



RFP No. 09-13:

Professional Contract Services to Operate, Maintain, and Manage the City's Wastewater Treatment Plant, Wastewater Collection and Lift/Pumping Stations, and Stormwater Collection and Pumping Stations



COPY

October 2, 2013

U.S. Water[®]
Services Corporation

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727.848.8292**

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1.0 Company Overview:

1.1 Company Management Philosophies and Practices:

U.S. Water Services Corporation (USWSC) would like to thank you for the opportunity to present our response to the request for proposal for Professional Contract Services to Operate, Maintain, and Manage the City of Key West's Wastewater Treatment Plant, Wastewater Collection and Lift/Pumping Stations, and Stormwater Collection and Pumping Stations.

USWSC is locally owned and operated within the State of Florida. USWSC is uniquely positioned to provide an unparalleled level of service to The City of Key West. USWSC is large enough to bring unmatched technical South Florida Utility Management expertise, however; small enough to commit the personal involvement of the Company President and top company professionals. Each Client of USWSC benefits from the unique qualifications of the local Management Team which brings hundreds of years of cumulative experience particular to the South Florida Water and Wastewater Utility Industry. USWSC's qualified team of local professional engineers, licensed contractors and maintenance staff provides USWSC the advantage over our competitors. We are able to supplement Operations with the ability to evaluate and rectify any process related problems, as well as plan, design, permit and build facilities, as we have recently demonstrated throughout the Florida Keys market. Due to our vast presence and experience in South Florida, USWSC has readily available an unparalleled network of resources that can be called upon during any emergency situation. USWSC provides operations and maintenance services to over 850 utility systems in the State of Florida.

In its approach to operations, U.S. Water Services Corporation's overall management philosophy can best be summarized by the concept of stewardship. We know that for the City of Key West, like most utilities, the water and wastewater infrastructure is one of the single largest public-sector investments of the community. We understand that the facilities we operate are integral to public health and safety and remain the overall responsibility of local officials. We are aware of the impact that the operation of these facilities can have on the social, natural, and economic environments. We work hard to become responsible corporate citizens in those communities in which we operate.

At U.S. Water Services Corporation, we have always approached a contract to operate water and wastewater facilities as, first and foremost, a partnership with local officials and the community-at-large. U.S. Water Services Corporation has been providing operating services in the Florida Keys since 1999 and maintains EXCELLENT relations with the Florida Department of Environmental Protection Agency throughout the Florida Keys to keep our clients in permit compliance. In the City of Key West, we will work as diligently as we have with our other clients to develop clear and open lines of communication. This perspective provides us with an understanding of, and concern for, client needs and requirements that has allowed us to creatively address a wide variety of service concerns using a cooperative approach. In all of our operations, our management philosophy is guided by the following principles:

- *To achieve a level of operations so reliable that they become invisible to the local consumer;*
- *To meet or exceed all contractual and regulatory requirements;*
- *To operate all facilities in a manner that will provide the most efficient and cost-effective services possible;*
- *To maintain the facilities, following policies and procedures which sustain the assets' economic value, such as using life-cycle capital cost management; and*
- *To proactively identify for the client, opportunities to create additional asset value.*

U.S. Water Services Corporation's experience demonstrates that the operation of utilities by private sector firms can offer great benefit to both municipalities and their consumers through the savings that accrue. We have proved this in a number of locations where our operations resulted in a reduction of operating costs versus municipal operations that were maintained throughout the life of the contract. Our mission in operating any utility system is to ***meet or exceed all water, wastewater, and maintenance requirements while delivering outstanding service through the provision of the operational resources, technical support and management services necessary to achieve the client's overall goals.***

Our staff and their Families reside throughout the entire Florida Keys, and we will strive to support our Communities in ways that will be most beneficial both now and in the future.

1.2 Company's Capability, Engineering/Staffing Resources and Adaptability/Availability

U.S. Water Services Corporation is the largest Contract Operator in the State of Florida, employing over 450 O&M Staff throughout the State, provided Engineering, Contract Operations, Maintenance, and Residual Hauling Services to over 850 Utility Systems and providing water and wastewater services to over 1,000,000 customers daily. USWSC's professional grouping provides a diverse complement of engineering, consulting, operations, maintenance and construction services in wastewater treatment, collection, and stormwater utility management to serve the needs of our public and private sector clients. We are dynamic and growing company of over 450 associates and are licensed by the State of Florida as an Underground Utility Company, General Contractor, Plumbing Contractor, and Residual Hauling Service Provider. USWSC is also a Registered Engineering Firm. We plan, design, build and operate facilities to meet the ever changing complex wastewater treatment, collection, and stormwater management needs. Our shareholders are practicing professionals, actively involved in projects, personally at-risk and committed to client-oriented solutions. This project represents these capabilities and the level of commitment is the cornerstone to our growth. USWSC staff brings the talents to successfully assist the City in meeting their goals for this project and assisting in the future related to:

- Balancing regulatory requirements with operational needs.
- Seeking additional operational efficiencies.
- Providing cost effective services at reasonable rates.
- Ensuring proactive O&M of systems and construction planning if needed.
- Stabilizing customer rates as needed.

- Providing technical assistance to address the City's existing assets, future capacity and regulatory issues.

As the largest Water and Wastewater Utility Contract Operator in the State of Florida, additional resources and skilled workforce are readily available locally and in surrounding areas; these resources can be utilized at a moment's notice for any large scale event or to supplement local staffing levels, should the need arise. This will minimize delays during critical times when resources are needed most. U.S. Water Services Corporation is a **pre-qualified "Preferred Contractor" for Monroe County Emergency Response.**

USWSC facilities experienced major storms 23 times during 2004. USWSC completed this extremely active year with a minimum of disruptions of services or violations. The reason for this success was due to USWSC's Emergency Response Program, a key feature of which is continuous communication among all the company's projects during storm warnings with dedicated teams ready to respond to assist staff wherever needed.

1.3 Company's Employee Benefits Program

U.S. Water Services Corporation knows the importance of offering a comprehensive employee benefits program. We offer our employees the opportunity to enroll in medical, dental, vision, life insurance, short and long term disability programs, 401(k), and Paid Time Off (PTO). We have several supplemental coverages available as well. You can choose to enroll in all of the benefits offered but if you choose medical, you are not required to purchase dental and/or vision. We feel it's important for our employees to have options to choose from, based on their families needs. USWSC is subsidizing 67% of the premium for Employee, Employee & Spouse, Employee & Children and Family coverages. There are no differences between salary and hourly employees and our benefits are not bundled.

Unbundled Salary, Benefits, OH, and Profit		Pay Range															
		Min.	Max.	Mid.	Annual WO	Holiday Pay	PTO	FICA	FUTA	SUTA	Group Insurance	Life Insurance	Worker's Comp.	401K	Overtime	Housing Allowance	Allocation of Yearly Pay
		\$/Hr.	\$/Hr.	\$/Hr.	Bens	48	80	7.65%	6.00%	4.97%	\$830	\$0.25	\$0.08	3%	5%	\$ 7,800.00	Based
					Midpoint	Hrs/Yr.	Hrs/Yr.		Applied to first \$84,000	Applied to first \$96,000	/FTE	/ \$100	/ \$100				on Midpoint.
1.0	Project Manager	36.00	54.00	45.00	93,600	2,160	3,600	7,160	5,040	4,652	9,960	4,212	845	2,808	0	7,800	\$ 136,076.97
1.0	Administrative Assistant	12.00	18.00	15.00	31,200	720	1,200	2,387	1,872	1,551	9,960	1,404	282	936	1,560	7,800	\$ 58,950.99
1.0	WWTF Manager	27.20	40.80	34.00	70,720	1,632	2,720	5,410	4,243	3,515	9,960	3,182	638	2,122	0	7,800	\$ 107,590.24
1.0	Operator	17.60	26.40	22.00	45,760	1,056	1,760	3,501	2,746	2,274	9,960	2,059	413	1,373	2,288	7,800	\$ 78,173.45
1.0	Operator	17.60	26.40	22.00	45,760	1,056	1,760	3,501	2,746	2,274	9,960	2,059	413	1,373	2,288	7,800	\$ 78,173.45
1.0	Operator	17.60	26.40	22.00	45,760	1,056	1,760	3,501	2,746	2,274	9,960	2,059	413	1,373	2,288	7,800	\$ 78,173.45
1.0	Operator	17.60	26.40	22.00	45,760	1,056	1,760	3,501	2,746	2,274	9,960	2,059	413	1,373	2,288	7,800	\$ 78,173.45
1.0	Operator	17.60	26.40	22.00	45,760	1,056	1,760	3,501	2,746	2,274	9,960	2,059	413	1,373	2,288	7,800	\$ 78,173.45
1.0	Operator Trainee	13.60	20.40	17.00	35,360	816	1,360	2,705	2,122	1,757	9,960	1,591	319	1,061	1,768	7,800	\$ 64,443.12
1.0	Laboratory Director	24.80	37.20	31.00	64,480	1,488	2,480	4,933	3,869	3,205	9,960	2,902	582	1,934	0	7,800	\$ 99,664.04
1.0	Laboratory Technician	12.00	18.00	15.00	31,200	720	1,200	2,387	1,872	1,551	9,960	1,404	282	936	1,560	7,800	\$ 58,950.99
1.0	Maintenance Supervisor	27.20	40.80	34.00	70,720	1,632	2,720	5,410	4,243	3,515	9,960	3,182	638	2,122	3,536	7,800	\$ 111,126.24
1.0	Mechanic	16.00	24.00	20.00	41,600	960	1,600	3,182	2,496	2,068	9,960	1,872	375	1,248	2,080	7,800	\$ 72,681.32
1.0	Mechanic	16.00	24.00	20.00	41,600	960	1,600	3,182	2,496	2,068	9,960	1,872	375	1,248	2,080	7,800	\$ 72,681.32
1.0	Mechanic	16.00	24.00	20.00	41,600	960	1,600	3,182	2,496	2,068	9,960	1,872	375	1,248	2,080	7,800	\$ 72,681.32
1.0	Mechanic	16.00	24.00	20.00	41,600	960	1,600	3,182	2,496	2,068	9,960	1,872	375	1,248	2,080	7,800	\$ 72,681.32
1.0	Mechanic	16.00	24.00	20.00	41,600	960	1,600	3,182	2,496	2,068	9,960	1,872	375	1,248	2,080	7,800	\$ 72,681.32
1.0	Storm Water Supervisor	27.20	40.80	34.00	70,720	1,632	2,720	5,410	4,243	3,515	9,960	3,182	638	2,122	3,536	7,800	\$ 111,126.24
1.0	Storm Water Operator	16.00	24.00	20.00	41,600	960	1,600	3,182	2,496	2,068	9,960	1,872	375	1,248	2,080	7,800	\$ 72,681.32
1.0	Storm Water Operator	16.00	24.00	20.00	41,600	960	1,600	3,182	2,496	2,068	9,960	1,872	375	1,248	2,080	7,800	\$ 72,681.32
1.0	Storm Water Operator	16.00	24.00	20.00	41,600	960	1,600	3,182	2,496	2,068	9,960	1,872	375	1,248	2,080	7,800	\$ 72,681.32
1.0	Storm Water Operator	16.00	24.00	20.00	41,600	960	1,600	3,182	2,496	2,068	9,960	1,872	375	1,248	2,080	7,800	\$ 72,681.32
1.0	Storm Water Operator	16.00	24.00	20.00	41,600	960	1,600	3,182	2,496	2,068	9,960	1,872	375	1,248	2,080	7,800	\$ 72,681.32
1.0	Storm Water Operator	16.00	24.00	20.00	41,600	960	1,600	3,182	2,496	2,068	9,960	1,872	375	1,248	2,080	7,800	\$ 72,681.32

Unbundled Salary, Benefits, OH, and Profit		Pay Range															
		Min.	Max.	Mid.	Annual WO	Holiday Pay	PTO	FICA	FUTA	SUTA	Group Insurance	Life Insurance	Worker's Comp.	401K	Overtime	Housing Allowance	Allocation of Yearly Pay
		\$/Hr.	\$/Hr.	\$/Hr.	Bens	48	80	7.65%	6.00%	4.97%	\$830	\$0.25	\$0.08	3%	5%	\$ 7,800.00	Based
24-Sep-13 City of Key West Proposal					Midpoint	Hrs/Yr.	Hrs/Yr.		Applied to first \$84,000	Applied to first \$96,000	/FTE	/\$100	/\$100				on Midpoint.
1.0	Collection System Supervisor	23.20	34.80	29.00	60,320	1,392	2,320	4,614	3,619	2,998	9,960	2,714	544	1,810	3,016	7,800	\$ 97,395.91
1.0	Collection System Operator	16.00	24.00	20.00	41,600	960	1,600	3,182	2,496	2,068	9,960	1,872	375	1,248	2,080	7,800	\$ 72,681.32
1.0	Collection System Operator	16.00	24.00	20.00	41,600	960	1,600	3,182	2,496	2,068	9,960	1,872	375	1,248	2,080	7,800	\$ 72,681.32
1.0	Collection System Operator	16.00	24.00	20.00	41,600	960	1,600	3,182	2,496	2,068	9,960	1,872	375	1,248	2,080	7,800	\$ 72,681.32
28.0	PERSONNEL				1,339,520	30,912	51,520	102,473	79,795	66,574	278,880	60,278	12,088	40,186	55,536	218,400	\$ 2,253,730.45

2.0 Qualifications and Experience

2.1 Reference List Demonstrating Wastewater/Stormwater Contract Operations

U.S. Water Services Corporation - Partial Client Listing									
Project Name and Location	Client Reference	Plant Size and Type	Wastewater Treatment			Stormwater Operations & Maintenance		Start Date	
			Lift Stations	Collection System	Adjunct Operations	Consulting Services			
Florida Government Utility Authority (FGUA)	Mr. Robert Sheets, CEO Suite 250, 1500 Mahan Drive Tallahassee, FL 32308 850-681-3717 rsheets@govserv.com	Current Cumulative FGUA System Volumes: Population Served: 162,000 Wastewater Treatment: 11.52MGD Wastewater Treatment Facilities: 8 Lift Stations: 396 Gravity Sewer: 2,161,271 LF Force Main: 1,247,011 LF Collection Piping Size: 2"-24" Wastewater Connections: 44,951	✓	✓	✓			2009	
City of West Palm Beach	Ms. Lois Frankel, Mayor 200 2nd Street, 5th Floor West Palm Beach, FL 33401 561-822-1400 lfrankel@wpb.org	10MGD Advanced WWTF Population Served: 100,000 Krueger ACTIFLO Ballasted Flocculation Process	✓				✓	✓	2007
Village of Islamorada	Mr. Greg Tindle, Wastewater Program Manager 81500 Overseas Highway, Islamorada, FL 305-664-6400 greg.tindle@islamorada.fl.us	Wastewater Treatment: 350,000 GPD Wastewater Treatment Facility: AWT, MBR Collection System: Vacuum	✓	✓					2006
Marathon, FL	Ms. Zully Hemeyer Utilities Manager 9805 Overseas Highway Marathon, FL 33050 305-289-5009 hemeyerz@ci.marathon.fl.us	Current Cumulative System Volumes: Population Served: 10,626 Wastewater Treatment: 1.57MGD Wastewater Treatment Facilities: 5 AWT Nutrient Removal Collection System: 1 LS & 946 Vacuum Pits Vacuum Main: 223,895 LF Collection System Piping: 114,835 LF Collection Piping Size: 4"-10"	✓	✓					2008
South Seas WWTP	Mr. Robert Sheets, CEO Suite 250, 1500 Mahan Drive, Tallahassee, FL 32308 850-681-3717 rsheets@govserv.com	Wastewater Treatment: 264,000 GPD Wastewater Treatment Facilities: 1 Contact Stalization Lift Stations: 18 Gravity Sewer: 9,180 LF Force Main: 17,818 LF Disposal System: Golf Course Reuse	✓	✓	✓				2011

U.S. Water Services Corporation - Partial Client Listing

Project Name and Location	Client Reference	Plant Size and Type	Wastewater Treatment					Stormwater Operations & Maintenance	Start Date
			Lift Stations	Collection System	Adjunct Operations	Consulting Services			
Bahia Honda State Park	Mr. Edward Pellenz PO Box 2480 Lady Lake, FL 32158 352-435-4033 eipellenz@aquaamerica.com	Wastewater Treatment: 183,000 GPD Wastewater Treatment Facilities: 2 Extended Aeration	✓	✓					2004
Florida Department of Corrections	Mr. Joe Jereb 5610 NW 9th Avenue Fort Lauderdale, FL 33309 954-202-3933 jereb.joe@mail.dc.state.fl.us	Current Cumulative System Volumes: Wastewater Treatment: 4.0MGD Wastewater Treatment Facilities: 17 Extended Aeration & Denitrification	✓	✓					2003
Charlotte County Utilities	Ms. Alisa L. True, Contract Specialist 18500 Murdock Circle Port Charlotte, FL 33948 941-743-1549 alisa.true@charlotte.fl.com	Wastewater Treatment: 6MGD Wastewater Treatment Facilities: AWT	✓						2004

2.2 Description of Current Wastewater Treatment Facilities

USWSC provides operation, maintenance, engineering/consulting and residuals management services to more than 850 clients. Below is a small sample of projects that demonstrate our presence in South Florida operating Advanced Wastewater Treatment (AWT) Plants and Stormwater Collection Systems. USWSC is heavily involved in the **Florida Keys** which is currently designated as a “**State Area of Critical Concern**” related to wastewater treatment and where the residents are also environmentally sensitive. In addition to the services provided to the Village of Islamorada and the City of Marathon Wastewater and Vacuum Collection Systems; throughout the Keys USWSC operates many AWT or BAT WWTP facilities such as those owned by the Monroe County School Board, Florida Department of Environmental Protection (FDEP), Monroe County Government, including the Key West Government Center, United States Coast Guard (USCG) Stations, and privately owned systems. Wastewater Utility Operations and Residuals Management provided by USWSC are critical to the environmental balance of the Florida Keys environment.

Also included is a table demonstrating USWSC's extensive experience in providing wastewater related services to over 200 clients in the Florida Keys.

City of Marathon, Marathon FL

Description of Work:

The City's Wastewater System is comprised of seven (7) service areas and five (5) Advanced Wastewater - Nutrient Removal WWTF's.

USWSC was awarded the wastewater utility, reuse, vacuum collection, and stormwater operations and maintenance contracts in 2008; re-awarded in a second competitive bid by the City of Marathon; in 2012 contract extended with 3 additional options. The Florida Keys have been designated as an "Area of Critical State Concern" by the Florida Department of Environmental Protection, and as such are under intense scrutiny from the state regulatory agencies to meet the "2010/2015" nutrient removal regulations.

Advanced Wastewater Treatment (AWT) requires a high level of specific operator knowledge in order to meet all of the additional requirements imposed by the state regarding wastewater plants operating within the immediate area. All five plants discharge treated effluent into class V underground injection wells.

USWSC evaluated the operational needs and requirements of the various service areas included in the City of Marathon wastewater utility operations and devised a staffing plan that provides FDEP required coverage.

The City of Marathon has five wastewater treatment facilities as described below:

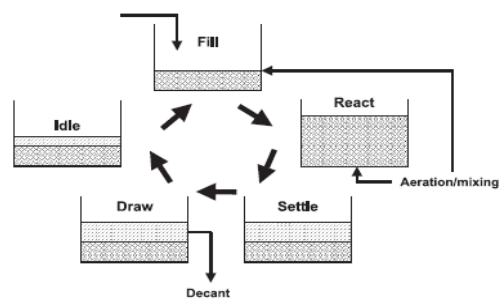
The Area 3 Wastewater Treatment plant utilizes sequencing batch reactor technology to meet advanced treatment standards. The permitted capacity of this plant is 0.250 million gallons per day (MGD). The treatment facility combines processes in three individual reactors. These reactors cycle through the treatment process. Cycles begin with a fill cycle followed automatically by the react cycle which includes nitrification and de-nitrification cycles. Once the organics are metabolized and the ammonia is converted to nitrates and the nitrates are denitrified, the system goes onto a settle cycle and after settling, the decant is withdrawn and the batch is completed and goes into an idle cycle and is ready for a new batch.

The Area 4 Wastewater Treatment plant utilizes sequencing batch reactor technology to meet advanced treatment standards. The permitted capacity of this plant is 0.400 MGD. The treatment facility combines processes in three individual reactors. These reactors cycle through the treatment process. Cycles begin with a fill cycle followed automatically by the react cycle which includes nitrification and de-nitrification cycles. Once the organics are metabolized and the ammonia is converted to nitrates and the nitrates are denitrified the system goes onto a settle cycle and after settling, the decant is withdrawn and the batch is completed and goes into an idle cycle and is ready for a new batch.

The Area 5 Wastewater Treatment plant utilizes membrane technology to meet advanced treatment standards. The permitted capacity of this plant is 0.450 MGD. The treatment facility combines processes in three individual reactors. These reactors combine aeration,

nitrification, de-nitrification and filtration in the same continuous treatment process. Once the organics are metabolized and the ammonia is converted to nitrates and the nitrates are denitrified the mixed liquor is withdrawn through membranes and the effluent is ready for disinfection and discharge.

The Area 7 Wastewater Treatment plant utilizes sequencing batch reactor technology to meet advanced treatment standards. The permitted capacity of this plant is 0.200 MGD. The treatment facility combines processes in three individual reactors. These reactors cycle through the treatment process. Cycles begin with a fill cycle followed automatically by the react cycle which includes nitrification and de-nitrification cycles. Once the organics are metabolized and the ammonia is converted to nitrates and the nitrates are denitrified the system goes onto a settle cycle and after settling, the decant is withdrawn and the batch is completed and goes into an idle cycle and is ready for a new batch.



Total Dollar Value of the Contract:

\$1,243,032.48 Annually

Dates Covering the Term of the Contract:

2007 to Present

Client Contact Person:

Ms. Zully Hemeyer
9805 Overseas Highway
Marathon, FL 33050
305-289-5009

Florida Government Utility Authority

Description of Work:

USWSC is the current service provider for the FLORIDA GOVERNMENT UTILITY AUTHORITY (FGUA); comprised of multiple systems. The FGUA project consists of Due Diligence, Water and Wastewater Contract Operations including Reclaimed Water; Preventive Maintenance and Computerized Maintenance Management System (CMMS);

Emergency Response Planning and Execution; Customer Service Billing/Collections; Community Outreach and Education; Distribution and Collection System Maintenance and Servicing; Capital Improvement Plans (CIP) and Rehabilitation Planning and Project Management.

The FGUA is a governmental entity created by the Florida Legislature and charged with providing effective and efficient water and wastewater utility management. USWSC takes a lead role in assisting the FGUA with technical operating protocols pertaining to the FGUA facilities contracted to USWSC - as well as consulting as to the representation of the FGUA to its customers. This is provided while ensuring ongoing analyses of cost savings opportunities such as reduction of purchased power, effective chemical usage and wastewater residuals costs. USWSC is cognizant that by services provided that we represent, and are the "face" of, the FGUA to the customers regarding the contracts awarded. With this focus USWSC executes contract service with a sense of partnership in the true meaning of the intent.

USWSC services to the FGUA began February 27, 2009 and over the past five (5) years USWSC has been awarded the following FGUA Full Service Operations Contracts totaling 9 systems in 12 counties:

- The Aloha Water and Wastewater System (02/27/09)
- The Consolidated Water Systems (12/23/09)
- Lindrick Water and Wastewater System (03/10/10)
- The N. Ft. Myers Water and Wastewater System (07/29/10)
- MacDill Air Force Base Water and Wastewater System (10/01/10)
- Lehigh Acres Water and Wastewater System (10/01/11)
- Golden Gate Water and Wastewater System (10/01/11)
- Mad Hatter Water and Wastewater System (06/29/12)
- Aqua Utilities Florida, Inc. Water and Wastewater Systems (90 Individual systems) in 12 Florida Counties (03/27/2013)

MacDill Air Force Base

USWSC was selected by the FGUA to provide Operating, Rehabilitation and CIP services regarding the MacDill Air Force Base (MacDill). The Base is located approximately eight miles south of downtown Tampa on the tip of the Interbay Peninsula in Hillsborough County. The base is surrounded by Tampa Bay on the south and west; by Hillsborough Bay on the east, and by the city of Tampa on the north. The base covers about 5,630 acres of land and has an approximate population of 5,322 active duty and 1,077 civilian personnel. MacDill is home for the 6th Air Mobility Wing (6th AMW). The 6th AMW is the host unit at MacDill AFB and supports several organizations including the United States Special Operations Command (USSOCOM) and the United States Central Command (USCENTCOM) along with 14 additional tenant organizations.

Wastewater System:

MacDill AFB has a sewage collection and treatment system that serves most areas of the base. Local septic tanks and drainage fields and other on-site systems such as mound

systems handle some of the smaller, more remote areas. By far, the majority of the sewage is taken by gravity sewer lines, pump stations and force mains to a central treatment facility. The wastewater treatment plant (WWTP) has a permitted capacity of approximately 1200 kGal (1.2 mgd) per day. The WWTP discharges to three different ponds totaling 27 Million gallons of capacity.

1. Pond located at the WWTP: This 4 million gallon pond is located behind the wastewater treatment plant, was constructed in 1969, is lined with asphalt, and measures approximately 225' X 500' X 4" deep.
2. The North Pond: This 3 million gallon pond is located on the south golf course. USWSC will provide treated effluent to the North Pond for use by the base Golf Course irrigation system in accordance with current operations, plans, and permits.
3. The effluent holding pond: This 20 million gallon pond is located off of Marina Bay Road, was built in 1999, and is not lined. USWSC will use this pond (or the spray fields that consist of about 10 acres of land on the base) for reclaimed water that cannot be sent to the golf courses during wet weather. USWSC will operate and maintain permits as a rapid rate infiltration basin.

Wastewater System Infrastructure:

357,558 LF Piping – 4" to 24"
1 Treatment Plant - 1.2 MGD w/Reclaim
274 Manholes 4"
5 Generators 30KW to 400KW
80 Lift Stations and Structures
3 Treatment Ponds – 27M Gallons Capacity
1 Spray Field – 10 Acre Footprint

Aloha Utility System, Pasco County Florida

2.5 MGD Seven Springs WWTP and Reuse System: Due Diligence, Consulting, and Utility Management – The WWTP discharges to three different treatment ponds totaling 27 Million gallons of capacity, contains 357,558 LF of piping – 4" to 24", 274 manholes 4", 5 generators 30KW to 400KW and 80 lift stations and associated structures. February 2009 to present.

N. Ft. Myers Utility System, Lee County Florida

4.25 MGD WWTF and Reuse - Due Diligence, Consulting, O&M, Utility Management; currently providing advanced secondary wastewater treatment for public access reuse. Treatment includes screening, extended aeration, clarification, filtration, disinfection and a deep injection well, Class B sludge treatment system with one rotary drum thickener, aerated sludge lime stabilization tanks, a lime storage and feed facility, a polymer storage and feed system and a sludge loading facility; mechanical screening, grit removal, raw wastewater transfer pumping, two 0.50 MG aerated equalization tanks with a total of tank capacity of one million gallons, two 90-ft. diameter secondary clarifiers, RAS/WAS pumping, one traveling bridge filter, one reject water chlorine

contact chamber, a skid mounted sodium hypochlorite feed system with bulk 12 percent sodium hypochlorite storage, one 1.0 MG ground storage tank for reuse water storage, a reuse high service pumping station, and one 0.4 MG aerobic residuals storage tank for sludge holding and partial stabilization. Residuals are dewatered and beneficially used as top cover at the Okeechobee Landfill. Plant reclaimed water is used for irrigation. Excess reclaimed water is disposed of down the 4.87 MG capacity deep injection well. July 2010 to present.

