

ORIGINAL

City Of Key West

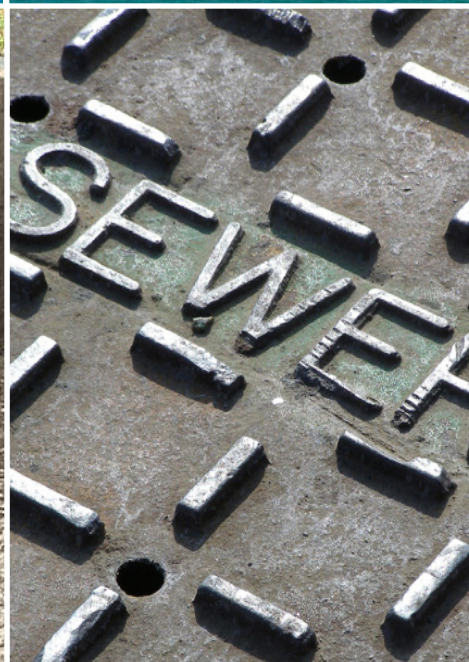
Qualifications

Financial Consulting Services to Support the City of Key West

- Solid Waste System,
- Wastewater System,
- Stormwater System,
- Marinas and
- Provide Economic Consulting

April 2, 2015

RFQ #15-002
66000836.0007



a. Cover Letter



Sue Snider, Purchasing Agent
City Clerk
City of Key West
3126 Flagler Ave
Key West, Florida 33040

ARCADIS U.S., Inc.
8201 Peters Road
Suite 3400
Plantation
Florida 33324
Tel 954 761 3460
Fax 954 761 7939
www.arcadis-us.com

Request for Qualifications #15-002:

Financial Consulting Services to Support the City of Key West Solid Waste System, Wastewater System, Stormwater System, Marinas and Provide Economic Consulting

Dear Ms. Snider and Selection Committee Members:

The City of Key West (City) has worked with ARCADIS U.S., Inc. (ARCADIS) for the last five years. Through this strong relationship, ARCADIS has a complete understanding your financial consulting needs and welcomes this opportunity to provide our qualifications to you so we may continue this partnership. We offer a comprehensive range of services suited your projects. Further, we have exceptional professionals that will excel in providing all your required financial consulting services, drawing upon similar work experience and our deep knowledge of the City.

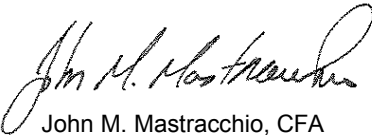
Selecting ARCADIS provides you with the following value-added benefits:


- **Breadth of Industry Expertise.** Over the past five years, ARCADIS has been your trusted financial advisor, helping to ensure fiscal stability and affordable rates for wastewater and stormwater. We have also provided our industry experience in a number of other areas, including solid waste (impact fees), port and marina operations (financial planning) and the General Fund. With ARCADIS, you will leverage our breath of industry experience in addressing challenges wherever the City's needs arise.
- **Consistent Project Team.** The City will receive the same project team that it has trusted over the past five years to provide sound financial expertise and guidance. John Mastracchio will continue to lead this team as project manager, supported by key staff that is already working with you, enhancing our already strong working relationship.
- **Cost Effectiveness.** ARCADIS will leverage our prior relationships to complete the scope of services in the most cost efficient manner, with no learning curve. By partnering with us for all of your financial consulting services, the City will be able to take advantage of economies associated with completing the initial and additional projects through a holistic approach, resulting in a lower total cost to you.

We enjoy working with you and are look forward with great excitement at continuing the strong working partnership we have built with you. Should you require any additional information, please contact us.

Sincerely,

ARCADIS U.S., Inc.


John M. Mastracchio, CFA
Project Manager


Robert Daoust
Associate Vice President

Date:
April 2, 2015

Contact:
John Mastracchio

Phone:
518.391.8944

Email:
John.Mastracchio@
arcadis-us.com

Our ref:
66000836.0007

Copies:
1 original
1 electronic copy

b. Notice of Advertisement





THE CITY OF KEY WEST
3126 Flagler Ave
Key West, Florida 33040

February 26, 2015

To: All Prospective Bidders

City of Key West Request for Qualifications #15-002 for Financial Consulting Services to Support the City's Solid Waste System, Wastewater System, Stormwater System, Marinas, and Economic Consulting.

- a. Cover letter, one (1) page in length
- b. Notice of Advertisement, one (1) page in length
- c. Request for Qualifications for Wastewater and Stormwater, six (6) pages in length
- d. Request for Qualifications for Solid Waste Systems, six (6) pages in length
- e. Anti-Kickback Affidavit, one (1) page in length
- f. Public Entity Crimes Certification, three (3) pages in length
- g. Equal Benefits for Domestic Partners Affidavit, one (1) page in length
- h. Cone of Silence Affidavit, one (1) page in length

Please review your bid package to ensure it contains all of these documents. If not, please contact Sue Snider, City of Key West Purchasing Agent, at (305) 809.3815, immediately, to obtain copies of any missing document(s).

Firms/corporations submitting should ensure that the following documents are completed, certified, and returned as instructed: Anti-Kickback Affidavit; Public Entity Crimes Certification; Equal Benefits for Domestic Partners Affidavit; Cone of Silence Affidavit; and copy of current Occupational License.



THE CITY OF KEY WEST
3104 Flagler Ave
Key West, Florida 33040

SUBJECT: REQUEST FOR QUALIFICATIONS 15-002

FINANCIAL CONSULTING SERVICES TO SUPPORT THE CITY'S SOLID WASTE SYSTEM, WASTEWATER SYSTEM, STORMWATER SYSTEM, MARINAS, AND PROVIDE ECONOMIC CONSULTING

ISSUE DATE: FEBRUARY 26, 2015

PRE BID CONFERENCE: N/A

**MAIL BIDS TO: CITY CLERK
CITY OF KEY WEST
3126 FLAGLER AVE KEY WEST, FL 33040**

DELIVER BIDS TO: SAME AS ABOVE BIDS MUST BE

RECEIVED: APRIL 2, 2015

NOT LATER THAN: 3:00 P.M.

SUE SNIDER PURCHASING AGENT CITY OF KEY WEST

ses

Enclosures

NOTICE OF ADVERTISEMENT

REQUEST FOR QUALIFICATIONS

Financial Consulting Services to Support the City of Key West Solid Waste System, Wastewater System, Stormwater System, Marinas, and Provide Economic Consulting

REQUEST FOR QUALIFICATION NOTICE is hereby given to prospective Proposers that sealed proposals will be received by the City of Key West, by the office of the CITY CLERK, 3126 FLAGLER AVENUE, KEY WEST, FLORIDA 33040 until 3:00 p.m., on April 2, 2015, for “Request for Qualifications for Financial Consulting Services to support the City’s Wastewater and Stormwater Systems” and “Financial Consulting Services to support the City’s Solid Waste Systems.” Request for Qualifications Proposals will be opened in the Office of the City Clerk, then and there, publicly read aloud. All responses must be received on or before the date and time specified. Any Proposal received after the time announced will not be considered.

DOCUMENTS may be obtained from DemandStar by Onvia at www.demandstar.com or call 800.711.1712 or as a download from the City of Key West website at www.keywestcity.com.

Please submit one proposal marked “Original” and one (1) flash drive electronic copy, enclosed in a sealed envelope, clearly marked on the outside “Request for Qualifications for Financial Consulting Services to support the City’s Wastewater and Stormwater Systems” or “Financial Consulting Services to support the City’s Solid Waste Systems,” respectfully, addressed and delivered to the City Clerk at the address noted above.

The City of Key West reserves the right, at its sole discretion, to accept or reject any and all responses and to waive informalities or irregularities when it is in the best interest of the City to do so.

The City of Key West hereby notifies all proposers that it will affirmatively ensure that in any contract entered into pursuant to this advertisement, Disadvantaged Business Enterprise will be afforded full opportunity to submit bids in response to this invitation and will not be discriminated against on the grounds of race, color, gender, religion, age, disability, marital status or national origin in consideration for this award.

Request for Qualifications 15-002

Financial Consulting Services for Wastewater and Stormwater Systems

A. Introduction

The City of Key West Florida (City) is seeking Financial Consulting Services to support the City's wastewater and stormwater systems. The selected consultant will be contracted for a period of three years with an option, maintained by the City, to renew the contract on a yearly basis for up to two additional years. The selected consultant will perform projects on a task order basis - based on, but not limited to, the services provided in Section D of the Request for Qualifications (RFQ).

B. Proposal Information

The evaluation of the RFQ will be based on a respondent's aptitude to complete the initial tasks as identified herein by the City. Proposals should be submitted to the submission address by the date and time listed in the submission details.

Submission Details:

1. Submit to:

City Clerk
City of Key West
3126 Flagler Ave
Key West, Florida 33040

2. Date/Time:

April 2, 2015
3:00 PM

The City will not be responsible for submittals that are delinquent, lost, mismarked, sent to an address other than that given above, or sent by mail or courier service. The City reserves the right, after opening the submittal, to reject any or all proposals, or to accept the proposal(s) that in its sole judgment is (are) in the best interest of the City. Also, the City will not be responsible for proposals submitted after the specified date and time.

3. Identification of Initial Proposals:

Proposals shall be submitted in a sealed envelope clearly marked on the outside of the envelope with the project title, due date, and company name.

Project Title: Financial Consulting Services for the Wastewater and Stormwater Systems

Due Date:

Company:

C. Additional Information

Number of Copies:

Applicants shall submit one proposal marked “Original” and one (1) flash drive electronic copy. The property shall remain the property of the City.

Proposal Preparation Costs:

The costs of proposal preparation for both steps in the process are not reimbursable. Proposal preparation costs are the applicant’s total responsibility.

