



AGENDA

VILLAGE OF LITTLE CHUTE SPECIAL UTILITY COMMISSION MEETING

PLACE: ZOOM MEETING
DATE: Tuesday, January 4th, 2022
TIME: 6:00 p.m.

- A. Call to Order
- B. Roll Call
- C. Public Appearance for Items Not on the Agenda

Topic: Village of Little Chute Utility Committee Meeting
Time: Jan 4, 2022 06:00 PM Central Time (US and Canada)

Join Zoom Meeting

<https://zoom.us/j/92224000624?pwd=elZYSmRTZnpVNklpUmhUYWFvL2Y5QT09>

Meeting ID: 922 2400 0624

Passcode: 0101

- 1. Approval of Minutes
Utility Commission Minutes of December 21, 2021
- 2. Discussion and Recommendation to Village Board for Sewer Rate Study RFP Selection
- 3. Unfinished Business
- 4. Items for Future Agenda
- 5. Adjournment

Requests from persons with disabilities who need assistance to participate in this meeting should be made with as much advance notice as possible to the Clerk's Office at 108 West Main Street, (920) 423-3852

Prepared: December 28, 2021

MINUTES OF THE UTILITY COMMISSION MEETING OF DECEMBER 21, 2021

Call to Order

The Utility Commission meeting was called to order at 6:00 P.M. by Kevin Coffey, Chair

Roll Call

PRESENT: Kevin Coffey, Chair
Tim Wegand
Mark Gloudemans
Tom Buchholz
Michael Vanden Berg
Jessica Schultz

ALSO PRESENT: Village Administrator Beau Bernhoft, Director of Public Works Kent Taylor,
Finance Director Lisa Remiker-DeWall, Chris Kang, MCO

Public Appearance for Items Not on the Agenda

None

Approval of Minutes from the Utility Commission Meeting of October 19, 2021

Moved by M. Gloudemans, seconded by T. Buchholz to Approve Minutes from the Utility Commission of November 16, 2021

All Ayes – Motion Carried

Discussion—Nestle USA Inc. Sanitary Sewer Connections

Director Taylor went over the sewer connections for Nestle USA Inc.

Discussion—GLK Foods Sanitary Sewer Connection

Director Taylor went over the sewer connections for GLK Foods

Progress Reports

MCO Operations Update

Chris Kang, MCO went over information and issues for November Water

Director of Public Works

Director Taylor updated the Commission on the November Utility Report.

Finance Director

Director Remiker-DeWall advised the Commission on the November Finance report.

Approval of Vouchers

Moved by M. Gloudemans, seconded by T. Buchholz Approve and Authorize payment of Vouchers and draw from the respective funds

All Ayes – Motion Carried

Unfinished Business

None

Items for Future Agenda

Sewer Rate Study Proposal
Closed Session for Landfill

Adjournment

Moved by K. Coffey, seconded by T. Buchholz Adjourn the Utility Commission Meeting at 6:30 p.m.

All Ayes – Motion Carried

VILLAGE OF LITTLE CHUTE

By: Kevin Coffey, Chair

Attest: Laurie Decker, Village Clerk

Village of Little Chute
INFORMATION FOR UTILITIES COMMISSION CONSIDERATION

ITEM DESCRIPTION: Sewer Rate Study Request for Proposal (RFP)

PREPARED BY: Lisa Remiker-DeWall, Finance Director

REPORT DATE: December 28, 2021

ADMINISTRATOR'S REVIEW/COMMENTS:

No additional comments to this report: _____

See additional comments attached:

The RFP was sent to five vendors. The attached scoring matrix excerpt from the RFP details the scoring evaluation. The review team consisted of the Department of Public Works Director, Village Administrator and Finance Director.

Scoring results (average of three evaluators):

Baker Tilly	77
Ehlers	76
Kerber Rose	78
Trilogy Consulting	91

CLA did not respond to RFP.

Based on the thoroughness of proposals, reference checks and agreement by reviewers of the top choice, the interview step was omitted. Value factors for the winning proposal include level of detail, focus on class of customers, strength component factors, eye to upcoming regulations, thorough understanding of relationship with Heart of Valley Metropolitan Sewer District/familiarity of interceptor project, view on fairness and equity to include options to consider within this framework. Trilogy Consulting has recently developed a niche in the rate study market due to concentration of technical expertise to this segment of their services offered. Principals are active in relevant organizations, authoring recommendations for the AWWA Manual M-1 Principles of Water Rates, Fees and Charges and utility reserve policies best practices. Both principals have experience in ordinance drafting, review and updating.

Trilogy has strong recent references of various size communities across Wisconsin including a legal reference.

RECOMMENDATION: Award the Village contract for the Sewer Rate Study to Trilogy Consulting, LLC.

1. Executive Summary- This section, limited to two (2) pages or less, should contain a description of the firm: history, ownership, market strengths, services offered, etc.; the general approach to the proposal; and a brief statement regarding your interest in this project.
2. Qualifications- This section should describe the specific qualifications of the firm to successfully complete the project; including, but not necessarily limited to:
 - a) A statement of the firm's particular abilities and qualifications related to this project, and those of subcontractors, if applicable.
 - b) Resumes and experience of key personnel (and subcontractors, if applicable) to be assigned to this project. Prior notification of any change in personnel assigned to the project once awarded is required.
 - c) Description of other similar engagements by the firm, key personnel or subcontractors pertinent to this project. Include specific experience on past projects working with wastewater utilities.
 - d) A list of relevant references that we may contact should be submitted at the end of the proposal, in section 5. Other Submittals (see below).
3. Scope of Services- Use this section to fully address the requirements listed in Scope of Services (Section II) above. This should be a services plan identifying and defining specific tasks and milestones to be accomplished, and a corresponding proposed project schedule. Approximate staff hours should be defined to indicate the estimated level of effort and the division of work between key personnel (see 2.b. above), other firm staff, or subcontractors, if any. Any services or tasks the firm feels should be part of the project but are not listed in the Scope of Services (Section II above) may be proposed but should be clearly identified as "optional" or "suggested," and will be considered separately from the main proposal.
4. Fees- This part of the proposal shall contain the fee schedule for the services **expressed as numbers of hours and hourly fees for each classification of personnel identified in the Scope of Services. The total of the extended costs shall be considered the "not to exceed" cost for the scope of work under the contract.** NOTE: This should be submitted in a separate document clearly marked: "Fee Schedule – Wastewater Rate Study." Fees must include all costs associated with the work effort, including travel, materials, and other expenses.
5. Other Submittals – This will include completed Exhibit "A" Submittal Agreement, list of references, and any other materials the firm believes the Village should take into consideration when evaluating the firm's qualifications. However, elaborate brochures or voluminous examples are neither required nor desired.

