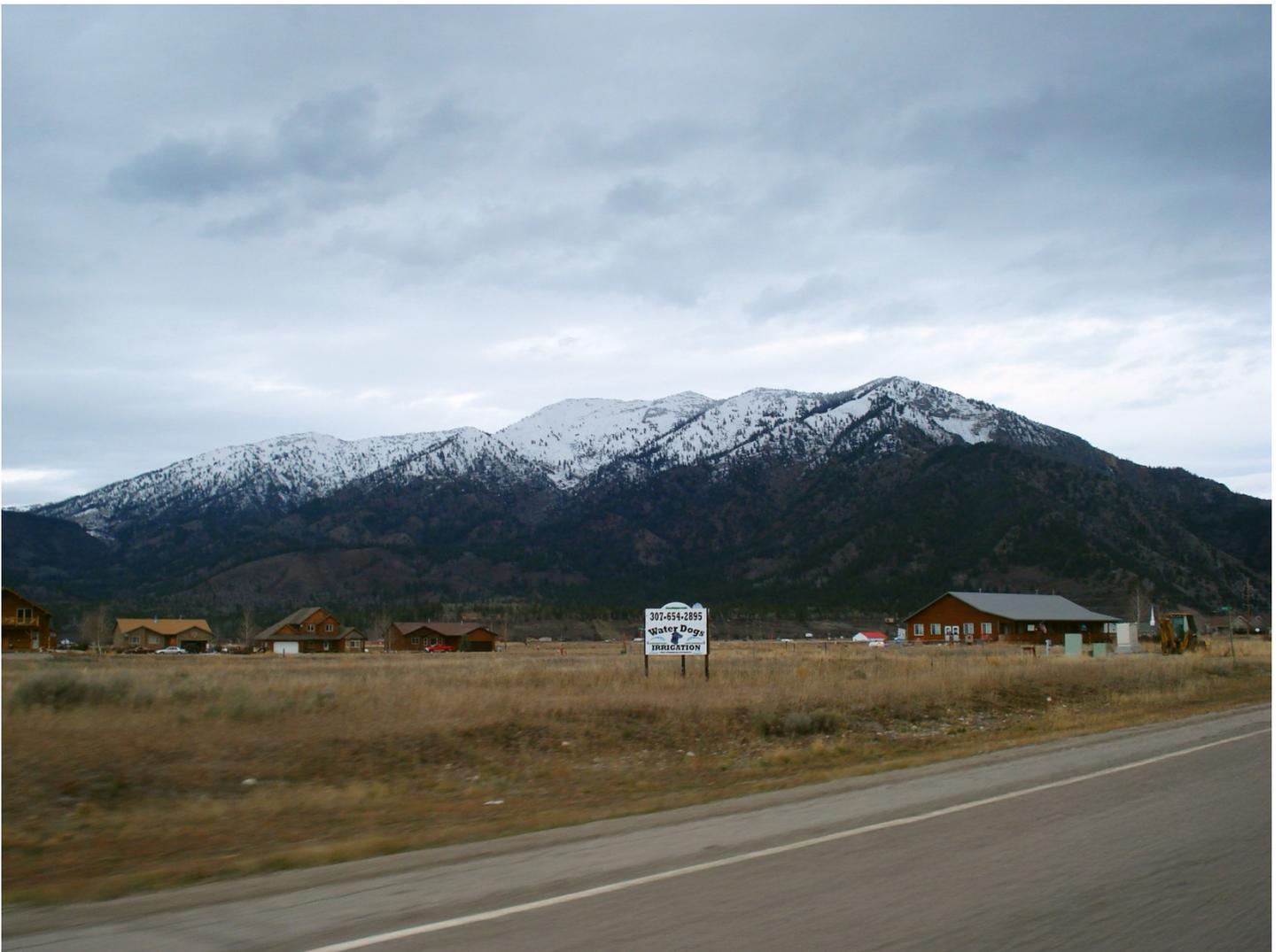


Town of Alpine

Development Impact & Capacity Fees Study and Analysis

PROPOSAL / OCTOBER 15, 2024



October 15, 2024

Monica Chenault
Town of Alpine Clerk
Town of Alpine
250 River Circle
Alpine, WY 83128

Subject: Proposal for Development Impact and Capacity Fees Study and Analysis

Dear Monica Chenault:

The Town of Alpine (Town) is evaluating the costs to expand its water and wastewater facilities to build out. Conducting an impact fee study is timely to ensure you can recover these costs and maintain equity between new and existing customers.

