



CITY OF

WILLARD

WATER & SEWER COST OF SERVICE & RATE STUDY

REQUEST FOR PROPOSAL

SUBMITTED BY:

GRE
GREAT RIVER
ENGINEERING

SPRINGFIELD | BRANSON | COLUMBIA
JEFFERSON CITY | ST. LOUIS | KANSAS CITY | ASHLAND

June 26, 2026



City of Willard
224 W. Jackson Street
Willard, MO 65781

June 26, 2026

RE: RFQ – UTILITY RATE STUDY SERVICES

Dear Selection Committee,

Great River Associates, Inc., DBA Great River Engineering (GRE), is pleased to submit our Statement of Qualifications to provide utility rate study services for the City of Willard. We appreciate the opportunity to meet with City leadership to discuss the City's goals for this study and the future of Willard's utility systems. Those conversations reinforced that this project is about much more than updating utility rates. It is an opportunity to establish a **long-term financial strategy** that supports reliable utility service, infrastructure replacement, future growth, and public confidence in the City's decision-making process.

As a growing community, Willard continues to invest in infrastructure while positioning itself for future economic development. The City's Comprehensive Plan recognizes the importance of maintaining **resilient utility systems**, planning for future water and wastewater needs, and ensuring the **financial sustainability** necessary to support continued growth. We understand this rate study is intended to help implement those long-term goals by providing a practical roadmap for the next five to ten years.

Our team understands the priorities that are important to the City, including establishing **dedicated repair and replacement funding**, evaluating **future capital improvement needs**, reviewing the **equity of the current rate structure**, including the Meadows service area, and understanding the financial impacts of wastewater treatment costs paid to the City of Springfield. We also recognize the City's interest in evaluating automatic annual adjustments that provide predictable, manageable rate increases rather than periodic large increases that can be difficult for customers to absorb.

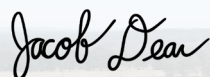
Equally important is helping the public understand the recommendations. Successful rate studies require more than sound financial analysis—they require **effective communication**. GRE will work closely with City staff and elected officials to develop clear presentations and educational materials that explain the need for the recommended rates, the infrastructure investments they support, and the long-term value they provide to the community. Our goal is to help City leadership build **public understanding** and **confidence** throughout the process.

As a Springfield-based engineering firm, GRE has extensive experience providing **utility planning, rate studies, capital improvement planning, and funding assistance** for communities throughout southwest Missouri. Our team combines engineering expertise with financial analysis and practical implementation strategies to deliver recommendations that are technically sound, financially sustainable, and tailored to each community's goals.

Great River Associates, Inc., DBA Great River Engineering has reviewed the City's Request for Qualifications, including the Professional Services Agreement, and acknowledges our willingness to enter into the agreement substantially as presented. We appreciate the opportunity to be considered for this important project and look forward to partnering with the City to develop a utility rate strategy that serves Willard for years to come.

We appreciate the opportunity to submit our qualifications and would welcome the opportunity to partner with the City of Willard on this important project. ***Thank you for your consideration.***

Sincerely,



Jacob Dean, PE | Project Manager
417.886.7171
jdean@greatriv.com



GRE HEADQUARTERS
2826 S. Ingram Mill Rd.
Springfield, MO 65804



FIRM OVERVIEW

As a company, our goal on every project is to strive to provide a high level of client satisfaction through understanding the goals and objectives of the client, as well as the constraints with which the project is to be delivered. This goal ultimately results in delivering a successful project to the citizens of the community. Many civil infrastructure projects are tailored to improve the quality of life, safety, and reliability of important public infrastructure.

Great River Engineering (GRE) is a Type S Corporation organized in the State of Missouri under the name Great River Associates, Inc. with a doing business as (DBA) certification as Great River Engineering and is in good standing with the Missouri Secretary of State. Our staff is over 100 members strong and comprised of licensed engineers, licensed land surveyors, geographic information systems professionals, professional design technicians, experienced inspectors, and support staff. We have seven office locations; Springfield, Kansas City, Columbia, Branson, St. Louis, Ashland and Jefferson City. Because of the broad experience of our staff, we work to assign personnel to individual projects that best fit the scope and magnitude of each project based on the client's needs. GRE's staff makes every effort to meet budgets, schedules, and quality objectives.



We think CREATIVELY

Great River Engineering takes pride in providing innovative and environmentally sound solutions in a timely and efficient manner. With our focus on clients, sound design, and vision towards the future, we continually build on our reputation for excellence.



We stand for QUALITY

Great River Engineering is committed to delivering practical solutions that help communities make informed decisions about their utility systems. Through accurate financial analysis, collaboration with staff, and a focus on long-term infrastructure needs, we develop recommendations that are realistic, understandable, and sustainable. Our goal is to provide clients with the information and confidence needed to successfully plan for the future.



We do amazing PROJECTS

Great River Engineering offers a wide range of consulting services to clients that include cities, counties, federal and state agencies, developers and contractors. We work in partnership with our clients and encourage open communication to foster long-term relationships.



And we do it ON TIME

Great River Engineering consistently meets project deadlines. We are able to achieve our deadlines by setting reasonable schedules and planning our workload well.



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MISSOURI REGISTRATIONS

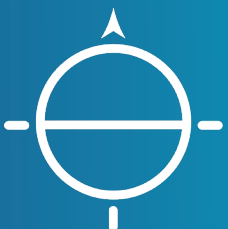
PE Corporation # 2000156885

PLS Corporation # 2001011476

EXECUTIVE SUMMARY



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



GRE
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Great River Engineering understands that the City of Willard is seeking more than a traditional utility rate study. The City is seeking a clear, transparent, and defensible roadmap for its water and wastewater utilities that can be effectively communicated to elected officials and utility customers. Our team will not simply develop recommendations and deliver a report. We will work alongside City staff throughout the process, present the findings directly, explain the supporting calculations, and assist the City in addressing questions and concerns from the public.

We understand that recent utility rate discussions generated significant public interest and concern. Our approach emphasizes transparency, communication, and practical implementation while providing the City with a long-term financial strategy for both utility systems.



A successful rate study must be technically sound, financially sustainable, and understandable to the customers who ultimately pay for utility services.



PROJECT KICKOFF AND DATA COLLECTION

The study will begin with a kickoff meeting with City staff to review project goals, discuss key concerns, confirm the project schedule, and identify data needs. GRE will collect and review utility financial records, customer billing information, operating budgets, debt obligations, reserve accounts, capital improvement plans, and historical utility performance.

We will work closely with City staff to understand current operational challenges, maintenance requirements, planned infrastructure improvements, growth expectations, and long-term utility goals. Through discussions with operations, administration, finance, and management staff, we will ensure the study reflects both the technical and financial realities of operating the City's utility systems.