Lehigh Utility System, Lee County Florida

2.3 MGD WWTP and Reuse - Due Diligence, Consulting, O&M, Utility Management; There is one wastewater treatment plant (WWTP) serving the Lehigh System. The permitted treatment capacity is 2.3 mgd expressed on an average daily flow basis. The plant consists of three 1.125 mgd contact stabilization treatment trains with integral clarifiers accompanied by one 0.5 mgd modified activated sludge Zenon Gem membrane treatment process. After treatment and clarification, treated wastewater is conveyed to tertiary (sand) filtration units and follow-on chlorine contact basins for disinfection. There are three permitted disposal systems, rapid infiltration basins, reuse and high level disinfection injection well. October 2011 to present.

Golden Gate Utility System, Collier County Florida

1.5 MGD WWTP - Due Diligence, Consulting, Utility Management; there is a single wastewater treatment facility serving the Golden Gate System. Total treatment capacity as permitted by the Florida Department of Environmental Protection ("FDEP") is 1.50 mgd annual average daily flow. The Golden Gate System also includes a 5.0 mgd peak flow industrial deep injection well (DIW) for effluent disposal. October 2011 to present.

Total Dollar Value of the Contract:

\$13,580,000.00 Annually

Dates Covering the Term of the Contract:

February 2009 to Present

Client Contact Person:

Mr. Robert Sheets,
Systems Manager (FGUA)
Government Services Group, Inc.
Suite 250
1500 Mahan Drive
Tallahassee, FL 32308
Phone: (850)681-3717
rsheets@govserv.com

Charlotte County Utilities - Charlotte County, Florida – 6 MGD AWT

Advanced Wastewater Treatment Facility. The Charlotte County wastewater treatment facility is an advanced wastewater treatment (AWT) facility that uses an oxidation ditch technology followed by clarification and filtration via a traveling bridge filter to treat the incoming raw influent to AWT permit compliant limits. Final effluent is stored in onsite storage ponds and then disposed of via land application. U.S. Water Services Corporation has provided up to seven full-time operators to this project at any given time and at the request of Charlotte County. Due to a rapidly growing service area, the plant has undergone several upgrades since 1995 and increased its capacity from 3 MGD to 6 MGD. The project expansions have included the addition of the oxidation ditch, new clarifiers and effluent filters. USWSC has maintained a long term relationship with the County Utilities Department since 2003.

Customer Contact:

Vincent LaCosta
Utilities Director Charlotte County Utilities
2550 Harbor View Road
Port Charlotte, FL 33980
Phone (941) 380-2193

City of West Palm Beach - 10.0 MGD East Central Regional Water Reclamation Facility (ECR-AWT)

Advanced Wastewater Treatment Facility. The City of West Palm Beach Advanced Wastewater Treatment (AWT) facility is a 10 MGD plant that discharges high-quality reclaimed water into the City's Grassy Preserve wetland. Water from the wetland is used to augment the City's drinking water resources. The AWT provides tertiary treatment to a portion of the East Central Regional Water Reclamation Facility's (ECRWRF) secondary treated effluent to further reduce BOD₅, TSS, nitrogen, and phosphorus levels. High level disinfection is also provided. The AWT consists of the following treatment processes:

- Automatic Self-cleaning Inline Strainer:
- Deep-bed Denitrification Filters, The Kruger ACTIFLO Ballasted Flocculation Process
- Automatic Backwash (ABW) Traveling Bridge Polishing Filter
- Ultraviolet (UV) Disinfection

In April of 2008, while providing emergency compliance services to the City related to water system operations, by directive of Palm Beach County Health Department, West Palm Beach engaged USWSC to assist the City and other Engineering Firms with a comprehensive evaluation of the AWT process to make recommendations to bring the facility into compliance with the operating permit and to allow for the system to treat it full flow capacity within permit limits. Since 2008, USWSC provides adjunct services to direct City staff when operating both the water treatment and the AWT systems to ensure recommendations and system improvements have the desired effect of producing AWT compliant effluent at full flow conditions.

Initially, USWSC was requested by the Palm Beach County Health Department to provide emergency services to the City of West Palm Beach, Florida - 44.7 MGD Surface Water Treatment System. Upon such request U.S. Water Services Corporation began service to the City in October 2007. Initial responsibilities included emergency evaluation of the City's 44.7 MGD surface water treatment facility, 8 distribution pump stations and source water supply. U.S. Water Services Corporation was requested to troubleshoot bacteriological contamination events and the contamination source was identified and remedied. U.S. Water Services Corporation subsequently assisted the City with a utility related capital improvements program to upgrade the existing water treatment system and also long term planning relating to water supply and treatment. In addition, U.S. Water Services Corporation is currently providing relief operating services and daily oversight of utility operations at the water treatment facility in order to maintain water quality.

Contract Start Date:

10/07 to Present

AWT WWTF Evaluation: 05/08 and continuing as directed by the City.

Customer Contact:

Mr. Ed Mitchell, City Administrator
200 2nd Street, 5th Floor
West Palm Beach, Florida 33401
(561) 822-1400

Village of Islamorada

U.S. Water Service Corporation provided contract operations, maintenance services and CIP coordination to the Plantation Key Colony WWTP on behalf of the Village of Islamorada (Village), which treats wastewater from North Plantation Key and several other communities that are in the process of tying into the facility. The treatment plant uses an advanced wastewater treatment (AWT) process to achieve very low effluent discharges of various nutrients such as nitrogen and phosphorus. The treatment plant consists of two trains with equalization tanks followed by anoxic and aerobic treatment tanks a Membrane Biological Reactor (MBR) that the operator adjusts daily to meet very stringent effluent limits. The operating permit for the facility requires treatment to Advanced Wastewater Treatment (AWT) standards of 5mg/l CBOD₅, 5mg/l TSS, 3mg/l Total Nitrogen and 1mg/l Total Phosphorous. USWSC has routinely achieved or surpassed effluent results for the AWT standards as required by FDEP and the stringent "2010/2015" nutrient removal regulations.

USWSC provided start up services to the Village upon system initiation in 2006 which included the Plantation Key Plant initiation and Phase 1 Vacuum Collection System. A multitude of Vacuum Collection System problems became evident immediately. While USWSC and the Village tried to enforce warranty with the installation contractors and manufacturers of its newly initiated, Phase 1 Vacuum Collection System - USWSC personnel operated and maintained a newly installed but malfunctioning collection

system from 2006 to 2009, make repairs of defects caused by others and preventing 100's of backups into resident homes and reducing liability to the Village – a monetary value that is not totally calculable. USWSC continues to provide work with the Village legal team in order to support to the Village effort to recover costs associated with the warranty issues that were not responded to by the installation contractor. We also work closely with the Village staff to provide additional engineering and operational support for the ever increasing requirements relating to wastewater management, water quality and treatment standards required by regulatory agencies. USWSC manages for the Village the conditioning, hauling and disposal of residual sludge and is at financial risk in relation to sludge management, as we operate with a set amount of funding to dispose of residual sludge and as such it is incumbent on USWSC to properly thicken sludge prior to hauling and disposal to meet the budget constraints. USWSC is a certified residual hauler and uses its own vacuum trucks to haul and dispose of liquid sludge from the Plantation Key Colony WWTP.



USWSC has provided uninterrupted service through continued CIP projects, contractor warranty repairs, and additional Phase II Vacuum Collection System initiation. A relationship with the Village is maintained in which we provide a range of services designed to augment and support Village personnel, provide management of the facilities during capital improvements, and provide emergency response planning. This arrangement is utilized to access our additional staff and operations and maintenance specialists on an as needed basis that allows the Village to only pay for these specialized resources when needed and aids the delivery of high quality service to the customer. Our full range of professional and trade level services, along with our fair and open pricing policies give the Village the assurance that they will always receive good value and service in their dealings with USWSC.

Project Timing:

2006 to 2012

Customer Contact:

Greg Tyndall, Utilities Director
 Village of Islamorada
 81500 Overseas Highway
 Islamorada, FL
 (305) 664-6400

Key Colony Beach

Description of Work:

The City of Key Colony Beach wastewater treatment facility is a Type II plant consisting of an existing 2-train wastewater treatment plant (WWTP) with a permitted

treatment capacity of 0.340 -MGD annual average daily flow (AADF). The treatment and disposal system consists of two 2-mm influent screens, two 27,750-gallon anoxic tanks, two 37,000-gallon aeration tanks, two 34,350-gallon MBR aeration tanks with eight membrane bioreactors (MBR cassettes), one 100,000-gallon digester, five sludge drying beds with a total area of 6,500 square feet, two closed-channel ultraviolet disinfection units, one 28,000-gallon effluent polishing tank, one 120,000-gallon reclaimed water storage tank, and one reverse osmosis effluent treatment unit for public access reuse.

Effluent from the wastewater treatment plant (WWTP) that is used for public access reuse is pretreated through a reverse osmosis prior to its storage in an above-ground 120,000-gallon tank. The effluent is then pumped for irrigation of the City's golf course and parks. The effluent that is not intended for reuse is discharged into six Class V underground injection wells along with the reject from the RO system. The underground injection system is permitted for 0.340 mgd annual average daily flow (AADF). In addition, the disposal system includes a 0.058 mgd annual average daily flow (AADF) permitted capacity slow-rate 15-acre public access reuse sites (R-001) including the City parks and golf courses.

Total Dollar Value of the Contract:

\$154,800.00 Annually

Dates Covering the Term of the Contract:

2010 to Present

Client Contact Person:

Ms. Eleanor Morton
600 W. Ocean Drive
Key Colony Beach, FL 33051
305-289-1212

Florida Department of Corrections (FDOC) – Utility Routine and Relief Operating Services

Services are provided to the FDOC facilities throughout the State, including the Big Pine Key Road Prison. The founders of U.S. Water Services Corporation have performed operations and maintenance services for the FDOC since 1999, which continue currently. Aggregate treatment volume totals more than 18.8 MGD and services performed include the routine operations for a wide variety of treatment technologies for both water and wastewater treatment facilities ranging in size from 20,000 GPD (gallons per day) to 1,000,000 GPD. Consulting and on call emergency maintenance services are also provided on an as needed basis.

Florida Department of Environmental Protection (FDEP) – Start Up Diagnostics, Operations, Maintenance

The staff of U.S. Water Services Corporation provides ongoing engineering, operations and maintenance services to the FDEP Parks and Recreations services division. These services include the previous start up diagnostics in 1999, and subsequent operations and maintenance of John Pennekamp Advanced Wastewater Treatment System and currently the Bahia Honda WWTP's - parks that are located in the Florida Keys. Services are also provided to the Collier Seminole State Park and the Hillsborough River state park in other areas of Florida. U.S. Water Service Corporation has also provided engineering services for the design of a new wastewater treatment system for the Lake Manatee Recreation Area, design/build services for a new effluent disposal system for the Myakka River State wastewater treatment system and a design/build of a new wastewater treatment facility for Blue Springs State Park. The U.S. Water Services Corporation and FDEP relationship is ongoing and one in which U.S. Water Services Corporation provides a wide variety of operations, maintenance, engineering, design, design/build services for multiple utility system related projects throughout the state of Florida.

FacilityName	Owner	OwnerAddr	OwnerCity	OwnerZip	Capacity	Treatment Type	Collection
Breezy Palms Resort	American Caribbean Investments	PO Box 767	Islamorada	33036	0.015	Extended Aeration	
American Legion Post 333	American Legion Post 333	PO Box 1942	Key Largo	33037	0.0075	Extended Aeration	
Anchor Condo	Anchor Condo	P.O. Box 1401	Tavernier	33070	0.009	Extended Aeration	
Anchorage Resort	Anchorage Resort & Condo Association	107800 Overseas Hwy	Key Largo	33037	0.010	Extended Aeration	
Baptist Health South FL (Mariners Hospital)	Baptist Health of South Florida	8900 N Kendall Drive	Miami	33176	0.02	Extended Aeration	
Beacon Reef Condominium	Beacon Reef Condo Assoc	83201 Overseas Hwy	Islamorada	33036	0.024	Extended Aeration	
Bentley's	Bentley's	P.O. Box 587	Islamorada	33036	0.004	Extended Aeration	
Best Western Key Largo (Key West Inn)	Best Western Key Largo (Key West Inn)	201 Ocean Dr.	Key Largo	33037	0.02	Extended Aeration	
Big Pine Key Fishing Lodge	Big Pine Key Fishing Lodge	P.O. Box 430513	Big Pine Key	33043-0513	0.025	Extended Aeration	
Big Pine Motel	Big Pine Motel	30725 Overseas Highway	Big Pine Key	33043	0.005	Extended Aeration	
Big Pine Plaza Shopping Center	Big Pine Plaza Shopping Center	513 Fleming Street #14	Key West	33040	0.02	Extended Aeration	
Blackfin Resort	Blackfin Resort	4650 Overseas HWY	Marathon	33050	0.008	Extended Aeration	
The Hammocks at Marathon Condo Association	Bluegreen Resorts Management	4960 Conference Way North Suite 100	Boca Raton	33431	0.025	Extended Aeration	
Ma's Fish Camp FKA Bob's Bunz Too!	Bob's Bunz Too!	3440 Biscayne Dr	Merritt Island	32953	0.0025	Extended Aeration	
Bonefish Towers	Bonefish Towers Condos	20000 Coco Plum Drive	Marathon	33050	0.05	Extended Aeration	
Boy Scouts of America / Brinton Env Cntr	Boy Scouts of America	1325 W Walnut Hill Lane	Irving	75015-2079	0.025	BAT	
Boy Scouts of America / Sea Base Islamorada	Boy Scouts of America	1325 W Walnut Hill Lane	Irving	75015-2079	0.025	Extended Aeration	
Breezy Pines RV Resort	Breezy Pines RV Resort	29859 Overseas Highway	Big Pine Key	33043	0.015	Extended Aeration	
Buttonwood Bay	Buttonwood Bay	96000 Overseas HWY	Key Largo	33037	0.09	Extended Aeration	
Café Largo	Café Largo	99530 Overseas HWY	Key Largo	33037	0.015	Extended Aeration	
Caloosa Cove Marina Resort	Caloosa Cove Marina Resort	73801 Overseas Hwy	Islamorada	33036	0.024	Extended Aeration	
Captain's Quarters Condos	Captain's Quarters Condos	P.O. Box 510792	Key Colony Beach	33051-0792	0.003	Extended Aeration	
Casa Cayo Condo Association	Casa Cayo Condo Association	11 Sombrero Blvd. #11	Marathon	33050	0.0032	Rotating Biological Contractor	

FacilityName	Owner	OwnerAddr	OwnerCity	OwnerZip	Capacity	Treatment Type	Collection
Hog Heaven Sports Bar & Grill	Castaways of Florida LLC	PO Box 101494	Fort Lauderdale	33310	0.009	Extended Aeration	
US Coast Guard Station - Marathon	CG ISC Miami	909 SE First Ave Rm 512	Miami	33131-3050	0.025	Extended Aeration	
Cheeca Lodge	Cheeca Holdings LLC	81801 Overseas Highway	Islamorada	33036	0.070	Extended Aeration	
Chesapeake Beach Resort	Chesapeake Beach Resort	83409 Overseas Hwy	Islamorada	33036	0.015	Extended Aeration	
City of Key Colony Beach	City of Key Colony Beach	P.O. Box 510141	Key Colony Beach	33051-0141	0.34	Membrane Reactor AWT	Gravity
Area 7 / Grassy Key	City of Marathon	9805 Overseas Highway	Marathon	33050	0.2	Sequencing Batch Reactor AWT	
Area 6 / Coco Plum	City of Marathon	10045-55 Overseas Highway	Marathon	33050	0.200	Sequencing Batch Reactor AWT	Vacuum
Area 3 / Marathon	City of Marathon	9805 Overseas Highway	Marathon	33050	0.250	Sequencing Batch Reactor AWT	Vacuum Gravity
Area 5 / Little Venice	City of Marathon	3700 Overseas Highway	Marathon	33050	0.16	Membrane Reactor AWT	Vacuum
Area 4 / Sombrero Beach	City of Marathon	10045-55 Overseas Highway	Marathon	33050	0.400	Sequencing Batch Reactor AWT	Vacuum
Coastal Waterway Trailer Park	Coastal Waterway Trailer Park	P.O. Box 372621	Key Largo	33037	0.005	Extended Aeration	
Cobia Point Condominiums	Cobia Point Condominiums	P.O. Box 522592	Marathon Shores	33052	0.0042	Extended Aeration	
Coco Plum Terraces	Coco Plum Terraces Condo Assoc Inc	5800 Overseas Hwy Ste. 6	Marathon	33050	0.0083	Extended Aeration	
Coconut Cay Resort	Coconut Cay Resort	7916 Overseas HWY	Marathon	33050	0.0075	Extended Aeration	
Coral Club Condominium	Coral Club Condominium	5800 Overseas Hwy Ste 6	Marathon	33050	0.005	Extended Aeration	
Coral Harbor Condominium	Coral Harbor Condominium Assoc	88181 Overseas Hwy	Islamorada	33070	0.015	Extended Aeration	
Fiesta Key KOA	Cortex Companies	63 Putnam St. Suite 200	Saratoga Springs	12866	0.06	Extended Aeration	
Cross Key Marina	Cross Key Inc	PO Box 12027	Ft Lauderdale	33312	0.005	Extended Aeration	
Day's Inn Islamorada	Day's Inn Islamorada	P.O. Box 739	Islamorada	33036	0.0083	Extended Aeration	
Sunset Inn Resort	Deborah & Larry Gillis	PO Box 561	Islamorada	33036	0.014	Extended Aeration	
Hampton Inn and Suites	Economos Properties	80001 Overseas Hwy	Islamorada	33036	0.025	Extended Aeration	

FacilityName	Owner	OwnerAddr	OwnerCity	OwnerZip	Capacity	Treatment Type	Collection
El Meson De Celio Bar & Grill	El Meson De Celio Bar & Grill				0.009	Extended Aeration	
Encore Sunshine Key RV	Encore Sunshine Key RV				0.06	Extended Aeration	
Key Village Resort & Marina - Tropic Vista	Endeavor's LLC	90800 Overseas Highway	Tavernier	33070	0.005	Extended Aeration	
Sunshine Key	Equity Lifestyle Properties	P.O. Box 30134	College Station	77842	0.06	Extended Aeration	
Executive Bay Club	Executive Bay Club	87200 Overseas HWY	Islamorada	33036	0.049	BAT	
Faro Blanco Condominium Association	Faro Blanco Condominium Association	8085 Overseas Hwy.	Marathon	33050	0.01	Extended Aeration	
Bahia Honda State Park #3	FDEP	36850 Overseas Highway	Big Pine Key	33043	0.01	BAT	
Bahia Honda State Park #3	FDEP	36850 Overseas Highway	Big Pine Key	33043	0.01	Extended Aeration	
Bahia Honda State Park #4	FDEP - Parks Dept	36850 Overseas Highway	Big Pine Key	33043	0.0083	Extended Aeration	
Fisherman's Hospital	Fisherman's Hospital	3301 Overseas HWY	Marathon	33050	0.021	Extended Aeration	
Florida Bay Club	Florida Bay Club Time Share	103500 Overseas Hwy	Key Largo	33037	0.010	Extended Aeration	
Big Pine Key Road Prison WWTP	Florida Dept of Corrections	PO Box 1100 CR64E	Avon Park	33826	0.01	Extended Aeration	
Baypoint Wastewater Treatment System	Florida Keys Aquaduct Authority	3700 Overseas Hwy	Marathon	33050	0.054	Modified Ludzack Ettinger	Vacuum
Layton	Florida Keys Aqueduct Authority	3700 Overseas Highway	Marathon	33050	0.066	Extended Aeration	Gravity
Duck Key Wastewater Cooperative	Florida Keys Aqueduct Authority	3375 Overseas Hwy	Marathon	33050	0.100	Extended Aeration	Gravity
Futura Yacht Club	Futura Yacht Club	88540 Overseas HWY	Tavernier	33070	0.02	Extended Aeration	
Galway Bay MHP	Galway Bay MHP	P.O. Box 1407	Hallandale	33008	0.038	Extended Aeration	
Geiger Key Marina	Geiger Key Marina	Hope 5 Geiger Rd	Key West	33040	0.005	Extended Aeration	
Woody's Restaurant	Glentex, Inc	P.O. Box 531	Islamorada	33036	0.0033	Extended Aeration	
Green Turtle Inn	Green Turtle Realty LLC	81219 Overseas Hwy	Islamorada	33036	0.005	Extended Aeration	
Guidance Clinic	Guidance Clinic	1205 4th Street	Key West	33040	0.02	Extended Aeration	
Gulfside Village Condos	Gulfside Village Condo Association	5800 Overseas Hwy	Marathon	33050	0.008	Extended Aeration	
Hampton Inn - Howard Johnson's Key Largo	Hampton Inn - Howard Johnson's Key Largo	430 Duval Street	Key West	33040	0.035	Contact Stabilization	
Harbor Club South Condominium	Harbor Club South Condominium	423 Sombrero Beach Resort	Marathon	33050	0.009	Extended Aeration	
Harbor House Condominiums	Harbor House Condominiums	P.O. Box 500140	Marathon	33050-0140	0.015	Extended Aeration	

FacilityName	Owner	OwnerAddr	OwnerCity	OwnerZip	Capacity	Treatment Type	Collection
Harbor Lights of Holiday Isle	Harbor Lights of Holiday Isle	84951 Overseas HWY	Islamorada	33036	0.02	Extended Aeration	
Harbour 92	Harbour 92	P.O. Box 1578	Key Largo	33037	0.01	Extended Aeration	
Hawk's Nest	Hawk's Nest Condominium Assoc	1 South Kyle Way	Marathon	33050	0.010	Extended Aeration	
Hawk's Nest Condominiums	Hawk's Nest Condominiums	1 Kyle Way South	Marathon	33050	0.01	Extended Aeration	
Eric's Mexican Cantina	Heung Shing Poon	31044 Ave B	Big Pine Key	33043	0.005	Extended Aeration	
Coral Sands Resort	Hobo's Prop Inc	PO Box 3006 #10	Key Largo	33037	0.0075	Extended Aeration	
Holiday By The Sea	Holiday by the Sea Condominium Association	P.O. Box 1040	Tavernier	33070	0.005	Extended Aeration	
Holiday Inn Key Largo	Holiday Inn Key Largo	99701 Overseas HWY	Key Largo	33037	0.03	Extended Aeration	
Holiday Inn Marathon & Marina	Holiday Inn Marathon & Marina	13201 Overseas HWY	Marathon	33050	0.035	Extended Aeration	
Indigo Reef Homeowners Association	Indigo Reef Homeowners Association	11600 1st Avenue Gulf	Marathon	33050	0.025	Extended Aeration	
Whale Harbor Restaurants & Marina	Interstate Commerce of Florida LLC	83413 Overseas Hwy	Islamorada	33036	0.02	Extended Aeration	
Waldorf Plaza	Ireland Properties	12000 Biscayne Blvd Ste 810	Miami	33181	0.03	Extended Aeration	
Islamorada Restaurant & Bakery	Islamorada Restaurant & Bakery	P.O. Box 623	Islamorada	33036	0.009	Extended Aeration	
Island Grille	Islamorada Restaurant LLC	2805 N Atlantic Blvd	Fort Lauderdale	33308-7573	0.009	Extended Aeration	
Islamorada Shrimp Shack	Islamorada Shrimp Shack	81901 Overseas Highway	Islamorada	33036	0.009	Extended Aeration	
Islamorada - Plantation Key	Islamorada, Village of Islands	PO Box 568	Islamorada	33036	0.355	Membrane Reactor AWT	Vacuum
Islamorada - Founders Park	Islamorada, Village of Islands	86800 Overseas Highway	Islamorada	33036	0.035	Extended Aeration	
Island Club Condominiums	Island Club Condominiums	P.O. Box 522592	Marathon Shores	33052	0.008	Extended Aeration	
Island Tiki Bar	Island Tiki Bar	12648 Overseas HWY	Marathon	33050	0.0035	Extended Aeration	
Italy of the Isles	Italy of the Isles	82758 Overseas Highways	Islamorada	33036	0.009	Extended Aeration	
Islamorada Grille	John Devin Breithaupt	82758 Overseas Highway	Islamorada	33036	0.009	Extended Aeration	
Jolly Roger RV	Jolly Roger RV	59275 Overseas HWY	Marathon	33050	0.03	Extended Aeration	
Kawama HOA	Kawama HOA	PO Box 924176	Homestead	33092-4176	0.08	Extended Aeration	
Key Largo Grande Hilton	Key Largo Grande Hilton	P.O. Box 437	Broadway	08808-0437	0.08	Extended Aeration	

FacilityName	Owner	OwnerAddr	OwnerCity	OwnerZip	Capacity	Treatment Type	Collection
Key Largo Harbour Marina	Key Largo Harbour Marina	400 Ocean Drive	Key Largo	33037	0.0022	Extended Aeration	
Key Largo Yacht Club	Key Largo Yacht Club	P.O. Box 370201	Key Largo	33037	0.02	Extended Aeration	
Key RV Park	Key RV Park	6099 Overseas HWY	Marathon	33050	0.015	Extended Aeration	
Key Village Resort Marina (Tropic Vista)	Key Village Resort Marina (Tropic Vista)	90611 Old HWY	Taverneir	33070	0.005	Extended Aeration	
Marathon Marina	Keys Marina Mararthon LLC	1021 11th Street	Marathon	33050	0.018	BAT	
Kingsail Resort Motel	Kingsail Resort Motel	7050 Overseas HWY	Marathon	33050	0.015	Extended Aeration	
Sugarloaf KOA	KOA Campground - Sugarloaf	251 State Rd. #939	Summerland Key	33042	0.025	Extended Aeration	
Lorelei Restaurant	La Siesta Seas LLC	P.O. Box 429	Islamorada	33036	0.0075	Extended Aeration	
Lady Alexander Condominiums	Lady Alexander Condominiums	P.O. Box 522592	Marathon Shores	33052	0.005	Extended Aeration	
Largo RV Park	Largo RV Park	101600 Overseas HWY	Key Largo	33037	0.022	Extended Aeration	
Lazy Lakes	Lazy Lakes	1421 1st Street	Key West	33040	0.005	Extended Aeration	
Marathon Trailerama	Lively Properties Inc.	2949 Overseas Hwy	Marathon	33050	0.020	Extended Aeration	
Pink Plaza Center	Locust Center Ltd.	303 Locust, Suite 303	Des Moines	50309	0.02	Extended Aeration	
Long Key Townhouse	Long Key Townhouse	P.O. Box 1578	Key Largo	33037	0.007	Extended Aeration	
Looe Key Reef Resort	Looe Key Reef Resort	1100 16th Street North	St. Petersburg	33705	0.01	Extended Aeration	
Lower Florida Keys Health System	Lower Florida Keys Health System	P.O. Box 9107	Key West	33041-9107	0.04	Extended Aeration	
Lucy Apartments	Lucy Apartments	11100 Overseas HWY	Marathon	33050	0.003	Extended Aeration	
Lazy Days Restaurant	Lupe & Michelle Ledesma	79867 Overseas Hwy	Islamorada		0.005	Extended Aeration	
Maison Matecumbe Condo.	Maison Matecumbe Condo.	80639 Old HWY #307	Islamorada	33036	0.0095	Extended Aeration	
Mangrove Mama's Restaurant	Mangrove Mama's Restaurant	19991 Overseas Highway	Sugar Loaf Key	33042	0.0025	Extended Aeration	
Manny & Isa's Kitchen	Manny & Isa's Kitchen	P O Box14250	Jackson	83002	0.009	Extended Aeration	
Marathon Airport	Marathon Airport	9400 Overseas HWY	Marathon	33050	0.0075	Extended Aeration	
Marathon Country Club Condo	Marathon Country Club Condo	P.O. Box 501208	Marathon	33050	0.008		
Eastwinds Apartments	Marathon Housing Associates Ltd	1400 Kennedy Dr	Key West	33040	0.060	Extended Aeration	
Marathon Key Beach Club	Marathon Key Beach Club	4560 Overseas Hwy	Marathon	33050	0.03	Extended Aeration	
Marathon Plaza II	Marathon Plaza II	5101 Overseas HWY	Marathon	33050	0.004	Extended Aeration	
Marina del Mar	Marina del Mar	527 Caribbean Dr.	Key Largo	33037	0.015	Contact Stabilization	