Raftelis was established in 1993 to provide financial, rate, and management consulting services to water and wastewater utilities with the highest levels of quality and customer service. We have offices nationwide with regional expertise located in the Mountain West. Our project team comes with years of experience, ready to listen and develop actionable options that Town officials can enact to achieve their unique goals. We can support you in several areas, including:



We Know Wyoming

Raftelis has recently partnered with utilities in Wyoming such as in the Cities of Sheridan, Casper, Cheyenne and Laramie as well as the Towns of Jackson and Pinedale. In fact, the Cities of Laramie, Casper, and Jackson have retained Raftelis over the years to provide financial consulting services. Todd Cristiano, Project Manager for this engagement, is the current Project Director of the City of Laramie’s water and wastewater rate study.



We Develop Legally Defensible Impact Fees

One of Raftelis’ specialties is impact fees—we regularly complete these studies for several states in the West. The development of impact fees goes beyond a simple calculation. Rather, we understand the delicate balancing act of recovering cost while fostering development in a thriving community. To that end, we will evaluate different methodologies and fee structure alternatives that best align with the needs of the Town and the community.



You’re in Good Hands

Raftelis consists of a diverse set of consultants who specialize in all elements of utility finance, including our team for this project. This versatile line-up ensures you receive the most comprehensive solutions to achieve financial sustainability.



Issue Prevention

With our services, you are investing in reduced risks, less rework, and higher compliance with industry standards. The potential pitfalls of choosing less experienced consultants can lead to costly mistakes that we help you avoid. To accomplish this, we believe in exploring all ideas and collaborating with you to identify the most actionable and politically viable solutions that serve both the utility and its customers.

I will serve as the Project Manager on this engagement. I have 25 years of experience in the utility financial sector, including six years as Rates Manager for Denver Water. I understand the challenges that rate studies bring from both the utility and consulting perspectives. Additionally, I am actively engaged with the American Water Works Association (AWWA). I am leading the eighth edition update of AWWA's *Manual M1, Principles of Water Rates, Fees and Charges (Manual M1)* and am a co-instructor for AWWA's Rate Setting Essentials seminar, the longest running seminar hosted by the AWWA.

Andrew Rheem will assist me with this study and provide technical review services. Andrew has over 20 years of experience with utility financial consulting specifically in the Mountain West. Finally, Nicki Bartak, in our Colorado office, brings the background needed for a successful technical analysis.

I am proud of the resources that we can offer and ask for the opportunity to assist the Town of Alpine on this engagement. Thank you very much for your consideration.

Sincerely,

A handwritten signature in black ink that reads 'Todd Cristiano'.

Todd Cristiano, *Vice President*

383 N. Corona Street, Denver, CO 80218

P: 303.305.1136 / E: tcristiano@raftelis.com



Diversity and inclusion are an integral part of Raftelis' core values.

We are committed to doing our part to fight prejudice, racism, and discrimination by becoming more informed, disengaging with business partners that do not share this commitment, and encouraging our employees to use their skills to work toward a more just society that has no barriers to opportunity.



Raftelis is registered with the U.S. Securities and Exchange Commission (SEC) and the Municipal Securities Rulemaking Board (MSRB) as a Municipal Advisor.

Registration as a Municipal Advisor is a requirement under the Dodd-Frank Wall Street Reform and Consumer Protection Act. All firms that provide financial forecasts that include assumptions about the size, timing, and terms for possible future debt issues, as well as debt issuance support services for specific proposed bond issues, including bond feasibility studies and coverage forecasts, must be registered with the SEC and MSRB to legally provide financial opinions and advice. Raftelis' registration as a Municipal Advisor means our clients can be confident that Raftelis is fully qualified and capable of providing financial advice related to all aspects of financial planning in compliance with the applicable regulations of the SEC and the MSRB.

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Photo on cover courtesy of hem_084 (Flickr)

FIRM OVERVIEW

Who is Raftelis

HELPING LOCAL GOVERNMENTS AND UTILITIES THRIVE

Local government and utility leaders partner with Raftelis to transform their organizations by enhancing performance, planning for the future, identifying top talent, improving their financial condition, and telling their story. We've helped more than 700 organizations in the last year alone.

Choosing the right partner is about more than just the initial cost; it's about ensuring the best possible outcome for your utilities. We are committed to delivering unmatched value and sustainable results that justify the investment in our services.