Authorized Signature:

The initial proposal must contain the signature of a duly authorized officer or agent of the proposer’s company empowered with the right to bind the proposer. The proposer must provide evidence of the authority of the officer or agent to bind the proposer.

Insurance / Indemnification:

INDIVIDUAL/FIRM Indemnity Language

To the fullest extent permitted by law, the INDIVIDUAL/FIRM expressly agrees to indemnify and hold harmless the City of Key West, their officers, directors, agents and employees (herein called the “indemnitees”) from any and all liability for damages, including, if allowed by law, reasonable attorney’s fees and court costs, such legal expenses to include costs incurred in establishing the indemnification and other rights agreed to in this Paragraph, to persons or property, caused in whole or in part by any act, omission, or default by INDIVIDUAL/FIRM or its subcontractors, material men, or agents of any tier or their employees, arising out of this agreement or its performance, including any such damages caused in whole or in part by any act, omission or default of any indemnitee, but specifically excluding any claims of, or damages against an indemnitee resulting from such indemnitee’s gross negligence, or the willful, wanton or intentional misconduct of such indemnitee or for statutory violation or punitive damages except and to the extent the statutory violation or punitive damages are caused by or result from the acts or omissions of the INDIVIDUAL/FIRM or its subcontractors, material men or agents of any tier or their respective employees.

Indemnification by INDIVIDUAL/FIRM for Professional Acts. INDIVIDUAL/FIRM hereby agrees to indemnify the City of Key West and each of its parent and subsidiary companies and the directors, officers and employees of each of them (collectively, the “indemnitees”), and hold each of the indemnitees harmless, against all losses, liabilities, penalties (civil or criminal), fines and expenses (including reasonable attorneys’ fees and expenses) (collectively, “Claims”) to the extent resulting from the performance of INDIVIDUAL/FIRM’S negligent acts, errors or omissions, or intentional acts in the performance of INDIVIDUAL/FIRM’S services, or any of their respective affiliates, under this Agreement. If claims, losses, damages, and judgments are

found to be caused by the joint or concurrent negligence of the City of Key West and INDIVIDUAL/FIRM, they shall be borne by each party in proportion to its negligence.

The indemnification obligations under this Agreement shall not be restricted in any way by any limitation on the amount or type of damages, compensation, or benefits payable by or for the INDIVIDUAL/FIRM under Workers' Compensation acts, disability benefits acts, or other employee benefits acts, and shall extend to and include any actions brought by or in the name of any employee of the INDIVIDUAL/FIRM or of any third party to whom INDIVIDUAL/FIRM may subcontract a part or all of the Work. This indemnification shall continue beyond the date of completion of work.

INDIVIDUAL/FIRM Insurance Language

INDIVIDUAL/FIRM is to secure, pay for, and file with the City of Key West, prior to commencing any work under the Contract, all certificates for Workers' Compensation, Public Liability, and Property Damage Liability Insurance and such other insurance coverages as may be required by specifications and addenda thereto, in at least the following minimum amounts with specification amounts to prevail if greater than minimum amounts indicated. Notwithstanding any other provision of the Contract, the **INDIVIDUAL/FIRM** shall provide the minimum limits of liability insurance coverages as follows:

Auto Liability	\$1,000,000	Combined Single Limit
General Liability	\$2,000,000	Aggregate (Per Project)
	\$2,000,000	Products Aggregate
	\$1,000,000	Any One Occurrence
	\$1,000,000	Personal Injury
	\$300,000	Fire Damage/Legal
Professional Liability (if applicable)	\$1,000,000	Per Claim/Aggregate
Additional Umbrella Liability	\$2,000,000	Occurrence/Aggregate

INDIVIDUAL/FIRM shall furnish an original Certificate of Insurance indicating, and such policy providing coverage to, City of Key West named as "Additional Insured" on **PRIMARY** and **NON CONTRIBUTORY** basis utilizing an ISO standard endorsement at **least as broad as CG 2010 (11/85) or its Equivalent, (combination OF CG 20 10 07 04 and CG 20 37 07 04, providing coverage for completed operations is acceptable)** INCLUDING A "Waiver of Subrogation" clause in favor of City of Key West on all policies. **INDIVIDUAL/FIRM** will maintain the Professional Liability, General Liability and Umbrella Liability insurance coverages summarized above with coverage continuing in full force including the "additional insured" endorsement until at least 3 years beyond completion and delivery of the work contracted herein.

Notwithstanding any other provision of the Contract, the **INDIVIDUAL/FIRM** shall maintain complete Workers' Compensation coverage for each and every employee, principal, officer, representative, or agent of the **INDIVIDUAL/FIRM** who is performing any labor, services, or

material under the Contract. Further, **INDIVIDUAL/FIRM** shall additionally maintain the following minimum limits of coverage:

Bodily Injury Each Accident	\$1,000,000
Bodily Injury by Disease Each Employee	\$1,000,000
Bodily Injury by Disease Policy Limit	\$1,000,000

If the work is being done on or near a navigable waterway, **INDIVIDUAL/FIRM's** Workers' Compensation policy shall be endorsed to provide **USL&H Act (WC 00 01 06 A)** and **Jones Act (WC 00 02 01 A)** coverage if specified by the City of Key West. **INDIVIDUAL/FIRM** shall provide the City of Key West with a Certificate of Insurance verifying compliance with the workman's compensation coverage as set forth herein and shall provide as often as required by the City of Key West such certification which shall also show the insurance company, policy number, effective and expiration date, and the limits of workman's compensation coverage under each policy.

INDIVIDUAL/FIRM's insurance policies shall be endorsed to give 30 days' written notice to the City of Key West in the event of cancellation or material change, using form CG 02 24, or its equivalent.

Certificates of Insurance submitted to the City of Key West will not be accepted without copies of the endorsements being requested. This includes additional insured endorsements, cancellation/material change notice endorsements, and waivers of subrogation. Copies of USL&H Act and Jones Act endorsements will also be required if necessary. **PLEASE ADVISE YOUR INSURANCE AGENT ACCORDINGLY.**

INDIVIDUAL/FIRM will comply with any and all safety regulations required by any agency or regulatory body including but not limited to OSHA. **INDIVIDUAL/FIRM** will notify City of Key West immediately by telephone at (305) 809-3811 of any accident or injury to anyone that occurs on the jobsite and is related to any of the work being performed by the **INDIVIDUAL/FIRM.**

Proposal Evaluation:

Proposals should provide a straightforward and concise presentation adequate to satisfy the requirements of the RFQ. Emphasis should be on completeness and clarity of contents. The consultant's workload availability and experience in providing financial consulting services will be the principal basis for evaluation. Evaluation process will be completed within forty-five (45) days.

Proposal Selection:

The City reserves the right, without qualification, to:

1. Select based on presentations to the City Commission
2. Select as a basis for written or oral communication with any or all of the companies or individuals when such action is considered to be in the best interest of the City.
3. Reject all proposals.
4. Exercise discretion and apply its judgment with respect to any proposals submitted.

The City may select, based on initial proposals received, without discussion and a final presentation or after detailed discussions, a final presentation, or contract negotiations. A final contract must be negotiated and then approved by the City Commission.

City Staff will be responsible for “short listing” to three (3) Proposers. Final award will be made by the City Commission based solely on that proposal which, in their opinion, is in the best interest of the City of Key West, all factors considered.

The City of Key West reserves the right to ask questions, seek clarification of any or all Proposers as part of its evaluation, including presentation before the City Commission.

Proposal Content:

The City requires the proposer to submit a concise proposal clearly addressing all of the requirements outlined in this RFP. Proposal must include, at a minimum, the following sections in the order indicated.

1. Information Page – Include project name, name of firm submitting the proposal, contact information for the person that will act as project leader and contact information for the person who has authority to make representations for the firm, including name, title, address, telephone and fax numbers and email addresses.
2. Company Information – Background information about the company and the services provided.
3. Methodology and Approach – Descriptions which enable the City to assess the proposer’s capability to conduct this study in a structured and efficient manner.
4. Personnel – Resumes of the individual(s) assigned to and staff personnel, and/or sub-consultants available to support the Financial Services to be provided by the City.
5. Qualifications – Description of background experience connected with providing financial consulting services.
6. Representative Financial Services Projects and Client References – Submit descriptions of similar assignments which were conducted by the consultant, including other agency’s contact name and telephone number.
 - a. The Consultant shall provide three references of Financial Consulting Projects which have been completed within the last five years.

D. Anticipated Projects and Assistance

The City seeks to retain a Financial Services consultant to provide wastewater and stormwater Financial Consulting services. Listed below are the initial and additional projects to be completed by the Financial Services Consultant for the City.

Initial Projects:

1. Annual Wastewater Rate Study
2. Annual Stormwater Rate Study

Additional Projects:

1. Capital Financing Support
2. Financial and Compliance Reporting Support
3. Special Rate Determination Assistance (Stormwater)

Term of Contract: Period of three (3) years with an option, maintained by the City, to renew the contract on a yearly basis for up to two (2) years.

BASIS OF AWARD:

City Staff will be responsible for “short listing” to three (3) bidders. Final award will be made by the City Commission based solely on that proposal which, in their opinion, is in the best interest of the City of Key West, all factors considered.

The City of Key West reserves the right to ask questions, seek clarification of any or all Proposers as part of its evaluation, including presentation before the City Commission.

Request for Qualifications 15-002 Financial Consulting Services for the Solid Waste System

A. Introduction

The City of Key West Florida (City) is seeking Financial Consulting Services to support the City's Solid Waste System. The selected consultant will be contracted for a period of three years with an option, maintained by the City, to renew the contract on a yearly basis for up to two additional years. The selected consultant will perform projects on a task order basis - based on, but not limited to, the services provided in Section D of the Request for Qualifications (RFQ).

B. Proposal Information

The evaluation of the RFQ will be based on a respondent's aptitude to complete the initial tasks as identified herein by the City. Proposals should be submitted to the submission address by the date and time listed in the submission details.