UTILITY SYSTEM AND FINANCIAL EVALUATION

GRE will perform a comprehensive evaluation of the financial needs of the water and wastewater utilities. This analysis will consider operating and maintenance costs, debt service obligations, reserve funding requirements, planned capital improvements, equipment replacement needs, and future regulatory requirements.

Attention will be given to evaluating the City's Repair and Replacement funding needs. Utility systems require ongoing reinvestment to maintain reliable service, and establishing sustainable funding mechanisms today can help avoid significant rate increases in the future.

Our evaluation will also consider inflation, anticipated growth, development trends, aging infrastructure, and future system improvements to develop a realistic understanding of the utilities' financial needs over the planning period.



EXECUTIVE SUMMARY



RATE STRUCTURE EVALUATION

GRE will evaluate the City's existing water and wastewater rate structures to determine whether they continue to equitably and adequately recover the costs of providing service.

The analysis will include a review of customer classifications, base charges, usage charges, and other components of the current rate structure. We understand the City is interested in reevaluating rates for customers located outside the City limits, including the Meadows service area, which currently pays the same rates as customers within the City. Our team will evaluate service costs, infrastructure considerations, and long-term system impacts to determine whether adjustments to outside-city rates should be considered.

Alternative rate structures and implementation scenarios will be evaluated to identify options that provide financial stability while minimizing unnecessary impacts to customers. Recommendations may include phased implementation approaches and automatic annual adjustments tied to inflation or predetermined schedules to provide greater predictability for both the City and its customers.



LONG-TERM FINANCIAL ROADMAP

A primary objective of this study will be the development of a five-to-ten-year financial roadmap for both utility systems. GRE will prepare financial projections that align anticipated revenues with future operating expenses, capital improvements, debt obligations, reserve funding targets, and equipment replacement needs.

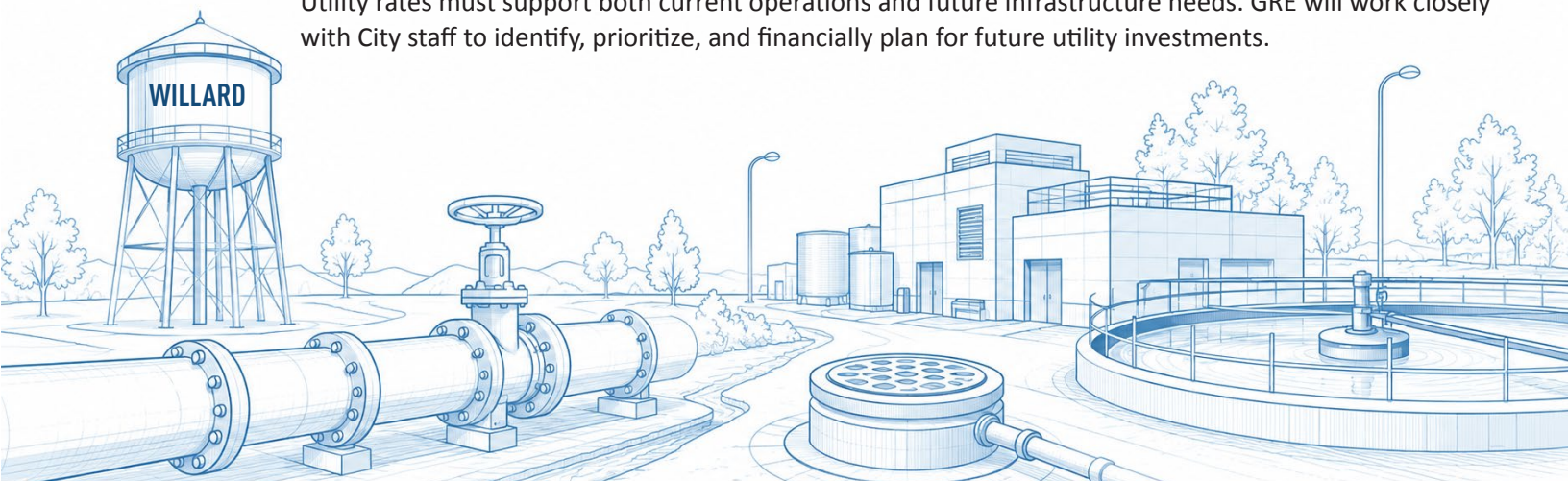
The roadmap will identify anticipated infrastructure investments, operational needs, and regulatory requirements over the planning period and evaluate how those needs can be funded through utility revenues. Emphasis will be placed on developing a sustainable funding strategy that minimizes the need for future rate studies by incorporating planned rate adjustments that can be automatically implemented over time.

The final roadmap will provide City leadership with a practical planning tool that supports budgeting, capital improvement planning, future funding applications, and long-term decision making.



CAPITAL IMPROVEMENT AND INFRASTRUCTURE PLANNING CONSIDERATIONS

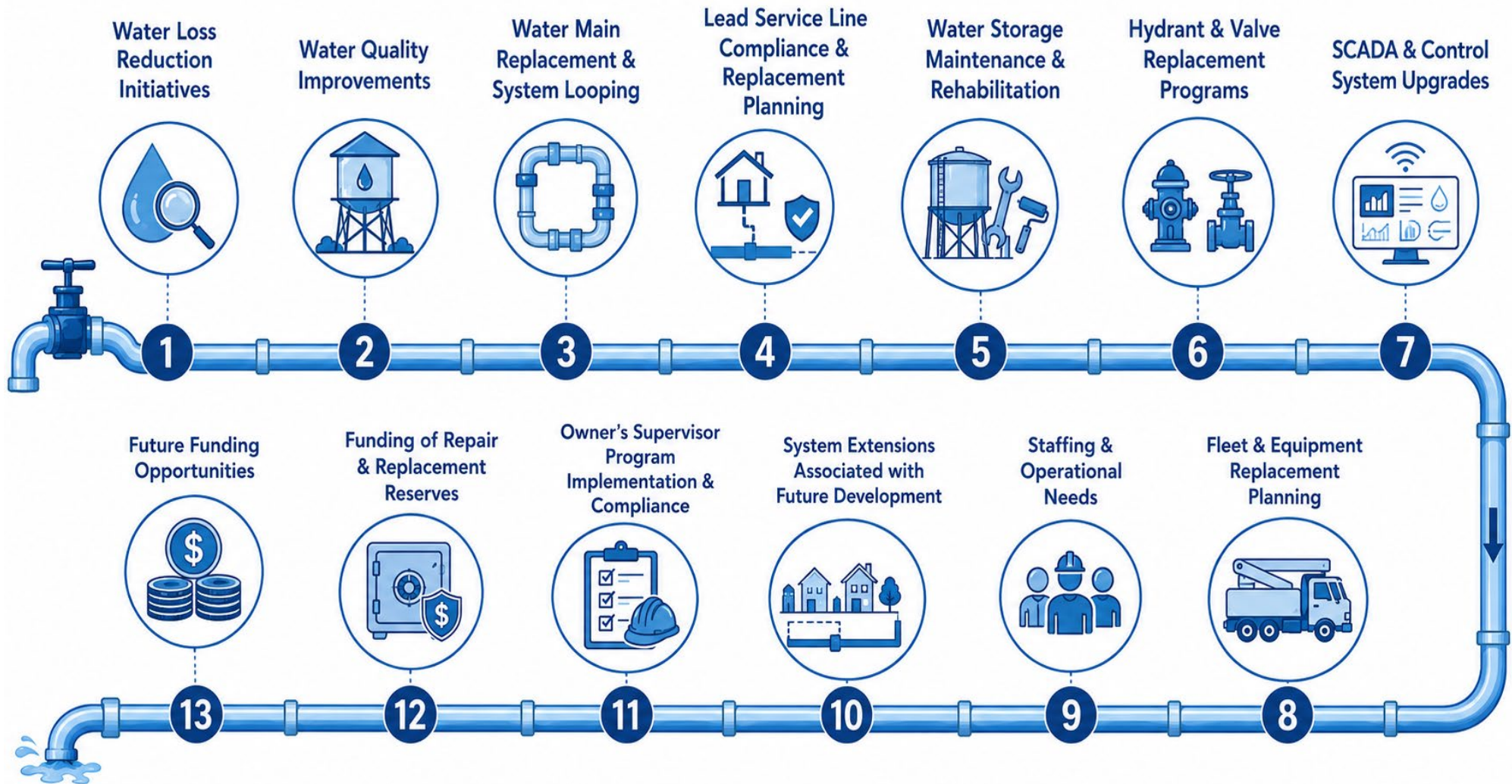
Utility rates must support both current operations and future infrastructure needs. GRE will work closely with City staff to identify, prioritize, and financially plan for future utility investments.





