

**CITY OF TUMWATER
SERVICE PROVIDER AGREEMENT**

SOURCE DEVELOPMENT & COST OF SERVICE REVIEW

THIS AGREEMENT is made and entered into in duplicate this _____ day of _____, 2023, by and between the CITY OF TUMWATER, a Washington municipal corporation, hereinafter referred to as the “CITY”, and Carollo Engineers Inc., a Delaware corporation, hereinafter referred to as the “SERVICE PROVIDER”.

WITNESSETH:

WHEREAS, the CITY desires to have certain services and/or tasks performed as set forth below requiring specialized skills and other supportive capabilities; and

WHEREAS, sufficient CITY resources are not available to provide such services; and

WHEREAS, the SERVICE PROVIDER represents that the SERVICE PROVIDER is qualified and possesses sufficient skills and the necessary capabilities, including technical expertise, where required, to perform the services and/or tasks set forth in this Agreement.

NOW, THEREFORE, in consideration of the terms, conditions, covenants, and performance contained herein, the parties hereto agree as follows:

1. SCOPE OF SERVICES.

The SERVICE PROVIDER shall perform such services and accomplish such tasks, including the furnishing of all materials and equipment necessary for full performance thereof, as are identified and designated as SERVICE PROVIDER responsibilities throughout this Agreement and as detailed in Exhibit “A” Scope of Services and Exhibit “B” Level of Effort, attached hereto and incorporated herein (the “Project”).

2. TERM.

The Project shall begin no earlier than October 5, 2023, and shall be completed no later than October 31, 2024. This Agreement may be extended for

additional periods of time upon mutual written agreement of the parties.

3. TERMINATION.

Prior to the expiration of the Term, this Agreement may be terminated immediately, with or without cause, by the CITY.

4. COMPENSATION AND METHOD OF PAYMENT.

A. Payments for services provided hereunder shall be made following the performance of such services, unless otherwise permitted by law and approved in writing by the CITY.

B. No payment shall be made for any service rendered by the SERVICE PROVIDER except for services identified and set forth in this Agreement.

C. The CITY shall pay the SERVICE PROVIDER for work performed under this Agreement a total sum not to exceed TWO HUNDRED FORTY FIVE THOUSAND SIX HUNDRED TWENTY EIGHT and 00/100 DOLLARS (\$245,628.00) as reflected in Exhibit "A", Scope of Services.

D. Upon execution of this Agreement, the SERVICE PROVIDER must submit IRS Form W-9 Request for Taxpayer Identification Number (TIN) and Certification unless a current Form W-9 is already on file with the CITY.

E. The SERVICE PROVIDER shall submit an invoice to the CITY for services rendered during the contract period. The CITY shall initiate authorization for payment after receipt of said invoice and shall make payment to the SERVICE PROVIDER within approximately thirty (30) days thereafter.

F. When subcontracting services or purchasing goods from third parties, as identified and approved in this Agreement, the SERVICE PROVIDER must submit written documentation establishing that the goods and/or services have been provided and the third party has been paid in order to receive payment for such goods and/or services.

G. Invoices may be submitted immediately following performance of services, but in no event shall an invoice be submitted more than twenty (20) business days following the end of the contract term or the end of the calendar year, whichever is earlier.

5. INDEPENDENT CONTRACTOR RELATIONSHIP.

A. The parties intend that an independent contractor relationship

will be created by this Agreement. Subject to paragraphs herein, the implementation of services pursuant to this Agreement will lie solely within the discretion of the SERVICE PROVIDER. No agent, employee, servant or representative of the SERVICE PROVIDER shall be deemed to be an employee, agent, servant or representative of the CITY for any purpose, and the employees of the SERVICE PROVIDER are not entitled to any of the benefits the CITY provides for its employees. The SERVICE PROVIDER will be solely and entirely responsible for its acts and for the acts of its agents, employees, servants, subcontractors or representatives during the performance of this Agreement.

B. In the performance of the services herein contemplated the SERVICE PROVIDER is an independent contractor with the authority to control and direct the performance of the details of the work; however, the results of the work contemplated herein must meet the approval of the CITY and shall be subject to the CITY'S general rights of inspection and review to secure the satisfactory completion thereof.

C. As an independent contractor, the SERVICE PROVIDER shall be responsible for the reporting and payment of all applicable local, state, and federal taxes.

D. It is recognized that the SERVICE PROVIDER may or will be performing services during the Term for other parties; provided, however, that such performance of other services shall not conflict with or interfere with the SERVICE PROVIDER'S ability to perform the services. The SERVICE PROVIDER agrees to resolve any such conflicts of interest in favor of the CITY.

6. SERVICE PROVIDER EMPLOYEES/AGENTS.

A. The SERVICE PROVIDER shall perform the services required hereunder in accordance with the prevailing standard of care by exercising the skill and ability ordinarily required of consultants performing the same or similar services, under the same or similar circumstances, in the State of Washington.

B. The CITY may at its sole discretion require the SERVICE PROVIDER to remove an employee, agent or servant from employment on this Project. The SERVICE PROVIDER may however employ that individual on other non-CITY related projects.

7. HOLD HARMLESS INDEMNIFICATION.

A. SERVICE PROVIDER Indemnification. The SERVICE PROVIDER agrees to indemnify, defend and hold the CITY, its elected officials,

officers, employees, agents, and volunteers harmless from any and all claims, demands, losses, actions and liabilities (including costs and all attorney fees) to or by any and all persons or entities, including, without limitation, their respective agents, licensees, or representatives, arising from, resulting from, or connected with this Agreement to the extent caused by the negligent acts, errors or omissions of the SERVICE PROVIDER, its partners, shareholders, agents, employees, or by the SERVICE PROVIDER'S breach of this Agreement. The SERVICE PROVIDER expressly waives any immunity that may be granted to it under the Washington State Industrial Insurance Act, Title 51 RCW. The SERVICE PROVIDER'S indemnification shall not be limited in any way by any limitation on the amount of damages, compensation or benefits payable to or by any third party under workers' compensation acts, disability benefit acts or any other benefit acts or programs. This waiver has been mutually negotiated by the parties.

B. CITY Indemnification. The CITY agrees to indemnify, defend and hold the SERVICE PROVIDER, its officers, directors, shareholders, partners, employees, and agents harmless from any and all claims, demands, losses, actions and liabilities (including costs and attorney fees) to or by any and all persons or entities, including without limitation, their respective agents, licensees, or representatives, arising from, resulting from or connected with this Agreement to the extent solely caused by the negligent acts, errors, or omissions of the CITY, its employees or agents. No liability shall attach to the CITY by reason of entering into this Agreement except as expressly provided herein.

C. Survival. The provisions of this Section shall survive the expiration or termination of this Agreement with respect to any event occurring prior to such expiration or termination.

8. INSURANCE.

A. The SERVICE PROVIDER shall procure and maintain for the duration of the Agreement, insurance against claims for injuries to persons or damage to property which may arise from or in connection with the performance of the work hereunder by the SERVICE PROVIDER, their agents, representatives, employees or subcontractors.