Evaluation of Proposals

A panel of Village of Little Chute department representatives will evaluate proposals and conduct secondary interviews if deemed necessary. The panel will assign a numerically weighted score to each proposal based upon the following criteria:

Executive Summary	10 points
Qualifications	25 points
Scope of Services	30 points
Fees	20 points
Other Submittals	<u>15 points</u>
	100 points total possible

In addition to the above, extra points not to exceed 5% of the total point possible (extra 5 points) may be assigned to proposals from firms with identifiable local advantages.

The Evaluation Panel will require an estimated ten working days after the proposal due date to evaluate proposals. Thereafter, interview(s) may be conducted, and an award recommendation will be presented to the appropriate committee(s) of the Village of Little Chute for approval, and all proposing firms will be advised of the recommendation.

Since the final contract award requires the approval of the Utilities Committee, proposers are advised that these officials have the right to terminate or modify the contract or project scope, subject to agreement by the selected firm.

Proposal—Wastewater Utility Rate Study

Village of Little Chute, Wisconsin



Submitted by Trilogy Consulting, LLC

December 17, 2021

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Executive Summary

169 E. Wisconsin Ave., Suite R
Oconomowoc, WI 53066
Phone: 262-440-2277
Fax: 262-436-2102
Email: ccramer@trilogy-llc.com



Trilogy Consulting, LLC offers local governments and utilities an objective, independent perspective on planning, administrative and financial issues. Our core services include sewer, storm water and water user charge rate studies and financial plans; utility customer demand studies; funding for capital improvement plans; economic feasibility studies; ordinance preparation; intergovernmental cooperation studies and agreements; impact fees; and specialized economic and policy analysis.

Trilogy was formed in November 2011 and is jointly owned by our principals, Erik Granum and Christine DeMaster. Prior to forming Trilogy, Christine worked at Ruekert/Mielke from 1997 through 2011, and Erik worked at Ruekert/Mielke from 2007 through 2011. Together, Erik and Christine have 38 years of experience working with dozens of municipalities on a wide variety of issues related to managing, operating, regulating and funding local government infrastructure and services, particularly sanitary sewer service, water service and stormwater management. We do not have any additional staff so all of our consulting services are provided by our principals. As owners of the company, we are passionate about working alongside you to find the best solutions and achieve your goals.

Trilogy Consulting, as well as each of our principals, is a registered municipal advisor with the Securities Exchange Commission and Municipal Securities Rulemaking Board. This registration is required for professionals offering advice regarding the potential issuance of municipal bonds to finance capital improvements. Both Christine and Erik have passed the MSRB's Series 50 Exam for Municipal Advisor Representatives. As registered municipal advisors, we provide independent advice to our client communities regarding potential funding and financial plans.

Both Erik and Christine have completed the American Water Works Association Cost-of-Service Ratemaking course and are members of the Association, with Christine serving on the AWWA Rates and Charges Committee. Christine recently co-authored an AWWA paper discussing water and wastewater utility reserve policies.

We are excited for the opportunity to offer our services on this project for the Village of Little Chute.

Our general approach to this project is as follows:

1. Develop wastewater rates that:
 - a) Are fair and equitable to all customer classes;
 - b) Are based on analysis of system and customer demand and waste characteristics;
 - c) Generate sufficient revenues to cover all O&M expenses, current and future principal and interest payments, bond coverage requirements, system replacement costs and other capital outlay covered with operating revenues;

Executive Summary



- d) Allow the Utility to finance capital projects in a manner that keeps the financing costs and rate impacts as low as possible.
- 2. Present the proposed rates, in both a written report and verbal presentations to the Village Utilities Commission and general public, in a manner that:
 - a) Is clear, concise and easy to understand;
 - b) Provides thorough background data that supports the rate recommendations;
 - c) Persuasively demonstrates the need for the proposed rates.
- 3. Provide written documentation of the rate studies that the Village can use to:
 - a) Guide rate recommendations and demonstrate that the rates are necessary, fair, and based on the cost to provide service;
 - b) Compare to rates of surrounding peer communities;
 - c) Obtain financing for capital projects;
 - d) Plan for future rate increases through 2027.

Qualifications



Specific Qualifications Related to Your Project

Trilogy and our principals' qualifications and experience related to this project includes:

- Preparing dozens of water and sewer rate studies and financial plans for municipal utilities.
- Preparing wastewater cost of service studies according to industry accepted methods that meet EPA and DNR definitions of a 'user charge system', allocating costs to billable volume, infiltration and inflow, customer costs, BOD, TSS, Phosphorus, Ammonia, and other parameters as needed.
- Experience preparing wastewater rate studies for Wisconsin utilities serving high strength customers, such as Appleton, Fort Atkinson, La Crosse, Racine, Kenosha, Sussex, and Oconomowoc.
- Familiarity with the cost allocation method and sewer rate structure used by the Heart of the Valley Metropolitan Sewerage District to charge its member communities.
- Development of sewer rates for fixed charges (flat or equivalent meter), domestic strength volume, sampled industrial high strength customers, classified (but not sampled) high strength customers, landfills, and septic and hauled waste.
- Detailed analysis of wastewater treatment plant influent flows and wastestrengths compared to customer billed usage to estimate and/or adjust infiltration and inflow and wastestrength assumptions.
- Preparing long-range financial plans for utilities that incorporate forecasts of changes in customer demand and expenses, alternative funding plans for capital improvements, existing and recommended cash reserve levels, debt service, and debt coverage, in order to forecast future rate increases and test the sensitivity of changes in capital financing, customer demand and other variables.
- Experience preparing utility financial plans with similar funding challenges as those faced by Little Chute, such as Appleton, La Crosse, Mukwonago, Grafton, Fort Atkinson, Port Washington, and River Falls, Wisconsin.

Resumes of our principals, who will be performing all work on this project, are on the following pages.

Christine A. DeMaster

Principal / Senior Consultant

169 E. Wisconsin Ave., Suite R
Oconomowoc, WI 53066
Phone: 262-470-2277
Fax: 262-436-2102
Email: ccramer@trilogy-llc.com



TRILOGY
CONSULTING, LLC
MUNICIPAL & UTILITY ADVISORS

Christine has been a consultant to local governments and utilities since 1997, providing analysis and advice on a wide variety of planning, economic and fiscal issues. While her work experience varies widely the common theme is a focus on helping local governments and utilities develop fair and equitable long-term plans and policies.

Christine is a member of the national and Wisconsin chapter of the American Water Works Association, and has served on the AWWA Rates and Charges Committee and sub-committees charged with developing recommendations for utility reserve policies and preparing revisions to the AWWA Manual M-1 Principles of Water Rates, Fees and Charges.