WATER SYSTEM ROADMAP

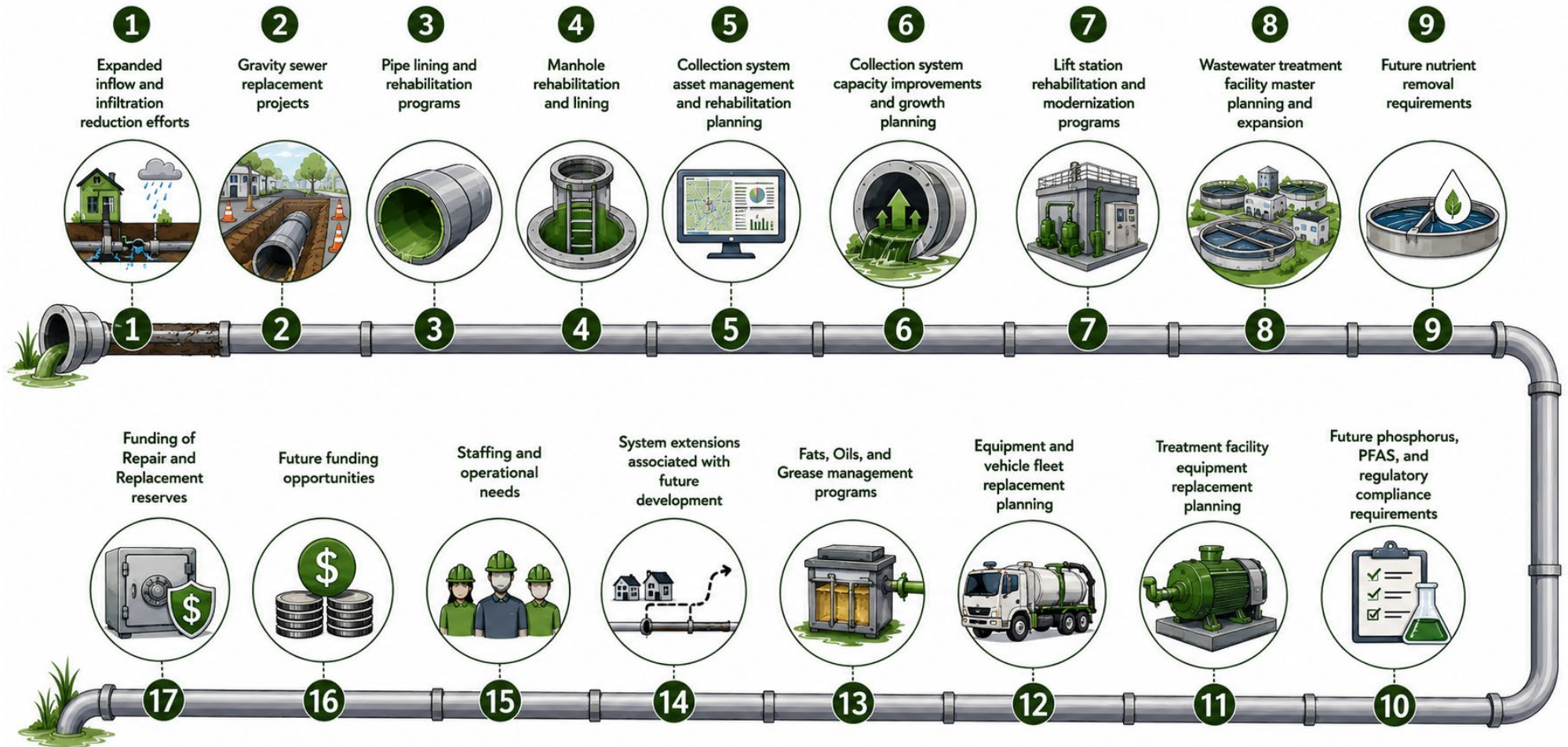
The water utility evaluation will include consideration of:





WASTEWATER SYSTEM ROADMAP

The wastewater utility evaluation will include consideration of:



In addition, GRE will evaluate the long-term financial implications of the City's current arrangement of conveying wastewater to Springfield for treatment. The study will identify the financial impacts of continued wholesale treatment costs and discuss how those costs compare to potential future scenarios, including development of a City-owned wastewater treatment facility. While detailed facility planning is beyond the scope of this study, the financial roadmap will provide information that can assist the City in evaluating future wastewater treatment strategies.



PUBLIC COMMUNICATION AND STAKEHOLDER ENGAGEMENT

GRE recognizes that public understanding and confidence are critical to the success of a utility rate study. Our approach emphasizes transparency throughout the project and includes active participation in public discussions regarding the study's findings and recommendations.

All calculations, assumptions, financial projections, and rate recommendations will be fully documented and presented in a manner that can be easily understood by City staff, elected officials, and utility customers. We believe customers are more likely to support utility investments when they understand the challenges facing the system and the reasoning behind the recommendations.

