

**REQUEST FOR QUALIFICATIONS (RFQ)  
UTILITY RATE STUDY**

The North Florida Water Utility Authority (NFWUA) is seeking qualifications from qualified firms to perform a comprehensive utility rate study. A scope of services, minimum qualifications, technical specifications, scoring framework, and submittal instructions may be obtained via the North Florida Water Utility (NFWUA) website [NFWUA.org](http://NFWUA.org). The deadline for receiving statements of qualifications is 3:30 P.M. on Tuesday, November 19, 2024.

**North Florida Water Utilities Authority (NFWUA)  
Utility Rate Study – Request for Qualifications**

**Qualifications Submission Instructions**

- 1.) Interested parties shall complete **SECTION IV – PROPOSAL FRAMEWORK AND SCORING CRITERIA** by inserting the requested information in all blank spaces, attaching the information requested in this section, and signing the Certification on Page 4.
- 2.) Interested parties shall complete the “Public Entities Crime Statement” and return with all requested response submittals.
- 3.) Items 1 and 2 above shall be placed in a sealed envelope clearly marked:  
**NFWUA UTILITY RATE STUDY**  
c/o Jay Swisher  
Clerk of Court  
Columbia County  
173 NE Hernando Ave.  
Lake City, FL 32055
- 4.) Responses shall be submitted on or before Tuesday, November 19, 2024, at 3:30 P.M. Email responses are not acceptable. No responses will be accepted after the due date and time. The NFWUA is not responsible for late submissions for any reason.
- 5.) All questions pertaining to this Request for Qualifications or the requirements for submission shall be submitted via email to Dale Williams, NFWUA Representative at [dwilliams@nfps.net](mailto:dwilliams@nfps.net). The last date to submit questions regarding this invitation is Tuesday, November 12, 2024.
- 6.) The NFWUA reserves the right to reject any and/or all responses and to accept the response deemed to be in the best interest of the NFWUA. All decisions of the NFWUA are FINAL.

## **I. SCOPE OF SERVICES**

The purpose of this Request for Qualifications Proposals (this "RFQ") is to evaluate and select a firm ("Company" or "Proposer") to provide the following water and wastewater system Utility Rate Study Consulting "Work" or "Services" for North Florida Water Utility Authority (NFWUA).

### **Utility Rate Study:**

NFWUA is seeking a consultant to provide a Utility Rate Study that will include a review of current fixed assets, costs and charges for water/wastewater capacity and customer connections, operations and maintenance costs, projected capital investments, planned expansion of the system, industry benchmark and bill comparisons, and recommended revisions to current rates, capacity fees and service fees.

This study, from an asset, cost and revenue perspective will only include the Columbia and Suwannee County data and analysis, but will include other utility entities in industry benchmark data. This study will serve as a foundational compilation of both counties' utility system fixed assets and liabilities, projected revenues, and expenses, and planned capital expenditures. Each section of the Utility Rate Study report shall be presented in a format that displays the information both as an individual county utility system for historical purposes, and as a combined NFWUA system for prospective purposes. This study will be essential in developing the framework of associated analysis that will be needed in the future with the combining of the counties' utility assets and customer bases with each other, and potential other counties, in the newly formed regional utility.

The Utility Rate Study key deliverable is the 100% Draft Final report milestone to be completed within 180 days from the notice to proceed, with the intent to provide three-year rate recommendations within the report and initial rate documentation for the newly formed NFWUA. This report with its (5) five-year financial projection and (3) three-year rate recommendations will serve as the foundational financial analysis for both the NFWUA and the two counties, which both have tens of millions of dollars of infrastructure being constructed or planned at this time. As the system is further built-out, with additional infrastructure becoming operational with an expanded customer base, further expense data should be available over a longer study period to support a full comprehensive Utility Cost of Service Study.

### **Adhoc Services:**

Potential other services may be comprehensive projects or may only contain elements of comprehensive water/wastewater rate, financial, or economic studies or analyses related to the NFWUA's water and wastewater systems. A separate scope and task order description will be issued for each adhoc project that the NFWUA decides to authorize. The actual task orders for each potential adhoc project will be scoped with a detailed listing of tasks and subtasks, a staffing plan with hourly charges, and milestone deliverable schedule. For the potential adhoc services, NFWUA may either request the consultant perform the work on each project with an agreed upon scope at an hourly rate not to exceed price basis, or at a lump sum price basis.