Recent presentations and publications include:

- “Depreciation Funding; Bond Financing; Pay As You Go, What’s Best?”, Infrastructure Renewal Engineering & Ethics Seminar, WIAWWA, November 2018
- “Utility Cash Reserves”, Money Matters Column, Journal of the American Water Works Association, April 2018

Expertise

- Water and Sewer Rate Studies
- Cost-of-Service Rate Studies
- Specialized Rate Design, including Conservation Water Rates and High-Strength Sewer Rates
- Capital Infrastructure Cost Allocations
- Storm Water Utility Rate Studies and Development
- Public Facilities Needs Assessments and Impact Fee Studies
- Utility Creation and Acquisition Feasibility Studies
- Redevelopment, Site and General Planning Services
- Long-Term Capital Infrastructure Planning and Financial Analysis
- Tax Incremental Financing Planning and Analysis
- Expert Witness Testimony and Litigation Support
- Specialized Economic and Statistical Analysis
- Public Policy Research and Analysis
- Ordinance Drafting, Review and Updating
- Fiscal Impact Analysis
- Analysis of New Funding Methods
- Grant Funding Research and Preparation of Applications
- Landfill Siting Analysis & Negotiations

Education:

- Master’s of Urban Planning, University of Wisconsin—Milwaukee, 1997
- Bachelor of Science, Physics, Carroll College, 1994

Professional Affiliations:

- American Planning Association, Wisconsin Chapter
- American Water Works Association, Wisconsin Chapter

Professional Certification:

- Municipal Securities Rulemaking Board Series 50 Exam
- Municipal Securities Rulemaking Board Series 54 Exam

Christine A. DeMaster

Experience



Utility Rate Studies and Financial Plans Completed with Trilogy Consulting

Algoma Sanitary District No. 1—Wholesale sewer rate analysis for treatment charges from City of Oshkosh—2021

City of Appleton, WI – Sewer Rate Study—2020

City of Ashland—Water Rate Study and Sewer Rate Study—2016

Town of Beloit—Sewer Rate Study—2013; 2018; 2020

Town of Beloit—Funding Plan for West Bank Sewer and Water Extension—2015-2016

Village of Cary, IL—Water and Sewer Rate Study—2012; 2016

Town of Clayton, WI—Sewer and Water Infrastructure Funding Study—2021

Central Brown County Water Authority—water rate consulting for service agreement with Manitowoc—2017-2018

Village of Dousman—Financing plan for major sewer and water main replacements—2012

Village of Dousman—Water Rate Study—2013

City of Fort Atkinson, WI—Water and Sewer Rate Study—2020

Village of Grafton—Water and Sewer Rate Study—2017; Sewer Rate Updates—2018, 2019, 2020

Green Bay Water Utility—Cost of service study and rate design for retail and wholesale water rates—2018, 2020

Heart of the Valley Metropolitan Sewerage District—Analysis of proposed allocation of debt service for interceptor sewer rehabilitation project—2021

City of Hudson, WI—Sewer Rate Study—2020

City of Hudson, WI—Water Rate Case, Update Water Service Agreement with North Hudson—2021

Janesville Water Utility—Long range financial plan, cost of service study and rate design for water rates—2018 / 2019

La Crosse Wastewater Utility—Wastewater Rate Study—2019; Wastewater Rate Study Update—2020; Support for Negotiation of New Wholesale Service Agreements—2020/21

Lake Zurich, IL—Sewer and Water Rate Study—2011

Village of Libertyville—Village of Mundelein, IL—Financial Analysis of WWTP Consolidation—2018

Madison Water Utility—Customer Demand Study—2014

Madison Water Utility—Water Rate Study, Financial Plan and Water Rate Case—2014-2015

Madison Water Utility—Water Rate Study, Financial Plan and Contested Water Rate Case—2017

Madison Water Utility, WI—Water Rate Study—2019

Madison Water Utility, WI—Water Rate Study with Request for Expense Depreciation and Customer Assistance Program—2021

Village of Menomonee Falls—Sewer Rate Study—2017

Milwaukee Water Works—Customer Demand Study—2013; Update—2015-present

Milwaukee Water Works—Contested Water Rate Case—2014

Milwaukee Water Works—Negotiations with wholesale customers for cost of service design—2015-present

Milwaukee Water Works—Review of PSC Public Fire Protection Charge Study—2015-2016

Milwaukee Water Works, WI—Water Rate Case—2021

Village of Mukwonago—Sewer and Water Impact Fee Update—2012; 2017

Village of Mukwonago—Sewer and Water Rate Study and Water Rate Case—2017-2018

City of New Richmond—Sewer and Water Rate Study and Water Rate Case—2018-2019

Oak Creek Water Utility, WI—Negotiations with current / potential wholesale customers, Customer Demand Study,

Christine A. DeMaster

Experience



financial analysis for funding major water treatment plant improvements—2014—present
Village of Pleasant Prairie—Water rate consulting related to purchased water costs—2015-2016
City of Port Washington—Water Rate Study—2016-2017
City of River Falls—Sewer and Water Rate Study—2015
City of River Falls, WI—Financial Analysis of Potential Biosolids Treatment—2021
Village of Sussex—Sewer Rate Study—2012; 2021
Watertown Municipal Utilities, Watertown SD—Water Rate Study—2020

Example Utility Rate Studies and Financial Plans Completed with Ruekert/Mielke (not all-inclusive)

City of Beloit—financial analysis for purchase of water utility from Alliant Energy, negotiation of service agreements with South Beloit, Town of Beloit, Town of Rock, Town of Turtle
City of Cedarburg—sewer rate study, water impact fee study
Kenosha Water Utility—water and sewer rate studies, sewer impact fee
City of Lancaster—water rate study
Village of Menomonee Falls—water rate study
City of Mequon—financial analysis for purchase of water utility from Wisconsin Gas
Village of Mukwonago—sewer and water impact fees, sewer and water rate studies
City of Muskego—sewer rate study, analysis of wholesale sewer rates from Town of Norway
Town of Oconomowoc Utility District—financial plan for construction of new sewer system, sewer rate study, special assessments for sewer construction
City of Oconomowoc—sewer rate studies
Racine Water and Wastewater Utility—Water and sewer rate studies, contested water rate cases, contested sewer rates, water connection fees, negotiations for purchase of Sturtevant Water Utility, water and sewer service agreement negotiations
Village of Slinger—sewer rate study
Village of Sussex—sewer rate studies

Erik A. Granum

Principal / Senior Consultant

169 E. Wisconsin Ave., Suite R
Oconomowoc, WI 53066
Phone: 920-723-2169
Fax: 262-436-2102
Email: egranum@trilogy-llc.com



Erik has been working in the field of municipal and utility consulting since 2007, performing a wide variety of financial, economic and planning-related consulting services. His philosophy to municipal consulting is to provide an objective, fair and independent perspective for the client, while recognizing the political difficulties in public policy decision-making. He excels in developing alternative scenarios that meet the objectives of the municipality, while being reasonable and defensible for government decision makers that are held accountable to the residents and businesses in their communities.