B. The SERVICE PROVIDER shall provide a Certificate of Insurance evidencing:

1. Automobile Liability insurance with limits no less than \$1,000,000 combined single limit per accident for bodily injury and property damage.

2. Commercial General Liability insurance written on an

occurrence basis with limits no less than \$2,000,000 combined single limit per occurrence and \$2,000,000 aggregate for personal injury, bodily injury and property damage. Coverage shall include but not be limited to: blanket contractual; products/completed operations; broad form property damage; explosion, collapse and underground (XCU) if applicable; and employer's liability.

3. Professional Liability insurance written on a claims made basis with limits of no less than \$2,000,000 per claim, and \$2,000,000 policy aggregate limit.

C. The CITY shall be named as an additional insured on the Commercial General and Automobile liability insurance policies, as respect to work performed by or on behalf of the SERVICE PROVIDER and a copy of the endorsement naming the CITY as additional insured shall be attached to the Certificate of Insurance. The CITY reserves the right to request certified copies of any required policies.

D. The SERVICE PROVIDER'S Commercial General and Automobile liability insurance policies shall contain a clause stating that coverage shall apply separately to each insured against whom claim is made or suit is brought, except with respects to the limits of the insurer's liability.

E. Any payment of deductible or self-insured retention shall be the sole responsibility of the SERVICE PROVIDER.

F. The SERVICE PROVIDER'S Commercial General and Automobile liability insurance policies shall be primary insurance as respect to the CITY and the CITY shall be given written notice of any cancellation, suspension or reduction in coverage within two (2) business days of SERVICE PROVIDER'S receipt of such notice.

9. TREATMENT OF ASSETS.

Title to all property furnished by the CITY shall remain in the name of the CITY and the CITY shall become the owner of the work product and other documents, if any, prepared by the SERVICE PROVIDER pursuant to this Agreement.

10. COMPLIANCE WITH LAWS.

A. The SERVICE PROVIDER, in the performance of this Agreement, shall comply with all applicable federal, state or local laws and ordinances, including being licensed to do business in the City of Tumwater by obtaining a Tumwater business license and any additional regulations for licensing,

certification and operation of facilities, programs and accreditation, and licensing of individuals, and any other standards or criteria as described in this Agreement to assure quality of services.

B. The SERVICE PROVIDER specifically agrees to pay any applicable CITY business and occupation (B&O) taxes which may be due on account of this Agreement.

11. NONDISCRIMINATION.

A. The CITY is an equal opportunity employer.

B. Nondiscrimination in Employment. In the performance of this Agreement, the SERVICE PROVIDER will not discriminate against any employee or applicant for employment on the grounds of race, creed, religion, color, national origin, citizenship or immigration status, families with children status, sex, marital status, honorably discharged veteran or military status, the presence of any sensory, mental, or physical disability or the use of a trained dog guide or service animal by a person with a disability, sexual orientation, genetic information, age or other basis prohibited by state or federal law; provided that the prohibition against discrimination in employment because of disability shall not apply if the particular disability prevents the proper performance of the particular worker involved. Such action shall include, but not be limited to: employment, upgrading, demotion or transfers, recruitment or recruitment advertising, layoff or termination, rates of pay or other forms of compensation, and programs for training including apprenticeships. "Race" is inclusive of traits historically associated or perceived to be associated with race including, but not limited to, hair texture and protective hairstyles. For purposes of this subsection, "protective hairstyles" includes, but is not limited to, such hairstyles as afros, braids, locks, and twists. It is not an unfair practice when a distinction or differential treatment on the basis of citizenship or immigration status is authorized by federal or state law, regulation, rule or government contract.

C. Nondiscrimination in Services. The SERVICE PROVIDER will not discriminate against any recipient of any services or benefits provided for in this Agreement on the grounds of race, creed, religion, color, national origin, citizenship or immigration status, families with children status, sex, marital status, honorably discharged veteran or military status, the presence of any sensory, mental or physical disability or the use of a trained dog guide or service animal by a person with a disability, sexual orientation, genetic information, age or other basis prohibited by state or federal law. "Race" is inclusive of traits historically associated or perceived to be associated with race including, but not limited to, hair texture and protective hairstyles. For purposes of this subsection, "protective hairstyles" includes, but is not limited to, such hairstyles as afros, braids, locks, and twists. It

is not an unfair practice when a distinction or differential treatment on the basis of citizenship or immigration status is authorized by federal or state law, regulation, rule or government contract.

D. If any assignment and/or subcontract have been authorized by the CITY, said assignment or subcontract shall include appropriate safeguards against discrimination. The SERVICE PROVIDER shall take such action as may be required to ensure full compliance with the provisions in the immediately preceding paragraphs herein.

E. Nondiscrimination in Benefits. Pursuant to Tumwater Municipal Code (TMC) Chapter 3.46, the SERVICE PROVIDER shall provide employee benefits or an equivalent sum to the domestic partners of their employees involved in the SERVICE PROVIDER'S operations applicable to this Agreement if such benefits are provided to employees' spouses as more particularly set forth in Chapter 3.46 of the TMC, a copy of which is attached hereto as Exhibit "B".

12. ASSIGNMENT/SUBCONTRACTING.

A. The SERVICE PROVIDER shall not assign its performance under this Agreement or any portion of this Agreement without the written consent of the CITY, and it is further agreed that said consent must be sought in writing by the SERVICE PROVIDER not less than thirty (30) days prior to the date of any proposed assignment. The CITY reserves the right to reject without cause any such assignment.

B. Any work or services assigned hereunder shall be subject to each provision of this Agreement and proper bidding procedures where applicable as set forth in local, state and/or federal statutes, ordinances and guidelines.

C. Any technical service subcontract not listed in this Agreement, must have express advance approval by the CITY.

13. NON-APPROPRIATION OF FUNDS.

If sufficient funds are not appropriated or allocated for payment under this Agreement for any future fiscal period, the CITY will not be obligated to make payments for services or amounts incurred after the end of the current fiscal period, and this Agreement will terminate upon the completion of all remaining services for which funds are allocated. No penalty or expense shall accrue to the CITY in the event this provision applies.

14. CHANGES.

Either party may request changes to the Scope of Services and performance

to be provided hereunder, however, no change or addition to this Agreement shall be valid or binding upon either party unless such change or addition be in writing and signed by both parties. Such amendments shall be attached to and made part of this Agreement.

15. MAINTENANCE AND INSPECTION OF RECORDS.

A. The SERVICE PROVIDER at such times and in such forms as the CITY may require, shall furnish to the CITY such statements, records, reports, data, and information as the CITY may request pertaining to matters covered by this Agreement.

B. The SERVICE PROVIDER shall maintain books, records and documents, which sufficiently and properly reflect all direct and indirect costs related to the performance of this Agreement and shall maintain such accounting procedures and practices as may be necessary to assure proper accounting of all funds paid pursuant to this Agreement. These records shall be subject at all reasonable times to inspection, review, or audit, by the CITY, its authorized representative, the State Auditor, or other governmental officials authorized by law to monitor this Agreement.