We believe that Raftelis is the *right fit* for this project. We provide several key factors that will benefit the Town and help to make this project a success.

RESOURCES & EXPERTISE: This project will require the resources necessary to effectively staff the project and the skillsets to complete all of the required components. With more than 180 consultants nationwide, Raftelis has the largest water-industry financial and management consulting practice in the nation, including many of the industry's leading rate consultants and experts in key related areas, like stakeholder engagement and data analytics. More importantly, we have local resources in the Front Range—10 consultants working in the Denver Office serving communities in the Mountain West. These consultants are supported by consultants from other areas to assist with local projects. *Our Project Manager is located in Denver.*

DEFENSIBLE RECOMMENDATIONS: When your elected officials and customers are considering the validity of recommended changes, they want to be confident that they were developed by experts using the latest industry standard methodology. Our staff are involved in shaping industry standards by chairing committees within AWWA and the Water Environment Federation (WEF) and co-authoring many industry-standard books regarding utility finance and rate setting, which allows us to keep the Town informed of emerging trends and issues and to be confident that our recommendations are insightful and founded on sound industry principles. *In addition, Raftelis is registered as a Municipal Advisor, which means you can be confident that we are fully qualified and capable of providing financial advice related to all aspects of utility financial planning in compliance with federal regulations.*

HISTORY OF SIMILAR SUCCESSES: An extensive track record of past similar work will help to avoid potential pitfalls on this project and provide the know-how to bring it across the finish line. Raftelis staff has assisted 1,700+ local governments and utilities throughout the U.S. with financial and rate consulting services with wide-ranging needs and objectives. Our extensive experience will allow us to provide innovative and insightful recommendations to the Town and will provide validation for our proposed methodology ensuring that industry best practices are incorporated. *Our Project Manager recently completed projects for the Cities of Sheridan, Casper, and Laramie as well as the Town of Pinedale.*

SUCCESSFUL OUTCOMES: For the study to be a success, rates must be successfully approved and implemented. A strong technical study demonstrating the need for changes to a financial plan or rates is only as effective as the ability to communicate the outcome to governing bodies. Todd Cristiano is a seasoned presenter and has presented results under a variety of circumstances. We also have an in-house strategic communications group to assist with outreach to your utility's customers, which includes open houses, social media communication, and traditional paper communication. *This collective group of skills ensures that changes to rates are effectively communicated and understood by customers and Town leaders.*



How we stack up

OUR TEAM INCLUDES

180+ consultants focused on finance/management/communication/technology for the public sector

2 chairs & **16** members of AWWA and WEF utility finance and management committees and subcommittees

RAFTELIS HAS PROVIDED ASSISTANCE FOR

1,700+ public agencies and utilities

that serve more than

25% of the U.S. population

including the agencies serving

41 of the nation's 50 largest cities

in the past year alone, we worked on

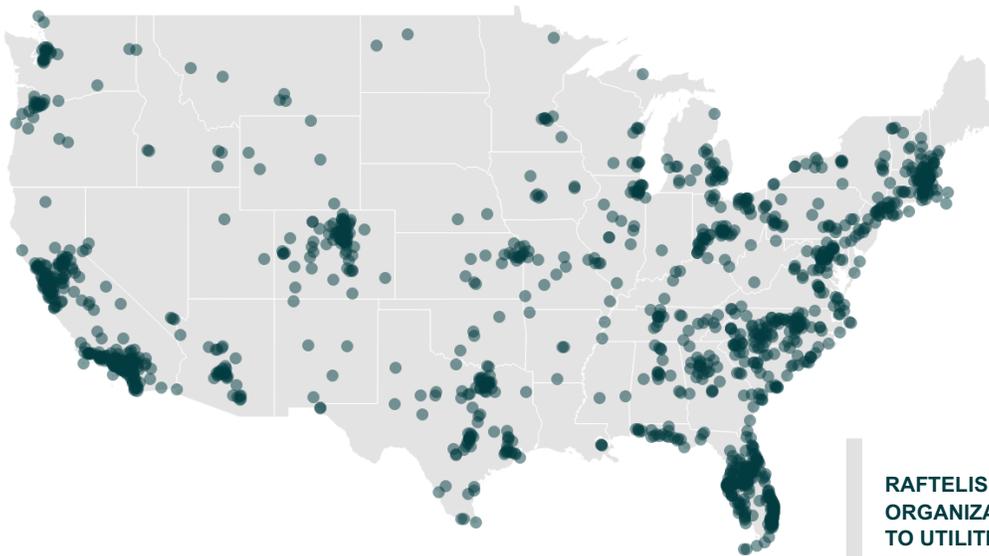
1,300+ projects for **700+** agencies in **47** states

EXPERIENCE

Experience

RAFTELIS HAS THE MOST EXPERIENCED UTILITY FINANCIAL AND MANAGEMENT CONSULTING PRACTICE IN THE NATION.