Submission Details:

1. Submit to:

City Clerk
City of Key West
3126 Flagler Ave
Key West, Florida 33040

2. Date/Time:

April 2, 2015
3:00 PM

The City will not be responsible for submittals that are delinquent, lost, mismarked, sent to an address other than that given above, or sent by mail or courier service. The City reserves the right, after opening the submittal, to reject any or all proposals, or to accept the proposal(s) that in its sole judgment is (are) in the best interest of the City. Also, the City will not be responsible for proposals submitted after the specified date and time.

3. Identification of Initial Proposals:

Proposals shall be submitted in a sealed envelope clearly marked on the outside of the envelope with the project title, due date, and company name.

Project Title: Financial Consulting Services for the Solid Waste System

Due Date:

Company:

C. Additional Information

Number of Copies:

Applicants shall submit one proposal marked “Original” and one (1) flash drive electronic copy. The property shall remain the property of the City.

Proposal Preparation Costs:

The costs of proposal preparation for both steps in the process are not reimbursable. Proposal preparation costs are the applicant’s total responsibility.

Authorized Signature:

The initial proposal must contain the signature of a duly authorized officer or agent of the proposer’s company empowered with the right to bind the proposer. The proposer must provide evidence of the authority of the officer or agent to bind the proposer.

Insurance / Indemnification:

INDIVIDUAL/FIRM Indemnity Language

To the fullest extent permitted by law, the INDIVIDUAL/FIRM expressly agrees to indemnify and hold harmless the City of Key West, their officers, directors, agents and employees (herein called the “indemnitees”) from any and all liability for damages, including, if allowed by law, reasonable attorney’s fees and court costs, such legal expenses to include costs incurred in establishing the indemnification and other rights agreed to in this Paragraph, to persons or property, caused in whole or in part by any act, omission, or default by INDIVIDUAL/FIRM or its subcontractors, material men, or agents of any tier or their employees, arising out of this agreement or its performance, including any such damages caused in whole or in part by any act, omission or default of any indemnitee, but specifically excluding any claims of, or damages against an indemnitee resulting from such indemnitee’s gross negligence, or the willful, wanton or intentional misconduct of such indemnitee or for statutory violation or punitive damages except and to the extent the statutory violation or punitive damages are caused by or result from the acts or omissions of the INDIVIDUAL/FIRM or its subcontractors, material men or agents of any tier or their respective employees.

Indemnification by INDIVIDUAL/FIRM for Professional Acts. INDIVIDUAL/FIRM hereby agrees to indemnify the City of Key West and each of its parent and subsidiary companies and the directors, officers and employees of each of them (collectively, the “indemnitees”), and hold each of the indemnitees harmless, against all losses, liabilities, penalties (civil or criminal), fines and expenses (including reasonable attorneys’ fees and expenses) (collectively, “Claims”) to the extent resulting from the performance of INDIVIDUAL/FIRM’S negligent acts, errors or omissions, or intentional acts in the performance of INDIVIDUAL/FIRM’S services, or any of

their respective affiliates, under this Agreement. If claims, losses, damages, and judgments are found to be caused by the joint or concurrent negligence of the City of Key West and INDIVIDUAL/FIRM, they shall be borne by each party in proportion to its negligence.

The indemnification obligations under this Agreement shall not be restricted in any way by any limitation on the amount or type of damages, compensation, or benefits payable by or for the INDIVIDUAL/FIRM under Workers’ Compensation acts, disability benefits acts, or other employee benefits acts, and shall extend to and include any actions brought by or in the name of any employee of the INDIVIDUAL/FIRM or of any third party to whom INDIVIDUAL/FIRM may subcontract a part or all of the Work. This indemnification shall continue beyond the date of completion of work.

INDIVIDUAL/FIRM Insurance Language

INDIVIDUAL/FIRM is to secure, pay for, and file with the City of Key West, prior to commencing any work under the Contract, all certificates for Workers’ Compensation, Public Liability, and Property Damage Liability Insurance and such other insurance coverages as may be required by specifications and addenda thereto, in at least the following minimum amounts with specification amounts to prevail if greater than minimum amounts indicated. Notwithstanding any other provision of the Contract, the **INDIVIDUAL/FIRM** shall provide the minimum limits of liability insurance coverages as follows:

Auto Liability	\$1,000,000	Combined Single Limit
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	\$300,000	Fire Damage/Legal
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INDIVIDUAL/FIRM shall furnish an original Certificate of Insurance indicating, and such policy providing coverage to, City of Key West named as “Additional Insured” on **PRIMARY** and **NON CONTRIBUTORY** basis utilizing an ISO standard endorsement at **least as broad as CG 2010 (11/85) or its Equivalent, (combination OF CG 20 10 07 04 and CG 20 37 07 04, providing coverage for completed operations is acceptable)** INCLUDING A “Waiver of Subrogation” clause in favor of City of Key West on all policies. **INDIVIDUAL/FIRM** will maintain the Professional Liability, General Liability and Umbrella Liability insurance coverages summarized above with coverage continuing in full force including the “additional insured” endorsement until at least 3 years beyond completion and delivery of the work contracted herein.

Notwithstanding any other provision of the Contract, the **INDIVIDUAL/FIRM** shall maintain complete Workers' Compensation coverage for each and every employee, principal, officer, representative, or agent of the **INDIVIDUAL/FIRM** who is performing any labor, services, or material under the Contract. Further, **INDIVIDUAL/FIRM** shall additionally maintain the following minimum limits of coverage:

Bodily Injury Each Accident	\$1,000,000
Bodily Injury by Disease Each Employee	\$1,000,000
Bodily Injury by Disease Policy Limit	\$1,000,000

If the work is being done on or near a navigable waterway, **INDIVIDUAL/FIRM's** Workers' Compensation policy shall be endorsed to provide **USL&H Act (WC 00 01 06 A)** and **Jones Act (WC 00 02 01 A)** coverage if specified by the City of Key West. **INDIVIDUAL/FIRM** shall provide the City of Key West with a Certificate of Insurance verifying compliance with the workman's compensation coverage as set forth herein and shall provide as often as required by the City of Key West such certification which shall also show the insurance company, policy number, effective and expiration date, and the limits of workman's compensation coverage under each policy.

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INDIVIDUAL/FIRM will comply with any and all safety regulations required by any agency or regulatory body including but not limited to OSHA. **INDIVIDUAL/FIRM** will notify City of Key West immediately by telephone at (305) 809-3811 of any accident or injury to anyone that occurs on the jobsite and is related to any of the work being performed by the **INDIVIDUAL/FIRM.**

Proposal Evaluation:

Proposals should provide a straightforward and concise presentation adequate to satisfy the requirements of the RFQ. Emphasis should be on completeness and clarity of contents. The consultant's workload availability and experience in providing financial consulting services will be the principal basis for evaluation. Evaluation process will be completed within forty-five (45) days.

Proposal Selection:

The City reserves the right, without qualification, to:

1. Select based on presentations to the City Commission
2. Select as a basis for written or oral communication with any or all of the companies or individuals when such action is considered to be in the best interest of the City.
3. Reject all proposals.
4. Exercise discretion and apply its judgment with respect to any proposals submitted.

The City may select, based on initial proposals received, without discussion and a final presentation or after detailed discussions, a final presentation, or contract negotiations. A final contract must be negotiated and then approved by the City Commission.

City Staff will be responsible for “short listing” to three (3) Proposers. Final award will be made by the City Commission based solely on that proposal which, in their opinion, is in the best interest of the City of Key West, all factors considered.

The City of Key West reserves the right to ask questions, seek clarification of any or all Proposers as part of its evaluation, including presentation before the City Commission.

Proposal Content:

The City requires the proposer to submit a concise proposal clearly addressing all of the requirements outlined in this RFP. Proposal must include, at a minimum, the following sections in the order indicated.

1. Information Page – Include project name, name of firm submitting the proposal, contact information for the person that will act as project leader and contact information for the person who has authority to make representations for the firm, including name, title, address, telephone and fax numbers and email addresses.
2. Company Information – Background information about the company and the services provided.
3. Methodology and Approach – Descriptions which enable the City to assess the proposer’s capability to conduct this study in a structured and efficient manner.
4. Personnel – Resumes of the individual(s) assigned to and staff personnel, and/or sub-consultants available to support the Financial Services to be provided by the City.
5. Qualifications – Description of background experience connected with providing financial consulting services.
6. Representative Financial Services Projects and Client References – Submit descriptions of similar assignments which were conducted by the consultant, including other agency’s contact name and telephone number.
 - a. The Consultant shall provide three references of Financial Consulting Projects which have been completed within the last five years.

D. Anticipated Projects and Assistance

The City seeks to retain a Financial Services consultant to provide Solid Waste Financial Consulting services. Listed below are the initial and additional projects to be completed by the Financial Services Consultant for the City.

Initial Projects:

1. Annual Solid Waste Rate Study

Additional Projects:

1. Capital Financing Support
2. Financial and Compliance Reporting Support
3. Special Rate Determination Assistance

Term of Contract: Period of three (3) years with an option, maintained by the City, to renew the contract on a yearly basis for up to two (2) years.

BASIS OF AWARD:

City Staff will be responsible for “short listing” to three (3) bidders. Final award will be made by the City Commission based solely on that proposal which, in their opinion, is in the best interest of the City of Key West, all factors considered.

The City of Key West reserves the right to ask questions, seek clarification of any or all Proposers as part of its evaluation, including presentation before the City Commission.

c. Request for Qualifications WASTEWATER & STORMWATER





1. Information Page

Project Understanding

The City requires a trusted financial and rate advisor to support the its wastewater and stormwater systems, to help ensure that each system generates adequate revenues to fund operations, maintenance and capital improvement needs, while maintaining affordable rates to City customers. **ARCADIS has been the City's trusted advisor over the past five years, providing fiscally sound recommendations to the City.**

As your Financial Consultant, ARCADIS will continue to provide financial planning and rate setting assistance to accomplish the City's objectives and address the challenges described below.

