	✓			✓	✓	✓		✓	✓			
SC	Camden, City of					✓	✓	✓					✓	✓
SC	Cayce, City of	✓	✓	✓		✓	✓	✓		✓	✓			
SC	Cheraw, City of					✓	✓	✓						
SC	Clemson, City of	✓	✓			✓	✓	✓		✓	✓			
SC	Clinton, City of	✓	✓			✓	✓	✓		✓	✓			
SC	Clover, Town of	✓	✓		✓	✓	✓	✓		✓	✓			
SC	Columbia, City of	✓	✓		✓	✓	✓	✓		✓	✓			
SC	Dorchester County	✓	✓		✓	✓	✓	✓		✓	✓			
SC	Due West, Town of					✓	✓	✓					✓	✓
SC	Easley Combined Utility System	✓	✓	✓		✓	✓	✓		✓	✓			
SC	East Richland County PSD					✓	✓	✓						
SC	Florence, City of	✓	✓	✓	✓	✓	✓	✓		✓	✓			
SC	Folly Beach, City of					✓	✓	✓						
SC	Fort Mill, Town of	✓	✓		✓	✓	✓	✓		✓	✓			
SC	Gaffney Board of Public Works	✓	✓			✓	✓	✓		✓	✓			
SC	Georgetown, City of	✓	✓			✓	✓	✓		✓	✓			✓
SC	Goose Creek, City of					✓	✓	✓						
SC	Greenville Water System	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓		
SC	Greenwood Commission of Public Works	✓	✓	✓	✓	✓	✓	✓		✓	✓		✓	
SC	Greenwood Metropolitan District	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓		
SC	Greer Commission of Public Works	✓	✓	✓	✓	✓	✓	✓		✓	✓			
SC	Hilton Head Public Service District	✓	✓	✓		✓	✓	✓			✓			
SC	James Island PSD					✓	✓	✓			✓			
SC	Laurens Commission of Public Works					✓	✓	✓		✓				
SC	Lexington County Joint Municipal Water & Sewer Comm.	✓	✓		✓	✓	✓	✓		✓	✓			
SC	Lowcountry Regional Water System	✓				✓	✓		✓	✓				

City of Westminster, SC

Willdan Project Team Experience		Affordability	Capital Funding	Debt Issuance Support	Capacity/Impact Fees	Model Development	Rate Structure	Rate Study	Regionalization	Revenue Enhancement	Scenario & Risk Analysis	Miscellaneous Fees	Testimony	Wholesale Rates
ST	Entity													
SC	Mount Pleasant, Town of					✓	✓	✓						
SC	Newberry, City of	✓	✓	✓		✓	✓	✓		✓	✓			
SC	North Augusta, City of	✓	✓			✓	✓	✓		✓	✓			
SC	North Charleston Sewer District	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		
SC	Pickens, City of	✓	✓			✓	✓	✓		✓	✓			
SC	Prosperity					✓	✓	✓			✓			
SC	ReWa (Greater Greenville, SC Wastewater)	✓	✓		✓	✓	✓	✓	✓	✓	✓			
SC	Richland, County of		✓		✓	✓	✓	✓			✓			
SC	Rock Hill, City of	✓	✓		✓	✓	✓	✓		✓	✓			
SC	Saluda CPW					✓	✓	✓			✓			
SC	SJWD Water District	✓	✓		✓	✓	✓	✓		✓	✓			
SC	Sumter, City of	✓	✓	✓		✓	✓	✓		✓	✓			
SC	Tega Cay, City of					✓			✓		✓			
SC	Union, City of	✓	✓			✓	✓	✓		✓	✓			
SC	Winnsboro, Town of					✓	✓	✓						
SC	Woodruff Roebuck Water District	✓	✓	✓		✓	✓	✓		✓	✓			
SC	York, City of	✓	✓		✓	✓	✓	✓		✓	✓			
NC	Albemarle, City of	✓	✓			✓	✓	✓		✓	✓			
NC	Apex, Town of		✓	✓		✓	✓	✓		✓	✓			
NC	Belmont, City of			✓		✓	✓	✓			✓			
NC	Bessemer City, City of			✓		✓	✓	✓			✓			
NC	Broad River Water Authority	✓	✓	✓		✓	✓	✓		✓	✓			
NC	Cape Fear Public Utility Authority	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓		
NC	Cape Fear Water District		✓			✓	✓	✓			✓			
NC	Carolina Beach, Town of	✓	✓			✓	✓	✓		✓	✓			
NC	Cherryville, City of		✓			✓	✓	✓			✓			
NC	Concord, City of	✓	✓	✓		✓	✓	✓		✓	✓		✓	
NC	Cramerton, Town of					✓	✓	✓			✓			
NC	Dallas, Town of					✓		✓					✓	✓
NC	Dunn, City of			✓		✓	✓	✓						
NC	Durham, County of				✓	✓					✓			
NC	Elon, Town of					✓	✓	✓						
NC	Fayetteville, City of		✓	✓		✓	✓	✓			✓			
NC	French Broad Electric Cooperative						✓	✓					✓	✓
NC	Fuquay-Varina, Town of				✓	✓	✓	✓						
NC	Gaston County		✓			✓	✓	✓	✓		✓			
NC	Gastonia, City of	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓			
NC	Greensboro, City of	✓	✓	✓		✓	✓	✓		✓	✓			
NC	Greenville Utilities Commission	✓	✓	✓		✓	✓	✓		✓	✓		✓	
NC	Harnett, County of	✓	✓	✓		✓								