GRE will prepare presentation materials and assist City staff in communicating study findings to elected officials and the public. Our team will attend Board meetings, workshops, the required public hearing, and other stakeholder meetings as requested. We will present the study findings directly, explain the supporting calculations, answer questions from elected officials and residents, and assist the City in addressing concerns throughout the public discussion process.

Rather than simply delivering a report, GRE will remain actively engaged throughout implementation to help ensure City leaders are comfortable discussing the recommendations and responding to questions from the community. We understand that the ability to clearly explain and defend the study's findings is just as important as developing the calculations themselves.



PRESENTATION OF FINDINGS

GRE will prepare a draft report summarizing our findings, financial analysis, rate alternatives, customer impacts, and recommended implementation strategy. We will first review the draft findings with City staff to confirm assumptions and receive feedback.

Following staff review, GRE will present the study findings and recommendations to the Board of Aldermen by the end of September 2026, consistent with the schedule established in the RFQ. The presentation will clearly explain the financial needs of the utility systems, the methodology used to develop recommendations, customer impacts, and the proposed roadmap for implementation.



RATE ADOPTION AND ORDINANCE SUPPORT

Following acceptance of the study, GRE will assist the City with implementation of the recommended rates. This includes supporting public hearings, attending meetings as requested, responding to questions regarding the study, and assisting with revisions to utility ordinances necessary to implement the adopted rate structure.

Our team will remain available throughout the adoption process to provide technical support and help ensure a smooth transition to the new rates. We understand the City's goal is to implement rates in early 2027 and will work closely with staff to support that schedule.

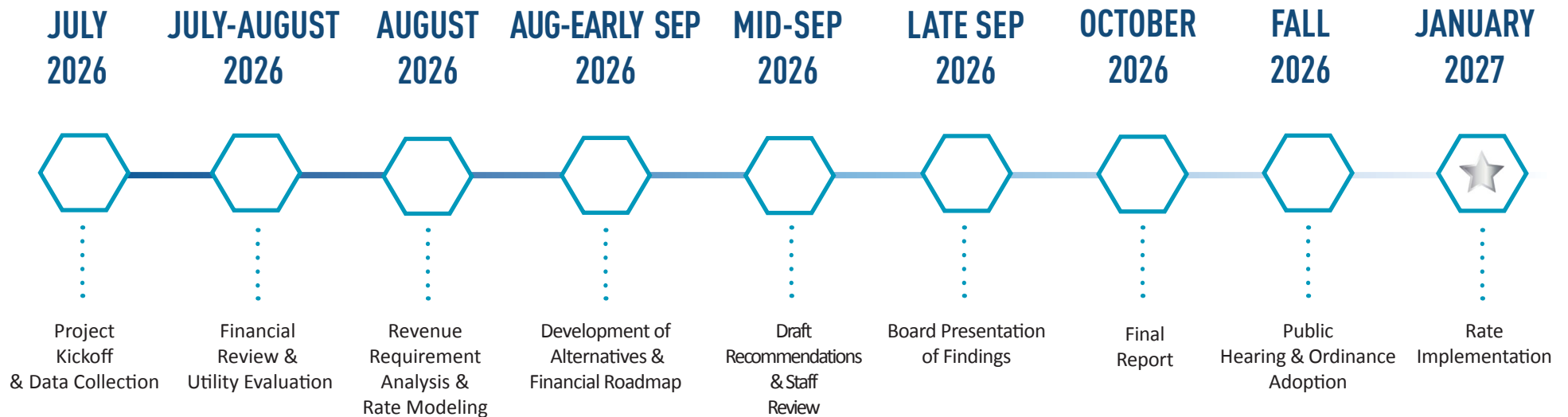


PROJECT APPROACH



PROJECT SCHEDULE

GRE understands the City's desire to receive recommendations by the end of September 2026 to support implementation of rates in early 2027. Our anticipated schedule is as follows:



GRE's experience completing utility rate studies throughout Missouri, combined with our understanding of Willard's utility systems and future goals, allows us to efficiently complete the study while providing recommendations that are practical, understandable, and implementable. Most importantly, our team will remain actively involved throughout the process to ensure City leaders and utility customers understand not only the recommendations, but also the reasoning behind them.

MEET YOUR PROJECT TEAM



Our team combines expertise in utility planning, engineering, financial analysis, and infrastructure management.

Working collaboratively with City staff, we provide practical recommendations that support reliable service, long-term sustainability, and informed investment decisions.



MEL EAKINS, PE
PRINCIPAL



SPENCER JONES, PE
QA/QC | PRINCIPAL



JACOB DEAN, PE
PROJECT MANAGER



SEAN ADKISON
PROJECT ENGINEER



ANGIE BUCKLEY
ACCOUNTANT



MARIE SHOOK, UAS
MARKETING DIRECTOR



DAVID MILLER, PE
REVIEWER



CONNIE WALDEN, PhD, PE
WATER TEAM LEADER



MEL EAKINS, PE PRINCIPAL-IN-CHARGE

SPRINGFIELD, MO

Mr. Eakins is an owner at GRE and an experienced Civil Engineer who has spent his career focused on public infrastructure. His broad level of experience helps make him a great mentor and asset for the water engineering team. Mr. Eakins' design experience includes pressure systems, headloss and piping analysis, fire flow requirements, and determining adequate storage for aging systems. As the senior advisor for the water team, Mr. Eakins provides valuable guidance and insight daily for the technical design engineers as well as serves as a client liaison for many water team clients.



JACOB DEAN, PE PROJECT MANAGER

SPRINGFIELD, MO

Jacob Dean, PE, is a Project Manager with experience leading municipal water, wastewater, and stormwater infrastructure projects across southwest Missouri. He specializes in wastewater regionalization, waterline extensions, and utility improvements for growing communities. Jacob works closely with municipal clients and regulatory agencies, including the Missouri Department of Natural Resources, to navigate permitting and funding programs. His experience includes projects in challenging environments such as floodplains, creek crossings, interstate and railroad bores, and developed urban corridors.

In addition to project management and design, Jacob brings field experience in surveying, construction inspection, and GIS analysis. His work includes wastewater facility planning, inflow and infiltration (I&I) evaluations, system modeling, and utility rate studies, with a strong focus on constructability and coordination.



SPENCER JONES, PE PRINCIPAL | QA/QC

KANSAS CITY, MO

Spencer brings over 30 years of experience as a design engineer and will serve in a QA/QC leadership role focused on delivering complete, coordinated, and high-quality project documents. He will conduct structured quality reviews at key project milestones to ensure consistency, accuracy, and adherence to project goals and applicable standards. Drawing on his experience working with multidisciplinary teams, Spencer will strengthen coordination, minimize design errors, and reduce rework through rigorous QA/QC processes. He is committed to maintaining clarity, completeness, and reliability across all deliverables to support successful project outcomes.