Erik believes in providing local government officials and decision-makers recommendations that are based on the best available information so that public policy is sound, fair and logical. His passions lie in using available data and interpreting it into something that is understandable and has a positive real impact on communities.

Education:

- Master's of Urban Planning, University of Wisconsin—Milwaukee, 2009
- Bachelor of Business Administration, Marketing & Operations Management, University of Wisconsin—Whitewater, 2004

Professional Affiliations:

- American Water Works Association, Wisconsin Chapter

Professional Certification:

- Municipal Securities Rulemaking Board Series 50 Exam

Expertise

- Water and Sewer Rate Studies
- Cost-of-Service Rate Studies
- Specialized Rate Design, including Conservation Water Rates and High-Strength Sewer Rates
- Capital Cost Allocation
- Storm Water Utility Rate Studies and Development
- Public Facilities Needs Assessments and Impact Fee Studies
- Utility Creation and Acquisition Feasibility Studies
- Land Use Planning Services
- Long-Term Capital Planning and Financial Analysis
- Geographic Information Systems (GIS) - Mapping & Spatial Analysis
- Tax Incremental Financing Planning and Analysis
- Expert Witness Testimony and Litigation Support
- Specialized Economic and Statistical Analysis
- Public Policy Research and Analysis
- Ordinance Review and Updating
- Fiscal Impact Analysis
- Life Cycle Cost Analysis
- Analysis of New Funding Methods
- Grant Funding Research and Preparation of Applications

Erik A. Granum

Experience



Utility Rate Studies and Financial Plans Completed with Trilogy Consulting

Algoma Sanitary District No. 1—Review of draft wholesale sewer service agreement and rate study from City of Oshkosh—2021

City of Appleton, WI – Sewer Rate Study—2020

City of Ashland, WI—Water Rate Study and Sewer Rate Study—2016

Town of Beloit—Sewer Rate Study—2013; 2018; 2020

Town of Beloit—Funding Plan for West Bank Sewer and Water Extension—2015-2016

Village of Cary, IL—Water and Sewer Rate Study—2012; 2016

Central Brown County Water Authority—water rate consulting for service agreement with Manitowoc—2017-2018

Town of Clayton, WI—Sewer and Water Infrastructure Funding Study—2021

Village of Clinton—Sewer Rate Study—2013

Village of Dousman—Water Rate Study—2013

City of Fort Atkinson, WI—Water and Sewer Rate Study—2020

Village of Grafton—Water and Sewer Rate Study—2017; Sewer Rate Updates—2018, 2019, 2020

Green Bay Water Utility—Cost of service study and rate design for retail and wholesale water rates—2018, 2020

Heart of the Valley Metropolitan Sewerage District—Analysis of proposed allocation of debt service for interceptor sewer rehabilitation project—2021

City of Hudson, WI—Sewer Rate Study—2020

City of Hudson, WI—Water Rate Case, Update Water Service Agreement with North Hudson—2021

Janesville Water Utility—Long range financial plan, cost of service study and rate design for water rates—2018 / 2019

La Crosse Wastewater Utility—Wastewater Rate Study—2019

Lake Zurich, IL—Sewer and Water Rate Study—2011

Village of Libertyville—Village of Mundelein, IL—Financial Analysis of WWTP Consolidation—2018

Madison Water Utility, WI—Customer Demand Study—2014

Madison Water Utility, WI—Water Rate Study, Financial Plan and Water Rate Case—2014-2015

Madison Water Utility, WI—Water Rate Study, Financial Plan and Contested Water Rate Case—2017

Madison Water Utility, WI—Water Rate Study—2019

Madison Water Utility, WI—Water Rate Study with Request for Expense Depreciation and Customer Assistance Program—2021

Village of Menomonee Falls—Sewer Rate Study—2017

Milwaukee Water Works, WI—Customer Demand Study—2013; Update—2015-2016

Milwaukee Water Works, WI—Contested Water Rate Case—2014

Milwaukee Water Works, WI—Negotiations with wholesale customers for cost of service design—2015-present

Milwaukee Water Works, WI—Review of PSC Public Fire Protection Charge Study—2015-2016

Milwaukee Water Works, WI—Water Rate Case—2021

Village of Mukwonago—Sewer and Water Rate Study and Water Rate Case—2017-2018

City of New Richmond—Sewer and Water Rate Study and Water Rate Case—2018-2019

Oak Creek Water Utility, WI—Negotiations with current / potential wholesale customers, Customer Demand Study, financial analysis for funding major water treatment plant improvements—2014—present

Erik A. Granum

Experience



Village of Pleasant Prairie—Water rate consulting related to purchased water costs—2015-2016

City of Port Washington—Water Rate Study—2016-2017

City of River Falls—Sewer and Water Rate Study—2015

Village of Sussex—Sewer Rate Study—2012; 2021

Watertown Municipal Utilities, Watertown SD—Water Rate Study—2020

Example Utility Rate Studies and Financial Plans Completed with Ruekert/Mielke (not all-inclusive)

City of Crystal Lake, IL—sewer and water rate study

City of Fitchburg—water rate study

City of Franklin—contested water rate case for wholesale purchased water rates

Village of Germantown—water rate study

City of Lancaster—water rate study

Village of Menomonee Falls—water rate study

City of Mequon—financial analysis for purchase of water utility from Wisconsin Gas

Village of Mukwonago—sewer and water impact fees, sewer and water rate studies

City of Muskego—sewer rate study

City of Oconomowoc—sewer rate studies

Racine Water and Wastewater Utility—water and sewer rate studies, contested water rate cases, water and sewer service analysis, water impact fees

Village of Sussex—sewer rate study

City of Whitewater—contested water rate case

Similar Projects



City of Fort Atkinson, WI (Population 12,505)

Water and Sewer Utility Rate Study—2020/2021

In 2020, Trilogy prepared a water and sewer utility rate study for the City of Fort Atkinson. The City had not undertaken a formal rate study for a number of years and was basing its rates on cost allocations that had originally been completed in the early 1990s. The goals of the study included updating the methodology of allocating costs among customer classes and applying to the Wisconsin Public Service Commission for approval of a funding plan to increase annual replacement of water mains using cash financing.

As a part of the study, multiple long-term plans were prepared that included a cash flow and reserve analysis, evaluation of the impacts of alternative capital financing plans, and projected future rate increases necessary to meet the goals of the utilities.