City of Westminster, SC

Willdan Project Team Experience		Affordability	Capital Funding	Debt Issuance Support	Capacity/Impact Fees	Model Development	Rate Structure	Rate Study	Regionalization	Revenue Enhancement	Scenario & Risk Analysis	Miscellaneous Fees	Testimony	Wholesale Rates
ST	Entity													
NC	Harrisburg, City of					✓	✓	✓						
NC	Henderson, City of	✓	✓	✓		✓	✓	✓		✓	✓			
NC	Hickory, City of	✓	✓			✓	✓	✓		✓	✓			
NC	High Point, City of	✓	✓	✓		✓	✓	✓		✓	✓			
NC	High Shoals, Town of			✓		✓								
NC	Hillsborough, Town of			✓		✓								
NC	Jacksonville, City of					✓	✓	✓						
NC	Johnston, County of		✓		✓	✓	✓	✓		✓	✓			
NC	Kannapolis, City of	✓	✓	✓	✓	✓	✓	✓		✓	✓			
NC	Kings Mountain, City of	✓	✓	✓		✓	✓	✓		✓	✓		✓	
NC	Kinston, City of	✓	✓			✓	✓	✓		✓	✓			
NC	Lexington, City of	✓	✓			✓	✓	✓		✓	✓			
NC	Lincoln County	✓	✓			✓	✓	✓		✓	✓			
NC	Lincolnton, City of	✓	✓	✓		✓	✓	✓		✓	✓			
NC	Lillington, Town of				✓									
NC	Lowell, City of		✓			✓	✓	✓			✓			
NC	Lower Cape Fear Water & Sewer Authority	✓	✓			✓	✓	✓		✓	✓			
NC	McAdenville, Town of			✓		✓			✓					
NC	Metropolitan Sewerage District of Buncombe County	✓	✓	✓		✓	✓	✓		✓	✓			
NC	Monroe, City of	✓	✓	✓		✓	✓	✓		✓	✓		✓	
NC	Mooresville, Town of	✓	✓	✓	✓	✓	✓	✓		✓	✓			
NC	Morganton, City of	✓	✓			✓	✓	✓		✓	✓			
NC	Mount Airy, City of	✓	✓			✓	✓	✓		✓	✓			
NC	Mount Holly, City of		✓			✓	✓	✓		✓	✓			
NC	New Hanover County	✓	✓	✓		✓	✓	✓		✓	✓			
NC	New River Light & Power Co.					✓								✓
NC	Onslow County Water & Sewer Authority	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		
NC	Orange Water & Sewer Authority		✓	✓		✓	✓	✓			✓			
NC	Raleigh, City of	✓	✓			✓	✓	✓		✓	✓			
NC	Ranlo, Town of			✓		✓			✓					
NC	Rocky Mount, City of					✓							✓	
NC	Shelby, City of	✓	✓	✓		✓	✓	✓		✓	✓			
NC	Spencer Mountain, Town of			✓		✓								
NC	Thomasville, City of	✓	✓	✓		✓	✓	✓		✓	✓			
NC	Stanley, Town of			✓		✓								
NC	Union, County of	✓	✓	✓	✓	✓	✓	✓		✓	✓			
NC	Wake, County of	✓	✓			✓	✓	✓		✓	✓			
NC	Wilson, City of												✓	
NC	Winston-Salem, City of	✓	✓	✓		✓	✓	✓		✓	✓			

