

CITY OF UNALASKA  
UNALASKA, ALASKA

ORDINANCE 2025-01

CREATING BUDGET AMENDMENT #1 TO THE FISCAL YEAR 2025 BUDGET, APPROPRIATING \$270,726 FROM CRAB DISASTER RELIEF FUNDS AND \$207,125.03 FROM THE DINH JUDGMENT TO CREATE THE PROJECT "DEVELOPING RECYCLING INFRASTRUCTURE AND VEHICLE END-OF-LIFE (DRIVE)"; RECOGNIZING LOCAL SUPPORT REVENUE OF \$13,090.59 IN THE GENERAL FUND AND INCREASING THE PCR OPERATING BUDGET BY \$13,090.59 FOR THE SENIOR EXERCISE PROGRAM; INCREASING THE ELECTRIC ADMIN OPERATING BUDGET BY \$116,000 FOR THE EPS CONSULTING SERVICES AGREEMENT; AND INCREASING THE ELECTRIC FUND OPERATING BUDGET BY A TRANSFER TO CAPITAL PROJECTS TO INCREASE THE GENERATOR SETS REBUILD PROJECT BY \$350,000; INCREASING THE ELECTRIC, WATER, WASTEWATER, AND SOLID WASTE FUNDS BY A TOTAL OF \$172,000 FOR A UTILITY RATE STUDY

BE IT ENACTED BY THE UNALASKA CITY COUNCIL

- Section 1. Classification: This is a non-code ordinance.  
 Section 2. Effective Date: This ordinance becomes effective upon adoption.  
 Section 3. Content: The City of Unalaska FY25 Budget is amended as follows:

- A. That the following sums of money are hereby accepted and the following sums of money are hereby authorized for expenditure.  
 B. The following are the changes by account line item.

**Amendment No. 1 to Ordinance 2024-08**

	Current	Requested	Revised
<b>I. OPERATING BUDGETS</b>			
<b>A. General Fund</b>			
Sources:			
Crab Disaster Relief	\$ -	270,726.00	270,726.00
Dinh Judgment		207,126.03	207,126.03
Local Support - APIA	\$ -	13,090.59	13,090.59
	\$ -	490,942.62	490,942.62
Uses:			
Transfers to Government Capital Projects	\$ 600,000.00	477,852.03	1,077,852.03
Parks, Culture and Recreation - Rec Programs	\$ 1,015,885.00	13,090.59	1,028,975.59
	\$ 1,615,885.00	490,942.62	2,106,827.62
<b>B. Proprietary Funds</b>			
Sources:			
Electric - Budgeted Use of Unrestricted Net Assets	\$ 6,648,018.00	520,250.00	\$ 7,168,268
Water - Budgeted Use of Unrestricted Net Assets	\$ 1,347,873.00	31,750.00	\$ 1,379,623
Wastewater - Budgeted Use of Unrestricted Net Assets	\$ 1,151,749.00	31,750.00	\$ 1,183,499
Solid Waste - Budgeted Use of Unrestricted Net Assets	\$ 867,812.00	54,250.00	\$ 922,062
	\$ 10,015,452.00	638,000.00	\$ 10,653,452
Uses:			
Transfer to Electric Utility Admin Expense	\$ 5,822,997.00	170,250.00	5,993,247.00
Transfer to Electric Project	\$ 1,476,312.00	350,000.00	1,826,312.00
Transfer to Water Utility Admin Expense	\$ 1,961,050.00	31,750.00	1,992,800.00
Transfer to Wastewater Utility Admin Expense	\$ 2,052,339.00	31,750.00	2,084,089.00
Transfer to Solid Waste Utility Admin Expense	\$ 1,793,080.00	54,250.00	1,847,330.00
	\$ 13,105,778.00	638,000.00	13,743,778.00

**II. CAPITAL BUDGETS**

**A. Governmental Project Budget**

Sources:

Crab Disaster Relief and Dinh Settlement	\$	-	477,852.03	477,852.03
	\$	-	477,852.03	477,852.03

Uses:

DRIVE Project	\$	-	477,852.03	477,852.03
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**B. Electric Project Budget**

Generator Sets Rebuild (FY25)

Sources:

Transfers to Enterprise Capital Projects	\$	1,476,312.00	350,000.00	1,826,312.00
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Uses:

Generator Sets Rebuild Project (FY25)	\$	455,000.00	350,000.00	805,000.00
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PASSED AND ADOPTED by a duly constituted quorum of the Unalaska City Council on January 14, 2025.

  
Vincent M. Tutiakoff, Sr.

Mayor

Attest:

  
Alicia Aguilar  
Acting City Clerk



**City of Unalaska, Ordinance 2025-01**  
**Summary of Budget Amendment and Schedule of Proposed Accounts**  
**FY25 Budget Amendment 1**

- 1) General Fund - Operating Budget
  - Add \$270,726 to Crab Disaster Relief Revenue & Other Revenue
  - Add \$207,126.03 to Other Revenue (Dihn Judgment)
  - Add \$477,852.03 to Transfers to Govt Capital Projects for DRIVE Project
  - Add \$13,090.59 to PCR Private Contributions for Rec Program for Senior Exercise Program
- 2) Electric Fund - Operating Budget
  - Add \$520,250 to Budgeted Use of Unrestricted Net Assets
  - Add \$170,250 to Electric Utility Admin - Other Professional Services (EPS & Rate Study)
  - Add \$350,000 to Transfers to Enterprise Capital Projects (for EL25A)
- 3) Water Fund - Operating Budget
  - Add \$31,750 to Budgeted Use of Unrestricted Net Assets
  - Add \$31,750 to Water Utility Admin - Other Professional Services (Rate Study)
- 4) Wastewater Fund - Operating Budget
  - Add \$31,750 to Budgeted Use of Unrestricted Net Assets
  - Add \$31,750 to Wastewater Utility Admin - Other Professional Services (Rate Study)
- 5) Solid Waste Fund - Operating Budget
  - Add \$54,250 to Budgeted Use of Unrestricted Net Assets
  - Add \$54,250 to Solid Waste Utility Admin - Other Professional Services (Rate Study)
- 6) General Fund - Capital Projects
  - Add \$477,852.03 to Transfers from General Fund
  - Add \$477,852.03 to create DRIVE Project (PW25A),
- 7) Electric Fund - Capital Projects
  - Add \$350,000 to Transfers from Proprietary Funds
  - Add \$350,000 to Generator Sets Rebuild Project (EL25A)