### **Adhoc projects may include but not limited to assessments, analyses, policies, and reports such as:**

- Development policies and cost participation agreements
- Allocation of costs between the Counties, considering existing and projected fixed assets including plant facilities and equipment, delivery and collection infrastructure, buildings, fleet vehicles and equipment, buildings; operation and maintenance expenses, renewal and replacement capital expenditures, capacity and growth-related expenditures, and services provided.
- Financial policies such as pricing policy, debt, investment and cash management, fund restrictions
- Bond feasibility analysis
- Financial/budget/treasury reports, and reconciliation of GAAP, budget, and cash/debt service basis
- High strength sewer surcharge cost analysis and rate design
- Service charges related to fats, oils and grease, and other industrial pretreatment assessments

**RFP 024-01 WATER AND WASTEWATER SYSTEM UTILITY RATE STUDY CONSULTING SERVICE**

- Depreciation studies
- Conservation initiatives and regulatory issues
- Alternative rate designs
- Economic and financial analyses
- Operations, financial or rate benchmark studies

**II. MINIMUM QUALIFICATIONS:**

The Proposer must meet all the following Minimum Qualifications to be considered eligible to have its Proposal evaluated. NFWUA will reject Proposals from Proposers not meeting all the following Minimum Qualifications:

- The Proposer must demonstrate that the company and its lead staff have performed a minimum of three (3) similar comprehensive water and wastewater Utility Rate Studies during the last five years. At least one of these studies shall be with a newly formed Utility from multiple government entities
- In addition, the proposer must demonstrate that the company and its lead staff have completed at least two (2) comprehensive water wastewater Cost of Service and Rate Design studies for Florida municipalities in the past five years with fixed assets over \$200 million.
- The Proposer's references for the total of five (5) projects described above must include the reference company name, contact person, phone number, email address, dates and a summary description of the work performed by the Proposer for the reference company and project. NFWUA or designee may choose to contact and verify the project references.

**REFERENCE** *(Provide the information for the five projects on 1-page or less each)*

Reference Company Name: \_\_\_\_\_

Reference Contact Name: \_\_\_\_\_

Reference Phone Number: \_\_\_\_\_

Reference Email Address: \_\_\_\_\_

Project Name: \_\_\_\_\_

Date Project Started: \_\_\_\_\_ Date Project Ended: \_\_\_\_\_

Approximate Number of Utility Customers: \_\_\_\_\_

Approximate Original Book Value of Fixed Assets (\$): \_\_\_\_\_

Description of Work Performed: \_\_\_\_\_

\_\_\_\_\_

### III. TECHNICAL SPECIFICATIONS FOR UTILITY RATE STUDY

#### 1. Data Request, Acquisition/Compilation and Review

Consultant will compile and review known system information that will be provided by both Columbia and Suwannee County in order to prepare a detailed data request to provide further specific information needed for the Utility Rate Study. The information related to the operation of the utility system will include available information from a variety of sources that is currently not consolidated in FFWUA reporting or in the prior utility departments of each county. Information will need to be collected from a variety of sources from the counties including: system infrastructure listings and partial fixed asset schedules; customer billing and sales statistics; county-wide CAFR type FY2023 financial statements and reports; FY2024 and proposed FY2025 operating budgets; and limited FY2024 YTD budget reports. Plan for two on-site meetings, multiple MS Teams meetings, email transmittals and phone conversations to complete this task.

The Columbia County and Suwannee County Utility Master Plans will be utilized for the latest projects and cost estimates for the multi-year capital improvement program and updated with any new project or grant funding forecast that occur throughout the remainder of FY2024. Additional information related to fund (cash) balances, utility rate ordinances / resolutions, system agreements, development policies, debt repayment schedules and corresponding loan documents, and other similar information will be collected by the counties' staff, where the Consultant will need to compile, review and prioritize follow-up requests based on the need for the counties to develop new reports.

If new reports are needed, the Consultant will provide recommended format of financial schedules and reports for the NFWUA to begin developing for future years analyses. Consultant will coordinate a project kickoff meeting with the NFWUA staff to review current data available, and a follow-up on-site meeting to review the compiled information and provide example schedules and reports needed to best complete the Utility Rate Study, and to compile financial data for future analyses.