C. To ensure the CITY'S compliance with the Public Records Act, RCW 42.56, the SERVICE PROVIDER shall retain all books, records, documents and other material relevant to this agreement, for six (6) years after its expiration. The SERVICE PROVIDER agrees that the CITY or its designee shall have full access and right to examine any of said materials at all reasonable times during said period.

16. POLITICAL ACTIVITY PROHIBITED.

None of the funds, materials, property or services provided directly or indirectly under the Agreement shall be used for any partisan political activity, or to further the election or defeat of any candidate for public office.

17. PROHIBITED INTEREST.

No member, officer, or employee of the CITY shall have any interest, direct or indirect, in this Agreement or the proceeds thereof.

18. NOTICE.

Notice provided for in this Agreement shall be sent by certified mail to the addresses designated for the parties on the signature page of this Agreement.

19. ATTORNEYS FEES AND COSTS.

If any legal proceeding is brought for the enforcement of this Agreement, or because of a dispute, breach, default, or misrepresentation in connection with any of the provisions of this Agreement, the prevailing party shall be entitled to recover from the other party, in addition to any other relief to which such party may be entitled, reasonable attorney's fees and other costs incurred in that action or proceeding.

20. JURISDICTION AND VENUE.

A. This Agreement has been and shall be construed as having been made and delivered within the State of Washington. It is agreed by each party hereto that this Agreement shall be governed by laws of the State of Washington, both as to interpretation and performance.

B. Any action of law, suit in equity, or judicial proceeding for the enforcement of this Agreement or any provisions thereof shall be instituted and maintained in the superior court of Thurston County, Washington.

21. SEVERABILITY.

A. If, for any reason, any part, term or provision of this Agreement is held by a court of the United States to be illegal, void or unenforceable, the validity of the remaining provisions shall not be affected, and the rights and obligations of the parties shall be construed and enforced as if the Agreement did not contain the particular provision held to be invalid.

B. If it should appear that any provision hereof is in conflict with any statutory provision of the State of Washington, said provision which may conflict therewith shall be deemed inoperative and null and void insofar as it may be in conflict therewith, and shall be deemed modified to conform to such statutory provisions.

22. CITY-PROVIDED INFORMATION AND SERVICES.

The CITY shall furnish the SERVICE PROVIDER available studies, reports and other data prepared by or for the City and pertinent to the SERVICE PROVIDER's services and the SERVICE PROVIDER shall be entitled to use and reasonably rely upon all such information provided by the CITY .

23. ESTIMATES AND PROJECTIONS.

In providing opinions of cost, financial analyses, economic feasibility

projections, schedules, and quantity and/or quality estimates for potential projects, the SERVICE PROVIDER has no control over cost or price of labor and material; unknown or latent conditions of existing equipment or structures that may affect operation and maintenance costs; competitive bidding procedures and market conditions; time or quality of performance of third parties; quality, type, management, or direction of operating personnel; the incoming water quality and/or quantity; the way the CITY's plant(s) and/or associated processes are operated and/or maintained; and other economic and operational factors that may materially affect the ultimate project elements, including, but not limited to, cost or schedule. Therefore, the SERVICE PROVIDER makes no warranty that the CITY's actual project costs, financial aspects, economic feasibility, schedules, and/or quantities or quality realized will not vary from the SERVICE PROVIDER's opinions, analyses, projections, or estimates.

24. THIRD PARTIES.

The Agreement is between the signatory Parties and does not create any third-party rights.

25. ENTIRE AGREEMENT.

The parties agree that this Agreement is the complete expression of the terms hereto and any oral representations or understandings not incorporated herein are excluded. Further, any modification of this Agreement shall be in writing and signed by both parties. Failure to comply with any of the provisions stated herein shall constitute material breach of contract and cause for termination. Both parties recognize time is of the essence in the performance of the provisions of this Agreement. It is also agreed by the parties that the forgiveness of the nonperformance of any provision of this Agreement does not constitute a waiver of the provisions of this Agreement. This Agreement may be executed in any number of counterparts, which counterparts shall collectively constitute the entire Agreement.

IN WITNESS WHEREOF the parties hereto have caused this Agreement to be executed the day and year first hereinabove written.

CITY:

CITY OF TUMWATER
555 Israel Road SW
Tumwater, WA 98501

SERVICE PROVIDER:

CAROLLO ENGINNERS
1218 3rd Avenue Suite 1600
Seattle, WA 98101
UBI #: 601-888-955
Phone Number: 503-290-2827

Debbie Sullivan, Mayor

Signature (Notarized – see below)
Printed Name:
Title:

ATTEST:

Melody Valiant, City Clerk

APPROVED AS TO FORM:

Karen Kirkpatrick, City Attorney

STATE OF Washington

COUNTY OF Thurston

I certify that I know or have satisfactory evidence that _____(name) is the person who appeared before me, and said person acknowledged that (he/she) signed this instrument, on oath stated that (he/she) was authorized to execute the instrument and acknowledged it as the _____(title) of _____(company) to be the free and voluntary act of such party for the uses and purposes mentioned in the instrument.

Dated:_____

Notary Public in and for the State of Washington,
My appointment expires:_____

Exhibit A

CITY OF TUMWATER

SOURCE DEVELOPMENT PLANNING PHASE I

SCOPE OF WORK

May 2023

INTRODUCTION

The following scope of work has been developed to assist the City of Tumwater (City) with exploring, analyzing, and implementing new water supply sources. The results of this planning effort will be documented in a Source Development Plan. The project is expected to be executed in three phases – explore, analyze, implement. This scope of work fully defines Phase I and provides an outline of Phases II and III. It is expected that a contract will be executed only for Phase I at this time and could be amended in the future to support the future Phases II and III. The following tasks under this scope of work have been prepared based on Carollo Engineers ' (Consultant) current understanding of the proposed project, previous efforts by the Consultant team members on other water projects, and discussions with City staff.

BACKGROUND

The City of Tumwater (City) owns and operates a water system that serves a population of approximately 30,000 residents. The City's water supply sources include wells at the Palermo, Airport, and Bush Well Fields, as well as water reuse from LOTT Clean Water Alliance. In total the City's existing water supplies provide approximately 6,000 gallons per minute (gpm). To meet their projected water demands, the City needs to develop new water sources. The City's maximum day demands (MDD) are currently approximately 5,000 gpm, or 7 million gallons per day (mgd). With additional water demand from new industrial customers, the City expects MDD to increase to approximately 7,000 gpm (10 mgd) by 2027.

SCOPE SUMMARY

Phases and Tasks

To meet the objectives of this project, the Consultant shall complete the tasks summarized in the list below and discussed in detail in the following sections.

- Phase I – Explore:
 - Task 1 – Project Management.
 - Task 2 – Explore Supply Need and Supply Options.
 - Task 3 – Cost of Service Study.
- Phase II – Analyze (Task 4):
 - Analyze Supply Options.
 - Document Implementation Plan.

- Phase III – Implement:
 - Preliminary design.
 - Final design and construction documents.
 - Construction and Monitory support services.