Services provided included:

- 25-year cash flow analyses for each utility, evaluating multiple alternative scenarios of capital financing and reserve levels;
- Full cost-of-service analysis for each utility, allocating costs to each customer class based on their use of each system and their demand characteristics;
- Evaluation of the fairness, adequacy and equity of the existing rate structures, and recommendation to revise rates to reflect the results of the cost allocation;
- Preparation of a rate study report and presentation to the City Council;
- Updating the sewer user ordinance to reflect the new rate structure and current conditions;
- Preparation of expert witness testimony in support of the water utility's application to the Wisconsin PSC to cash fund the capital cost of replacing aging water mains using the expense depreciation method and a change in the water rate structure to fund the main replacement program.

A three-year schedule of phased in wastewater rate increases of 6% per year was approved in October 2020 and the water rates were approved by the Wisconsin PSC in July 2021.

City of Hudson, WI (Population 17,459)

Sewer Utility Rate Study, Water Rate Case—2020/2021

Throughout 2020 and 2021, Trilogy worked with the City of Hudson on their water rate case with the Wisconsin PSC and on a sewer rate study. The sewer utility in 2021 constructed \$12.0 million in upgrades to its wastewater treatment plant. The City approved an 11% sewer rate increase for 2021 and a 38% increase for 2022 to provide coverage requirements for an SRF loan from the Wisconsin DNR and cash funding for other

Similar Projects



sewer capital replacements. Trilogy has also assisted with supporting documentation for the SRF loan, and issues involving interpretation and billing for the City's contract with the Village of North Hudson.

City of Appleton, WI (Population 74,526)

Wastewater Utility Rate Study—2020

The City of Appleton had not performed a wastewater rate study since 2010. Since that time, the Utility saw steady growth in their hauled waste program but also the loss of a significant industrial customer in 2019. Trilogy was tasked with performing a plan for funding all utility operating and capital costs for a period of at least five years and preparing a full cost-of-service study to evaluate rates to ensure they are fair and balanced for all users. As part of that process, we developed new rates for phosphorus and ammonia loadings. The recommended overall rate increase of 20% was adopted in October 2020.

Village of Sussex, WI (Population 11,279)

Sewer Rate Study—2020

The Village of Sussex owns and operates a wastewater treatment plant and wastewater collection system that serves the Village and also treats wastewater from Lannon, Menomonee Falls, and Lisbon Sanitary District #1, three high-strength industrial customers, and holding tank waste.

In 2020, Trilogy updated the cost of service rate study for the Sewer Utility. Since the last full rate study in 2012, the Village added new customers, flow per customer decreased, and the Village discovered additional high strength industrial flows. The Village also significantly increased its investment in sewer system infrastructure. Finally, the Sewer Utility had advanced funds to the Village Stormwater Utility and a tax incremental finance district.

The sewer rate study included evaluation of several alternative cash flow scenarios to test the impacts on customer bills and utility finances of several alternative options for repayment of the advances and amount and timing of rate increases. The study recommended, and the Village adopted, a series of 2.45% per year rate increases for 2021 through 2024.

City of La Crosse, WI (Population 51,567)

Wastewater Rate and Connection Fee Study, 2019-Present

The City of La Crosse owns and operates a wastewater treatment plant and wastewater collection system, and a groundwater water supply and distribution system that serves customers in the City, including several industrial customers with high strength waste, customers from four neighboring municipalities on a wholesale contract basis, and accepts hauled waste from the surrounding region.

Similar Projects



In 2019, Trilogy completed a wastewater rate and connection fee study. The draft rate study report was prepared for the City and presented as part of a workshop with the City's four wholesale municipal customers in June 2019, with the final report presented to the City Council and rates adopted in September 2019. Trilogy updated the study during 2020 to develop proposed rates for 2021—2023, with those rates approved in November 2020.

The study includes a detailed long-term cash flow analysis that includes evaluation of the utility's current financial condition relative to a variety of metrics, evaluation of multiple rate change alternatives, and a recommended strategy for funding future capital improvements.

Services provided by Trilogy for this project included:

- 10-year cash flow analysis that evaluates the current and future financial condition of the utilities, recommends a plan for capital funding and a plan for future monitoring and adjustments to rates;
- Full cost-of-service rate study, including high-strength industrial surcharges, hauled waste charges and wholesale charges;
- Evaluation of alternative rate structures and levels of increase to fully recover the revenue requirements;
- Funding and cost allocation of \$60 million+ capital improvement plans at the wastewater treatment plant, including phosphorous removal upgrades, biosolids treatment improvements, new septage receiving station and energy recapture facilities;
- As part of the 2020 update, a revised cost-of-service analysis using the utility basis instead of the cash basis that had been used in past rate studies;

Village of Grafton, WI (Population 11,568)

Water and Wastewater Rate Study and Updates—2017-2020

The Village of Grafton owns and operates a wastewater treatment plant and wastewater collection system, and a groundwater water supply and distribution system that serves customers in the Village.

In 2017, Trilogy completed a water and wastewater rate study and application to the Wisconsin Public Service Commission to increase water rates. A 20% increase to wastewater rates was implemented in September 2017, and water rates were approved by the PSC in February 2018.

The study included a detailed five-year cash flow analysis for each utility that included evaluation of the utility's current financial condition relative to a variety of metrics, a financial sensitivity analysis, evaluation of the utility's borrowing capacity, a recommended strategy for funding future capital improvements, and a recommended plan for the ongoing monitoring, timing and methods for adjusting rates during the five-year

Similar Projects



forecast period.

Alternative cost of service studies were prepared for each utility, with a focus on options for increasing the share of utility revenues generated by fixed service and public fire protection charges.

Services provided by Trilogy for this project include:

- Development of revenue requirements
- 5-year cash flow analysis that evaluated the current and future financial condition of the utilities, recommended a plan for capital funding and a plan for future monitoring and adjustments to rates
- Evaluation of billing procedures and other fees and charges
- Full cost-of-service rate study for each utility
- Evaluation of alternative rate structures to fully recover the revenue requirements
- Preparation of an application to the Wisconsin Public Service Commission to increase water rates.

The sewer rate study was updated in 2018, 2019, and 2020 as an annual review and adjustment for changes to customer demand and capital improvement cost estimates, resulting in additional rate increases of 15%, 11.4%, and 11%.

Town of Beloit, WI (Population 7,600)

The Town of Beloit, located adjacent to the City of Beloit in south-central Wisconsin, owns and operates its own wastewater treatment plant serving a portion of the Town and customers in the adjacent Town of Rock. Water service is provided to a portion of the Town on a retail basis by the City of Beloit Water Utility.