#### 2. Customer Sales and Revenue Forecast

The consultant shall prepare a forecast of customer and usage requirements based on detailed customer account information provided by both counties. This task will include review of the recent historical customer statistics by service type and rate classification and the development of a forecast of customers and revenues based on the best available information about new development and future growth. This task also includes preparing a detailed profile of billing determinants to be included in the financial forecast. The first step of this task will be for the Consultant to work with county staff to specify the billing data to be provided. Once the customer billing data is provided by each counties' staff then the Consultant will summarize and assemble it for use in the Utility Rate Study. The second step of this task to develop a Sales/Revenue Forecast to include projected new customers including organic growth, large commercial development at the Ellisville area, and potential wholesale sales (with associated costs/impacts analyzed in another task) to the Town of Fort White for the Columbia County System. This summarized customer billing and sales data will then be applied to the current customer billing rates by system to develop a projection of rate revenues by utility system for the forecast period.

#### 3. Development of Projected Revenue Requirements

The prospective Columbia County North Florida Mega Industrial Park (NFMIP) and the Suwannee County Catalyst Site Industrial Park (CIP) will have customer sales and revenues projected for FY 2026 and FY 2027 with operating expenses incurring in the prior year for each industrial park's utility systems.

## RFP 024-01 WATER AND WASTEWATER SYSTEM UTILITY RATE STUDY CONSULTING SERVICE

Consultant will prepare a five-year financial forecast and revenue requirements analysis for FY2025 - FY2029 that will be based on the counties' fiscal Year 2023 actual results reported in audited financial reports and available 2023 Budget Reports, and the Fiscal Year 2024 Operating Budgets, and the current five-year Capital Improvement Program. If the counties denote that there are any significant differences for the forecast of FY 2024 compared to the FY 2024 budget, the specific adjustments should be made in the FY2024 data. This task will include analysis of operations and maintenance expenses, capital expenditures and funding sources and criteria, and other non-operating costs such as debt service, renewal and replacement funding requirements, and transfers from the general fund. A general review of any existing or projected debt covenant compliance issues will also be performed. This task will also include the development of a forecast of revenues and income including utility rate revenues, other operating revenues from miscellaneous service charges, and other income such as interest income on fund balances, and account for the source and use of Capacity Fees. The final step in this task will be to compare the projected revenues from existing rates with the projected revenue requirements to estimate the adequacy of current and future rate levels. Based on this summary of the adequacy of rates, additional county revenue resources, current and benchmark rates, the Consultant will then recommend any overall rate adjustments by system in conjunction with the NFWUA staff and staff from the counties as available.

The (5) five-year revenue requirement schedules shall include a one-page (10) ten-year roll-up schedule in MS Excel to be provided to the NFWUA for its future use for its staff to maintain. This one-page financial projection schedule that will incorporate all of the major line items to determine current year source and use of funds such as Revenues (Residential Water Service Availability, Residential Water Volume, Commercial Service Availability, Commercial Volume, Service Fees, Tap & Connection Fees, Meter Fees, and Capacity Fees), O&M Expense (Salaries, Benefits, Materials, Supplies, Power, Chemicals, Industrial Services, Professional Services, Fleet/vehicle expenses), Net Revenues, Debt Service, Renewal & Replacement (capital investment required by bond covenants), and Additional Capital (from current year revenues), Grants, and CAPEX (capital expenditures). Additionally, the schedule shall calculate and contain a section for primary financial metrics such as (debt service coverage, day cash-on-hand, and debt/asset ratio); and have a linked section for fund balances for Restricted Capital (eg. capacity fees, grants) and Unrestricted Capital that depicts for each year the beginning balance, transfers-in, transfers-out, capital expenditures, and ending balances.

#### 4. Monthly User Rate Design Analysis

Based on the results of the revenue requirements and sufficiency analysis conducted in Task 3 of the Project, Consultant shall prepare a cost-of-service analysis to appropriately allocate costs among the counties customer classes and rate structure components, functionalization of the cost components, allocation of costs amongst metered service line sizes. The under/over collection of revenues in the baseline year compared to cost to service allocations in the baseline year in terms of both dollars and percentage adjustments of customer class shall be provided in a summary chart. The summary chart will denote the impacts of each of three (3) year recommended rate adjustments on the under/over collection of cost-of-service allocation expenditures.