- The **Wastewater System** financial plan will need to accommodate continued funding of capital projects, including the Truman Waterfront Sewer Improvements, wastewater treatment plant improvements (i.e. blower and pump projects), Lift Station H Rehabilitation and force main repairs at bridge crossings. The financial plan will also require forecasting wastewater operations costs to accommodate a new contract operations agreement.
- The **Stormwater System** financial plan will need to continue to support the 2012 Stormwater Master Plan and provide funds for the City's local share of grant funded projects, such as the Patricia & Ashby Neighborhood and Simonton Street Pump Station Emergency Outfall project. The plan will also need to continue to address revenue impacts as a result of stormwater fee payment delinquencies, customer legal challenges and the decline in stormwater billing units.
- The City **Marina and Port Operations** financial plan will need to accommodate capital needs associated with aging infrastructure and repairs that are needed at the Garrison Bight

Our proven methodology and approach, described below in Section 3, will help the City achieve its goals for the project. Our team's familiarity with your challenges, knowledge of your financial planning and budgeting process, mastery of your financial modeling tools (developed by ARCADIS) and strong working relationship with the City staff provide the foundation for success.

Requested Information

Project Name	Financial Consulting Services for the Wastewater and Stormwater Systems Request for Qualifications: # 15-002
Name of Firm Submitting Proposal	ARCADIS U.S., Inc.
Contact Information for Project Leader	John Mastracchio , Project Manager 855 Route 146, Suite 210 Clifton Park, NY 12065 Phone: 518.250.7353 – Fax: 5182.50.7301 John.Mastracchio@arcadis-us.com
Contact Information for Authorized Firm Representative	Robert J. Daoust , Associate Vice President 8201 Peters Road, Suite 3400 Plantation, FL 33324 Phone: 954.414.9016 – Fax: 954.761.7939 Robert.Daoust@arcadis-us.com

2. Company Information

ARCADIS' national financial services practice is one of the largest in the United States solely dedicated to financial and economic studies of the municipal water, wastewater, stormwater and solid waste industries.

The Planning and Business Advisory practice of ARCADIS focuses on the unique management, financial, organizational and information technology needs of municipal water, wastewater, stormwater and solid waste utilities. The practice has been in place for more than 15 years and was established when performance optimization, cost control, alternative financing and leadership transition in the municipal utility industry were emerging issues.

Our national financial consultants work directly with municipalities and utilities across the country to address challenging financial management, planning and utility pricing issues. Backed by the engineering and operational experience of our approximately 5,200 U.S. employees, our financial specialists combine hands-on utility expertise with cutting-edge financial management expertise to manage issues affecting a utility's long-term financial health. We also draw on in-house expertise in key supporting areas such as capital planning, operations, information technology and organizational structure to deliver informed analyses and realistic, feasible financial solutions. We work closely with client staff to translate the utility's existing knowledgebase into a viable financial plan that can be implemented both operationally and administratively and is defensible technically and politically.





ARCADIS' comprehensive spectrum of financial services:

- Short- and long-term financial planning
- Customized financial modeling and risk analysis
- Rate and cost-of-service studies
- Impact fee analysis
- Inter-jurisdictional agreement development support
- Grant management services
- Asset management
- Utility valuation
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Our involvement in key leadership positions with national utility organizations such as the Water Environment Federation (WEF) and American Water Works Association (AWWA) provides us with an opportunity to help **lead and shape industry trends, as well as bring the industry's best practices to our clients.** We routinely complete multi-year water and wastewater utility financial plan forecasts for utilities nationwide. We understand the facets of cost-of-service allocation and rate design, as well as the need to balance financial stability, equity and conservation with legal requirements and revenue stability in the rate-setting process. Our staff's wide-ranging expertise in financing alternatives and the bond markets earns ARCADIS' financial feasibility studies and projections high regard from the bond-rating agencies.

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ARCADIS has been assisting clients in Florida with their water, wastewater, stormwater and solid waste infrastructure needs since 1919.

3. Methodology and Approach

In working with the City over the past five years, ARCADIS has developed a structured and efficient approach to completing similar project studies.

Task 1 – Project Initiation

Annual financial reviews will be initiated with a brief meeting (held via teleconference) with the City Utilities Director and staff to discuss the upcoming financial plan needs, budget cycle and financial plan expectations. At this meeting, the schedule for completing the financial plan review will be discussed, along with capital, operational and management and customer considerations that will need to be incorporated into the plan for the upcoming year. In preparation for this meeting, ARCADIS will prepare and provide the City with a request for information (RFI) for updating the financial models. Following this meeting, a summary of the discussions of this meeting will be prepared and provided to the City.

Task 2 – Financial Model Update

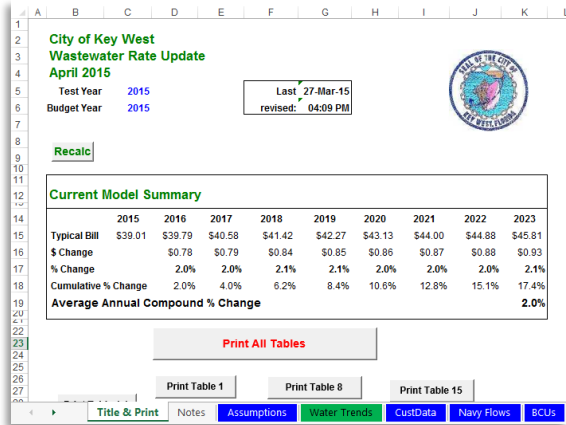
The existing financial models prepared for the City will then be updated based on the project initiation meeting and receipt of the requested information. This will include updating historical and projected customer demands, operating budgets, cost escalation estimates and capital plans, and developing a projection of revenue requirements and rate increase needs. The financial projections will also be reviewed in comparison to cash fund balance, debt service coverage targets and other benchmarks as appropriate.

In completing the past five annual financial model updates for the City, we have found it to be efficient for City staff and ARCADIS to work together in completing the financial model updates. This has entailed ARCADIS initializing the financial model template, forwarding this template to the City to add updated budget and CIP information, and ARCADIS reviewing and updating the returned model. This not only improves the efficiency of the model updates but also provides the City with a working understanding of the financial model. We plan to use this proven process moving forward.

Our team will facilitate meetings and teleconferences with the City to complete the financial model updates. One onsite meeting is anticipated per year for finalizing the financial model updates.

ARCADIS Approach





The financial planning models prepared by ARCADIS for the City are clear, concise and easily updated by the user. Key information is presented in reports and dashboards to make the City's decision making easier.

Task 3 – Financial Plan and Rate Structure Evaluation

Once the financial model has been updated, ARCADIS will work with the City to prepare and evaluate alternative financial plan and rate structure alternatives. The financial plan alternatives may include consideration of alternative capital plans, operating cost projections and cash reserve levels. The rate structure evaluation may include changes to various rate elements, such as base and commodity charge rate components, for the wastewater system, as may be desired or appropriate. ARCADIS and the City will review the results and select up to two or three financial and rate plan alternatives to present to the City Commission at one of the scheduled budget hearings.

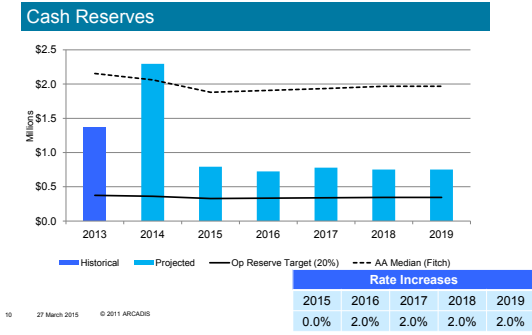
	Metered Water Use (gallons)	Est. Sewer Volume (gallons)	Bill Under Prior Year Rates			Bill Under Current Year Rates			Percent Change
			Base Charge	Commodity Charge	Total Charge	Base Charge	Commodity Charge	Total Charge	
2015	2,500	2,000	\$22.77	\$9.02	\$31.79	\$22.77	\$9.02	\$31.79	0.00%
	4,500	3,600	\$22.77	\$16.24	\$39.01	\$22.77	\$16.24	\$39.01	0.00%
	5,000	4,000	\$22.77	\$18.04	\$40.81	\$22.77	\$18.04	\$40.81	0.00%
	6,250	5,000	\$22.77	\$22.55	\$45.32	\$22.77	\$22.55	\$45.32	0.00%
2016	2,500	2,000	\$22.77	\$9.02	\$31.79	\$23.23	\$9.20	\$32.43	2.01%
	4,500	3,600	\$22.77	\$9.02	\$31.79	\$23.23	\$9.20	\$32.43	2.01%
	5,000	4,000	\$22.77	\$16.24	\$39.01	\$23.23	\$16.56	\$39.79	2.01%
	6,250	5,000	\$22.77	\$18.04	\$40.81	\$23.23	\$18.40	\$41.63	2.01%

The financial model includes example customer bill impact reports to assess how rate changes will impact customer bills.

Task 4 – Presentation and Documentation

ARCADIS will participate in a City Commission budget hearing to present the financial and rate plan recommendations. We will prepare a draft presentation in Microsoft PowerPoint for City staff review prior to the meeting. Upon receipt of City comments on the draft presentation, we will prepare a final version of the presentation, and deliver the presentation at a City Commission budget hearing.

Scenario 2 – No Rate Increase in 2015, inflationary increases thereafter



Example presentation information provided by ARCADIS to the City Commission to clearly demonstrate the fiscal impacts of various rate scenarios.