Our staff has assisted more than 1,700 local government agencies and utilities across the U.S., including some of the largest and most complex agencies in the nation. In the past year alone, Raftelis worked on more than 1,300 financial, organizational, and/or technology consulting projects for over 700 agencies in 47 states, the District of Columbia, and Canada. Below, we have provided descriptions of projects that we have worked on that are similar in scope to the City’s project. We have included references for each of these clients and urge you to contact them to better understand our capabilities and the quality of service that we provide.



RAFTELIS HAS PROVIDED FINANCIAL/
ORGANIZATIONAL/TECHNOLOGY ASSISTANCE
TO UTILITIES SERVING MORE THAN
25% OF THE U.S. POPULATION.

City of Casper wy

Reference: Tom Bauer, Chief Operations Officer
123 W. 1st Street, Casper WY / P: 307.235.8205 / E: tbauer@casperwy.com

The City of Casper (City) retained Raftelis in 2023 to complete a comprehensive water and wastewater rate study. The last study which included connection fees and a rate study was completed in 2018. The City has an ongoing capital repair and replacement program and what to ensure that revenue from rates was sufficient to meet these increasing expenditures over the 10-year study period. The City receives a 1% Streets tax to assist with funding however, that is anticipated to end in 2029. At over \$1.0 million per year for the water and wastewater utility, the ending of this revenue stream would have a material impact on cash flow. Raftelis developed a financial plan cash flow that would assist the utility in continuing to fund expenditures without resulting in rate shock to its customers.

The City also wanted to revise their rate structures. The primary objectives were to encourage conservation and maintain equity between customer classes. Raftelis developed a 4-tiered rate structure for residential and separate uniform rates for commercial, irrigation, and City parks. Rates were adopted in 2024.

In 2018, the City retained Raftelis to complete a comprehensive update to their water and wastewater system investment fees (SIFs). The City has a water SIF to recover the costs to connect to the water distribution system and two wastewater SIFs; one to recover costs of the collection system and the other for the regional wastewater treatment plant. Raftelis evaluated the utilities' system assets, outstanding debt, and equivalent connections develop the fee. The fees were adopted for 2018.

City of Laramie WY

Reference: Brooks Webb, Public Works Director

P.O. Box C, Laramie, WY 82073 / P: 307.721.5241 / E: bwebb@cityoflaramie.org

The City of Laramie (City) has a population of approximately 30,000 and is home to the University of Wyoming. In addition to retail customers located within its jurisdictional boundaries, Laramie also provides service to both retail and wholesale customers located outside the City. Raftelis has served Laramie since 2014 when it prepared an update of the City's water and wastewater user charges. In 2016, Raftelis completed comprehensive rate studies for the water and wastewater enterprise funds. The financial planning components of these rate studies included an update of forecast billed consumption and a review/verification of the assumptions and output produced by the City's 10-year water and wastewater enterprise fund financial planning models. After establishing the test-year revenue requirement from rates for the water and wastewater enterprise funds, Raftelis conducted comprehensive water and wastewater cost of service studies to determine the revenue requirement for each customer class served by the City. These cost-of-service studies were conducted using AWWA and WEF cost of service principles and included the development of forecast rates for the period 2024. Rates recommended by Raftelis were adopted in May of 2024.

Town of Jackson WY

Reference: Johnny Ziem, Wastewater Manager/Assistant Public Works Director

P: 307.733.4203 / E: jziem@jacksonwy.gov

In 2020, Raftelis presented study finding and recommendations to the Town of Jackson (Town) Council regarding a comprehensive rate and plant investment fee study. The Town also completed an update of the utility facility plan identifying expansionary, rehabilitation and replacement improvements for the water and wastewater utility. Raftelis financial and communication staff facilitated seven meetings with a Citizen Rate Committee (CRC) comprised of a diverse group of citizens and business leaders assisting Raftelis and Town staff to assess the compatibility of rate and fee recovery strategies. Raftelis recommended equitable adjustments to the Town's plant investment fees aligned with community goals and objectives. Water rate recommendations included tiered

"Overall, I thought the process was professionally handled, well thought out and came to a conclusion that helped our community achieve their goal of reevaluating water rates. I enjoyed the process from many aspects, but primarily from the learning angle. The detail and volume of information seems to be overwhelming, however TOJ staff and Raftelis handled it well. Also, the meeting agendas were well thought out and the meetings were facilitated professionally, and the data was presented in a thoughtful manner for the committee members to digest."