FacilityName	Owner	OwnerAddr	OwnerCity	OwnerZip	Capacity	Treatment Type	Collection
Snooks - Bayside Inn Key Largo	Marina Del Mar Bayside	210 River Road	Gladwyne	19035	0.004	Extended Aeration	
Marine Resources Development (Koblick Marine)	Marine Resources Development (Koblick Marine)	51 Shoreland Drive	Key Largo	33037	0.015	Extended Aeration	
Wendy's of Florida Keys	Markey West Inc	125 Milano Dr	Islamorada	33036	0.004	Extended Aeration	
Key's Fisheries Inc	Marlin Bay / Joe's LLC	3390 Gulfview Ave	Marathon	33050	0.045	Modified Ludzack-Ettinger	
Marriot Key Largo (Bay Beach Resort)	Marriot Key Largo (Bay Beach Resort)	103800 Overseas HWY	Key Largo	33037	0.05	Extended Aeration	
Tavernier Towne WWTP	Max D Puyanic as Trustee for Trust No 201	30 W Mashta Dr Ste 400	Key Biscayne	33149	0.057	Extended Aeration	
Mid-Town Trailer Park	Mid-Town Trailer Park	P.O. Box 501884	Marathon	33050	0.0075	Extended Aeration	
Mile Marker 88 Restaurant	Mile Marker 88 Restaurant	103900 Overseas Hwy	Key Largo	33037	0.0075	Extended Aeration	
Taste Bistro (fka Iguana Club & Atlantic Grill)	MM&L Restaurant Partnership	81031 Overseas Hwy	Islamorada	33036	0.01	Extended Aeration	
Newport Village Apartments	Monroe County Housing Authority	1400 Kennedy Dr	Key West	33040	0.024	Extended Aeration	
Tropic Isle Apartments	Monroe County Housing Authority	1400 Kennedy Dr	Key West	33040	0.01	Extended Aeration	
Plantation Key Government Center	Monroe County Public	3583 S. Roosevelt Blvd.	Key West	33040	0.010	Extended Aeration	
Roth Building fka Mariners Hospital	Monroe County Public	3583 S Roosevelt Blvd	Key West	33040	0.040	Extended Aeration	
Marathon Government Center	Monroe County Public	3583 S. Roosevelt Blvd.	Key West	33040	0.010	Extended Aeration	
Gerald Adams Elementary School	Monroe County School Board	5855 College Rd	Key West	33040	0.025	Extended Aeration	
Sugarloaf Elementary School	Monroe County School Board				0.0075	Extended Aeration	
Big Pine Neighborhood School	Monroe County School Board	1310 United Street	Key West	33040	0.005	Extended Aeration	
Key Largo Elementary School LS	Monroe County School Board				0.025	Extended Aeration	
Coral Shores High School	Monroe County School Board	1310 United Street	Key West	33040		Extended Aeration	
Marathon High School	Monroe County School Board				0.015	Secondary Extended Aeration	
Switlik Elementary School	Monroe County School Board				0.015	Extended Aeration	
Matecumbe Resort	MORA				0.01	Extended Aeration	
Morada Bay Restaurant	Morada Bay Inc	325 Atlantic St	Islamorada	33036	0.004	Extended Aeration	
Harborage Condo	Ms. Barbara Brown	59 Ocean Dr.	Key Largo	33037	0.015	Extended Aeration	

FacilityName	Owner	OwnerAddr	OwnerCity	OwnerZip	Capacity	Treatment Type	Collection
Ocean Divers Restaurant	Ocean Divers Inc.	522 Caribbean Drive	Key largo	33037	0.005	Extended Aeration	
Ocean Harbour	Ocean Harbour of Islamorada				0.024	Extended Aeration	
Oceanside Isle Condo Association	Oceanside Isle Condo Association	6767 SW 81st Street	Miami	33143	0.006	Rotating Biological Contactor	
Old Conch Harbor (Harbor House)	Old Conch Harbor, Inc.	P.O. Box 1299	Islamorada	33070	0.015	Extended Aeration	
La Siesta Resort & Marina	OLI Development LLC	PO Box 245	Islamorada	33036	0.0125	Extended Aeration	
Outdoor Resorts of America	Outdoor Resorts of America	P.O. Box 816	Long Key	33001	0.06	Extended Aeration	
Panda House Restaurant	Panda House Restaurant	5230 Overseas HWY	Marathon	33050	0.005	Extended Aeration	
Paradise Point MHP	Paradise Point MHP	99 Seaside Avenue Unit 3	Key Largo	33037	0.032	Extended Aeration	
Paradise Pub	Paradise Pub	30 SE Marlin Avenue	Kay Largo	33037	0.0036	Extended Aeration	
Pelican Cove Resort	Pelican Cove Resort	88457 Overseas HWY	Islamorada	33036	0.015	Extended Aeration	
Pelican Motel	Pelican Motel				0.015	Extended Aeration	
Pelican Palm	Pelican Palm	190 Biscayne Blvd.	Islamorada	33040-5622	0.0075	Extended Aeration	
Pelican Plaza	Pelican Plaza LLC				0.0036	Extended Aeration	
Plantation By The Sea WWTP	Plantation by the Sea Homeowners Association	87465 Old Highway	Islamorada	33036	0.02	Extended Aeration	
Porpoise Point	Porpoise Point	24 Jade Dr. #8	Key West	33040-5622	0.005	Extended Aeration	
Publix - #575	Publix - #575	P.O. Box 95777	Lakeland	33804-5777	0.03	Extended Aeration	
Ramada Limited	Ramada Limited	99751 Overseas HWY	Key Largo	33037	0.03	Extended Aeration	
Royal Plum Condominiums	Royal Plum Condominiums	5800 Overseas HWY Ste 6	Marathon	33050	0.01	Extended Aeration	
IHOP Marathon	Ruben & Ruddy Enterprises	6495 Overseas Hwy	Marathon	33050	0.0094	Extended Aeration	
Sanctuary at Key Largo	Sanctuary at Key Largo	P.O. Box 2968	Key Largo	33037	0.009	Extended Aeration	
Sand Pebbles	Sand Pebbles	80450 Overseas HWY # 103	Islamorada	33036-3751	0.009	Extended Aeration	
Sands Subdivision	Sands Project Homeowners Association	361 Fairway Oaks Dr	West Jefferson	28694	0.00525	Extended Aeration	
Sandy Point Condominium Association	Sandy Point Condominium Association	109 Costa Bravo	Islamorada	33036	0.0033	Extended Aeration	
Office Depot Plaza	Schmitt Shopping Center	11100 Overseas HWY	Marathon	33050	0.0085	Extended Aeration	

FacilityName	Owner	OwnerAddr	OwnerCity	OwnerZip	Capacity	Treatment Type	Collection
Schooner Condominiums	Schooner Condominiums	7705 Wahoo Dr.	Marathon	33050	0.005	Extended Aeration	
Fish House Restaurant	Schooner Seafoods Inc dba The Fish House	PO Box 373050	Key Largo	33037-8340	0.0043	Extended Aeration	
Seabreeze Associates, LLC	Seabreeze Associates, LLC	10970 SW 90 Avenue	Miami	33176	0.0075	Extended Aeration	
Manatee Bay Club	Seaport Development	101425 Overseas Highway	Key Largo	33037	0.0095	Extended Aeration	
Seaside Resort	Seaside Resort	55 Boca Chica Road	Key West	33040	0.04	Extended Aeration	
Seawatch Condominiums	Seawatch Condominiums	P.O. Box 522896	Marathon	33050	0.024	Extended Aeration	
Sundowners Restaurant (fka Senior Frijoles)	Senior Frijoles Inc	103900 Overseas Hwy	Key Largo	33037	0.0046	Extended Aeration	
Dockside Lounge	Servais, Sweeny, & Johnson Property	P.O. Box 522856	Marathon Shores	33050	0.004	Extended Aeration	
Silver Shores	Silver Shores	751 Tropical Drive	Key Largo	33037	0.083	Extended Aeration	
Smuggler's Cove	Smuggler's Cove	85500 Overseas HWY	Islamroada	33036	0.009	Extended Aeration	
Sombrero Country Club	Sombrero Country Club	4000 Sombrero Blvd	Marathon	33050	0.01	Extended Aeration	
Sombrero Reef Inn (Sombrero Beach Village Utility)	Sombrero Reef Inn (Sombrero Beach Village Utility)	500 Sombrero Beach Rd.	Marathon	33050	0.005	Extended Aeration	
Sombrero Resort & Marina	Sombrero Resort & Marina	425 N Federal Hwy	Hallandale	33009	0.020	Extended Aeration	
Sombrero Ridge Condo	Sombrero Ridge Condo	8085 Overseas HWY	Marathon	33050	0.005	Extended Aeration	
Spanish Galleon Condominium	Spanish Galleon Condominium	P.O. Box 501166	Marathon	33050	0.005	Extended Aeration	
Holiday Isle Resort	Starwood Capital	591 W. Putnam Ave	Greenwich	06830	0.06	Extended Aeration	
Sugarloaf Lodge	Sugarloaf Lodge	17001 Overseas HWY	Sugarloaf Key	33042	0.018	Extended Aeration	
Summer Sea Condominium	Summer Sea Condominium				0.026	Extended Aeration	
Summerland Palms Trailer Ct.	Summerland Palms Trailer Ct.	1010 Kennedy Dr Ste 305	Key West	33040	0.0075	Extended Aeration	
Sunset Acres	Sunset Acres Property Owners Assoc.	P.O. Box 654206	Miami	33265	0.015	Extended Aeration	
Sunset Hammock	Sunset Hammock	94220 Overseas HWY	Tavernier	33070	0.02	Extended Aeration	
Tamarind Bay Club	Tamarind Bay Club	P.O. Box 667348	Pompano Beach	33066-7348	0.015	Extended Aeration	
Tarpon Flats	Tarpon Flats Homeowners Assoc. Inc.	P.O. Box 247	Roanoke	46783	0.005	Extended Aeration	
The Home Depot	The Home Depot	2455 Paces Ferry Rd. C-3	Atlanta	30339	0.024	Extended Aeration	
The Inn at Holiday Isle	The Inn at Holiday Isle	84001 Overseas HWY	Islamorada	33036	0.03	Extended Aeration	

FacilityName	Owner	OwnerAddr	OwnerCity	OwnerZip	Capacity	Treatment Type	Collection
Palms of Islamorada Condo	The Palms of Islamorada Condo Assoc Inc	79901 Overseas Hwy	Islamorada	33036	0.02	Extended Aeration	
Reef at Marathon Resort Club	The Reef at Marathon Resort Club	6800 Overseas Hwy	Marathon	33050	0.017	Extended Aeration	
Sisters Creek	Townhomes of Sisters Creek HOA	P.O. Box 421075	Marathon	33050	0.012	BAT	
Islamorada Fish Co.	Tracker Marine	P.O. Box 283	Islamorada	33036	0.038	Extended Aeration	
Trade Winds Center	Trade Winds Center	P.O. Box 7522	Hicksville	11802-7522	0.02	Extended Aeration	
Tradewinds West Condo	Tradewinds West Condo	P.O. Box 500006	Marathon	33050	0.0064	Extended Aeration	
Tranquility Bay Beach House Resort	Tranquility Bay Beach House Resort	2600 Overseas Highway	Marathon	33050	0.04	BAT	
Turek Building	Turek Building	90290 Overseas Highway	Islamorada	33036	0.005	Extended Aeration	
Uncle's Restaurant	Uncle's Place LLC	80939 Overseas Highway	Islamorada	33036	0.015	Extended Aeration	
US Coast Guard Station - Islamorada	US Coast Guard Station - Islamorada				0.003	Extended Aeration	
Venture Out at CudJoe Cay Inc.	Venture Out at Cudjoe Cay, Inc.	701 Spanish Main Drive	Cudjoe Kay	33042	0.085	BAT	
Waters Edge Colony MHP	Waters Edge Colony MHP				0.02	Extended Aeration	
Windley Key Mobile Home Park	Windley Key MHP Condominium Assoc	PO Box 2024	Islamorada	33036	0.0075	Extended Aeration	
Winn-Dixie Key Largo	Winn-Dixie Key Largo	1141 SW 12th Avenue Suite 2	Pompano Beach	33069	0.0085	Extended Aeration	

2.3 Description of Current Wastewater Collection and Pumping Stations

U.S. Water Services Corporation maintains thousands of miles of wastewater collection system and hundreds of pumping stations throughout the State of Florida. USWSC operates and maintains many collection systems and lift stations throughout the Keys. As such, USWSC has expertise in operating and maintaining every type of collection system and pump station utilized in the Florida Utility Market; ranging from low pressure, vacuum, and conventional collection systems, to single home grinder pump station to quadruplex master lift stations and beyond. See Task 2.1 for example projects, including number of lift/pump stations, miles of pipe, etc.

2.4 Description of Current Stormwater Collection and Pumping Stations

City of Marathon

Within the Florida Keys, U.S. Water Services Corporation (USWSC) has provided storm sewer cleaning, maintenance, and inspection services to the City of Marathon. USWSC provided the labor and supervision while utilizing client provided equipment to perform these services. USWSC assumed the responsibility for maintenance on all client supplied equipment, similar to the contract in Key West, where the Client will be responsible for operating the City's equipment in the maintenance and operation of the sanitary sewer collection and stormwater systems. USWSC operated the stormwater system for the City of Marathon until the City was able to hire its own staff and USWSC properly trained and transitioned the services back to the City in October of 2011.

The storm system operations consisted of routine cleaning of approximately 800 catch basins and 103 well control stations annually with more frequent cleanings as required in areas of heavy debris accumulation. Annual inspections were performed on all catch basins, well control structures, and injection wells with monthly and annual reports provided to the Client. Maintenance was performed on an as needed basis by City and when deficiencies were discovered during annual inspections.

The City of Marathon storm system relied on head differential between sea level and the elevation of the catch basins to inject stormwater runoff down the wells. In a high rain events when the rainfall exceeded the design flow rates, water would often accumulate around the catch basins. Because of the limited capacity of the wells, USWSC's preventive maintenance was key to ensure that maximum flow was possible at all times. This routine maintenance included activities to prevent silt or debris buildup that could possibly exit the catch basin and plug or ruin the well.

City of Port Richey: 2003 - 2007

Developed new stormwater impact fees and monthly maintenance fees to maintain the stormwater management system and to implement the necessary upgrades to improve the stormwater drainage within the City limit.

Provided survey, design, permitting and construction phase services for solutions to existing drainage and flooding problems experienced throughout the City. Provided design and construction phase services for the installation of treatment units in the stormwater inlet structures to improve the quality of stormwater runoff before entering the receiving surface waters. This also included installation of stormwater treatment and detention ponds to allow for the retention of the stormwater prior to release into the receiving surface waters. The retention ponds were used as a means to resolve localized flooding problems by providing additional storage volume and percolation of the collected stormwater runoff.

Managed the NPDES MS4 stormwater permitting for the City and coordinated with all applicable State and Regulatory Agencies to maintain the City's stormwater system in compliance with all provisions of the NPDES MS4 permit.

2.5 Description of Environmental Laboratory (NELAC) Experience

USWSC shall provide for all sampling, testing, and analytical procedures in accordance with Applicable Law. In addition, USWSC shall perform all sampling and testing related to compliance and process control at its own expense. All analysis required to be performed to demonstrate compliance with Applicable Law shall be conducted by a laboratory certified by the appropriate Regulating Entity or the FDEP. Since 2009 USWSC has owned and operated compliance laboratory in the Florida Keys. Located in Marathon, Florida, the laboratory is managed by Lab Director, Michael Pinto. **The lab is approved and NELAC (TNI) certified to conduct analysis for the following parameters:**



1. Carbonaceous Biochemical Oxygen Demand (SM5210B)
2. Total Suspended Solids (SM2540D)
3. Fecal Coliform (SM9222D)
4. Enterococcus (EPA1600)
5. Total Coliform (Colitag)

Laboratory Information Management System (LIMS) Secure Web Portal

One of U.S. Water Services Corporation's core values is a dedication to building winning and sustainable long-term relationships based upon first rate customer service and environmental compliance. At U.S. Water Services Corporation we're committed to providing our Clients with personalized service that goes beyond their expectations and in doing so we have taken a cooperative approach in finding ways to increase efficient and effective communication about the Utility Facilities we operate. During the RFP process, it became evident that there is a lack of Utility Facilities operating data available to the Districts. In any contractual relationship with U.S. Water Services Corporation, we believe the open and cooperative exchange of information regarding the operation of the facility will prevent misunderstanding or confusion in achieving the goals and objectives of the

Districts. One tool, developed by U.S. Water Services Corporation to assist our Clients is our Laboratory Information Management System (LIMS) Interactive Web Portal.

This user-friendly, secure website provides our Clients with the ability to retrieve all laboratory data relative to their facilities and then export that data in a number of useable formats, including HTML, CSV, PDF, and Excel. The data can be queried by specific parameters, including Utility, Facility (Location), and Analysis Performed and by Date or Date Range, or by any specified number of most recent results. Our reporting, and the information openly available to the District and/or District Representative through our LIMS web portal, will allow monitoring of U.S. Water Services Corporation's activities as well as an assessment of the performance and integrity of the systems covered by the Districts Agreement for Utility Operation and Maintenance.

Process Management Software

U.S. Water Services Corporation utilizes Hach's Water Information Management System (WIMS) software as a secure centralized Corporate database to monitor, analyze, report, model and manage operational, lab and process control data. The Hach WIMS software product, specifically designed for water and wastewater utilities, allows an organization to optimally manage its operations. The system's streamlined reporting, user-defined alerts, and powerful charting, graphing and mapping tools allow personnel to make more informed decisions.

Configurable to any size organization, the system can receive data automatically from common data sources, including SCADA, LIMS, commercial labs, manual entry of lab and log sheets, and many more. Stored in a central database, the data can be accessed locally or through a secured web interface.

The software includes such highlights as:

- Preprogrammed Templates and Wizards. Authorized users can produce business and regulatory reports with a few key strokes using preprogrammed templates. Hach WIMS includes templates for all EPA and state reports including: CIWQS, SWTR, DBR, NPDES, DMR, eDMR, MOR, SDWA, CCR and industrial pretreatment compliance.
- Built-in Calculations and Tools. Hach WIMS software has built-in calculations and tools specifically designed for the water industry. Built-in calculations, such as Biochemical Oxygen Demand (BOD), save time and ensure accurate results. Tools such as a comprehensive graphing package and automatic scheduling of reports, charts and graphs help you quickly visualize data.
- Data Accuracy. Hach WIMS can maintain data and reporting accuracy with no worry of simple typos, transcription errors, or unapproved data. Data is entered once, either electronically or manually, and available to anyone with proper authorization, eliminating wasteful duplication and data corruption. The Hach WIMS compliance and verification engine helps you make sure your data is reliable and audit trail and documentation capabilities allow you to defend your data in case of excursions or audits.

- Integration to Multiple Systems. Hach WIMS can capture data from multiple sources to satisfy reporting requirements and to provide a comprehensive view of operations. These data sources can include SCADA/HMIs, data historians, LIMS, commercial lab reports, instruments, etc.
- Data Security. Hach WIMS provides secure data storage in a central database with the confidence that only authorized individuals can access the data.
- Comprehensive Support System. Hach WIMS keeps your solution up-to-date and provides a team of experts to help you get the most from your software.

U.S. Water Services Corporation proposes to utilize Hach's Water Information Management System (WIMS) software as a secure centralized Corporate database to monitor, analyze, report, model and manage operational, lab and process control data from the District's Utility Facilities.

2.6 Description of Emergency Preparedness Policy and Procedures

USWSC maintains the equipment, tools, resources and experience necessary to address emergency situations quickly and effectively and because of our ability to rapidly deploy these resources from any of our other local projects in South Florida during emergency situations, USWSC has been selected as a preferred Emergency Response Contractor for Monroe County.

USWSC maintains regional offices and maintenance facilities in Key Largo and Marathon where additional resources can be called upon when necessary. In Florida, USWSC has a fleet of over two hundred (200) fully equipped maintenance vehicles, twenty (20) heavy duty crane type vehicles, a full complement of excavation and trenching machines, closed circuit televising equipment, sludge hauling equipment, trailers, a fleet of jet rod vactor-trucks, and other industry specific equipment such as Ground Penetrating Radar (GPR), line locating equipment and additional testing equipment specific to wastewater and stormwater utility systems that allow us to quickly provide relief during any emergency situation. In addition to fleet vehicles, USWSC maintains a fleet of portable generators, by-pass pumps, portable office/housing space, portable fuel transport, etc. We have saturated the South Florida market with operations and equipment, making available more local resources than can be claimed by any other proposer.

Through years of local operating experience in South Florida, we understand the Florida operating environment and what it means to be positioned to perform in emergency situations. We customize and implement emergency plans for before, during, and after emergency events. These include hurricane preparations, locating remote locations to house staff, recourses equipment and parts during the event, initiate and complete recovery efforts. USWSC is not done after the recovery efforts are completed, but works with our clients to provide documentation for FEMA and other reports such as the ICS 214 Activity Log.



Disaster related experience in South Florida:

- Disaster Preparation and Recovery
- Experience acquired through numerous emergency relief efforts - Charlie, Wilma, Debbie, etc.
- Damage assessment experience
- Maintain extensive inventory of repair parts, pumps, piping, valves, etc.
- Emergency equipment; portable generators, by-pass pumps, portable office/housing space, portable fuel transport, etc.
- FEMA reimbursement management

USWSC has activated its Hurricane Response Plans numerous times over the last ten (10) years. As an operator with operations focused in South Florida, we have been involved in providing emergency relief efforts on numerous occasions, including Hurricane Charlie, Wilma and Debbie.

Following hurricane Wilma, Sammy Hamilton Jr., the Mayor of Everglades City released the following statement, ***"U.S. Water Services Corporation provided the citizens of Everglades City with outstanding emergency services following hurricane Wilma, allowing the citizens to have full City utility services while many surrounding communities were out of services for many days and weeks. We are fortunate to have U.S. Water Services Corporation as our utility contractor."***

U.S. Water Services Corporation is a member of the FlaWARN system as a designated company to be called upon for assistance by Water and Wastewater Utility Systems during natural emergencies such as hurricanes or other weather events. Florida's Water/Wastewater Agency Response Network (FlaWARN) is the formalized system of "utilities helping utilities" to address mutual aid during emergency situations. These incidents may be man-made or natural disaster. The project's infrastructure consists of a secure web-based data bank of available resources and a practical mutual aid agreement designed to reduce bureaucratic red tape in times of emergency. The goal of FlaWARN is to provide immediate assistance, as quickly as possible, to impacted utilities by whatever means necessary until such time that a permanent solution to the devastation may be implemented.



In responding to many natural disaster emergencies in 2005, FlaWARN demonstrated that a network of "utilities helping utilities" is the best method for responding to the immediate water and wastewater damage caused by natural disasters. By combining a mutual aid network with security information collaborative FlaWARN has been able to cover all aspects of both natural and manmade emergency assistance.

Water utilities, along with the rest of the nation, face unprecedented challenges. So it is a great time to innovate, as well as improve existing security and preparedness efforts. Public infrastructure is at the heart of this process and FlaWARN is leading the way.

There is no charge for joining FlaWARN and joining offers the opportunity to increase your facility's response and recovery capability.

Emergency response standard procedures are as follows:

1. The person first aware of the emergency informs the Lead Operator and 911 (if necessary) as soon he knows about the incident
2. Lead Operator contacts the Regional Operations Manager to notify regulatory agencies and the City of Key West immediately about the emergency
3. Lead Operator assesses the emergency and directs repairs and/or replacement as needed in coordination with the maintenance department (if necessary)
4. Repair affected facilities as soon as possible
5. Lead Operator returns the system to normal operation and report findings to the Regional Operations Manager to proceed with required notifications
6. Regulatory agencies and the city of Key West are notified when the system is back into normal operation



In addition to our emergency operating plan, USWSC has experience developing and implementing Emergency Response Plans. USWSC has the appropriate plans and contingencies in place to assure minimum disruptions in service delivery, maximum response in times of need, a well thought out approach to service restoration, clear lines of communication, back-up personnel, contractors, and equipment. Examples of both a site specific and general hurricane plan is included below.

U.S. Water Services Hurricane Plan

Implementation

In the event that the local EOC issues a Hurricane Watch, the following action plan will be taken. The USWSC Regional, Operations and Maintenance Managers will monitor the situation and determine when staff will start to implement the tasks listed in the 48 hour timeline. Staff will continue following their plan until landfall or it has been determined by the Regional Manager that storm no longer poses a threat to the Area.

Command Center

A Command Center for response and recovery efforts will be determined depending on anticipated landfall of the storm. Selected staff will be assigned a shift and duties. Depending on the time of which the storm has passed and it is safe to leave shelter, the appropriate staff will report to a predetermined meeting locations as assigned. Treatment plant operators and maintenance personnel assigned to a specific location will report to that location.

Communications

Tier 1– Cell Phones
Tier 2– Landlines

Upon passage of the storm, Tier 1 communications will be utilized for the first 48 hours. After 48 hours, the USWSC Managers in conjunction with the City of Key West Project Manager will determine whether or not all staff can communicate using Tier 2 and/or Tier 3 communications. All Tier 1 communications will remain in effect until the decision of utilizing Tier 2/Tier 3 communications is determined. During this time, all staff must monitor their Tier 1 communication while on duty, however Tier 2 or Tier 3 communications can be used.

Staging Areas

Prior to the storm, equipment and vehicles will be staged at pre-determined main areas. This is to ensure that some equipment will be available for use in case of impassable roads or damage done by the storm in a particular area. These five (5) areas will include, but are not limited to the following:

1. Key Largo, FL
2. North Fort Myers, FL
3. Golden Gate, FL
4. New Port Richey, FL
5. Polk County, FL

U.S. Water Services Hurricane Preparation General Timeline

Prior to Storm Season

1. Managers and assigned staff review the hurricane Plan and update/change to meet current conditions and needs.
2. Managers meet with respective staff to go over changes or modifications to the Plan for the current hurricane season. Provide a copy of the revised Plan for each applicable Facility and employees copies of necessary information.
3. Notify all staff working at a facility of the location of the entire Hurricane Plan for reference.
4. All chemical supplies will be inventoried then kept as full as possible. A list of back-up and emergency vendors should be maintained at each site.
5. Ensure all generators and other diesel tanks are topped off and kept full throughout the Hurricane season.
6. Check all windows and louvers to make sure that they are not damaged.



