

INVOICE

Gladstone, MI Attention: Vicki Schroeder 1100 Delta Avenue GLADSTONE MI 49837 Invoice Date 14 Sep 2023

Invoice Number INV-0927 Waterworth PO Box 23118 Victoria, BC V8V 4Z8 Canada

www.waterworth.net info@waterworth.net 1-844-34-WATER

Description	Quantity	Unit Price	Amount USD
Annual Waterworth Software Subscription (Unlimited)	1.00	17,500.00	17,500.00
Covers Waterworth subscription October 2023 - September 2024			
***Note: If sending cheque for payment make sure international postage is applied. We also accept ACH or credit card payment. Contact			
payments@waterworth.net for more info.			
		Subtotal	17,500.00
		TOTAL USD	17,500.00

Due Date: 1 Oct 2023

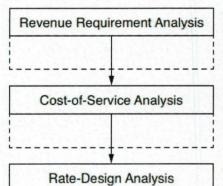
Please make all checks payable to: Waterworth If paying by cheque, international shipping (\$1.50 US postage) is required

We also accept ACH or credit card payment, contact payments@waterworth.net for more info

GST: 789699329 IRS TIN: 98-1320761

Waterworth is W9 Exempt - Contact us for a copy of our W-8BEN-E Form

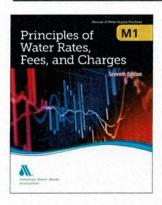
Components of a Rate Review



Compares the revenues of the utility to its operating and capital costs to determine the adequacy of the existing rates to recover the utility's costs

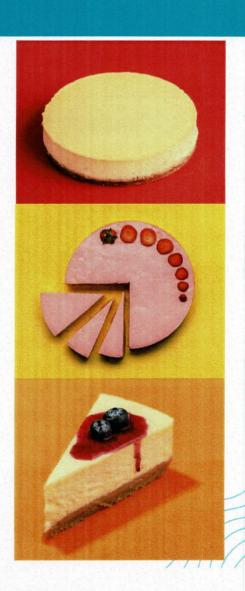
Allocates the revenue requirements to the various customer classes of service in a fair and equitable manner

Considers both the level and structure of the rate design to collect the distributed revenue requirements from each class of service



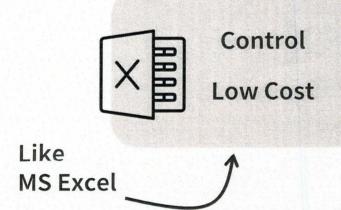


Dedicated to the World's Most Important Resource

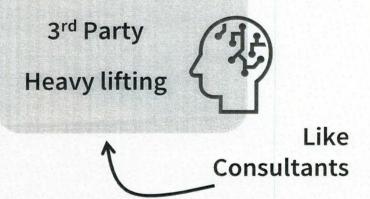




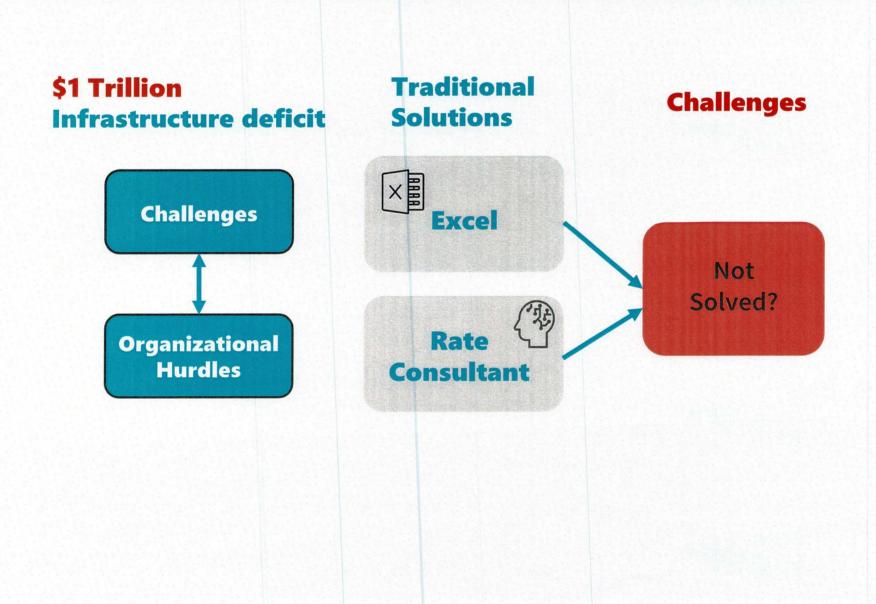
Cloud Based Platform



Communication Collaboration









OBJECTIVES

- Aging infrastructure Replacement & Maintenance
- Continuous Rate Analysis Water, Wastewater, Electric, SW
- Regulatory Compliance EGLE Executive Order
- Full cost recovery rising O&M and capital costs
- Affordability Equitability & Fairness
- Funding Strategy Mix of cash, bonds, grants, reserves
- Integrated Planning collaborative, easy data-transfer
- Communication Financial & Capital Needs

CRITICAL BUSINESS ISSUE:

Major Financial and Capital needs for long-term asset replacement. Communicating needs clearly



WATERWORTH

Addressing your Needs

- Aging Infrastructure
- Integrated Planning
- Communication

- Full-Cost Recovery
- Funding Strategy
- Integrated Planning
- Communication

- Rate Adjustments
- Affordability







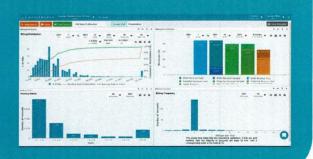
Strategic Asset Planning



Long Term Financial Modeling



Detailed Rate Design





Long Term Financial Model WATERWORTH Eastown Baseline Demo (Fix/Var) - Notes Eastown Water WATERWORTH · New Layout RM Open **CBI Revenue Sufficient** Scratch Pad Presentation **□** Save Templat nancial Model - Eastown Baseline Demo (Fix/Var) 16M 14M 12M ₹ 10M 4M 2020 2021 2023 2024 2025 2027 2028 2029 2030 2031 2032 2033 2034 2035 2037 2038 2039 2041 2042 2043 2045 - Cash Position ---- CR Target Current Debt Service Proposed Debt Service Operating Expenses Capital Improvements Capital Expansion Commodity Revenues Developer Contributions Borrowed Funds Grants ■ Other Operating Revenue ■ Non-Operating Revenue Sale of Water Service h & Reserves nancial Model - Eastown Baseline Demo (Fix/Var) Financial Model - Eastown Baseline Demo (Fix/Var) 12M 14M 12M 10M (\$) 2M 2M 2033 2035 2037 2039 2021 2023 2025 2027 2029 2031 2033 2035 2037 2039 2041 2043 2045 2023 2025 2027 2029 2031





All Public Funds & Services

- 1. Analyze many Infrastructure-Based Services
- 2. View Aggregated Analysis
- 3. Consistency of Data Visualization
- 4. Easier Communication

Select a service area to display.

To avoid this message in the future, change your preferences.

Northtown Water (Water)

Northtown Sewer (Wastewater)

Northtown Stormwater (Stormwater)

Northtown General Fund (General Fund)

Northtown Marina (Marina)

Northtown Streets (Road)

Northtown Solid Waste (Solid Waste)

Northtown Fire Rescue (Fire Rescue)

Northtown Airport (Airport)

Northtown Electric (Electric)

Northtown Recycling (Recycling)

Northtown Fleet (Fleet)