Price Proposal

Rate Study Proposal for Combined Utility System Proposal Bid

Total Wastewater	\$38,600
Alternate: Wastewater Collection, Water Treatment and Distribution	\$49,800
Alternate: Wastewater Collection, Water Treatment and Distribution, and Electric Combined Utility Fund	\$79,800

February 4, 2025

Date



Authorized Signature

O: 407.459.7117 | C: 407.415.2090

Telephone Number

888.326.6864

Fax Number

jmcgarvey@willdan.com

Email

Willdan Financial Services

Company

200 South Orange Avenue, Suite 1550 Orlando, FL 32801

Address

Jeff McGarvey, VP and Managing Principal

Printed Name and Title

Billing Rates

Willdan Financial Services

Willdan Hourly Rate Schedule	
Position	Hourly Rate
Vice President / Group Director	\$310
Managing Principal	\$300
Principal Consultant	\$270
Senior Project Manager	\$250
Project Manager	\$210
Senior Project Analyst	\$150
Senior Analyst	\$135
Analyst II	\$120
Analyst I	\$110

Bolton & Menk

Employee Classification	2025 Hourly Billing
Graduate Engineer	\$125-185
Design Engineer	\$125-196
Project Engineer	\$145-215
Senior Project Engineer	\$160-215
Project Manager	\$135-240
Senior Project Manager	\$188-273
Architect	\$186-267
Planner	\$125-168
Senior Planner	\$170-228
Landscape Designer	\$98-196
Landscape Architect	\$148-176
Senior Landscape Architect	\$160-268
Survey Technician ¹	\$90-196
Graduate Surveyor	\$122-190
Licensed Project Surveyor	\$180-225
Technician	\$75-182
Senior Technician	\$125-212
Administrative/Corporate Specialists	\$68-175
Specialist*	\$100-230
Practice Expert**	\$145-363
Principal**	\$175-316
Senior Principal**	\$218-333
GPS/Robotic Survey Equipment ¹	NO CHARGE
CAD/Computer Usage	NO CHARGE
Routine Office Supplies	NO CHARGE
Routine Photo Copying/Reproduction	NO CHARGE
Field Supplies/Survey Stakes & Equipment	NO CHARGE
Mileage	NO CHARGE



Notes

- The client will be invoiced on a monthly percentage-completion basis.
- Invoices will include a description of services, as well as a summary of costs to date by task.
- We will perform additional tasks, outside our scope of services, as requested and authorized by the client for an additional fee.
- Willdan will rely on the validity and accuracy of the client's data and documentation to complete our analyses. Willdan will rely on the data as being accurate without performing an independent verification of accuracy, and we will not be responsible for any errors that result from inaccurate data provided by the client or a third party.
- The client shall reimburse Willdan for any costs Willdan incurs, including without limitation, copying costs, digitizing costs, travel expenses, employee time, and attorneys' fees, to respond to the legal process of any governmental agency relating to the client or relating to this project. Reimbursement shall be at Willdan's rates in effect at the time of such response.

Forms

Proposal Acknowledgement

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): Jeff McGarvey

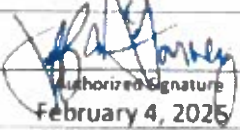
Title: VP, Managing Principal

SC Drug Free Workplace Compliance

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:

 Authorized Signature	Jeff McGarvey Printed Name
February 4, 2025 Date	jmcarvey@willdan.com Email Address
Willdan Financial Services Company	Off: 407.459.7117 / Cell: 407.415.2090 Telephone
200 South Orange Avenue, Suite 1550 Mailing Address	
Orlando City	Florida State
	32801 Zip Code



General Conditions

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://ojrsa.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) Jeff McGarvey

Title VP, Managing Principal

Alternate: Combined Utility System Rate Study

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.