Deliverables

The deliverables for this project include the following:

- Phase I (included in this initial scope of work)
 - Technical Memorandum (TM) 1 – Source Development Objectives.
 - TM 2 – Potential Supply Options.
 - Draft Supply Source Analysis and Implementation Roadmap.
- Phase II (future potential tasks)
 - TM 3 – Evaluation of Potential Supply Portfolios.
 - TM 4 – Implementation Plan.
 - Final Supply Source Implementation Roadmap.

Meetings

The Consultant team recognizes the importance of collaboration with City staff in the development of the Source Development Plan. The meetings proposed for this project are listed below and are described in detail in the scope of work section below.

- Phase I (included in this initial scope of work)
 - Workshop 101 – Kick-off.
 - Workshop 201 – Supply Need and Availability.
 - Workshop 202 – Potential Supply Options.
- Phase II (future potential tasks)
 - Workshop 301 – Supply Portfolios and Evaluation Criteria.
 - Workshop 302 – Supply Portfolio Comparison.
 - Workshop 401 – Implementation Plan.

PHASE I SCOPE OF WORK

TASK 1: Project Management

Consultant will conduct project management activities, and coordinate project meetings and workshops, to support the successful delivery of the Source Development Plan. This includes project administration, monthly invoicing, client and team coordination and quality management necessary to successfully complete the project to the City's expectations. Additionally, the Consultant will develop a Project Management Plan (PMP), lead the initial team kick-off meeting, and facilitate project status meetings with the City project manager throughout the project.

1.1. Administer and Manage Project

- 1.1.1. Manage Schedule and Budget. Develop a project schedule. Manage project to meet schedule and budget.
- 1.1.2. Coordinate Project Execution. Coordinate project execution with team including subconsultants.
- 1.1.3. Prepare Monthly Progress Reports. Prepare and submit monthly progress reports and invoices showing current project status and identifying key issues or elements of the project that will need to be addressed in proceeding weeks. Include a spending S-curve that shows projected burn rate, actual burn rate, and percent complete.

1.2. Develop Project Website and Project Management Plan

- 1.2.1. Develop Project Website: Develop a SharePoint site for sharing project information with the City and all team members.
- 1.2.2. Prepare PMP: Prepare an electronic PMP that describes:
 - 1) Project objectives.
 - 2) Roles and responsibilities.
 - 3) Team contact information.
 - 4) Communication protocols.
 - 5) Quality management approach.
 - 6) Scope of services.
 - 7) Budget.
 - 8) Schedule.
 - 9) Logs – decisions, action items, scope changes.
 - 10) The Draft PMP will be introduced and discussed with City's project team at the Kick-off Workshop. A revised, Final PMP will be delivered following incorporation of City comments.

1.3. Manage Project Quality

- 1.3.1. Manage Project Quality. Coordinate execution of the project's quality management approach, which will include the following.
 - 1) Project manager overview to verify consistency and compliance with contract requirements.
 - 2) Quality manager review of all deliverables to verify technical accuracy and consistency.
 - 3) Resolution of all City review comments. Each City comment on draft deliverables will be tracked, responded to, and addressed in the final draft.

1.4. Facilitate Workshops/Meetings

Prepare agendas, presentation materials, and document discussions, including action items and decisions, in meeting minutes for the following workshops (WS):

- 1.4.1. WS 101 – Kick-off.
 - 1) Purpose: Kick-off the project by discussing communication and file sharing protocols, scope, schedule, and initial data request.

- 2) Expected Consultant attendees: Principal in Charge, Project Manager, Project Engineer, Hydrogeologist, and Water Rights Specialist.
 - 3) Expected meeting duration: One hour.
 - 4) Location: Virtual.
- 1.4.2. Project Status Calls. Project status conference calls with the City project manager and other key team members will be held every two weeks, as needed. Prepare a standing agenda and document discussions, including action items and decisions in meeting notes.
- 1) Purpose: Review project status, including scope, budget, and schedule.
 - 2) Expected Consultant attendees: Project Manager.
 - 3) Expected meeting duration: One (1) hour every two weeks.

Task 1 Assumptions

- a. Eight monthly progress reports will be submitted electronically via email with the invoices.
- b. Project management budget based on 8 month schedule for Phase I.

Task 1 City Deliverables

- a. City project team contact information.
- b. PMP review comments.

Task 1 Consultant Deliverables

- a. Draft and Final PMP.

TASK 2: Explore Supply Need and Supply Options

This task clarifies the goals and objectives of the City's future water source development. Consultant will confirm the demand forecast previously developed in 2021 Water System Plan Update (WSP) considering any new information about future large-scale consumers since the WSP. The supply strategy analysis from the WSP will be updated to incorporate new information about future supplies to quantify the supply need through the planning horizon (through 2038).

2.1. Request and Review Data

Request and review City data related to source development. Consultant will issue a data request to the City that is expected to consist of the following:

- 1) Historical billing data for 2017 through 2022.
- 2) Supply source updates since 2021 Water System Plan.
- 3) Water rights updates since 2021 Water System Plan.
- 4) Previous groundwater/water rights studies.
- 5) Previous studies related to future water source options.
- 6) Information on expected future large-scale water customers.
- 7) Existing conservation program.
- 8) Current and projected reclaimed water allotment.

2.2. Confirm Demand Forecast

- 2.2.1. Update the 2021 WSP Demand Forecast. Incorporate new information on timing and quantity of expected future large-scale water customers. Chart historical average day and maximum day demand for years 2017 through 2022 and compare to forecasted demand.
- 2.2.2. Establish 50-year Demand Projections. Extend the 20-year demand projections to 50-year demand projections to allow the City to plan for long-term supply reliability.

2.3. Establish Supply Need

- 2.3.1. Update the 2021 WSP Supply Strategy Analysis. Take into consideration the most recent understanding of current and future supplies to update the City's supply strategy analysis that was developed as part of the 2021 WSP in order to establish the City's supply need over the 20-year planning horizon.
- 2.3.2. Develop Purpose and Need Statement. Consultant shall guide City staff in drafting a statement that defines the water supply challenge to be solved (quantity and timing) and the objectives to be considered as part of a successful solution.

2.4. Identify Potential Supply Options

Consultant shall guide City staff in identifying up to 10 potential supply options to be evaluated. The goal at this stage is to cast a wide net. A high-level exploration of the feasibility of each option will be conducted in the next subtask. These options, in no particular order, may include the following:

- 1) Develop/maximize existing groundwater water rights.
- 2) Develop new wellfields.
- 3) Develop aquifer storage and recovery wells.
- 4) Develop surface water supply.
- 5) Expand water reuse.
- 6) Purchase water from adjacent purveyor.
- 7) Regional collaborative opportunities.
- 8) Enhanced conservation program.

2.5. Screen Supply Options

- 2.5.1. Establish Evaluation Criteria. Consultant shall collaborate with City staff to select up to eight criteria to use in evaluating and comparing the supply alternatives. Consultant shall guide City staff in assigning weights to each criterion to define their relative importance to the supply strategy. These criteria may include:
 - 1) Supply Quantity.
 - 2) Water Quality.
 - 3) Resilience/Reliability.
 - 4) Implementation Timeframe and Simplicity.
 - 5) Environmental Friendliness.
 - 6) Life-cycle Cost.
 - 7) Likelihood of Source Development Success.
 - 8) Impact of Climate Change on Supply Resiliency.