As the current customer base is limited, the Consultant shall use industry standard approaches to the cost-of-service analysis including those described by the American Water Works Association ("AWWA") and the Water Environment Federation ("WEF"). The analysis will also consider historical rate forms, consideration of industry norms in Florida and other appropriate factors. The cost-of-service analysis shall identify the counties fixed and variable costs in providing water and wastewater service, and as the

## RFP 024-01 WATER AND WASTEWATER SYSTEM UTILITY RATE STUDY CONSULTING SERVICE

combined NFWUA utility, and the projected fixed and variable revenue to be collected with the three (3) year rate recommendation

The Consultant will perform an evaluation of the counties' current water and sewer rate structures. The development of Consultant's recommended rate structures will include input from County staff and then be presented to the NFWUA Board. Consultant will provide rate benchmarks of neighboring utilities and of utilities in the greater Florida region in terms of rate structures and monthly charges. Consultant will provide a recommended rate structure with specific recommended rates for a three (3) year projection period, which can be reevaluated and adjusted by the NFWUA on annual basis during the projected rapidly changing asset, revenue and expense period of FY2025 – FY2027. Consultant will prepare bill comparison evaluation of the impact to average customers (based on water/sewer use) to identify the impact to the customers assuming the implementation of the proposed rates to assist the NFWUA in the evaluation and communication of such rate adjustment proposals.

### **5. Capacity Fee and Connection Fee Recommendations**

Evaluate the current level of service and \$/gallon associated with capacity fees that both counties are currently utilizing. Develop a cost-based analysis considering existing transmission and plant assets, grant and debt funding, available capacity at North Florida Mega Industrial Park (NFMIP) plant under construction, needed capacity at the Ellisville Plant, and the prospective Catalyst Industrial Park (CIP). Provide background on fee development methodology addressing embedded, incremental and hybrid approaches, and Florida utility benchmarks. Consultant will provide a recommended capacity fee structure with specific recommended rates for a three (3) year projection period, which can be reevaluated and adjusted by the NFWUA on annual basis during the projected rapidly changing infrastructure investment asset period of FY2025 – FY2027.

### **6. Wholesale Rate**

Consultant shall develop the rate and fee structure and levels above in Tasks 2 - 5 under the following scenario:

Columbia County begins supplying the Town of Fort White in CY2025 with wholesale water (~85,000 AADF) through a pipeline currently under construction. The evaluation should consider the potential cost of incremental costs associated with Water Use Permit (WUP)

### **7. Service Fees and Specialty Rates**

Compile each counties' utility service fees that are currently being utilized such as new account set-up, service cut-on/off, tap and meter charges, fire protection service, septic hauling and sewer surcharge. These fees, and specialty rates will not undergo a cost-of-service methodology but will use industry standards and be compared to Florida utility benchmarks for recommended adjustments to be considered by the NFWUA Board of the combined NFWUA.

### **8. Water and Wastewater Rate Document**

Develop the initial NFWUA Water and Wastewater Rate Document and prepare transmittal for NFWUA legal counsel to file with regulatory agencies. The Rate Document shall be provided in PDF format to have it posted to the NFWUA web page, and in MS Word format to facilitate future edits by NFWUA staff for adoption of updates in the future by the NFWUA Board. This Rate Document will be included with both the 100% Draft Final and 100% Final Report, where the reports will be reviewed, and the Final Report will be available for adoption by NFWUA Board at meetings described in the following Task 9.

## 9. Present Rate Study Results

This task involves the preparation of the study report with executive summary in each draft, briefing documents such as Technical Memos (TM) and/or PowerPoint presentation, and utility rate comparisons with each draft. The task will include preparation of a total of three (3) draft and final reports editions as follows:

- 50% Draft within 120 days, includes prior on-site NFWUA and county staff workshop meeting to review
- 100% Draft Final within 180 days (Month 6) to allow time for the NFWUA Board and staff, and Columbia and Suwannee County staff to review and comment on the submitted 100% Draft Final Utility Rate Study. This task also assumes two (2) on-site meetings as follows:
  - Board workshop meeting (Month 6) to review the results and recommendations of the study
  - Board meeting (Month 7) to receive direction from the Board
- 100% Final Report and attendance at one (1) public hearing (Month 8) for rate adoption.