– **Bill Wotkyns**, *Citizen Review Committee Member, Town of Jackson, WY*

water rates to communicate conservation pricing signals, increasing the amount of revenue through the fixed charges, and sustaining affordable access to essential utility services while increasing overall revenue recovery.

Raftelis assisted the Town in addressing the cost of providing wastewater services to the original Town as well as residents within Teton County. Raftelis facilitated meetings with representatives of 3 Creek Ranch following the cost-of-service study to review recommended rates and fees modifying the rate structure. As part of this study, Raftelis assisted in the development of a long-range financial plan completing multiple capital funding scenarios in support of anticipated debt issuances to fund capital expansions and improvements.

Following the adoption of recommended rates and fees, Raftelis is providing additional assistance to the Town in support of effectively communicating the necessity of increased revenues supporting the economic and environmental vitality of the region.

WYOMING & COLORADO EXPERIENCE

This matrix shows a sample of some of the utilities throughout Wyoming and Colorado that Raftelis staff has assisted and the services performed for these utilities.

Client	Benchmarking	Cost-of-Service Analysis	Debt Issuance Report	System Development Fees	Financial & Capital Improvements Planning	Public Education and Outreach	Rate Case Support	Rate Structure Development	Rate Study	Stakeholder Process Development & Facilitation
WYOMING										
Casper, City of		●		●	●				●	
Jackson, Town of		●		●	●				●	
Laramie, City of				●	●				●	
Pinedale, Town of					●				●	
Sheridan, City of		●		●	●				●	
COLORADO										
Arapahoe County Water and Wastewater Authority		●			●			●	●	
Aspen, City of		●	●		●			●	●	
Basalt, Town of										
Berthoud, Town of				●	●			●	●	
Boxelder Sanitation District		●		●	●			●	●	
Cañon City		●	●	●	●			●	●	●
Castle Rock, Town of		●			●	●		●	●	●
Crestview Water & Sanitation District		●	●		●	●		●	●	●
Denver, City and County of		●	●		●	●		●	●	●
Denver Water						●		●	●	●
Durango, City of		●		●	●			●	●	●
Eagle River Water & Sanitation District						●		●	●	
East Larimer County Water District		●		●	●	●		●	●	
Eaton, Town of		●			●			●	●	
Englewood, City of	●	●			●	●		●	●	●
Evans, City of					●				●	
Fort Collins, City of		●			●			●	●	
Fort Collins - Loveland Water District		●	●	●	●	●	●	●	●	●
Fort Morgan, City of				●	●			●	●	●
Fraser, Town of		●		●	●			●		
Golden, City of		●		●	●			●	●	●
Grand Junction, City of	●	●	●	●	●	●		●	●	●
Greeley, City of		●	●	●	●			●	●	●
Idaho Springs, City of		●	●	●	●	●	●	●	●	●
Ken-Caryl Ranch Water & Sanitation District		●			●			●	●	
Lakewood, City of		●			●			●	●	
Left Hand Water District		●		●	●			●	●	
Littleton, City of	●	●				●	●	●		●
Lochbuie, Town of				●	●			●	●	●
Mead, Town of		●		●	●			●	●	
Mount Crested Butte Water & Sanitation District	●	●	●	●				●	●	●
Mount Werner Water & Sanitation District	●	●		●	●			●	●	●