- 2.5.2. Develop Factsheets. Consultant shall develop factsheets to thoroughly describe each potential supply option as it pertains to the City of Tumwater. The factsheets will identify knowns, unknowns, opportunities, challenges, associated with each of the evaluation criteria established in Subtask 2.5.1. These factsheets will be shared with the City prior to WS 202 (Subtask 2.8.2) to get further information and feedback from City staff. Factsheets will document if and why any options are considered unfeasible at this time.

2.6. Develop a Supply Source Analysis and Implementation Roadmap

Rank each supply option based on the factsheets developed. Use the rankings to develop a prioritization for supply options. Group supply options into portfolios if needed to meet demand projections. Develop a flow-chart-style trigger-based analysis and implementation roadmap that will guide the City through the analysis process and help the City make implementation decisions as more information is known and conditions change. This roadmap will be updated during Phase II.

2.7. Document Project Objectives, Supply Options, and Roadmap

- 2.7.1. TM 1 – Source Development Objectives. Consultant shall prepare a draft and final TM 1 to document the City's supply need, supply availability, and supply development objectives. This TM will discuss Tasks 2.2 and 2.3 listed above.
- 2.7.2. TM 2 – Potential Supply Options. Consultant shall prepare a draft and final TM 2 to document information for each supply option. This TM will discuss Tasks 2.4 and 2.5.2 listed above.
- 2.7.3. TM 3 – Analysis and Implementation Roadmap. Consultant shall prepare a draft and final TM 3 to document the conclusions of Phase I and the recommendations for Phase II. TM 3 will include the supply source analysis and implementation roadmap and the selection criteria established in Subtask 2.5.1. This TM will discuss Tasks 2.6 listed above.

2.8. Facilitate Workshops

Prepare agendas, presentation materials, and document discussions, including action items and decisions, in meeting minutes for the following workshops:

- 2.8.1. WS 201 – Supply Need and Availability and Evaluation Criteria.
- 1) Purpose: Clarify supply need and availability with City staff. Develop a source development purpose and need statement to clarify the City's objectives. Establish evaluation criteria to guide the screening process. Refine list of supply options.
 - 2) Expected Consultant attendees: Project Manager, Project Engineer, Hydrogeologist, and Water Rights Specialist.
 - 3) Expected meeting duration: Three hours.
 - 4) Location: In-person at City office.
- 2.8.2. WS 202 – Potential Supply Options.
- 1) Purpose: Explore supply options with City staff. Get input from City staff on knowns, unknowns, opportunities, and challenges for each option.
 - 2) Expected Consultant attendees: Project Manager, Project Engineer, Hydrogeologist, and Water Rights Specialist, Conservation Specialist.
 - 3) Expected meeting duration: Two hours.
 - 4) Location: In-person at City office.

Task 2 Assumptions

- a. No changes will be made to the demand forecast projection parameters consisting of growth rates, conservation, system leakage, other authorized use, climate change, peaking factor, and existing large-scale consumer growth assumptions.

Task 2 City Deliverables

- a. Items listed in Subtask 2.1.

Task 2 Consultant Deliverables

- a. Draft and final TM 1 – Project Objectives.
- b. Draft and final TM 2 – Potential Supply Options.
- c. Draft and final TM 3 – Analysis and Implementation Roadmap.

TASK 3: Cost of Service Study

3.1. Collect Data

- 3.1.1. Request and Review Data. Consultant’s approach begins with gathering and reviewing the data necessary to complete the Cost of Service Rate Study (Study) for the City. That data includes but is not limited to:
 - 1) Current budgets and projections for future years.
 - 2) The latest system master plans and CIPs, including expansion, replacement, and improvement projects, and a description of the projects that are included in the plan.
 - 3) Customer billing records for the previous 3 years.
 - 4) Service area growth projections.
- 3.1.2. WS 301 – Cost of Service Study Kickoff Workshop. During this task, Consultant and City staff will outline modeling assumptions such as growth and inflation factors, production and treatment costs, and capital funding inputs. This step presents an opportunity for Consultant to better understand the City’s cost drivers and rate planning considerations before diving into the analysis. Consultant will also discuss its modeling approach with City staff during this task. Consultant’s Microsoft Excel-based model will incorporate a user-friendly graphic user interface and scenario manager. Consultant will incorporate additional features and priorities as appropriate for the Study.
 - 1) Purpose: Discuss data transfer, outline goals for the project, and review any specific issues that may influence the results of the Study.
 - 2) Expected Consultant attendees: Project Manager, Financial Lead, Financial Analyst.
 - 3) Expected meeting duration: One hour.
 - 4) Location: Virtual.

3.2. Develop Financial Plan

3.2.1. Analyze and Project Customer Usage. Consultant will review the City's customer usage data and analyze it to understand relevant trends and customer profiles. This analysis will focus on:

- 1) Summarizing total system usage on a customer class basis.
- 2) Calculating peaking factors for individual customer classes.
- 3) Identifying long-term usage trends.

As a quality management step, Consultant will perform a "price out" comparison of the City's recorded actual revenues against our calculated revenues from the usage information. Any deviation requires reconciliation.

Consultant will then forecast the customer account and usage assumptions for the study period (up to ten years).

3.2.2. Recommend Financial Forecast and Revenue Requirements. Consultant will develop a detailed financial forecast of revenues and expenses for the 10-year study period. Consultant will test the adequacy of revenues from the current rate structure to meet the City's policy objectives, beginning with three tests:

- 1) Cash Flow Needs Review – do revenues exceed expenses?
- 2) Debt Coverage Test – does the revenue structure provide enough revenues to meet debt coverage for any potential loans or bonds?
- 3) Reserve Funds Review – are operating and capital reserve fund balances projected to meet or exceed policy targets?

Consultant will review with the City any shortcomings on these tests and create a plan for funding through the study period.

3.2.3. WS 302 – Revenue Requirement Workshop.

- 1) Purpose: Present assumptions, analysis, and findings for the Financial Plan task.
- 2) Expected Consultant attendees: Project Manager, Financial Lead, Financial Analyst.
- 3) Expected meeting duration: Two hours.
- 4) Location: In-person at City office.

3.3. Analyze Cost of Service

Consultant will complete a cost of service analysis consistent with industry standard practice. Our team will:

- 1) Identify the City's primary cost drivers based on operating and capital costs.
- 2) Identify what users are driving system investment and operations.
- 3) Create a clearly defined and defensible nexus between costs and system users.
- 4) Thoroughly document these findings in a way that is understandable and explainable for stakeholders.

These goals will be accomplished through the following subtasks.

3.3.1. Functionalize and Allocate Functional Costs to Cost Components. Consultant will allocate the City's O&M budget line items to one or multiple cost components based on the service requirements of that particular cost. The development of functional cost allocations will be consistent with guidance from American Water Works Association's *M1 Manual: Principals of Water Rates, Fees and Charges*. This allocation will recognize base or volume related costs, maximum day and maximum hour capacity or demand costs, fire protection costs,, and customer service costs.

