

City of **Key West** FLORIDA



**Financial Consulting Services for the
Solid Waste System**

RFQ 15-002

ORIGINAL

April 2015

**CDM
Smith**



1715 North Westshore Boulevard, Suite 875
Tampa, Florida 33607
tel: 813 281-2900
fax: 813 288-8787

April 2, 2015

City Clerk
City of Key West
3126 Flagler Avenue
Key West, FL 33040

Subject: Request for Qualifications (RFQ) 15-002 Financial Consulting Services for the Solid Waste System

Dear City Clerk,

CDM Smith Inc. is pleased to submit one original and one flash drive electronic copy of our response to the City of Key West's (City) RFQ 15-002 Financial Consulting Services for the Solid Waste System. The qualifications presented herein demonstrate CDM Smith's ability to provide responsive, cost-effective, and high-quality engineering and financial services to meet the City's needs.

Why the City of Key West Should Award CDM Smith this Important Contract:

CDM Smith has a Proven Record of Performance with the City. For more than 10 years, CDM Smith has served as a financial consultant for the City's solid waste system, and based on our experience, we have a thorough understanding of the methodology and approach the City requires for this engagement.

A Fully Qualified Staff. Our project manager, **Diane C. Kemp**, brings first-hand knowledge and experience working for the City, in addition to her 32 years of experience in preparing various financial and management studies—including solid waste, wastewater, stormwater, and water rate studies. Our team is staffed with qualified experts, including **Daniel E. Strobridge, QEP**, who has more than 40 years' experience in the solid waste and utility financial fields.

Our Commitment to the Project:

CDM Smith understands the City is seeking a qualified consultant to complete annual rate studies for the City's Solid Waste system. With budget meetings anticipated in mid-August, CDM Smith will commit full availability of our rate specialists to complete the solid waste rate studies in the two-month window between award notification and the City's budget hearings. ***Because CDM Smith already serves the City as a financial consultant, our rate specialists can hit the ground running, eliminating any "learning curve" to adjust to the City's methodology. We have the City's current rate model on our computer.***

As the client service manager (officer-in-charge) for this project, I am authorized to make representations to the City on behalf of CDM Smith, evidence of which is included in the "Certificate of Authority" following this letter. Additionally, please find a copy of our liability insurance certificate, and our City of Key West business license (as required by the City's RFQ) on the following pages. As required by the RFQ, we have also included the Anti-Kickback Affidavit; Public Entity Crimes Certifications; Equal Benefits for Domestic Partners Affidavit; and Cone of Silence Affidavit.

CDM Smith appreciates this opportunity to respond to the City's request, and we look forward to continuing to provide you with the professional services upon which our solid reputation is built. If you require any additional information or if there are any questions about our credentials, I can be reached at 813.281.2900 or strobridged@cdmsmith.com.

Very truly yours,

Daniel E. Strobridge, QEP
Vice President
CDM Smith Inc.



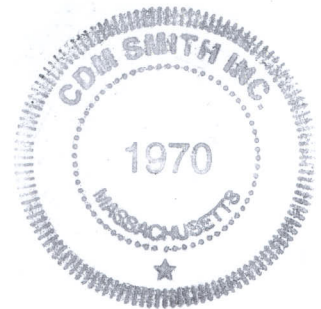
CERTIFICATE

I, Mario J. Marcaccio, Clerk of CDM Smith Inc., a Massachusetts corporation, hereby certify that Daniel E. Strobridge holds the position of Client Service Manager which entitles Mr. Strobridge to execute, and deliver proposals, contracts and agreements for the performance of professional services in the name and on behalf of CDM Smith Inc. with a value up to \$1 million. Furthermore, Mr. Strobridge may be delegated authority to execute proposals, contracts and agreements for the performance of professional services in the name and on behalf of CDM Smith Inc. in excess of \$1 million.

I further certify that the foregoing is consistent with the Contract Signing Authority Policy and with the By-laws of the said corporation.

IN WITNESS WHEREOF, I have executed this certificate and have caused the corporate seal of CDM Smith Inc. to be hereunder affixed on this 23 day of March 2015.


Clerk of the Corporation





CERTIFICATE OF LIABILITY INSURANCE

DATE(MM/DD/YYYY)
03/23/2015

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

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

PRODUCER Aon Risk Services Northeast, Inc. Boston MA Office One Federal Street Boston MA 02110 USA	CONTACT NAME: PHONE (A/C. No. Ext): (866) 283-7122 FAX (A/C. No.): 800-363-0105	
	E-MAIL ADDRESS:	
INSURER(S) AFFORDING COVERAGE		NAIC #
INSURED CDM Smith Inc. 75 State Street, Suite 701 Boston MA 02109 USA	INSURER A: Zurich American Ins Co 16535	
	INSURER B: Lloyd's Syndicate No. 2623 AA1128623	
	INSURER C: ACE Property & Casualty Insurance Co. 20699	
	INSURER D:	
	INSURER E:	
	INSURER F:	

Holder Identifier :

COVERAGES CERTIFICATE NUMBER: 570057103464 REVISION NUMBER:

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

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PRO-JECT <input checked="" type="checkbox"/> LOC OTHER:			GL0837663219	01/01/2015	01/01/2016	EACH OCCURRENCE	\$2,000,000
							DAMAGE TO RENTED PREMISES (Ea occurrence)	\$300,000
							MED EXP (Any one person)	\$10,000
							PERSONAL & ADV INJURY	\$2,000,000
							GENERAL AGGREGATE	\$4,000,000
							PRODUCTS - COMP/OP AGG	\$4,000,000
A	AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS			BAP 8376631-19	01/01/2015	01/01/2016	COMBINED SINGLE LIMIT (Ea accident)	\$2,000,000
							BODILY INJURY (Per person)	
							BODILY INJURY (Per accident)	
							PROPERTY DAMAGE (Per accident)	
C	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input checked="" type="checkbox"/> RETENTION \$25,000			XOOG27637449	01/01/2015	01/01/2016	EACH OCCURRENCE	\$2,000,000
							AGGREGATE	\$2,000,000
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR / PARTNER / EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below			wc837663320	01/01/2015	01/01/2016	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTHER	
							E.L. EACH ACCIDENT	\$1,000,000
							E.L. DISEASE-EA EMPLOYEE	\$1,000,000
							E.L. DISEASE-POLICY LIMIT	\$1,000,000
B	Archit&Eng Prof			QC1501367	01/01/2015	01/01/2016	each claim aggregate	\$1,000,000 \$1,000,000

Certificate No : 570057103464

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

Re: RFQ 15-002; Financial consulting services to support the City's solid waste system, wastewater system, stormwater system, marinas, and provide economic consulting. The City of Key West is included as Additional Insured in accordance with the policy provisions of the General Liability policy. General Liability evidenced herein is Primary and Non-Contributory to other insurance available to an Additional Insured, but only in accordance with the policy's provisions. A Waiver of Subrogation is granted in favor of the City of Key West in accordance with the policy provisions of the General Liability, Automobile Liability, and Workers' Compensation policies.

CERTIFICATE HOLDER**CANCELLATION**

City of Key West 3126 Flagler Ave. Key West, FL 33040 USA	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE

Additional Insured – Automatic – Owners, Lessees Or Contractors



Policy No.	Eff. Date of Pol.	Exp. Date of Pol.	Eff. Date of End.	Producer No.	Add'l. Prem	Return Prem.
GLO8376632-19	01/01/2015	01/01/2016	01/01/2015	90060000		

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

Named Insured: CDM Smith, Inc.

Address (including ZIP Code):

This endorsement modifies insurance provided under the:

Commercial General Liability Coverage Part

A. Section II – Who Is An Insured is amended to include as an additional insured any person or organization whom you are required to add as an additional insured on this policy under a written contract or written agreement. Such person or organization is an additional insured only with respect to liability for "bodily injury", "property damage" or "personal and advertising injury" caused, in whole or in part, by:

1. Your acts or omissions; or
2. The acts or omissions of those acting on your behalf,

in the performance of your ongoing operations or "your work" as included in the "products-completed operations hazard", which is the subject of the written contract or written agreement.

However, the insurance afforded to such additional insured:

1. Only applies to the extent permitted by law; and
2. Will not be broader than that which you are required by the written contract or written agreement to provide for such additional insured.

B. With respect to the insurance afforded to these additional insureds, the following additional exclusion applies:

This insurance does not apply to:

"Bodily injury", "property damage" or "personal and advertising injury" arising out of the rendering of, or failure to render, any professional architectural, engineering or surveying services including:

- a. The preparing, approving or failing to prepare or approve maps, shop drawings, opinions, reports, surveys, field orders, change orders or drawings and specifications; or
- b. Supervisory, inspection, architectural or engineering activities.

This exclusion applies even if the claims against any insured allege negligence or other wrongdoing in the supervision, hiring, employment, training or monitoring of others by that insured, if the "occurrence" which caused the "bodily injury" or "property damage", or the offense which caused the "personal and advertising injury", involved the rendering of or the failure to render any professional architectural, engineering or surveying services.

C. The following is added to Paragraph 2. Duties In The Event Of Occurrence, Offense, Claim Or Suit of Section IV – Commercial General Liability Conditions:

The additional insured must see to it that:

1. We are notified as soon as practicable of an "occurrence" or offense that may result in a claim;
2. We receive written notice of a claim or "suit" as soon as practicable; and
3. A request for defense and indemnity of the claim or "suit" will promptly be brought against any policy issued by another insurer under which the additional insured may be an insured in any capacity. This provision does not apply to insurance on which the additional insured is a Named Insured if the written contract or written agreement requires that this coverage be primary and non-contributory.

D. For the purposes of the coverage provided by this endorsement:

1. The following is added to the Other Insurance Condition of Section IV – Commercial General Liability Conditions:

Primary and Noncontributory insurance

This insurance is primary to and will not seek contribution from any other insurance available to an additional insured provided that:

- a. The additional insured is a Named Insured under such other insurance; and
- b. You are required by written contract or written agreement that this insurance be primary and not seek contribution from any other insurance available to the additional insured.

2. The following paragraph is added to Paragraph 4.b. of the Other Insurance Condition of Section IV – Commercial General Liability Conditions:

This insurance is excess over:

Any of the other insurance, whether primary, excess, contingent or on any other basis, available to an additional insured, in which the additional insured on our policy is also covered as an additional insured on another policy providing coverage for the same "occurrence", offense, claim or "suit". This provision does not apply to any policy in which the additional insured is a Named Insured on such other policy and where our policy is required by a written contract or written agreement to provide coverage to the additional insured on a primary and non-contributory basis.

E. This endorsement does not apply to an additional insured which has been added to this policy by an endorsement showing the additional insured in a Schedule of additional insureds, and which endorsement applies specifically to that identified additional insured.

F. With respect to the insurance afforded to the additional insureds under this endorsement, the following is added to Section III – Limits Of Insurance:

The most we will pay on behalf of the additional insured is the amount of insurance:

1. Required by the written contract or written agreement referenced in Paragraph A. of this endorsement; or
2. Available under the applicable Limits of Insurance shown in the Declarations, whichever is less.

This endorsement shall not increase the applicable Limits of Insurance shown in the Declarations.

All other terms and conditions of this policy remain unchanged.

Waiver Of Subrogation (Blanket) Endorsement



Policy No.	Eff. Date of Pol.	Exp. Date of Pol.	Eff. Date of End.	Producer	Add'l. Prem	Return Prem.
GLO8376632-19	01/01/2015	01/01/2016	01/01/2015		\$	\$

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

This endorsement modifies insurance provided under the:

Commercial General Liability Coverage Part

The following is added to the **Transfer Of Rights Of Recovery Against Others To Us Condition**:

If you are required by a written contract or agreement, which is executed before a loss, to waive your rights of recovery from others, we agree to waive our rights of recovery. This waiver of rights shall not be construed to be a waiver with respect to any other operations in which the insured has no contractual interest.

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

WAIVER OF TRANSFER OF RIGHTS OF RECOVERY AGAINST OTHERS TO US (WAIVER OF SUBROGATION)

This endorsement modifies insurance provided under the following:

- BUSINESS AUTO COVERAGE FORM
- BUSINESS AUTO PHYSICAL DAMAGE COVERAGE FORM
- GARAGE COVERAGE FORM
- MOTOR CARRIER COVERAGE FORM
- TRUCKERS COVERAGE FORM

With respect to coverage provided by this endorsement, the provisions of the Coverage Form apply unless modified by the endorsement.

This endorsement changes the policy effective on the inception date of the policy unless another date is indicated below.