7. Check equipment and inventory lists, replenish missing items.
8. Check all process equipment to ensure it is all in working order, have ample spare parts for all critical equipment.
9. Check to ensure all tanks and equipment are secured properly.
10. Check and update personnel list, include home telephone numbers, cell phones, and radio numbers.
11. Maintain GIS databases if available.
12. Maintain Lift Station Direction Booklet. Provide Lift Station Direction Booklet to appropriate parties at 6-month intervals.
13. The Maintenance Manager to confirm Contractors have appropriate written emergency response plans in place for each project site.
14. Ensure laptops, batteries, and cameras are functional. Periodically download to laptops and/or flashdrives the Mapbooks and other information as appropriate.
15. Obtain most recent post event damage assessment forms and written procedures for FEMA and Risk Management.

U.S. Water Services Hurricane Preparation Wastewater Treatment Plant Timeline

Prior to Storm Season

Follow generic time line.

Forty-Eight (48) Hours Prior to Event

1. All on duty personnel at the plant shall begin securing all loose objects around the plant and pond sites.
2. All items that must remain outside, but could be moved by gale or hurricane force winds, shall be restrained with chains or by other means.
3. If more manpower is needed, off-duty personnel will be called in to assist.
4. Evaluate tank levels to allow rainwater to accumulate during squalls without overflowing or causing high pressure stress on the structure.
5. Communicate with the City of Key West Project Manager and determine the need to modify the treatment strategy.
6. The emergency standby generator shall be checked for proper operation under load.

Twenty-Four (24) Hours Prior to Event

Follow generic timeline.

Twelve (12) Hours Prior to Event

1. When all preparations are completed, non-essential personnel shall be released join their family and prepare their homes. They shall be reminded to report back to the plant after the storm.

Six (6) Hours Prior to Event

1. The electrical load from the power company shall be reduced to minimum requirements if possible.
2. Communications systems, such as radio and phones, shall be continuously monitored.
3. All outside non-emergency activities shall be halted and personnel shall remain indoors when winds are 45 mph or more.

During the Event

1. In the event the approaching storm is a category 2 or higher, personnel seek shelter with their families until after the Storm has passed. Before leaving, they will re-check the plant site to make certain all equipment and/or materials are secured.
2. All Hurricane Duty Personnel shall remain at the designated staging area unless circumstances require evacuation.
3. Monitoring of plant processes and the company radio will be done from a remote location.

Post Event

The Hurricane Duty Personnel (if at the plant) shall assess the area for damages as soon as the storm passes, but not during the eye of the storm.

1. All off duty personnel will be required to report to the plant as per the shifts assigned.
2. All employees shall wear their USWSC photo ID' s at all times.
3. If tankage and aeration equipment sustained only minor damage, a limited amount of treatment can resume.
4. All treated wastewater shall be sent to River only until flows and lab numbers are back in line with permit limitations.
5. Effluent stations in the service area will be inspected for damage on both the supply side and the customer side of meters for any damage.
6. Treatment will be started as soon as pump stations have been checked for any damage and power is restored.
7. Photographs shall be taken of all damage immediately upon discovery.

2.7 Summary of Regulatory Compliance Failures and Awards

USWSC executes approximately 48,000 sampling events per year. The 16 items listed below indicates our history of fines paid since 2003. There is no history of regulatory enforcement actions, permitting activity penalties, lawsuits or settlements in regard to utility operating activities.

DATE	DESCRIPTION OF EVENT	CLIENT	FILE NUMBER	FINE PAID TO	AMOUNT
08/30/2012	Bacteriological exceedance 5.9% failure to report out of range of 5.0%.	City of North Lauderdale	OGC - 12-406PWS0976-B	Broward County Health Dept.	\$ 1,750.00
05/20/2012	Fecal Coliform exceedance @ Oscar Pope WWTP	Polk County School Board	OGC 12-106PWS0976-A	Florida Department of Env. Protection	\$ 3,250.00
01/20/2012	Failure to Monitor 9 year asbestos	City of North Lauderdale	OGC – 12-0751	Broward County Health Dept.	\$ 500.00
09/30/2009	Failure to collect the correct number of lead and copper samples	Country Roads MHP	WL-09-0095-PW-16-NED	Florida Department of Env. Protection	\$ 3,450.00
07/31/2008	Failure to maintain CL2 Residual	Market Masters	OGC - 81635	Florida Department of Env. Protection	\$ 1,060.00
07/23/2008	Failure to maintain CL2 Residual	Duda Ranch	OGC -08-2132-26	Florida Department of Env. Protection	\$ 1,060.00
04/17/2008	Sampling Missed	Hendry County	OGC - 08-0478-26-PW	Florida Department of Env. Protection	\$ 1,250.00
03/17/2008	Failure to maintain CL2 Residual	City of Everglades City	OGC - 08-0058-11-PW	Florida Department of Env. Protection	\$ 1,500.00
01/24/2008	Sampling Missed	Collier County Estates	OGC- 08-0035-11-PW	Florida Department of Env. Protection	\$ 750.00
02/01/2007	Failure to collect resample within 24 hour time period.	City of Everglades City	OGC - 08-1635	Florida Department of Env. Protection	\$ 1,000.00
08/31/2006	Failure to notify FDEP within 24 hours of a boil water notice.	City of San Antonio	OCG -06155751-PW	Florida Department of Env. Protection	\$ 500.00
09/26/2006	Failure to collect Annual Sample during quarter depicted by FDEP district office.	Sabal Palms	OGC - 06-2054-11-PW	Florida Department of Env. Protection	\$ 750.00
10/07/2005	Failure to collect Annual Sample during quarter depicted by FDEP district office.	Collier County	OGC File # 05-2392-11-PW	Florida Department of Env. Protection	\$ 650.00
02/28/2005	Failure to collect annual Drinking Water System Nitrate sample.	Florida Camp & Retreats	OGC: 05-0284-26-PW	Florida Department of Env. Protection	\$ 450.00
04/27/2004	Nitrate monitoring missed 2003 - during transition of client to US Water	FP&L Midway	OGC #04-0522	Florida Department of Env. Protection	\$ 600.00
03/31/2004	Staffing Violation - during transition of client to US Water	Hendry Correctional	OGC #03-2199-PW-26	Florida Department of Env. Protection	\$ 1,500.00

Awards

In December of 2012, The City of Marathon's Area 5 Wastewater Treatment Plant was awarded the 2012 Plant Operations Excellence Award. The City Manager, Roger Hernstadt commended U.S. Water Service Corporation's Operators for winning the award while the plant was operating and undergoing expansion at the same time.

3.0 Technical Approach

3.1 List of Key Personnel

Management Team Members:

- Gary Deremer, U.S. Water Services Corporation, Majority Shareholder and President/Chief Executive Officer. Mr. Deremer provides top-level leadership and oversight for all USWSC projects. Mr. Deremer will provide on-site assistance with start-up and transition for this project. Mr. Deremer is the highest ranking individual at U.S. Water Services Corporation and is dedicating his efforts to the City so that a thorough understanding can be developed in order to assure a sound foundation to developing the appropriate staff members and service delivery systems to assure exemplary service delivery. U.S. Water Services Corporation is confident that no other Company will commit the Company President/CEO to the Management Team of the City of Key West. With this commitment, the City can be assured of the full support of the resources of U.S. Water Services Corporation.
 - Principal Founder, President and CEO
 - 28 years of progressive, successful experience in all phases of water and wastewater service
 - Dual Certified Operator, Class “A” Water, Class “B” Wastewater Operator
 - Class “A” Wastewater Collection Technician
 - Class “A” Water Distribution Technician
 - Licensed Underground Utility Contractor
- Jeffrey DuPont, U.S. Water Services Corporation, Shareholder and Vice President: USWSC proposes that Mr. DuPont will serve as the Transition Manager for this project. Jeff is located in St. Augustine, FL and provides transitional management throughout the State of Florida.
 - 32 years’ operation and management experience
 - Certified Environmental Trainer
 - Dual Certified; FL DEP Class “A” Wastewater, Class “C” Water Treatment
 - Water Distribution Technician, FW&PCOA Class “B”
 - Class IV Environmental Operator (Association of Boards of Certification)
 - Backflow Prevention Assembly Tester, AWW
 - Reclaimed Water Field Inspection and Operations Specialist, FW& PCOA
- Jon Meyer shall provide O & M and Asset Management support. With more than 32 years of experience in the water utility field, Mr. Meyer Leads the Technical Advisory committee and is responsible for being awarded more than 50 awards for safety, operation, maintenance and management excellence including the prestigious AP Black, William Hatfield and Leroy Henry Scott awards. Mr. Meyer will be a point of contact for the City if the Project Manager is not available and will be responsible for the seamless transition from the current operator to USWSC for the first 90 days. He will also attend meetings with staff and the City at least monthly.
 - Performed administrative and management duties of all Lee City’s water and wastewater facilities and systems consisting of seven (7) water reclamation

- facilities two of which are nutrient removal plants, the industrial pre-treatment, reclaimed water systems as well as the electrical, instrumentation and maintenance departments associated with these facilities. The annual operations budget is greater than \$60,000,000.
- Class "A" Wastewater, Class "A" Water, Class "C" Distribution, Class "C" Collections, Class C Industrial Pre-Treatment Operators licenses. Grade IV ABC License.
 - Brought 10 plant operator trainees on board and trained them to pass the state examination.
 - Initiated and implemented an asset management plant with evaluated each facility component for criticality, condition and capacity.
 - Composed and initiated a process control management plant for each of the facilities.
 - Established a safety training program and safety audit for the facilities.
 - Completed three advanced / reclaimed wastewater treatment plant operating permit renewals in-house.
- Ralph Amriott, U.S. Water Services Corporation, Shareholder and Director of Maintenance. Ralph provides maintenance oversight for all USWSC projects throughout the State of Florida.
 - 20 years direct experience relating to operations, maintenance and rehabilitation of water and wastewater utility systems
 - Dual Certified Operator, Class "C" Water, Class "C" Wastewater
 - Vast experience relative to water and sewer system rehabilitation, maintenance and repair
 - Melisa Rotteveel, Compliance Manager. Melisa provides support out of the corporate office in New Port Richey, FL.
 - Responsible for the oversight of monthly Drinking Water and Wastewater Reporting for over 250 Wastewater treatment facilities and 185 Drinking Water Facilities
 - Co-directs a staff of greater than 100 certified water/wastewater operators
 - Dual Certified Operator; Class "C" Water. Class "C" Wastewater

The following list contains the U.S. Water Services Corporation Team Members that shall be providing Technical Support for the City Utility Facilities:

- Mo Kader, P.E. shall provide Engineering Technical Support. Mo provides support out of the corporate office in New Port Richey, FL.
 - More than 26 years of experience in permitting, design and management of wastewater and stormwater systems in Florida and Georgia
 - Mo worked for the Florida Department of Environmental Protection for 16 years
 - Registered Professional Engineer (1992) No. 45129, State of Florida Board of Professional Engineers
 - Certified by the United States National Council of Examiners for Engineering and Surveying (1992) No. 10929

- Master of Science in Engineering Management, Industrial Engineering Department, April 1997 University of South Florida
- Master of Science in Civil Engineering (Option: Water Resources & Environmental Engineering), June 1987, University of Petroleum & Minerals, Dhahran, Saudi Arabia
- Bachelor of Science in Civil Engineering with Honors, May 1984, University of Petroleum & Minerals, Dhahran, Saudi Arabia
- Publications: Kader, M. Y., et. al. "Kinetics of Ozonation of Iron II and Manganese II with Ozone in a Pure Water System", J. Environmental Science and Health, 1989 and Kader, M. Y., et. al. "Kinetics of Ozonation of Iron II in the presence of Organic Compounds", J. Environmental Science and Health, 1989.
- Saila Bradl shall provide Human Resources Technical Support. Saila works out of the corporate offices in New Port Richey, FL.
 - Bachelor of Science in Business Administration, St. Thomas University
 - Cornell University, School of Industrial and Labor Relations Studies
 - SHRM Certified, Human Resources Generalist
 - Certified in Human Resource Management and Employment Law
 - Experienced in change management, acquisitions, benefits design and administration, recruitment, compensation and training
 - Responsible for the administration of FMLA, COBRA, HIPAA, Sexual Harassment, Affirmative Action Program, EEO Compliance, and Worker's Compensation
- Dewayne Dousay shall provide O&M Technical Support. DeWayne is currently working out of the regional Key Largo office.
 - Over 25 years of experience operating and managing water and wastewater utility systems
 - Class "A" Wastewater License
 - Has been involved in plant operations around the world, including the operation of a 350 MGD WWTP with 325 plant operators in Egypt
 - B.S., Microbiology – McNeese State University & Engineering Studies – University of Texas at Austin
- Michael Pinto shall provide Laboratory Management Technical Support. Michael is currently overseeing laboratory operations at the Marathon, FL regional laboratory. Mr. Pinto will be responsible for all laboratory, regulatory requirements on a continuous basis. Mr. Pinto will direct laboratory activities.
 - B.S., Biology & Minor in Business Administration, 2005 University of Toledo
 - Responsible for maintaining NELAP (TNI) Standards
 1. Carbonatious Biochemical Oxygen Demand (SM5210B)
 2. Total Suspended Solids (SM2540D)
 3. Fecal Coliform (SM9222D)
 4. Enterococci (EPA1600)
 5. Total Coliform (Colitag)
 - Monitor Lab QAQC
 - Will oversee all company lab certification and compliance

3.2 Summary of Scope of Work Understanding

U.S. Water Services Corporation has reviewed the RFP and has visited the utility facilities; as a result, has gained a thorough understanding of the utility facilities. From the understanding gained and U.S. Water Services Corporation's vast experience professionally operating and maintaining similar systems in Florida; U.S. Water Services Corporation has developed the following proposed Technical Approach of service delivery for the operations and maintenance services.

To successfully fulfill the scope of services and technical requirements proposed by U.S. Water Services Corporation for The City of Key West, an operations company must offer a wide array of experience. U.S. Water Services Corporation understands the City's concern for the proper operation, management and maintenance of its utility infrastructure and its need for an operator capable of delivering stable management and sustainable, long-term performance. As the contract operator of a variety of irrigation, water and wastewater plants and systems, U.S. Water Services Corporation's depth and breadth of experience provides an expansive level of knowledge of different irrigation, water and wastewater processes and technologies, and a base of in-house experts and experienced operators and managers to draw upon to improve and optimize individual facilities.



U.S. Water Services Corporation has developed a staffing plan that provides the level of operational and maintenance coverage required to efficiently and effectively provide exemplary utility service for the City. Licensed and certified staff at levels and coverage meeting prudent industry standards and regulatory requirements will be dedicated to the success of the project. U.S. Water Services Corporation agrees to take responsibility of City facilities with an ownership mentality. This service can be counted on twenty-four (24) hours per day, seven (7) days per week. To support our mutual objectives, USWSC has a core group of managers with more than 200 years of wastewater experience. In 2012, our commitment to operations excellence in the Florida Keys was recognized by the Florida Department of Environmental Regulation who presented our Marathon Project with the Florida Department of Environmental Protection Operations Excellence Award.

USWSC completely understands the scope of work required by the City because we have performed award winning service to clients with similar facilities in the "Conch Republic" and we have the resources and are committed to meet and exceed current expectations. USWSC has evaluated the information provided by the City and our staff is very familiar with the process, procedures and disposal systems used at City facilities. As a partner with the City, USWSC will work with City staff to develop improved operational and maintenance techniques and processes that will enhance current operations. These include improved odor control, reduction of corrosive conditions at the wwtp plant headworks, as well as develop a plan to better utilize the

facility to improve efficiency through reducing power requirements. USWSC will also partner with the City and FKAA to explore the possible benefits of tying neighboring community utilities into the system which could potentially improve cash flow and properly maximize process efficiency while maintaining compliance reliability.

The City Utility Facilities

The following is a list of the City's Utility Facilities that make up the managed assets for this response to the RFP No. 09-13 and the subsequent addendums.

1. Advanced Wastewater Treatment Facility

- a. 10.00 MGD AADF,
- b. Headworks including Influent screening and grit removal,
- c. (2) Diffused aeration basins with large side on line and small off line,
- d. Anoxic Mixing Zones,
- e. Re-Aeration Zone,
- f. Two (2) Final Clarifiers with both on-line,
- g. Cloth Rotary Filtration,
- h. Ultraviolet Disinfection,
- i. Effluent Pumping and Disposal through deep well injection,
- j. Aerobic Sludge Holding Tanks,
- k. Belt Filter Presses, and a
- l. Back-up Generator.

2. Wastewater Collection System

- a. Fifty-five (55) miles of wastewater collection main,
- b. Twenty-four (24) lift stations with control capability via SCADA with back-up pad generator capability or portable generators,
- c. Five (5) Lift Station Odor Control systems, and
- d. Nine (9) flow meters

3. Stormwater System

- a. 49,500 linear feet of piping with associated catch basins, manholes, and basin strainers,
- b. Seventy nine (79) outfalls,
- c. One hundred thirty eight (138) gravity recharge wells,
- d. Four (4) pumping stations with discharge into injection wells (a 5th under construction),
- e. Two (2) smaller pumping stations with discharge into collection ponds, and trench drains
- f. Three (3) of four (4) major pumping stations have pad mounted backup generators and fourth has connection for a portable generator, and
- g. One (1) pump station is designed with bypass piping to aide with high water events.

4. Laboratory

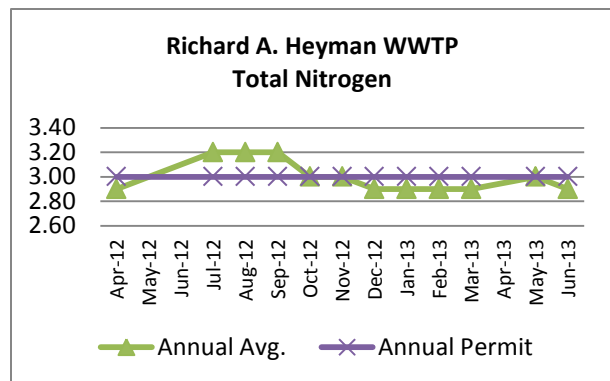
- a. Certified by the Florida Department of Health, Bureau of Laboratories in the non-potable areas of general chemistry and microbiology,
- b. Current Laboratory performance areas include, but not limited to process control at the treatment plant, collection system, and ocean outfall monitoring, regulatory data entry and reporting, quality assurance and quality control programs, and an operating software program for data storage and acquisition.
- c. Laboratory also maintains a scope with the National Laboratory Accreditation Program (NELAP) for non-potable Carbonaceous Biological Oxygen Demand (CBOD), Residue-Nonfilterable (TSS), Enterocci, and Fecal Coliforms.
- d. Maintaining this certification is beneficial to reporting and certified bacteriological analysis on beach outfalls per FDEP requests.

U.S. Water Services Corporation Contract Approach

USWSC's approach to the City of Key West Contract is broken down in the following sections: Wastewater Treatment Plant Operational Control, Maintenance, Odor Control, Head Works Corrosion, Power Efficiency, Stormwater System Maintenance, Pump Station Maintenance, Budgetary Processes and Staffing Plan

1. Wastewater Treatment Plant Operational Control-

USWSC reviewed the facility discharge monitoring reports and noticed that the process was less than stable throughout the year. Specifically, the annual average total nitrogen has exceeded the permitted limit. USWSC Technical Advisory Committee Members evaluated the information and noticed a trend in the total nitrogen data. The data indicates some inconsistencies in the operation of the facility. USWSC has already begun drafting a customized Process Control Management Plan that will stabilize the operational conditions of the facility. This plan includes:



The data indicates some inconsistencies in the operation of the facility. USWSC has already begun drafting a customized Process Control Management Plan that will stabilize the operational conditions of the facility. This plan includes:

- a. Developing a list of process parameters to be measured.
- b. Developing a process control testing schedule.
- c. Establishing typical process ranges for each parameter.
- d. Setting maximum and minimum limits.
- e. Utilizing graph representations of key process parameters.
- f. Developing a lateral and vertical dissolved oxygen profile of the aeration basin to evaluate the possibility of process short-circuiting.
- g. Creating a communication and process standard operating procedure

should any parameter exceed the maximum or minimum ranges established.

2. **Maintenance-** USWSC will conduct a thorough review of the maintenance manuals to verify techniques and frequencies. A review of the monthly report shows a number of corrective maintenance items completed each month. USWSC will provide this information as well as our CMMS preventive maintenance reports. Our goal is to eliminate as much corrective maintenance as possible by our effective preventive maintenance program. We grade ourselves on our ability to anticipate and correct potential problems before they impact the operation of the facilities in our care. USWSC also understands the importance of maintaining the SCADA used to monitor the pumping stations. These will be monitored and maintained regularly. We also realize power in the Keys is not always guaranteed so the system battery backups will be replaced before they fail to insure continuous and reliable monitoring of the system. Flow meters are critical for process control and billing. These will be calibrated at least annually.
3. **Odor Control-** It was noted during the walk through that only one odor control system was operating. USWSC has been very successful in reducing odor by minimizing odor causing potential. The techniques used include adequate pump station level control, general housekeeping and proper maintenance of all odor control equipment.

4. **Headwork Corrosion-** During our walkthrough we noticed corrosion on several components of the influent structure and associated equipment. Operational and maintenance techniques will be implemented to reduce the production of acid forming hydrogen sulfide gas.



5. **Power Efficiency-** As a partner to the City, USWSC is committed to operational efficiency. One of the largest consumers of power at a wastewater treatment facility is the aeration system. During the walkthrough, USWSC noticed residual dissolved oxygen at concentrations greater than 2.9 mg/l. This not only contributes to elevated power usage, but is often a factor in total nitrogen exceedances.
6. **Stormwater System Maintenance-** USWSC understands the importance of a properly maintained storm sewer system and its impact on tourism and the sensitive environment in the Keys particularly in Key West. The City has 138 recharge wells that initially may have a high capacity, but over time without a solid maintenance program the capacity of these wells will diminish. Based on USWSC's experience operating stormwater systems in the Florida Keys we recommend the following operational parameters. Adequate pretreatment is

critical to keep floatables like leaves or trash out of the wells to maintain capacity. Regular inspection and cleaning should be scheduled to insure the effectiveness of the pretreatment systems. For pressure wells, the need for cleaning will be monitored by well pressure readings during pump operation. Maintenance on gravity wells will include inspecting and cleaning at least annually. **USWSC is experienced with maintaining stormwater systems in the Florida Keys.** Other components of the storm water system include infiltration controls such as exfiltration trenches; permeable paving systems, dry detention ponds and Bioretention basin. USWSC recommends monthly and annual inspections be performed during which time accumulated sediment will be removed and clogged outlets cleared. USWSC understands that stormwater quality has a definite impact on the environment. The City has water quality baffle boxes to capture solids and pollutants. These boxes should be inspected monthly and cleaned out as needed or at least quarterly. Water quality inlets are designed to remove heavy particles and absorb hydrocarbons from stormwater runoff. Inlets will be cleaned out at least quarterly and the absorbent material should be properly disposed of and replaced. Vortex swirl separators are incorporated to regulate the quantity and quality of stormwater at the point of overflow. USWSC will perform periodic inspections of the systems and especially after each wet-weather event and wash down as needed. Catch basins are installed throughout the City and are used to reduce the effect of deposited solids to reduce sediment buildup in the systems. Maintaining these systems is important to reduce solids buildup on downstream processes and maintain system capacity. Cleaning frequencies will be based on routine inspection and observation of accumulated water after rain events. Maintaining the roadways is needed to improve stormwater system effectiveness. USWSC will notify the City of areas that need attention as we conduct our stormwater system maintenance activities. Roof runoff can also create a significant impact on the capacity of the City's stormwater system. USWSC is aware of this and will report all abnormal conditions we find to the City.

Pump Station Maintenance- USWSC is aware of the importance of reliable pump stations to both the stormwater and sewerage collection systems. Problems in this area will impact the optimum operation and effectiveness of downstream facilities ultimately resulting in water quality issues.

Key West has twenty-four (24) sewerage lift stations with backup pad generators (mounted) or has electrical connections for portable generators. The stormwater system relies on six (6) pumping stations (a 7th under development), six (6) including the future pumping station, are considered major stations discharging into injection wells and there are two (2) smaller pumping stations discharging into collection ponds and trench drains.

USWSC's maintenance approach is to place a high priority on our CMMS to ensure preventive and predictive maintenance procedures are completed. Scheduled frequencies include daily, weekly, monthly, quarterly, annual and five (5) year maintenance activities to be performed. These procedures include pump amperage and resistance trending and seal, pump housing and wear ring condition

assessment as well as evaluate electrical panel, float and level controls, wet well conditions (grease and debris build up), pump run times, and wet well detention times. If problems are observed, USWSC would react in a timely manner to implement appropriate corrective measures, reducing mechanical outages and cost. This information is also beneficial in working with the City of Key West on developing Capital Improvement and Repair & Replacement (R & R) projects.

In any community, the effective control of fugitive odors originating from any municipal utility should be a top priority. It is recommended that hydrogen sulfide monitoring in the collection system be evaluated on a continuous basis in an effort to reduce or eliminate odors within the system. During the site visit, it was noted that fugitive odors were common at many of the lift stations and that capital assets purchased by the City that could be used to control these odors were turned off. Responsible operation of the assets should include provisions to operate this equipment as necessary to minimize objectionable odors in a tourist community.

Budgetary Process- USWSC understands the budgeting process for R & R, capital improvements (CIP) and operational expenses. Because of USWSC's experience in the Florida Operations and Maintenance Market, we have been able to successfully predict these costs, stabilizing operation and maintenance budgets from year to year. For USWSC, budgeting is a continuous process. As issues arise throughout the year, they are continuously tracked in our Computerized Maintenance Management System. A list of facility components are maintained, including all repair and maintenance activity performed on each asset which allows USWSC to provide the information necessary to accurately forecast budgeting, to develop Capital Improvement Plans, and to perform more accurate R&R planning. Repair and replacement budgets are based on several factors, including historical repairs, service life, replacement cost, condition, criticality and capacity of the equipment being evaluated. Priorities are established and the R & R budget is composed based on our ranking system and available utility maintenance funds. Capital improvements are typically larger expenses that address major maintenance needs and facility upgrades. USWSC will maintain a suggested CIP budget that will address future requirements taking into account regulation changes, system capacities and overall system efficiency. The operating budget is based on several factors as well. We analyze historical spending, creating a benchmark of costs while maintaining a focus on eliminating all abnormal expenses. We understand the need to procure pricing agreements for consumable items; being the largest contract operations firm in Florida can provide pricing advantages based on economy of scale, which can be passed on to our clients.