SEAN ADKISON PROJECT ENGINEER

SPRINGFIELD, MO

Sean has nearly two years of experience in water resources engineering, focusing on water and sewer piping projects for both small towns and larger communities throughout Missouri. His work includes permitting tasks such as construction approvals, waterline extensions, and ensuring public water systems meet compliance standards. On the design side, he has contributed to sewer system layouts, stormwater improvements, and pipe sizing, as well as supporting local communities with funding applications. Sean holds a Bachelor's degree in Environmental Engineering and gained practical experience through an internship with Archer Elgin in Rolla, Missouri, where he worked on real-world engineering projects.



MARIE SHOOK, UAS MARKETING DIRECTOR

SPRINGFIELD, MO

Marie Shook recently earned her Master of Business Administration from Northwest Missouri State University and serves as Marketing Director for Great River Engineering. She leads the firm's marketing, communications, and business development efforts, overseeing proposals, qualifications packages, marketing materials, digital content, and public outreach initiatives. Working closely with technical staff and leadership, Marie helps communicate the firm's expertise through strategic branding, social media, events, and client engagement. Her ability to translate technical information into clear, compelling messaging supports Great River Engineering's continued growth and visibility. Marie is also a licensed drone pilot, providing an additional creative and technical resource for project documentation and visual storytelling.



ANGIE BUCKLEY ACCOUNTANT

SPRINGFIELD, MO

With more than 23 years of administrative and accounting experience, including over 12 years with GRE, Angie provides critical financial and administrative support to project teams. She assists with project tracking, budget monitoring, invoicing, and financial reporting to help keep projects on schedule and clients well informed. Her experience with Local Public Agency (LPA) requirements and project documentation helps ensure efficient project administration from start to finish.



DAVID MILLER, PE REVIEWER

SPRINGFIELD, MO

Mr. Miller brings more than 41 years of municipal engineering and public works leadership experience supporting the planning, design, and construction of municipal infrastructure projects throughout Missouri. At Great River Engineering, David serves as a senior plans reviewer and quality assurance/quality control (QA/QC) engineer, providing independent technical review of engineering plans, specifications, calculations, and permitting documents for water, wastewater, and transportation projects. His reviews focus on constructability, regulatory compliance, and adherence to municipal and state design standards.

Prior to joining GRE, David served as City Engineer for Kansas City, Missouri, overseeing engineering review and construction of public infrastructure in a city of more than 500,000 residents. Earlier in his career he served as City Engineer and Director of Public Works for the City of Branson, where he managed the design and construction of hundreds of millions of dollars of infrastructure improvements during a period of rapid community growth. These projects included wastewater treatment facilities, sewer collection system expansions, water treatment facilities, water distribution system improvements, bridges, arterial roadways, and major public facilities. David's experience with municipal sewer systems and wastewater infrastructure includes oversight of miles of gravity sewer and force main construction, lift stations, wastewater treatment plant expansions, and regulatory compliance with state environmental agencies.



CONNIE WALDEN, PhD, PE WATER TEAM LEADER

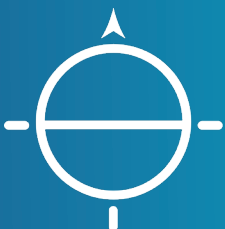
KANSAS CITY, MO

Connie manages a variety of water and wastewater infrastructure projects. Ms. Walden received her Bachelor's, Master's, and Ph.D. from the University of Arkansas. She is an Environmental Engineer specializing in the planning, modeling, and design of municipal water and wastewater systems in both academia and private consulting. Throughout her career, Ms. Walden has worked on a diverse portfolio of utility projects, demonstrating expertise in facility planning, grant procurement, funding strategy, and project management. She began her career at Gredell Engineering Resources designing landfill leachate collection systems and drinking water treatment facilities. Since joining Great River Engineering in 2021, Connie has helped communities secure funding and successfully deliver critical water and wastewater infrastructure improvements. Her technical expertise includes hydraulics, hydrology, water and wastewater treatment processes, distribution and collection systems, and piping system design. As Water Team Leader, she works closely with Midwest communities to develop sustainable, cost-effective solutions that support reliable utility service and long-term infrastructure investment.

QUALIFICATIONS & RELEVANT EXPERIENCE



Qualifications, expertise and references applicable to the work.



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SUSTAINABLE, FAIR, & TRANSPARENT

WHY CONDUCT A USER RATE STUDY?



ALIGN REVENUE & COST

MAINTAIN SUSTAINABILITY BY ENSURING RATES SATISFY REVENUE NEEDS.



FAIR RATE ADJUSTMENT

PROVIDE CLEAR JUSTIFICATION AND PROMOTE EQUITY WITH USER TYPES.



GRADUAL CHANGE

PHASE RATE ADJUSTMENTS GRADUALLY SO THAT USERS CAN PREPARE.



LONG-TERM SUPPORT

SUPPORT LONG-TERM INFRASTRUCTURE, STAFFING, AND EQUIPMENT NEEDS.



ALIGN NEEDS & FUNDING

ALIGN USER RATES WITH MINIMUM GRANT FUNDING THRESHOLD.

GREAT RIVER ENGINEERING'S APPROACH



FINANCIAL HEALTH ASSESSMENT

EVALUATE SYSTEM REVENUES VERSUS HISTORICAL AND PROJECTED EXPENSES.



RATE STRUCTURE EVALUATION

CONSIDER STRUCTURE TYPES, USER CATEGORIES, AND RATESCHEDULING.



REPAIR & REPLACEMENT

FORECAST SYSTEM EXPENSES SUCH AS ASSET MANAGEMENT AND EMERGENCY FUNDS.



COMPARISON & BENCHMARKING

COMPARE EXISTING RATES TO PROPOSED OPTIONS AND SIMILAR COMMUNITIES.



PUBLIC EDUCATION & OUTREACH

REVIEW ORDINANCES, PUBLIC COMMUNICATIONS, AND SUPPORT LEADERSHIP AND STAFF.

UTILITY USER RATE STUDIES



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User rates fund water and sewer services. A rate study reviews finances, compares communities, and plans for future needs to keep rates fair and sustainable.

LISTEN . PLAN . COMMUNICATE . DELIVER

BENEFITS OF WORKING WITH GRE



EXPERIENCE

25+ YEARS OF STUDYING UTILITY RATES ACROSS MISSOURI COMMUNITIES.



CUSTOMIZED ANALYSIS

TAILORED ASSUMPTIONS AND MODELS FOR EACH CITY'S SYSTEM.



COLLABORATION

WE ENGAGE CITY STAFF ACROSS FINANCE, BILLING, OPERATIONS, AND LEGAL.



SUSTAINABILITY

FOCUS ON BALANCED BUDGETS, REDUCED RELIANCE ON SUBSIDIES, AND PROACTIVE INFRASTRUCTURE FUNDING.