3.3.2. Develop Units of Service. Consultant will develop an estimate of the units of service associated with each of the cost causative elements for water service. For instance, customer service-related costs will be converted to units of service on a per account basis, while volumetric categories will be on a per hundred cubic feet (HCF) basis.

The units of service will be estimated based on the service characteristics identified for each customer class. These units of service will be developed recognizing customer usage analysis, most recent and best available data, and engineering judgment regarding customer class service requirements. At the completion of the units of service analysis, the Consultant team will align the functional allocation of revenue requirements with the determined units of service. Consultant will organize this units of service classification based on fixed and variable costs.

3.3.3. Distribute Costs to Customer Classes. Consultant will allocate the total cost of service for each customer class based on how many units each class demands. The relative responsibility of each customer class will be specifically determined based on each class' or user's estimated service requirements.

3.3.4. WS 303 – Cost of Service Workshop.

- 1) Purpose: Present assumptions, analysis, and findings for the Cost of Service task.
- 2) Expected Consultant attendees: Project Manager, Financial Lead, Financial Analyst.
- 3) Expected meeting duration: Two hours.
- 4) Location: Virtual.

3.4. Design Rate and Fee Schedules

3.4.1. Recommend Water Rates. Consultant will design water rates to generate sufficient revenues while meeting the City's objectives. Consultant will review and evaluate up to three potential rate structure alternatives that promote an equitable allocation of costs among customers, including but not limited to, fixed charge allowance, uniform rates, and tiered rates. The proposed rate structures for residential and nonresidential rates may vary.

Consultant will calculate the bill impacts for various customer classes and usage levels to compare the existing rates to the proposed rates.

3.4.2. Analyze Affordability. Consultant will evaluate the affordability of the City's existing rates and the alternative rate designs from Task 3.4.1 using up to three affordability indices. Consultant will compare the affordability of customer bills at various usage levels in a summary table and/or chart for ease of understanding. Based on the results of the affordability analysis, Consultant will recommend adjustments to the existing rate structure to address affordability concerns.

3.4.3. Update Connection Fees. Consultant will review the existing connection fee methodology and make recommendations, as appropriate, for modifications to the approach. If desired by

the City, Consultant will update the connection fee calculations using the recommended approach. Consultant will also recommend an approach for increasing connection fees (i.e., multi-year phase-in of recommended increase, indexed annual increases). Any recommended increase to connection fees will be reflected in the revenue requirements in Task 3.2 to offset projected rate increases.

3.4.4. WS 304 – Rate and Fee Design Workshop.

- 1) Purpose: Present assumptions, analysis, and findings for the Rate and Fee Design task.
- 2) Expected Consultant attendees: Project Manager, Financial Lead, Financial Analyst.
- 3) Expected meeting duration: Two hours.
- 4) Location: In-person at City office.

3.5. Develop Rate Model

3.5.1. Develop Cost of Service Rate Model. Consultant will develop a customized cost of service rate model for use by City staff to determine revenue requirements, allocate costs to customer classes, and design rates. The model will include a user-friendly dashboard interface, which will allow the user to easily run various scenarios.

3.5.2. Provide Model Training Session. Consultant will develop user guides and provide up to six hours of model training to City staff. Training will cover the Water System Plan CIP Tool and Cost of Service Rate Model. CIP Tool training will cover adding new projects and updating existing projects. Cost of Service Rate Model training will cover inputting updated financial and operational data, running scenarios, viewing results, and troubleshooting common issues.

3.6. Document and Present Cost of Service Study Results

3.6.1. Cost of Service Report. Consultant shall prepare a draft, final draft, and final report outlining inputs and assumptions, methodology and calculations, and final recommendations and rate tables. This report will document the nexus between rates and cost of service. Following City staff feedback on the draft report, Consultant will revise the report and deliver a final draft report for City Council and/or committee review. Following integration of the City's comments and feedback, Consultant will finalize and deliver the final report to the City.

3.6.2. Stakeholder Meeting Support. Consultant will support City staff's presentation at one stakeholder engagement session. Consultant will work with City staff to outline the approach and recommendations of the Study and contribute to presentation materials for this meeting. Consultant will not attend this presentation.

3.6.3. City Council Presentation Support (OPTIONAL). If requested, Consultant will support City Staff's presentation at up to two public City Council meetings. Consultant will work with City staff to outline the approach and recommendations of the Study and contribute to presentation materials for these meetings.

3.7. Evaluate Additional Rate Design Alternatives (OPTIONAL)

If desired, Consultant will evaluate up to two additional rate structure alternatives for water rates and calculate the bill impacts for various customer classes and usage levels to compare the existing rates to the proposed rates.

Task 3 Assumptions

- a. None.

Task 3 Consultant Deliverables

- a. Draft, Draft Final, and Final Cost of Service Report.

PHASE II OUTLINE – ANALYZE

Phase II is not part of this scope of work. It will be scoped after Phase I is complete. This outline of Phase II is for informational purposes only.

TASK 4: Analyze Supply Options

The analyze phase of the Source Development Planning project consists of first developing supply portfolios that are a combination of the feasible supply options identified in Phase I, second gathering more information and analyzing the portfolios, and finally comparing the portfolios to recommend a preferred supply portfolio and develop a roadmap for implementation.

4.1. Develop Supply Portfolios

Group the feasible supply options into portfolios that meet the supply purpose and need.

4.2. Analyze Supply Portfolios

- 4.2.1. Evaluate Water Rights Availability.
- 4.2.2. Evaluate Hydrogeological Feasibility.
- 4.2.3. Analyze Hydraulics.
- 4.2.4. Develop Life-cycle Cost Estimates.
- 4.2.5. Evaluate Permitting Implications.
- 4.2.6. Evaluate Environmental Implications.
- 4.2.7. Evaluate Constructability.
- 4.2.8. Evaluate Water Blending.
- 4.2.9. Evaluate Conservation Opportunities.

4.3. Compare Supply Portfolios

- 4.3.1. Synthesize Results. Synthesize the evaluation results and compare the favorability of the supply portfolios.
- 4.3.2. Conduct Sensitivity Analysis. Analyze the sensitivity of the evaluation results to criterion weighting and scoring.
- 4.3.3. Recommend Preferred Water Supply Portfolio. Collaborate with City staff to select a preferred water supply portfolio.

4.4. Update the Supply Source Analysis and Implementation Roadmap

Use the new information established in Phase II to update the trigger-based analysis and implementation roadmap developed in Phase I. The purpose of the roadmap is to guide the City to make future decisions about supply development as conditions change.

4.5. Document Findings

Consultant shall prepare technical memorandums to document the evaluation process and findings of the supply analysis.

- 4.5.1. TM 4 – Evaluation of Supply Portfolios. Consultant shall prepare a draft and final TM 4 to document the supply portfolios and the evaluation of comparing them.
- 4.5.2. TM 5 – Implementation Plan. Consultant shall prepare a draft and final TM 5 to document the City's preferred implementation plan. This memo will include the updated analysis and implementation roadmap.