Note: the 100% Draft Final and 100% Final Report of the Utility Rate Study shall have ten (10) printed and bound copies provided to NFWUA along with the electronic transmittal.

### Work Schedule

The expected work schedule to complete the project from notice to proceed through the Board's adoption of Rates is approximately 8 months. Include a minimum of eight (8) total meetings held approximately monthly within an (8) month period, where five (5) of the planned meeting are expected to be on-site as noted under Task 1 that requires two (2) on-site meetings & Task 9 that requires three (3) on-site meetings. MS Teams or other virtual meeting tools will be used at the other status meetings to include discussion on milestones, deliverables, and stakeholder correspondence.

Several of the on-site meetings may incorporate preparation, follow-up analysis, and correspondence with NFWUA Board and staff, regulatory agencies, customer groups or other stakeholders concerning the 100% Draft Final and 100% Final Report. The Utility Rate Study project is expected to be completed within an approximate eight (8) month period. Additional Utility Rate related financial analysis or consulting rates may be authorized by the NFWUA under this consulting agreement as described under the Adhoc Services scope section.

**SECTION IV - PROPOSAL FRAMEWORK and SCORING CRITERIA**  
RFP 024-01 WATER AND WASTEWATER SYSTEM UTILITY RATE STUDY CONSULTING SERVICES

**PROPOSER INFORMATION:**

PROPOSER NAME: \_\_\_\_\_  
BUSINESS ADDRESS: \_\_\_\_\_  
CITY, STATE, ZIP CODE: \_\_\_\_\_  
TELEPHONE: \_\_\_\_\_  
  
EMAIL OF CONTACT: \_\_\_\_\_  
WEBSITE: \_\_\_\_\_

The proposals will be evaluated based on the following scoring criteria with the top consulting firm selected. The initial task will be the foundation Utility Rate Study as described in Section I. Scope of Services and Section III. Technical Specifications.

The proposal shall include a project plan and conceptual resource schedule to perform the professional services required to produce the Utility Rate Study as described in the Technical Specifications Tasks 1 through 9 along with any other tasks the proposer recommends in the Design Approach.

The Utility Rate Study will be produced on a lump sum basis that will include all travel and miscellaneous expenses. Potential future task orders under the Adhoc Services section, could be produced on a lump sum basis or an hourly rate and expense, not to exceed basis as determined by the NFWUA for each potential task order.

**The scoring criteria for the proposals will be based on the following:**

**1) FINANCIAL RESPONSIBILITY**

At minimum, Company shall provide the following information:

- o Form of business (i.e., proprietorship, partnership, LLC or corporation);
- o Years in business;
- o Changes in ownership over past five (5) years;
- o Most Recent Annual Revenues of the Company, number of employees, number of employees engaged Utility Rate Study work at the firm, or other information to describe the size, and capacity of the firm

**2) PROFESSIONAL EXPERIENCE**

The proposer shall provide the resumes of the professional staff available to work on the NFWUA engagement. The proposer shall provide three (3) separate resumes for the Utility Rate Study project.

Resumes of independent contractors or other subcontractors must be clearly identified as such and must have experience directly related to water and sewer cost of service and rate design as described in Section II. Minimum Qualifications.

At a minimum, each resume shall present the employee's name, title, years of experience and years of service with the firm, location and years of experience in the consultant category (ie. Project Manager, Senior Staff Consultant, etc). The proposal shall denote for each consultant resume supplied what prospective consultant category the individual shall be expected to be classified as through end of the Utility Rate Study project, and how many years' experience the specific consultant has in the role at the proposer's company as a direct employee. Resumes shall include applicable professional registrations, education, work experience, and Resumes shall also identify any technical or specialty expertise. **Resumes shall be no longer than three (3) pages in length.**

**SECTION IV - PROPOSAL FRAMEWORK and SCORING CRITERIA**  
**RFP 024-01 WATER AND WASTEWATER SYSTEM UTILITY RATE STUDY CONSULTING SERVICES**

NFWUA envisions the proposer to form a primary project team that is staffed with 3 key positions and potentially additional support staff. Include an overall Project Organizational Chart that denotes the 3 key staff assigned to Utility Rate Study and also depicts additional team members beyond the 3 key positions and the planned functions of each staff for the Utility Rate Study and potential future adhoc services. The organizational chart should denote very brief experience, educational, professional certification summary points. The proposer can elect to include two (2) extra resumes for support staff on the Utility Rate Study project or for potential Adhoc Services, for a maximum of 5 resumes to be evaluated. Proposer should note which role (s) the 4<sup>th</sup> & 5<sup>th</sup> Staff resumes are expected to fill. Each resume shall be a maximum of 3 pages in length. The proposal shall include this completed chart of proposed staff directly employed by the Proposer, or if a subconsultant note.