PROVEN SUCCESS

DEMONSTRATED RESULT WITH MARSHFIELD, TANEY COUNTY REGIONAL SEWER DISTRICT, STRAFFORD, HOLLISTER, BRANSON WEST, AND MORE.



SPRINGFIELD OFFICE

2826 S. INGRAM MILL RD.
SPRINGFIELD, MO 65804





CREATING SUSTAINABLE UTILITY SOLUTIONS FOR MISSOURI COMMUNITIES.

Great River has extensive experience in water and sewer rate analysis. Our team members are very familiar with the policies in Missouri Municipalities manual published by the Missouri Municipal League, the User Charge Ordinance compiled by the Missouri Department of Natural Resources, and the Missouri State Statutes related to water and sewer rates.

These documents are used to assist municipalities in understanding and establishing a sufficient rate structure for their utilities. Great River understands and utilizes these documents in the preparation of utility rate study reports.

Great River utilizes spreadsheet based templates to facilitate financial modeling for our studies. These spreadsheets are especially useful to clients for future updates to rate structures.

Great River has assisted many communities in analyzing utility rate structures. The following pages contain examples of studies that Great River has performed.

“Our goal is to help communities develop fair, sustainable, and financially sound utility systems.”



TANEY COUNTY REGIONAL SEWER DISTRICT TANEY COUNTY, MISSOURI



SEWER RATE STUDY

Great River Engineering assisted the Taney County Regional Sewer District with utility financial planning, budget development, and sewer rate analyses for more than a decade. Our team evaluated operating costs, capital improvement needs, reserve funding requirements, and long-term financial sustainability to help ensure utility revenues adequately supported system operations and future investments.

GRE also assisted the District in evaluating funding needs and financial projections associated with the countywide sewer sales tax initiative, helping demonstrate how sales tax revenues could support long-term capital improvements, regionalization efforts, and system sustainability. Throughout our relationship with the District, GRE has developed numerous funding and rate scenarios to balance customer affordability, infrastructure needs, and the District's long-term financial stability.

“GRE’s long-term rate planning and financial analysis have helped the District maintain utility operations, support capital improvements, and strengthen financial sustainability while balancing affordability for customers.”



CITY OF BRANSON WEST, MISSOURI

WATER & SEWER RATE STUDY

Great River Engineering performed a comprehensive water and sewer rate study for the City of Branson West to evaluate the long-term financial sustainability of its utility systems. Our team reviewed utility budgets, operating and maintenance costs, debt obligations, customer usage trends, and reserve funding needs to determine whether existing revenues were sufficient to support ongoing operations and future improvements.



As part of the study, GRE developed a Repair and Replacement (R&R) program and long-term financial projections to identify future infrastructure, equipment, and facility funding needs. Multiple rate scenarios were evaluated to help City leadership balance affordability with the need to maintain reliable utility service and support future capital improvements. The study provided the City with a roadmap for future utility funding and helped establish rates capable of supporting long-term operational and infrastructure needs.

“The study provided the City with a sustainable funding strategy that supported ongoing operations, established long-term Repair & Replacement funding, and positioned the utility system for future infrastructure investments.”



CITY OF GALENA, MISSOURI

SEWER RATE STUDY

Great River Engineering prepared a sewer rate study for the City of Galena as part of a larger effort to fund nutrient removal improvements at the City's wastewater treatment facility. Our team evaluated utility revenues, operating costs, debt obligations, affordability considerations, and future funding needs to determine the rate structure necessary to support the planned improvements and leverage available grant and loan funding opportunities.



GRE developed multiple funding and rate scenarios, assisted the City in evaluating affordability impacts, and helped communicate the need for the proposed rate adjustments. Our team facilitated public meetings and prepared educational materials to support discussions with City leadership and residents, ultimately helping the City establish a sustainable funding strategy for the required wastewater improvements.

“GRE’s rate study and public outreach efforts helped the City secure support for necessary rate adjustments, enabling critical wastewater improvements and leveraging additional funding opportunities.”



CITY OF ROCKAWAY BEACH, MISSOURI

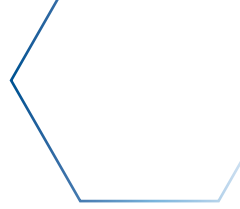
SEWER RATE STUDY

The City of Rockaway Beach secured the services of Great River Engineering to prepare a sewer utility rate analysis for their existing sewage collection systems and for the proposed addition of the Venice on the Lake collection system.



The purpose of the study was to analyze whether the existing user rates were sufficient to cover operation and maintenance of the collection system and the effect that taking over the proposed Venice on the Lake collection system would have on the current rates.

“*The analysis provided City leadership with the information needed to confidently evaluate system expansion impacts and make informed decisions regarding the long-term financial viability of the utility.*”



CITY OF HOLLISTER, MISSOURI

SEWER RATE STUDY

Great River Engineering performed a comprehensive sewer rate study for the City of Hollister to evaluate the long-term financial sustainability of its wastewater utility system. The analysis considered multiple growth and development scenarios, allowing City leadership to understand how future expansion and changing service demands could impact utility revenues and expenses.

GRE evaluated the City's existing rate structure, operating and maintenance costs, capital funding needs, and long-term financial requirements. Based on the findings, our team developed rate recommendations and funding strategies designed to support reliable utility operations, future growth, and the continued financial stability of the sewer system.

“GRE’s evaluation established a financially sustainable rate structure that supported utility operations, accommodated future growth, and provided a framework for long-term infrastructure planning.”





HORIZON HILLS SUBDIVISION TANEY COUNTY, MISSOURI



SEWER RATE STUDY

The Horizon Hills Homeowners Association is faced with upgrading their existing wastewater treatment plant to meet Missouri Department of Natural Resources requirements. Great River Engineering performed a sewer rate study comparing two scenarios. First, it was determined what rate structure would be required to cover the cost of the WWTP upgrades.

Second, it was determined what rate structure would be necessary if the Taney County Regional Sewer District constructed a sewer main extension connecting the subdivision to the Roark Creek Interceptor. This analysis was used to make a recommendation on the best course of action for the residents of the subdivision.

“The study delivered a clear comparison of available alternatives, allowing stakeholders to identify the most cost-effective and sustainable solution for meeting future wastewater needs.”



CITY OF BENNETT SPRING LACLEDE & DALLAS COUNTY, MISSOURI



SEWER RATE STUDY

Great River Engineering prepared a regional wastewater planning study evaluating collection, conveyance, treatment, and funding alternatives for unincorporated areas surrounding Bennett Spring in Laclede and Dallas Counties. The study assessed projected wastewater flows, future service demands, and potential system configurations necessary to support existing residents, businesses, and future development within the study area.