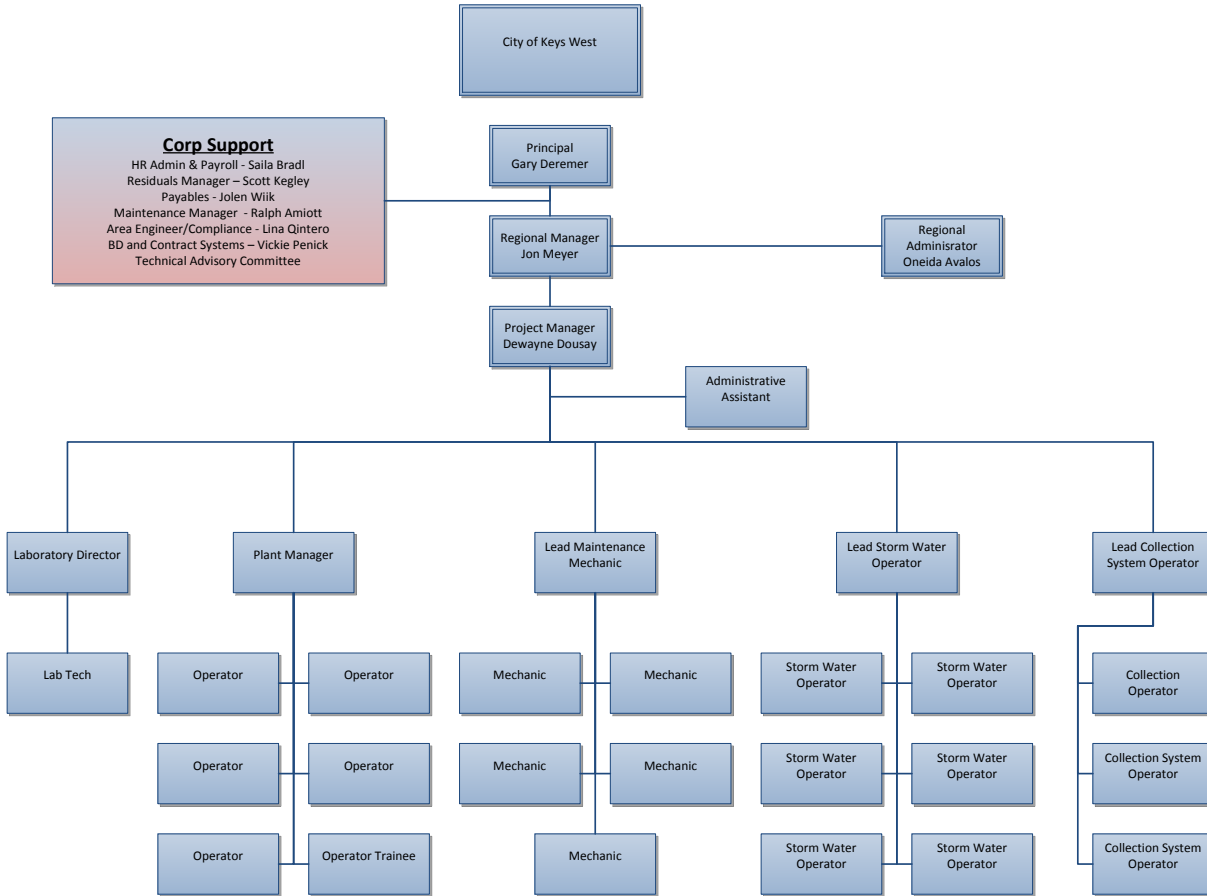
USWSC has provided and assisted with development of over \$700 million in capital planning in the past 5 years.

Staffing Plan- With U.S. Water Services Corporation's experience with facilities of similar size and complexity for other private and municipal clients, U.S. Water Services Corporation has developed a staffing plan that provides the level of operational and maintenance coverage required to efficiently operate the City's

utility facilities with licensed and certified staff at levels and coverage meeting prudent industry standards and FDEP requirements. U.S. Water Services Corporation acknowledges and agrees to monitor the City utility facilities twenty-four (24) hours per day, seven (7) days per week.

Based on our extensive operating experience in South Florida and in the Florida Keys, we have put together a staffing plan that we are confident will provide a better balance for the City of Key West than that of the current staffing plan as provided in Amendment 2. This plan will satisfy the immediate need for staff and improve the sustainability of the utility under the direction of DeWayne Dousay, Key West Project Manager. Because we firmly believe in maintaining the economic viability of the communities whose facilities we operate, we will fill the remaining positions by hiring existing staff, and will recruit locally when possible to fill all additional proposed positions. In the event outside recruitment is required, USWSC has on staff a nucleus of certified operators and management personnel to provide alternative staffing arrangements until permanent staffing is complete.

USWSC recognizes that the successful operation of a utility asset depends on the knowledge, training and experience of the facility's staff. Because we are keenly aware of the challenges involved in finding and keeping well-trained and motivated employees, we find staff recruitment and communication with our current and future employees and clients is a key element in securing both a smooth transition and a cooperative working relationship going forward. We diligently ensure that each employee has the appropriate experience and training for the positions they are assigned. We provide technical instruction and safety training designed to make the City's facilities not only safe but efficient and productive. When it comes to staffing, we provide comprehensive operational resources, technical support and management services necessary to successfully operate and maintain facilities on a continuous basis. In order to achieve our objectives, our local Project Manager's performance will meet and exceed the City's expectations. We will develop a well-organized, competent, licensed, and highly motivated and qualified team of employees who are trained in the optimal operation and maintenance of the facilities. This begins with the assembling an outstanding management and support staff to provide the necessary leadership and guidance. The Organizational Chart, as proposed by USWSC is included below.



The organizational structure consists of a Regional Manager, Project Manager, Administrative Assistant, Operators' in Responsible Charge (ORC), Wastewater Treatment Plant Operators, Wastewater Treatment Plant Operator Trainees, a Lead Maintenance Technician, a Maintenance Technician, a Lab Coordinator and a Lab Assistant. USWSC will also make available a supporting team that make up the USWSC Technical Advisory Committee which includes Wastewater Operators and Maintenance Specialists, Laboratory Specialists, Compliance Managers, and Engineering Professionals.

The unique responsibilities of each team member is detailed below:

1. **Regional Manager-** The Regional Manager's (Jon Meyer) responsibilities includes directing and periodically reviewing processes to ensure optimal performance is achieved on a continuous basis. The Regional Manager is responsible to engage USWSC's Technical Advisory Committee as he feels necessary for facility compliance and process optimization and asset management evaluations as well as ensure excellent client communications.
2. **Project Manager-** The Project Manager (DeWayne Dousay) will be assigned full-time to Key West and will be assigned as the primary point of contact for City Staff. In addition to organizing staff and processes, the Project Manager will provide training and mentoring for each team member. The primary

objectives are to ensure the safety of all team members and to establish and implement a site specific safety training program. The PM will work with the Operations and Maintenance Specialist to develop a customized and comprehensive Process Control Management Plan (PCMP) and a Computerized Maintenance Management System, as well as conduct an Asset Management Evaluation of facility components. Once all processes and procedures are established and training is complete the PM will ensure all operation, lab and maintenance protocols are being followed which includes the oversight of all day-to-day project activities. The Project Manager will review all compliance reports, CMMS reports, Safety Audits, In-House Compliance Inspections. Odor monitoring and investigation forms, Process Control Spreadsheets, Key Performance Indicator (KPI) reports and Laboratory Quality Control / Quality Assurance (QA/QC) Reports on a monthly basis and make daily visits to the facilities under his control. It is the Project Manager's responsibility to provide the City with all requested reports. If any corrective maintenance activity is delinquent, the PM will communicate a status to the City.

3. **Administrative Support-** Due to internal and external recordkeeping requirements and objectives, a full time Administrative Assistant will be dedicated to the Key West project. In addition to providing support to the Project Manager, this individual will take ownership of the Computerized Maintenance Management System, Key Performance Indicator Reports, Monthly City Reporting, Financial Reporting as well as Vendor Scheduling and Invoicing, Training and Safety tracking among other reports and duties.
4. **Plant Manager-** The main objective of the Plant Manager is to ensure the operational compliance and mechanical reliability of the plant. USWSC will make employment opportunities available to all existing City staff currently assigned. USWSC considers the PLANT MANAGER position to be critical in the utility and as such these individuals receive the lion's share of the training and mentoring. Using our proven management techniques and processes; these individuals will have clear attainable and measurable objectives that will improve not only facility performance, but give team members feedback and specific encouragement where improvement is needed. In cooperation with local team members, the Technical Advisory Committee will compose a Process Control Management Plan customized for each facility. This provides the Plant Manager's adequate direction and to establishes a communication protocol.
5. **Operators-** Treatment plant operators are the backbone of plant operations. All operators will be certified under the State of Florida. As with the Plant Manager, the operators will go thru training that is customized to fit City facilities. This is two way training because while USWSC has the experience and expertise to initiate operations without a glitch, we take advantage of the institutional knowledge of existing team members. Our staff is very familiar with the wastewater treatment technologies used at the City and it is our

objective to guide the operation staff to concentrate their attention on the most important things while keeping an eye on the ancillary processes. This is accomplished by written procedures and check sheets. These forms encourage staff to put their eyes, ears and noses to work at each location at the plant(s) assigned. Operators also are responsible to ensure all samplers and meters are working properly and accurately. This is done by following manufacturers recommended procedures and maintenance frequencies. Process control testing and understanding what the data means and how it applies to the plant is also a critical part of an operator's duties. Application of onsite process control testing is also critical the reliable operation. Standard Operating Procedures and Frequencies will be established and followed. USWSC will be cross training team members between facilities to further ensure proper O & M during vacations, sick leave, training or departures. Operators are also encouraged to perform facility cleaning, general housekeeping, and facility aesthetics duties including lawn maintenance.

6. **Operator Trainee-** Operator Trainee's responsibilities are the same as those of a certified operator. The primary objective of the trainee is to study and meet all requirements to become a certified operator. Having operator trainees is a win- win situation. The trainee wins because he or she attains an excellent career with a very bright future. The contract operator wins because the person can be trained properly from the ground up and can provide additional labor whenever needed. Most importantly a training program will prepare the utility for future growth, accommodate needs for certified operators and keep the knowledge flowing as operators retire or leave the City.
7. **Maintenance Technicians-** The Lead and regular maintenance technician will be responsible for preventive, predictive and corrective maintenance of facility equipment. Work orders will be generated from the computerized maintenance management system and given to the maintenance team members to complete. These are to be completed and returned to the Project Manager to be closed and properly documented. Working closely with the operations staff, a list of recommended spare parts will be generated and prioritized based on the aspects in the Asset Management Plan discussed below. Since generator maintenance and repair is so time consuming and specialized USWSC will be contracting this duty to a local contractor and will closely oversee that all generator maintenance is completed in accordance with the manufacturers' recommendations.
8. **Lab Coordinator and Assistant-** The duties of lab personnel are to collect representative samples, ensure quality control procedures are followed and present the analysis accurately and in a timely manner. Reagent inventory is to be maintained and dated and all stock rotated. Housekeeping is also critical to ensure accurate analysis. The lab coordinator and assistant are to back each other up so the lab has proper coverage. Lab Technicians will be

responsible to maintain data in the WHIMS. Lab equipment maintenance will be schedule and documented In the CMMS.

9. **Technical Advisory Committee-** The TAC is comprised of water, wastewater, and mechanical, compliance, laboratory, engineering and underground professional with hundreds of years of combined experience. Working hand in hand with the Project Manager and City team members, the TAC will be deeply engaged in the project start-up and transition as well as the establishment of the reporting and planning procedures and protocols. Specific TAC members will get engaged at a moment's notice. Each member of this team is experienced in their area of expertise.

USWSC's approach to a thorough understanding of the scope begins with our transition approach explained in Section 3.4 Routine Procedures Section of the Proposal

3.3 Philosophy and Approach to Maintenance Procedures

The City's wastewater, collection and lift/pumping stations, stormwater collection and pumping stations are comprised of equipment that must be maintained to ensure public health and safety as well as to extend the useful life of each asset.

One of the most important transitional activities will be the Initial Condition Assessment that we routinely perform as part of any transition. This assessment will allow USWSC to determine the condition of all equipment and structures that are part of the City's System. A thorough review of such items is necessary to reduce service delivery risk on the contract start date, as well as to insure proper maintenance shall take place. USWSC will use corporate operations and maintenance experts to perform both a survey of buildings, grounds and security and a baseline survey of mechanical, electrical, piping, instrumentation and controls, among other items, to gain a better determination of equipment condition as well as establish a benchmark for all Facilities and equipment.

As part of the initial condition surveys, USWSC will perform a review of the existing maintenance activities. We will identify and prioritize any outstanding work orders and work in progress. Site photos and/or videos will also be taken to establish the condition of the facility and equipment as of the contract start date. This document is often used by clients as primary tool for adjustments to their Capital Improvement and R & R Plan. As mentioned, USWSC is an Engineering Firm as well as a General Contractor that actively participates in the construction and rehabilitation of wastewater treatment and stormwater facilities. As an added value USWSC is a full service provider that will provide expert advice to The City of Key West during future Capital Improvement Projects to assure that the City's best interests are accomplished.

An effective preventative maintenance program is a well-balanced combination of industry proven techniques undertaken by skilled people on a scheduled basis. At

U.S. Water Services Corporation, maintenance is scheduled and tracked in accordance with Manufacturer's O&M technical recommendations' utilizing Computerized Maintenance Management Systems and specialized diagnostic equipment and work is carried out by U.S. Water Services Corporation's skilled workforce. This approach allows U.S. Water Services Corporation to continuously monitor the condition of the facilities we operate. A fundamental knowledge of monitoring equipment and tools are at the heart of our sound and solid preventative maintenance program. This same approach has been implemented at other local utilities owned by the Florida Governmental Utility Authority and the Federal Government's Department of Defense (DOD); projects that U.S. Water Services Corporation has been tasked with establishing the Annual Maintenance Plans and which are currently being successfully operated and maintained by U.S. Water Services Corporation. Florida Administrative Code (FAC), Chapter 17-600.735, requires proof that each facility is indeed carrying out its maintenance management program and requires that the facility has been maintained, such that it can meet all permit limitations. The Rule requires an evaluation of the facility's operation and maintenance programs.

U.S. Water Services Corporation uses a combination of maintenance strategies with a focus on the predictive and preventive maintenance programs. Predictive maintenance is applied to major equipment whose failure would upset treatment processes, affect reliability and require costly repairs. A preventive maintenance approach is used for all equipment where preventive tasks will extend mean time before failure. Corrective or repair maintenance is applied to non-critical, off-the-shelf type equipment. The proper blending of these various maintenance programs yields the most efficient use of resources, improves equipment/process reliability and ensures the greatest life-cycle capital cost return possible for our Clients. Life cycle capital cost management is a fundamental principle of U.S. Water Services Corporation's maintenance program for its clients, and as a result of this approach we commonly operate major pieces of equipment which have continued to function well beyond their normal and expected useful life cycle.

U.S. Water Services Corporation utilizes a web based Enterprise Asset Management System (EAM) to schedule and track all predictive, preventative and corrective maintenance activity of the Utility Assets (Utility Facilities) and to track lifecycle costs. By utilizing proper GASB34 Utility Accounting Principles and the life-cycle and depreciation functionality, the Enterprise Asset Management (EAM) can be an instrumental tool in the assessment, capital planning, and implementation of facility upgrades and modernization. The existing preventative maintenance system will be thoroughly evaluated and if necessary, be revised by our CMMS professionals to bring all maintenance criteria into compliance with the Maintenance Plan.

In order to assure that the facilities we operate will be returned in an as good or better than condition at the end of the contract period, U.S. Water Services Corporation trains facility staff in our maintenance approach and in the use of the CMMS program.

U.S. Water Services Corporation utilizes iMaint® Enterprise Asset Management (EAM) software. We have utilized this program at a number of facilities and are familiar with

its operation. This system tracks the facilities' scheduled predictive and preventative maintenance as well as corrective maintenance and completed work. This objectively demonstrates throughout the term of the contract that the condition of the system's assets (Utility Facilities) continues at a level at least equal to that on the contract start date. However, should the City wish to retain the existing software, U.S. Water Services Corporation agrees to utilize the current software.

U.S. Water Services Corporation uses its CMMS program for recording, maintenance, structuring, and standardizing of the thousands of individually numbered physical assets—mechanical, electrical or civil—naturally tying the asset management and maintenance management functions together. The program's flexibility allows staff to track equipment histories, schedule preventative maintenance tasks, allocate resources and generate work orders. By combining advanced analytics and multi-site capability, the program delivers a complete performance and management infrastructure essential for guaranteeing the longest service life possible for equipment.

U.S. Water Services Corporation has found our predictive and preventative maintenance scheduling program to be user-friendly and easily modified to meet the specific needs of the O&M staff. For example, preventative maintenance work orders generated by operations staff can be entered into the CMMS and e-mailed to the appropriate maintenance technicians. Automation and efficiency is an important facet to the way U.S. Water Services Corporation operates these systems. U.S. Water Services Corporation has implemented technology that allows the O&M staff to electronically receive prioritized work orders in the field via electronic distribution of the data and would propose to implement the same for the City. This allows U.S. Water Services Corporation's maintenance staff to maximize "hands-on" time, increasing employee productivity and better utilizing the available work force, minimizes disruptions in service and increases systems reliability and customer satisfaction. This method of distributing work orders also decreases response time to both routine and emergency calls.

Once completed, the work order can be entered into the CMMS and the final status e-mailed to operators. Daily work orders, reports, or special information may be printed at any satellite workstation as required and may be accessed by any satellite workstation by the City's Representative. The program provides multiple levels of security to protect both confidential information and historical data, limiting access to authorized personnel. In order for the program to be as effective as possible, we have trained operations and maintenance staff in the use of the comprehensive features of the program and would propose to train the City's Representative in the same.

U.S. Water Services Corporation's preventative maintenance systems track both scheduled and completed maintenance and can have a full range of files attached, including documents, spreadsheets, graphic images, or audio or video clips. This flexibility is extremely useful when generating work orders that require specific information, direction or task instruction. The program incorporates our predictive, preventive, and corrective approach to maintenance with an easy to use graphical

interface that allows intuitive operation and minimizes required training time. An essential feature of the program is the integration of a number of modules that allow for a full range of computerized maintenance activities, including inventory, work orders, inspection maintenance, asset management, project scheduling, and warranties and guarantees, as well as allowing integration with other financial management applications.

The following is an example of a typical work order that can be generated from the U.S. Water Services Corporation web-based computerized maintenance management system (CMMS). The IMaint[®] CMMS database shall be populated with each of the City's Utility Facilities assets.

Process Control

In order to assure consistency throughout our O&M of Facilities, USWSC will develop and implement standard operating procedures (SOPs). SOPs shall be developed and implemented at the Key West Utility Facilities during the transition. USWSC shall review existing SOPs and prepare updated and new SOPs as needed, in written and electronic form for the Utility Facilities, including each unit process. The SOPs shall be developed within ninety (90) days of the Agreement Commencement Date and submitted to The City for review and approval. USWSC shall provide training and insure proper implementation of all SOPs. USWSC will also annually review and update SOPs as needed.

The approach for process control will be established as follows:

- A. Implement operator training programs
 1. USWSC has some of the best process control trainers in the industry. Process control and troubleshooting classes will be customized to apply to the City of Key West facilities, requirements and staff skill set.

- B. Ensure data quality
 1. Develop sampling standard operating procedures
 - a. Since many critical process decisions are based on analytical data and most lab errors are sampling errors procedures, sample collection equipment and techniques will be established and implemented.
 2. Identify and label all sample locations
 - a. To further insure data quality; each sample location will be established and labeled in insure consistency.
 2. Ensure all sample preservation protocols are in compliance
 - a. In some cases proper sample preservation is required to insure accuracy. This too will be evaluated and required improvements implemented.
 3. Establish frequency of analysis and schedule

-
- a. Since influent characteristics, temperature change during the course of the day a consistent schedule must be developed and followed.
 4. Ensure all analysis procedures meet industry standard methods
 - a. Review and if needed modify existing protocols
 - C. USWSC will develop and implement a specific process control management plan for each facility at each change of seasonal conditions
 1. Establish process control benchmarks and ranges for all process variables
 - a. Solids inventory
 - b. Recycle rates
 - c. Aeration rates
 - d. Peak shaving to the city
 - e. GBT operation
 2. Develop spreadsheets and graphs to track and trend key operational parameters
 - a. As part of the USWSC process control management plan; critical data points are documented, tracked and graphed to anticipate operational changes and trends.
 3. A communication and reporting protocol will be established that will keep the process specialists informed and engaged in the day to day operation of the facilities.
 - D. Review and optimization chemical application
 1. Review chemical dosage
 - a. Chemical dosages can be significantly reduced without sacrificing process performance and reliability through dissolved oxygen control and recycle flow optimization and improved monitoring as an example
 2. Insure chemical feed points are optimized
 - a. Insure proper mixing
 - b. Insure sufficient contact time
 - E. Develop and implement daily and shift check sheets for critical components
 1. Identify critical facility components that must be check hourly, daily, weekly and monthly.
 2. Including verification of all field meters such as dissolved oxygen, phosphorus and flow meters
 - F. Review the operation of biosolids handling process
 1. Air requirements
 2. Solids loading
 3. Quality of recycle
 - G. Evaluate plant performance

1. Establish and track key performance indicators which include quantifying chemicals and power used and biosolids removed.
 - a. Cost of Power per 1,000 gallons treated
 - b. Cost of chemicals per 1,000 gallons treated
 - c. Cost of Biosolids handling per 1,000 gallons treated
 - d. Total cost per 1,000 gallons treated

- H. Track odor noise and esthetic complaints
 1. It is anticipated that odor complaints will decrease due to and improved operating procedures on the odor control equipment.
 2. Each lift station will be evaluated to determine grease accumulation and proper detention times. Both of these are factors in developing odors and stress on the system.

Spare Parts Inventory

USWSC is keenly aware of the importance of keeping critical spare parts on hand due to the challenges of getting parts in the Keys. Unlike many other areas in Florida, working in the Keys possess a unique challenge when it comes to procuring parts. A parts inventory will be established and maintained based on a combination of the following:

1. Availability of parts- Parts with long lead time should be kept on site.
2. Criticality- Critical parts will be identified during transition and a parts inventory will be maintained.
3. Condition of existing equipment- Components of the system will be evaluated as to the remaining serviceable life and depending on the first two criteria will be purchased as needed.
4. Shelf life- Several components have a shelf life or must be exercised to keep them functional. These will be put in the CMMS to insure they are at the ready when needed.
5. Frequency of use- Consumable parts and equipment must be kept on hand at all times.
6. Inventory control- A list of minimum number parts on hand will be established and it will be the responsibility of the maintenance manager to maintain this inventory record. As parts are used a report will be updated so that at no time will parts inventory be allowed to drop below the set minimum.

Relationship between maintenance, asset management, and capital improvement programs

USWSC understands maintenance, asset management and capital improvements are interdependent and function with the same common goals. Preventive, predictive and corrective maintenance are the ongoing strategies with the objective of maximizing the City's return on investment and prolonging the serviceable life of the equipment. Repair history is used in part to create an Asset Management plan which in turn is used to evaluate current and future needs by prioritizing repair and

replacement projects. The City's Capital Improvement Plan is based on long term investments to accommodate future growth, optimization and compliance changes.

Examples of successful programs

Each year USWSC provide the Florida Governmental Utility Authority with a prioritized list of capital improvements, repair/replacement and major maintenance. The basis for this list is the asset management matrix described above. As an example in North Fort Myers, this process has played a role in reducing corrective maintenance by applying preventive maintenance schedules and techniques resulting in a reduction of afterhours call outs by 75%.

Examples of the type of maintenance activities that will be performed in-house and anticipated out-sourced activities

All operation and maintenance will be completed by USWSC staff with few exceptions. These include: Generator Maintenance, instrumentation calibration, flow meter calibration, pump, gear box, mixer and motor rehabilitations, crane inspections, HVAC maintenance and repair, and rolling stock repairs.

3.4 Communication Plan for Handling Complaints

Complaint Handling Process

USWSC has established a process for addressing the various complaints that are typical for utility operation and maintenance. Handling customer complaints quickly (within the hour) is job one for USWSC. From experience USWSC has developed a numerical system for investigating, tracking and reporting all types of utility related complaints. This includes odor complaints, abnormal events, rain events, sewer overflows, noise complaints, and sewer blockages. These forms be customized for the Key West project and will assist the responder in systematically investigating the issue. Part of that investigation is asking pertinent questions to get the customer involved in finding and resolving the root cause or causes of the problem. Many time customers just want to be heard and responded to. USWSC listens to our customers and sincerely attempts to empathize with them. We also realize some customers will not respond positively no matter how well they are cared for. Even these are treated with respect. Many of these individuals will contact the City to resolve their problem. The City will be notified of all complaints so in the event a customer does make contact about the particular complaint; City staff will not be caught off guard.

Tracking and trending complaints will also help identify the root cause of problems and aid in developing long term sustainable resolutions.

Inquiries from the City or other governmental agencies

The Project Manager will be the point of contact for the City and all other governmental agencies. The Project Manager can rely on USWSC's vast support structure to

address any inquiries that may arise. These include the Regional Manager, Board of Directors, the Technical Advisory Committee, Engineering, Compliance Support and Human Resources with any and all issues. All governmental inquiries will be promptly reported to the City and not responded without the City's direction.

Public Inquiries

USWSC receives public inquiries from customers on a daily basis and understands the importance of a utility's public image. USWSC standard operating procedures strategies include a procedure on how to address public inquiries. This procedure will be customized to meet the City's expectations and approval. All media inquiries will be directed to the City for a response.

Routine Procedures

Routine procedures are extremely reliant on a proper transition program. All routine procedures will be established and implemented during the transition. The successful transition of a utility operation from one management entity to another includes making sure that the procedures and reporting arrangements are in place to eliminate any potential risks to employees, the general public, the environment, and the City's assets. USWSC's Transition Plan will ensure that every aspect of operations is in place before the commencement of the contract. Based on an analysis of the transition requirements for other projects, we believe an optimal transition will require up to three (3) months, plus approximately four (4) weeks of activities prior to the contract commencement date. We believe this offers adequate time to implement the transition process, and eliminate potential risk.

- A. We propose that the transition process begin as soon as possible following confirmation of USWSC as the operator for the City of Key West's System. USWSC will work cooperatively with the City to establish a transition management team consisting of representatives from both USWSC and the City of Key West. USWSC will refine and submit a detailed transition plan to the City for approval prior to commencement of operations.
- B. USWSC has named Jon Meyer as the Transition Manager for this project. Mr. Meyer will be assisted by the USWSC Technical Advisory Committee during the transition. The primary field transition manager shall be Mr. Dousay and will be accountable for ensuring that the USWSC corporate management and organizational support infrastructure is in place for the commencement of the contract, maintaining a general oversight of all transition activities and serving as the key interface with the City during this critical period.
- C. It is anticipated that at different times during the transition process it may be necessary to draw upon City staff for information relating to technology and network management, and administration. The City can best determine which staff should be assigned to this team.

- D. With a three (3) month transition phase we are confident that the employee recruitment and transfer can be facilitated in a manner that will be invisible to the City, its residents, and tourists.
- E. Initial Facility Assessment- From USWSC's perspective, one of the most important transitional activities will be the Initial Condition Assessment that we routinely perform as part of a typical transition. This assessment will allow USWSC to determine the condition, criticality and capacity of all equipment and structures that are part of the City's System. A thorough review of such items is necessary to reduce service delivery risk and align USWSC's assessment with the City's current CIP and R & R plans.
- F. Transition Experience- The USWSC Team has participated in a number of successful transfers of operations from private contractor to USWSC's operations. While each transition poses specific challenges and thus requires unique approaches, USWSC assures a smooth shift in operations by assigning management, technical and human resources personnel to each transition to ensure a seamless transition. This approach was recently successfully implemented for the Florida Government Utility Authority's (FGUA) Pasco City Aloha and Lindrick Systems among several others.
- G. USWSC will implement a conscientious approach in the City of Key West so that the transition goes unnoticed to system users. If selected, USWSC will have its operations and maintenance specialists, treatment experts, health and safety compliance officers, and engineers visit the system prior to the start of the contract to review present operations in preparation of the transition.
- H. We have been very successful in providing transition services in the past by creating a transition team consisting of representatives from both the client and USWSC, and we recommend its use here. This group will deal with transition issues and oversee the implementation of the transition plan, up to the commencement date. The transition management team will be charged with ensuring the process runs smoothly, with high levels of communication being maintained to ensure issues are resolved. Partnering with the City will ensure that the transition process will be well thought out and organized to provide needed flexibility in response to specific circumstances that may arise.