<b>Position Title</b>	<b>Utility Rate Study (URS) Staff</b>
<b>1. Project Manager</b>	
<b>2. Senior Staff Consultant or Staff Consultant</b>	
<b>3. QC/Sr Reviewer</b>	
<b>4. Support Staff (URS) or Adhoc Services Specialist</b>	
<b>5. Support Staff (URS) or Adhoc Services Specialist</b>	

<b>Consultant's Position Title</b>	<b>Position Description</b>
<b>Project Manager</b>	minimum of 15 years cost of service and rate design technical experience, with over 5 years' experience being a Project Manager or a QC/Senior Reviewer, a minimum of 3 similar municipal water and sewer utility projects serving as a Project Manager or QC/Senior Reviewer is required
<b>Quality Control / Senior Reviewer</b>	minimum of 15 years cost of service and rate design technical experience, with over 5 years' experience being a Project Manager or a QC/Senior Reviewer, a minimum of 3 similar municipal water and sewer utility projects serving as a Project Manager or QC/Senior Reviewer is required
<b>Senior Staff Consultant</b>	minimum of 10 years professional cost of service and rate design experience with 5 years directly performing the sub-tasks in this work plan for water/wastewater utilities
<b>Staff Consultant</b>	minimum 3 to 7 years' experience in utility cost of service / rate design

The proposer is required to provide in the proposal documents consultants with resumes for each of the three (3) key positions. NFWUA is going to evaluate up to five (5) resumes for this project.

The resumes will be evaluated for professional experience, including:

- Years of experience both total direct related experience at any entity organization and the number of years of direct related experience at the proposer's firm
- Depth of experience directly related to described Utility Rate Study in the Technical Specifications, and with more in-depth Comprehensive Water and Wastewater Cost of Service and rate design studies, and the scope of work listed in the Adhoc Services section.
- Availability of each consultant on the Utility Rate Study project, determined as a percentage of work hours of each identified positions divided by total number of hours the firm estimates denoted as a percentage is required to complete the Utility Rate Study project.
- Added expertise in the topics listed as potential Adhoc Services

**SECTION IV - PROPOSAL FRAMEWORK and SCORING CRITERIA**  
RFP 024-01 WATER AND WASTEWATER SYSTEM UTILITY RATE STUDY CONSULTING SERVICES

**3) PAST PERFORMANCE AND COMPANY EXPERIENCE**

Proposers must demonstrate knowledge of appropriate utility financial planning, cost of service and rate design. Broad experience in providing such services to municipal utilities and innovation in creating and implementing traditional and potentially alternative rate options is required. Proposers shall be capable of developing strategies and implementing work plans for services or options selected by NFWUA in the development of rates, financial planning, technical evaluations and associated business analyses, and rate hearings.

Proposer shall demonstrate:

Expertise on behalf of municipal utilities in the financial, technical, operations issues involved with water treatment, transmission and distribution as they relate to multi-year revenue requirements and financial projections, cost of service, utility rate designs, application of grant funded assets, and other economic analyses including combining utilities.

Expertise in publishing reports and representing municipal utilities in public forums including rate hearings, customer groups, and other stakeholder groups.