As part of the planning effort, GRE developed utility revenue projections and user rate models based on anticipated operating costs, maintenance requirements, and projected customer growth. The study provided local stakeholders with a framework for evaluating the feasibility of regional wastewater service and the financial considerations associated with implementing and sustaining the proposed improvements.

“GRE developed a funding and rate strategy that supported future wastewater improvements while providing a financially feasible roadmap for serving existing and future customers.”



VILLAGE OF INDIAN POINT, MISSOURI

SEWER RATE STUDY

Great River Engineering performed sewer rate analyses for the Village of Indian Point to evaluate the financial sustainability of its wastewater utility system. The Village serves a unique customer base consisting of permanent residents, seasonal users, and resort developments, creating challenges associated with growth, variable flows, and equitable rate structures.



GRE evaluated operating and maintenance costs, customer classifications, revenue requirements, and long-term utility needs to develop updated rate recommendations. The analysis helped Village leadership better understand the relationship between system growth, operating costs, and user rates while providing a framework for maintaining the financial stability of the utility system.

“*The rate analysis helped the Village align utility revenues with operational demands, supporting continued growth while maintaining the long-term financial stability of the sewer system.*”

SCOPE OF WORK



Proposed Scope of Services based on the Scope of Work contained in the RFQ.



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TASK 1 – PROJECT INITIATION AND DATA COLLECTION [LUMP SUM]

CONSULTANT will conduct a kickoff meeting with City staff to review the project objectives, schedule, communication procedures, and data needs. CONSULTANT will prepare a detailed request for information and work with City staff to collect all information necessary to complete the study.

Information collected will include, but not be limited to, utility billing records, customer account data, financial statements, budgets, capital improvement plans, debt schedules, reserve balances, operating and maintenance costs, repair and replacement records, and other supporting documentation for both the treated water and wastewater utilities. CONSULTANT will review the information for completeness, identify any data gaps, and coordinate with City staff to reconcile or supplement information as necessary.

TASK 2 – UTILITY SYSTEM AND FINANCIAL EVALUATION [LUMP SUM]

CONSULTANT will review the City's existing water and wastewater utilities to evaluate the financial resources required to sustainably operate, maintain, repair, rehabilitate, and replace the City's infrastructure assets. The evaluation will consider the City's water system, including approximately 73 miles of water distribution main, four groundwater wells, three storage tanks, and approximately 3,200 customer accounts, as well as the wastewater system, including over 43 miles of sewer main, nearly 12 miles of force main, eight lift stations, over 400 manholes, and the wastewater collection system and wastewater conveyance facilities, including the City's pump stations and wholesale wastewater treatment arrangement with the City of Springfield.

CONSULTANT will independently evaluate the treated water and wastewater utilities by reviewing current revenues, expenditures, debt obligations, reserve funding, operational costs, regulatory requirements, and planned capital improvements. Existing rate structures, customer classifications, billing methodologies, and connection charges will also be evaluated to determine whether modifications are warranted.

TASK 3 – COST OF SERVICE AND RATE ANALYSIS [LUMP SUM]

CONSULTANT will perform independent cost of service analyses for the treated water and wastewater utilities and develop ten-year financial models for each system. The models will evaluate projected operating and maintenance costs, repair and replacement funding, capital improvement needs, debt service requirements, reserve funding targets, and anticipated growth.

CONSULTANT will evaluate the equity of existing rates for residential, multi-family, commercial, accessory dwelling unit, in-city, and out-of-city customers. The analysis will include an evaluation of sewer billing based on winter water consumption, the need for commercial rate classifications, and updated connection charges for both utilities.

CONSULTANT will benchmark the City's rates against comparable regional utilities and prepare multiple rate structure alternatives that include fixed and volumetric charges, uniform and tiered rate options, and various capital improvement and financing scenarios. The financial model will allow the City to evaluate future infrastructure projects and understand the resulting customer rate impacts prior to implementation.

TASK 4 – FINANCIAL PLANNING AND FUNDING EVALUATION [LUMP SUM]

CONSULTANT will develop a comprehensive ten-year implementation plan that identifies annual revenue requirements for operations and maintenance, repair and replacement, capital improvements, debt service coverage, and reserve funding for each utility.



CONSULTANT will evaluate reserve policies, State Revolving Fund debt coverage requirements, and future financing alternatives, including State Revolving Fund, USDA Rural Development, and other available funding opportunities. Updated water and sewer connection charges and supporting nexus analyses will also be prepared.

TASK 5 – PUBLIC ENGAGEMENT AND PRESENTATIONS [LUMP SUM]

CONSULTANT will work closely with City staff throughout the project and present study findings in a clear and understandable manner.

Services will include:

- ✓ One (1) kickoff meeting with City staff.
- ✓ One (1) advisory board or planning committee workshop to present preliminary findings and gather stakeholder input.
- ✓ Up to two (2) Board of Aldermen presentations to review the draft and final recommendations.
- ✓ One (1) public presentation or hearing to explain the proposed rate structures, answer questions, and assist the City during the public review process.

CONSULTANT will incorporate comments received throughout the review process into the final recommendations.

TASK 6 – FINAL DELIVERABLES [LUMP SUM]

CONSULTANT will prepare draft and final deliverables in editable electronic format, including Microsoft Word, Excel, and PowerPoint files.

Deliverables will include:

- ✓ Preliminary Rate Study.
- ✓ Revised Draft Rate Study incorporating City and stakeholder comments.
- ✓ Final Rate Study.
- ✓ Excel-based financial models for both the treated water and wastewater systems.
- ✓ Updated connection charge calculations and nexus analyses.
- ✓ PowerPoint presentations for Board and public use.

TASK 7 – PROJECT MANAGEMENT [LUMP SUM]

CONSULTANT will provide project management throughout the duration of the study, including project coordination, schedule management, quality assurance and quality control reviews, routine communication with City staff, and internal coordination to ensure the project is completed on schedule and in accordance with the City's objectives.

TASK	ESTIMATED DURATION
Notice to Proceed & Project Kickoff	Week 1
Data Collection & Review	Weeks 1–4
Existing System & Financial Evaluation	Weeks 3–6
Cost of Service Analysis & Financial Modeling	Weeks 5–9
Preliminary Rate Scenarios & Staff Review	Weeks 9–11
Advisory Board / Customer Workshop	Week 12
Draft Rate Study & Board Presentation	Weeks 13–15
Public Hearing & Final Revisions	Weeks 16–18
Final Rate Study, Financial Model & Deliverables	Week 19



ASSUMPTIONS

The proposed scope and fee are based on the following assumptions:

- The City will provide available financial, billing, customer, capital improvement, and operational data in electronic format.
- The City will designate a primary point of contact to coordinate data requests and review project deliverables.
- Existing GIS, utility mapping, customer classifications, and asset inventories will be relied upon as provided by the City.
- Existing financial records are assumed to be sufficient to complete the required cost of service and financial analyses without extensive forensic accounting or auditing.
- The study will evaluate existing utility operations and planned capital improvements but does not include preparation of engineering reports, facility plans, preliminary engineering reports, asset management plans, hydraulic modeling, or detailed capital improvement designs.
- Future capital improvement costs will be based on available planning level cost estimates, existing capital improvement plans, or engineer's opinions of probable cost where necessary.
- One (1) kickoff meeting, one (1) advisory board/customer workshop, two (2) Board presentations, and one (1) public hearing or public presentation have been budgeted. Additional meetings requested by the City may be provided as Additional Services.
- Draft deliverables include one (1) Preliminary Rate Study, one (1) Revised Draft Rate Study following staff review, one (1) Revised Draft following the public hearing, and one (1) Final Rate Study.
- The Excel financial model will be delivered fully editable with clearly identified assumptions and user inputs.
- Ordinance revisions required to implement the adopted rates are included. Attendance at the ordinance adoption meeting is included within the Board presentation budget.

