



March 11, 2025

Ms. Lori Carr  
Finance Director  
City of Eustis  
10 North Grove Street  
Eustis, FL 32726

Subject: **Task Authorization to Provide a 2025 Utility Rate Study Update, Connection Fee Study, and Municipal Impact Fee Study**

Dear Ms. Carr:

Raftelis Financial Consultants, Inc. (“Raftelis”) is pleased to submit this task authorization to provide professional utility rate and management consulting services to the City of Eustis, Florida (the “City” or “Client”). Based on our discussions with the City, the purpose of this Task Authorization is to provide: i) a water, wastewater utility rate study; ii) a water and wastewater connection/impact fee study; and iii) a municipal impact fee study for police, fire, parks, and library services. This Task Authorization is set to extend the hourly rates from the City of Daytona Beach General Services Contract No. 19632, that the City was previously piggybacking on but has since expired. The scope of services to be performed for the Task Authorization are attached as Attachment B.

We appreciate the opportunity to assist the City to address its rate administrative needs. If this Task authorization is acceptable to the City, please acknowledge your acceptance below and return an executed copy to Raftelis. The receipt of the executed Task Authorization will serve as our notice to proceed. If you have any questions, please do not hesitate to call. We look forward to working with the City on this project.

#### **PROJECT TEAM AND BILLING RATES**

With respect to the performance of this engagement, Mr. Joe Williams will be the Project Manager and Ms. Tristen Townsend will be the lead analyst and primary contacts with the City. Other staff consultants, analysts and administrative personnel will be utilized during the engagement as needed. The services covered by this Agreement shall be billed based on the direct labor rates set out in Attachment A, which is made a part of this proposal.

#### **SCOPE OF SERVICES**

The scope of services to be performed by Raftelis is included on Attachment B, which is made a part of this proposal.

#### **COMPENSATION AND BILLING**

Based on the scope of services for this Task Authorization as summarized herein in Attachment B and the direct hourly labor billing rates, as extended from the Daytona Beach Agreement as identified on Attachment A, we propose to establish a lump sum contract budget to provide consulting services associated with the performance of

the tasks of \$120,800, consisting of the breakdown for the various City funding sources as shown on the following table.

The cost of the components of the study are as follows:

<b>Project Components</b>	<b>Project Fee</b>
Water and Wastewater Rate Study	\$28,650
Water and Wastewater Impact Fee Study	9,000
Stormwater Utility Revenue Sufficiency Study	23,500
Municipal Impact Fee Study	59,650
<b>Project Total</b>	<b>\$120,800</b>

Detailed cost estimates in support of these amounts are provided in Attachments C-1, C-2, C-3, and C-4.

This project budget amount includes the direct cost of personnel anticipated for the project as well as any other direct costs such as travel, telephone, and copying, printing and shipping charges. It is proposed that Raftelis will bill monthly for services relative to this engagement based on the percentage of the project completed. No additional services above the cost estimate will be performed without the prior written authorization of the City.

#### **FINANCIAL ADVISOR DISCLOSURE**

As a registered Municipal Advisor under the Dodd-Frank Act, Raftelis is required to inform our clients of any existing or potential conflicts of interest that may be relevant to any proposed scope of services that may include providing “advice” as that term is defined in the Dodd-Frank Act. As of the date of this engagement letter, no conflicts of interest are known to exist.

Under the Dodd-Frank Act the definition of “advice” includes providing any opinion, information or assumptions related to the size, timing and terms of possible future debt issues or borrowing. This type of information may be integrated into the capital and financial planning components of a rate model update. This definition is applicable regardless of whether this information is developed and used solely for planning and decision-making purposes. For the services addressed in the scope of work identified for this engagement, any information that is developed by Raftelis that falls under this definition of municipal advice is not intended to represent a recommendation that the City should issue debt based on the terms and assumptions used to develop the financial evaluation, or that the City will, in fact, be able to issue debt under the exact terms and conditions assumed and used to develop the financial plan or forecast. The information developed as part of this rate model update, including any related municipal advice, is intended only to provide information useful in evaluating the potential impact on the utility and future rate adjustments of a potential course of action for the City. If the City decides at some future date to issue debt, then at that time the City will need to engage an independent, registered Financial Advisor to assist in evaluating the availability of different types of debt, and the specific terms and conditions for issuing debt, which will be affected by market conditions and the City’s credit rating at the time of issuance. At that time, as a registered Municipal Advisor, Raftelis can also provide additional assistance related to a specific bond or debt issue, such as preparing a bond feasibility report or financial forecast for inclusion in bond documents, without requiring additional oversight or supervision by the Financial Advisor.