Sewer Rate Study and Capital Funding Evaluation—2014, 2018, 2020

In 2014, Trilogy completed a full sewer rate study for the Town of Beloit, Wisconsin. The final rate recommendation included a 3-step rate increase that would fully fund all of the utility's revenue requirements and maintain adequate cash flow and fund reserves for flexibility in funding the utility's future capital improvement plans. The rate analysis included designing rates for different customer classes and levels of service for Town of Beloit customers, as well as in the adjoining Town of Rock. A portion of flow related costs were allocated to demand costs and recovered through a fixed customer cost. Trilogy prepared full updates of the cost of service study and rate calculations in 2018 and 2020.

Trilogy's services for this project included:

- Detailed forecasts of customer counts and wastewater flows and loadings based on analysis of historical trends
- Evaluation of the Town's budget for additional general and overhead costs to allocate to the utility
- Determination of annual revenue requirements using a utility basis—O&M, depreciation and return on

Similar Projects



investment

- Analysis of required replacement fund contributions and balance
- Capital improvement financing plan and estimation of future debt service payments
- Preparation of alternative 6-year cash flow forecasts under different rate increase scenarios, including analysis of debt coverage and reserve balances versus recommended reserve balances
- Detailed cost of service study allocating each O&M budget line item, depreciation expenses and each category of plant assets to Demand, Volume, BOD, TSS, Phosphorus and Customer costs
- Evaluation of three alternative rate structures

Scope of Services



Project Work Plan

1. **Project Kickoff Meeting.** Upon commencing the project, we will conduct a project kickoff meeting with Village staff. We will prepare a draft agenda prior to the meeting, which will include subjects such as the overall goals and objectives of the study, potential changes to the current rate structure and other fees, available information and data for the study, current billing policies and procedures, anticipated schedule and deadlines and main points of contact and preferred communication procedures. Prior to the meeting, we will also provide a detailed draft list of information requested for the study, along with a preliminary project schedule.
2. **Information Review and Preparation of Detailed Project Schedule.** Following the kickoff meeting, we will prepare a detailed information request for the study as well as a detailed project schedule.
 - a. Based on our discussions with Village staff at the kickoff meeting, we will refine the draft information request.
 - b. Upon receipt, we will review the information and follow up with Village staff as needed for clarification or to request additional detail
 - c. The project schedule will include the following:
 - i. Tasks and assignments for their completion;
 - ii. Target dates for completion of draft and final analyses;
 - iii. Target dates for review by Village staff;
 - iv. Target dates for review meetings;
 - v. Dates for submittal of draft and final reports;
 - vi. Meeting date for presentation to the Village Utilities Commission;
3. **Trend Analysis and Projections.** We will perform an analysis of overall trends in operating expenses and consumption by customer class for the utility. This will be used to determine overall projections in sewer usage and O&M expenses for the future forecast, as well as sewer use patterns and characteristics to be used in the cost of service study and rate design. Specifically, we will:
 - a. Prepare trend analysis of operating expenses by category to identify any expenses that are increasing significantly greater than others or that fluctuate and may need to be normalized for purposes of setting rates;
 - b. Prepare detailed trend analysis of historical customer data to evaluate trends in numbers of customers, demand per customer by customer class, and flows and loadings from high strength industrial customers;
 - c. Discuss with Village staff any known local factors, development trends or policies that are likely to influence future patterns in the growth or decline of the customer base or sewer use per customer;

Scope of Services



- d. Project total customers billed by customer class and meter size, and total billed sewer consumption by customer class, including high strength loadings;
- e. Based on available data, we will perform an analysis of sewer waste strength for domestic and non-domestic strength waste. This will be used to determine the appropriate allocations to be used within the cost-of-service study, which determines the proportionate amount of certain facilities' costs that are allocated to each customer class. This data may also be used to adjust domestic waste strength assumptions if indicated based on comparison to total estimated loadings based on Heart of the Valley Metropolitan Sewerage District (HOVMSD) sampling and billing.

4. **5-Year Financial Forecast.** The purpose of this task is to prepare information needed to provide recommendations to the Village regarding several items identified in the Request for Proposals: **a financial sensitivity analysis, five-year projection of rates, recommendations for the ongoing analysis, timing and method of future rate increases, analysis of the borrowing capacity of the utility, and a strategy for accomplishing necessary capital projects.** For this task, we will develop a plan and recommendations for funding all utility functions for 2023 through 2027, including a detailed 5-year capital funding plan. We will prepare alternative funding plans to evaluate the impacts of various funding options, including varying levels of debt vs. cash-financing from current revenues or reserves. The alternative plans will be evaluated to develop recommendations for a capital funding plan, future rate increases, and criteria to use for the ongoing analysis and monitoring of the utility's financial status, taking into consideration the Village's ability to issue debt, the avoidance of rate spikes, and any other goals regarding rate levels and Village policies. Specifically, the forecasts will include the following:

- a. Projected customers and customer demand by class, including industrial Q/Q and landfill waste;
- b. Projected user charge revenues at current rates;
- c. Projected other operating revenues and non-operating revenues;
- d. Projected operation and maintenance expenses;
- e. Projected increases in charges from HOVMSD due to the planned interceptor sewer rehabilitation project;
- f. Future debt service payments for existing debt obligations;
- g. Evaluation of the feasibility and desirability of cash financing vs. debt financing each year's capital improvements, based on the magnitude of costs, the useful life of the improvements, the availability of current rate revenues and/or reserve balances to use for cash financing, Village policies and ability to issue debt, debt coverage requirements, debt to equity ratios and any other criteria identified for the study;
- h. Capital funding plan showing the projects, costs, and proposed financing sources by year, and estimated debt service for anticipated debt issuances;
- i. Analysis of debt coverage and the utility's ability to meet coverage requirements;

Scope of Services



- j. Projected reserve fund balances;
- k. Recommended minimum reserve levels, based on the value and age of assets, annual operating expenses, any current and/or future debt obligations and the capital improvements analysis and any formal or informal Village policies with respect to reserve levels;
- l. Estimated timing and amount of overall user charge rate increases needed to fund the capital improvement program, provide adequate debt coverage and maintain recommended reserve fund balances.

When the initial financial projections are completed, we will meet with Village staff to discuss the overall financial plan, including all of the above components.

5. Review of Current Billing Policies and Procedures. We will work with Village staff to review the current billing policies and procedures, discuss potential changes, and evaluate and recommend any changes. Our review may include the following as identified by Village staff:

- a. Monthly versus quarterly billing;
- b. Summer credits, if applicable;
- c. Late fees;
- d. Special charges for non-sufficient funds, special billings, missed appointments, etc;
- e. Industrial pretreatment charges;
- f. Sewer user ordinance;
- g. Permitting fees.