4.6. Facilitate Workshops

Prepare agendas, presentation materials, and document discussions, including action items and decisions, in meeting minutes for the following workshops:

- 4.6.1. WS 301 – Supply Portfolios and Evaluation Criteria.
 - 1) Purpose: Present proposed supply portfolios.
- 4.6.2. WS 302 – Supply Portfolio Comparison.
 - 1) Purpose: Present evaluation results and recommend a preferred supply portfolio.

PHASE III OUTLINE – IMPLEMENT

Phase III is not part of this scope of work. Implementation tasks will be scoped as needed after Phase I is complete. The implement phase consists of testing and design required to develop specific supply sources. An example high-level scope is provided for the Lathrop Well. Another example of implementation is to develop a conservation program for the City.

TASK 5: Implement

5.1. Lathrop Well Implementation

Assess the current well efficiency and aquifer yield at the Lathrop well through aquifer testing. Collect water quality data to identify potential treatment requirements. Evaluate if potential financial or strategic reasons exist for moving the Lathrop well's permitted point of withdrawal prior to infrastructure upgrades. Develop a design package for the well improvements, treatment system and connection to distribution system.

5.2. Develop Water Conservation Program

Establish objectives and define measures for a City of Tumwater water conservation program. Estimate implementation costs and identify staff resource needs. Estimate the conservation program's effect on future water demands.

PROJECT SCHEDULE

The estimated project duration for Phase I is eight months following notice to proceed. This is inclusive of two-week City review periods for each project deliverable outlined in the above Scope of Work. An updated preliminary project schedule will be provided with the project management plan.

GENERAL PROJECT ASSUMPTIONS

The scope and fee for this planning effort is based on the following assumptions:

- The City of Tumwater and its staff are referred to as "City" throughout this document.
- Carollo Engineers, Inc. and partner subconsultants are referred to as "Consultant" throughout this document.
- All meetings/workshops will be held virtually unless otherwise stated in specific scope task descriptions.
- Draft deliverables will be provided in electronic copy (.pdf and .docx) and transmitted via the project SharePoint site or secure file transfer. The City will consolidate comments from multiple reviewers into a single set and resolve any internal conflicting comments prior to providing to the Consultant. City comments and Consultant responses to Draft TMs will be tracked via "red line" markups incorporated into an electronic version of the memo.
- Final deliverables will be provided in electronic copy (.pdf and .docx) and transmitted via the project SharePoint site or secure file transfer.
- The City will provide all data requested for the evaluation in a timely manner.
- Meeting notes and related materials will be transmitted electronically (.pdf and/or .docx) via the project SharePoint site.
- The City will print and produce additional copies of all documents as necessary for its use.
- All OPCC shall be a Class 5 level, as defined by American Association of Cost Engineering (AACE).