By issuing a purchase order that includes the terms of this Task Authorization, the City is indicating its approval and acceptance of the of the proposed scope of work and fees, the City is also explicitly acknowledging that Raftelis has provided the necessary disclosures addressing conflicts of interest and any limitations on the scope of Municipal Advisory services to be provided by Raftelis as part of this engagement.

The Municipal Securities Rulemaking Board (“MSRB”) provides significant protections for municipal entities and obligated persons that are clients of a municipal advisor. To understand the protections provided and how to file a complaint with an appropriate regulatory authority, visit the MSRB web site at [www.msrb.org](http://www.msrb.org).

**TERM OF AGREEMENT**

The terms of this proposed agreement and the associated direct hourly labor billing rates for Raftelis personnel shall be in effect and continue through the completion of the project or some other contract period as mutually agreed to between the City and Raftelis. It is anticipated that the project results will be submitted to the City within 150 days after being given authorization to proceed.

We appreciate the opportunity to submit this agreement to provide rate consulting services to the City. If this agreement is acceptable, please execute both copies and return one copy to Raftelis.

Very truly yours,  
**Raftelis Financial Consultants, Inc.**

ACCEPTED BY:  
**City of Eustis, Florida**



\_\_\_\_\_  
**Joe Williams**  
*Senior Manager*

\_\_\_\_\_

Name

\_\_\_\_\_

Title

\_\_\_\_\_

Date

**ATTACHMENT A**

**RAFTELIS FINANCIAL CONSULTANTS, INC.**

**SCHEDULE OF DIRECT LABOR HOURLY BILLING RATES AND STANDARD COST RATES**

**DIRECT LABOR HOURLY RATES**

Project Team Title	Direct Labor Hourly Rates [*]
Vice President / Principal	\$277.00
Associate	\$233.00
Managing Consultant	\$216.00
Principal Consultant	\$194.00
Supervising Consultant	\$171.00
Senior Consultant	\$149.00
Rate Consultant	\$138.00
Consultant	\$126.00
Senior Rate Analyst	\$116.00
Rate Analyst	\$99.00
Administrative	\$77.00

[\*] Direct labor hourly rates effective twelve months after the date of execution of the Agreement; rates will be adjusted by not more than the net percentage change (but not less than 0%) in the Consumer Price Index – Urban Consumers per annum (rounded to the nearest dollar) or as mutually agreed between parties for invoices rendered after each anniversary date of each year thereafter until project completion or termination of the Agreement between the parties

**STANDARD COST RATES**

Expense Description	Standard Rates
Mileage Allowance – Personal Car Use Only	IRS Standard Mileage Rate
Reproduction (Black and White) (In-house)	\$0.05 per Page
Reproduction (Color) (In-house)	\$0.25 per Page
Reproduction (Contracted)	Actual Cost
Computer Time	\$0.00 per Hour
Telephone Charges	Actual Cost
Delivery Charges	Actual Cost
Lodging / Other Travel Costs	Actual Cost
Meals – per Employee	Standard per diem rates as established by Florida Statutes 112.061 for Class C travel for breakfast, lunch, and dinner
Subconsultant Services	Actual Cost
Other Costs for Services Rendered	Actual Cost

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## ATTACHMENT B

### UTILITY RATE CONSULTING SERVICES

#### SCOPE OF SERVICES

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##### I. SCOPE OF SERVICES

The Scope of Services to be performed by the personnel of Raftelis are summarized below by task:

###### A. Water, Wastewater and Utility Rate Study

###### Task 1 – Data Request and Data Gathering

Raftelis will prepare a written data request for the collection of financial, customer billing, operating, engineering, and planning data necessary to conduct the Utility Rate and Impact Fee Study. Information requested will include, but is not limited to, financial statements, existing rate schedules, operating budgets and capital work plans, existing debt service schedules, fixed asset data and customer billing data. The initial data request will be as comprehensive as possible; however, it is contemplated that follow up data requests will be required during the study. Once the City has responded to the initial data request, the data provided will be reviewed and incorporated into the development of City's utility financial planning and rate and impact fee models.