<p>Named Insured: CDM Smith, Inc.</p> <p>Endorsement Effective Date: 1/1/2015</p>

SCHEDULE

<p>Name(s) Of Person(s) Or Organization(s): ALL PERSONS AND/OR ORGANIZATIONS THAT ARE REQUIRED BY WRITTEN CONTRACT OR AGREEMENT WITH THE INSURED, EXECUTED PRIOR TO THE ACCIDENT OR LOSS, THAT WAIVER OF SUBROGATION BE PROVIDED UNDER THIS POLICY</p>
<p>Information required to complete this Schedule, if not shown above, will be shown in the Declarations.</p>

The **Transfer Of Rights Of Recovery Against Others To Us** Condition does not apply to the person(s) or organization(s) shown in the Schedule, but only to the extent that subrogation is waived prior to the "accident" or the "loss" under a contract with that person or organization.

WAIVER OF OUR RIGHT TO RECOVER FROM OTHERS ENDORSEMENT

We have the right to recover our payments from anyone liable for an injury covered by this policy. We will not enforce our right against the person or organization named in the Schedule. (This agreement applies only to the extent that you perform work under a written contract that requires you to obtain this agreement from us.)

This agreement shall not operate directly or indirectly to benefit anyone not named in the Schedule.

Schedule

ALL PERSONS AND/OR ORGANIZATIONS THAT ARE REQUIRED BY WRITTEN CONTRACT OR AGREEMENT WITH THE INSURED, EXECUTED PRIOR TO THE ACCIDENT OR LOSS, THAT WAIVER OF SUBROGATION BE PROVIDED UNDER THIS POLICY FOR WORK PERFORMED BY YOU FOR THAT PERSON AND/OR ORGANIZATION.

This endorsement changes the policy to which it is attached and is effective on the date issued unless otherwise stated.

(The information below is required only when this endorsement is issued subsequent to preparation of the policy.)

Endorsement 01/01/2015
Insured CDM Smith, Inc.

Effective Policy No. WC8376633-20

Endorsement No.
Premium \$ INCL

Insurance Company Zurich American Insurance Co

Countersigned by _____

Blanket Notification to Others of Cancellation



Policy No.	Eff. Date of Pol.	Exp. Date of Pol.	Eff. Date of End.	Producer No.	Add'l. Prem	Return Prem.
GLO8376632-19	01/01/2015	01/01/2016	01/01/2015	90060000		

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

This endorsement modifies insurance provided under the:

Commercial General Liability Coverage Part

- A.** If we cancel this Coverage Part by written notice to the first Named Insured for any reason other than nonpayment of premium, we will deliver electronic notification that such Coverage Part has been cancelled to each person or organization shown in a Schedule provided to us by the First Named Insured. Such Schedule:
1. Must be initially provided to us within 15 days:
 - a. After the beginning of the policy period shown in the Declarations; or
 - b. After this endorsement has been added to policy;
 2. Must contain the names and e-mail addresses of only the persons or organizations requiring notification that such Coverage Part has been cancelled;
 3. Must be in an electronic format that is acceptable to us; and
 4. Must be accurate.
- Such Schedule may be updated and provided to us by the First Named Insured during the policy period. Such updated Schedule must comply with Paragraphs **2.**, **3.** and **4.** above.
- B.** Our delivery of the electronic notification as described in Paragraph **A.** of this endorsement will be based on the most recent Schedule in our records as of the date the notice of cancellation is mailed or delivered to the first Named Insured. Delivery of the notification as described in Paragraph **A.** of this endorsement will be completed as soon as practicable after the effective date of cancellation to the first Named Insured.
- C.** Proof of emailing the electronic notification will be sufficient proof that we have complied with Paragraphs **A.** and **B.** of this endorsement.
- D.** Our delivery of electronic notification described in Paragraphs **A.** and **B.** of this endorsement is intended as a courtesy only. Our failure to provide such delivery of electronic notification will not:
1. Extend the Coverage Part cancellation date;
 2. Negate the cancellation; or
 3. Provide any additional insurance that would not have been provided in the absence of this endorsement.
- E.** We are not responsible for the accuracy, integrity, timeliness and validity of information contained in the Schedule provided to us as described in Paragraphs **A.** and **B.** of this endorsement.

All other terms and conditions of this policy remain unchanged.

Blanket Notification to Others of Cancellation



Policy No.	Eff. Date of Pol.	Exp. Date of Pol.	Eff. Date of End.	Producer No.	Add'l. Prem	Return Prem.
BAP8376631-19	01/01/2015	01/01/2016	01/01/2015			

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

This endorsement modifies insurance provided under the:

Commercial Auto Coverage Part

- A.** If we cancel this Coverage Part by written notice to the first Named Insured for any reason other than nonpayment of premium, we will deliver electronic notification that such Coverage Part has been cancelled to each person or organization shown in a Schedule provided to us by the First Named Insured. Such Schedule:
1. Must be initially provided to us within 15 days:
 - a. After the beginning of the policy period shown in the Declarations; or
 - b. After this endorsement has been added to policy;
 2. Must contain the names and e-mail addresses of only the persons or organizations requiring notification that such Coverage Part has been cancelled;
 3. Must be in an electronic format that is acceptable to us; and
 4. Must be accurate.
- Such Schedule may be updated and provided to us by the First Named Insured during the policy period. Such updated Schedule must comply with Paragraphs **2.**, **3.** and **4.** above.
- B.** Our delivery of the electronic notification as described in Paragraph **A.** of this endorsement will be based on the most recent Schedule in our records as of the date the notice of cancellation is mailed or delivered to the first Named Insured. Delivery of the notification as described in Paragraph **A.** of this endorsement will be completed as soon as practicable after the effective date of cancellation to the first Named Insured.
- C.** Proof of emailing the electronic notification will be sufficient proof that we have complied with Paragraphs **A.** and **B.** of this endorsement.
- D.** Our delivery of electronic notification described in Paragraphs **A.** and **B.** of this endorsement is intended as a courtesy only. Our failure to provide such delivery of electronic notification will not:
1. Extend the Coverage Part cancellation date;
 2. Negate the cancellation; or
 3. Provide any additional insurance that would not have been provided in the absence of this endorsement.
- E.** We are not responsible for the accuracy, integrity, timeliness and validity of information contained in the Schedule provided to us as described in Paragraphs **A.** and **B.** of this endorsement.

All other terms and conditions of this policy remain unchanged.

NOTIFICATION TO OTHERS OF CANCELLATION ENDORSEMENT

This endorsement is used to add the following to Part Six of the policy.

PART SIX – CONDITIONS

F. Notification To Others Of Cancellation

1. If we cancel this policy by written notice to you for any reason other than nonpayment of premium, we will deliver electronic notification to each person or organization shown in a Schedule provided to us by you. Such Schedule:
 - a. Must be initially provided to us within 15 days:
 - After the beginning of the policy period shown in the Declarations; or
 - After this endorsement has been added to policy;
 - b. Must contain the names and e-mail addresses of only the persons or organizations requiring notification that this policy has been cancelled;
 - c. Must be in an electronic format that is acceptable to us; and
 - d. Must be accurate.

Such Schedule may be updated and provided to us by you during the policy period. Such updated Schedule must comply with Paragraphs **b. c. and d.** above.
2. Our delivery of the electronic notification as described in Paragraph **1.** of this endorsement will be based on the most recent Schedule in our records as of the date the notice of cancellation is mailed or delivered to you. Delivery of the notification as described in Paragraph **1.** of this endorsement will be completed as soon as practicable after the effective date of cancellation to you.
3. Proof of emailing the electronic notification will be sufficient proof that we have complied with Paragraphs **1.** and **2.** of this endorsement.
4. Our delivery of electronic notification described in Paragraphs **1.** and **2.** of this endorsement is intended as a courtesy only. Our failure to provide such delivery of electronic notification will not:
 - a. Extend the policy cancellation date;
 - b. Negate the cancellation; or
 - c. Provide any additional insurance that would not have been provided in the absence of this endorsement.
5. We are not responsible for the accuracy, integrity, timeliness and validity of information contained in the Schedule provided to us as described in Paragraphs **1.** and **2.** of this endorsement.

All other terms and conditions of this policy remain unchanged.

This endorsement changes the policy to which it is attached and is effective on the date issued unless otherwise stated.

(The information below is required only when this endorsement is issued subsequent to preparation of the policy.)

Endorsement Effective 01/01/2015

Policy No. WC
8376633-20

Endorsement No.

Insured CDM Smith, Inc.

Premium \$

Insurance Company Zurich American Insurance

U-WC-332-A

(Ed. 01-11) Includes copyrighted material of National Council on Compensation Insurance, Inc. used with its permission.

CITY OF KEY WEST, FLORIDA

Business Tax Receipt

This Document is a business tax receipt
Holder must meet all City zoning and use provisions.
P.O. Box 1409, Key West, Florida 33040 (305) 809-3955

Business Name CDM SMITH, INC. CtINbr:0019096
Location Addr 1715 N WESTSHORE BLVD
Lic NBR/Class 15-00023480 SERVICE - GENERAL
Issue Date: March 24, 2015 Expiration Date: September 30, 2015
License Fee \$98.70
Add. Charges \$0.00
Penalty \$0.00
Total \$0.00
Comments: CONSULTANT

This document must be prominently displayed.

CDM SMITH, INC.

CDM SMITH, INC.
50 HAMPSHIRE ST

CAMBRIDGE MA 02139

ANTI-KICKBACK AFFIDAVIT

STATE OF FLORIDA

SS:

COUNTY OF HILLSBOROUGH

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

Daniel E. Strobridge, QEP, Vice President
(print individual's name and title)

for CDM Smith Inc.
(print name of entity submitting sworn statement)

whose business address is 1715 North Westshore Blvd., Suite 875

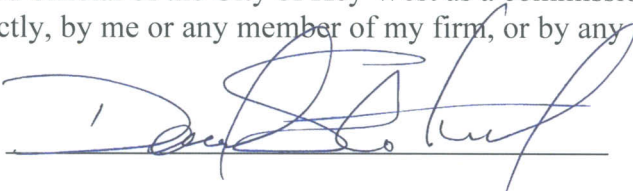
Tampa, FL 33607

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

04-2473650

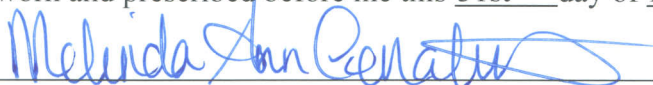
(if the entity has no FEIN, include the Social Security Number of the individual signing this sworn statement):

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: 

TITLE: Vice President

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



NOTARY PUBLIC, State of Florida

My commission expires: September 29, 2018



* * * * *

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
Daniel E. Strobbridge, QEP, Vice President
(print individual's name and title)

for CDM Smith Inc.
(print name of entity submitting sworn statement)

whose business address is 1715 North Westshore Blvd., Suite 875, Tampa, FL 33607
and (if applicable) its Federal Employer Identification Number (FEIN) is 04-2473650

_____(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.

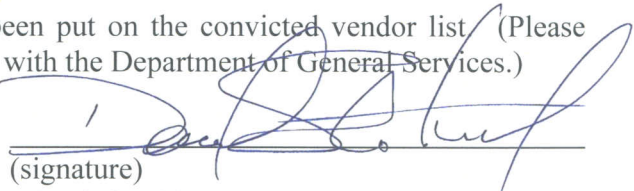
The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent 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)
March 31, 2015

(date)

STATE OF FLORIDA _____

COUNTY OF HILLSBOROUGH

PERSONALLY APPEARED BEFORE ME, the undersigned authority,

Daniel E. Strobridge, QEP 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:

September 29, 2018

Melinda Ann Cenatus
NOTARY PUBLIC

PERSONALLY APPEARED BEFORE ME, the undersigned authority

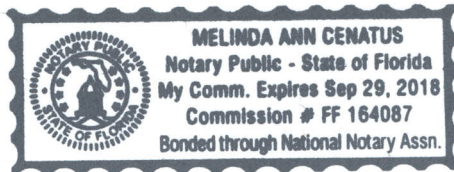
Daniel E. Strobridge, QEP who, after first being sworn by me,

Daniel E. Strobridge, QEP (name of individual) affixed his/her signature in the
space provided above on this 31st day of March, 2015.

Melinda Ann Cenatus
NOTARY PUBLIC

Melinda Ann Cenatus
Printed Name

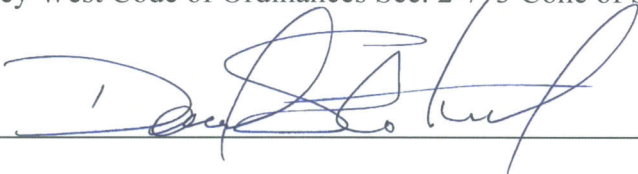
My commission expires:
NOTARY PUBLIC



* * * * *

STATE OF FLORIDA)
 : SS
COUNTY OF HILLSBOROUGH)

I, the undersigned hereby duly sworn, depose and say that all owner(s), partners, officers, directors, employees and agents representing the firm of CDM Smith 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: 

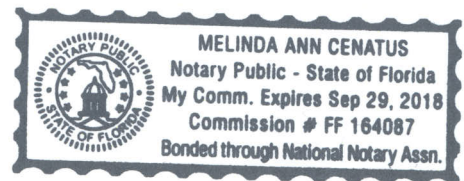
Sworn and subscribed before me this

31st day of March 2015.