	Org	Object	Project	Current	Requested	Revised
<b>1) General Fund - Operating Budget</b>						
<b>Sources:</b>						
PSM Disaster Commission Check	01010041	42370		\$ -	\$270,726.00	\$ 270,726.00
Other Revenue - Dihn Judgment	01010048	49410			\$207,126.03	\$ 207,126.03
PCR Private Contributions	01012047	47400		\$ -	\$ 13,090.57	\$ 13,090.57
<b>Uses:</b>						
Transfer to Government Capital Projects	01029854	59920		\$ 600,000.00	\$477,852.03	\$ 1,077,852.03
Rec Programs - Temp Employees	01023251	51200		\$ 32,400.00	\$ 13,090.59	\$ 45,490.59
<b>2) Electric Fund - Operating Budget</b>						
<b>Sources:</b>						
Budgeted Use of Unrestricted Net Assets	50015049	49910		\$ 6,648,018.00	\$520,250.00	\$ 7,168,268.00
<b>Uses:</b>						
Electric Admin - Other Professional	50024052	53300		\$ 38,000.00	\$170,250.00	\$ 208,250.00
Transfers to Enterprise Capital Projects	50029854	59940		\$ 1,476,312.00	\$350,000.00	\$ 1,826,312.00
<b>3) Water Fund - Operating Budget</b>						
<b>Sources:</b>						
Budgeted Use of Unrestricted Net Assets	51015549	49910		\$ 1,347,873.00	\$ 31,750.00	\$ 1,379,623.00
<b>Uses:</b>						
Water Admin - Other Professional	51024052	53300		\$ 21,400.00	\$ 31,750.00	\$ 53,150.00
<b>4) Wastewater Fund - Operating Budget</b>						
<b>Sources:</b>						
Budgeted Use of Unrestricted Net Assets	52016049	49910		\$ 1,151,749.00	\$ 31,750.00	\$ 1,183,499.00
<b>Uses:</b>						
Wastewater Admin - Other Professional	52024052	53300		\$ 33,600.00	\$ 31,750.00	\$ 65,350.00
<b>5) Solid Waste Fund - Operating Budget</b>						
<b>Sources:</b>						
Budgeted Use of Unrestricted Net Assets	53016549	49910		\$ 867,812.00	\$ 54,250.00	\$ 922,062.00
<b>Uses:</b>						
Solid Waste Admin - Other Professional	53024052	53300		\$ 15,900.00	\$ 54,250.00	\$ 70,150.00
<b>6) General Fund - Capital Project Budgets</b>						
DRIVE Project						
<b>Sources:</b>						
Transfer from General Fund	31019848	49100	PW25A	\$ -	\$477,852.03	\$ 477,852.03
<b>Uses:</b>						
Other Professional	31021553	53300	PW25A	\$ -	\$477,852.03	\$ 477,852.03
<b>7) Electric Fund - Capital Project Budgets</b>						
Generator Sets Rebuild (FY25)						
<b>Sources:</b>						
Transfers from Proprietary Fund	50119848	49130	EL25A	\$ 455,000.00	\$350,000.00	\$ 805,000.00
<b>Uses:</b>						
Repair & Maintenance	50125053	54300	EL25A	\$ 455,000.00	\$350,000.00	\$ 805,000.00

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**AMENDED**  
**MEMORANDUM TO COUNCIL**

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To: Mayor and City Council Members  
From: Patricia Soule, Finance Director  
Through: William Homka, City Manager  
Date: January 3, 2025  
Re: Ordinance 2025-01: Creating Budget Amendment #1 to the Fiscal Year 2025 Budget, appropriating \$270,726 from Crab Disaster Relief Funds and \$207,125.03 from the Dinh judgment to create the project “Developing Recycling Infrastructure and Vehicle End-of-Life (DRIVE)”; recognizing local support revenue of \$13,090.59 in the general fund and increasing the PCR operating budget by \$13,090.59 for the Senior Exercise Program; increasing the Electric Admin Operating Budget by \$116,000 for the EPS Consulting Services Agreement; increasing the Electric Fund Operating Budget by a transfer to capital projects to increase the generator sets Rebuild Project by \$350,000, and increasing the Utility Admin budget by \$172,000 to pay for a Utility Rate Study from the appropriate proprietary funds as prescribed in the Summary below.

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**SUMMARY**: Ordinance 2025-01 will move:

1. \$520,250 in Electrical Proprietary Fund Balance into the Utility Admin budget for the EPS Contract of \$116,000; \$350,000 into the Electric Project Budget for Engine Rebuilds, and \$54,250 the electric utility’s share of the rate study (to be awarded to Newgen Strategies & Solutions Inc. (Newgen) for the;
2. \$31,750 in Water Proprietary Fund Balance into the Utility Admin budget for the water utility’s share of the rate study to be awarded to Newgen;
3. \$31,750 in Wastewater Proprietary Fund Balance into the Utility Admin budget for the wastewater utility’s share of the rate study to be awarded to Newgen;
4. \$54,250 in Solid Waste Proprietary Fund Balance into the Utility Admin budget for the solid waste utility’s share of the rate study to be awarded to NewGen;
5. \$13,090.59 received from APIA into the PCR Budget for the Senior Exercise program; and
6. \$477,852.03 from Crab Disaster Relief Funds of \$270,726; and the Dinh judgment of \$207,126.03 into the DRIVE Project to fund the removal of junk and abandoned vehicles and other recycling efforts.

**BACKGROUND**: This budget amendment involves appropriating \$956,942.62 across several departments and programs including the Electric Utility, PCR and Planning. The explanations are presented by the department herein.

## DEPARTMENT OF PUBLIC UTILITIES

**Engine Rebuild Project (EL25A):** In September of 2024 the Powerhouse requested a proposal from Wartsila North America to perform the 24,000-hour major overhaul of Unit #10. The maintenance was scheduled to occur between the 2024 “B” season and 2025 “A” season, the powerhouse has utilized this timing in years past to minimize service interruptions, as it coincides with a period when the operational load is typically at its lowest. Wartsila North America’s proposal totals \$694,086.51 this includes all associated parts and labor.