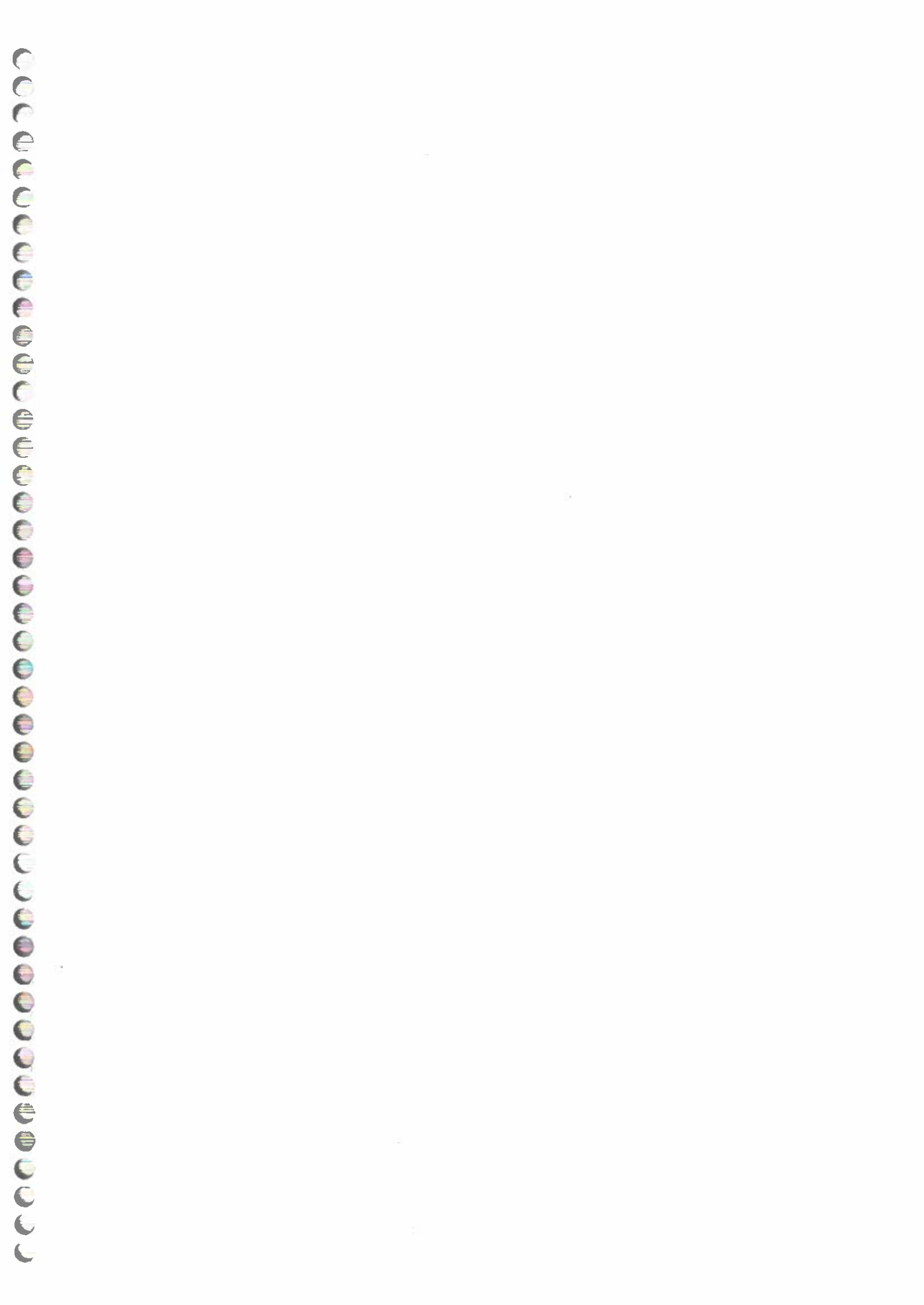
To continue to compliment the OJRSA rate study as described in the background section, the Wastewater portion of the study will need to be accessible as a stand-alone item to distribute to OJRSA.

Acknowledgement of Alternate Bid:

Signature: 

Name (Print): Jeff McGarvey

Title: VP, Managing Principal





200 South Orange Avenue, Suite 1550

Orlando, FL 32801

407.872.2467 | Fax: 888.326.6864

www.willdan.com