Client	Benchmarking	Cost-of-Service Analysis	Debt Issuance Report	System Development Fees	Financial & Capital Improvements Planning	Public Education and Outreach	Rate Case Support	Rate Structure Development	Rate Study	Stakeholder Process Development & Facilitation
Nederland, Town of		●		●	●			●	●	
Pueblo, City of	●	●		●	●	●		●	●	●
Pueblo Water		●		●	●					
Pueblo West Metropolitan District	●	●		●	●	●		●	●	●
Rifle, City of				●				●	●	
St. Vrain Sanitation District		●		●	●			●	●	●
Steamboat Springs, City of		●	●	●	●			●	●	●
Superior, Town of				●	●			●		
Thornton, City of	●	●	●	●	●	●		●	●	●
Three Lakes Water & Sanitation District		●		●	●			●	●	
Trinidad, City of	●	●		●	●			●	●	●
Triview Metropolitan District				●	●			●	●	
Upper Eagle Regional Water Authority					●			●	●	●
Upper Thompson Sanitation District		●			●			●	●	
Westminster, City of	●	●	●	●	●			●	●	
Woodmoor Water & Sanitation District No. 1				●	●			●	●	●

PROJECT TEAM

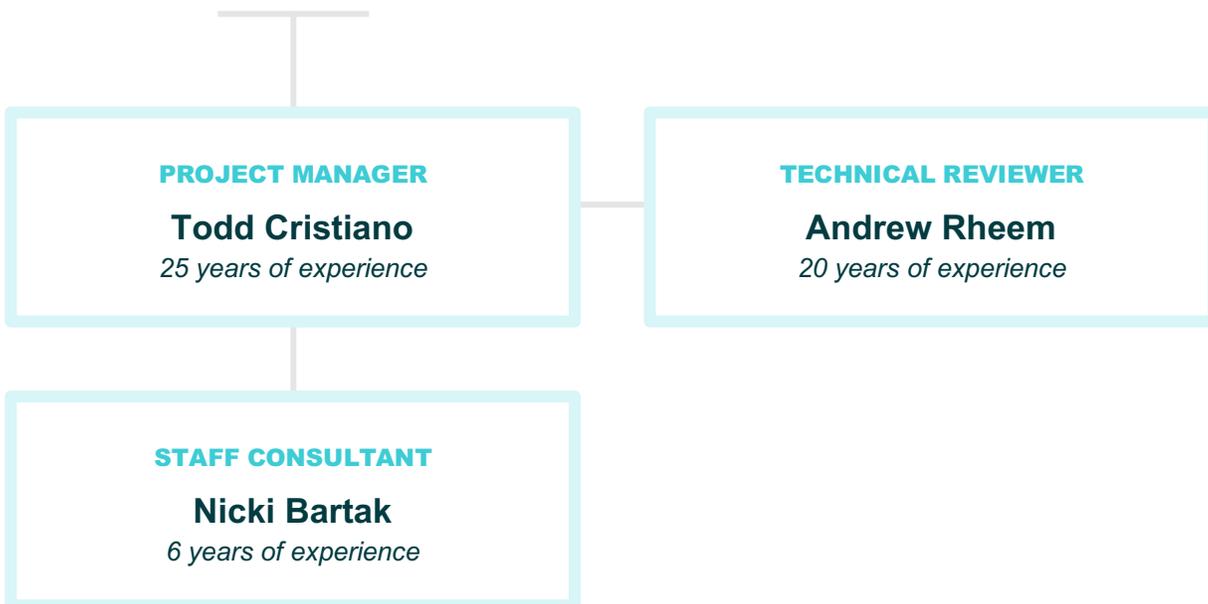
Project Team

WE HAVE DEVELOPED A TEAM OF CONSULTANTS WHO SPECIALIZE IN THE SPECIFIC ELEMENTS THAT WILL BE CRITICAL TO THE SUCCESS OF THE TOWN'S PROJECT.

Our team includes senior-level professionals to provide experienced project leadership with support from talented consultant staff. This close-knit group has frequently collaborated on similar successful projects, providing the Town with confidence in our capabilities.

Here, we have included an organizational chart showing the structure of our project team. On the following pages, we have included resumes for each of our team members as well as a description of their role on the project.

Town of Alpine





Todd Cristiano Project Manager | Vice President

Role: Todd will be responsible for overall project accountability and will be available to provide quality assurance and control, industry perspective, and insights into the project.

Career/Experience Highlights:

- 25 years of experience with water, wastewater, and electric cost of service and rates
- Former Rates Manager for Denver Water
- Instructor for AWWA's biannual Rate-Setting Essential seminar
- Lead for the update of AWWA's *Manual M1, Principles of Rates, Fees and Charges*

Representative Projects:

- Casper (WY), Laramie (WY), Sheridan (WY), Cheyenne (WY), Pinedale (WY)
- Erie (CO), Wellington (CO), Johnstown (CO), Eaton (CO), Fraser (CO), Breckenridge (CO), Rifle (CO), Basalt (CO), Denver Water (CO), Dacono (CO), Firestone (CO)
- Laurel (MT), Big Fork (MT)



Andrew Rheem Technical Reviewer | Senior Manager

Role: Andrew will review of draft and final work products and provide insight on impact fees issues related to the project.