NOTARY PUBLIC, State of Florida at Large

My Commission Expires: September 29, 2018



* * * * *



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SECTION

1

Information Page

Section 1

Information Page

As required by the City's RFQ, we have included contact information for our project leader and our officer-in-charge, who has the authority to make representations to the City on behalf of the firm.

1.1 Project Name

Financial Consulting Services to support the City's Solid Waste Systems

1.2 Name of Submitting Firm

CDM Smith
1715 North Westshore Boulevard, Suite 875
Tampa, FL 33607
Phone: 813.281.2900 | Fax: 813.288.8787

1.3 Contact Information

1.3.1 Project Leader



Ms. Diane Kemp
Project Leader

Ms. Diane Kemp
Principal Management Consultant
1715 North Westshore Boulevard,
Suite 875
Tampa, FL 33607
KempDC@cdmsmith.com
Phone: 813.281.2900
Fax: 813.288.8787



Mr. Daniel E. Strobridge, QEP
Officer-in-Charge

Mr. Daniel E. Strobridge, QEP
Vice President
1715 North Westshore Boulevard,
Suite 875
Tampa, FL 33607
StrobridgeDE@cdmsmith.com
Phone: 813.281.2900
Fax: 813.288.8787

1.3.2 Officer-in-Charge

CDM Smith currently maintains 10 Florida offices, and has been providing services to the City since 1998 and in Florida since 1974!





SECTION
2

Company Information

Section 2

Company Information

2.1 CDM Smith's History in the Marketplace

CDM Smith is a consulting, engineering, construction, and operations firm delivering exceptional service to public and private clients worldwide. An employee-owned corporation with over \$1.2B in annual revenues and a multi-disciplinary staff of over 5,000 in more than 150 offices worldwide, we maintain the size, stability, and resources required to successfully undertake a diverse range of projects.

Since its inception in 1947, CDM Smith has been a leader in environmental engineering, as evidenced by our Engineering News-Record (ENR) 2014 rankings. Since our founding, we have experienced steady growth and greatly expanded its geographical base and range of services (Figure 2.1-1). Today, we are one of the nation's largest consulting firms dedicated to the environmental field. Our domestic offices are linked by state-of-the-art communications networks, enabling us to provide our clients with personal services on a local basis, while allowing us to draw quickly upon the expertise of our staff members nationwide.



2.2 Our Suite of Services

Our full range of comprehensive services includes financial services, architectural and engineering design, environmental management and planning, transportation, management consulting, information management, and construction. Projects range from small, short-term solutions to complex, ongoing environmental and infrastructure management programs. From national infrastructure or program management projects requiring multi-disciplined expertise to pilot studies and design through construction and operation, CDM Smith integrates the appropriate resources and technologies for each client, every time.

Delivering the right total solutions and providing exceptional value and service is what keeps CDM Smith pre-eminent in the eyes of our clients. Listening carefully to our clients' needs, harnessing the expertise of our high-quality technical and management professionals, and focusing on the big picture and smallest details constitutes our formula for success:

"Listen. Think. Deliver."

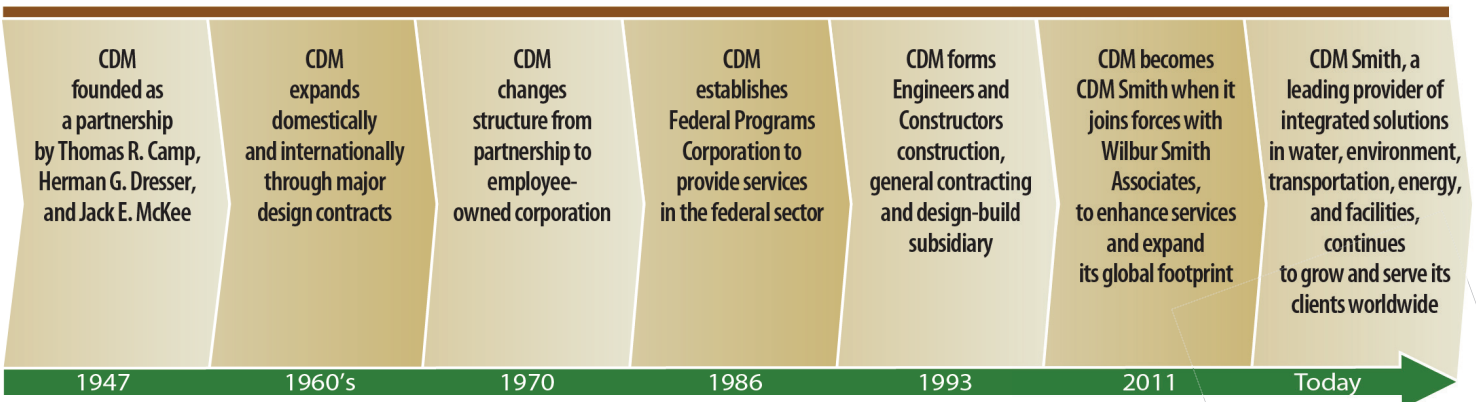


Figure 2.1-1: Since its founding, CDM Smith has expanded to one of the nation's largest environmental consulting firms.



SECTION
3

**Methodology and
Approach**

Section 3

Methodology and Approach

3.1 Structured and Efficient Study

The purpose of this phase of the work is to provide a structured and efficient analysis of the Solid Waste Department’s schedule of fees and propose recommendations for adjustment (**Figure 3.1-1**).

Data Request and Project Initiation Meeting: Our first task includes the initial data request and initiation meeting as well as the establishment of the project management requirements. Upon receipt of notice to proceed, CDM Smith will provide the City with a listing of data requirements to perform the evaluation. Once the data is received and reviewed, we will plan a one-day project initiation meeting within a week. We will meet with Solid Waste Department personnel and City Staff to discuss ideas and formulate an execution plan and schedule.

Project Management: A review meeting will be scheduled to provide reviews of the rate study. A formal internal quality assurance/quality control (QA/QC) analysis will be performed on the model as well as the letter report. Monthly internal management reviews will be conducted relative to the schedule, percent of project performed, and costs incurred.

Customer Data Review: CDM Smith will review the City’s historical customer billing records for the previous 12 months and incorporate the information into the model. The data required will be consistent with the current solid waste rate structure. The existing solid waste and recycling rates will be multiplied times the customer records provided to determine the accuracy of the data and determine whether any adjustments to the data are required. Additional details relative to the ability to calculate cost-of-service elements will also be requested.

Rate Calculator

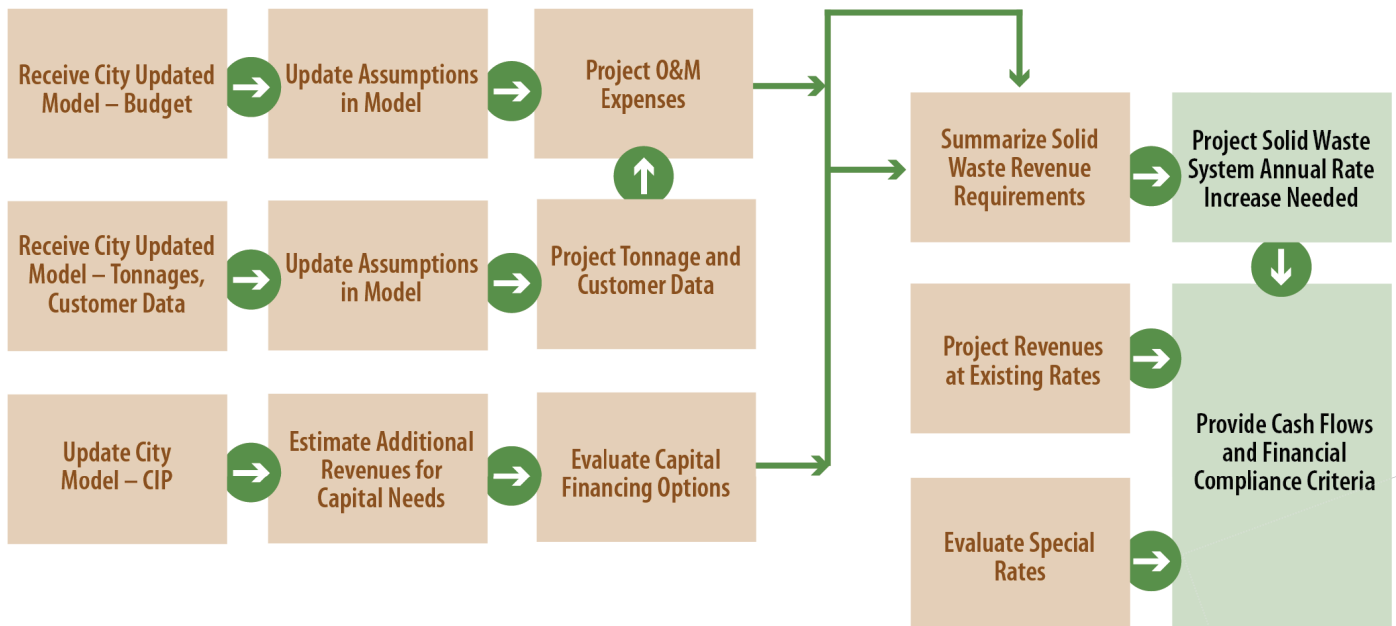


Figure 3.1-1: Our rate calculator will guide us in providing an analysis of the City's Solid Waste Department's schedule of fees and propose recommendations for adjustment.

Operating and Capital Cost Component Review: The baseline operating and capital costs will be analyzed and input into the model for both the solid waste and recycling systems. The operating and capital costs will be further constructed in terms of costs that are relevant to the calculation of the solid waste system rates. Such elements as the container and transfer station costs will be developed in a manner consistent with the inventory of such items, with the service provided identified (residential, commercial, recycling, transfer station, container maintenance, and administration).

Off-Setting Revenue: The existing revenues that are not customer related shall be analyzed in terms of the components needed for projection purposes. The recycling revenue (if any) will be viewed in terms of historical tonnages per product type and unit dollars. The interest revenue will be analyzed in terms of the basis for past revenue amounts. These items will be reviewed in concert with Solid Waste personnel and City staff in order to make educated projections for the future. Also under discussion will be the path for future recycling endeavors and whether to further consider the addition of a recycling material center. The results of this analysis will be input into the model.

CDM Smith will incorporate the results of the above tasks into the cost of service portion of the model.

Calculation of Component Costs: The costs will be developed as functional components. The costs will be input based on various cost elements. The cost elements to be analyzed consist of general administration costs, collection costs, hauling and disposal costs, recycling costs, transfer station costs, and landfill closure/post-closure costs.

General administration costs may be allocated between collection and hauling/disposal costs. Currently the hauling/disposal cost center absorbs the general administration costs.

Calculation of Solid Waste Rates: Upon the completion of the above tasks and their insertion into the model, the resulting costs will be divided by their respective cost classification components and the collection and hauling/disposal rates calculated. The collection costs and hauling/disposal costs are components of the annual residential assessment revenue calculation. The hauling/disposal costs not identified with residential customers are collected via a cost per ton tipping fee.

Cash Flow Analysis: The residential assessment revenue and tipping fee rate calculated will be used to project revenue for the next five fiscal years using the projected customer base. The operating and capital expenditures from above will be incorporated into the cash flow analysis as well. The resulting net revenue will be examined to determine whether sufficient revenue is being generated to provide for any potential debt service coverage and reserves.

The cash flow and coverage results will be analyzed in terms of the ability of the rates to meet the required terms, including recommended reserves. Also, the tables generated in the report should have consistent data from table to table. The results should show the ability to provide financial stability during the entire planning period.

The first step in determining the reasonableness of user rates developed would be to compare the rates with those of neighboring jurisdictions, and other jurisdictions of similar size across the State. This comparison would analyze two aspects: (a) the monthly bills for typical customers in the various customer classes; and, (b) the structure of the rates.

The next step would be to compare the percentage changes in the monthly bills among the various customer classes and the various usage levels. While some variance in the percentages is to be expected, large discrepancies in the percentage differences warrant analysis. Large deviations may indicate departure from cost of service principles, or changes in demand patterns since the previous rate study was performed.

Finally, the overall absolute and percentage increases in rates should be considered. If very high increases are required, diagnosis of the reasons is in order. Significant renewal and replacement or capital expenditure funding directly from rates might be the reason. Debt financing of those costs could reduce the associated annual revenue requirement from rates.