###### Task 2 – Customer, Sales and Revenue Forecast

Raftelis will prepare an updated forecast of customer and usage requirements for each utility based on detailed customer account information provided by the City. This task will include review of the most recent historical customer statistics by services type and rate classification and the development of a forecast of customers and revenues based on the best available information about future growth. This task also includes preparing a detailed profile of billing determinants for each utility to be included in the financial forecast. The first step of this task will be to work with City staff to specify the billing data to be provided. Once the customer billing data is provided it will be summarized and assembled for use in the financial forecast models and revenue sufficiency reviews. This summarized customer billing and sales data will then be applied to the current customer billing rates by utility system to develop a projection of rate revenues by utility system for the forecast period.

###### Task 3 – Development of Projected Revenue Requirements

Raftelis will prepare a five-year financial forecast and revenue requirements analysis based on the City's current FY 2025 Budget and CIP for each utility system being evaluated. This task will include analysis of operations and maintenance expenses, capital expenditures and funding criteria, and other non-operating costs such as debt service, renewal and replacement funding requirements and general fund transfers. A general review of any existing or proposed debt covenant compliance issues will also be performed. This task will also include the development of a forecast of revenues and income including utility rate revenues, other operating revenues from miscellaneous service charges and other income such as interest income on fund balances. The forecast of utility rate revenues will be based on applying the adopted rate schedules to the customer forecast and detailed profile of billing determinants developed in Task No. 2. The final step in this task will be to compare the projected revenues from existing rates with the projected revenue requirements to estimate the adequacy of current and future rate levels. This analysis will be performed based on the current structure of the utility enterprise fund, which operates as a single enterprise for both

he Main Eustis system and the Eastern system. This study will not evaluate alternatives and changes to the singular enterprise approach with a uniform rate structure.

#### Task 4 – Development of Miscellaneous Fees and Charges

Raftelis will review the water and wastewater systems miscellaneous service charges and fees including tap fees, meter installation fees, turn-on/turn-off fees, meter test fees, after hour service fees, and deposits and develop proposed fees based on costs compiled in conjunction with City staff.

#### Task 5 – Present Water and Wastewater Rate Study Results

Raftelis will attend one workshop meeting and one public hearing to present the results of the water, wastewater and reclaimed water rate and impact fee study to the City Council. One additional on-site meeting will be held with the City staff throughout the course of the engagement to review study results. This task will also include preparation of a briefing document and letter report to summarize the study results and review of the City's draft rate resolution. Raftelis will also make use of on-line tools that provide for remote, offsite meetings as needed during the study.

### **LIST OF ANTICIPATED DELIVERABLES**

The deliverables to be provided with respect to the preparation of the Water and Wastewater Rate Study shall include the following items:

- Initial Data Request
- Projected Revenue Requirements and the Adequacy of Existing Rates
- Proposed Water and Wastewater Rates
- Proposed Water and Wastewater Impact Fees
- Proposed Miscellaneous Service Charges and Fees
- Rate Comparison of Proposed Rates with Existing Rates and Other Jurisdictions
- Briefing Document to Summarize the Rate Study
- Letter Report Summarizing the Study Process, Assumptions and Recommendations

### **MEETINGS**

Raftelis will attend up to three (3) onsite meetings.

1. One (1) onsite meeting to review preliminary study results, discuss assumptions, fine tune the forecast, and designate the remaining project timeline of presenting to City Council will be held with staff.
2. Two (2) onsite meetings to present the assumptions, conclusions, and recommendations of the study to the City Council in a public workshop and/or public hearing.

### **ADDITIONAL SERVICES**

During the course of the study, the City may request additional services from Raftelis. Such services will not be conducted until authorized by the City as mutually agreed between the City and Raftelis. The City will be billed for such additional services based on the hourly rate schedule of Raftelis' employees as shown in this agreement or some other basis as mutually agreed between the City and Raftelis. Although no additional services are anticipated for this engagement, examples of additional services may include the following:

1. Attendance of additional meetings above what is contemplated in the scope of services.
2. Providing general consulting services relating to meeting with third parties regarding the derivation of the fees, providing litigation support services in the event of a challenge of the fees, and other related issues not contemplated in the above scope of services.
3. Development of any miscellaneous fees or charges for services not specifically contemplated above.
4. Reviews and scenarios related to separate considerations for the Eastern utility system, including but not limited to, separate rate structures, a separate enterprise fund, alternative cost recovery methods, etc.
5. Delays in the project schedule that would affect the budget for the scope of services reflected herein.