4. Personnel

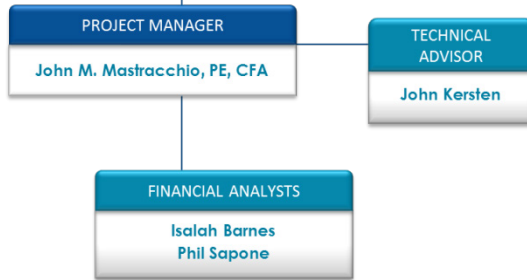
In selecting ARCADIS, the City will receive the same reliable and knowledgeable project team that it has relied upon and trusted over the past five years to provide sound financial expertise and guidance.

John Mastracchio, PE, CFA

Mr. Mastracchio will continue to serve as the project manager for this assignment, ensuring that the City receives high quality financial consulting services. He leads ARCADIS' national financial services practice. As a published author, active national technical committee member and frequent presenter with a strong industry presence, he is a thought leader and a recognized subject matter expert in the areas of financial planning, revenue and cost studies, rate setting, capital financing, customer affordability, utility valuations and regionalization. Mr. Mastracchio has earned the Chartered Financial Analyst (CFA) designation and is also a professional engineer. He is a member of several committees including the AWWA Rates & Charges committee and the Finance, Accounting & Management Controls Committee.

Example Projects:

- City of Key West, FL – 2010-2014 Annual Wastewater and Stormwater rate studies, Impact Fee Study, Indirect Cost Study, Marina Pricing Model, Outer Mole Indirect Cost Analysis
- Port of Miami, FL – Financial Feasibility Study and Financial Forecast
- Virginia Beach, VA – Wastewater / Water Financial Consulting since 2006
- Charlotte Water, NC – Annual Wastewater Cost of Service Evaluation and Rate Study since 2010
- City of Columbus, OH – Wastewater, Water, Electric, Storm Fee Rate and Charge Analysis and annual rate advisor since 2005
- Isle of Wight County, VA – Sewer and Stormwater Rate Studies and financial and rate advisor since 2009

**Team Organization**
WASTEWATER & STORMWATER**John Kersten**

Mr. Kersten has more than 25 years of experience providing financial advisory consulting with regard to a variety of projects associated with electric, natural gas, and water/wastewater utilities. His expertise encompasses the full range of utility finance issues including debt issuance support (revenue bond feasibility), valuation studies for acquisitions and mergers, alternative capital financing analyses, economic feasibility studies, wholesale and retail ratemaking/cost of service and strategic and business planning.

Example Projects:

- Miami-Dade County – Cost of Service and Rate Study
- City of Tallahassee – Cost of Service and Rate Study
- Tampa Bay Water – Cost of Service and Rate Study
- JEA – Cost of Service and Rate Study
- Orlando Utilities Commission – Cost of Service and Rate Study

Isalah Barnes

Ms. Barnes is a financial consultant specializing in financial modeling, long-range planning, cost of service analysis and rate design. She has over six years' experience completing rate studies and working with water, wastewater, and stormwater municipal utilities. In addition, she conducts affordability and cost/benefit analyses. She brings with her a solid background in financial analysis and economic theory.

Example Projects:

- City of Key West – 2014 Rate Study, 2014 Impact Fee Study, 2012 Sewer and Stormwater Rates
- City of Austin Water Utility – Cost of Service Rate Study
- Virgin Islands Waste Management Authority – Cost of Service Evaluation
- City of Las Vegas – Water, Wastewater, Solid Waste and Gas Rate Study
- City of Glendale, AZ – Rate Study and 10-Year Financial Plan

Phil Sapone

Mr. Sapone has five years of experience related to financial management. In his current role, he provides financial planning services, including rate studies, bond/financial feasibility studies, impact fee development and other types of

financial analysis to utility clients. He is currently involved with projects for the Town of Greenburgh, NY and Isle of Wight County, VA. Most recently, he was involved with an Impact Fee Study for the City of Key West and a water and sewer rate study for Capital Region Water in Harrisburg, PA.

Example Projects:

- City of Key West – 2014 Rate Study, 2014 Impact Fee Study
- Isle of Wight County – Water and Wastewater Rate Study
- Charlotte Mecklenburg Utilities – Rate Studies 2013-2016
- Prince William County, VA – Water and Sewer Rate Study
- City of Virginia Beach – 2014 Cost of Service Study
- Berkley County Water & Sewer Authority, SC – Water and Wastewater, Solid Waste Rate Study

5. Qualifications

ARCADIS has extensive experience in providing financial consulting services. The following projects have been successfully completed for the City of Key West over the last five years.

Wastewater and Stormwater Financial Consulting

Over the past five years, ARCADIS has assisted the City to update its wastewater and stormwater rates to help generate sufficient revenues to fund its operation and maintenance activities and its capital program. During this time, we have helped the City generate adequate revenues to fund pump station and sewer capital projects, consider the impacts of various levels of stormwater grant funding, manage a fluctuating Base Charge Unit (BCU) to ensure equitable rates between residential and commercial customers, address the loss in revenue from its stormwater fee dispute and plan for revenue enhancements from changing to an outside billing provider. **The City and ARCADIS have worked together efficiently, resulting in a stable financial condition for the wastewater and stormwater systems and affordable rates for City customers.**

Impact Fee Study

The City's planning department engaged ARCADIS to complete a developer impact fee study to update the City's impact fees, which had not been reviewed and updated since the 1980s. ARCADIS evaluated and made recommendations to the City regarding the cost impact of growth on various city functions, including: Solid Waste, Wastewater, Stormwater, Fire Rescue, Law Enforcement, Parks & Recreation, Public Buildings and Transportation. As a result of this project, **ARCADIS provided the City with a sound footing upon which to base its developer impact fees.**



"John, first, a big thanks for completing the evaluation. It is long overdue, given that the City has not updated its impact fee schedule since 1985. We found the analysis thorough and well researched. In general, it is acceptable and represents to basis of the direction that the City wishes to take in revising its impact fee ordinance. Thanks again for the depth of your analyses and attention to the thoughtful comments as to how the City could implement the new fees through a phased or reduced schedule."

Don Craig (former City Planning Director)

Indirect Cost Study

ARCADIS assisted the City General Fund in preparing an equitable and defensible central services indirect cost plan, which consisted of an evaluation of the General Fund services, the support provided to each of the City departments and a cost justification for the allocation of such costs. **This project provided tremendous benefit to the City, because it allowed for the appropriate recovery of the cost of service provided by the City's General Fund.** In addition, through this project, our team gained an in-depth understanding of the City's budget process and its operations across multiple departments, which allowed us to more accurately forecast utility expenses.

Marina and Port Strategic Financial Planning

At the request of the City, ARCADIS applied the financial planning and rate setting approach used for the wastewater and stormwater systems to help develop a strategic financial plan and model for the Garrison Bight City Marina and the City's Outer Mole property. For the Garrison Bight City Marina, we evaluated the City's capital plan, developed a financial plan and made recommendations for marina and dockage fees that would help the City maintain competitiveness and generate sufficient revenues to fund the needed marina capital improvements. We also completed a market study to help insure the City's marina fees were competitive in order to help attract new business. For the Outer Mole property, ARCADIS completed a full cost study to help ensure recoupment of City costs from the U.S. Navy as part of the City's unique lease and cruise ship berthing arrangement with the Navy. In addition to the full cost evaluation, ARCADIS analyzed disembarkation fees and passenger movements to develop a breakeven analysis for the City, which **allowed the City to strategically evaluate its agreements with the Navy and its cruise ship operators, and fully recover its costs.**

6. Representative Financial Services Projects & References

Isle of Wight County, VA Water and Sewer Rate Study

ARCADIS has worked for the County since 2009, and has completed several **comprehensive sewer and stormwater rate studies.**

Through a series of interactive workshops, we worked with the County's finance and public utilities staff in the development of a **customized financial planning model** to determine current and future sewer and stormwater rate revenue requirements. The results of the financial model were used in the subsequent cost-of-service analysis, rate design and connection fee study. Upon completion of the study, we provided staff training for continued use of the model. Our team also reviewed the County's ordinances and provided suggested language for ordinance revision.

ARCADIS' interactive financial planning model was instrumental in assisting the County's Department of Public Utilities achieve a sound financial management plan. Historically, the department received an annual subsidy in excess of \$1 million from the general fund. **The county used our financial model to develop a five-year plan not only to eliminate the annual subsidy but also to begin to repay the subsidization amount.**

As the County's trusted financial and rate advisor, ARCADIS assisted the County in reviewing wholesale true-up documentation and negotiating new terms associated with a wholesale contract, **saving the County more than \$1 million.**

City of Virginia Beach, VA Rate and Financial Services

ARCADIS has been the City of Virginia Beach's rate and financial consultant since 2006, providing ongoing rate, financial and asset management services for the City's water and wastewater utilities under a multiyear financial consulting contract. The City provides water and wastewater service to more than 430,000 people in Virginia Beach, with an average daily water usage of approximately 35 million gallons.

ARCADIS has completed **financial plan updates, cost-of-service evaluations and rate design studies** to ensure that water and sewer rates are reflective of the cost of providing service to the City's customers and are fair and equitable. The

REFERENCE:
Frank A. Haltom, PE
Assistant Director
757.365.6388
fhaltom@isleofwightus.net



REFERENCE:
Les White
Public Utilities Finance Officer
757.385.8601





cost-of-service evaluations consisted of forecasting rate revenue requirements, developing cost-of-service and rate design models, allocating costs between water and sewer functions, allocating costs to customer classes and designing rates to better reflect the cost of providing service. As part of the cost-of-service evaluation, we analyzed the City's availability fees and provided recommendations for updating the fees. The City subsequently adopted our availability fee recommendations.