Initial Interactive Meeting with City Staff: There will be an interactive meeting with City staff after the receipt of the original data. Discussion will take place concerning the data, schedule and alternative suggestions for the provision of solid waste and recycling service.

Update of Draft Schedule: Based on the meeting above, CDM Smith will revise the schedule and modify the options considered for incorporation into the model.

Draft Final Letter Report: CDM Smith will prepare a draft final letter report for review by City staff. The report will provide assumptions and details regarding the calculation of the solid waste and recycling rates, including the schedule for implementation of any rate changes.

Draft Final Report: CDM Smith will prepare a draft final report for review by City staff. The report will provide assumptions and details regarding the calculation of the solid waste and recycling rates, options considered, including the schedule for implementation of any rate changes and the results of the analysis. This report will include any changes arising from the comments from the previous meeting.

Final Report: The draft final report will be provided to City Staff for review. Any further changes will be incorporated into a final report to be provided to City Council members.

City Council Workshop: CDM Smith shall attend one City Council workshop, prepare a PowerPoint presentation, and present the presentation.

City Council Meeting: CDM Smith shall attend one City Council meeting.

Final Report: We will prepare the final report and provide one hard copy and one electronic copy.

Capital Financing Support: Depending on the amount and nature of future Capital Improvement Program (CIP) projects, there may be a need to provide long-term funding such as revenue bonds. We will provide the engineer's report in support of long-term financing issues and interact with bond personnel and possible rating agency activities.

Financial and Compliance Reporting Support: There are currently reserve recommendations, which CDM Smith has identified as an element of the rate calculation within the solid waste system rate model. In addition, should long-term financing take place, we will review the recommended rates in terms of the ability to meet bond debt service coverage requirements as well as any additional bond conditions, such as annual reporting requirements.

Special Rate Determination Assistance: Due to the occurrence of such items in the solid waste generated as follows, separate fees can be calculated:

- hazardous waste
- yard waste
- asbestos
- tires
- construction and demolition (C&D)
- sludge



SECTION
4

Personnel

Section 4

Personnel

4.1 Project Team

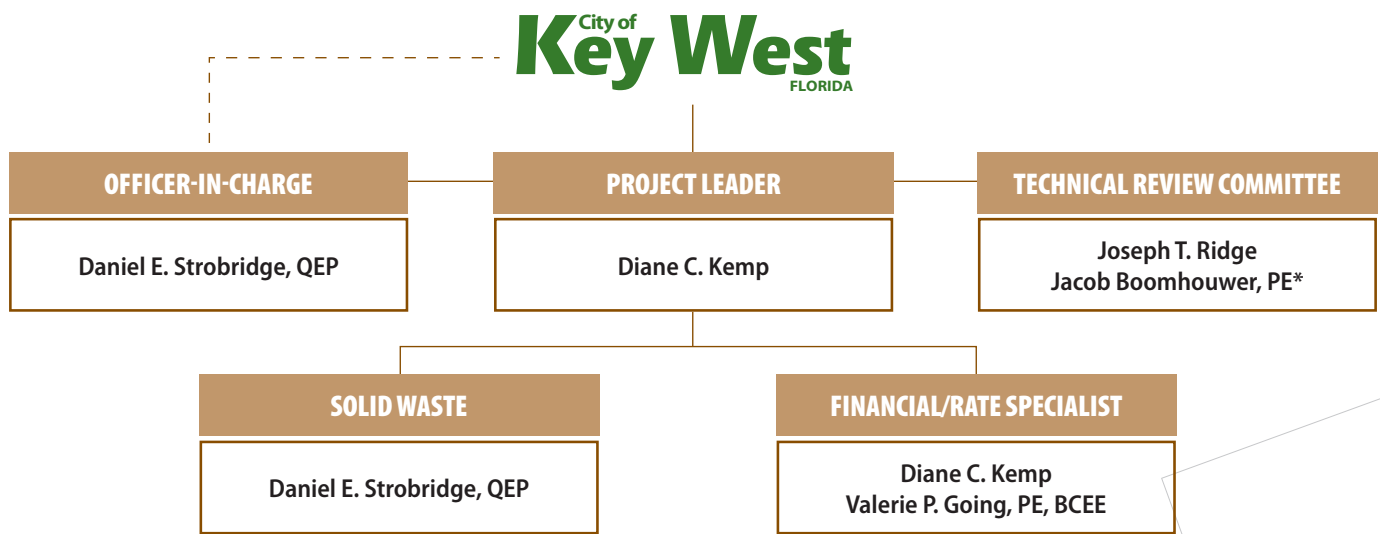
CDM Smith prides itself on strong client service, which is based in both delivering the desired product and responsiveness to the client’s needs. The selection of our project team demonstrates our understanding of the City’s needs and goals for this contract and exemplifies our philosophy of client service to **“Listen. Think. Deliver.”**

We have included brief biographical descriptions of each project team member to explain their role(s) and highlight some of their qualifications and relevant project experience. An organization chart illustrating the lines of responsibility is included below (**Figure 4.1-1**). Detailed resumes for each team member are included at the end of this section.

At this time, we have elected to forgo naming any subconsultants for this engagement. If necessary, as specific tasks are assigned to CDM Smith, we will—with the City’s approval—designate specialty subconsultants to meet the needs of the tasks assigned. Our project manager, **Diane C. Kemp**, brings first-hand knowledge and experience working for the City, in addition to her more than 30 years of experience in preparing various financial and management studies, including solid waste, wastewater, stormwater, and water rate studies. Our team is staffed with qualified experts, including Officer-in-Charge, **Daniel E. Strobridge, QEP**, who has more than 40 years of experience in the solid waste and utility financial fields. Adding to our wealth of knowledge is environmental engineer **Valerie P. Going, PE, BCEE**, who brings first-hand experience in financial consulting, utility acquisition, feasibility studies, annual bondholder’s reports, and grant funding.

Technical Review Committee

The project-specific technical review committee (TRC) is at the heart of individual project quality management. The TRC is composed of senior-level professionals with in-depth experience directly applicable to a particular project, but who are not directly involved in day-to-day project activities, thus ensuring objectivity. The TRC for this engagement will consist of **Joseph T. Ridge** and **Jacob Boomhouwer, PE***.



* PE in state other than Florida

Figure 4.1-1: Drawing on a wealth of knowledge, local expertise, and a history of preparing various financial and management studies, our project team will work closely with the City of Key West to meet all project goals.

Daniel E. Strobridge, QEP
Officer-in-Charge; Solid Waste



40 Years of
Experience

Mr. Strobridge is the Officer-in-Charge for this project and will represent CDM Smith as the firm's liaison to the City. Mr. Strobridge manages CDM Smith's Tampa office. He has more than 40 years of professional experience in providing environmental and engineering consulting services. In particular, Mr. Strobridge has worked on numerous solid waste facility projects ranging from planning and feasibility studies to the implementation of major solid waste processing and disposal complexes. He has served as officer-in-charge for several projects at the the City's Richard A. Heyman Environmental Protection Facility, and oversees the development of the City's annual solid waste rate study that CDM Smith performs.

For this project, Mr. Strobridge will assist the project team with engineering support related to the City's solid waste services. In addition, he is ultimately responsible for contract negotiation with the City and for ensuring the quality and integrity of the work performed by the CDM Smith team.

With over 40 years of professional experience in the solid waste and utility financial fields, Mr. Strobridge will ensure that our team makes the most effective use of our vast network of resources to complete your projects on time and within the City's budget.



32 Years of
Experience

Diane C. Kemp

Project Leader; Financial/Rate Specialist

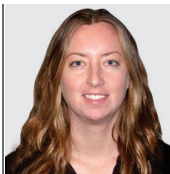
Our project leader will be Ms. Kemp, a principal in CDM Smith's management consulting practice. For this engagement, Ms. Kemp will administer all matters related to the management and completion of work for the duration of this contract. She will be responsible for development and negotiation of work authorizations, contract administration, assignment of CDM Smith and subconsultant staff, as well as quality control.

Ms. Kemp applies her experience in rate setting, special assessments, budget reviews, financial feasibility studies, and municipal accounting to a variety of solid waste, water, wastewater, reclaimed water, and stormwater projects. She has also prepared impact fee studies, performed acquisition studies, negotiated multi-jurisdictional contracts, prepared rate models, conducted fixed asset studies, and analyzed the cost effectiveness of various treatment/ownership options. She has a strong background in accounting and economics, including computer applications and evaluations.

Ms. Kemp has also assisted in the preparation of bond reports for more than \$1B in bond issues since 1987. In addition to bond financing, Ms. Kemp has also been a leader in the field of State Revolving Fund (SRF) financing. She assisted in the original State of Florida rule drafting process, as well as subsequent updates.

Having served as Project Manager and Analyst for the City's 2014 Solid Waste Rate Model, Ms. Kemp brings first-hand knowledge and experience working for the City, in addition to her more than 32 years of experience in preparing various financial and management studies.

Valerie P. Going, PE, BCEE
Financial/Rate Specialist



18Years of Experience

Ms. Going is an environmental engineer with 18 years of solid waste experience in the planning, procurement, construction, operations, and monitoring of waste-to-energy facilities and landfill design/permitting. She will assist Ms. Kemp with the financial consulting services and rate studies during this project. Ms. Going has experience in management consulting activities, including preparing annual engineering reports, utility acquisition feasibility studies, annual bondholder’s reports, and assisting with solid waste, water, wastewater, reclaimed water rate studies and water and wastewater capital cost recovery charge (impact fee) studies. Ms. Going has also obtained State Revolving Fund (SRF), alternative water supply, and cooperative grant funding for various clients throughout Florida.

Serving as project engineer for the Key West Solid Waste Rate Study, Ms. Going will leverage her experience to assist Ms. Kemp with financial consulting services and rate studies during this project.



Joseph T. Ridge
Technical Review Committee

30Years of Experience

Mr. Ridge, who has an advanced degree in Public Finance from Harvard University, has been involved in a number of CDM Smith's major asset management projects, serving in the role of project manager, technical director, or reviewer.

Mr. Ridge is an economist with extensive experience in assessing the fiscal and economic impacts of capital projects on municipal governments and authorities. He has over 30 years of experience in assisting clients with assessing and implementing programs to improve competitiveness and in determining the financial feasibility and economic impact of proposed projects. He has developed financing plans, assessed financial capability, and conducted financial feasibility and marketing analyses for solid waste facilities (such as resource recovery facilities, composting and recycling plants), and other public facilities. These studies frequently require the creation, evaluation, and implementation of inter-municipal agreements to support and secure financing packages.

Jacob Boomhouwer, PE*
Technical Review Committee



40Years of Experience

Mr. Boomhouwer is a senior project manager with over 40 years of experience and has served on solid waste utility management and financial projects including management reviews, cost of service analyses, operations reports, financial feasibility studies, accounting system development, rate studies, and economic evaluations. He has served as project manager on numerous large management studies of utility operations which involved multiple firm teams and short durations. He has made hundreds of presentations to city councils, boards, and other governmental bodies, and has gone before numerous bond rating agencies and insurance companies to present the results of feasibility studies performed under his direction.

Mr. Boomhouwer has led management, rate, and bond studies across the nation, and will leverage his financial knowledge in providing the team as-needed technical expertise and guidance.



Daniel E. Strobridge, QEP

Officer-in-Charge; Solid Waste

"I have been honored to work with the City for the last 21 years. I have developed relationships with your staff and understand your policies and preferences."

Benefit to Key West

Mr. Strobridge, has been providing environmental and engineering consulting services to Florida clients for over 30 years. He is currently officer-in-charge for a wide variety of solid waste, water, wastewater, transportation, and water resource projects for Florida cities and counties. With over 40 years of experience in the environmental engineering field, Mr. Strobridge applies his diverse and extensive experience to the planning, design, permitting, and construction of infrastructure and utilities. He is also experienced in developing alternative procurements for public infrastructure projects and the financing for those projects. Mr. Strobridge has also served as officer-in-charge for several projects at the Richard A. Heyman Environmental Protection Facility, including a hydraulic profile for additional flow and the replacement of surface aerators with diffused aeration, and oversees the development of the annual solid waste rate study that CDM Smith performs. As the officer-in-charge, Mr. Strobridge is able to commit the firm's resources and to provide technical as well as administrative oversight to projects. He has extensive experience helping clients obtain needed funding for important projects throughout Florida, including in Key West, and is committed to implementing a collaborative approach for your projects.

YEARS EXPERIENCE

40

EDUCATION

BS – Environmental Sciences, Grand Valley State College

PROFESSIONAL REGISTRATION

Qualified Environmental Professional

EXPERIENCE HIGHLIGHTS

- Extensive funding experience for Florida clients
- Able to commit the firm's resources
- Provide technical and administrative oversight

RELEVANT EXPERIENCE

Officer-in-Charge, Key West Solid Waste System Rate Model Update, City of Key West, FL. Mr. Strobridge served as the officer-in-charge for the review of the solid waste system, using the existing model to conduct a financial analysis and develop the cost of various alternatives and their impact on the solid waste rates. The model allowed the City of Key West to project revenues and expenses of the entire solid waste program. The results of the solid waste financial analysis were presented to the City commission in a budget workshop, with the rate recommendations adopted for further consideration in the budget process.