### **B. Water and Wastewater Impact Fee Study**

Raftelis will identify the capital cost associated with providing water and wastewater service to new development including the cost of existing assets with capacity to serve future growth and expansion-related capital projects. The water and wastewater impact fee analysis will include a review of existing capacity utilization, functionalization of existing assets to identify supply, treatment and transmission costs eligible to be recovered through impact fees, the level of service necessary to serve new water and wastewater customers and the design of proposed water and wastewater impact fees.

### **CITY STAFF ASSISTANCE**

The City staff will be called upon to assist Raftelis to complete the engagement on a timely basis. The following is a list of the activities anticipated to be performed by the staff of the City:

1. The gathering of specific customer, operational and financial data and billing information relative to the Project;
2. The performance of certain analyses relative to the compiling of data if not in a usable format in general records and reports of the City; and
3. Performing a general review and providing comments relative to the study assumptions and results of our analyses and Report in support of the determination of the rates for stormwater service.

### **ADDITIONAL SERVICES**

During the course of the study, the City may request additional services from Raftelis. Such services will not be conducted until authorized by the City as mutually agreed between the City and Raftelis. The City will be billed for such additional services based on the hourly rate schedule of Raftelis' employees as shown in this agreement or some other basis as mutually agreed between the City and Raftelis. Although no additional services are anticipated for this engagement, examples of additional services may include the following:

1. Attendance of additional meetings above what is contemplated in the scope of services.

2. Providing general consulting services relating to meeting with third parties regarding the derivation of the fees, providing litigation support services in the event of a challenge of the fees, and other related issues not contemplated in the above scope of services.
3. Delays in the project schedule that would affect the budget for the scope of services reflected herein.

### **C. Stormwater Rate Study**

The following represents the scope of services for the preparation of a Stormwater Utility Revenue Sufficiency Study for the City. The tasks included in the scope of services are described below:

#### Task 1 – Project Initiation / Data Request and Data Gathering

The project initiation phase consists of three tasks that include:

1. Data Collection and Review
2. Identification of Stormwater Financial Scenarios

Task 1.1 – Data Collection/Review – Raftelis will prepare a data request to facilitate the collection of operating, financial and customer data, and any other information needed to prepare the Stormwater Utility Rate Study. Examples of the data required include:

1. Detailed Operating budgets and projection of operating expenses to reflect any changes in the level of service;
2. Five Year Capital Improvement Plan; and
3. Detailed Equivalent Residential Billing statistics.

Task 1.2 – Identification of Alternative Financial Scenarios – In this task, Raftelis will identify alternative stormwater funding scenarios and review those alternatives with City staff for their consideration. The proposed alternative funding methods will address the need for setting stormwater utility rates that meet the needs and requirements of the City’s stormwater management program based on the operating and capital project costs identified in conjunction with the City staff for providing stormwater services.

#### Task 2 – Stormwater Utility Financial Analysis

Raftelis will review the City's stormwater utility operating budgets and capital improvement plan and will develop a five-year financial analysis based on the adopted Fiscal Year 2025 operating and capital budget. The results of the five-year financial analysis will be used to develop proposed rates and capital funding strategies.

1. Identification of five-year stormwater utility expenditures needs for operations, maintenance, administration, equipment, capital improvements and asset replacement including future staffing needs such as additional maintenance crews. The projected revenue requirements will address the City’s future staffing plan and anticipated capital projects and incorporate such costs into the projected revenue requirements. To develop projections of revenues under existing rates, Raftelis will work with the City to identify projected new development including service area modifications that may result in additional service units.
2. Summarizing the five-year revenue requirements analysis for the stormwater management program and evaluating the adequacy of currently adopted stormwater rates.



### Task 3 – Develop Stormwater Rates

In this task, Raftelis will develop overall rate adjustments applied to the existing rate methodology to recover the expenditures identified in the five-year financial analysis.

Task 3.1 – Develop Proposed Stormwater Rates – Raftelis will prepare a schedule of proposed rates based on the recommended rate adjustments.

Task 3.2 – Comparison of Proposed Rates – Raftelis will prepare a comparison of the proposed rates with the existing rates and the rates of other neighboring utilities.