Career/Experience Highlights:

- 20 years of consulting experience with water, wastewater, and stormwater financial plan, impact fee/plant investment fee, cost of service, and rate studies
- Completed over 300 studies for communities in Colorado, Arizona, Texas, New Mexico, Montana, Wyoming, and Utah
- Growth Infrastructure Consortium (GIC) Board member and 2018 conference president
- Water Environment Association Technical Advisory Committee member since 2012

Representative Projects:

- Jackson (WY), Thornton (CO), Lafayette (CO), Mt. Crested Butte (CO), Grand Junction (CO), Nederland (CO), Berthoud (CO), Greeley (CO)



Nicki Bartak Water Lead Analyst | Consultant

Role: Nicki will serve as the Lead Analyst for the water portions of this project and will work at the direction of Andrew in conducting analyses and preparing deliverables for the project.

Career/Experience Highlights:

- 6 years of experience in the water industry in both the private and public sectors
- Previously worked at San Francisco Public Utilities Commission as a utilities analyst

Representative Projects:

- Eaton (CO), Fort Collins Loveland Water District (CO), Dacono (CO), Firestone (CO)

PROJECT APPROACH

Project Approach

The purpose of this study is to update the Town's water and wastewater impact fees (referred to as connection fees in the Town ordinances) to reflect the cost to serve new development with the capacity they require. The fees developed in this study will be based on industry-standard methodologies and Raftelis' experience working with other communities like Alpine. Our study consists of four tasks:

1. **Project initiation.** Establish the goals and expectations for the study
2. **Impact fee analysis.** Develop fees to meet the needs of the Town
3. **Financial plan cash flow analysis.** Cash flow analysis to demonstrate the ability of the fees to fund capital projects and the impact on potential user rate increases
4. **Presentations and reports.** Council presentations and study report

Given its historically low growth rates, Wyoming has little case law and no direct statutory authority regarding impact fees. However, Wyoming planning statutes¹ grant authority to municipalities to govern land use matters. The statutes further specify that municipalities are given the express authority to construct, maintain, and provide for sewer and water facilities; and create a fund for which financial activities can be managed. A legal point of reference for Wyoming impact fees includes the 1983 case *Coulter v. City of Rawlins* where the court held that a municipality can assess fees to connect to the water and sewer systems under Wyoming planning statutes. Raftelis will follow the elements of this court case, the provisions in the State planning statutes, and guidelines in developing legally defensible fees for the Town.

Task 1: Project Initiation/Management and Data Management

This task highlights the project management tasks, data review process, and the contents of the project initiation or project kick-off meeting.

- **Project Initiation:** Finalize study scope, milestones, set up regular project conference calls, and determine primary points of contact. Finalize project goals and objectives to establish guiding principles for the study against which we will measure results. Our project schedule can be found in the Schedule section of this proposal. With every major milestone meeting or regular project meeting, we will produce and circulate an email summarizing the key points of the discussion.
- **Data Request:** Prior to the meeting we will submit a data request list for the information needed for this study.
- **Project Initiation Meeting:** We will facilitate a meeting with Town staff to review the key aspects of the study, current challenges, as well as discuss the current political environment and how that may influence our approach in this study. We will also review the data we received to date, get clarification on certain items where needed, and present our initial model populated with the validated data.

MEETINGS:

- Virtual project kick-off meeting
- Regularly scheduled project check-in meetings (30 minutes)

¹ Wyo. Stat. Ann. 15-1-601(d)(i)

DELIVERABLES:

- Data request list
- Tech memo summarizing the key points of the meeting

Task 2: Impact Fee Analysis

This task will ensure that new development funds their share of system needs thereby maintaining equity between existing and new customers. We will develop separate water and wastewater connection fees using the following approach