Officer-in-Charge, Reclaimed Water Feasibility Study, City of Key West, FL. As part of assisting the City with securing a permit renewal for its wastewater treatment plant, CDM Smith performed a reclaimed water feasibility study that considered a range of alternatives, from minimal reuse to 100 percent reuse, blending membrane treated reclaimed water with the potable water supply.

Project Manager/Officer-in-Charge, Operations Monitoring and Solid Waste Consultation Services, Pasco County, FL. Pasco County owns a 1,050-tpd mass burn waste-to-energy facility that is operated by Covanta Pasco (formerly Ogden Martin Systems of Pasco, Inc.) under a long-term service agreement. To verify compliance with the service agreement, Pasco County retained CDM Smith to provide operations monitoring, evaluations, and reporting services. Mr. Strobridge provides assistance to the County on its solid waste management system performance, periodic inspection of mechanical systems, review of operating records and maintenance logs, and advising the County on matters related to its solid waste management system. Mr. Strobridge manages the CDM Smith team responsible for preparing, at the end of each contract year, a report summarizing the year's operation and maintenance indicating satisfactory or unsatisfactory operation, levels of performance, and identifying measures required for implementation to correct any deficiencies. CDM Smith has provided these services continuously since 1991 when the facility commenced commercial operations.

Officer-in-Charge, Waste-to-Energy Facility Expansion Construction, Hillsborough County, FL. After assisting the County with negotiations for the construction of a 600 tons per day (tpd) expansion and 20-year extension of the service agreement, CDM Smith was selected to provide construction monitoring services for the plant expansion, which consisted of adding a 600-tpd mass burn combustion train, a 17-megawatt (MW) turbine generator, and ancillary equipment.

Officer-in-Charge, Consulting Engineering Services for Operator Re-Procurement Assistance, Pinellas County, FL. Mr. Strobridge directed tasks to develop RFQs, a qualified bidder's list, and an RFP for the procurement of the new operator of the Pinellas County Waste-to-Energy Facility. The facility went into commercial operation in 1983, processes 3,000 tpd of municipal solid waste, and generates 75MW of electrical energy, which is sold to Florida Progress Energy. The current operations and maintenance contract expired in May 2007. The new contract runs from May 2007 to 2024. As part of the Request for Proposals (RFP), CDM Smith was also tasked to develop a list of capital improvement projects that will ensure that the facility will run smoothly and efficiently through 2024. The bidders included pricing for implementation of these capital improvement projects in their proposals. CDM Smith developed an engineer's estimate for these capital improvement projects.

Project Manager, Design-Build-Operate Procurement Services for Ash Refuse-to-Energy Reuse Facility, City of Tampa, FL. The City of Tampa had previously investigated the feasibility of beneficially using the ash residue from the McKay Bay Refuse-to-Energy Ash Reuse Facility. For this project, Mr. Strobridge developed ash reuse vendor procurement documents and evaluated their responses.

Program Manager, Air Pollution Control Retrofit, 1,200-tpd Waste-to-Energy Plant, Hillsborough County, FL. This \$36M project included the replacement of the facility's three electrostatic precipitators (ESPs) with spray dryer absorber/fabric filter (SDA/FF), carbon and aqueous ammonia injection systems, and a new continuous emissions monitoring system. Mr. Strobridge managed the contract negotiations, construction administration, and permitting for this project.

Program Manager, Air Pollution Control Retrofit, 1,050-tpd Waste-to-Energy Plant, Pasco County, FL. Mr. Strobridge managed the contract negotiations, construction administration, and permitting for this

project that involved retrofitting the existing continuous emissions monitoring system and installing a Nitrogen Oxide (NOx) reduction system. This \$90M project included the replacement of furnaces, boilers, and air pollution control (APC) systems. Mr. Strobridge managed the permitting, environmental compliance, and construction monitoring work performed by CDM Smith on this project.

Project Manager, Solid Waste Management Facility, Alachua County, FL. Mr. Strobridge served as project manager for the Phase I facilities design and permitting for Alachua County's new solid waste complex. These facilities include a Class I landfill featuring wet cell technology, site access and utilities, equipment/maintenance, and employee facilities. As part of CDM Smith's permitting work on this project, a comprehensive site monitoring program was designed and implemented to gather site-specific field information necessary to support federal, state, and local permit applications for the Alachua County solid waste management facility.

Technical Director, McKay Bay Refuse-to-Energy Facility, City of Tampa, FL. Mr. Strobridge provided services to the City of Tampa to assist in the development of a procurement approach for retrofit of the McKay Bay refuse-to-energy facility and to prepare architectural, foundation, and civil/site evaluations. Previously operated as a municipal solid waste incinerator, the facility was retrofitted with waste-to-energy and air pollution control technology in 1984 to become one of the area's first energy recovery facilities. The McKay Bay refuse-to-energy facility processes 1,000 tpd of solid waste.

Program Manager, 1,050-tpd Waste-to-Energy Plant, Pasco County, FL. Mr. Strobridge managed facility siting, permitting, and construction administration for a 1,050-tpd waste-to-energy plant. He conducted vendor contract negotiations and prepared the engineer's feasibility report for project financing.

Contract Administration, Solid to Waste Recovery Project, Hillsborough County, FL. For the Hillsborough County, Florida solid waste energy recovery project, Mr. Strobridge managed contract administration during construction of the 1,200-tpd facility, including progress tracking and reporting, and coordination of the performance acceptance test.



Diane C. Kemp

Project Leader; Financial/Rate Specialist

"Having served as project manager and analyst for the Key West Solid Waste System Rate Model Update, I am committed to successful completion of the City's project."

Benefit to Key West

Ms. Kemp applies her experience in funding, rate setting, special assessments, budget reviews, financial feasibility studies, and municipal accounting to a variety of solid waste, water, wastewater, reclaimed water, and stormwater projects. She has also prepared impact fee studies, performed acquisition studies, negotiated multi-jurisdictional contracts, prepared rate models, conducted fixed asset studies, and analyzed the cost effectiveness of various treatment/ownership options. She has a strong background in accounting and economics, including computer applications and evaluations.

RELEVANT EXPERIENCE

Project Manager and Analyst, Key West Solid Waste System Rate Model Update, City of Key West, FL.

Ms. Kemp performed a review of the solid waste system, using the existing model to conduct a financial analysis and develop the cost of various alternatives and their impact on the solid waste rates. The model allowed the City of Key West to project revenues and expenses of the entire solid waste program. The results of the solid waste financial analysis were presented to the City commission in a budget workshop, with the rate recommendations adopted for further consideration in the budget process.

Financial Analyst, Collection System Rate Study, City of Clearwater, FL. The City of Clearwater study involved elements of solid waste collection, recycling, and yard waste. The analysis also included an analysis of the feasibility of expanding the recycling program.

Financial Analyst, Collection System Rate Study, City of St. Petersburg, FL. The City of St. Petersburg study was done prior to the implementation of current recycling initiatives. The study did however involve the categorization of the various costs concerning their collection system, including pickup time and cost versus transport time and cost. The emphasis was on determining the viability of implementing roll-off container service.

Financial Analyst, Special Waste Tip Fee Rate Study, City of Clovis, NM. The tip fees for the following services were developed: municipal solid waste, construction and demolition, green waste, asbestos, ash, petroleum contaminated soil, sludge, packing house/offal, industrial waste, chemical spill waste, and other special waste. The calculation of the tip fee per service type was based on the determination of personnel requirements, equipment (with funding source), special handling costs, contractual services, landfill development costs, closure/post closure costs, and remediation costs. The equipment needs, handling costs, contractual costs and landfill development costs were based on a detailed analysis.

Financial Analyst, Solid Waste System Evaluation and Analysis, City of Homestead, FL. The existing solid waste fees were analyzed to determine their ability to meet revenue requirements for the next five years. The collection system fees and recycling fees were analyzed both individually and as a system to determine whether each type of service was self-sufficient and whether the solid waste system as a whole was self-sufficient. The charges per container size and frequency of collection were evaluated for consistency, with recommendations made for any discrepancies in the charge per cost of service. A five-year pro forma was prepared, with revenue, expenses, and net revenues projected.

YEARS EXPERIENCE

32

EDUCATION

BA – Economics and Accounting, University of Michigan

EXPERIENCE HIGHLIGHTS

- Rate setting
- Special assessments
- Budget reviews
- Financial feasibility studies
- Municipal accounting

Financial Analyst, Landfill Tip Fee and Collection System Cost Allocation, Collier County, FL. The Collier County project involved the calculation of both a tip fee and a collection system cost (including the disposal costs). The solid waste system costs were allocated to various functional areas (landfill, biomass, tires, construction and demolition (C&D), sludge recycling, hazardous waste and scale house/transfer stations), with a separate tip fee calculated for each function. The collection system cost calculation involved allocating the costs to several franchise districts and calculating the cost of disposal per household. The objective of the rate study was to determine the impact of expanded services and capital projects on a per household basis.

Project Manager, Solid Waste Business Financial Plan and Strategic Plan, Bay County, FL. Bay County uses a combination of a Waste-to-Energy (WTE) facility and landfill services for solid waste. The Business Financial Plan was designed to determine the impact of various capital projects on the tip fee (retrofit of WTE, rehabilitation of transfer stations and expansion of landfill). During the same time period, a local option sales tax was set to expire, with the impact of the loss of this revenue source evaluated as well. The Strategic Plan project was performed to evaluate the ability to maximize system revenues after the sales tax levy was not renewed and the energy capacity payment expired (a total of \$13.5M in decreased revenue). The ability to secure additional revenue through increased tonnage was viewed in relation to the fees for solid waste services in surrounding communities.

Project Manager, Solid Waste Rate Model, Pinellas County, FL. Pinellas County uses a combination of WTE and landfill facilities for solid waste disposal. Ms. Kemp has been in charge of a solid waste rate model that analyzes the annual budget and makes assumptions for forecasting over a 30-year planning period. Population and tonnage information is developed as well as both operating and capital costs. The model is developed to show the impact of these assumptions and costs over time on the tip fee and the cash reserves. The analysis also includes a review of the affordability of various programs and capital improvement funding scenarios.

Project Manager, Solid Waste Rate Model and Engineers Bond Report, Hillsborough County, FL. Hillsborough County has both WTE and landfill facilities as well as an extensive array of transfer stations and community disposal facilities. Hillsborough County uses residential assessments as a primary revenue source in addition to tip fees from commercial haulers for solid

waste, recycling, tires, and yard waste. The community disposal facilities accept waste from County residents that are too rural to be served by franchised haulers and also offer hazardous waste recycling services, additional recycling services and white goods disposal. Ms. Kemp has been instrumental in updating the County solid waste model that develops a ten-year projection of revenue requirements and rates. Ms. Kemp was also in charge of the latest bond issue for solid waste system improvements (\$160M revenue bond).

Financial Specialist, Solid Waste Enterprise Fund Establishment, City of Los Angeles, CA. Ms. Kemp performed an analysis of the existing accounting system as it relates to the provision of solid waste services in the City of Los Angeles. The objective was to lay the foundation for the conversion of the existing accounting system from a general fund basis to an enterprise fund basis. The conversion process is to be designed to result in an accounting system that complies with generally accepted accounting principles (GAAP) standards and the subsequent accounting body known as Governmental Accounting Standards Board (GASB). This task addressed the following issues:

- An analysis of the existing solid waste resources.
- An exploration of structural options in establishing an Enterprise Fund.
- An analysis of the accounting changes needed to establish an Enterprise Fund.
- Recommendations regarding additional changes.
- Recommendations for the process steps in the conversion.

One important element of the conversion to an enterprise accounting system, was identifying the fixed assets to be transferred to the solid waste system from the general fund. This analysis was performed, with the depreciation established for the fixed assets and the funding source identified.

Financial Analyst, Alternative Disposal Analysis, City of Columbus, GA. Columbus currently has one active landfill site and two inert landfill sites. A financial model was prepared that evaluated proposed alternatives regarding the disposition of various types of waste material. The alternatives evaluated consisted of a Waste-to-Energy (WTE) facility, Landfill Gas (LFG) collection and sale, yard waste composting, and enhanced recycling. The cost of each service type was determined based on recent contractual costs or estimated. The cost per ton and per household was calculated.



Valerie P. Going, PE, BCEE

Financial/Rate Specialist

"I served as the project engineer on the Key West Solid Waste Rate Study and I look forward to using this experience to benefit the City with any future projects."

