
City of Willard Missouri



REQUEST FOR PROPOSAL

FOR:

**WATER & SEWER COST OF SERVICE
& RATE STUDY**

DATE OF ISSUE: June 8th, 2026

PROPOSAL DUE BY 3:00 P.M., June 26th, 2026

Proposal Responses should be addressed and submitted
to:

Courtney Meyers
clerk@cityofwillard.org
417-742-5302

City of Willard Missouri
224 West Jackson Willard MO 65781

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INVITATION

The City of Willard Missouri (hereinafter referred to as "CITY") invites proposals from interested, qualified, professional consulting firms ("Consultant") to prepare a Comprehensive Rate Study. The selected Consultant should possess appropriate professional, public sector experience in performing water and sewer rate studies.

The scope of work includes reviewing City's current rates for both the treated water and waste water systems and revenue structure, evaluating and updating water usage and billing data (as necessary), and obtaining and incorporating feedback from both staff and management. Additionally, the Consultant is expected to analyze rate structures and financial practices from local and comparable water utilities to support the development of equitable, cost-based, and competitive rate recommendations.

Please read this entire RFQ package and include all requested information and forms in your proposal. Proposals must be signed by an authorized agent of the company submitting the proposal to be considered responsive.

Questions or clarifications to the RFQ should be submitted by email to: clerk@cityofwillard.org. Material questions that are pertinent to the RFQ scope of work or procedures will be distributed to all interested firms.

OBJECTIVE

The goal of the RFQ is to receive proposals for a comprehensive Rate Study that will provide the basis for establishing cost-based utility rates that adequately and equitably fund water and sewer services, while minimizing rate fluctuations.

BACKGROUND

Willard, Missouri, is a growing suburb and agricultural community in northwestern Greene County, located just five miles north of Interstate 44 and roughly 15 minutes from downtown Springfield. Home to nearly 6,500 residents, it offers a blend of small-town safety and metropolitan convenience. Willard serves as a primary access point for the Frisco High line Trail, a signature 35-mile paved and gravel corridor that runs right through the center of town.

The City has approximately 3200 drinking water customers, nearly 73 miles of waterlines and 4 Groundwater wells. The City has three storage tanks with a total capacity of approximately 850,000 gallons.

Sewer infrastructure has 62,627 feet -11.86 miles of forced main pipe. These include 17 air valves to go with 8 lift stations. There is 229,522 Feet - 43.47 Miles of sewer line which 166,895 feet - 31.61 Miles are gravity. Sewer infrastructure includes over 400 manholes, a two cell sewer lagoon and 10+ acres of sewer irrigation.

The City customer base is nearly 100 percent residential, with little to no commercial or industrial accounts. Customer meters range in size from 3/4" for standard residential services up to 2" for some commercial type services.

More detailed information on Cities and its finances can be found at <https://www.cityofwillard.org/documents/transparency/budget-reports/722667>

Based on a rate study performed in 2023 and after approval by the Board of Aldermen in June 2023, The City incrementally increased its rates beginning on July 1, 2020, and with the last increase occurring on July 1, 2023.

RFQ SCHEDULE

Issue RFQ.....	June 9th, 2026
Proposal Submission Due to the City.....	June 26th, 2026 at 3:00 PM
RFQ Evaluation Process	June 29th, 2026 at 3:00 PM
Recommendation to Board of Aldermen for Award ...	July 13th, 2026
Selected Firm to be notified by.....	July 14th, 2026

RFQ Schedule is subject to change at Cities discretion.

SCOPE OF WORK

Study Requirements

Prepare a comprehensive Rate Study that includes proposed rate increases through a ten-year increase schedule. The study shall address both the Treated Water System and the Sewer System separately, producing an independent cost-of-service analysis and Ten-year rate schedule for each system. The proposed rate structure should account for:

- Generally accepted rate design criteria
- Cost of providing services, including impact of regulatory requirements
- Trends in operational and maintenance costs
- Incorporation of future repair and replacement and capital and financing requirements into revenue modeling

- Equity of the existing and any recommended rates for residential, multi-family, commercial, and accessory dwelling units
- Meeting operating reserve fund policies and potential rate stabilization components
- Meeting State debt ratio requirements
- Update connection charges for new connections to both the treated and sewer systems

Scope of Services

The Consultant should become familiar with the project to the extent necessary to scope and perform the rate study and associated tasks. At a minimum, services should include, but not be limited to the following:

- Initial kickoff meeting with City staff.
- Review and evaluate the city's existing water usage and billing data for both systems. Identify any data gaps and work with District staff to reconcile or supplement data as needed.
- Prepare a request for information from the City for information necessary for rate analysis.
- Review and analyze existing financial data for both the Treated Water System and the Sewer System, including current revenues, expenditures, reserve balances, debt obligations, and capital improvement plans. Data shall be analyzed separately for each system.
- Review and evaluate City's existing rate structures for both systems, including:
 - The Water System's existing rate structures: (1) service charge plus volumetric usage charge.
 - The Sewer system existing rate structure: service charge plus volumetric/usage charge. Evaluate the sewer rate based on water use from January to March. Provide alternate use based rates that may be implemented.
 - Evaluate the need for a commercial water and sewer rate
 - The cost basis and equity of each existing structure and surcharge, with a recommendation on whether each should be retained, consolidated, or modified in the proposed rate designs
- Perform a cost-of-service (revenue requirement) analysis for each system separately, allocating costs to customer classes (residential, multi-family, commercial and accessory development units)
 - Show and define costs of serving both in city and out of city customers.
- Benchmark both the Water System rates and the Sewer System rates against comparable local and regional agencies. Provide a comparison summary showing how City's rates compare to peer agencies for each system.

- Develop a multi-year (Ten-year) financial model for each system that projects revenue requirements, capital needs, and required reserve funding, and evaluates rate sufficiency under various scenarios (e.g., low/medium/high growth, varying capital expenditure timelines).
- Develop at least four rate structure scenarios covering both the Water and Sewer systems, including fixed and variable fees.
 - Rate model should include financing options for future capital improvements. The model should allow for assessment of rate impacts based on implementation of project combinations to enable City to assess and prioritize projects considering rate impacts.
- Recommended rate structures shall provide direct identification of revenues appropriated for major funded activities including but not limited to:
 - Administrative and maintenance expenses,
 - Operations and maintenance expenses,
 - Repair and replacement of existing facilities,
 - Capital improvement expenses, and
 - Debt coverage requirements.

Any recommended rate structures or models should take into consideration both the ease of administration and understanding by the rate payers.

- Provide guidance on potential funding of future infrastructure projects including loan and grant programs such as the State Revolving Fund, USDA – RUS or other financing programs.
- Anticipated rate scenarios for each system shall include both fixed (base/service charge) and variable (volumetric/commodity) fee components.
 - Each scenario shall clearly identify the revenues allocated to: operations and maintenance expenses, capital improvement expenses, debt service coverage requirements, and reserve fund targets.
 - Include both fixed (base/service charge) and variable (volumetric/commodity) fee components.
 - Clearly identify revenues allocated to operations and maintenance, capital improvements, debt service, and reserve fund targets.
 - Evaluate tiered and uniform volumetric structures and their impacts on different customer classes.
 - For the Water & Sewer Systems, address whether to retain, consolidate, or replace the three existing rate structures.

- Balance cost-of-service principles with ease of administration and ratepayer understanding.
- Bill impact analysis showing the changes in monthly bills for various customer types/meter sizes across varying usage levels for the alternative rate structures.
- Evaluation of debt service coverage ratio analysis for the State Revolving Fund Loan compliance to identify potential shortfalls in revenue to comply with required debt service coverage ratio.
- Develop updated connection charges (also referred to as capacity and connection fees) for both the Water System and the Sewer System. The analysis shall calculate the cost of capacity required to serve a new customer, consistent with applicable legal standards, and shall address any distinctions between meter sizes or service types, including accessory dwelling units. Connection charge recommendations shall be presented separately from the ongoing rate structures and shall include supporting calculations and a nexus analysis suitable for adoption by the Board.
- Financial health benchmarks/reserve policy evaluation of reserves against best practices guidelines. Consultant shall evaluate and provide recommendations on operating reserves and provide recommendations regarding proper reserve levels.
- Meetings
 - On-site presentations for staff and boards.
 - The ability to present to the board and public accurately details on rates and necessary improvements regarding proposed changes.
 - Project kick-off meeting with City staff
 - Facilitate Water and Sewer advisory board discussion with preliminary study to educate citizens and gather customer input (1 meeting)
 - Board Presentation of draft and final study results and projected rates (2 meetings or more)

- Provide the following deliverables:
 - Preliminary Rate Study report for City staff and Planning committee review prior to customer workshop
 - Revised Draft Rate Study report incorporating input from City staff, Planning committee, and the customer workshop, for initial Board review
 - Revised Draft Rate Study report incorporating input from the public hearing
 - Final Rate Study report incorporating Board feedback
 - An Excel-based financial model with clearly labeled, editable inputs and assumptions for each system
 - PowerPoint presentation summarizing findings and recommendations for Board and public use
 - Updated connection charge calculations and nexus analysis for each system

Draft and finalized deliverables to be provided in editable, electronic format with reports in Microsoft Word and/or PowerPoint format and spreadsheets in Excel format.