Task 3.3 – Update Stormwater Utility Rate Ordinance – Raftelis will assist the City's legal counsel, as required, in updating the City's stormwater utility rate resolution.

### Task 4 – Report Preparation and Presentation

The results of the stormwater rate study will be summarized in a report for presentation to the City. The report will document Raftelis' assumptions and considerations, a summary of the methodologies relied upon in developing the proposed rate adjustments, and our findings and conclusions.

In order to present the rates to the City and the public, Raftelis will make up to two presentations to the City Council, as appropriate and in coordination with the findings and recommendations from the Utility Rate Study tasks, to discuss the recommended utility rates and the effects of billing such rates on the utility customers.

These specific deliverables will be provided:

Deliverable 1 – At the conclusion of Task 3, a comparison of the existing and proposed rates and a comparison to other utilities stormwater service rates.

Deliverable 2 – At the conclusion of Task 4, a rate study report and briefing materials documenting our assumptions, analyses, observations, and conclusions associated with the financial forecast and design of proposed rates.

### **CITY STAFF ASSISTANCE**

The City staff will be called upon to assist Raftelis to complete the engagement on a timely basis. The following is a list of the activities anticipated to be performed by the staff of the City:

1. The gathering of specific customer, operational and financial data and billing information relative to the Project;
2. The performance of certain analyses relative to the compiling of data if not in a usable format in general records and reports of the City; and
3. Performing a general review and providing comments relative to the study assumptions and results of our analyses and Report in support of the determination of the rates for stormwater service.

## **ADDITIONAL SERVICES**

During the course of the study, the City may request additional services from Raftelis. Such services will not be conducted until authorized by the City as mutually agreed between the City and Raftelis. The City will be billed for such additional services based on the hourly rate schedule of Raftelis' employees as shown in this agreement or some other basis as mutually agreed between the City and Raftelis. Although no additional services are anticipated for this engagement, examples of additional services may include the following:

4. Attendance of additional meetings above what is contemplated in the scope of services.
5. Providing general consulting services relating to meeting with third parties regarding the derivation of the fees, providing litigation support services in the event of a challenge of the fees, and other related issues not contemplated in the above scope of services.
6. Delays in the project schedule that would affect the budget for the scope of services reflected herein.

### **D. Municipal Impact Fee Study**

#### Task 1 – Project Management, Initiation, and Kick-off Meeting

This task will involve working with City staff to establish the objectives, project schedule, and overall data needs and constraints. Responsibilities for data collection, project deliverables, and ongoing communication will be established and assigned as part of this task. This task will include a meeting onsite with City staff in order to initiate the project.

Raftelis will provide the City with a data request identifying relevant study information and data including but not limited to existing and projected: i) population and land use estimates; ii) level of service standards for each service; iii) equipment and facility inventory; iv) capital improvement plans and cost estimates for each service; v) grant and other funding sources; and vi) loan agreements, interlocal agreements, developer agreements, or other similar obligations of the City for relevant services.

#### Task 2 – Review of Population and Level of Service

This task includes an evaluation of the current service area demographics as well as a forecast of the service area needs. A review of the population projections and other service area demographics as contained in such documents as any comprehensive plans; County population forecasts, US Census data; and other available data sources. The purpose of this task is to identify the future service area demands for each service and to estimate the capital requirements (level of service relationship) required for the fair share cost apportionment of such costs to future growth. Other sources will be review including the Institute of Transportation Engineers (ITE) trip generation manual to review and update functional population projections, and any available recent and localized call data.

This task also includes a review and update to level of service criteria for each connection fee and impact fee. Typical level of service analysis are identified in terms of service levels per population or demand for services such as officers per 1,000 population or fire service response times. Any existing deficiencies will be identified with appropriate adjustments to apportionment of capital improvement costs to growth (identified in next task). This task also includes consideration of level of service dynamics and interaction with population growth.