The city has opted to engage Wartsila North America to rebuild parts and provide maintenance based on several key factors. Wartsila has consistently demonstrated a high standard of service quality, ensuring that all aspects of the rebuild meet rigorous standards, optimizing each unit’s performance during and after the rebuilds by utilizing original equipment manufacturer parts and providing robust warranty options which provide additional assurance regarding the reliability and longevity of the units.

Alternatives: Due to material lead times, some of the work is underway or planned to begin once the necessary funds are allocated. The additional funds requested will primarily be designated to cover the costs associated with the on-site rebuilding and commissioning of the unit.

**EPS Contract:** After the Council did not consider a fourth amendment to the PPA with OCCP, staff began reevaluating power needs and alternatives to meet current and future demands. To proceed in a direction that is in the City’s best interest and to ensure informed decisions are made for the successful growth of the organization, we requested a proposal from EPS to evaluate the city’s power needs and potential development.

Alternatives: EPS started the study in June of this year, and we received the first draft on December 6, 2024. To proceed effectively, we require funding to cover both the costs associated with the study and the operational expenses of the electric administration.

**Utility Rate Studies:** In 2020 the City contracted Aldrich, LLP to conduct its most recent rate studies. Their recommendations were adopted in FY21 which included one-time increases to the Electric and Water utilities and incremental increases to the Wastewater and Solid Waste utilities. Additionally, appropriations from the 1% Sales Tax Fund were utilized to minimize rate increase impacts.

Utility rate studies are recommended every 3-5 years, this ensures rates are assessed and adjusted as needed to avoid revenue shortfalls and large rate increases. By utilizing a qualified firm, the City can assess its current utility cost of service and explore alternative rate models to models to minimize additional increases.

Staff posted a Request for Qualifications (RFQ) in November of 2024 for financial consulting services, two bids were received during the solicitation period. After evaluating both bids staff selected NewGen Strategies and Solutions based on the following factors:

1. Professional Qualifications  
NewGen provided qualified staff specifically assigned to oversee each fund during the rate study. They provided specific staff to oversee all aspects of the study to ensure the accurate and timely delivery of services.

2. Ability to Provide and Meet Scope of Services

NewGen demonstrated a strong track record in performing cost of service assessments and rate re-designs for electric utilities. This portion requires experience to ensure a full understanding of the complexities and nuances involved in accurately analyzing such changes.

3. Public Communications

NewGen included a team focused on public communication, which is essential for engaging with all constituents ensuring transparency throughout the rate study process. The ability for a firm to communicate their findings effectively will be essential for enhancing public understanding. Additionally, NewGen demonstrated success with similar utilities throughout the state of Alaska communicating and presenting rate changes.

NexGen’s proposal totals \$172,000, a summary of each fund allocation is provided below as are the balances for each proprietary fund as of 12-31-2024.

<b>Proprietary Fund</b>	<b>Fund Balance</b>	<b>Cost Per Fund</b>
Electric	\$14,897,076	\$54,250
Water	\$4,320,092	\$31,750
Wastewater	\$4,377,287	\$31,750
Solid Waste	9,968,614	\$54,250
<b>Total</b>	NA	<b>\$172,000</b>

Alternatives: The City needs to keep its rates current with the costs to provide the utility services. NewGen’s proposal includes about \$32,000 for conducting public outreach and education about utilities, rates, and the need for maintaining proper rates. This could be eliminated to save cost however it is one of the reasons we selected this firm. NewGen’s proposal and our Request for Qualifications are attached.

DEPARTMENT OF PARKS, CULTURE AND RECREATION (PCR)

The Aleutian Pribilof Islands Association (APIA) partnered with the Department of Parks, Culture and Recreation (PCR) to develop a senior exercise program. APIA received a grant to fund the program and is working with PCR to provide an instructor. PCR requests a budget amendment to allocate an additional \$13,090.59 to 01023251-51200 (Temporary Employees) to hire the instructor for this program. This amount reflects the amount of money APIA received to fund the personnel portion of the program. PCR will invoice APIA for the hours worked by the instructor, and we will receive reimbursement for those hours up to the \$13,090.59 per the APIA grant. The result is a \$0 net loss to the City and gives PCR the ability to provide a much-needed senior exercise class in cooperation with APIA. The program will end when the grant funds are exhausted.

Alternatives: Council may choose to approve the budget amendment and fund the program; or not approve the funding and cancel the program.

## DEPARTMENT OF PLANNING

The Planning Department is working with the Departments of Public Utilities and Public Works on a program titled Developing Recycling Infrastructure and Vehicle End-of-life (DRIVE) and submitted a grant application to the Environmental Protection Agency for \$3,700,480. The specific grant program is Solid Waste Infrastructure for Recycling (SWIFR). The project is structured around five key components: a program to process and remove abandoned vehicles; purchasing processing equipment and storage units for material sorting and shipment; a public education program discussing recycling procedures and the disposal of hazardous materials; employment or training of personnel dedicated to vehicle processing and recycling; and finally, a focus on ensuring that all investments are sustainable for long-term use.

Abandoned and junk vehicles are a growing problem in Unalaska. Vehicle owners pay the impact fee of \$100 per year at the time of vehicle registration in Unalaska. The annual revenue is around \$60,000. That tax was imposed to cover the costs for work at the landfill and barging the vehicle off island at the end of its useful life. However, 10 years of registration payments equaling \$1,000 are not sufficient to cover the costs.

The larger problem though, is the number of vehicles not brought to the landfill. These are either abandoned on public/private property or stored on private property that is not zoned for junkyard. Junk vehicles blemish the community landscape and, in a few instances, owners deliberately circumvented the landfill impact fee by registering vehicles in a different jurisdiction. The State of Alaska's Bureau of Motor Vehicle registration does not require the vehicle owner to register the vehicle in the community where it is located.

The problem is so large that widescale enforcement presents a problem the administration is proposing to solve in 2025. The details will be presented to City Council at a future meeting, but in general we are preparing for a citywide code enforcement program. We will cite owners of junk vehicles, provide towing services and store them at a location prepared appropriately until they can be processed and barged off the island. Fines, penalties and fees will depend on the situation. The City's code and fee schedule will be amended appropriately and presented to the City Council for review and adoption.