Benefit to Key West

Ms. Going has experience in management consulting activities, including preparing annual engineering reports, utility acquisition feasibility studies, annual bondholder's reports, and assisting with water, wastewater, reclaimed water, and solid waste rate studies and water and wastewater capital cost recovery charge (impact fee) studies. Ms. Going has also obtained State Revolving Fund (SRF), alternative water supply, and cooperative grant funding for various clients throughout Florida.

RELEVANT EXPERIENCE

Project Engineer, Solid Waste Rate Study, City of Key West, FL.

Ms. Going prepared a solid waste rate study for the City of Key West. The rate model that was developed determined the disposal and collection rates the City requires out to 2020.

Project Manager, Pinellas County Solid Waste Management Model, Pinellas County, FL.

Ms. Going prepared a management model for the Pinellas County solid waste system to perform financial analyses and modeling of solid waste rates. The model included system pro forma projections over a 25-year planning horizon and project rates, reserve fund requirements, and program impacts through 2030. The model also provided projections for each individual program in the solid waste system and provided landfill capacity projections over the planning period.

Project Engineer, Pinellas County Waste-to-Energy Facility Monitoring, Pinellas County, FL.

Ms. Going is part of CDM Smith's project team serving as the Independent Consulting Engineer for the Pinellas County Solid Waste Department for their waste-to-energy facility providing operations and monitoring services. She conducts monthly facility-wide inspections and maintains a punch list of all observed deficiencies and their repair. She monitors plant performance and verifies environmental compliance. She also assists in the review of process and operational changes to improve operations and air emission levels.

Additional tasks include preparation of applicable permit applications, including the Title V operating permit renewal; reviewing environmental compliance documents from the operating contractor; overseeing environmental compliance testing, including RATA and stack testing; and conducting boiler and major equipment inspections during scheduled maintenance periods. She also assists with the preparation of the monthly and annual reports documenting the condition of the facility and all equipment within, listing numerous operational statistics, following major maintenance items, tracking contractual guarantees, and the general state of the facility and its operation.

Project Engineer, Hillsborough County Waste-to-Energy Facility Monitoring, Hillsborough County, FL. Ms. Going is part of CDM Smith's project team serving as the independent consulting engineer for the Hillsborough County Solid Waste Department for their waste-to-energy facility providing operations and monitoring services. She performs periodic facility-wide inspections, conducts boiler and major equipment inspections during scheduled maintenance periods, and periodically oversees environmental compliance testing, including Relative Accuracy Test Audit (RATA) and stack testing.

YEARS EXPERIENCE

18

EDUCATION

MBA – University of South Florida

ME – Civil Engineering, University of South Florida

BS – Civil Engineering, University of South Florida

REGISTRATION

Professional Engineer (FL)

Board Certified Environmental Engineer (BCEE)

CERTIFICATIONS

Certificate of Concentration in Solid and Hazardous Waste Management

EXPERIENCE HIGHLIGHTS

- Annual engineering reports
- Utility acquisition feasibility studies
- Annual bondholder's reports
- Solid waste rate studies

Project Engineer, Waste Minimization Assessment, Pinellas County, FL. Ms. Going prepared a Waste Minimization Assessment report for Pinellas County Solid Waste Department for the Bridgeway Acres Class I Landfill Site as required by the site's National Pollutant Discharge Elimination System (NPDES) permit. She developed an overall water balance for the site and for the waste-to-energy facility. Opportunities for water conservation and reuse/recycling and areas of leakage were identified. She also performed a material and risk assessment, identified pollutant reduction methods, and performed a stormwater evaluation with recommendations for improvement for the site.

Project Engineer, Pinellas County Waste-to-Energy Facility Capital Projects Construction, Pinellas County, FL. Ms. Going was part of CDM Smith's project team for over \$90M in construction improvements at the Pinellas County waste-to-energy facility. Her tasks included resident engineer tasks and daily construction oversight monitoring, design review, evaluation of requests for information, and start-up and acceptance testing assistance.

Project Engineer, Hillsborough County Waste-to-Energy Facility Permitting and Expansion, Hillsborough County, FL. Ms. Going was part of CDM Smith's project team for the expansion of the waste-to-energy facility from 1,200 to 1,800 tons per day (tpd). Ms. Going performed resident engineer tasks and construction oversight monitoring of the construction activities and start-up and acceptance testing. The \$138M project included the addition of a new 600-tpd combustion train along with a new 17-megawatt (MW) turbine generator. She was also involved with the preparation and resolution of issues for the permitting of the Hillsborough County waste-to-energy facility expansion through the Florida Power Plant Siting Act (PPSA).

Project Engineer, Pinellas County Reprourement Project, Pinellas County, FL. Ms. Going was part of CDM Smith's project team that assisted Pinellas County in procuring a new operating contractor for the Pinellas waste-to-energy facility. CDM Smith developed Request for Qualifications (RFQs), a qualified bidder's list, a condition assessment of the facility, a Request for Proposal (RFP), and prepared a bid evaluation that led to the selection of Veolia Environmental, Inc. as the chosen contractor. Ms. Going assisted in the development of the list of capital improvement projects and an engineer's estimate of cost. She also assisted in the development of the punchlists of various smaller repairs to the facility, which were implemented by Veolia. Total costs for the capital improvements and punchlist repairs were approximately \$100M. Ms. Going

provided construction monitoring services throughout the implementation of the capital improvements and punchlist repairs, as well as a review of Veolia's invoices for this work. She also assisted in the spare parts inventory and associated statistical analyses.

Project Engineer, Pasco County Waste-to-Energy Expansion Project, Pasco County, FL. Ms. Going developed a model and performed an alternatives analysis comparing several options for the Pasco County Solid Waste Department. The net present value alternatives analysis compared expanding the waste-to-energy facility, expanding in-county landfilling, implementing out-of-county landfilling, and various combinations of each to determine the best option for the county to pursue in order to meet future solid waste disposal needs.

Project Engineer, Waste-to-Energy Facility Ash Sampling, Pinellas County, FL. Ms. Going performed a seven-day sampling of the waste-to-energy facility's combined ash to characterize the residue as hazardous or non-hazardous without addition of the phosphoric acid stabilization in place at the time. She prepared an ash sampling protocol following regulatory procedures and a safety plan. Also, Ms. Going performed the statistical analyses of the testing results, which ultimately characterized the ash as non-hazardous.

Project Engineer, Waste-to-Energy Ash Sampling Analysis, City of Tampa, FL. Ms. Going performed statistical analyses of the ash sampling data from the City of Tampa's waste-to-energy facility ash residue to determine hazardous or non-hazardous characteristics.

Project Engineer, Pinellas Park Water Management District GASB Compliance, Pinellas County, FL. Ms. Going assisted the District in complying with GASB requirements by determining accumulated depreciation and book values for completed projects and estimating works in progress each fiscal year.

Project Manager, City of Clearwater Wastewater and Water SRF Loan Funding, Clearwater, FL. Ms. Going assisted the City with the various activities associated with pursuing SRF loan financing administered by the Florida Department of Environmental Protection (FDEP) for water projects totaling \$14M and wastewater projects totaling \$39M and prepared all required documentation to meet the financing requirements, including the Request for Inclusions for water and wastewater projects and the 201 Facilities Plan for wastewater projects. The plan included the various wastewater projects and their alternatives, including capital costs and phasing, an evaluation of the economic and implementation considerations, selection of alternatives, and a capital finance plan.



Joseph T. Ridge

Technical Review Committee

"I bring the team experience in assisting clients with assessing and implementing programs to improve competitiveness and in determining the financial feasibility and economic impact of proposed projects."

Benefit to Key West

Mr. Ridge has over 30 years of experience in assisting clients with assessing and implementing programs to improve competitiveness and in determining the financial feasibility and economic impact of proposed projects. Mr. Ridge has developed financing plans, assessed financial capability, and conducted financial feasibility and marketing analyses for solid waste facilities (such as resource recovery facilities, composting and recycling plants), wastewater facilities (including secondary and advanced treatment, combined sewer overflow (CSO), and collection systems), stormwater utilities, and other public facilities. These studies frequently require the creation, evaluation, and implementation of inter-municipal agreements to support and secure financing packages.

RELEVANT EXPERIENCE

Task Manager, Clean Water 2020 (CW2020) Program Management, City of Columbia, SC.

CDM Smith is leading a team of locally-based firms to support the City of Columbia with its CW2020 program, assisting with program cost, schedule, and scope control. As program manager, our assignment is to provide an extension of City staff to the existing utility management team and to assist in the planning and design coordination of all new facilities. Mr. Ridge is serving as the task manager for the development of the required financial plan that will guide rate setting and borrowing schedules for the program over the next ten years.

Task Manager, Program Management Services for CSO Abatement Program, Onondaga County, NY. CDM Smith and another firm provided program and project management services for the \$650M Onondaga Lake improvement project. CDM Smith acted as the program manager for approximately \$360M invested in WWTP upgrades and "gray" CSO abatement projects, resulting in significant and measurable improvements to water quality. Mr. Ridge served as task manager developing the initial financial plan for the overall project as well as assisted the County negotiate with the Environmental Protection Agency (EPA) and the New York Department of Environmental Conservation (NYDEC) on what the County program would include and the implementation schedule. Those negotiations also included negotiations with the Governor's office, DEC, and EPA on funding support which resulted in the County obtaining nearly \$400M in grants and other financial support.

Task Manager, Wet Weather Program and Master Plan, City of Knoxville, TN. The Knoxville Utilities Board (KUB) was experiencing sanitary sewer overflows (SSOs) caused by wet-weather conditions and blockages throughout their service area. Mr. Ridge was the task manager developing the affordability study that became the basis for the KUB's implementation schedule.

Project Manager, Affordability Evaluations, Various Locations. Mr. Ridge has directed affordability assignments for more than 20 municipalities and utilities across the country. He is currently directly assignments for Portland, ME; Springfield, MA; Lowell, MA; Gary, IN; Evansville, IN; Quincy, IL; Fall River, MA; Manchester, NH; and Haverhill, MA. He has previously prepared evaluations for Onodaga County, NY, Atlanta, GA, Philadelphia, PA; Allegheny County, PA; New Bedford, MA; and the Lynn Water and Sewer Commission. These assignments have all focused on developing long-term rate based projections of future sewer costs and rates and then assessing the subject community's ability to afford the program. The work Mr. Ridge has directed over the last 20 years is very similar to the approach now being promoted by the National Association of Clean Water Agencies (NACWA) and the Conference of Mayors. Mr. Ridge has been involved with regulatory agency negotiations in nearly everyone of the projects identified above.

YEARS EXPERIENCE

30

EDUCATION

MCRP – Public Finance, Harvard University

BA – Economics, Seattle University

EXPERIENCE HIGHLIGHTS

- Financing plans
- Assessed financial capability
- Financial feasibility and marketing analyses

Project Manager, Asset Management Program Implementation, City of Narragansett, RI. Mr. Ridge assisted the Narragansett Bay Commission (NBC) in implementing its asset management program. The initial effort was focused on defining an appropriate program given the NBC's history, available history and business processes. The project is essentially complete now and the NBC has nearly 80 percent of its assets incorporated into the program which results in a 20 year renewal and replacement plan.

Project Manager, Asset Management Implementation, Northeast Ohio Regional Sewer District (NEORS), OH. Mr. Ridge directed NEORS's Phase 1 Asset Management implementation project. Major elements of the study have included assessing NEORS maintenance practices, recommending improvements to the processes to integrate with asset management requirements and developing key performance indicators. He has also seen the development and implementation of condition assessment and criticality protocols to all NEORS assets to facilitate a systematic risk evaluation and the creation of a State of Infrastructure report, an asset management operating manual and a 20-year renewal and replacement program.

Project Manager, Asset Management Program Development, US Navy Facilities Atlantic Command (NAVFACLANT), Various Locations. Mr. Ridge is directing an assignment for NAVFACLANT to prototype and eventually implement a systematic asset management program that will be implemented at all Navy facilities. A pilot project was completed at three facilities and full scale implementation has begun at 17 bases with a plan to expand to 80 separate bases. Major work elements have included developing a customized application to collect asset information in the field, integrating with the Navy's computerized maintenance management system (CMMS) and geographic information system (GIS), working with Navy staff to develop a risk assessment protocol and tool and creating a preventative maintenance library for utility assets.

Project Manager, Asset Management Program Implementation, Narragansett Bay Commission (NBC), RI. Since 2005, Mr. Ridge has assisted the NBC in implementing its asset management program. The initial effort was focused on defining an appropriate program given the NBC's history, available history and business processes. A pilot project was developed to test how the preferred program would function and whether it would meet NBC's requirements. The pilot is currently being expanded to incorporate approximately 70 percent of NBC's assets.