### Task 3 – Police, Fire, Parks & Recreation, and Library Impact Fee Analysis

Raftelis will review the City’s recreation standards, open space requirements, and associated facilities as set forth in any comprehensive plans. The police and fire impact fees will be developed recognizing the cost to provide the necessary facilities, vehicles, and equipment where appropriate and equating such costs on an equivalent residential unit (e.g., single-family residential) basis as the standard unit of measurement. Additionally, the City’s existing library facilities and any planned additional or expansion will be evaluated to determine the fair share apportionments between existing residents and growth. In addition to this background information, this task will consider the following:

- Identification of a single or multi-tier residential impact fee methodology (recreation and library impact fees typically apply to residential properties only);
- Review of and recommended changes to the current police and fire impact fee application methodology (land use, residential/commercial/industrial, etc.);
- Analysis of equipment/vehicle costs, existing facility costs, and incremental costs to provide service to future service area needs or build-out population;
- Identification of appropriate impact fee credits;
- Develop parks and recreation, police, fire, and library impact fee schedule;
- Impact fee comparisons; and
- Meeting with City staff to review preliminary results.

### Task 4 – Impact Fee Report and Presentation

A draft report will be prepared for staff review and will include descriptions of the existing assets and planned future investment for each of the impact fee components. The assumptions utilized in the analysis will be documented in the report. The draft report will be provided in electronic format for staff review and comment. After receiving comments, the final report will be prepared in electronic format. In addition, this task includes a presentation to the Commission. A PowerPoint presentation will be prepared in order to facilitate the presentation to the City Commission. Subtasks as listed in our cost proposal are as follows:

- Draft study reports.
- Final study reports.
- Preparation of presentation materials.
- Presentation to City Commission.

It should be noted that Florida Statutes require certain additional workshop and public hearings as part of the adoption process should extraordinary circumstances exist where the City can exceed the phase-in limitations identified by F.S. 163.31801. These additional meetings are not included in the scope of services or cost estimate as the need and justification of extraordinary findings is unclear prior to performance of the study. These additional meetings will be identified as additional services.

### **ADDITIONAL SERVICES**

During the course of the study, the City may request additional services from Raftelis. Such services will not be conducted until authorized by the City as mutually agreed between the City and Raftelis. The City will be billed for such additional services based on the hourly rate schedule of Raftelis’ employees as shown in this agreement or some

other basis as mutually agreed between the City and Raftelis. Although no additional services are anticipated for this engagement, examples of additional services may include the following:

7. Attendance of additional meetings above what is contemplated in the scope of services, including meetings for extraordinary circumstance as outlined in F.S. 163.31801.
8. Providing general consulting services relating to meeting with third parties regarding the derivation of the fees, providing litigation support services in the event of a challenge of the fees, and other related issues not contemplated in the above scope of services.
9. Delays in the project schedule that would affect the budget for the scope of services reflected herein.

**ATTACHMENT C-1**

**City of Eustis, Florida**

**Cost Estimate for Water and Wastewater Utility Rate Study**

Line No.		Principal	Principal Consultant	Admin.	Totals
1	<b>Project Billing Rates (\$/Hr.)</b>	\$277.00	\$194.00	\$77.00	
2	Task 1 - Data Request and Data Gathering	1.0	2.0	0.0	3.0
3	Task 2 - Customer, Sales and Revenue Forecast	6.0	16.0	0.0	22.0
4	Task 3 - Development of Projected Revenue Requirements	14.0	36.0	0.0	50.0
	Task 4 - Development of Miscellaneous Fees and Charges	8.0	12.0	0.0	20.0
5	Task 5 - Present Water and Wastewater Study Results	16.0	16.0	2.0	34.0
6	Project Management	0.0	0.0	0.0	0.0
7	Total Hours	45.0	82.0	2.0	129.0
8	Direct Labor Cost	\$12,465	\$15,908	\$154	\$28,527
<u>Allowance for Indirect Costs</u>					
9	Miscellaneous (Phone\Postage\Reproduction\Other)				\$23
10	Travel Expenses				100
11	Total Allowance for Indirect Costs				\$123
12	<b>Total Project Cost</b>				<b>\$28,650</b>