6. Cost-of-Service Analysis.

- a. We will prepare a cost-of-service model for the wastewater utility, consisting of the following tasks:
 - i. Compilation and analysis of system data, such as billable usage, wastewater influent to the HOVMSD, estimated I/I, utility asset data, the adopted CIP, and the most recent HOVMSD cost allocation, to determine appropriate allocation factors for O&M and capital costs.
 - ii. Allocation of the various categories of revenue requirements to utility functions, including conveyance, flow, treatment categories (BOD, TSS, P, Ammonia), and customer costs such as billing, meters and services.
 - iii. Consideration of methods for allocating costs to Chlorides and Per-and Polyfluoroalkyl Substances (PFAS). The HOVMSD allocates costs to Chlorides, so this could be used as a starting point for allocating Little Chute costs to Chlorides. The feasibility of a PFAS rate and the amount of costs allocated to PFAS would depend on any available information regarding costs to remove PFAS.
 - iv. Determine each customer class's proportionate share of functionalized costs.
 - 1) For each utility function, the analysis will determine the share of demand for each custom-

Scope of Services



er class. For the various functions, the share of cost assigned to each class may be based on total sewer usage, estimated pounds of pollutants, number of meters, number of equivalent meters or number of equivalent services.

- 2) Other operating revenues (non-user rate) will be allocated proportionately among customer classes.
- b. While performing the cost-of-service study, we will confer with Village staff as needed to discuss any additional information needs or clarification of any of the data used in the cost-of-service.

7. **Rate Structure Recommendation.** As part of the kickoff meeting, we will discuss in detail the objectives for rate structures for the utility. Based on this discussion, we will prepare and evaluate alternatives to the current rate structure.

- a. We will prepare a baseline rate structure for use as a point of comparison that will mirror the current rate structure. The baseline rate structure will:
 - i. Recover the revenue requirements;
 - ii. Follow cost-of-service principles;
 - iii. Calculate total projected revenues from each customer class and compare them to projected revenues under current rates;
 - iv. Show the impacts of the rate structures on example customers in each customer class;
 - v. Show how much revenue is collected through fixed charges vs. volume charges.
 - vi. A comparison with the average sewer bills for the average residential and commercial customer for a number of peer communities in the area;
- b. We will prepare alternative sewer rate structures that the Village desires to explore and/or are indicated by the utility cost structure. Examples of rate structures that we may consider include adjustment to meter charges and exception meter charges, addition of Q/Q rates for chlorides or PFAS, or any other rate structure that may be deemed appropriate based on the results of the analysis performed and discussions with Village staff. For each rate structure alternative, we will prepare the following:
 - i. The overall increase in revenues from each customer class;
 - ii. The amount of revenues collected through each type of charge;
 - iii. A table of the amount and percentage increase in customer bills for various usage levels for each customer class;
 - iv. Show how much revenue is collected through fixed charges vs. volume charges.
 - v. A comparison with the average sewer bills for the average residential and commercial customer for a number of peer communities in the area;
 - vi. An assessment of the fairness and equitability of the rates according to Wisconsin regulations, Village policies and industry standards.

Scope of Services



8. Written Report and Presentation.

- a. We will prepare a final draft report containing all analysis and findings and an electronic copy to Village staff for review and discussion.
- b. **We will attend a meeting with Village staff to discuss any questions, comments and revisions regarding the study report.**
- c. After discussing the preliminary results and proposed rates with Village staff, we will make any necessary adjustments, prepare a final report and provide an electronic PDF copy to the Village.
- d. We will prepare a PowerPoint presentation of the analysis and key findings and recommendations of the cash flow projections, cost of service studies and rate structure analysis, to be provided to Village staff for review in advance of the meeting.
- e. **We will attend a Village Utility Commission meeting in person to present the key findings and recommendations of the report and answer any questions.**

9. Rate-Payer Education/Communication. We will work with Village staff to review the current utility bill and identify potential changes in the layout of the bill and the labeling of the charges to improve understanding and transparency regarding the cost of various services. Examples of ways that utilities identify costs include separating out operating charges from capital or debt service charges. For the Janesville and Fort Atkinson water utilities, Trilogy obtained PSC approval for a new tariff for a water main replacement charge to recover the costs of cash funding water main replacements. Wastewater utilities have considerable flexibility in rate structures, so there may be other options that would help communicate the costs to your customers.

10. Other Related Financial Consulting Services. Throughout the study, we expect that there may be questions or items not specifically covered above that we may be asked to answer or provide opinions on. Questions and items directly related to the rate study that do not require extensive analysis outside of the scope of services described above will be provided as needed throughout the course of our engagement for this project.

Proposed Schedule



The proposed schedule to complete the scope of services was developed assuming an award date on January 7, 2022.

Task	Labor Hours			Target Completion Date
	Christy DeMaster	Erik Granum	Total	
1. Project Kickoff Meeting (based on January 7 contract award)	2.0	2.0	4.0	1/14/2022
2. Information Review				2/4/2022
Refine information request as needed	1.0	-	1.0	
Review information received and prepare follow-up questions	1.0	4.0	5.0	
Refine detailed project schedule	1.0	-	1.0	
3. Trend Analysis and Projections				2/18/2022
Analyze trends in operating expenses	0.5	3.0	3.5	
Analyze trends in customer demand by class	1.0	5.0	6.0	
Analyze treatment plant influent and customer waste characteristics	1.0	3.0	4.0	
Discuss other information with Village staff	1.0	-	1.0	
Prepare projections of customer demands and operating expenses	2.0	4.0	6.0	
4. Prepare 5-Year Financial Projections				3/11/2022
Prepare revenue projections at current rates and projected demand	2.0	1.0	3.0	
Prepare projections of expenses	1.0	0.5	1.5	
Prepare projections of current debt	1.0	0.5	1.5	
Analyze capital projects and evaluate financing alternatives	4.0	1.0	5.0	
Analyze reserve levels and prepare recommended minimum reserves	3.0	1.0	4.0	
Prepare debt coverage analysis for any future debt issues	2.0	0.5	2.5	
Analyze and evaluate alternative levels of future rate increases	4.0	2.0	6.0	
Meet with Village staff to discuss financial and cash flow projections	2.0	2.0	4.0	3/18/2022
5. Review of Current Billing Policies and Procedures				4/1/2022
Review and discuss current policies	4.0	1.0	5.0	
6. Cost of Service Analysis				4/1/2022
Compile required system data for cost allocation	1.0	4.0	5.0	
Perform functional cost allocation	1.0	5.0	6.0	
Analyze customer demand and allocate costs to customer classes	1.0	5.0	6.0	
7. Recommendation of Rate Structure				4/8/2022
Prepare base rate calculations mirroring current structure	0.5	3.0	3.5	
Prepare alternative rate calculations as discussed with Village	4.0	2.0	6.0	
Calculate total revenues from each type of charge	0.5	3.0	3.5	
Prepare rate impact comparison for customer examples	0.5	3.0	3.5	
Prepare rate comparison among alternatives and peer communities	0.5	4.0	4.5	
8. Written Report and Presentation				
Prepare draft report for discussion with Village	10.0	3.0	13.0	4/22/2022
Meet with staff to discuss draft report	2.0	2.0	4.0	4/29/2022
Make edits to draft and prepare final report	4.0	2.0	6.0	5/12/2022
Prepare PowerPoint presentation discussing findings	8.0	2.0	10.0	5/12/2022
Attend Village Utility Commission meeting to present study	2.0	2.0	4.0	5/17/2022
9. Rate-payer Education/Communication	4.0	2.0	6.0	