- Provide at least one (up to two) example(s) of published reports in pdf format from previous engagements, with similar scope of work of the Utility Rate Study project depicted in the Technical Specifications. The published reports should be able to demonstrate that the Proposer's experience and work products clearly represent utility clients in a successful manner. The example reports should demonstrate the proposer's performance related to communicating water and wastewater cost of service (COS) and rate design in a practical and effective manner to a variety of stakeholders including some that have only a general or limited understanding of the objectives, concepts, and methodologies.
- Published Report Criteria include elements such as:
  - Outline
  - Executive Summary complete and succinct
  - COS/rate design process steps/methodology described Description of different allocation methodologies
  - Evidence to provide support of COS methodology/allocation factors Input/output process flow diagram
  - Complete and effective narratives
  - Revenue Requirements, COS, Surplus/Deficiency Schedules, COS model input, rate recommendations, and output schedule Typical bill calculations presented
  - Capacity fee analysis
  - Connection fee analysis
  - Peer Benchmark analysis and schedules/graphs
  - Fixed asset schedules and analysis
- In addition, proposer shall provide summary information (1 page maximum per project) of five similar projects regarding utility cost of service, rate design studies and utility economic analyses completed in the past five years for municipal water and wastewater utility systems which demonstrate and highlights the Proposer's experience and successes to include the elements and criteria noted in the above bulleted list.
- Past performance with municipal utilities with greater than 5,000 water customers and greater than 5,000 sewer customers, and greater than \$200 million of fixed assets.
- Detailed information to describe how the Proposer managed the engagements to realize project budgetary goals, timetables and quality control objectives.
- Past performance related to Tasks 1 through Task 9 in the Technical Specifications, the potential projects listed in the Adhoc Services section of the Scope of Services, and any other utility rate related items the proposer wants to highlight as potential services for NFWUA.

**SECTION IV - PROPOSAL FRAMEWORK and SCORING CRITERIA**  
RFP 024-01 WATER AND WASTEWATER SYSTEM UTILITY RATE STUDY CONSULTING SERVICES

**4) ABILITY TO DESIGN AN APPROACH AND WORK PLAN TO MEET SCOPE OF SERVICES**

**Utility Rate Study**

- Proposer must provide an itemized list and detailed description of Proposers proposed Tasks and material Sub-tasks required to complete a Utility Rate Study with the objective of developing (5) five-year financial projections and (3) three-year rate recommendations for NFWUA. For proposal evaluation and comparison purposes, the proposer's work plan must be complete and displayed in depth to provide assurance that the work plan will satisfy the requirements listed in the Technical Specifications.
  
- Proposer must provide a Project Schedule and Resource Plan of the Utility Rate Study Tasks 1 through 9 and any additional tasks the proposer recommends. Completeness of the itemized list of tasks, subtasks, and project schedule and alignment with NFWUA's deliverables and milestones will be evaluated. The Project Schedule shall be aligned with NFWUA's specified deliverables depicting the duration of each major task in the planned 100% Draft Final report deliverable period of six (6) months (180 days), and total project period of eight (8) months. The Resource Plan and Project Schedule should account for the proposer's current workload, and its ability to meet the milestone with the staffing resources denoted in the proposes Project Organizational Chart described in Section 2.
  
- Proposer needs to describe how is its work experience and familiarity for similar utilities such as NFWUA, from a current start-up and also future outlook perspective with its large service area, can effectively be applied in the Utility Rate Study project.

**Adhoc Services**

- Proposer should provide a prioritized summary of recommended adhoc services, and the reasons that such analysis and policies should be performed and initiated in the initial years of forming a new water/wastewater utility.
  
- Proposer should provide the approach of how they envision such adhoc services should be scoped, analyzed and implemented.
  
- Proposer needs to describe how is its work experience and familiarity for similar utilities such as NFWUA, from a current start-up and also future outlook perspective with its large service area can effectively be applied when potentially engaging in the adhoc services or similar recommended projects by the Proposer.

**Proposer's Certification**

By submitting this Proposal, the Proposer certifies (1) that the Proposer has read and reviewed all of the documents pertaining to this RFP and agrees to abide by the terms and conditions set forth therein, (2) that the person signing below is an authorized representative of the Proposer, and (3) that the Proposer is legally authorized to do business and maintains an active status, in the State of Florida. The Company certifies that its recent, current, and projected workload or client assignments will not interfere with the Proposer's ability to Work in a professional, diligent and timely manner.

\_\_\_\_\_  
Signature of Authorize Officer of Proposer or Agent

\_\_\_\_\_  
Date

\_\_\_\_\_  
Printed Name & Title

\_\_\_\_\_  
Phone Number

SWORN STATEMENT PURSUANT TO SECTION 287.133(3)(a),  
FLORIDA STATUTES, ON PUBLIC ENTITY CRIMES

THIS FORM MUST BE SIGNED AND SWORN TO IN THE PRESENCE OF A NOTARY PUBLIC OR OTHER OFFICIAL AUTHORIZED TO AND MINISTER OATHS.