Successful grant awards from the EPA SWIFR program will be announced in the fall of 2025. The administration does not want to wait another year before addressing the junk and abandoned vehicle problem. The money involved in this budget amendment will be used to cover the costs associated with the towing and preparation work for vehicles. Thus, a total of \$477,852.03 is proposed for use from the Crab Disaster Relief Funds (\$270,726) and Dinh judgment (\$207,126.03). The Dinh judgement represents nearly seven (7) years of work on code enforcement specific to the triplex case and it seems appropriate to put that money to work on code enforcement throughout the community. The Crab Disaster Relief Funds also represents a community-wide impact.

Alternatives: We could delay the DRIVE program until 2026 and hope the EPA funds the SWIFR grant.

### **FINANCIAL IMPLICATIONS:**

- APIA is providing grant funding for the Senior Exercise program.
- The DRIVE project will be funded in this amendment by the Crab Disaster Funds of \$270,726 and the Dinh Judgement of \$207,126.03 for a total of \$477,852.03.

**LEGAL:** None

**STAFF RECOMMENDATION:** Staff recommends adoption of Ordinance 2025-01.

**PROPOSED MOTION:**

- First reading: I move to introduce Ordinance 2025-01 and schedule it for public hearing and second reading on January 14, 2025.
- Second reading: I move to adopt Ordinance 2025-01.

**CITY MANAGER COMMENTS:** I support all the budget amendments and the work they will fund.

**ATTACHMENTS:**

Rate Study Request for Qualifications  
NewGen's Proposal



**City of Unalaska**

Financial Consulting Services – Utility Rate Studies for Electric, Water, Wastewater and Solid Waste

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**Request for Qualifications**

**Date: November 20, 2024**

**City of Unalaska**

**Department of Public Works**

**P.O. Box 610**

**Unalaska, Alaska 99685**

**907-581-1260**

**CITY OF UNALASKA**

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## List of Attachments

- Attachment A – Consultant Agreement
- Attachment B – Evaluation Matrix
- Attachment C – Insurance Requirements

## REQUEST FOR QUALIFICATIONS

### FINANCIAL CONSULTING SERVICES – UTILITY RATE STUDIES FOR ELECTRIC, WATER, WASTEWATER & SOLID WASTE

#### I. PURPOSE:

The City of Unalaska Department of Public Utilities is requesting statements of qualifications from qualified firms, experienced in performing utility rate studies, to perform comprehensive rate studies for electric, water, wastewater and solid waste utilities. The purpose of this RFQ is to evaluate and select a firm that can deliver a comprehensive rate study for the City's electric, water, wastewater and solid waste utilities no later than April 28, 2025.

The City of Unalaska provides electric, water, wastewater and solid waste service (the "City Utilities") to a population of approximately 4,500 year-round residents, this population grows to 8,000 and up to 12,000 during fishing seasons.

The City operates a 21 MW power plant, 13 MGD water system, 1.2 MGD wastewater system and processes approximately 8,500 tons of solid waste. The electric distribution division utilizes approximately 14 miles of 35 kVA circuit, 16 miles of 15 kVA circuit, 200 transformers, 130 sectionalizing devices to serve its approximate 1,000 service connections. The water division utilizes approximately 21 miles of pipe, ranging from 8" – 24", two enclosed storage tanks (2.5MG, .5MG) to serve its 600 customers. The wastewater division utilizes approximately 20 miles of gravity main, 3 miles of pressure main, 10 lift stations and 370 manholes to serve its 600 customers. The solid waste division operates from a 12,000 square foot facility, where solid waste is bailed and moved to the active cell. Additionally, the solid waste division operates a 1.6 MG leachate storage tank and processing facility.

The Department of Public Utilities operates the City Utilities with a \$27M proprietary operations and capital budget. Increased demand for utility services currently forecast an increase of 14 MW for power production and distribution and 1MGD of water service. Future capital projects include: \$8M gasifier for solid waste management, 2-3 MG water storage tank, wind generation development, and 200A – 600A electric distribution circuit upgrades.

For additional information visit:

<https://www.ci.unalaska.ak.us/publicutilities>

For the Department of Public Utilities' operating budgets & fee schedule please visit:

[Budget Fiscal Year 2025 | City of Unalaska - International Port of Dutch Harbor](#)

[Schedule of Fees & Charges | City of Unalaska - International Port of Dutch Harbor](#)

#### II. SCOPE:

##### a. Overview

The City of Unalaska is seeking a firm to conduct a comprehensive utility rate study for the City Utilities . This study will include the following by division:

##### i. Electric

1. Analyze current and future cost burdens against existing rate structure.
2. Evaluate return on equity within the system based on existing rate structure.
3. Analyze current rate structure with City staff and provide recommendations to fully fund expenditures for the next 10 years, including CMMP.
4. Alternative rate design to include wholesale rates for co-generators.
5. Present new rate structure to constituents and members of the public.
6. Present current asset depreciation to constituents.
7. Develop policy for rate analysis.
8. Develop revenue projections.
9. Develop revenue requirements.

**ii. Water & Wastewater**

1. Analyze current and future cost burdens against existing rate structure.
2. Evaluate return on equity within the system based on existing rate structure.
3. Analyze current rate structure with City staff and provide recommendations to fully fund expenditures for the next 10 years, including CMMP.
4. Present new rate structure to constituents and members of the public.
5. Present current asset depreciation to constituents.
6. Develop policy for rate analysis.
7. Develop revenue projections.
8. Develop revenue requirements.

**iii. Solid Waste**

1. Analyze current and future cost burdens against existing rate structure.
2. Evaluate return on equity within the system based on existing rate structure.
3. Analyze current rate structure with City staff and provide recommendations to fully fund expenditures for the next 10 years, including CMMP.
4. Present new rate structure to constituents and members of the public.
5. Present current asset depreciation to constituents.
6. Develop policy for rate analysis.
7. Develop revenue projections.
8. Develop revenue requirements.
9. Update closure, post-closure cost liability for FY26-FY31.

**b. Technical Specifications**

**i. Data Acquisition**

1. After reviewing system information provided by the Department of Public Utilities, the firm will prepare a detailed data request for City staff to complete the rate studies. Information may be provided by staff through a variety of resources that are not consolidated including: spreadsheets, exported reports and financial reports. E-mail correspondence, phone conversations and MS Teams meetings can be scheduled to complete this task.
2. If needed, the consultant will provide examples of reports and other information needed to complete rate study.