Exhibit B

CITY OF TUMWATER
SOURCE DEVELOPMENT PLANNING PHASE I
LEVEL OF EFFORT
15-Mar-23



TASK / DESCRIPTION	CAROLLO LABOR										SUB				DIRECT EXPENSE			TOTAL COST
	Kammereck	Ivey	Thurman/ Huang	Reilly	Barnes	Lightner	Christensen	Varies	Total Hours	Carollo Labor Cost	Maddaus	Mott MacDonald	Total Sub Markup 10%	Total Sub Cost	Carollo Other Direct Charges	PECE @ \$/hr 14.00	Total Direct Charges	
	Principal in Charge/QM	Financial QM	Project Manager	Project Professional	Financial Lead	Financial Analyst	GIS	Document Processing										
	\$ 295	\$ 295	\$ 250	\$ 190	\$ 275	\$ 180	\$ 140	\$ 120										
Task 1 – Project Management	7	2	55	7	6	0	0	0	77	\$ 19,385	\$ 500	\$ 3,950	\$ 445	\$ 4,895	\$ -	\$ 1,078	\$ 1,078	\$ 25,358
1.1 Administer and Manage Project			32	7	6	0	0	0	32	\$ 8,000	\$ -	\$ 3,590	\$ 359	\$ 3,949	\$ -	\$ 448	\$ 448	\$ 12,397
1.2 Develop Project Website and PMP			8	4					12	\$ 2,760	\$ -		\$ -	\$ -	\$ -	\$ 168	\$ 168	\$ 2,928
1.3 Manage Project Quality	6								6	\$ 1,770	\$ -		\$ -	\$ -	\$ -	\$ 84	\$ 84	\$ 1,854
1.4 Facilitate Workshops	1	2	15	3	6	0	0	0	27	\$ 6,855	\$ 500		\$ 86	\$ 946	\$ -	\$ 378	\$ 378	\$ 8,179
1.4.1 Workshop 101 - Kick-off	1		3	3					7	\$ 1,615	\$ 500	\$ 360	\$ 86	\$ 946	\$ -	\$ 98	\$ 98	\$ 2,659
1.4.2 Project Status Calls		2	12		6				20	\$ 5,240	\$ -		\$ -	\$ -	\$ -	\$ 280	\$ 280	\$ 5,520
Task 2 – Explore Supply Need and Supply Options	20	0	57	180	0	0	20	36	311	\$ 60,889	\$ 12,480	\$ 29,456	\$ 4,194	\$ 46,130	\$ 600	\$ 4,354	\$ 4,954	\$ 111,973
2.1 Request and Review Data			2	6					8	\$ 1,640	\$ 460	\$ 4,320	\$ 478	\$ 5,258	\$ -	\$ 112	\$ 112	\$ 7,010
2.2 Confirm Demand Forecast	2		2	20					24	\$ 4,890	\$ -		\$ -	\$ -	\$ -	\$ 336	\$ 336	\$ 5,226
2.3 Establish Supply Need	2		2	12					16	\$ 3,370	\$ -		\$ -	\$ -	\$ -	\$ 224	\$ 224	\$ 3,594
2.4 Identify Potential Supply Options	4		4	4					12	\$ 2,940	\$ 1,220	\$ 720	\$ 194	\$ 2,134	\$ -	\$ 168	\$ 168	\$ 5,242
2.5 Screen Supply Options	5	0	17	54	0	0	12	10	98	\$ 18,870	\$ 6,580		\$ 2,072	\$ 22,792	\$ -	\$ 1,372	\$ 1,372	\$ 43,034
2.5.1 Establish Evaluation Criteria	1		1	4					6	\$ 1,305	\$ 360	\$ 1,180	\$ 154	\$ 1,694	\$ -	\$ 84	\$ 84	\$ 3,083
2.5.2 Develop Factsheets	4		16	50			12	10	92	\$ 17,565	\$ 6,220	\$ 12,960	\$ 1,918	\$ 21,098	\$ -	\$ 1,288	\$ 1,288	\$ 39,951
2.6 Develop a Supply Source Analysis and Implementation Roadmap	2	0	8	20	0	0	0	0	30	\$ 6,390	\$ -	\$ 2,440	\$ 244	\$ 2,684	\$ -	\$ 420	\$ 420	\$ 9,494
2.7 Document Project Objectives, Supply Options, and Roadmap	2	0	6	40	0	0	8	22	79	\$ 13,749	\$ 2,680		\$ 448	\$ 4,928	\$ -	\$ 1,106	\$ 1,106	\$ 19,783
2.7.1 TM 1 - Source Development Objectives	1		2	12				6	21	\$ 3,795	\$ -		\$ -	\$ -	\$ -	\$ 294	\$ 294	\$ 4,089
2.7.2 TM 2 - Potential Supply Options	1		2	16			4	10	33	\$ 5,597	\$ 2,680	\$ 1,080	\$ 376	\$ 4,136	\$ -	\$ 462	\$ 462	\$ 10,195
2.7.3 TM 3 - Analysis and Implementation Roadmap	1		2	12			4	6	25	\$ 4,357	\$ -	\$ 720	\$ 72	\$ 792	\$ -	\$ 350	\$ 350	\$ 5,499
2.8 Facilitate Workshops	0	0	16	24	0	0	0	4	44	\$ 9,040	\$ 1,540		\$ 758	\$ 8,334	\$ 600	\$ 616	\$ 1,216	\$ 18,590
2.8.1 WS 201 - Supply Need and Availability and Evaluation Criteria			8	12				2	22	\$ 4,520	\$ 540	\$ 3,198	\$ 374	\$ 4,112	\$ 300	\$ 308	\$ 608	\$ 9,240
2.8.2 WS 202 - Potential Supply Options			8	12				2	22	\$ 4,520	\$ 1,000	\$ 2,838	\$ 384	\$ 4,222	\$ 300	\$ 308	\$ 608	\$ 9,350
Task 3 – Cost of Service Study	0	31	1	12	130	284	0	10	468	\$ 99,745	\$ -	\$ -	\$ -	\$ -	\$ 2,000	\$ 6,552	\$ 8,552	\$ 108,297
3.1 Collect Data	0	0	0	0	6	14	0	0	20	\$ 4,170	\$ -		\$ -	\$ -	\$ -	\$ 280	\$ 280	\$ 4,450
3.1.1 Request and Review Data					4	6			10	\$ 2,180	\$ -		\$ -	\$ -	\$ -	\$ 140	\$ 140	\$ 2,320
3.1.2 WS 301 - Cost of Service Study Kickoff Workshop					2	8			10	\$ 1,990	\$ -		\$ -	\$ -	\$ -	\$ 140	\$ 140	\$ 2,130
3.2 Develop Financial Plan	0	3	0	0	24	52	0	0	79	\$ 16,845	\$ -		\$ -	\$ -	\$ 1,000	\$ 1,106	\$ 2,106	\$ 18,951
3.2.1 Analyze and Project Customer Usage					4	16			20	\$ 3,980	\$ -		\$ -	\$ -	\$ -	\$ 280	\$ 280	\$ 4,260
3.2.2 Recommend Financial Forecast and Revenue Requirements		2			12	24			38	\$ 8,210	\$ -		\$ -	\$ -	\$ -	\$ 532	\$ 532	\$ 8,742
3.2.3 WS 302 - Revenue Requirements Workshop		1			8	12			21	\$ 4,655	\$ -		\$ -	\$ -	\$ 1,000	\$ 294	\$ 1,294	\$ 5,949
3.3 Analyze Cost of Service	0	5	0	0	14	38	0	0	57	\$ 12,165	\$ -		\$ -	\$ -	\$ -	\$ 798	\$ 798	\$ 12,963
3.3.1 Functionalize and Allocate Functional Costs to Cost Components		2			4	16			22	\$ 4,570	\$ -		\$ -	\$ -	\$ -	\$ 308	\$ 308	\$ 4,878
3.3.2 Develop Units of Service		1			2	6			9	\$ 1,925	\$ -		\$ -	\$ -	\$ -	\$ 126	\$ 126	\$ 2,051
3.3.3 Distribute Costs to Customer Classes		1			4	8			13	\$ 2,835	\$ -		\$ -	\$ -	\$ -	\$ 182	\$ 182	\$ 3,017
3.3.4 WS 303 - Cost of Service Workshop		1			4	8			13	\$ 2,835	\$ -		\$ -	\$ -	\$ -	\$ 182	\$ 182	\$ 3,017
3.4 Design Rate and Fee Schedules	0	8	0	0	36	76	0	0	120	\$ 25,940	\$ -		\$ -	\$ -	\$ 1,000	\$ 1,680	\$ 2,680	\$ 28,620
3.4.1 Recommend Water Rates		2			8	16			26	\$ 5,670	\$ -		\$ -	\$ -	\$ -	\$ 364	\$ 364	\$ 6,034
3.4.2 Analyze Affordability		1			4	8			13	\$ 2,835	\$ -		\$ -	\$ -	\$ -	\$ 182	\$ 182	\$ 3,017
3.4.3 Update Connection Fees		4			16	40			60	\$ 12,780	\$ -		\$ -	\$ -	\$ -	\$ 840	\$ 840	\$ 13,620
3.4.4 WS 304 - Rate and Fee Design Workshop		1			8	12			21	\$ 4,655	\$ -		\$ -	\$ -	\$ 1,000	\$ 294	\$ 1,294	\$ 5,949
3.5 Develop Rate Model	0	2	1	12	12	24	0	0	51	\$ 10,740	\$ -		\$ -	\$ -	\$ -	\$ 714	\$ 714	\$ 11,454
3.5.1 Develop Cost of Service Rate Model		2			8	16			26	\$ 5,670	\$ -		\$ -	\$ -	\$ -	\$ 364	\$ 364	\$ 6,034
3.5.2 Provide Model Training Session	0		1	12	4	8			25	\$ 5,070	\$ -		\$ -	\$ -	\$ -	\$ 350	\$ 350	\$ 5,420
3.6 Document and Present Cost of Service Study Results	0	9	0	0	30	64	0	10	113	\$ 23,625	\$ -		\$ -	\$ -	\$ -	\$ 1,582	\$ 1,582	\$ 25,207
3.6.1 Cost of Service Report		3			10	40		10	63	\$ 12,035	\$ -		\$ -	\$ -	\$ -	\$ 882	\$ 882	\$ 12,917
3.6.2 Stakeholder Meeting Support		2			8	8			18	\$ 4,230	\$ -		\$ -	\$ -	\$ -	\$ 252	\$ 252	\$ 4,482
3.6.3 City Council Presentation Support (OPTIONAL)		4			12	16			32	\$ 7,360	\$ -		\$ -	\$ -	\$ -	\$ 448	\$ 448	\$ 7,808
3.7 Evaluation Additional Rate Design Alternatives (OPTIONAL)		4			8	16			28	\$ 6,260	\$ -		\$ -	\$ -	\$ -	\$ 392	\$ 392	\$ 6,652
TOTAL	27	33	113	199	136	284	20	46	856	\$ 180,019	\$ 12,980	\$ 33,406	\$ 4,639	\$ 51,025	\$ 2,600	\$ 11,984	\$ 14,584	\$ 245,628