USWSC's Emergency plans are outlined in section 2.6 of this document.

3.5 Demonstrate Experience in Operating Facility with Effluent Disposal through Deep-Well Injection

Over the past ten years, USWSC has operated and maintained over 200 wastewater treatment plants in the Florida Keys many with advance wastewater treatment requirements and injection well disposal. Because of the size of these facilities the operation can be more challenging then operating a larger plant. USWSC has been

the go to company for wastewater and collection system operation and maintenance for the past ten years in the Florida Keys.

Florida Governmental Utility Authority

Permit Number: FLA014548-019
 Facility Name: Del Prado WWTF (formerly North Fort Myers Utility)
 Facility Location: 4000 Del Prado Blvd N, North Fort Myers, FL 33917-8708
 Name of Permittee: FGUA

USWSC began operating the Del Prado wastewater treatment facility on July 28th 2010. The plant is a Class B 4.25 MGD oxidation ditch supplying reclaimed water to 11 customers. The facility is a 4.25 million gallons per day (MGD), annual average daily flow (AADF), extended aeration process domestic wastewater treatment facility. Major units of the facility are: an influent mechanical screen, a by-pass bar screen, and a grit removal system; two equalization tanks, two oxidation ditches, two clarifiers, a chemical feed system to aid in suspended solids removal, two travelling bridge filters, a reuse chlorine contact chamber, a reject chlorine contact chamber, a sodium hypochlorite disinfection system, two digesters, a rotary drum thickener with polymer feed system, a lime silo, two sludge holding tanks, and a 1.0 MG reclaimed water storage tank.

Flow in excess of reclaimed water demand is disposed of using a 4.0 MGD underground injection well system consisting of 1 Class I underground injection wells permitted under Department permit number 128646-002-UO/1M discharging to Class G-IV ground water. The deepwell consists of one nominal twelve-inch (12") diameter Class I injection well (IW-1), with a twelve-inch (12") steel injection casing cemented to 2340 feet below land surface, (bls), and a total depth of 2,600 feet bls. Injection is into the Oldsmar Formation for the supplemental means of disposal of non-hazardous secondary treated domestic wastewater from the NFMU WWTP . Existing injection well IW-1 is hereby permitted for a maximum disposal of 4.0 MGD. The maximum injection rate shall not exceed 2,810 GPM and the maximum injection pressure shall not exceed 105 pounds per square inch, (psi).

The existing dual zone monitoring well (DZ-1) is completed 1,502 to 1,562 feet bls and 1,731 to 1,781 feet bls. A single zone monitor well (MW-1) is completed from 1,300 to 1,424 feet bls .

Permit Number: FLA142140-013
 Facility Name: Golden Gate WWTF
 Facility Location: 4931 32nd Ave SW Naples, FL 34116-8111
 Name of Permittee: FGUA

USWSC has provided O & M service for the Golden Gate facility since October 1 2011. The Golden Gate facility is a Class B 1.50 MGD, AADF complete mix activated sludge process domestic wastewater treatment facility. The facility consists of a 269,648 gallon equalization basin, a first anoxic zone of 70,000 gallons, a first aeration

zone of 351,437 gallons, a first anaerobic zone of 141,062 gallons, a second aerobic zone of 150,000 gallons, a second anaerobic zone of 93,750 gallons, a reaeration zone of 32,680 gallons flowing into two (2) clarifiers (2,827 sq ft and 1,810 sq ft), two (2) chlorine contact chambers a 22,913 gallon chamber (consisting of a 19,100 gallon tank and a 3,813 gallon tank) and a 18,400 gallon chamber, a sodium hypochlorite feed system, and a biosolids holding tank (300,000 gallons).

Effluent disposal is of utilizing a 1.25 MGD annual average daily flow permitted capacity rapid infiltration basin system. R-001 is a reuse system which consists of four (4) percolation ponds (total area of 7 acres) located on site having a capacity of 1.25 MGD. Primary disposal is one twelve-inch class 1 injection well. The well is approximately 2,472 feet below land surface and a total depth of 3,110 feet below land surface. Injection is into the Lower Oldsmar Formation for primary means of disposal of the Golden Gate water treatment plant reverse osmosis concentrate in addition to the Golden Gate WWTP secondary effluent and has a maximum capacity of 3,495 GPM. The maximum injection pressure is not to exceed 103 PSI. The existing dual zone monitoring well is completed from 1,078 to 1,128 feet below surface level to 1,498 to 1,550 below surface level.

Permit Number: FLA142140-013
Facility Name: Lehigh Acres WWTF
Facility Location: 500 Construction Lane Lehigh Acres, FL 33936
Name of Permittee: FGUA

USWSC has provided Operations and Maintenance services for the Lehigh Acres facility since October 1 2011. The Lehigh Acres facility is a 2.3 MGD, AADF facility consisting of three 1.125 MGD circular contact stabilization treatment units, one, one manual bar screen, one 66,000-gallon aerated grit tank, one 500,000-gallon equalization tank, four 576-square foot travelling bridge filters, two 59,300-gallon chlorine contact basins, a sodium hypochlorite disinfection system, nine sludge drying beds (24,000 square feet, total area), one 1.0-million gallon reuse storage tank and a pond return pump station with a cartridge filter and a disk filter for returning water from the percolation ponds to the facility. Contact stabilization units 1 and 3 each have one 107,000-gallon contact zone, one 250,000-gallon aeration zone, one 2,100-square foot clarifier, and one 224,00-gallon aerobic digester. Contact stabilization unit 4 has one 125,000-gallon contact zone, one 250,000-gallon aeration zone, one 2,500-square foot clarifier, and one 280,000-gallon aerobic digester.

Plant effluent is authorized to send reuse water to a rapid infiltration basin system. The permitted capacity for R-001 is 1.48 MGD AADF and consists of 34 acres of percolation ponds located at the facility. Plant effluent is also authorized to be applied to a slow-rate public-access reuse system. Lehigh Acre's Utility Service Area is identified as the wastewater treatment facility's general reuse service area. The permitted capacity for the general reuse service area is 0.83 MGD AADF.

Should reclaimed water supply exceed demand a twenty four inch Class I injection well is used as the primary means of disposal. The steel injection well casing is set to

approximately 2,370 feet below land surface. Injection is into the Lower Oldsmar Formation and has a maximum capacity of 12,908 GPM. The maximum injection pressure is not to exceed 104 PSI. The upper zone monitoring well is completed from 1,496 to 1,578 feet below land surface and the lower zone monitoring well is completed from 1,796 to 1,907 feet below land surface.

City of Marathon

USWSC has operated and maintained the City of Marathon's Wastewater Treatment Plants and well as the storm water and vacuum and gravity collections systems since 2008. As many facilities in the Florida Keys, these facilities are influenced by salt water and USWSC has operated these facilities through many storm events. These facilities do not have deepwell injection, but are more complex and challenging than some of the larger facilities like the Key West plant and are noteworthy.

Permit Number: FLA642851
 Facility Name: Marathon Area 3 WWTF
 Facility Location: Beside 4115 Overseas Highway Marathon, FL 33050
 Name of Permittee: City of Marathon

USWSC began operating this facility in 2011 from start up. The operation and maintenance of the Area 3 consists of an advanced domestic wastewater treatment plant with a permitted capacity of 0.250 million MGD annual average daily flow (AADF). The facility is a sequencing batch reactor process with influent screening, aeration, chemical feed, filtration, final sedimentation, chlorination, and denitrification. Its circular main unit has three 131,000-gallon batch tanks, one 31,000-gallon covered effluent equalization tank, one 30,000-gallon reuse storage tank and one 119,000-gallon aerobic digester. The filtration/disinfection unit has four 100 square foot filter cells, two 3,000-gallon chlorine contact chambers, and a 2,800-gallon mudwell. Disinfection is met using sodium hypochlorite.

Effluent is disposed of using two nominal twelve-inch diameter, PVC casing, Class V, Group 3, injection wells. Injection is into the Key Largo and Miami Oolite Formations for the primary means of disposal of non-hazardous advanced domestic wastewater treatment facility effluent from the WWTP to the new injection wells for a maximum daily disposal of 0.875 MGD. The maximum injection rate shall not exceed a peak hourly flow rate of 607.6 gallons per minute.

The new slow-rate public access reuse system consists of the irrigation system for Marathon Community Park and Marathon City Marina. The permitted capacity for is 0.101 MGD AADF.

Permit Number: FLA 550973
 Facility Name: Marathon Area 4 WWTF
 Facility Location: Behind 5601 Overseas Highway Marathon, FL 33050
 Name of Permittee: City of Marathon

USWSC began operating this facility in 2011 from start up. The operation and maintenance of the Area 4 consists an advanced domestic wastewater treatment plant with a permitted capacity of 0.400 MGD AADF. The facility is a sequencing batch reactor consisting of influent screening, aeration, chemical feed, filtration, final sedimentation, chlorination, and denitrification. Its circular main unit has three 210,000 gallon batch tanks, one 67,000 gallon covered effluent equalization tank, and one 188,000 gallon aerobic digester. Filtration and disinfection occurs in two identical units. Each unit has a filter surface area of 72 square feet, an 11,500 gallon chlorine contact chamber, and a 5,530 gallon mudwell. Disinfection is met using sodium hypochlorite.

Plane effluent is disposed of using a 400 MGD AADF permitted capacity injection well system consisting of 2 Class V, Group 3 injection wells permitted under Department permit number(s) 272717-001 and-002 UC discharging to Class G-III ground water.

A 0.400 MGD AADF permitted capacity slow-rate public access consisting of an area that has a reuse capacity of 1.134 MGD provide additional effluent disposal.

Permit Number: FLO I87364
 Facility Name: Marathon Area 5 WWTF
 Facility Location: HWY US1 & 106th Street Marathon, FL 33050
 Name of Permittee: City of Marathon

USWSC began operating this facility in SBR mode initially in 2008 and went through a major process upgrade in 2012 to a membrane facility. USWSC performed the startup of the new facility and maintained award winning compliance in the process. The facility permitted capacity is 0.45 MGD AADF. The new facility's headworks consist of a mechanical barscreen, a 145,000 gallon equalization tank and a 2-mm fine screen. The biological treatment process consists of two 38,300 gallon anoxic tanks, two 76,600 gallon aeration tanks and one 60,000 gallon post-anoxic tank. Chemical feed systems supply sodium hydroxide, methanol and alum. The new facility has three membrane bioreactors. The membranes are flat-plate. Each reactor tank is 17,100 gallons. The disinfection system consists of two 10,000 gallon chlorine contact tanks and a sodium hypochlorite feed system. There is a 60,000 gallon reuse storage tank and a 200,000 gallon sludge holding tank. Effluent disposal consists of the operation of three, nominal eight-inch diameter, Class V, Group 3, injection wells. Injection is into the Key Largo and Miami Oolite Formations at a maximum daily disposal of 1.35 MGD or a peak hourly flow rate of 937.5 gallons per minute.

Permit Number: FLA576033
 Facility Name: Marathon Area 6 WWTF
 Facility Location: Avenue 1 Marathon FI 33050
 Name of Permittee: City of Marathon

USWSC has operated and maintained the Area 6 plant since 2010 as an advanced domestic wastewater treatment plant with a permitted capacity of 0.200 million gallons per day (MGD) annual average daily flow (AADF). The facility is a sequencing batch reactor consisting of influent screening, aeration, chemical feed, filtration, final

sedimentation, chlorination, and denitrification. It has three 105,086 gallon batch tanks, one 25,000 gallon effluent equalization tank, and one 98,000 gallon aerobic digester. Filtration and disinfection occurs in two units. Each unit has a filter surface area of 72 square feet and a 3,750 gallon chlorine contact chamber. The facility has a 5,300 gallon mudwell for the filter backwash. Disinfection is met using sodium hypochlorite. An existing 0.2 MGD AADF permitted capacity injection well system consisting of three Class V, Group 3, injection wells permitted under Department permit numbers 78201-004, -005, and -006 – UO/5W discharging to Class G-III ground water is the primary means of effluent disposal.

Permit Number: FLA576033
Facility Name: Marathon Area 7 WWTF
Facility Location: 59275 Overseas Marathon Fl, 33050
Name of Permittee: City of Marathon

USWSC currently operates and maintains the City's batch reactor domestic wastewater treatment plant and collection system. USWSC began operating and maintaining the facility in 2012. The AADF is 0.200 MGD. The facility's major components consist of the following: one mechanical barscreen; an odor control system; three 105,085 gallon sequencing batch reactors in parallel; one (1) 25,000 gallon effluent equalization tank ; two (2) 36 square foot filters; two (2) 3,750 gallon chlorine contact tanks; one (1) sodium hypochlorite feed system: one (1) mudwell, one 96,313 gallon aerobic digester ; and one (1) 2,000 gallon reclaimed water tank. This is designed to meet advanced wastewater treatment the Department encourages that the be to meet the advanced treatment levels .

Effluent is disposed of down two six-inch, PVC casing, Class V, Group 3, injection wells discharging to Class G-III ground water. Injection is into the Key Largo and Miami Oolite formations for the primary means of disposal of secondary effluent. The maximum peak hourly flow is 417 GPM and is carefully monitored via the plant PLC.

3.6 Demonstrate Experience in Operating and Maintaining Wastewater Collection and Stormwater Systems

Stormwater Experience

Since 2007 U.S. Water Services Corporation also provided professional services that are relate to the operation and management of stormwater systems. As a full service water/wastewater utility operations company, our engineering department maintains the broad knowledge and experience to provide municipal and private clients with the consulting and oversight services needed to design, permit, manage, and maintain stormwater systems. Our engineering staff is capable of providing high quality and cost effective services based on extensive and active experience of its senior staff in stormwater and drainage projects.

Typically stormwater systems become active immediately after completion of construction. Generally, the stormwater system design includes a number of drainage

basins within each of the seven Service Areas identified in the Facilities Plans. The size and geometry of each basin is determined by the topography of the area. The basins vary in size and in the number of stormwater inlet structures.

Current construction processes usually dictate that the stormwater catch basins are constructed of High density polyethylene and are cylindrical in shape. Natural topography combined with drainage swales direct the flow of storm water to the catch basins. Each structure is equipped with an inlet grate through which stormwater enters the catch basin. The grate prevents larger objects from entering and must be kept free of debris with regular inspections and vector truck assist when needed. The elevations of the grates are set such that water is retained in the swales to provide treatment volume before overtopping the inlet. A debris sump in each catch basin collects heavier solids while an outlet baffle retains floating pollutants. The structures have an H20 traffic rating.

City of Port Richey: Active 2003 - 2007

- Developed new stormwater impact fees and monthly maintenance fees to maintain the stormwater management system and to implement the necessary upgrades to improve the stormwater quality within the City limit.
- Providing survey, design, permitting and construction phase services for solutions to existing drainage and flooding problems being experienced throughout the City. Design and construction phase services were provided for the installation of treatment units in the stormwater inlet structures to improve the quality of the stormwater runoff before entering the receiving surface waters. They also included installation of stormwater treatment and detention ponds to allow for the retention of the stormwater prior to release into the receiving surface waters. The retention ponds also resolved the localized flooding problems by providing additional storage volume and percolation of the collected stormwater runoff.
- Managed the NPDES MS4 stormwater permitting for the City and coordinated with all applicable State and regulatory agencies to maintain the City's stormwater system in compliance with all the provisions of the NPDES MS4 permit.
- Within the Florida Keys, U.S. Water Services Corporation provided storm sewer cleaning, maintenance, and inspection services to The City of Marathon from October 1, 2009 to September 30th, 2011. USWSC provided the labor and supervision while utilizing client provided equipment to perform these services. USWSC assumed the responsibility for maintenance on all client supplied equipment. USWSC initially assumed the stormwater system until the City of Marathon was able to hire its own staff. Once the City of Marathon hired staff USWC properly transition the stormwater maintenance duties enabling the City of Marathon to properly assume the responsibilities. The storm water portion of the contract was removed when the City assumed operations of the system October 1st, 2011.

The storm system operations consisted of routine cleaning approximately 800 catch basins and 103 well control stations annually with more frequent cleanings as required in areas of heavy debris accumulation. Annual inspections were performed on all catch basins, well control structures, and injection wells with monthly and annual reports provided to the client. Maintenance was performed on an as needed basis by City request or from deficiencies discovered during the annual inspections. The City of Marathon storm system relied on head differential between sea level and catch basin elevation to inject water down the wells. In a high rain event water would often stand for a few hours around the catch basins when the rainfall exceeded the flow rate possible down the well with the existing head differential. Preventive maintenance was the key to ensure that maximum flow was possible down the well and to prevent silt or debris buildup that could possibly exit the catch basin and plug or ruin the well.

Pumping Station Experience

Within the Florida Keys USWSC has 18 Pumping Station Maintenance contracts for the monthly preventive and corrective maintenance with scheduled wet well clean-outs. Below is a maintenance check sheet that is filled out and presented to our clients to provide the current status of each station maintained.

USWSC has provided and assisted with development of over \$700 million in capital planning in the past five (5) years, most of which included rehabilitation to collection and pumping station equipment.

3.7 Demonstration of Employee Training Program

U.S. Water Services Corporation utilizes tools to assure that its employees are successful in their respective careers; such as training needs assessments, development plans, and performance evaluations. Training needs assessments are utilized to determine employees training needs for their respective discipline. This tool assures that employees have the talents to match their positions.

Development plans are part of the employees training process. Needs determined during the training needs assessment are incorporated into a development plan which is mutually agreed upon between the Manager and the Employee.

Performance evaluations are used to measure the employee's performance against the criteria set out for their position and the development plan. This collaborative effort gains buy-in from the Employee and the Manager, resulting in a better equipped/trained Team Member, which is motivated and excited about the many opportunities, afforded them.

4.0 Licenses and Certifications

4.1 Strategy to Meet and/or Exceed FAC Certification Requirements for Staffing

With U.S. Water Services Corporation's experience with facilities of similar size and complexity for other private and municipal clients, U.S. Water Services Corporation has developed a staffing plan that provides the level of operational and maintenance coverage required to efficiently operate the City's utility facilities with licensed and certified staff at levels and coverage meeting prudent industry standards, FDEP and FAC requirements. U.S. Water Services Corporation acknowledges and agrees to monitor the City utility facilities twenty-four (24) hours per day, seven (7) days per week. We plan to fill the positions by hiring existing licensed staff. In the event outside recruitment is required, USWSC has on staff a nucleus of certified operators meeting the license requirements to provide alternative staffing arrangements until permanent staffing is complete.

4.2 Copies of Licenses Appendix A

5.0 Safety

5.1 Description of Safety Program

USWSC recognizes that the health and safety of its employees and of the communities where we operate are of paramount importance. This awareness has been incorporated into our core business values, and health and safety issues receive regular, high level review. The company has established a comprehensive and proactive health and safety program for its operations. The commitment to health and safety begins with our CEO and extends to every level of the organization. One way USWSC provides a safe and healthy environment for employees, and the public, is through an active Health and Safety Management Program that includes training; provision of supplies and equipment necessary to work in a safe manner such as uniforms, hardhats, safety shoes, and any other Personal Protective Equipment (PPE).

5.2 State and/or OSHA Safety Citations



Water and Wastewater Utility Operations, Maintenance, Engineering, Management

U.S. Water Services Safety Report

OSHA 300 Safety Information

	2008	2009	2010	2011	2012
A. OSHA Recordable Incident Rate	5	15	12	8	8
B. Lost Time Incident Rate	2	6	2	3	5
C. Number of Recordable Injury Cases	8	15	12	20	22
D. Number of Lost Time Incidents/Illnesses	4	6	2	3	5
E. Days Away from Work	180	95	133	64	118
F. Number of Fatalities	0	0	0	0	0

EXPERIENCE MODIFICATION RATE (EMR)

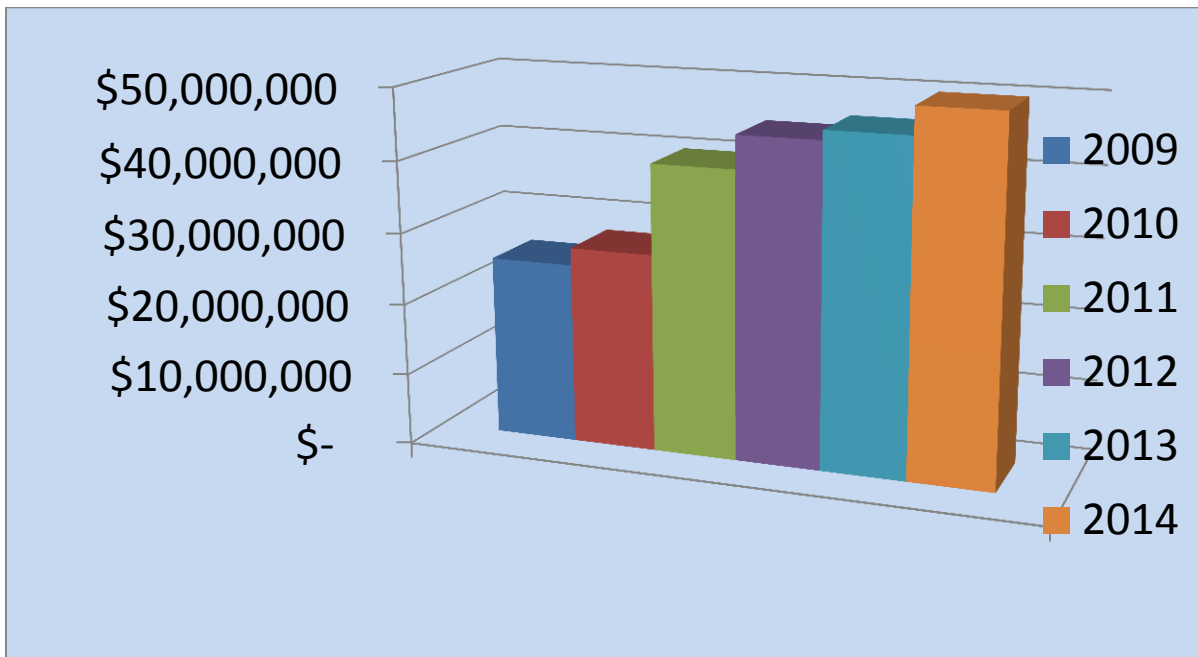
	2008	2009	2010	2011	2012
	.85	.85	1.16	1.30	1.38

6.0 Corporate Capability

6.1 Record of Corporate Financial Stability

To demonstrate a record of corporate financial stability and commitment to full service contract operation and maintenance of municipally owned wastewater and stormwater systems, USWSC has provided a graph showing contract revenue for the past five years. We are also summarizing our audited financial statements below which are compiled each year by Beck and Rosen, Certified Public Accountants. The actual audited financial statements are included in the proposal as a digital Appendix per direction provided in RFP 09-13 Addendum 2, Item #3.

USWSC Contract Revenue



U.S. Water Services Corporation Audited Balance Sheets December 31, 2012, 2011, 2010, 2009, 2008					
Assets					
	<u>2012</u>	<u>2011</u>	<u>2010</u>	<u>2009</u>	<u>2008</u>
Current Assets					
Cash and Cash Equivalents	\$ 4,344,843	\$ 439,166	1,088,729	779,715	6369
Net Accounts Receivable	10,705,238	11,946,013	7,006,614	6,318,082	5,771,909
Prepaid Expenses	583,544	478,042	178,085	101,542	157,015
Notes Receivable	86,887	63,905	70,195	310,726	151,664
Costs and Estimated Earnings in Excess of Billings on Uncompleted Construction Contracts	278,921	435,086	589,688	308,047	1,027,244
Total Current Assets	15,999,433	13,362,212	8,933,311	7,818,112	7,114,201
Net Property and Equipment	2,180,829	2,315,643	1,861,636	1,255,654	1,454,435
Other Assets					
Other Assets	15,143	0	0	0	0
Deposits	27,261	60,215	60,593	35,802	76,772
Investment - U.S. Water/Wade Trim, LLC	(252,121)	3,023	0	0	0
Notes Receivable - Long-Term	292,087	36,410	43,971	0	281,828
Route Purchases and Operating Rights - Net of Accumulated Amortization	52,664	95,489	116,142	151,878	3,733
Total Other Assets	135,034	195,137	220,706	187,680	362,333
Total Assets	\$ 18,315,296	\$ 15,872,992	\$ 11,015,653	\$ 9,261,446	8,930,969
Liabilities and Stockholders' Equity					
Current Maturities of LT Debt	\$ 104,380	\$ 265,391	107,799	135,146	219,936
Accounts Payable- Trade	452,057	1,815,480	445,617	653,464	794,012
Accrued Expenses	2,266,214	1,141,686	826,268	546,140	382,045
Investment - U.S. Water/Wade Trim, LLC	0	0	982	366	0
Bank Overdraft	0	0	0	0	610,721
Billings in Excess of Costs and Estimated Earnings on Uncompleted Construction Contracts	0	2,279	0	57,453	2,902
Total Current Liabilities	2,822,651	3,224,836	1,380,666	1,392,569	2,009,616
Long Term Debt	111,220	175,076	125,525	25,767	156,195
Total Liabilities	2,933,871	3,399,912	1,506,191	1,418,336	2,165,811
Stockholder's Equity					
Common Stock	1,000	1,000	1,000	1,000	1,000
Retained Earnings	<u>15,380,425</u>	<u>12,472,080</u>	<u>9,508,462</u>	<u>7,842,110</u>	<u>6,764,158</u>
Total Stockholder's Equity	15,381,425	12,473,080	9,509,462	7,843,110	6,765,158
Total Liabilities and Stockholder's Equity	\$ 18,315,296	\$ 15,872,992	\$ 11,015,653	\$ 9,261,446	\$ 8,930,969

U.S. Water Services Corporation Audited Statement of Operations For the Years Ending December 31, 2012, 2011, 2010, 2009, 2008					
	2012	2011	2010	2009	2008
Contract Revenue Earned	\$ 44,852,118	\$ 40,233,993	\$ 27,710,440	\$ 25,275,123	\$ 24,399,383
Direct Costs					
Bonds & Permits	275,483	185,682	224,955	276,766	291,669
Direct Materials	7,517,932	7,433,632	4,299,697	5,310,101	4,735,932
Equipment Rental	102,336	415,050	79,915	298,051	342,633
Equipment & Vehicle Repair and Maintenance	1,058,019	734,410	372,092	168,437	41,734
Professional Service	1,599,835	4,169,811	476,789	264,235	471,903
Subcontractors	3,735,014	3,749,201	3,411,399	3,573,457	4,864,856
Other Costs	1,890,585	590,235	316,410	47,138	93,768
Total Direct Costs	16,179,204	17,278,021	9,181,257	9,938,185	10,842,495
Gross Profit	28,672,914	22,955,972	18,529,183	15,336,938	13,556,888
Indirect Expenses					
General and Administrative	21,675,503	17,923,264	14,493,535	12,714,937	10,932,586
Income from Operations	6,997,411	5,032,708	4,035,648	2,622,001	2,624,302
Other Income (Expenses)					
Interest Income	62,558	35,937	31,855	107,022	96,151
Interest Expenses	(7,054)	(7,988)	(12,265)	(32,675)	(84,343)
Miscellaneous Income	803	10,716	27,916	6,614	494
Loss on Sale of Property & Equipment	9,201	17,125	(2,460)	0	(4,149)
Total Other Income	65,508	55,790	45,046	80,961	8,153
Loss from Investment in U.S. Water/Wade Trim, LLC	(255,144)	0	0	0	0
Net Income	\$ 6,807,775	\$ 5,088,498	\$ 4,080,694	\$ 2,702,962	\$ 2,632,455

6.2 Bankruptcy Filings

U.S. Water Services Corporation has never filed for bankruptcy.