**ii. Rate Structure Analysis and Recommendations**

1. Upon receiving and analyzing data provided by City staff, the consultant will provide analysis of current rate structure. Consultant will also work with city staff to provide recommendations of new rate structure for the Electric Division, this recommendation should be designed to fully fund all expenditures in the division.
2. Upon receiving and analyzing data provided by City Staff, the consultant will provide rate adjustment recommendations for the Water, Wastewater, and Solid Waste Division. Recommendations should be designed to fully fund all expenditure across all three divisions.

**iii. Rate Analysis Policy**

The consultant will develop a draft rate setting policy. This policy must cover all items under "II. SCOPE".

**iv. Revenue Requirements and Projections**

1. The consultant will prepare revenue requirement analysis for FY26-FY29 that will be based on current financial reports available, previous operating budgets, current (FY25) operating budgets and current 5-year Capital Major Maintenance Plan (CMMP).
2. The consultant will prepare revenue projections for FY26-FY29 based on implemented billing determinants and rates. Projection data shall be provided in excel format to City Staff.

**v. Presentation & Communication**

The consultant will prepare presentations of recommended rate models the City Utilities. A minimum of four official presentations and meetings will be required:

1. 30 days within final deliver to allow City staff to review recommendations
2. Additional meetings with staff to review customer input.
3. First reading of recommended rate adjustments to constituents
4. Utility proprietary fund management presentation during First Reading
5. Second reading of recommended rate adjustments to constituents (adoption)
6. Presentation to public of adopted rate adjustments and structure.

Presentations can be made in person, or via MS Teams, ZOOM.

**III. SCHEDULE:**

The schedule to complete the rate study from the Notice to Proceed date is approximately 120 days or before April 28, 2025. All recommendations must be adopted on or prior to the last meeting of the fiscal year, June 24, 2025.

**IV. SUBMITTAL AND REQUIREMENTS:**

Submittals must include the following information:

- Firm name and contact information, including name of Project Manager, and applicable Consultant, QC and support staff and sub-consultants.
- Introduction of firm and project team.
- Documentation of firm’s experience and successful projects.

Sealed submissions clearly marked “Statement of Qualifications: Financial Consulting Services – Utility Rate Studies for Electric, Water, Wastewater and Solid Waste” can be submitted no later than Friday, December 20, 2024 2 p.m. local time to:

City of Unalaska  
Office of the City Clerk  
43 Raven Way  
P.O. Box 610  
Unalaska, Alaska 99685-610  
Tel. 907-581-1251  
Fax. 907-581-1417

An electronic copy of the RFQ documents may be obtained from the City of Unalaska website: <http://www.ci.unalaska.ak.us/rfps>, for no charge.

Questions regarding this RFQ should be directed to:

Erik Hernandez, Acting Department of Utilities, via email to [ehernandez@ci.unalaska.ak.us](mailto:ehernandez@ci.unalaska.ak.us)

or

Patricia Soule, Finance Director, via email to [psoule@ci.unalaska.ak.us](mailto:psoule@ci.unalaska.ak.us)

A pre-submittal conference will be held Monday, December 2, 2024 at 10 a.m. AKST via MS Teams. Please contact Erik Hernandez at [ehernandez@ci.unalaska.ak.us](mailto:ehernandez@ci.unalaska.ak.us) for an invitation.

Any submissions received after the time and date specified will not be considered.

**V. EVALUATION AND SELECTION PROCESS:**

A review committee under the direction of the City of Unalaska, Department of Public Utilities and Finance, will review all submissions based on the criteria below. A contract, which shall take into consideration:

**a. Professional Experience**

- Years in business
- Staff experience
- Demonstration of thorough knowledge of financial planning, rate design and cost of service analysis.

**b. Ability to Provide and Meet Scope of Services**

- Submissions should include summary of firm's approach to complete scope under this RFQ.

**c. Past Performance and References**

- Examples of previous engagements with similar scope of work
- Past performance with municipal utilities serving more than 1,000 customers and considerable shifting loads from industrial customers

**d. Total Cost**

- Itemized summary of scope of the project
- Total cost for complete scope of the project

**ATTACHMENT A**  
**CITY OF UNALASKA**  
**Department of Public Works & Utilities**  
**FINANCIAL CONSULTING SERVICES – UTILITY RATE STUDIES FOR ELECTRIC, WATER, WASTEWATER & SOLID WASTE**  
**CONSULTANT AGREEMENT**

THIS AGREEMENT is entered into on \_\_\_\_\_, 2024, by and between \_\_\_\_\_ (“Contractor”), and the CITY OF UNALASKA (hereinafter called “City” or “Owner”).

WHEREAS, the City issued a request for qualifications for Financial Consulting Services; Utility Rate Study for Electric, Water, Wastewater, & Solid (RFQ);

WHEREAS, Contractor submitted a proposal in response to the RFQ (the “Proposal”); and

WHEREAS, Contractor was selected to provide the services described in the RFQ and the Proposal;

NOW THEREFORE the parties hereto do mutually agree as follows:

1. Engagement of Contractor

Contractor agrees to provide professional services in accordance with the provisions of this Agreement. A written description of the work to be performed and the schedule thereof is set out in the RFQ and the Proposal.

2. Contractor’s Fee and Payments

The City agrees to pay Contractor as compensation for the services under this Agreement such sums of money as set forth in the Fee Schedule, attached as Exhibit A to this Agreement.

Contractor shall submit periodic invoices as services are performed. Provided Contractor submits a proper invoice, in such form accompanied by such evidence in support thereof as may be reasonably required by the City, the City shall make payment within thirty days.

3. Personnel

Contractor agrees to furnish all personnel necessary for expeditious and satisfactory performance of this Agreement, each to be competent, experienced, and well qualified for the work assigned. No person objected to by the City shall be employed by Contractor for work hereunder.

4. Independent Contractor Status

In performing under this Agreement, Contractor acts as an independent contractor and shall have responsibility for and control over the details and means for performing the services required hereunder.