Technical Director, Business Plan and Asset Management Program, KS. Beginning in 2006, Mr. Ridge undertook a gap analysis and evaluated business processes for the Johnson County Wastewater (JCW) utility to determine the modifications necessary to meet the JCW's future business needs.

Project Manager and Technical Director, Asset Management Programs, Multiple Locations. Mr. Ridge is or has also served as project manager or technical director for a wide range of asset management programs, including the Pennichuck Water Company, NH; Troy, NY; the Chatam Madison Sewerage Authority, NJ; Sioux City, IA; and Marco Island and Hillsborough County, FL. These projects involve developing an appropriate asset inventory, assessing the condition of these assets, developing protocols for evaluating the likelihood of asset failure and the consequence of asset failure and prioritizing asset renewal requirements and maintenance strategies based on overall evaluated risk.

Financial Consultant, Financial and Feasibility Financing Studies, Massachusetts Water Resources Authority (MWRA), City of Boston, MA. Mr. Ridge has directed our assignment for the MWRA since 1995, and has conducted financial feasibility and financing studies for \$10B in revenue bonds. He prepared an Engineer's financial feasibility study for the MWRA's \$850M 2007 bond issue. He has managed over 30 separate feasibility reports, as well as four triennial condition and operation reports. The most recent reports for the Authority were the 2012 Series A (General Revenue) and B (Refunding) bonds and the 2013 Series A Refunding Bonds. As with all MWRA issues, developing an understanding of the Authority's capital and current expense budgets, as well as the regulatory and political pressures influencing the Authority was involved.

Financial Consultant, Financial Feasibility and Financing Studies, Multiple Locations. Mr. Ridge has prepared financial and engineering feasibility studies for the City of New Bedford, MA; Boston Water and Sewer Commission (BWSC), MA; Bristol County Water Authority, RI; Kent County Water Authority, RI; New England Solid Waste Commission, MA; Wichita, KS; and Jet-A-Way waste disposal, MA.



Jacob Boomhouwer, PE

Technical Review Committee

"I bring the team experience with numerous bond rating agencies and insurance companies where I presented the results of feasibility studies performed."

Benefit to Key West

Mr. Boomhouwer is a senior project manager with over 40 years of experience and has served on water, wastewater, stormwater, and solid waste utility management and financial projects including management reviews, cost of service analyses, operations reports, financial feasibility studies, accounting system development, rate studies, and economic evaluations. Mr. Boomhouwer has served as project manager on numerous large management studies of utility operations, which involved multiple firm teams and short durations. He has made hundreds of presentations to City Councils, Boards, and other governmental bodies on the results of studies under his direction. In addition, he has gone before numerous bond rating agencies and insurance companies to present the results of feasibility studies performed under his direction.

RELEVANT EXPERIENCE

Project Manager, Management Audit of the Solid Waste Division, City of Tacoma, WA. Mr. Boomhouwer was responsible for leading a team of consultants performing a management audit of the Tacoma Solid Waste Division. The audit focused on operations, customer service, safety, and costs of the Division. Work included benchmarking and development of performance indicators to facilitate continuous improvement of the Division.

Project Manager, Tampa Bay Water Authority, City of Tampa, FL.

Mr. Boomhouwer was responsible for the engineering and financial feasibility study for the sale of \$108M in revenue bonds issued in 2002 and \$238M in 2001. A bond closing certificate and engineer's report was also prepared to be included in the bond official statement.

Project Manager, Water Resale Rate Study, City of Billings, MT. Mr. Boomhouwer just completed a cost of service study to determine water rates for a wholesale user served by Billings. The study utilized the utility basis of analysis and found that a 45 percent increase in rates is justified. The City and its wholesale user had previously agreed upon a rate of return to use for the analysis. The City recently completed upgrades to its major pumping station and treatment plant causing an increase in net plant investment upon which the City could earn a return.

Project Manager, Water Financial Planning Study, City of Glendale, CA. Mr. Boomhouwer completed a financial planning study for the City of Glendale's water utility. The study included evaluating the sale of bonds to finance needed capital improvements as well as establishing an ongoing replacement program to address aging infrastructure.

Project Manager, Water Rate Study, City of Camarillo, CA. CDM Smith completed a Water Rate Study for the City of Camarillo. Due to significant increases in imported water costs, large capital improvement projects, and need to reduce water usage, the ability of the water system to remain financially self-sufficient became a concern. Mr. Boomhouwer undertook a thorough analysis to ensure recovery of actual costs associated with the services the water utility provided. As a result of the above determinations and requirements, a recommended schedule of water rates that would help encourage conservation yet also meet revenue requirements was prepared.

YEARS EXPERIENCE

40

EDUCATION

MBA – Finance, University of Missouri-Kansas City

BS – Civil Engineering, Carnegie-Mellon University

REGISTRATION

Professional Engineer (CA, WI)

EXPERIENCE HIGHLIGHTS

- Management reviews
- Cost of service analyses
- Operations reports
- Financial feasibility studies
- Accounting system development
- Rate studies
- Economic evaluations

Project Manager, Water Rate Restructuring Study, Louisville Water Company, City of Louisville, KY.

Mr. Boomhouwer recently completed a water rate restructuring study for the Louisville Water Company. New rates were implemented January 1, 2011 and represented the first change in over 25 years. The new rates simplify the rate structure as well as implement rates to encourage efficient use of water. In addition, rates for wholesale users were developed utilizing the utility basis of analysis.

Project Manager, Water and Wastewater Cost of Service Studies, City of Kansas City, MO.

Mr. Boomhouwer completed water and wastewater rate studies for Kansas City. The rates were developed using the utility basis of analysis in order to derive wholesale rates for over a dozen regional cities and districts that are served by Kansas City. Annually, after development of the new rates, meetings were led by Mr. Boomhouwer with all the wholesale purveyors to explain the analyses and basis for any adjustments.

Project Director, Water and Wastewater Rate Study, City of San Francisco, CA.

Mr. Boomhouwer served as project director for a comprehensive financing and rate study for the City of San Francisco's water and wastewater utilities. He was responsible for presentation of results to the San Francisco Public Utilities Commission.

Project Director, Water and Wastewater Rate Study, City of San Diego, CA.

Mr. Boomhouwer served as project director for comprehensive cost of service and rate studies for the City of San Diego's water and wastewater utilities. The study also included development of revised capacity charges.

Project Manager, Water Rate Restructuring Study, Indianapolis Waterworks Department, City of Indianapolis, IN.

Mr. Boomhouwer is currently working on a water rate restructuring study for Indianapolis Water. The goal is to implement water conservation oriented rates. The cost analyses utilized the utility basis as required by the Indiana Utility Regulatory Commission.

Project Manager, Water Rate Restructuring Study, New York City DEP, City of New York, NY.

Mr. Boomhouwer served on a team of consultants studying alternative water rate structures for New York City.

Project Manager, Wastewater Rate Study, City of Encinitas, CA.

Mr. Boomhouwer assisted the City of Encinitas in reviewing its new sewer rates, which are estimated to collect \$1M less in sewer than anticipated. A cost of service analysis was performed to determine

the new rates. The City Council had adopted multi-year rate increases so rates for future years also had to be re-evaluated. The City Council approved the proposed, amended multi-year increase.

Project Manager, Wastewater Rate Study, City of Del Mar, CA.

Mr. Boomhouwer provided the City with a comprehensive study of cost of service and rates for sewer and clean water services. During the analysis, he found inequities in how single family and multi-family customers were billed for service. He provided the City with proposed improvements to the current customer billing, which was approved by the City Council. In addition, a financial plan was developed establishing a capital reserve, rate stabilization fund and operating reserve.

Project Manager, Wastewater Rate Study, City of Chula Vista, CA.

Mr. Boomhouwer reviewed the City of Chula Vista's existing sewer rates because the City had concern that the rates were not producing the necessary revenue to meet revenue requirements. He reviewed the City's five-year financial plan and performed a cost of service and rate analysis to develop fair and equitable sewer rates to ensure that each customer is paying its fair share. The City Council voted unanimously to accept the rate study recommendations.

Project Manager, Water Rate Study, Otay Water District, California.

Mr. Boomhouwer assisted the District with a comprehensive review of the District's existing water, sewer and reclamation rates and fees. An analysis of the District's revenue and requirements was performed to determine the rate adjustments necessary to meet the District's increased operating and maintenance expenses and capital costs. Along with the rate study, a review of the District's water capacity fees was also conducted.

Project Manager, Water Rate Study, San Dieguito Water District, California.

Mr. Boomhouwer served as project manager in a study of revenue requirements, cost of service and rates for the water utility. Work included developing rates to promote water conservation and a computer model to enable the City of San Dieguito to annually review water rates. A review of connection fees and miscellaneous fees was also provided.

Project Manager, Water Fund Study, City of Fullerton, CA.

Mr. Boomhouwer prepared pro forma revenue and revenue requirements and cashflow. He reviewed water utility program costs for reasonableness and recommended reallocations. He prepared cost comparisons to other local cities. He developed cost of service allocations and designed the rates. And finally he presented the results to a public committee.



SECTION
5

Qualifications

Section 5

Qualifications

5.1 Qualifications

CDM Smith has long recognized the complex regulatory, legal, institutional, and financial issues facing our public utility clients. We realize that our clients require more than traditional engineering and design services to ensure that their goals are met. As a complement to our traditional engineering, design, and construction services, we provide financial consulting services by developing long-term financial plans; undertaking strategic plans, including assessing the necessary level of service to be provided; and developing asset management information systems. As illustrated by **Figure 5.1-1**, and in **Table 5.1-1**, CDM Smith has a wealth of experience providing Solid Waste Rate Studies to municipalities throughout Florida. Additionally we have extensive experience in utility rate studies and related projects as evidenced in **Table 5.1-2**.

With more than six decades of experience in performing utility management consulting services, including feasibility studies, bond assistance, competitive utility assessments, operations and maintenance services, financial planning, organizational assessments, and implementing computerized asset management systems, CDM Smith has developed the unique skills and experience necessary to assist our clients.

Our national utility management consulting group specializes in analyzing rate structures and classifications, rate design and analysis, development of computer rate models, equitable balancing of rates, and the provision of expert witness services. Consulting services to municipal governments such as the City constitute a majority of this group's project workload. Rate experts from several of the firm's offices routinely collaborate on each study, maintaining constant communication and pooling their expertise to perform each project to nationally accepted industry standards regardless of project location.

5.1.1 Revenue Bond Assistance

Public utilities have the ability to finance capital improvements through the issuance of revenue bonds. CDM Smith has assisted clients with the many phases of bond issuance, including the required bond feasibility reports associated with revenue debt. For more than 30 years, we have assisted public utilities throughout Florida with securing the necessary financing to support revenue bonds for capital improvements. Since 1988, we have assisted in the issuance of more than \$2.4B in bonds in Florida, including both revenue and special assessment debt.

5.1.2 Operations Benchmarking Support

CDM Smith has worked with communities across the country to increase efficiency, optimize process, and reduce costs. We have also assisted a number of clients in evaluating various forms of privatization, with services ranging from assessing the benefits and costs of privatization to assisting clients outsource services, to procuring a privatization vendor to take over municipal operations. As a result of our services, clients can make informed decisions about process and operating changes which may result in cost savings and institutional changes.

CDM Smith Florida Solid Waste Rate Study Clients

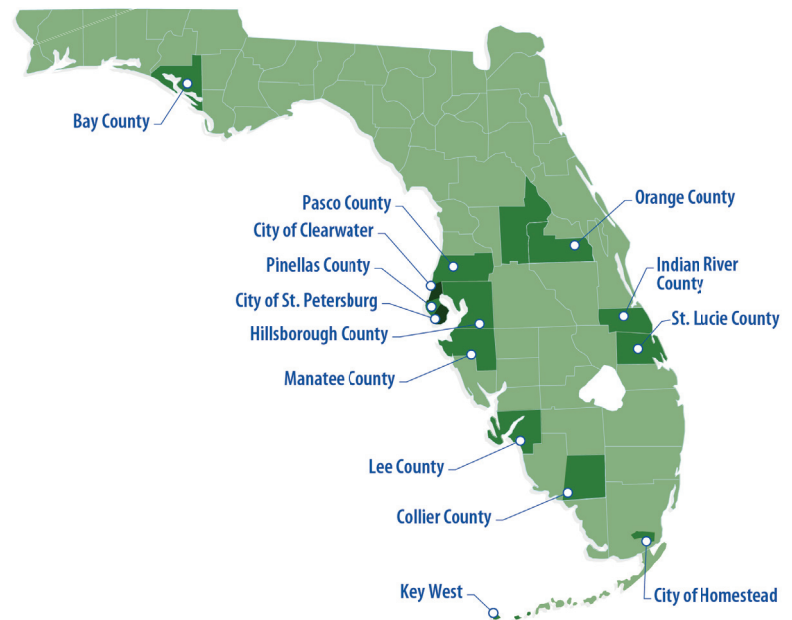


Figure 5.1-1: CDM Smith currently serves as the City's financial consultant and additionally has provided solid waste rate study services to clients throughout Florida.