6.3 Insurance Limits and Indemnification Agreements



Water and Wastewater Utility Operations, Maintenance, Engineering, Management, Construction

Affirmative Statement for Insurance Limits and Indemnification Agreements

As part of the Agreement for Professional Contract Services to Operate, Maintain and Manage the City of Key West, Monroe County, Florida Wastewater and Stormwater Systems, U.S. Water Services Corporation will take affirmative action pursuant to RFP No. 09-13 and the Agreement for Professional Services to confirm that U.S. Water Services Corporation will keep in full force and affect at all times the City's minimum Insurance limits and Indemnification agreements.

The above-mentioned policies will be periodically reviewed, updated and appropriately administered during the term of the Agreement. It is the responsibility of U.S. Water Services Corporation to ensure affirmative implementation of these policies and provide applicable certificates of insurance.

Victoria Penick
Vice President
U.S. Water Services Corporation

Date

4939 Cross Bayou Boulevard * New Port Richey * Florida * 34652
Tel: 727-848-8292 Fax: 727-848-7701 Toll Free: 866-753-8292

6.4 Additional Questions

6.4.1 Corporate Ownership

U.S. Water Services Corporation has not had any ownership or no changes over the course of the past five years. The following outlines the current ownership structure:

Gary Deremer, CEO and President

Victoria Penick, CFO and Vice President

David Schultz, Sr., COO and Vice President

Cecil Delcher, Jeff DuPont, Ralph Amriott - Vice Presidents

6.4.2 Has the Company Ever Been Terminated or Replaced?

U.S. Water Services Corporation has not been terminated, replaced, nor have we failed to complete any work that has been awarded to us under any operations and maintenance contract. No other operator has ever replaced U.S. Water Services Corporation prior to the end of the original contract.

6.4.3 Disclosure of Pending Investigations for Federal, State or Local Authorities

USWSC is not involved in any pending or completed investigations by any Federal, State, or Local authorities regarding our business practices.

6.4.4 List all Pending or Completed Litigation

U.S. Water Services Corporation is not involved in any pending or completed litigation where a client has named us as a defendant.

6.4.5 List all Fines Greater Than \$10,000

U.S. Water Services Corporation has not had any fines and/or civil penalties greater than \$10,000 resulting from effluent or water quality permit non-compliance within the last five years.

6.4.6 Describe all Pending Environmental Violations

U.S. Water Services Corporation does not have any pending environmental violations.

6.4.7 Provide Bonding Information

U.S. Water Services Corporation has not experienced bad debt, bond, or stock rating instability in the past three (3) years. USWSC has no financial commitments or liabilities that could cause an adverse effect on the ensuing contract or that would negatively impact the firm's ability to perform the services provided for in the contract.

U.S. Water Services Corporation is minimally leveraged and maintains a \$7.5MM Credit Line in support of contract performance which is currently, and routinely, maintained at zero balance due. Separate vehicle and equipment lines are also maintained with current minimal balance owed. (See letter below from Lending Agency).

LOAN CLOSING STATEMENT AND DISBURSEMENT AGREEMENT

DATE: May 17, 2013
LENDER: TD Bank, N.A.
BORROWER: U.S. Water Services Corporation
RENEWAL OF REVOLVING LOAN - LOAN #2920379-0002

- 1. **Revolving Loan Amount:** **\$7,500,000.00**

- 2. **Payable to TD Bank, N.A.**
 - Unused Fee: \$6,000.00
 - Judgment Search: \$40.00
 - Total 2:** **\$6,040.00**


- 3. **Payable to Morrison & Mills, P.A.***
 - Lender's Counsel Fees: \$2,500.00
 - Out of Pocket Costs: \$150.00
 - UCC Search: \$80.00
 - Total 5:** **\$2,730.00**

*To be paid by wire transfer per attached instructions. The recipient of the wire transfer is known to the Lender as noted on the attached instructions.


- 4. **Due From Borrower at Closing:** **\$8,770.00**

Lender and Borrower acknowledge receipt of signed counterparts of this Closing Statement and acknowledge the accuracy hereof. The undersigned Borrower hereby authorizes and directs the Lender, in its discretion pursuant to the terms of the loan documents between the Lender and the undersigned respecting the Loan, to disburse the Loan proceeds available respecting the Loan as set forth above. Lender, in its discretion, is authorized to debit Borrower's account #7600215326 for payment of the sums shown above in this Closing Statement.

TD BANK, N.A.

By: 
Name: Ardian Zika
Title: Vice President

U.S. WATER SERVICES CORPORATION,
a Florida corporation

By: 
Name: Gary Deremer
Title: President

Bonding Capability

M. Gary Francis of Breen Ragland Group is the agent of record for performance and payment bonds for U.S. Water Services Corporation. U.S. Water Services Corporation is bonded by North American Specialty Insurance Company which is AM Best Rated A, XV and on the United States Department of the Treasury List at \$27,831,000.00 single job without reinsurance.

Although maximum limits for bonding have not been established, Breen Ragland Group would consider jobs in the \$20,000,000.00 single range and \$75,000,000.00 aggregate

to be within the "normal" standard operating area for U.S. Water Services Corporation. Again, these limits are not to be construed as maximums.



September 26, 2013

US Water Services Corporation
Attention: Vickie Penick
4939 Cross Bayou Boulevard
New Port Richey, FL 34652-3434

To Whom It May Concern:

Please accept this letter as proof that US Water Services Corporation is a valued customer of TD Bank, N.A since 2003. During this time, all accounts have been handled as agreed and remain in good standing.

Should you have any questions whatsoever, please do not hesitate to contact the undersigned.

Sincerely,

Ardian Zika
Vice President

vm/AZ

6.4.8 Provide a Statement Stating USWSC is willing to execute the Contract

U.S. Water Services Corporation is willing to execute the contract that was attached to the Request for Proposal, pending negotiation of Direct and Indirect Costs, and Profit Margin.

6.4.9 Provide a Statement Regarding First Right of Refusal for Current Employees

USWSC is willing to grant first rights of refusal for existing plant and maintenance employees based on their ability to perform their job.

Attachment #1 Professional Registrations and Licenses:

State of Florida

Department of State

I certify from the records of this office that U.S. WATER SERVICES CORPORATION is a corporation organized under the laws of the State of Florida, filed on April 30, 2003, effective April 28, 2003.

The document number of this corporation is P03000047833.

I further certify that said corporation has paid all fees due this office through December 31, 2012, that its most recent annual report was filed on April 19, 2012, and its status is active.

I further certify that said corporation has not filed Articles of Dissolution.

Given under my hand and the Great Seal of Florida, at Tallahassee, the Capital, this the Seventeenth day of August, 2012

Ken Detjmer

Secretary of State



Authentication ID: 700238635447-081712-P03000047833

To authenticate this certificate, visit the following site, enter this ID, and then follow the instructions displayed.

<https://efile.sunbiz.org/certauthver.html>



State of Florida
Board of Professional Engineers
2639 North Monroe Street, Suite B-112
Tallahassee, FL 32303-5268


U.S. Water Services Corporation
4939 CROSS BAYOU BOULEVARD
SUITE 2
NEW PORT RICHEY, FL 34652

Each licensee is solely responsible for notifying the Florida Board of Professional Engineers in writing the licensee's current address.

Name changes require legal documentation showing name change. An original, a certified copy, or a duplicate of an original or certified copy of a document which shows the legal name change will be accepted unless there is a question about the authenticity of the document raised on its face, or because the genuineness of the document is uncertain, or because of another matter related to the application.

At least 90 days prior to the expiration date shown on this license, a notice of renewal will be sent to your last known address. If you have not yet received your notice 60 days prior to the expiration date, please call (850) 521-0500, or write, Florida Board of Professional Engineers, 2639 North Monroe Street, Suite B-112, Tallahassee, FL 32303-5268 or e-mail: board@fbpe.org. Our website address is <http://www.fbpe.org>.

State of Florida
Board of Professional Engineers
Attests that
U.S. Water Services Corporation



is authorized under the provisions of Section 471.023, Florida Statutes, to offer engineering services to the public through a Professional Engineer, duly licensed under Chapter 471, Florida Statutes.
Expiration: 2/28/2015
Audit No: 228201500394

Certificate of Authorization

CA Lic. No:
9754

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AC# 6292469

STATE OF FLORIDA

DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION
CONSTRUCTION INDUSTRY LICENSING BOARD

SEQ# L12082202914

DATE	BATCH NUMBER	LICENSE NBR
08/22/2012	120083272	CUC1223914

The UNDERGROUND UTILITY & EXCAVATION CO
Named below IS CERTIFIED
Under the provisions of Chapter 489 FS.
Expiration date: AUG 31, 2014

DEREMER, GARY ANDREW
US WATER SERVICES CORPORATION
4939 CROSS BAYOU BOULEVARD
NEW PORT RICHEY 34652

RICK SCOTT
GOVERNOR

KEN LAWSON
SECRETARY

DISPLAY AS REQUIRED BY LAW

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AC# 6168492

STATE OF FLORIDA

DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION
CONSTRUCTION INDUSTRY LICENSING BOARD

SEQ# L12062000969

DATE	BATCH NUMBER	LICENSE NBR
06/20/2012	110438491	CGC003307

The GENERAL CONTRACTOR
Named below IS CERTIFIED
Under the provisions of Chapter 489 FS.
Expiration date: AUG 31, 2014

DELCHER, CECIL R
U S WATER SERVICES CORPORATION
4939 CROSS BAYOU BOULEVARD
NEW PORT RICHEY FL 34652

RICK SCOTT
GOVERNOR

KEN LAWSON
SECRETARY

DISPLAY AS REQUIRED BY LAW

State of Florida

Department of Environmental Protection

LICENSE NO.: 0017866 DATE ISSUED: 3/15/2013

CLASS C WASTEWATER TREATMENT PLANT OPERATOR

DOUGLAS ELLIS ADAMS

IS LICENSED UNDER PROVISIONS OF CHAPTER 403, FLORIDA STATUTES

VALID UNTIL: 4/30/2015

State of Florida
Department of Environmental Protection

ISSUED: 3/27/2013 **LICENSE NO.:** 0008727

THE CLASS B WASTEWATER TREATMENT PLANT OPERATOR NAMED BELOW IS LICENSED UNDER THE PROVISIONS OF CHAPTER 403, FLORIDA STATUTES.

VALID UNTIL: 4/30/2015

GARY A DEREMER

RICK SCOTT HERSCHEL T. VINYARD, JR

GOVERNOR SECRETARY

DISPLAY IS REQUIRED BY LAW

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US Water Services Corp.

305-3967563

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State of Florida
Department of Environmental Protection
OPERATOR CERTIFICATION PROGRAM
2600 BLAIR STONE ROAD, M.S. 3506
TALLAHASSEE, FLORIDA 32399-2400
(850)245-7500

ANDREW JOSEPH DISKIN
9 SOMBRERO BLVD APT 106
MARATHON, FL 33050

State of Florida
Department of Environmental Protection

LICENSE NO.: 0012958 DATE ISSUED: 3/20/2013
CLASS B WASTEWATER TREATMENT PLANT OPERATOR
ANDREW JOSEPH DISKIN
IS LICENSED UNDER PROVISIONS OF CHAPTER 403, FLORIDA STATUTES
VALID UNTIL: 4/30/2015

State of Florida Department of Environmental Protection	
ISSUED: 3/20/2013	LICENSE NO.: 0012958
THE CLASS B WASTEWATER TREATMENT PLANT OPERATOR NAMED BELOW IS LICENSED UNDER THE PROVISIONS OF CHAPTER 403, FLORIDA STATUTES.	
VALID UNTIL: 4/30/2015	
ANDREW JOSEPH DISKIN	
RICK SCOTT	HERSCHEL T. VINYARD, JR
GOVERNOR	SECRETARY
DISPLAY IS REQUIRED BY LAW	

State of Florida
Department of Environmental Protection

LICENSE NO.: 0005675 DATE ISSUED: 4/11/2013
 CLASS C WASTEWATER TREATMENT PLANT OPERATOR
 DAVID L EVANS
 IS LICENSED UNDER PROVISIONS OF CHAPTER 403, FLORIDA STATUTES
 VALID UNTIL: 4/30/2015

State of Florida
Department of Environmental Protection

ISSUED: 4/11/2013 LICENSE NO.: 0005675

THE CLASS C WASTEWATER TREATMENT PLANT OPERATOR NAMED BELOW IS LICENSED UNDER THE PROVISIONS OF CHAPTER 403, FLORIDA STATUTES.

VALID UNTIL: 4/30/2015

DAVID L EVANS

RICK SCOTT HERSCHBL T. VINYARD, JR.

GOVERNOR **DISPLAY IS REQUIRED BY LAW** SECRETARY



Certified Operator Profile Search Results
 Florida Department of Environmental Protection

To View CEU's CLICK on LICENSE NUMBER.

NAME	TYPE/CLASS	LIC. #	STATUS	ORIGINAL ISSUE DATE	EFFECTIVE DATE	EXPIRATION DATE
JEFFREY L DU PONT	WWA	0005670	ACTIVE	11/1/1987	3/16/2013 9:50:18 AM	4/30/2015
JEFFREY L DU PONT	DWC	0008416	ACTIVE	2/28/1997	3/16/2013 9:50:18 AM	4/30/2015

[DEP Homepage](#) [Certified Operator Search](#)

State of Florida
Department of Environmental Protection

ISSUED: 3/21/2013 **LICENSE NO.:** 0016067

THE CLASS C WASTEWATER TREATMENT PLANT OPERATOR NAMED BELOW IS
LICENSED UNDER THE PROVISIONS OF CHAPTER 403, FLORIDA STATUTES.

VALID UNTIL: 4/30/2015

TERRY PAUL

RICK SCOTT HERSCHEL T. VINYARD, JR

GOVERNOR SECRETARY

DISPLAY IS REQUIRED BY LAW

Jul 15 13 01:55p

Daniel Quintana

3057433640

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State of Florida

Department of Environmental Protection
OPERATOR CERTIFICATION PROGRAM
2600 BLAIR STONE ROAD, M.S. 3506
TALLAHASSEE, FLORIDA 32399-2400
(850)245-7500

DANIEL QUINTANA
10700 2ND AVENUE GULF
MARATHON, FL 33050

State of Florida
Department of Environmental Protection

ISSUED: 3/13/2013 **LICENSE NO.:** 0012993

THE CLASS C WASTEWATER TREATMENT PLANT OPERATOR NAMED BELOW IS
LICENSED UNDER THE PROVISIONS OF CHAPTER 403, FLORIDA STATUTES.

VALID UNTIL: 4/30/2015

DANIEL QUINTANA

RICK SCOTT HERSCHEL T. VINYARD, JR.

GOVERNOR **DISPLAY IS REQUIRED BY LAW** **SECRETARY**

State of Florida
Department of Environmental Protection

LICENSE NO.: 0013570 DATE ISSUED: 2/27/2013
CLASS C WASTEWATER TREATMENT PLANT OPERATOR
JOSEPH H. SCHOLZ
IS LICENSED UNDER PROVISIONS OF CHAPTER 403, FLORIDA STATUTES
VALID UNTIL: 4/30/2015

State of Florida
Department of Environmental Protection

ISSUED: 2/27/2013 LICENSE NO.: 0013570

THE CLASS C WASTEWATER TREATMENT PLANT OPERATOR NAMED BELOW IS LICENSED UNDER THE PROVISIONS OF CHAPTER 403, FLORIDA STATUTES.

VALID UNTIL: 4/30/2015

JOSEPH H. SCHOLZ

RICK SCOTT HERSCHEL T. VINYARD, JR.
GOVERNOR SECRETARY

DISPLAY IS REQUIRED BY LAW

State of Florida
Department of Environmental Protection

This Is To Certify That

DAVID R. FORD, SR.

Has successfully passed the examination and has met all qualifications required by Chapter 403, Florida Statutes, and is hereby certified as a

Wastewater Treatment Plant Operator, Class B

License Number
WW 0017643

Date Issued
April 22, 2013



Rick Scott
Governor

Herschel T. Vinyard, Jr.
Secretary

THIS CERTIFICATE IS NOT A LICENSE



Certified Operator Profile Search Results
Florida Department of Environmental Protection

To View CEU's **CLICK** on **LICENSE NUMBER**.

NAME	TYPE/CLASS	LIC. #	STATUS	ORIGINAL ISSUE DATE	EFFECTIVE DATE	EXPIRATION DATE
JON H MEYER	DWA	0005727	ACTIVE	2/1/1986	11/30/2012 1:04:18 PM	4/30/2015
JON H MEYER	WWA	0005913	ACTIVE	2/1/1990	3/7/2013 2:19:03 PM	4/30/2015

[DEP Homepage](#) [Certified Operator Search](#)

State of Florida

Board of Professional Engineers

Attests that

Bradford Kirk Labella, P.E.



Is licensed as a Professional Engineer under Chapter 471, Florida Statutes


Expiration: 2/28/2015

Audit No: 228201516167

P.E. Lic. No:

56015


State of Florida
Board of Professional Engineers
Attests that
Mohammed Y. Kader, P.E.


FLORIDA BOARD OF PROFESSIONAL ENGINEERS

Is licensed as a Professional Engineer under Chapter 471, Florida Statutes
Expiration: 2/28/2015
Audit No: 228201503185

P.E. Lic. No:
45129

State of Florida
Board of Professional Engineers
Attests that
Keith B. Keegan, P.E.


FLORIDA BOARD OF PROFESSIONAL ENGINEERS

Is licensed as a Professional Engineer under Chapter 471, Florida Statutes
Expiration: 2/28/2015
Audit No: 228201508198

P.E. Lic. No:
65546

Attachment #2 Statements and Affidavits:

ANTI-KICKBACK AFFIDAVIT

STATE OF FLORIDA)
 : SS
COUNTY OF _____)

I, the undersigned hereby duly sworn, depose and say that no portion of the sum herein bid will be paid to any employees 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 an officer of the corporation.

By: _____

Sworn and subscribed before me this
_____ day of _____, 20____.

NOTARY PUBLIC, State of Florida at Large

My Commission Expires: _____

**SWORN STATEMENT UNDER SECTION 287.133(3)(a)
FLORIDA STATUTES, ON PUBLIC ENTITY CRIMES**

THIS FORM MUST BE SIGNED IN THE PRESENCE OF A NOTARY PUBLIC OR OTHER OFFICE AUTHORIZED TO ADMINISTER OATHS.

1. This sworn statement is submitted with Bid, Bid or Contract No. _____ for

2. This sworn statement is submitted by _____
(Name of entity submitting sworn statement)

whose business address is _____

_____ and (if applicable) its Federal Employer Identification Number (FEIN) is _____ (If the entity has no FEIN, include the Social Security Number of the individual signing this sworn statement.)

3. My name is _____ and my relationship to
(Please print name of individual signing)

the entity named above is _____.

4. 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 with 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, material misrepresentation.

5. I understand that "convicted" or "conviction" as defined in Paragraph 287.133(1)(b), Florida Statutes, means a finding of guilt or a conviction of a public entity crime, with or without an adjudication guilt, in any federal or state trial court of record relating to charges brought by indictment information after July 1, 1989, as a result of a jury verdict, nonjury trial, or entry of a plea of guilty or nolo contendere.

6. I understand that an "affiliate" as defined in Paragraph 287.133(1)(a), Florida Statutes, means

1. A predecessor or successor of a person convicted of a public entity crime: or

2. An entity under the control of any natural person who is active in the management of the entity and who has been convicted of a public entity crime. The term "affiliate" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in the management of an affiliate. The ownership by one person of shares constituting controlling interest in another person, or a pooling of equipment or income among persons when not for fair market value under an arm's length agreement, shall be a prima facie case that one person controls another person. A person who knowingly enters into a joint venture with a person who has been convicted of a public entity crime in Florida during the preceding 36 months shall be considered an affiliate.

7. I understand that a "person" as defined in Paragraph 287.133(1)(8), 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.

8. Based on information and belief, the statement, which I have marked below, is true in relation to the entity submitting this sworn statement. (Please indicate which statement applies.)

___Neither the entity submitting this sworn statement, nor any officers, directors, executives, partners, shareholders, employees, members, or agents who are active in management of the entity, nor any affiliate of the entity have 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 the officers, directors, executives, partners, shareholders, employees, members, or agents who are active in 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)

(Date)

STATE OF _____

COUNTY OF _____

PERSONALLY APPEARED BEFORE ME, the undersigned authority,

_____ who, after first being sworn by me, affixed his/her signature in
(Name of individual signing)

the space provided above on this _____ day of _____, 20__.

My commission expires: _____
NOTARY PUBLIC

EQUAL BENEFITS FOR DOMESTIC PARTNERS AFFIDAVIT

STATE OF FLORIDA)
 : SS
 COUNTY OF _____)

I, the undersigned hereby duly sworn, depose and say that the firm of _____ provides benefits to domestic partners of its employees on the same basis as it provides benefits to employees' spouses per City of Key West Ordinance Sec. 2-799.

By: _____

Sworn and subscribed before me this

_____ day of _____, 20__.

 NOTARY PUBLIC, State of Florida at Large

My Commission Expires: _____

CONE OF SILENCE AFFIDAVIT

STATE OF _____)

: SS

COUNTY OF _____)

I the undersigned hereby duly sworn depose and say that all owner(s), partners, officers, directors, employees and agents representing the firm of _____ have read and understand the limitations and procedures regarding communications concerning City of Key West issued competitive solicitations pursuant to City of Key West Ordinance Section 2-773 Cone of Silence (attached).

Sworn and subscribed before me this

_____ day of _____, 20__.

NOTARY PUBLIC, State of _____ at Large

My Commission Expires: _____



THE CITY OF KEY WEST
3140 Flagler Avenue
Key West, Florida 33040

RFP No. 09-13:

Professional Contract Services to Operate, Maintain, and Manage the City's Wastewater Treatment Plant, Wastewater Collection and Lift/Pumping Stations, and Stormwater Collection and Pumping Stations

ADDENDUM ACKNOWLEDGMENT FORM

Proposer acknowledges that the following addenda have been received and are included in his/her submittal:

<u>Addendum No.</u>	<u>Date Issued</u>
<u>1</u>	<u>September 10, 2013</u>
<u>2</u>	<u>September 20, 2013</u>
_____	_____
_____	_____

Firm name: _____

Proposer's Representative (Print): _____ Title: _____

Signature: _____

Notes:

1. Proposer must attach to this form copies of all Addenda received.
2. Proposer acknowledges receipt of Addenda and all attachments provided.
- 3. Attachments to Addendum 2 do not need to be attached to Proposal.**



ADDENDUM 1

TABLE OF CONTENTS

Addendum Acknowledgement Form	1 page
Addendum 1	2 pages
Mandatory Pre-Proposal Meeting Minutes – September 5, 2013	4 pages
Mandatory Pre-Proposal Meeting Minutes Sign-up Sheets – September 5, 2013	3 pages
Mandatory Pre-Proposal Site Visits Sign-up Sheets – September 5, 2013	3 pages
Mandatory Pre-Proposal Wastewater Treatment Plant Site Visit Sign-up Sheets – September 5, 2013	3 pages



THE CITY OF KEY WEST
3140 Flagler Avenue
Key West, Florida 33040

ADDENDUM 1

TO ALL PROSPECTIVE BIDDERS:

This addendum is issued as supplemental information to the RFP 09-13 package for clarification, correction, and additional information that will be of use to bidders.

MANDATORY PRE-PROPOSAL MEETING & SITE VISITS:

1. Attached is the meeting minutes from the pre-proposal meeting held on September 5, 2013.
2. Attached is a copy of the sign-in sheets from the pre-proposal meeting held on September 5, 2013.
3. Attached is a copy of the sign-in sheets from the pre-proposal site visits held on September 5, 2013.
4. Attached is a copy of the sign-in sheets from the pre-proposal site visit held on September 6, 2013.

DRAFT AGREEMENT:

Modify indicated sections of the "Draft Agreement" as follows:

5.4 Fee Parameters. Any annual compensation negotiated between the City and the CONTRACTOR pursuant to Section 5.2 of this Agreement shall be subject to the following parameters: (i) at least fifty percent (50%) of the annual compensation of the CONTRACTOR under this Agreement is based upon a periodic fixed amount and shall not be subject to any incentive based upon output of the Facilities; (ii) the annual compensation of the CONTRACTOR shall not be based (in whole or in part) on a share of the net profits of the Facilities; and (iii) in the event that the Fee is determined by arbitration pursuant to Section 5.2 and Section 9 hereof, the Fee so determined shall be subject to and comply with the provisions of Rev. Proc 82-14, 1982-1 C.B. 459 as amended by Section 1301 (e) of the Internal Revenue Code of 1986 Rev. Proc. 97-13, 1997-1 C.B. 632. as amended (the "Code").

9.1.6 The parties hereby stipulate and agree for purposes of arbitration that any modification of the Fee shall be subject to the provisions of ~~Rev. Proc. 82-14, 1982-1 C.B. 459, as amended by Section 1301 (c) of the Code~~ ~~Rev. Proc. 97-13, 1997-1 C.B. 632~~. The parties hereby further agree and stipulate for purposes of arbitration that the pricing and cost estimates contained in this Agreement or any subsequent modification hereto are fair and reasonable and are not to be a factual issue for determination by the Arbitration Board. The sole question of fact(s) for the Arbitration board shall be confined to changes (or anticipated future changes) in circumstances between the effective date of this Agreement or any modification(s) hereto (including, but not limited to, negotiated or arbitrated changes to fees and cost estimates pursuant to this Agreement) and the effect such changed circumstance(s) should have on the then effective fees and/or cost estimates.

PROPOSAL – STATEMENT OF QUALIFICATIONS

Modify second paragraph of the “Proposal – Statement of Qualifications Section” as follows:

The deadline for submitting responses to the CITY CLERK is October 2, 2013 and not later than 3:00 PM. Any responses received after said date and time will not be considered. The submittal package will include responses to the Statement of Qualification Tasks below and signed execution of the Anti-Kickback Affidavit, Sworn Statement Under Section 287.133(3)(a) Florida Statutes on Public Entity Crimes, ~~and~~ Equal Benefits for Domestic Partners Affidavit Forms, and Cone of Silence Affidavit which follow this section. Furthermore, an acknowledgement of the issued Addenda’s shall also be included in the submittal package.