5. Indemnification

Contractor shall defend and save harmless City or any employee, officer, insurer, or elected official thereof from and against losses, damages, liabilities, expenses, claims, and demands but only to the extent arising out of any negligent act or negligent omission of Contractor while performing under the terms of this contract.

City shall defend and save harmless Contractor, its employees and officers from and against losses, damages, liabilities, expenses, claims and demands but only to the extent caused by the negligent acts or omissions of the City while performing under the terms of this contract.

6. Assignment

Contractor shall not assign this Agreement or any of the monies due or to become due hereunder without the prior written consent of City.

7. Subcontracting

Contractor may not subcontract its performance under this Agreement without prior written consent of City.

8. Designation of Representatives

The Parties agree, for the purposes of this Agreement, the City shall be represented by and may act only through the City Manager or such other person as he may designate in writing. Contractor shall advise City in writing of the name of its representative in charge of the administration of this Agreement, who shall have authority to act for and bind Contractor in connection with this Agreement.

9. Termination

Either party shall have the right to terminate this Agreement in whole or in part at any time and for reasonable cause, by delivery of ten days written notice, specifying the extent and effective date thereof. After receipt of such notice, Contractor shall stop work hereunder to the extent and on the date specified in such notice, and deliver to City all designs, computations, drawings, specifications and other material and information prepared or developed hereunder.

In the event of any termination pursuant to this clause, Contractor shall be entitled to be paid as provided herein for direct labor hours expended and reimbursable costs incurred prior to the termination and for such direct labor hours and reimbursable costs as may be expended or incurred thereafter with City's approval in concluding the work terminated, it being understood that Contractor shall not be entitled to any anticipated profit on services not performed. Except as provided in this clause, any such termination shall not alter or affect the rights or obligations of the parties under this Agreement.

10. Ownership and Use of Documents

The City shall own all designs, computations, drawings, specifications and other material and information prepared or developed hereunder

11. Insurance

A. The Contractor, at its own expense, shall obtain and maintain in force throughout the life of this contract, the insurance coverage and amounts herein specified. Such coverage shall be with an insurance company rated "A-:VIII by A.M. Best Company, or a company specifically approved by the City. These policies providing coverage shall contain provisions and endorsements that no cancellation or material changes in the policy relative to this Agreement shall become effective except upon 30 days prior written notice thereof to the City

B. The City of Unalaska, its officials, employees, volunteers and agents shall be named as additional insured under the insurance coverage so specified and where allowed, with respect to the performance of the work and this additional insured status must be endorsed upon all policies where applicable. There shall be no right of subrogation against the City or its officials, employees or agents performing work, in connection with the work, and this waiver of subrogation shall be endorsed upon the policies. This provision applies regardless of whether or not the City has received a waiver of subrogation endorsement from the contractor's insurer.

C. Prior to commencement of the work, the contractor shall furnish certificates of insurance to the City of Unalaska, written on standard Accord forms, evidencing that the insurance policy provisions required herein are in force. These certificates of insurance shall be sent to: City of Unalaska: Risk Management: PO Box 610 Unalaska, AK 99685 or email to: risk@ci.unalaska.ak.us



Acceptance by the City of Unalaska of deficient evidence of insurance does not constitute a waiver of contract requirements.

D. The minimum coverages and limits required are as follows:

1. Workers' Compensation insurance in accordance with the statutory coverages required by the State of Alaska and Employers Liability insurance with limits not less than the following:

Bodily injury by accident \$1,000,000 each accident

Bodily injury by disease \$1,000,000 policy limit

Bodily injury by disease \$1,000,000 each employee

and, where applicable, insurance in compliance with any other statutory obligations, whether State or Federal, pertaining to the compensation of injured employees assigned to the work.

2. Commercial General Liability with limits not less than \$1,000,000 per Occurrence and \$2,000,000 Aggregate for Bodily Injury and Property Damage, Premises and Operations Liability, Products and Completed Operations Liability, Contractual Liability and Personal Injury Liability.

3. Commercial Automobile Liability on all owned, non-owned, hired and rented vehicles with limits of liability of not less than \$1,000,000 Combined Single Limit for Bodily Injury and Property Damage per each accident or loss.

4. Umbrella/Excess Liability insurance coverage of not less than \$1,000,000 per occurrence and annual aggregate providing coverage in excess of General Liability, Auto Liability, and Employers Liability.

5. Professional Liability insurance with limits of not less than \$1,000,000 per claim and \$1,000,000 aggregate, subject to a maximum deductible \$25,000 per claim. The City of Unalaska has the right to negotiate increase of deductibles subject to acceptable financial information of the policyholder.

6. If work involves use of aircraft, Aircraft Liability insurance covering all owned and non-owned aircraft with a per occurrence limit of not less than \$1,000,000.

7. If work involves use of watercraft, Protection and Indemnity insurance with limits not less than \$1,000,000 per occurrence.

E. If Contractor maintains broader coverage and/or higher limits than the minimums shown above, the City of Unalaska, its officials, employees, volunteers and agents require and shall be entitled to the broader coverage and/or higher limits maintained by the contractor. Any available insurance proceeds in excess of the specified minimum limits of insurance and coverage shall be available to the city.

F. Any deductibles or self-insured retentions must be declared to and approved by the City. At the option of the City, either the insurer shall reduce or eliminate such deductibles or self-insured retentions as respects the City, its officials, employees and volunteers; or the contractor shall provide a financial guarantee satisfactory to the City guaranteeing payment of losses and related investigations, claim administration and defense expense.

G. All insurance policies as described above are required to be written on an "occurrence" basis. In the event occurrence coverage is not available, the contractor agrees to maintain "claims made" coverage for a minimum of two years after project completion.

H. For any claims related to this Agreement the Contractor's insurance coverage shall be primary coverage as respects the City, its officials, employees and agents. Any issuance of self-insurance maintained by the City, its officials, employees or agents shall be excess of the Contractor's insurance and shall not contribute with it.

I. The contractor shall furnish the City of Unalaska with certified copies of full policies upon request

J. If the contractor employs subcontractors to perform any work hereunder, the contractor agrees to require such subcontractors to obtain, carry, maintain, and keep in force during the time in which they are engaged in performing any work hereunder, policies of insurance which comply with the requirements as set forth in this section and to furnish certificates of insurance thereof to the City of Unalaska. This requirement is applicable to subcontractors of any tier.