Our operations benchmarking services provide an excellent competitive assessment tool, measuring the performance of an agency’s operations as compared to industry standards and private industry competition. CDM Smith employs a thorough process of benchmarking, skills assessments, training, systems evaluations, and maintenance evaluations to determine operational efficiency for our solid waste and utility clients and develop organizational and performance improvements.

Our utility optimization program—called competitive utility operations (CUO)—has been effectively implemented for more than 100 utility clients throughout the United States, resulting in savings of millions of dollars in operations. In every instance where we have implemented our CUO program, we have saved more than the cost of our services within the first year of the program.

5.2 Public Participation

When public managers initiate a capital improvement project or utility rate adjustment, they are setting out to make improvements to the community-at-large, striving to remedy a challenge or implement a proactive change to address future needs. However, although the end will often result in an asset improvement for the community, the actual implementation can create several community concerns along the way. CDM Smith recognizes that the successful implementation of utility rate adjustments or capital improvement projects almost invariably depend on public acceptance. We offer a wide range of public participation and education services to assist in obtaining public acceptance for these projects.

Table 5.1-1: CDM Smith’s Representative Experience in Solid Waste Rate Studies and Related Projects

Locations	Year	Revenue Requirements	Rate Structure	Bond Feasibility Reports	Capital Program or Budget Preparation	Project Feasibility or Fund Sources	Management Studies/ Master Planning
Fresno, CA (<i>Project Manager Boomhouwer</i>)	2005	✓					
Los Angeles, CA (<i>Project Manager Kemp</i>)	2011 – 2012	✓	✓				✓
Bay County, FL (<i>Project Manager Kemp</i>)	2000 – 2005	✓	✓				✓
Clovis, NM (<i>Project Manager Kemp</i>)	2010	✓	✓				
Collier County, FL (<i>Project Manager Kemp</i>)	2001	✓			✓		
Columbus, GA (<i>Project Manager Kemp</i>)	2011	✓				✓	
Clearwater, FL (<i>Project Manager Kemp</i>)	1992	✓	✓				
Hillsborough County, FL (<i>Project Manager Kemp</i>)	1997 – 2008	✓	✓	✓	✓	✓	
Pinellas County, FL (<i>Project Manager Kemp</i>)	2004, 2007, 2009, 2010, 2012	✓			✓	✓	
Riyadh, KSA (<i>Project Manager Kemp</i>)	2011					✓	✓
St. Petersburg, FL (<i>Project Manager Kemp</i>)	1987	✓	✓				
Berkeley County, SC	2000	✓					
Cabarrus County, NC	2010					✓	
City of Concord/Cabarrus County, NC	2009					✓	
Onslow County, NC	2009	✓				✓	
Private Sector, NC	2005					✓	
Wake County, NC	2005					✓	

Table 5.1-2: CDM Smith's Representative Experience in Utility Rate Studies and Related Projects

		Revenue Requirements	Rate Structure	Bond Feasibility Reports	Capital Program or Budget Preparation	Project Feasibility or Fund Sources
Florida SRF Loans	Year					
St. Lucie County, FL	2000	✓		✓	✓	✓
Deerfield Beach, FL	2009	✓	✓	✓	✓	✓
Highland Beach, FL	2009	✓	✓			
Miami Beach, FL	2010	✓	✓			
St. Lucie County, FL	2010, 2015	✓	✓			✓
Key West, FL (<i>Project Manager Kemp</i>)	2011-2014	✓	✓			
Collier County, FL (<i>Project Manager Kemp</i>)	2001	✓	✓		✓	
Collier County, FL (<i>Project Manager Kemp</i>)	2001	✓			✓	
Sarasota County, FL (<i>Project Manager Kemp</i>)	2001	✓	✓			
Cape Coral, FL (<i>Project Manager Kemp</i>)	2004	✓	✓	✓	✓	✓
Tampa, FL (<i>Project Manager Kemp</i>)	2008	✓	✓		✓	✓
Venice, FL (<i>Project Manager Kemp</i>)	1988, 1990	✓	✓	✓	✓	
Cape Coral, FL (<i>Project Manager Kemp</i>)	2002, 2005, 2015	✓	✓			
Pinellas County, FL (<i>Project Manager Kemp</i>)	2004, 2007, 2009, 2010, 2012, 2014, 2015	✓			✓	✓
Hillsborough County, FL (<i>Project Manager Kemp</i>)	2000-2008	✓	✓	✓	✓	✓
Homestead, FL (<i>Project Manager Kemp</i>)	2014	✓	✓			
Louisville Water, KY (<i>Project Manager Boomhouwer</i>)	Annually 2008 to 2010	✓	✓	✓		
Alexandria, LA (<i>Project Manager Kemp</i>)	2004	✓		✓	✓	✓
Bossier City, LA (<i>Project Manager Kemp</i>)	2008	✓	✓	✓	✓	✓
Monroe, LA (<i>Project Manager Kemp</i>)	Annually 2000 to 2010	✓	✓	✓	✓	✓
Belton, MO (<i>Project Manager Kemp</i>)	2005	✓	✓		✓	✓
St. Louis MSD, MO (<i>Project Manager Kemp</i>)	2005	✓				✓
St. Louis MSD, MO (<i>Project Manager Kemp</i>)	2007	✓	✓		✓	
Kansas City, MO (<i>Project Manager Kemp</i>)	2008	✓	✓		✓	
Del Rio, TX (<i>Project Manager Kemp</i>)	2001	✓	✓		✓	✓
Fort Worth, TX (<i>Project Manager Kemp</i>)	2002	✓	✓		✓	✓
Fort Worth, TX (<i>Project Manager Kemp</i>)	2004	✓	✓		✓	✓
Rio Grande, TX (<i>Project Manager Kemp</i>)	2005	✓		✓	✓	✓
Augusta County Service Authority, Verona, VA (<i>Project Manager Kemp</i>)	1999	✓	✓	✓	✓	✓

Table 5.1-2: CDM Smith’s Representative Experience in Utility Rate Studies and Related Projects

		Revenue Requirements	Rate Structure	Bond Feasibility Reports	Capital Program or Budget Preparation	Project Feasibility or Fund Sources
Florida SRF Loans	Year					
Herndon, VA (<i>Project Manager Kemp</i>)	2006/2008/2011	✓			✓	
Herndon, VA (<i>Project Manager Kemp</i>)	2008, 2013, 2014	✓	✓			
Loudoun County, VA (<i>Project Manager Kemp</i>)	2009/2011	✓	✓		✓	
Falls Church, VA (<i>Project Manager Kemp</i>)	Annually 2001 to 2005	✓	✓		✓	✓
Green Bay MSD, WI (<i>Project Manager Boomhouwer</i>)	2007, 2008		✓			



SECTION
6

**Representative Financial
Services Projects and
Client References**

Section 6

Representative Financial Services Projects and Client References

6.1 Reference Projects

CDM Smith’s outstanding reputation with clients is built upon our thorough, technically sound work; applied innovative thinking leading to practical solutions; consistent and competent project managers and key staff; schedule flexibility; and our ability to control project costs.

As required by the City’s RFQ, we have included three client references in this section with names, titles, addresses, and telephone numbers for similar projects performed by CDM Smith. We encourage City staff to contact all of our references and discuss our qualifications directly with our valued clients.

Key West Solid Waste System Rate Model Update, City of Key West, FL



Project Dates: May 2014 – July 2014

Key Project Features:

- ✓ Solid waste rate model
- ✓ System expenses
- ✓ Scenario evaluations
- ✓ Recommended rates

CDM Smith performed a review of the solid waste system, using the existing model to conduct a financial analysis and develop the cost of various alternatives and their impact on the solid waste rates. The model allows the City of Key West to project revenues and expenses of the entire solid waste program. This allows the City to make informed decisions about the services offered and the rates paid by the residents with the goal to maintain a financially strong solid waste program that meets the City’s citizen needs at the appropriate rates.

The results of the solid waste financial analysis were presented to the City commission in a budget workshop, with the rate recommendations adopted for further consideration in the budget process.

Project Reference:



Reference: City of Key West



Contact: Michael Turner, Utilities Collection Manager



Telephone: 305.809.3816

Pinellas County Solid Waste Management Model Project, Pinellas County, FL



Project Dates: July 2004 – Present

Key Project Features:

- ✓ Solid waste rate model
- ✓ 25-year planning horizon and project rates, reserve fund requirements, and program impacts through 2030
- ✓ Program projections
- ✓ Landfill capacity projections

The Pinellas County Solid Waste Department requested that CDM Smith prepare a solid waste management model to include financial analyses, modeling of solid waste rates, reserve fund requirements, and program impacts. CDM Smith employed Microsoft Excel software (Excel) to develop the PC based management model. At the conclusion of the project, we provided the County with several work products. One deliverable was a report setting forth the details of the analysis. The tables contained in the report were the same as those contained in the model, and the report serves to describe the logic and flow regarding the computational analysis of the model. A second deliverable was the Excel file containing the model, which has tables range-named for ease of navigating in the Excel workbook. The model consists of multiple worksheets, including input data, projections of revenues and expenses, program financial requirements and impacts on the management system, and computation of rates. A third deliverable was a users’ guide explaining in step-by-step fashion how to modify the model for use in analyzing other alternatives. The management model was performed in two phases, the first phase focused on the financial and rate analyses and the second on program and management analyses.

CDM Smith prepared a model that developed system pro forma projections over a 20 – 30 year planning horizon and projected rates through fiscal year 2035. Year one is Fiscal Year 2005. Our project Leader, Ms. Kemp’s, latest model revision in 2015 includes the latest 2014 – 2015, 2015 – 2016, and 2016 – 2017 budget years.

Project Reference:

-  **Reference:** Pinellas County
-  **Contact:** Kelsi Oswald, Director of Solid Waste
-  **Telephone:** 727.464.7514

Regional Solid Waste Management Facility Special Waste Rate Study, City of Clovis, NM



Project Dates: January 2014 – May 2014

Key Project Features:

- ✓ Development of Solid Waste Tipping Fees for 11 categories of waste
- ✓ 10-year projection for revenue, operating and capital expenses
- ✓ Analysis of specific handling requirements for each special waste

Historical and projected operating and capital data were compiled and adjusted in order to develop a series of waste disposal tipping fees. The tipping fees were calculated separately for municipal solid waste (MSW), green waste (GW), construction and demolition debris (C&D), asbestos, ash, petroleum contaminated soil (PCS), sludge, packing house/offal, industrial, chemical spill, and other special waste.

Detailed information regarding tonnages, operating expenses, personnel and equipment requirements, permit renewals, and capacity studies were analyzed in detail and developed for a 10-year projection. The costs for the development of future cells were included in the calculation. Once the costs were developed, they were allocated to the cost centers of MSW, GW, C&D, asbestos, ash, PCS, sludge, packing house/offal, industrial, chemical spill and other special waste.

Recommendations were made regarding the establishment of tipping fees each of the waste streams—MSW, GW, C&D, asbestos, ash, PCS, sludge, packing house/offal, industrial, chemical spill, and other special waste.

Project Reference:



Reference: City of Clovis



Contact: Justin Howalt, PE, City Engineer



Telephone: 575.769.2376

6.2 Additional Financial Consulting Project Experience

Solid Waste Rate Model and Engineers Bond Report, Hillsborough County, FL



Hillsborough County has both Waste-to-Energy (WTE) and landfill facilities as well as an extensive array of transfer stations and community disposal facilities. Hillsborough County uses residential assessments as a primary revenue source in addition to tip fees from commercial haulers for solid waste, recycling, tires, and yard waste. The community disposal facilities accept waste from county residents that are too rural to be served by franchised haulers and also offer hazardous waste recycling services, additional recycling services, and white goods disposal. CDM Smith has been instrumental in updating the County solid waste model that develops a ten-year projection of revenue requirements and rates. Our proposed project leader, Ms. Kemp was in charge of the latest bond issue for solid waste system improvements (\$160M revenue bond).

Financial Analyst, Solid Waste System Evaluation and Analysis, City of Homestead, FL



For this 2014 Solid Waste System Evaluation, CDM Smith analyzed the existing solid waste fees for the City of Homestead, FL to determine their ability to meet revenue requirements for the next five years. The collection system fees and recycling fees were analyzed both individually, and as a system to determine whether each type of service was self-sufficient and whether the solid waste system as a whole was self-sufficient. The charges per container size and frequency of collection were evaluated for consistency, with recommendations made for any discrepancies in the charge per cost of service. A five-year pro forma was prepared, with revenue, expenses, and net revenues projected.



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