- Evaluate the water and wastewater system's existing available capacity to serve growth and the capacity anticipated to be added with the 10-year capital improvement program to determine best methodology for calculating PIFs. The basic methodologies include
 - **Buy-in:** Historical perspective. Existing available capacity with nominal future growth
 - **Incremental:** Forward-looking. Little to no capacity available with large expansions projects in the new future
 - **Hybrid:** Combination of buy-in and incremental. Some existing capacity available with future expansion projects anticipated in the near future.
- Calculate the current value of available capacity and planned growth-related costs. We will evaluate the valuation of existing assets:
 - Value of existing system facilities at current replacement costs using Engineering News Record Construction Cost Index (ENR-CCI) or other similar construction-related index
 - The unit replacement cost of the water system's backbone facilities (treatment plant, Large transmission mains, pump stations, treated storage, etc.).
- For the incremental method, identify growth-related projects with assistance from Town staff.
- Estimate the remaining capacity in existing facilities and capacity to be added with future facilities (e.g. growth-related CIP)
- Apply adjustments such as developer contributions and outstanding loans currently paid through rates
- Determine the remaining existing capacity and future capacity to be added for the water system. Estimate buildout land use categories and parcel square footage.
- Establish peak water demand and peak wastewater flow for a 1.0 SFE or ¾" water meter calculate fee by multiplying the unit cost of capacity by the SFE demand requirement

Guidelines for Wyoming Legally Defensible Impact Fees

- Impact fees may be enacted for a broad range of public facilities (i.e. water and sewer systems)
- Regardless of the name of the fee, ensure it is not a tax
- A formula-based impact fee should be based on the implied authority from statute for "harmonious development...which will best promote the general welfare as well as efficiency and economy*"

***Wyo. Stat. Ann. 15-1-1504**

DELIVERABLES:

- TM summarizing results of water and wastewater connection fee analysis
- Peer survey of connection fees

Optional Task 3: Financial Plan Cash Flow Analysis

The financial plan task will forecast the revenue from proposed fees along with the Town's operating revenues and expenditures to determine the ability of the fees to fund proposed capital projects and the need for user rate revenue increases to fund O&M, debt, and other capital expenditures. We will develop separate cash flows for the water and wastewater utilities. *This task is beneficial as it will provide the Town with a future roadmap for planning rate adjustments and establishing adequate reserves to finance essential long-term projects.*

- Forecast revenue under existing rates, the calculated connection fees from Task 2 and other miscellaneous revenues. Connection fee revenues will be projected based on the growth estimates of infill and new development.
- Forecast operations and maintenance (O&M), repair and replacement (R&R) capital, expansion capital (based on master plan results or other engineering reports), and existing and proposed debt service. Incorporate new positions, changes in operating efficiencies, etc.
- Identify the projects eligible for bond or state loans based on timing, duration, and the amount of the project. Raftelis can present financial plan alternatives considering specific projects financed through state loans or grants that have been secured by the Town.
- Develop 'optimal' revenue requirement financial plan balancing a mix of cash funding and debt financing capital projects (if applicable) while meeting reserve targets, debt service coverage requirements, while maintaining conservative debt capacity levels and minimizing revenue increases. Calculate annual rate revenue adjustments needed through the study period.

DELIVERABLES:

- Financial plan alternative cash flows
- Virtual meeting with Staff to review and finalize cash flows for use in the cost of service and rate design analysis
- Technical memorandum summarizing results of the financial plan alternatives.

Task 4: Council Meetings and Draft/Final Reports

Raftelis will create, with guidance from Town staff, a PowerPoint presentation summarizing the results of the study. We will attend one on-site Council meeting to present the results and one virtual meeting.

Raftelis will provide a draft report to Town staff for review and comment. We will then incorporate any revisions into the final report. A final report will be prepared following the presentation of the results to Town Council.

MEETINGS:

- Attendance at one on-site Town Council meeting and one virtual Town Council meeting

DELIVERABLES:

- Draft report, final report, and PowerPoint presentation Town Council

PROJECT FEE AND SCHEDULE

Project Fee and Schedule

The following table provides a breakdown of our proposed fee for this project. This table includes the estimated level of effort required for completing each task and total fees and expenses per task.

Task	Hours	Fee and Expenses
Task 1: Project Initiation/Management and Data Management	20	\$5,260
Task 2: Impact Fee Analysis	58	13,060
Optional Task 3: Financial Plan Cash Flow Analysis	36	8,420
Task 4: Council Meetings and Draft/Final Reports	18	5,065
Expenses		1,000
Total Including Optional Task	130	\$32,805
Total Excluding Optional Task	94	\$24,385

Raftelis can complete this study in approximately four months or less. The depends on the availability of Town staff during the project, availability of data, and timing of Council meetings. We will keep Town staff up to date with budget and schedule with our regularly scheduled project meetings.