12. Claims Recovery

Claims by City resulting from Contractor's failure to comply with the terms of and specifications of this Agreement and/or default hereunder may be recovered by City by withholding the amount of such claims from compensation otherwise due Contractor for work performed or to be performed. City shall notify Contractor of any such failure, default or damage therefrom as soon as practicable, but no later than 10 days after discovery of such event by written notice. Nothing provided herein shall be deemed as constituting an exclusive remedy on behalf of City, nor a waiver of any other rights hereunder at law or in equity. Design changes required as a result of failure to comply with the applicable standard of care shall be performed by the Contractor without additional compensation.

13. Performance Standard

Services performed under this Agreement will be performed with reasonable care or the ordinary skill of the profession practicing in the same or similar location and under similar circumstances and shall comply with all applicable codes and industry standards in the State of Alaska.

14. Compliance with Applicable Laws

Contractor shall in the performance of this Agreement comply with all applicable federal, state, and local laws, ordinances, orders, rules, and regulations applicable to its performance hereunder, including without limitation, all such legal provisions pertaining to social security, income tax withholding, medical aid, industrial insurance, workers' compensation, and other employee benefit laws. Contractor also agrees to comply with all contract provisions pertaining to grant or other funding assistance which City may choose to utilize to perform work under this Agreement. The Contractor and all subcontractors must comply with state laws related to local hire and prevailing wages.

15. Records and Audit

Contractor agrees to maintain sufficient and accurate records and books of account, including detailed time records, showing all direct labor hours expended and all reimbursable costs incurred and the same shall be subject to inspection and audit by City at all reasonable times. All such records and books of account pertaining to any work performed hereunder shall be retained for a period of not less than six years from the date of completion of services hereunder.

16. Reporting of Progress and Inspection

Contractor agrees to keep City informed as to progress of the work under this Agreement by providing monthly written progress reports, and shall permit City to have reasonable access to the work performed or being performed, for the purpose of any inspection City may desire to undertake.

17. Nondiscrimination

Contractor will not unlawfully discriminate against any employee or applicant for employment because of race, color, religion, national origin, ancestry, age, sex, marital status, or mental or physical handicap. The Contractor shall state, in all solicitations for employees to work on contract jobs, that all qualified applicants will receive consideration for employment without unlawful discrimination based upon race, color, religion, national origin, ancestry, age, sex, marital status, or mental or physical handicap.

18. Form of City Approval

Except as otherwise provided in this Agreement, City's requests and approvals, and Contractor's cost estimates and descriptions of work to be performed, may be made orally where necessary, provided that the oral communication is confirmed immediately thereafter in writing.

19. Duration of Agreement

This agreement is effective until completion of the services unless earlier terminated.

20. Inspections by City

The City has the right, but not the duty, to inspect, in the manner and at reasonable times it considers appropriate during the period of this Agreement, all facilities and activities of the Contractor as may be engaged in the performance of this Agreement.

21. Notices

Any official notice that either party hereto desires to give the other shall be delivered through the United States mail by certified mail, return receipt requested, with postage thereon fully prepaid and addressed as follows:

To City:

City Manager  
City of Unalaska  
Box 610  
Unalaska, Alaska 99685

To Contractor:

The addresses specified may be changed by either party by giving written notice thereof to the other party pursuant to this paragraph.

22. Venue/Applicable Law

The venue of any legal action between the parties arising as a result of this Agreement shall be laid in the Third Judicial District of the Superior Court of the State of Alaska and this Agreement shall be interpreted in accordance with the laws of the State of Alaska.

23. Attorney's Fees

In the event either party institutes any suit or action to enforce its right hereunder, the prevailing party shall be entitled to recover from the other party its reasonable attorney's fees and costs in such suit or action and on any appeal therefrom.

24. Waiver

No failure on the part of City to enforce any covenant or provisions herein contained, nor any waiver of any right hereunder by City, unless in writing and signed by the parties sought to be bound, shall discharge or invalidate such covenants or provisions or affect the right of City to enforce the same or any other provision in the event of any subsequent breach or default.

25. Binding Effect

The terms, conditions and covenants contained in this Agreement shall apply to, inure to the benefit of, and bind the parties and their respective successors.

26. Entire Agreement/Modification

This agreement, including the RFQ, Proposal, and Fee Schedule, constitutes the entire Agreement between the parties with respect to the subject matter hereof, and all prior negotiations and understandings are superseded and replaced by this Agreement and shall be of no further force and effect. No modification of this Agreement shall be of any force or effect unless reduced to writing, signed by both parties and expressly made a part of this Agreement.

IN WITNESS WHEREOF, the parties hereto have executed or caused to be executed by their duly authorized officials, this Agreement in duplicate on the respective date indicated below.

CONTRACTOR

CITY OF UNALASKA:

\_\_\_\_\_  
Bil Homka, City Manager

**ATTACHMENT B  
CITY OF UNALASKA**

**Department of Public Works & Utilities**

**FINANCIAL CONSULTING SERVICES – UTILITY RATE STUDIES FOR ELECTRIC, WATER, WASTEWATER & SOLID WASTE  
EVALUATION MATRIX**

<b>Consultant A Evaluation Matrix</b>								
	<b>Weight %</b>	<b>Score 1</b>	<b>Score 2</b>	<b>Score 3</b>	<b>Score 4</b>	<b>Score 5</b>	<b>Average Score</b>	<b>Total Points+ (numerical score x weight)</b>
Professional Qualifications	20							
Experiences and References	20							
Ability to Provide and Meet Scope of Services	40							
Price	20							
<b>Total Weight Score</b>	<b>100</b>							

<b>Consultant B Evaluation Matrix</b>								
	<b>Weight %</b>	<b>Score 1</b>	<b>Score 2</b>	<b>Score 3</b>	<b>Score 4</b>	<b>Score 5</b>	<b>Average Score</b>	<b>Total Points+ (numerical score x weight)</b>
Professional Qualifications	20							
Experiences and References	20							
Ability to Provide and Meet Scope of Services	40							
Price	20							
<b>Total Weight Score</b>	<b>100</b>							

<b>Consultant C Evaluation Matrix</b>								
	<b>Weight %</b>	<b>Score 1</b>	<b>Score 2</b>	<b>Score 3</b>	<b>Score 4</b>	<b>Score 5</b>	<b>Average Score</b>	<b>Total Points+ (numerical score x weight)</b>
Professional Qualifications	20							
Experiences and References	20							
Ability to Provide and Meet Scope of Services	40							
Price	20							
<b>Total Weight Score</b>	<b>100</b>							

**ATTACHMENT C  
CITY OF UNALASKA**

**Department of Public Works & Utilities**

**FINANCIAL CONSULTING SERVICES – UTILITY RATE STUDIES FOR ELECTRIC, WATER, WASTEWATER & SOLID WASTE**

Contractor shall procure and maintain for the duration of the contract, at its own expense, insurance against claims for injuries to persons or damages to property which may arise from or in connection with contracted services provided by Contractor, its employees, agents or representatives.