SCOPE CLARIFICATIONS

The proposed scope satisfies the intent of the City's RFQ with the following clarifications:

- The treated water and wastewater utilities will each receive independent cost of service analyses, financial models, and rate recommendations while being developed within a single comprehensive study document.
- Four (4) rate scenarios will be developed that evaluate alternative fixed and volumetric rate structures, including uniform and tiered rate options, financing alternatives, and capital improvement implementation scenarios.
- Rate benchmarking will include comparable Missouri utilities of similar size, customer composition, and operational characteristics.
- The evaluation of commercial rates will be based on the City's existing and anticipated commercial customer base and available usage data.
- Updated connection charges will include supporting calculations and a nexus analysis suitable for Board consideration and adoption.
- Bill impact analyses will be prepared for representative customer classes, meter sizes, and water usage levels to clearly communicate the impacts of each recommended rate scenario.
- Funding guidance will include a summary of applicable financing programs, including the State Revolving Fund, USDA Rural Development, and other appropriate funding sources, but does not include preparation of funding applications.
- The financial model will be designed as a long-term planning tool that allows City staff to evaluate future capital improvements, financing scenarios, reserve funding targets, and projected rate impacts over the ten-year planning period.
- Services beyond those specifically identified in this scope, including additional public meetings, additional rate scenarios, litigation support, expert witness services, audits, or major revisions resulting from changes in project direction, shall be considered Additional Services.

REFERENCES



We value the relationships we build with our clients and the trust they place in us. Below are references from public and private entities we have had the privilege to serve.

TANEY COUNTY REGIONAL SEWER DISTRICT
BRAD ALLBRITTON, P.E.
DISTRICT ADMINISTRATOR
207 DAVID STREET
FORSYTH, MO 65653
417.546.7221

CITY OF APPLETON
CARRIE EMERSON
CITY CLERK
114 E. 4TH ST.
APPLETON CITY, MO 64724
660.476.2631

CITY OF URICH
DARLA CONNER
CITY CLERK
308 MAIN STREET
URICH, MO 64788
660.638.4813

CITY OF BRANSON WEST
STEVE DALTON
CITY ADMINISTRATOR
PO BOX 2229
BRANSON WEST, MO 65737
417.272.3313

CITY OF OSCEOLA
DUSTIN GIBBS
MAYOR
210 OLIVE ST.
OSCEOLA, MO 64776
417.309.0104

CITY OF JASPER
MARY MCNARY
CITY CLERK
121 E. GRAND
JASPER, MISSOURI 64755
417.394.2532

REQUIRED SUPPORTING DOCUMENTATION



- ✓ *Professional Liability*
- ✓ *General Liability*
- ✓ *Workers Compensation*
- ✓ *Automobile Liability*
- ✓ *Disclosure of any actual or potential conflicts*



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

05/26/2026

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Nixon & Lindstrom Insurance Mark Gambon 901 E. Battlefield Road Springfield MO 65807-4811		CONTACT NAME: Mason Letterman PHONE (A/C, No, Ext): (417) 881-6623 FAX (A/C, No): (417) 881-8269 E-MAIL ADDRESS: mletterman@nixonins.com	
		INSURER(S) AFFORDING COVERAGE	
		INSURER A: United Fire & Casualty NAIC # 13021	
		INSURER B: AmFed National Insurance Company NAIC # 41149	
		INSURER C: HDI Global Specialty SE NAIC # AA1340041	
		INSURER D:	
		INSURER E:	
		INSURER F:	

COVERAGES**CERTIFICATE NUMBER:** 26-27**REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	☒ COMMERCIAL GENERAL LIABILITY ☐ CLAIMS-MADE ☒ OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: ☐ POLICY ☒ PRO-JECT ☐ LOC OTHER:			10052713010	05/26/2026	05/26/2027	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 5,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000 \$
	☒ AUTOMOBILE LIABILITY ☒ ANY AUTO ☐ OWNED AUTOS ONLY ☐ SCHEDULED AUTOS ☒ HIRED AUTOS ONLY ☒ NON-OWNED AUTOS ONLY			10051397019	05/26/2026	05/26/2027	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
	☒ UMBRELLA LIAB ☒ OCCUR ☐ EXCESS LIAB ☐ CLAIMS-MADE DED ☒ RETENTION \$ 0			10010674641	05/26/2026	05/26/2027	EACH OCCURRENCE \$ 3,000,000 AGGREGATE \$ 3,000,000 \$
	☒ WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y / N ☒ N	N / A	AWC5000156-01	05/26/2026	05/26/2027	☒ PER STATUTE ☐ OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
C	Professional Liability			FRSHPL0001340201	07/14/2025	07/14/2026	Each Occurrence \$3,000,000 General Aggregate \$5,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

CERTIFICATE HOLDER**CANCELLATION**

*****Insureds Copy*****

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

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CONFLICT OF INTEREST

City of Willard
224 W. Jackson Street
Willard, MO 65781

June 26, 2026

RE: RFQ – UTILITY RATE STUDY SERVICES

Great River Associates, Inc., doing business as Great River Engineering (GRE), is committed to providing objective and impartial professional services to the City of Willard. GRE discloses that one of its employees, John McCart, has a sibling who is employed by the City of Willard. Mr. McCart will have no involvement in the preparation of this proposal or the performance of any services associated with this project. Accordingly, GRE does not believe this relationship creates an actual, apparent, direct, indirect, or potential conflict of interest. Other than the relationship disclosed above, GRE is not aware of any business, financial, contractual, organizational, or personal relationships involving the firm, its personnel, or its subcontractors that would create an actual, apparent, direct, indirect, or potential conflict of interest in the performance of the requested services. Should any actual or potential conflict arise during the course of the project, GRE will promptly disclose it to the City and take appropriate steps to address the matter in accordance with applicable professional and ethical standards.

Thank you,

Mel Eakins, PE
Principal In Charge