ARCADIS also completed a **bond feasibility study** for the issuance of water revenue bonds to finance the City's water and sewer capital program and a performance measurement analysis to establish performance measures and benchmark the City's performance against other municipalities across the state and country. We also completed water true-up evaluations for the purchase of treated water from the City of Norfolk. As part of the evaluation, rate base, rate of return and operation and maintenance expense calculations were reviewed for consistency with the inter-municipal agreement. **The true-up evaluation enabled the City of Virginia Beach to reduce the amount owed to the City of Norfolk by more than \$3 million.**

Charlotte Water, NC Water and Sewer Rate Study

ARCADIS has served as a trusted financial and rate advisor for Charlotte Water (formerly Charlotte Mecklenburg Utilities) since 2010. During this time, we have assisted the utility in forecasting customer demands, develop a long-term financial plan and make wastewater and water rate structure changes to address Charlotte Water's emerging challenges, and meet their financial goals, which consisted the following:



- Establishment of a fair and equitable rate structure that produces sufficient revenues to meet the utility's revenue requirements
- Maintain the utility's AAA bond rating and improve revenue stability
- Address customer affordability
- Maintain a pricing structure that encourages water conservation
- Implement a public involvement process to obtain feedback regarding the rate structure from customers served by the utility

ARCADIS developed a financial model to be used as a planning tool for establishing a financial plan and identifying future revenue requirements. Water and sewer cost-of-service studies were completed to identify the cost responsibility of various customer classes and to examine intra-class rate equity. An affordability analysis was completed to assess the impact of rate structure changes on low-income customers. A rate and fee survey was completed to compare Charlotte Water's rates with those of other water and sewer utilities in the Southeast and nationally.

ARCADIS also facilitated a public communication campaign. A stakeholder advisory group was formed that consisted of representatives of residential customers in various neighborhoods across the service areas as well as business representatives from the community. Several meetings were held with the stakeholder advisory group, general public, Charlotte Water leadership team and the Restructuring Government Committee of the Charlotte City Council to obtain feedback pertaining to the most important criteria to be considered when developing rate structure alternatives.

On the basis of feedback received during the public input process, we combined the rate structure options into various alternatives to balance the competing objectives and criteria. The rate structure alternatives then were presented to the Restructuring Government Committee of the Charlotte City Council for consideration and approval.

This study highlights the importance of collaborative stakeholder involvement as part of a comprehensive rate evaluation that absorbs the public's concerns regarding the rate structure, thereby **developing a rate structure that is best fitted for the community, improves the utility's public image, and improves the community's understanding and acceptance of the rate structure.**

d. Request for Qualifications SOLID WASTE SYSTEM





1. Information Page

Project Understanding

The City requires a trusted financial and rate advisor to support the Solid Waste System, helping ensure ensure that it generates adequate revenues to support the City's 2012 Solid Waste Master Plan and funds operations, maintenance and capital improvement needs while maintaining affordable sanitation rates for City customers. **ARCADIS has been the City's trusted advisor for its utility systems over the past five years, and we look forward to expanding our relationship with the City to include the Solid Waste System.** As your Financial Consultant, ARCADIS will provide financial planning and rate setting assistance to accomplish the City's objectives and address the challenges described below.

- The **Solid Waste System** financial plan will need to continue to support the 2012 solid waste master plan, including the State of Florida's recycling goal of 75 percent by 2020, provide financial incentives for business to recycle, and to capture and recognize revenues from the City's recyclables.
- Continuing to evaluate residential and commercial billing structures that could result in a more equitable payment structure among types of businesses, along with incentives for increased recycling.
- Maintaining fiscal stability, affordability and competitiveness with other municipalities in Florida in regards to our customer fees for services.

The City will benefit from selecting ARCADIS as its financial consultant for each of its utility systems, including Solid Waste. By selecting one firm, the City will minimize the total cost for evaluating the financial needs of each system individually, and gain the ability to review these systems wholesetly.

Our proposed scope of work and proven process, described in Section 3, will achieve the City's goals for the project. It is based on our familiarity with the City's challenges, an in-depth knowledge of your financial planning and budgeting process, and our strong working relationship with the City.

By selecting ARCADIS for solid waste, the City will receive the same high level of industry expertise and quality of service that we have delivered over the past five years.

Requested Information

Project Name	Financial Consulting Services for the Solid Waste Systems Request for Qualifications: # 15-002
Name of Firm Submitting Proposal	ARCADIS U.S., Inc.
Contact Information for Project Leader	John Mastracchio , Project Manager 855 Route 146, Suite 210 Clifton Park, NY 12065 Phone: 518.250.7353 – Fax: 5182.50.7301 John.Mastracchio@arcadis-us.com
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ARCADIS has been assisting clients in Florida with their water, wastewater, stormwater and solid waste infrastructure needs since 1919.

3. Methodology and Approach

In working with the City over the past five years, ARCADIS has developed a structured and efficient approach to completing the project scope of work, and will apply this approach to the solid waste financial consulting tasks.

Task 1 – Project Initiation

The annual financial review will be initiated with a brief meeting (held via teleconference) with the City Utilities Director and staff to discuss the upcoming financial plan needs, budget cycle and financial plan expectations. At this meeting, the schedule for completing the financial plan review will be discussed along with capital, operational and management, and customer considerations that will need to be incorporated into the plan for the upcoming year. In preparation for this meeting, ARCADIS will prepare and provide the City with a request for information (RFI) for updating the financial model. Following this meeting, a summary of the discussions of this meeting will be prepared and provided to the City.

Task 2 – Financial Model Update

The existing financial model will then be updated based on the project initiation meeting and receipt of the requested information. This will include updating historical and projected customers and waste generation rates, operating budgets, cost escalation estimates, and capital plans, and developing a projection of revenue requirements and rate increase needs. The financial projections will also be reviewed in comparison to cash fund balance and debt service coverage targets and other benchmarks as appropriate.

Landfill Revenue Report Data	Tonnage Data	Landfill Tonnage Data by Customer Class							Total Tons	% of Total
		Residential	Commercial	Yard	CDD	Industrial / Special MSW	Sludge	Tires		
Current Billing Rate Per Ton:		\$75/HH	\$130/CY-WK	\$28/ton	\$28/ton	\$50/ton	\$30/ton	\$107/\$190		
Allocation Totals	na									
Outbound Totals	1,724								1,724	19.9%
C&D Totals	42,086	12,926			29,160				42,086	48.9%
Metal Totals	895	895							895	0.4%
Recycling Totals	12,770	12,770							12,770	6.0%
Special Waste Totals	31,694	6,038				4,015	21,671		31,694	15.0%
Tires Totals	351	256						95	351	0.2%
MSW Totals	109,287	55,144	44,472			9,671			109,287	51.7%
Yard Totals	14,458	9,841		4,617					14,458	6.8%
Totals (Excl. Outbound and Alloc.)	211,541	97,840	44,472	4,617	29,160	13,686	21,671	95	211,541	100%
		% by Class	46.25%	21.02%	2.18%	13.78%	6.47%	10.24%	0.04%	100.00%

The solid waste financial planning models prepared by ARCADIS are clear, concise and easily updated by the user. Key information is presented in reports and dashboards to make the City's decision making easier.

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ARCADIS Approach





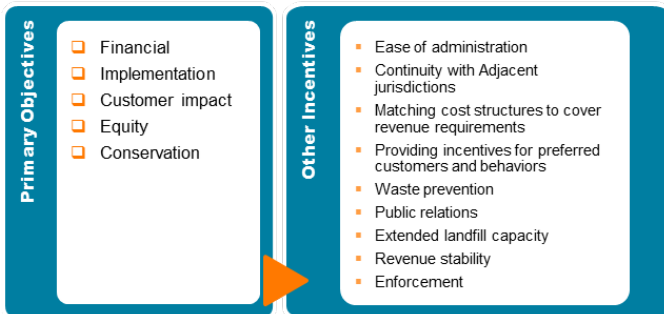
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Our team will facilitate meetings and teleconferences with the City to complete the financial model updates. One onsite meeting is anticipated per year for finalizing the financial model updates.

Task 3 – Financial Plan and Rate Structure Evaluation

Once the financial model has been updated, ARCADIS will work with the City to prepare and evaluate financial plan and rate structure alternatives. The financial plan alternative may include consideration of alternative capital plans, operating cost projections, and cash reserve levels. The rate structure evaluation may include changes to various rate elements, such as base fees and pay for what you throw away based on various container sizes. ARCADIS and the City will review the results and select up to two or three financial and rate plan alternatives to present to the City Commission at one of the scheduled budget hearings.

Example Solid Waste Rate Structure Design Considerations



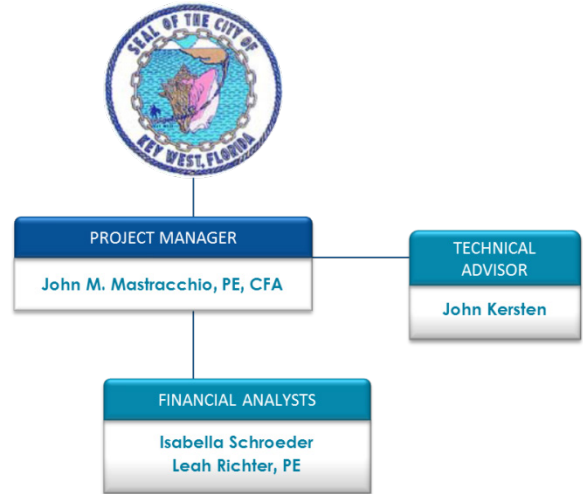
ARCADIS will work with the City to understand its solid waste pricing objectives and then provide a fresh perspective on solid waste rate structures that best meet these objectives.

Task 4 – Presentation and Documentation

ARCADIS will participate in a City Commission budget hearing to present the financial and rate plan recommendations. We will prepare a draft presentation in Microsoft PowerPoint and provide City staff with a draft of the presentation prior to the meeting. Upon receipt of City comments on the draft presentation, we will prepare a final version of the presentation and deliver the presentation at a City Commission budget hearing.