**ATTACHMENT C-2**

**City of Eustis, Florida**

**Cost Estimate for Water and Wastewater Utility Impact Fee Study**

Line No.		Principal	Principal Consultant	Admin.	Totals
1	<b>Project Billing Rates (\$/Hr.)</b>	\$277.00	\$194.00	\$77.00	
2	Task 1 - Data Request and Data Gathering	0.0	2.0	0.0	2.0
3	Task 2 - Review Fee Application Method	0.0	0.0	0.0	0.0
4	Task 3 - Identify Level of Service	0.0	0.0	0.0	0.0
5	Task 4 - Summarize Existing Capital Assests	2.0	6.0	0.0	8.0
6	Task 5 - Capital Improvement Analysis	1.0	6.0	0.0	7.0
7	Task 6 - Capacity Utilization Analysis	1.0	4.0	0.0	5.0
8	Task 7 - Water and Wastewater Impact Fee Design	2.0	6.0	0.0	8.0
9	Task 8 - Comparison of Water and Wastewater Impact Fees	0.0	4.0	0.0	4.0
10	Task 9 - Prepare Water and Wastewater Impact Fee Report	4.0	4.0	0.0	8.0
11	Task 10 - Presentation of Study Results	0.0	0.0	0.0	0.0
12	Total Hours	10.0	32.0	0.0	42.0
13	Direct Labor Cost	\$2,770	\$6,208	\$0	\$8,978
	<u>Allowance for Indirect Costs</u>				
	Miscellaneous (Phone\Postage\Reproduction\Other)				22
					\$22
14	<b>Total Project Cost (Rounded)</b>				<b>\$9,000</b>

**ATTACHMENT C-3  
City of Eustis**

**Project Cost Estimate for Stormwater Utility Revenue Sufficiency Study**

Line No.		Principal	Principal Consultant	Admin.	Totals
1	<b>Project Billing Rates (\$/Hr.)</b>	\$277.00	\$194.00	\$77.00	
	<b><u>Utility Revenue Sufficiency Study</u></b>				
2	Task 1 - Data Request and Data Gathering	2.0	6.0	1.0	9.0
	Task 2 - Stormwater Utility Financial Analysis				
3	Customer, Sales and Revenue Forecast	2.0	12.0	0.0	14.0
3	Projection of Operating and Maintenance Expenses	2.0	12.0	0.0	14.0
4	Capital Improvement Program Funding Analysis	2.0	12.0	0.0	14.0
5	Projection of Other Revenue Requirements	2.0	4.0	0.0	6.0
	Task 3 - Develop Stormwater Rates				
6	Review Adequacy of Existing Rates	2.0	4.0	0.0	6.0
7	Prepare Rate Comparisons	1.0	4.0	0.0	5.0
8	Virtual Meetings to Review Results (3)	3.0	3.0	0.0	6.0
	Task 4 - Report Preparation and Presentation				
9	Preparation of Presentation Briefing Documents	2.0	4.0	2.0	8.0
10	Preparation of Letter Report	6.0	10.0	2.0	18.0
11	Presentations to City Council (2) - (Shared with Water/Sewer)	4.0	4.0	0.0	8.0
12	Project Management	2.0	0.0	2.0	4.0
13	Total Hours	30.0	75.0	7.0	112.0
14	Direct Labor Cost	\$8,310	\$14,550	\$539	\$23,399
	<b><u>Allowance for Indirect Costs</u></b>				
15	Miscellaneous (Phone\Postage\Reproduction\Other)				\$101
16	Travel Expenses (Shared with Water/Sewer)				0
17	Total Allowance for Indirect Costs				\$101
18	<b>Total Project Cost (Rounded)</b>				<b>\$23,500</b>

**ATTACHMENT C-4**

**City of Eustis, Florida**

**Cost Estimate for Municipal Impact Fee Study**

Line No.		Principal	Principal Consultant	Admin.	Totals
1	<b>Project Billing Rates (\$/Hr.)</b>	\$277.00	\$194.00	\$77.00	
2	Task 1 - Project Management, Initiation, and Kick-off Meeting	8.0	12.0	0.0	20.0
3	Task 2 - Review of Population and Level of Service	10.0	40.0	0.0	50.0
4	Task 3 - Police, Fire, Parks & Recreation, and Library Impact Fee Analysis	60.0	120.0	0.0	180.0
	Task 4 - Impact Fee Report and Presentation	8.0	12.0	0.0	20.0
5	Total Hours	86.0	184.0	0.0	270.0
6	Direct Labor Cost	\$23,822	\$35,696	\$0	\$59,518
<u>Allowance for Indirect Costs</u>					
7	Miscellaneous (Phone\Postage\Reproduction\Other)				\$0
8	Travel Expenses				132
9	Total Allowance for Indirect Costs				\$132
10	<b>Total Project Cost</b>				<b>\$59,650</b>