MEETING MINUTES
KEY WEST FLORIDA

- 1) Meeting started at 1:30 PM
- 2) Introductions
 - a. Jay Gewin, City of Key West Utilities Management, presented introduction of current wastewater and stormwater systems operations and expectations for future operations.
- 3) Agenda Review
 - a. RFP Review
 - b. Day 1 Site visits description – Wastewater pump station, storm water pump station and gravity well to be visited immediately after meeting is adjourned.
 - c. Day 2 site visit to wastewater treatment plant – Work orders passed out to meeting participants to obtain day pass at the Navy. Instructions provided to obtain day pass and meeting location.
- 4) Information to Proposers
 - a. RFP shall be received by October 2, 2013 no later than 3:00 PM.
 - b. City Clerk - 3126 Flagler Avenue, Key West, Florida, 33040
- 5) Call for Request for Proposals
 - a. Review of instructions on how to submit as described on the RFP.
 - b. Statement of Qualifications (separate envelopes)
 - i. Original / Copy / CD-ROM or Flash Drive (Label)
 - c. Management Fee Affidavit (separate envelopes)
 - i. Original / Copy (Label)
 - d. Remaining Forms
 - i. Anti-Kickback Affidavit
 - ii. Sworn Statement under Section iii. 287.133(3)(a) Florida Statutes, Public Entity Crimes
 - iii. Equal Benefits Domestic Partner
 - iv. Cone of Silence Affidavit
 - v. Addenda's
- 6) Request for Proposals
 - a. Due Date
 - i. October 2, 2013
 - ii. No later than 3:00 PM

- b. City Reserves the Right to Reject Proposals
 - c. Submit to City Clerk
 - d. Five (5) year contract
 - e. Two (2) Optional Five Year Renewable Periods
 - f. Submittals must be Received before Deadline
 - g. City Commission Final Approval
 - i. Negotiate Contract within 30 days
 - ii. City may Award to Next Qualified Firm
- 7) General Information
- a. Public/Private Partnership since 1989
 - b. Modified Cost Plus Contract
 - i. Budget Control and Audit Rights
 - ii. City Owned Facilities and Equipment
 - iii. Expense above \$5,000 City Approval
 - iv. City Purchasing and Travel Policy
 - c. US Navy Clearance (11:00 AM WWTP Tour)
 - i. 7:00 AM to 10:00 AM
 - ii. Work Order Form
- 8) Background Information
- a. Wastewater System Overview
 - i. Treatment Plant Schematic
 - ii. Collection System
 - b. Stormwater System Overview
 - i. Stormwater System
 - c. Laboratory Overview
- 9) Schedule and Award

DATE	MILESTONE
5-Sep-13	Mandatory Pre-Proposal Meeting (with site visits) - 1:30 PM
6-Sep-13	Mandatory (WWTP visit) - 11:00 AM
16-Sep-13	Deadline: Requests for Information (RFI)
20-Sep-13	Response: Requests for Information (RFI)
2-Oct-13	Proposal Due Date
16-Oct-13	Public Meeting: Review Committee Ranking and Review Meeting - Opening of pricing envelopes
17-Oct-13	Notification of Ranking Results
5-Nov-13	City Commission Presentation & Selection of firms
12-Nov-13	Start Contract Negotiation
12-Dec-13	End Contract Negotiation
7-Jan-13	City Commission - Contract Approval
1-Mar-14	Signed Contract - NTP

10) Selection and Scoring

- a. City ranking committee reviews each proposal and determines responsiveness
- b. Ranking committee will rank proposals at public meeting
- c. Management fee proposal – separate sealed envelope (labeled) – Points assigned based on equation

TASK NO.	SELECTION CRITERIA	POINTS ALLOWED
SOQ Document	SOQ Submittal Quality, Documentation, and Information	0 - 5
Task 1.0	Company Overview	0 – 12
Task 2.0	Qualifications and Experience	0 – 45
Task 3.0	Technical Approach	0 – 35
Task 4.0	Licenses and Certifications	0 – 8
Task 5.0	Safety	0 – 10
Task 6.0	Corporate Capability	0 – 25
	Regional Presence in Florida	0 – 25
	Management Fee	0 - 60
	TOTAL SCORE	235

- d. Ranking and selection presented to City Commission
- e. Proposers may be required to give presentation
- f. City Commission makes final selection
- g. City Commission authorizes City Manager to negotiate contract

11) Statement of Qualifications

- a. 75 pages, single sided
- b. 12 point font
- c. Proposers need to respond to each task
- d. Submittal package must include:
 - i. Anti-Kickback Affidavit
 - ii. Sworn Statement under Section 287.133(3)(a) Florida Statutes on Public Entity Crimes
 - iii. Equal Benefits for Domestic Partners Affidavit
 - iv. Cone of Silence Affidavit
 - v. Addenda's

12) Requests for Information

- a. Written RFI Requests (September 16, 2013)
- b. RFI Response (September 20, 2013)

- c. Contact Person – Isabel Botero: Email Address – Boteroi@bv.com
- 13) Other RFP Information
- a. City of Key West insurance requirements included in the RFP
 - b. Draft Agreement
 - c. Exhibits A-G
 - d. RAPIDGate – Required for personnel that will be working on the wastewater treatment plant.
- 14) Draft Agreement
- a. SOQ Section 6.4.8 with New Suggested Language – Submit with RFP
 - b. RFI for Clarification
- 15) Review of overview map/locations of tour locations and wastewater treatment plant.
- 16) Meeting adjourned at 2:12 PM.



Sign In Sheet RFP No. 09-13 Mandatory Pre-Proposal Meeting
September 5, 2013 1:30 PM

Attendees: Please Sign-in

Name	Company	Email	Phone
1 Aaron Voss	US Water Services Corp	avoss@uswatercorp.com	(712) 224-2171
2 Dewayne Dousay	US Water Services Corp	ddousay@uswatercorp.net	305-393-0700
3 Jon Meyer	US Water Services Corp	JMeyer@uswatercorp.net	239-989-9791
4 Isabel Botero	Black & Veatch	boteroie@bv.com	(954) 319-9861
5 JAY GEWIN	City of Key West	jgewin@keywestcity.com	(305) 809-3902
6 Ron PARKER	Black & Veatch	rparker@bv.com	(352) 345-1494
7 Ricky Collins	CH2M Hill	ARNOLD.COLLINS@CH2M.COM	(305) 747-5107
8 Sean McCoy	CH2M Hill	SEAN.MCCOY@CH2M.COM	(305) 294-1645
9 MIKE FORDAK	CH2M Hill	mfordak@CH2M.COM	(305) 294-1645
10 Bob Dick	SEVERN TRANT	Rdick@STES.COM	239-509-4225
11 Kelvin Peters	" "	kpeters@stes.com	601-874-7787
12 Michael A. Miller	" "	miller2@stes.com	407.908.2548
13 Richard Gardner	SevernTrant Environmental Services Inc	rgardner@stes.com	516-315-5952



Sign In Sheet RFP No. 09-13 Mandatory Pre-Proposal Meeting
September 5, 2013 1:30 PM

Attendees: Please Sign-in

Name	Company	Email	Phone
14 Jim Galipeau	XWNA	JAMES.GALIPAUE@VEOLIAWATER.NA.COM	774-281-3048
15 Steve Kruger	Veolia	STEVEN.KRUGER@VEOLIAWATER.NA.COM	781-738-4333
16 Mike Kuhn	VEOLIA	MIKE.KUHN@VEOLIAWATER.NA.COM	
17 John Boffelau	OMI	John.Boffelau@OMI.com	305-292-5102
18 Gary Wood	OMI	Gary.Wood@omi.com	336-998-5005
19 Dan Stark	OMI	dan.stark@omi.com	478-361-5244
20 John Baeringer	HCR	jbaeringer@handexmail.com	561-613-9985
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Sign In Sheet RFP No. 09-13 Mandatory Pre-Proposal Meeting
September 5, 2013 1:30 PM

Attendees: Please Sign-in

Name	Company	Email	Phone
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Sign In Sheet RFP No. 09-13 Mandatory Pump Stations Tour
September 5, 2013 – After Pre-Proposal Meeting

Attendees: Please Sign-in

Name	Company	Email	Phone
1 Kelvin Peters	Seven Trent Services	kpeters@stes.com	601-874-7787
2 Michael A. Miller	"	mmiller2@stes.com	407-908-2548
3 Bob Dick	Seven Trent	Rdick@stes.com	239-707-4225
4 Richard Gardner	Seven Trent Environmental Services	rgardner@stes.com	516-315-5932
5 Jon Meyer	US Water Services Corp.	JMeyer@uswatercorp.net	979-989-9791
6 Dewayne Dourag	US Water Services Corp.	ddourag@uswatercorp.net	305-393-0700
7 Aaron Voss	US Water Services Corp	avoss@uswatercorp.com	712-224-2171
8 John Baeriger	HCR	jbaeriger@hcr.com	561-613-9985
9 Steven Krueger	Veolia	STEVEN.KRUEGER@VEOLIAWATERNA.COM	781-738-4333
10 Jim Galzean	WVNP	JAMES.GALZEAN@VEOLIAWATERNA.COM	774-281-3048
11 MIKE KAHN	VEOLIA	MIKE.KAHN@VEOLIAWATERNA.COM	813-629-1070
12 JOHN BORTLANDO	OMI	John.Bortlando@OMI.COM	305-292-5162
13 DANIEL STARK	OMI	DAN.STARK@OMI.COM	478-361-5244



Sign In Sheet RFP No. 09-13 Mandatory Pump Stations Tour
September 5, 2013 – After Pre-Proposal Meeting

Attendees: Please Sign-in

Name	Company	Email	Phone
14 Gary Wood	OMI	Gary.Wood@ch2m.com	336.998.5005
15 Sean McCoy	CH2M Hill	Sean.McCoy@CH2M.COM	305.294.1645
16 MIKE FORDOCK	CH2M HILL	MFORDOCK@CH2M.COM	305.294.1645
17 Ron Parkie	Black & Veatch	rparkie@bv.com	(352) 345-1494
18 Isabel Botero	BLACK & VEATCH	Boteroi@bv.com	(954) 319-9801
19 Jay Gewin	City of Key West	jgewin@keywestcity.com	(305) 809-3902
20 Terry Duff	OMI CH2M HILL	Terry.Duff@CH2M.COM	813.951.5725
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Sign In Sheet RFP No. 09-13 Mandatory Pump Stations Tour
September 5, 2013 – After Pre-Proposal Meeting

Attendees: Please Sign-in

Name	Company	Email	Phone
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Sign In Sheet RFP No. 09-13 Mandatory WWTP Visit
September 6, 2013 11:00 AM

Attendees: Please Sign-in

Name	Company	Email	Phone
1 Kelvin Peters	Severn Trent	kpeters@stes.com	601.874.7787
2 Jon Meyer	U.S. Water Services Corp.	JMeyer@uswatercorp.net	801-239-987-9791
3 Bob Dick	SEVERN TRENT	bdick@STES.com	239-707-4225
4 Richard Gardner	Severn Trent Environmental Services	rgardner@stes.com	516-315-5932
5 Aaron Voss	US Water Services Corp	avoss@uswatercorp.com	712-224-2171
6 Jay Gewin	City of Key West	jgewin@keyvesti.ky.com	305-809-3902
7 Sean McCoy	CH2M HILL	Sean.mccoy@CH2M.com	305-294-6445
8 JAMES GALIPEAU	VWNA	JAMES.GALIPEAU@VOLIAWATERNA.COM	774-281-3048
9 Steve Kruger	VWNA	STEVEN.KRUGER@	17817384333
10 MIKE KUHN	VWNA	MIKE.KUHN@VOLIAWATERNA.COM	813-629-1870
11 Dwayne Dourcy	US Water Service, dourcy@uswatercorp.net		305-393-0700
12 Michael A. Miller	Severn Trent Services	mmiller2@stes.com	407.908.2548
13 Ron Puckler	Black & Veatch	rpuckler@bv.com	(352) 345-1484



Sign In Sheet RFP No. 09-13 Mandatory WWTP Visit
September 6, 2013 11:00 AM

Attendees: Please Sign-in

Name	Company	Email	Phone
14 Isabel Boto	Black & Veatch	iboto@bv.com	954-319-9861
15 Terry Duff	CH2M.com	Terry.Duff@CH2M.com	
16 Dan Stark	CH2M Hill	DAN.STARK@CH2M.COM	
17 Dawn Dawsey	U.S. Water Services	dawsey@uswater.com	305-393-0700
18 Gary Wood	OMI	Gary.Wood@ch2m.com	336 998-5005
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Sign In Sheet RFP No. 09-13 Mandatory WWTP Visit
September 6, 2013 11:00 AM

Attendees: Please Sign-in

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THE CITY OF KEY WEST
3140 Flagler Avenue
Key West, Florida 33040

ADDENDUM 2

TO ALL PROSPECTIVE BIDDERS:

This addendum is issued as supplemental information to the RFP 09-13 package for clarification, correction, and additional information that will be of use to bidders.

RESPONSES TO QUESTIONS/CLARIFICATIONS:

<u>ITEM NO.</u>	<u>QUESTION</u>	<u>RESPONSE</u>
1	Can you please confirm the differences between the information requested in Task 2.0, Subtasks 2.1 and 2.2? Is Subtask 2.1 limited to only individual plants in Florida of 5 mgd or higher, and Subtask 2.2 includes all plants in Florida with only a preference to 5 mgd to 15 mgd?	Sub-Task 2.1 requires to submit a <u>reference list</u> including Client's contact information to verify at least 5 years of contract operations business experience (experience to include advance wastewater treatment facilities in Florida with an average flow rate of 5 mgd or greater). Sub-Task 2.2 requires to submit information about <u>full service contract operations</u> identifying the specific details listed under Sub-Task 2.2 (length of time in existing contract, type of treatment process, etc). It is preferred that the contracts included are for plants with advance wastewater treatment techniques, area designed between 5 to 15 MGD and possible influence by salt water intrusion.
2	Please confirm that Task 2.0, Subtask 2.1 is limited to full contract operations, which means at a minimum, providing all labor and management and paying operations and maintenance expenses, and that it does not include consulting contracts, management contracts, or staff augmentation contracts.	Confirmed.

<u>ITEM NO.</u>	<u>QUESTION</u>	<u>RESPONSE</u>
3	Task 6.0, Subtask 6.1 requests, among other items, “annual report for the past 5 years.” Our last annual report numbered 85 pages, and 5 years’ worth would be approximately 400 pages. Can this information be included on the requested flash drive, or at least be included in an appendix and fall outside the 75-page limit?	Any of the documentation listed, or additional documentation, can be included if it shows a “record of corporate financial stability and commitment to full service contract operation and maintenance of municipally owned wastewater and stormwater systems.” Annual reports can be included as a digital Appendix, but other documentation shorter in length must be included as part of the response.
4	Task 2.0, Subtask 2.7 – Given the significant number of plants a contractor operates, to list any failure, including all minor failures, is a very large undertaking. Would the City consider altering this to administrative failures or legal actions such as NOV’s, AO’s, and Consent Decrees?	Modify Task 2.0, Subtask 2.7, as follows: For all previous and current full service contract operations over the past 10 years, provide a summary of any reported failures with regulatory compliance permits; failures to meet contractual or financial obligations, or default.
5	As discussed at the pre-bid conference, please confirm that no alternate bids will be considered.	Confirmed.
6	RFP Page 11, Management Fee: Please confirm that the management fee percentage is mark-up on total direct costs as outlined in Exhibit F, and not the mark-up or margin on total revenues?	Confirmed.
7	Please confirm that each of the following Regional Operational Support-based efforts are part of the management fee: a) Procurement - labor associated with off-site purchasing activities for Direct Cost items for the City of Key West. These efforts would include required practices under the terms of the contract following all City purchasing ordinances. b) Contracts - labor to negotiate subcontracts and other contractual issues with vendors in support of Key West whether the person negotiating and/or writing the contract is onsite or off-site. c) Safety - labor directly supporting the Key West project for safety related tasks (training, site specific program development, incident investigations, etc.) whether the safety expertise is located onsite or off-site for the direct benefit to the City and staff.	Confirmed.

<u>ITEM NO.</u>	<u>QUESTION</u>	<u>RESPONSE</u>
	<ul style="list-style-type: none"> d) Compliance - labor directly supporting the Key West project for specialized compliance and reporting employee training, laboratory audits, incident investigations, permit reviews, etc. whether the compliance expertise is located onsite or off-site for the direct benefit to the City. e) Sustainability - developing project specific sustainability and environmental management systems for the Key West project and support on identification and implementation of sustainability/efficiency improvement activities whether the sustainability expertise is located onsite or off-site for the direct benefit to the City. f) Quality - budgeted quality training programs. g) Accounting - Would labor for accounting professionals working on invoicing and payables tasks related directly to the City of Key West be considered a direct cost? h) Offsite Operations Specialist - providing specific assistance to Key West i) Offsite Maintenance Specialist - providing specific assistance to Key West 	
8	Per task 1.3, please confirm that “unbundled pay range classifications” should include only salary and benefits and that all recovery of overhead and profit is intended to be included management fee.	All recovery of overhead and profit is to be included in the Management Fee.
9	Please provide the following reports: <ul style="list-style-type: none"> a) Previous twelve (12) months of DMRs. b) Copies of all regulatory agencies correspondence for the previous two (2) years. c) Prevention Maintenance Records for the plant, collection system and rolling inventory d) Corrective Maintenance Records for the plant, collection system and rolling inventory 	<ul style="list-style-type: none"> a) See Attachment 3. b) See Attachment 3. c) See Attachment 1, 2 and 3. d) See Attachment 1, 2 and 3.
10	What impact does inflow and infiltration have on the plant? Has either been quantified? Are there remediation plans in-place?	Collection system improvements have been undertaken that have significantly improved its performance. Plant influent flow rate was reduced from 7.5 MGD to 4.5 MGD after improvements were completed. I/I is monitored and not expected to be an issue at

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		the plant.
11	Provide a copy of the last Expanded Effluent Testing Data	See Attachment 3.
12	Can a copy of the latest version of the Operation and Maintenance Manual be provided? Is the Operation and Maintenance Manual up-to-date and accurate?	Operation and Maintenance Manuals are available for review at the City Hall from September 25 to September 27, hours 8:00 AM to 5:00 PM (not available from 12:00 Noon to 1:00 PM). Coordinate with Ms. Isabel Botero to schedule a visit. O&M Manuals are up-to-date and accurate.
13	Are any industry standard key Performance Indicator parameters tracked and if so can you provide these reports? a) Cost per gallon treated for power, chemicals and sludge removal b) Ratio of corrective vs. preventive maintenance work orders.	City is not aware of these parameters being currently tracked.
14	As the plant appears to be under loaded, has there been any effort to increase the customer base? Is the City interested in partnering with an organization with a track record of increasing the utility owner's revenue while improving plant efficiency and compliance in Florida?	The City may consider adding Key Haven (approximately 500 additional homes) to the service area. The final decision will be taken in coordination with the Florida Keys Aqueduct Authority (FKAA).
15	Is the current Process Control Management Plan available for review?	No.
16	Is any effort planned to reduce the corrosion at the new headworks of the facility?	The City encourages preventive/corrective maintenance of all existing equipment and facilities.
17	Does the City have a no odor tolerance policy or odor ordinance? If so, what is the current operator doing in support of the policy?	It is a priority for the City to manage odors. The City has an Ordinance for Nuisance (Sec. 26-32) that covers disagreeable odors. City expects the Contractor to be responsive to complains from residences and businesses. Any complaints receive from neighborhoods should be addressed in a very timely manner. Odor complaints have not been an issue at the wastewater treatment plant.
18	Does the City require all piping be labeled in accordance with industry standards?	The City expects pipe labeling to be in compliance with FDEP regulations and guidelines.
19	Is the Contractor responsible for paying all SCADA and/or telemetry licensing fees? If so, what are the licensing fees associated with the existing SCADA/telemetry system and are all licenses in the Owner's or Contractor's name? FCC? Software? Hardware?	Yes, Contractor is responsible for paying all SCADA and/or telemetry licensing fees. Budget provided in Exhibit F included a line item for licensing and fees. Licenses are in the Contractor's name. Software and hardware are the Owner's property.
20	CMMS a) In an effort to maintain the historical	a) Yes b) Software used is Maintenance

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	<p>integrity of the system and to make informed decisions on lifecycle costing for each asset, we assume an electronic copy of the existing CMMS database will be made available to the selected Contractor, is this correct?</p> <p>b) If the current contractor is utilizing CMMS software to manage the facilities, what CMMS software is being utilized?</p>	Connection
21	Please provide a copy of the current Capital Improvements Plan	See Attachment 3.
22	Please provide the currently approved Contractor's list for the operation and maintenance activities associated with this RFP.	<p>List of Contractors with security clearance to do work at the wastewater plant (may not be comprehensive):</p> <p>Airmark (uniforms) Waste Management Nearshore Electric Walker Landscape Data Flow Systems Debonair Mechanical Walker Landscape Arnolds Towing PHSI Pure Water</p>
23	What is all software that is in use, such as software currently utilized for Process Control monitoring, if any? Will the software be supplied to the Contractor?	Operator-10 and Maintenance Connection. Yes.
24	Please provide a list of all collection system backups and/or Sanitary Sewer Overflows (SSO's) over the past five (5) years as well as causes for such back-ups and SSO's.	See Attachment 1 and 2.
25	Please provide copies of the current Contractor's Monthly Operations and Maintenance Reports for the past 12 months.	See Attachment 3.
26	Task 2.0 Qualifications and Experience – As a company that performs services similar to those being requested in this RFP at smaller, similar and larger scales around the world, we would like to know if the Florida, and specifically “preference” for South Florida experience, will actually result in a higher score for respondents that have fewer overall facilities, but have more facilities in Florida and South Florida.	In general proximity to Key West is considered preferable due to the potential need of sharing resources during emergencies (i.e. hurricanes). Also, local Florida presence would indicate current knowledge of FDEP regulations and guidelines.
27	Will experience at similar treatment facilities in locations with similar climate conditions as South Florida score as high as facilities in Florida?	No.
28	Task 2.0 Qualifications and Experience – How	See answer 26.

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	will the differences between Florida experience and South Florida experience be reflected in points awarded to the various places in which they are called out?	
29	Exactly how will points be awarded for the scoring category of “Regional Presence in Florida”? There is no description of this scoring category.	Each reviewer can award up to 25 points with preference to a larger local presence in Florida.
30	Draft Agreement Section 5.1 – This indicates “At least Fifty percent (50%) of the Fee shall be fixed and not subject to the adjustment made pursuant to Section 5.3 hereof (the “fixed” portion of the Fee).” Since the “fixed” portion of the Fee is part of the Total Budgeted Direct Cost and the ultimate Total Actual Direct Cost, how does it not inherently become subject to the adjustment of Section 5.3? Does it have something to do with Section 5.3.3, which indicates a 50% share of cost savings when Total Actual Direct Cost is less than Total Budgeted Direct Cost? Please explain as this is very important to understanding the Fee structure.	The fixed portion of the Fee clause is related to City bonding/loan requirements. The fixed portion of the Fee does not affect the conditions of monthly payments to the Contractor. The payments are based on the Total Budgeted Direct Cost plus Management Fee percentage applied to the Total Budgeted Direct Cost divided by 12; to result in 12 equal monthly payments. At the end of the year, the adjustment to the Fee is made per Section 5.3, if applicable. A new Budget is established every year as indicated on Section 5.2.
31	Draft Agreement - Section 5.3 – This indicates that if the Total Actual Direct Cost exceeds the Total Budgeted Direct Cost, there is no adjustment to the Fee, meaning that the Fee is equal to the Total Budgeted Direct Cost plus the Management Fee applied to the Total Budgeted Direct Cost. Is that correct?	Correct.
32	Draft Agreement - Section 5.3 – It does not address who is responsible for the difference between the Total Actual Direct Cost and the Total Budgeted Direct Cost when Total Actual Direct Cost exceeds Total Budgeted Direct Cost. Who is responsible to cover the cost of that difference in the direct costs?	When the Total Actual Direct Cost exceeds Total Budgeted Direct Cost no adjustment is made to the Fee, therefore the Contractor is responsible for the difference in the direct costs.
33	Can normal treatment plant overtime be included in the “fixed” portion of the Fee?	All overtime shall be included as a line item in the Total Budgeted Direct Cost.
34	Can overtime for collection and storm system, hurricane and/or declared state of emergency events be included in the “variable” portion of the Fee?	All overtime shall be included as a line item in the Total Budgeted Direct Cost.
35	Draft Agreement - Sections 5.2 and 5.4.1 seem to clash since 5.2 indicates a negotiation takes place each year to determine the Total Budgeted Direct Cost and the Management Fee cannot remain fixed by virtue of the fact even though it	The Management Fee Percentage will be fixed. The actual monetary value will vary based on the annual adjustment to the Total Budgeted Direct Cost (if there is an adjustment).

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	is a fixed percentage, it is applied to a changing base value. Please clarify.	
36	Draft Agreement - Section 5.4.1 – Is the Fixed Fee the same thing as the Total Budgeted Direct Cost?	No. See answer to question No. 30.
37	Draft Agreement - Section 5.4.1 – is the Fixed Fee the same thing as the Total Budgeted Direct Cost plus the Management Fee applied to the Total Budgeted Direct Cost?	No. See answer to question No. 30.
38	Section 5.4.1 – Is the Fixed Fee the Management Fee applied to the Total Budgeted Direct Cost?	No. See answer to question No. 30.
39	Section 5.4.1 – Can the Fixed Fee be equated to any other defined item or combination of defined items?	No. See answer to question No. 30.
40	Section 5.4.1 – is the Variable Fee equal to the sum of the Management Fee and the incentives earned when Total Actual Direct Cost is less than Total Budgeted Direct Cost?	When the Total Actual Direct Cost is less than the Total Budgeted Direct Cost, the Fee is adjusted per Section 5.3.
41	Section 5.4.1 – Please explain how the Fixed Fee relates to the Fee on an annual basis.	See answer No. 30.
42	Section 3.2.3 – Please provide a copy of the latest inventory listing of tools and equipment.	See Attachment 3.
43	Please provide a list of the current staff positions provided by OMI that are included in the Total Budgeted Direct Cost, organized by wastewater treatment plant, wastewater collection system and stormwater system.	See Attachment 3.
44	Please provide design criteria data for the plant by unit process.	See Attachment 3.
45	Please provide design criteria data for the new aeration system (including blower horsepower and capacity).	Blowers are 5,000 SCFM, 300 HP each. See Attachment 3 for other design criteria.
46	Does the wastewater treatment plant receive septage?	Yes.
47	Please provide copies of the most recent 12 completed Discharge Monitoring Reports.	See Attachment 3.
48	Is there a GIS for the wastewater collection system?	No.
49	Is there a GIS for the wastewater collection system?	No.
50	Which CMMS product is being used at the wastewater treatment plant?	See answer 20.
51	Which CMMS product is being used for underground assets?	See answer 20.
52	Who is responsible for paying the licensing fees	Contractor.

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	for the CMMS products?	
53	Is it possible to receive a copy of the current O&M contract and budget?	Budget provided under Exhibit F of the RFP package has been approved by the City Commission and it is the adopted Budget. Copy of current contract is included as Attachment 3.
54	Does the 75 page limit include the attachments & addenda?	The 75 page limit includes items to be submitted as a response to Tasks 1.0 thru Task 6.0. Attachments (required forms) and Addenda are not part of the 75 page limit.
55	On item 14(a) of Addendum 1 the response is to "Submit with RFP". Could you please clarify? Does the City mean to submit the new suggested language in the draft agreement, addenda, or separate page within body of proposal?	Per Sub-Task 6.4, item 6.4.8 proposer shall: Provide an Affirmative Statement that your firm is willing to execute the attached contract as written, pending negotiation of Direct and Indirect Costs, and Profit Margin. -OR- Provide a detailed list of sections which your firm would like change and propose specific language you are requesting. Proposed changes to draft agreement must be submitted within the body of the proposal under the responses to Task 6.0.

FORMS:

Updated "ADDENDUM ACKNOWLEDGMENT FORM" included.

ATTACHMENTS:

Attachment 1: Monthly Operating Reports - From 2008 to 2010

Attachment 2: Monthly Operating Reports - From 2011 to 2013

Attachment 3: Additional Data Requested

1. Capital Improvements Plans – Wastewater & Stormwater
2. Discharge Monitoring Reports
3. Expanded Effluent Testing Data
4. Inventories
5. Current Organizational Chart
6. Current Contract
7. Wastewater Treatment Plant Design Criteria
8. FDEP Correspondence

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