4. Personnel

In selecting ARCADIS, the City will receive the same reliable and knowledgeable project team that it has relied upon and trusted over the past five years to provide sound financial expertise and guidance.



John Mastracchio, PE, CFA

Mr. Mastracchio will serve as the project manager and ensure that the City receives high quality financial consulting services. He leads ARCADIS’ financial consulting practice. As a published author, active national technical committee member, and frequent presenter with a strong industry presence, he is a thought leader and a recognized subject matter expert. He has experience in financial planning, revenue and cost studies, rate setting, capital financing, customer affordability, utility valuations and regionalization. Mr. Mastracchio has earned the Chartered Financial Analyst (CFA) designation, and is also a professional engineer. He is a member of several committees including the AWWA Rates & Charges committee, the Finance, Accounting & Management Controls Committee.

Example Projects:

- City of Key West – Solid Waste Impact Fees
- City of Grand Forks, ND – Solid Waste Rate Study
- Fairfax County, VA – Solid Waste Financial Management Plan
- Virgin Islands Waste Management Authority – Solid Waste Environmental User Fee Evaluation

John Kersten

Mr. Kersten has more than 25 years of experience providing financial advisory consulting with regard to a variety of projects associated with solid waste, electric, natural gas, and water/wastewater utilities. His expertise encompasses the full range of utility finance issues including debt issuance support



(revenue bond feasibility), valuation studies for acquisitions and mergers, alternative capital financing analyses, economic feasibility studies, wholesale and retail ratemaking/cost of service and strategic and business planning.

Example Projects:

- Miami-Dade County – Cost of Service and Rate Study
- City of Tallahassee – Cost of Service and Rate Study
- Tampa Bay Water – Cost of Service and Rate Study
- JEA – Cost of Service and Rate Study
- Orlando Utilities Commission – Cost of Service and Rate Study

Isabella Schroeder

Ms. Schroeder has more than 20 years experience in solid waste management, including conducting environmental and economic assessments, establishing user fees, and securing bond funding. Her responsibilities involve program coordination, planning, client liaison, and engineering consulting. Supplementing her experience is the use of computer analysis techniques to support and simplify financial and economic analyses and project scheduling for solid waste utilities. She has prepared engineer feasibility reports in support of more than \$1.5 billion in resource recovery facility financing including financing for Broward County, Bergen County, York County, Lee County and Tampa, FL.

Example Projects:

- Key West, FL – Resource Recover Facility Financial Analysis
- Berkeley County Water & Sewer Authority – Water, Wastewater & Solid Waste Rate Study
- Lake County, FL – Solid Waste Economic Model and Financial Plan
- Collier County, FL – Solid Waste Rate Structure Assessment and Update
- City of Danbury, CT – Solid Wast Financial Services
- Lee County, FL – Solid Waste Economic Model

Leah Richter, PE

Ms. Richter has a diverse background ranging from business advisory services to environmental and civil engineering. She specializes in solid waste projects involving waste-to-energy, materials recovery, recycling and landfilling. She specializes in assisting municipal clients in South Florida with managing their planning, operational and capital program needs. Her experience includes project management and delivery, vendor procurement, contract compliance, regulatory permitting, public outreach, annual reporting to bondholders/trustees, litigation support services, environmental compliance, debris management oversight, and operation and maintenance evaluation. She serves as the project manager for the implementation of a new \$700M greenfield waste-to-energy facility in Palm Beach County, FL, which will be the first of its kind in more than 15 years, as well as the Principle in Charge for all of our breadth of services for the Solid Waste Authority of Palm Beach County.

Example Projects:

- Collier County, FL – Solid Waste Rate Structure Assessment
- Solid Waste Authority of Palm Beach County, FL – Bond Feasibility, Rate Sufficiency and Consulting Engineer of Record
- Lake County, FL – Solid Waste Litigation Support Services
- Miami-Dade County – Seaport Department’s Series 2014 Seaport Revenue Bond Issuance

5. Qualifications

ARCADIS has extensive experience in providing financial consulting services. The following projects have been performed for the City over the last five years.

Solid Waste Impact Fee Study

The City’s planning department engaged ARCADIS to complete a developer impact fee study to update the City’s impact fees, which had not been reviewed and updated since the 1980s. ARCADIS evaluated and made recommendations to the City regarding the cost impact of growth on various city functions, including: Solid Waste, Wastewater, Stormwater, Fire Rescue, Law Enforcement, Parks & Recreation, Public Buildings and Transportation. As a result of this project, **ARCADIS provided the City with a sound footing upon which to base its developer impact fees.**

“John, first, a big thanks for completing the evaluation. It is long overdue, given that the City has not updated its impact fee schedule since 1985. We found the analysis thorough and well researched. In general, it is acceptable and represents to basis of the direction that the City wishes to take in revising its impact fee ordinance. Thanks again for the depth of your analyses and attention to the thoughtful comments as to how the City could implement the new fees through a phased or reduced schedule.”

Don Craig (former City Planning Director)

Indirect Cost Study

ARCADIS assisted the City General Fund in preparing an equitable and defensible central services indirect cost plan, which consisted of an evaluation of the General Fund services, the support provided to each of the City departments and a cost justification for the allocation of such costs. **This project provided tremendous benefit to the City, because it allowed for the appropriate recovery of the cost of service provided by the City’s General Fund.** In addition, through this project, our team gained an in-depth understanding of the City’s budget process and its operations across multiple departments, which allowed us to more accurately forecast utility expenses.



Marina and Port Strategic Financial Planning

At the request of the City, ARCADIS applied the financial planning and rate setting approach used for the wastewater and stormwater systems to help develop a strategic financial plan and model for the Garrison Bight City Marina and the City's Outer Mole property. For the Garrison Bight City Marina, we evaluated the City's capital plan, developed a financial plan and made recommendations for marina and dockage fees that would help the City maintain competitiveness and generate sufficient revenues to fund the needed marina capital improvements. We also completed a market study to help insure the City's marina fees were competitive in order to help attract new business. For the Outer Mole property, ARCADIS completed a full cost study to help ensure recoument of City costs from the U.S. Navy as part of the City's unique lease and cruise ship berthing arrangement with the Navy. In addition to the full cost evaluation, ARCADIS analyzed disembarkation fees and passenger movements to develop a breakeven analysis for the City, which **allowed the City to strategically evaluate its agreements with the Navy and its cruise ship operators, and fully recover its costs.**


- Developing a financial model that allocates the direct and indirect and fixed and variable costs to the different solid waste activities and billing categories, so that the true costs of providing a service are identified and a sensitivity analysis can be run to assess how changes to the system will impact future rates and charges
- Assessing the financial feasibility of implementing a variable rate billing system for residential waste services
- Completing a benchmark analysis to evaluate the impact of increasing the disposal fees charged at the Naples Landfill for construction and demolition debris, yard waste, used tires and white goods
- Assessing the adequacy of the landfill closure reserve fund

6. Representative Financial Services Projects & References

Collier County, FL Solid Waste Rate Structure Assessment

ARCADIS completed a solid waste rate study for the Collier County Solid Waste Management Department. The primary objective was to establish a rate structure for solid waste services based on full cost accounting in accordance with requirements of the Florida Department of Environmental Protection. The project included the following tasks:

REFERENCE:
Dan Rodriguez, Collier County
Solid & Hazardous Waste
Management Department
239.252.2504
DanRodriguez@colliergov.net




- Setting tipping fees for residential municipal solid waste (MSW), commercial MSW, yard waste and construction and demolition (C&D) debris at the Naples and Immokalee Landfills to appropriately reflect the true and full cost of providing the disposal service
- Setting the solid waste collection fees, rates and charges to residential and commercial customers to allocate the costs between these sectors, reflecting the true and full cost of providing transfer and collection service to each sector

Solid Waste Authority of Palm Beach County, FL

Consulting Engineer

ARCADIS served as the Solid Waste Authority of Palm Beach County's Independent Consulting Engineer for the 2,000-tpd refuse derived fuel (RDF) Waste-to-Energy (WTE) North County Resource Recovery Facility (NCRRF) for more than 17 years. We have acted on behalf of the Authority as Consulting Engineer, conducting quarterly and annual inspections and reporting findings on the performance of the private operator's operation. In this role, ARCADIS also assisted the Authority in negotiation of a 20-year extension of the private operator's operation and maintenance agreement and managed a \$200 million life extension and refurbishment project. As part of this effort, **we conducted a rate and project feasibility analysis in support of rate making and bond financing.** The refurbishment project was successfully completed in the fall of 2011.



REFERENCE:
Raymond H. Schauer
Director of Engineering &
Public Works
561.640.4000
rschauer@swa.org

For the last seven years, ARCADIS has assisted the Authority in development of a new 3,000-tpd mass burn WTE in order to meet the growing disposal needs of Palm Beach County residents. This is the first new WTE to be developed in the U.S. in more than 19 years. With the existing WTE, the new facility will provide the Authority with 5,000 tons of daily capacity and 150-MW of renewable energy. The project is being implemented utilizing a full service design-build-operate approach. ARCADIS was responsible for the planning, conceptual design, permitting, full-service vendor procurement, detailed design review, and is currently providing construction monitoring of the project. Completion of this landmark \$750-million project is scheduled for the spring of 2015.

ARCADIS prepared the **Consulting Engineer's Technical Feasibility Report in support of the issuance of \$600 million in revenue bonds to fund the Project.** The remainder of the project is funded by Authority reserves and payment from the power purchaser. ARCADIS also provided analysis



used to develop the adopted user rate structure and rates required for the project. This effort included projection of both near-term (1-5 years) and long-term (6-20 years) rates for residential, institutional and commercial waste generators.