References



City of Appleton:

Kelli Rindt
Enterprise Fund Accounting Manager
920-832-6316
Kelli.Rindt@Appleton.org

Town of Beloit:

John Malizio
Finance Director/Treasurer
608-364-2980 x26
jmalizio@town.beloit.wi.us

City of Fort Atkinson:

Andy Selle
City Engineer
920-563-7760 x307
ASelle@fortatkinsonwi.net

Village of Grafton:

Larry Roy
Facility Operations Coordinator
262-375-5300
lroy@village.grafton.wi.us

City of Hudson:

Kip Peters
Utility Director
715-386-4765 x115
Kpeters@hudsonwi.gov

City of La Crosse:

Bernard Lenz
Utilities Director
608-789-7588
LenzB@cityoflaczrosse.org

Madison Water Utility:

Krishna Kumar
General Manager
608-266-4652
KKumar@madisonwater.org

Milwaukee Water Works:

Karen Dettmer
Superintendent
414-286-2801
Karen.dettmer@milwaukee.gov

Village of Mukwonago:

Dave Brown
Utility Director
414-550-2509
dbrown@villageofmukwonago.com

Village of Sussex:

Jeremy Smith
Administrator
262-246-5200
JSmith@villagesussex.org

General Reference:

Lawrie Kobza
Attorney, Boardman & Clark
608-283-1788
lkobza@boardmanclark.com

EXHIBIT "A"

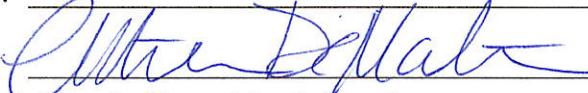
SUBMITTAL AGREEMENT

WASTEWATER UTILITY RATE STUDY

(Complete and include with Proposal)

I/We herewith offer to supply the Village of Little Chute, on or before the stated delivery date, in accordance with the specifications, if issued a bona fide contract within 45 days of this offer, the items called for in the attached specifications.

I hereby certify that I am authorized to make this offer on behalf of the named company and to bind said company to all conditions of this proposal.

PROPOSING FIRM: Trilogy Consulting, LLC
STREET: 169 E. Wisconsin Ave., Suite R
CITY AND STATE: Oconomowoc, WI 53066
SIGNATURE: 
PRINT NAME: Christine DeMaster
TITLE: Principal
PHONE : 262-470-2277
FAX # : 262-436-2102
EMAIL : ccramer@trilogy-llc.com
DATE SUBMITTED 12/17/2021

PROPOSAL DUE: 2:00 P.M. CST December 17, 2021

DELIVER TO: Finance Department
108 W Main Street
Little Chute, WI 54140

Compensation



The scope of work described in the RFP will be performed with a not-to-exceed amount of compensation of \$15,950. Any additional services as requested by the City would be provided on a time and materials basis. The cost was developed using the below schedule of hours for each of our principals with our standard hourly rate of \$110 / hour.

Task	CAD	EAG	Total	Labor	Cost
1. Project Kickoff Meeting	2.0	2.0	4.0	\$ 110	\$ 440.00
2. Information Review					
Refine information request as needed	1.0	-	1.0		
Review information received and prepare follow-up questions	1.0	4.0	5.0		
Refine detailed project schedule	1.0	-	1.0	\$ 110	\$ 770.00
3. Trend Analysis and Projections					
Analyze trends in operating expenses	0.5	3.0	3.5		
Analyze trends in customer demand by class	1.0	5.0	6.0		
Analyze HOVMSD sampling data and customer waste characteristics	1.0	3.0	4.0		
Discuss other information with Village staff	1.0	-	1.0		
Prepare projections of customer demands and operating expenses	2.0	4.0	6.0	\$ 110	\$ 2,255.00
4. Prepare 5-Year Financial Projections					
Prepare revenue projections at current rates and projected demand	2.0	1.0	3.0		
Prepare projections of expenses	1.0	0.5	1.5		
Prepare projections of current debt	1.0	0.5	1.5		
Analyze capital projects and evaluate financing alternatives	4.0	1.0	5.0		
Analyze reserve levels and prepare recommended minimum reserves	3.0	1.0	4.0		
Prepare debt coverage analysis for any future debt issues	2.0	0.5	2.5		
Analyze and evaluate alternative levels of future rate increases	4.0	2.0	6.0		
Meet with Village staff to discuss financial and cash flow projections	2.0	2.0	4.0	\$ 110	\$ 3,025.00
5. Review of Current Billing Policies and Procedures					
Review and discuss current policies	4.0	1.0	5.0	\$ 110	\$ 550.00
6. Cost of Service Analysis					
Compile required system data for cost allocation	1.0	4.0	5.0		
Perform functional cost allocation	1.0	5.0	6.0		
Analyze customer demand and allocate costs to customer classes	1.0	5.0	6.0	\$ 110	\$ 1,870.00
7. Recommendation of Rate Structure					
Prepare base rate calculations mirroring current structure	0.5	3.0	3.5		
Prepare alternative rate calculations as discussed with Village	4.0	2.0	6.0		
Calculate total revenues from each type of charge	0.5	3.0	3.5		
Prepare rate impact comparison for customer examples	0.5	3.0	3.5		
Prepare rate comparison among alternatives and peer communities	0.5	4.0	4.5	\$ 110	\$ 2,310.00
8. Written Report and Presentation					
Prepare draft report for discussion with Village	10.0	3.0	13.0		
Meet with staff to discuss draft report	2.0	2.0	4.0		
Make edits to draft and prepare final report	4.0	2.0	6.0		
Prepare PowerPoint presentation discussing findings	8.0	2.0	10.0		
Attend one Village Utilities Committee meeting to present study	2.0	2.0	4.0	\$ 110	\$ 4,070.00
9. Rate-payer Education/Communication					
Grand Total	72.5	72.5	145.0	\$ 110	\$ 15,950.00