Project Schedule

Below is the desired schedule for initiation of this project; however, dates may be subject to change and adjusted as necessary.

- Contract awarded by the City July 13, 2026
- Water & Sewer advisory board Workshop Sept 16, 2026
- Present revised study report including committee input to Board Sept 28, 2026

MINIMUM CONTENT OF RESPONSES

All responding Consultants are requested to provide a proposal which shall include, but need not be limited to the following information in the following order and format:

Cover Letter:

This letter shall be a brief formal letter acknowledging the purpose and scope of the services and signed by an individual with the authority to bind the proposing entity. The cover letter shall acknowledge the Professional Service Agreement (PSA), identify any exceptions to the PSA or the requirements of the RFP and commitment to execute this agreement with the District. This letter must include the following information:

- Complete legal (company) name (as it should appear in a contract)
- Company address
- Contact person, telephone number, and email address

Executive Summary:

Executive summary of proposal, including description demonstrating understanding of the project, methodology to be used, key milestones and personnel to be assigned to the project.

Qualifications & Relevant Experience:

Provide qualifications, including education and experience, of the proposed staff and other key personnel who will be assigned for the project from start to finish, including any sub-consultants. Expertise applicable to the work specified should be emphasized.

Provide 3-5 references, within the past five years, from public agency clients for whom similar or comparable services have been performed. Include the name of the agency, mailing address, and contact name and telephone number.

Also indicate the type of project, description of Consultant activities and, if the project came in, over or under budget. Provide an explanation if the project was over budget.

Provide two examples of completed rate studies for communities of similar size or service area.

Scope of Work:

Please provide a Proposed Scope of Services based on the Scope of Work contained in this RFQ; include any ideas for modifying, clarifying, or improving the proposed scope of work.

Provide a realistic working schedule with key deliverables, milestones, and tasks based on consultant's experience and scope of work/deliverables identified in this RFQ.

Insurance – Proof of Coverage:

The Consultant shall furnish certificates of insurance to the City evidencing the insurance coverage prior to the commencement of performance of services hereunder, which certificates shall provide that such insurance shall not be terminated or expire without thirty- (30) day written notice to the City. The Consultant shall maintain such insurance from the time the Consultant commences performance of services hereunder until the completion of such services.

Minimum Insurance requirements as follows:

Professional Liability Insurance	\$1,000,000 per occurrence/\$2,000,000 aggregate
General Liability	
General Aggregate:	\$2,000,000
Products Comp/Op Aggregate	\$2,000,000
Personal & Advertising Injury	\$1,000,000
Each Occurrence	\$1,000,000
Medical Expense	\$5,000
Workers' Compensation	Statutory Limits
EL Each Accident	\$1,000,000
EL Disease	\$1,000,000
Automobile Liability	
Any vehicle, combined single limit	\$1,000,000

Conflict of Interest:

Consultants must disclose any actual, apparent, direct, indirect, or potential conflicts of interest that may exist for the Consultant's firm, personnel, or subcontractors. If a Consultant has no conflicts of interest, a statement to that effect shall be included in the letter.

PROPOSAL FORMAT

Proposals must be submitted electronically in PDF format via email to clerk@cityofwillard.org with "**Rate Study Proposal FY2027-2037**" in the subject line.

Proposals must be received by the date and time indicated in the RFQ Schedule. Late proposals will not be considered.

Questions regarding this RFQ may be directed to:

Courtney Meyers, City Clerk at

clerk@cityofwillard.org

SELECTION PROCESS

A selection committee will evaluate each proposal and forward recommendations to the Board, who will in turn execute a contract with the selected Consultant to perform the requested services. The selection committee may choose to interview applicants as a part of the selection process. The contract will be awarded to the Consultant whose offer conforms to the RFQ and which will be, in the opinion of the Board, the cheapest and best option.

GENERAL TERMS AND CONDITIONS

All materials submitted in response to this RFQ shall be considered the property of City and are subject to the Missouri Public Records Act. Respondents will not be compensated for any expenses incurred in the process for responding to the RFQ or, if requested, in submitting further information or appearing for an interview.

The City reserves the right to reject any or all proposals, to waive informalities and minor irregularities in the proposals received, accept or reject any item or combination of items, to discuss proposal details with respondents, and to accept other than the lowest bid proposal.

By requesting proposals, The City is in no way obligated to award a contract or to pay the expenses of the proposing consultants in connection with the preparation or submission of a proposal. Furthermore, The City reserves the right to reject any or all proposals before the

execution of the contract with no penalty to The City.

The City reserves the right to cancel or amend, for any or no reason, in part or in its entirety, this RFQ, including but not limited to: selection schedule, submittal date, and submittal requirements. If the City cancels or revises the RFQ, all originally contacted or responding Consultants will be notified in writing.