Berkeley County Water & Sanitation, SC

Solid Waste Rate Study

Berkley County Water and Sanitation (BCWS) provides County-wide recycling and solid waste disposal services. The facilities owned and operated by BCWS include a Class Three Landfill, Class Two Landfill, a Class One Landfill, two Closed Landfills, nine Residential Convenience Centers and several satellite Recycling Facilities. Rates for solid waste services including the per-ton tipping fee for municipal solid waste (MSW) and annual assessment on residential and commercial properties for solid waste services have not been changed since 2004. Over the past 10 years, the services provided, the means and methods of providing services and the cost of providing those services have changed.

REFERENCE:
 Mark Schlievert
 Director of Solid Waste
 843.572.4400
 mschlievert@bcwsa.com



ARCADIS completed a **comprehensive solid waste rate study** for BCWS to ensure that the solid waste rate structure is equitable, adequate and reliable for recovery of costs and establishment of prudent reserves. Our approach included development of a financial planning model to determine annual rate revenue requirements, a cost of service analysis to determine the true and full cost of providing recycling and disposal services, an evaluation the current rate structure as compared to a “Pay-As-You-Throw” (PAYT) rate structure, and the provision of recommendations based on the study findings.

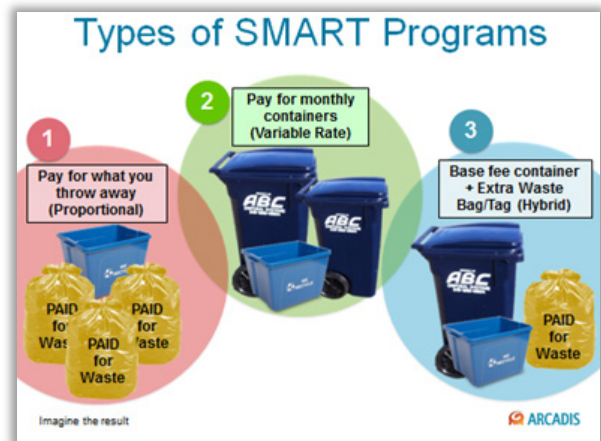
ARCADIS developed an interactive, multi-year financial planning model based on the most current budget information taking into account operational expenses, equipment replacement plans, capital improvement requirements, debt service payments, renovation and replacement account funding, shared services and overhead cost allocations to be provided by BCWS. We analyzed the fixed costs, variable costs, current tipping fees, and costs related to environmental controls/compliance to calculate the cost of service for residential MSW, commercial MSW, yard waste, special wastes and construction and demolition (C&D). As part of this effort, the following was also considered:

- The statutory limits of reserve funds
- The cost of closure at the current operating landfills
- The cost of long-term care for the closed landfills
- The currently established or desire to establish various funds to address potential issues such as a capital recovery fund to finance future solid waste projects as

landfill capacity is depleted or emergency response recovery funds to cover non-eligible costs and initial mobilization capital.

Upon identification of the cost components, recommended disposal tipping fees for residential units, commercial containers, landfill gate rate for MSW, mixed waste (non-MSW), C&D, special wastes and biomass were calculated. The model projected suggested tipping fees for the next five years, and provided estimated tipping fees for an additional 15 years, for a total planning horizon of 20 years.

Evaluate PAYT Program. ARCADIS also compared a Save Money and Reduce Trash (SMART) program, also known as a PAYT program to the current solid waste rate structure. Since BCWS does not provide County-wide collection services, the comparison of the SMART program focused on a bag and tag type programs versus a variable container size programs. ARCADIS provided an overview of the various types of SMART programs in use across the country and identifying program advantages and disadvantages specifically pertaining to BCWS. A comparison of the projected economics, taking into account the revenue and expense of implementing a bag and tag program including cost of administration of the program was compared to the current structure, and included assumptions regarding the anticipated impact on recyclable materials recovery and waste generation disposal quantities.



Example presentation information provided by ARCADIS to Berkeley County, SC stakeholders to clearly demonstrate the differences in service options.

Potential barriers to implementing a SMART program rate structure were identified to allow BCWS to assess the potential technical and financial feasibility of implementing a bag and tag SMART program in their service area and allow the development of recommended next steps. The potential barriers and projected operating results were assessed, based on historic experience and current and anticipated solid waste management program and requirements.

e. Anti-Kickback Affidavit



ANTI-KICKBACK AFFIDAVIT

STATE OF Florida

SS:

COUNTY OF Broward

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

This sworn statement is submitted to the City of Key West, Florida, by

Robert J. Daoust, Associate Vice President

(print individual's name and title)

for ARCADIS U.S., Inc.

(print name of entity submitting sworn statement)

whose business address is 8201 Peter Road, Ste 3400

Plantation, FL 33324

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

57-0373224

(if the entity has no FEIN, include the Social Security Number of the individual signing this sworn statement):

I, the undersigned, being hereby duly sworn, depose and say that no sum has been paid and no sum will be paid to any employee or elected official of the City of Key West as a commission, kickback, reward or gift, directly or indirectly, by me or any member of my firm, or by any officer or agent of the corporation.

BY: 
Robert J. Daoust

TITLE: Associate Vice President

sworn and prescribed before me this 31st day of March, 2015



NOTARY PUBLIC, State of FL

My commission expires: 7/26/17



* * * * *

f. Public Entity Crimes Certification



SWORN STATEMENT UNDER 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 ADMINISTER OATHS.

1. This sworn statement is submitted to the City of Key West, Florida, by
Robert J. Daoust, Associate Vice President
(print individual's name and title)

for ARCADIS U.S., Inc.
(print name of entity submitting sworn statement)

whose business address is 8201 Peters Road, Ste 3400, Plantation, FL 33324
and (if applicable) its Federal Employer Identification Number (FEIN) is _____
57-0373224 (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)(g), 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:
 - a. A predecessor or successor of a person convicted of a public entity crime: or
 - b. 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 of 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, or 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.

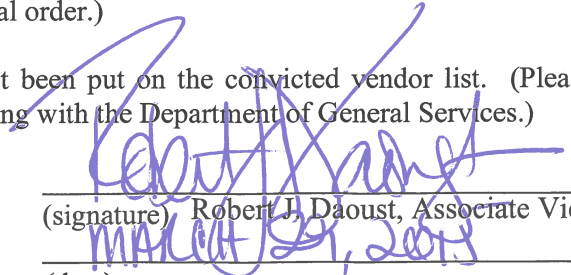
The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent 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, AND (Please indicate which additional statement applies.)

There has been a proceeding concerning the conviction before a hearing of the State of Florida, Division of Administrative Hearings. The final order entered by the hearing officer did not place the person or affiliate on the convicted vendor list. (Please attach a copy of the final order.)

The person or affiliate was placed on the convicted vendor list. There has been a subsequent proceeding before a hearing officer of the State of Florida, Division of Administrative Hearings. The final order entered by the hearing officer determined that it was in the public interest to remove the person or affiliate from the convicted vendor list. (Please attach a copy of the final order.)

The person or affiliate has not been put on the convicted vendor list. (Please describe any action taken by or pending with the Department of General Services.)



(signature) Robert J. Daoust, Associate Vice President

(date)

STATE OF Florida

COUNTY OF Broward

PERSONALLY APPEARED BEFORE ME, the undersigned authority,

Robert J. Daoust who, after first being sworn by me, affixed his/her
(name of individual signing)

signature in the space provided above on this 31st day of March, 2015.

My commission expires:

7/26/17

Maria A Birch
NOTARY PUBLIC

PERSONALLY APPEARED BEFORE ME, the undersigned authority

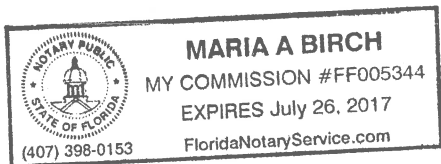
Robert J. Daoust who, after first being sworn by me,

Robert J. Daoust (name of individual) affixed his/her signature in the
space provided above on this 31st day of March, 2015.

Maria A Birch
NOTARY PUBLIC

MARIA A. BIRCH
Printed Name

My commission expires: 7/26/17
NOTARY PUBLIC



* * * * *

g. Equal Benefits for Domestic Partners Affidavit



EQUAL BENEFITS FOR DOMESTIC PARTNERS AFFIDAVIT

STATE OF FLORIDA)

: SS

COUNTY OF MONROE)

I, the undersigned hereby duly sworn, depose and say that the firm of ARCADIS U.S., Inc.

provides benefits to domestic partners of its employees on the same basis as it provides benefits to employees' spouses, per City of Key West Code of Ordinances Sec. 2-799.

By: _____

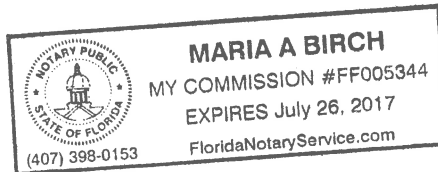
Robert J. Daoust, Associate Vice President

Sworn and subscribed before me this 31st day of March 2015.

Maria A Birch

NOTARY PUBLIC, State of _____ Florida at Large

My Commission Expires: 7/26/17



* * * * *

h. Cone of Silence Affidavit



CONE OF SILENCE AFFIDAVIT

STATE OF Florida)

: SS

COUNTY OF Broward)

I, the undersigned hereby duly sworn, depose and say that all owner(s), partners, officers, directors, employees and agents representing the firm of ARCADIS U.S., Inc. have read and understand the limitations and procedures regarding communications concerning City of Key West Code of Ordinances Sec. 2-773 Cone of Silence.

By: 
Robert J. Daoust, Associate Vice President

Sworn and subscribed before me this

31st day of March 2015.



NOTARY PUBLIC, State of FLORIDA at Large

My Commission Expires: 7/26/17



* * * * *

ARCADIS
8201 Peters Road
Suite 3400
Plantation, Florida 33324
Tel 954 761 3460
Fax 954 761 7939

www.arcadis-us.com