1. This sworn statement is submitted to \_\_\_\_\_  
by \_\_\_\_\_ [print name of the public entity]  
\_\_\_\_\_ [print individual's name and title]  
for \_\_\_\_\_  
\_\_\_\_\_ [print name of entity submitting sworn statement]

whose business address is

\_\_\_\_\_  
\_\_\_\_\_

and (if applicable) its Federal Employer Identification Number (FEIN) is \_\_\_\_\_

(If the entity has no FEIN, include the Social Security Number of the individual signing this sworn statement: \_\_\_\_\_.)

2. I understand that a "public entity crime" as defined in Paragraph 287.133(1)(g), Florida Statutes, means a violation of any state or federal law by a person with respect to and directly related to the transaction of business with any public entity or with an agency or political subdivision of any other state or of the United States, including, but not limited to, any bid or contract for goods or services to be provided to any public entity or an agency or political subdivision of any other state or of the United States and involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy, or material misrepresentation.
3. I understand that "convicted" or "conviction" as defined in Paragraph 287.133(1)(b), Florida Statutes, means a finding of guilt or a conviction of a public entity crime, with or without an adjudication of guilt, in any federal or state trial court of record relating to charges brought by indictment or information after July 1, 1989, as a result of a jury verdict, nonjury trial, or entry of a plea of guilty or nolo contendere.
4. I understand that an "affiliate" as defined in Paragraph 287.133(1)(a), Florida Statutes, means:
1. A predecessor or successor of a person convicted of a public entity crime; or
  2. An entity under the control of any natural person who is active in the management of the entity and who has been convicted of a public entity crime. The term "affiliate" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in the management of an affiliate. The ownership by one person of shares constituting a controlling interest in another person, or a pooling of equipment or income among persons when not for fair market value under an arm's length agreement, shall be a prima facie case that one person controls another person. A person who knowingly enters into a joint venture with a person who has been convicted of a public entity crime in Florida during the preceding 36 months shall be considered an affiliate.
5. I understand that a "person" as defined in Paragraph 287.133(1)(e), Florida Statutes, means any natural person or entity organized under the laws of any state or of the United States with the legal power to enter into a binding contract and which bids or applies to bid on contracts for the provision of goods or services let by a public entity, or which otherwise transacts or applies to transact business with a public entity. The term "person" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in management of an entity.

6. Based on information and belief, the statement which I have marked below is true in relation to the entity submitting this sworn statement. [Indicate which statement applies]

\_\_\_\_\_ Neither the entity submitting this sworn statement, nor any of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, nor any affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989.

\_\_\_\_\_ The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989.

\_\_\_\_\_ The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989. However, there has been a subsequent proceeding before a Hearing Officer of the State of Florida, Division of Administrative hearings and the Final Order entered by the Hearing Officer determined that it was not in the public interest to place the entity submitting this sworn statement on the convicted vendor list. (attach a copy of the final order)

I UNDERSTAND THAT THE SUBMISSION OF THE FORM TO THE CONTRACTING OFFICER FOR THE PUBLIC ENTITY IDENTIFIED IN PARAGRAPH 1 (ONE) ABOVE IS FOR THAT PUBLIC ENTITY ONLY AND, THAT THIS FORM IS VALID THROUGH DECEMBER 31 OF THE CALENDAR YEAR IN WHICH IT IS FILED. I ALSO UNDERSTAND THAT I AM REQUIRED TO INFORM THE PUBLIC ENTITY PRIOR TO ENTERING INTO A CONTRACT IN EXCESS OF THE THRESHOLD AMOUNT PROVIDED IN SECTION 287.017, FLORIDA STATUTES FOR CATEGORY TWO OF ANY CHANGE IN THE INFORMATION CONTAINED IN THIS FORM.

\_\_\_\_\_  
[signature]

Sworn to and subscribed before me this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_\_.

Personally known \_\_\_\_\_

Or Produced identification \_\_\_\_\_ Notary Public – State of \_\_\_\_\_

\_\_\_\_\_  
(Type of Identification) My commission expires \_\_\_\_\_

\_\_\_\_\_  
(Printed, typed or stamped  
commission name of notary public)