**A. Minimum Scope and Limit of Insurance: coverage shall be at least as broad as:**

1. **Commercial General Liability** shall have limits not less than \$1,000,000 per occurrence and \$2,000,000 Aggregate, including coverage for Bodily Injury and Property Damage, Premises and Operations Liability, Products and Completed Operations Liability, Contractual Liability, and Personal Injury Liability.

2. **Commercial Automobile Liability** on all owned, hired, non-hired and rented vehicles of not less than \$1,000,000 combined single limit per accident/occurrence for bodily injury and property damage.

4. **Workers' Compensation** insurance in accordance with the statutory coverages required by the State of Alaska, and Employers Liability insurance with limits not less than the following:

Bodily Injury by accident: \$1,000,000 per accident

Bodily Injury by disease \$1,000,000 policy limit

Bodily injury by disease \$1,000,000 each employee

5. **Professional Liability insurance** with limits of not less than \$1,000,000 per occurrence or claim and \$1,000,000 aggregate, subject to a maximum deductible \$10,000 per claim. The City of Unalaska has the right to negotiate increase of deductibles subject to acceptable financial information of the policyholder.

If Contractor maintains broader coverage and/or higher limits than the minimums shown above, the City of Unalaska, its officials, employees, volunteers or agents (collectively, "the City"), shall be entitled to the broader coverage and/or the higher limits maintained by the Contractor. Any available insurance proceeds in excess of the specified minimum limits of insurance and coverage shall be available to the City.

6. Other Insurance may be required depending upon final scope of work.

All insurance policies as described above are required to be written on an "occurrence" basis. In the event occurrence coverage is not available, the Engineer agrees to maintain "claims made" coverage for a minimum of three years after project completion.

**B. Additional Insurance Provisions**

1. **Acceptability of Insurers and Cancellation Notification:** Contractor shall place coverage with insurance companies rated A-VIII by A.M. Best Company, or companies specifically approved by the City. These policies providing coverage shall contain provisions and endorsements stating that coverage shall not be suspended, voided, canceled, reduced in coverage or in limits except after thirty (30) days' prior written notice to the City of Unalaska.

2. **Additional insureds:** The City shall be covered as additional insured as respects liability arising out of contracted services performed by the Contractor. The coverage shall contain no special limitations on the scope of protection afforded to the City and this additional insured status must be endorsed upon the Commercial General Liability policy and Commercial Auto Liability Policy and any other policy where so allowed. This provision applies regardless of whether or not the City has received an additional insured endorsement from the insurer.

**3. Primary Coverage:** For any claims related to contracted services performed by the Contractor, Contractor's insurance coverage shall be primary coverage as respects the City. Any issuance of self-insurance maintained by the City shall be excess of Contractor's insurance and shall not contribute with it.

**4. Waiver of Subrogation:** There shall be no right of subrogation against the City for losses arising out of contracted services provided by Contractor by any insurer of Contractor or Subcontractors and this waiver of subrogation shall be endorsed upon the Commercial General Liability, Commercial Auto, and Workers' Compensation policies, and any other policies where so allowed. This provision applies regardless of whether or not the City has received a waiver of subrogation endorsement from the insurer.

**5. Deductibles and Self-Insured Retentions:** Any deductibles or self-insured retentions shall be declared to and approved by the City. At the option of the City, either the insurer shall reduce or eliminate such deductibles or self-insured retentions as respects the City, or Contractor shall be required to procure a bond guaranteeing payment of losses and related investigations, claim administration and defense expense.

**6. Verification of Coverage:** Before service begins Contractor shall furnish the City with Certificates of Insurance on standard Accord forms evidencing required insurance coverage, including all required amendatory endorsements. Failure to obtain the required certificates and endorsements prior to beginning service shall not waive Contractor's obligation to provide them and shall not affect the coverage provided to the City. Acceptance of Certificates of Insurance with deficient or erroneous coverage does not absolve Contractor from carrying and maintaining the required coverage.

Certificates of Insurance shall be prepared and emailed to:

**Certificate Holder:** City of Unalaska, Dept. of Public Utilities  
P.O. Box 610, Unalaska  
Unalaska, AK 99685

**Email to:** [ehernandez@ci.unalaska.ak.us](mailto:ehernandez@ci.unalaska.ak.us) and [risk@ci.unalaska.ak.us](mailto:risk@ci.unalaska.ak.us)

The City reserves the right to request complete, certified copies of full insurance policies, including endorsements.

**7. Sub-Contractors Coverage:** If the Contractor employs Sub-Contractors to perform any work hereunder, the Contractor agrees to require such Sub-Contractors to obtain, carry, maintain, and keep in force during the time in which they are engaged in performing any work or service hereunder, policies of insurance which comply with all requirements. This requirement is applicable to Sub-Contractors of any tier. It is further agreed, that upon request by the City, the Contractor will provide copies of any and all Sub-Contractor certificates of insurance and endorsements for review of compliance.

**8. Maintenance of Coverage:** Failure by the Contractor to maintain the required insurance coverage or to comply with the above, may, at the option of the City, be deemed defective work and remedied in accordance with the service contract.

**9. Notification of Change in Requirements:** The City reserves the right to modify these insurance requirements, including limits, based on the nature of the risk, prior experience, insurer, coverage, or other circumstances, after 30 days prior written notification to Contractor.

### Utility Accounting & Rate Specialists, LLC Evaluation Matrix

	Weight %	MV	KD	EH	Score 4	Score 5	Average Score	Total Points+ (numerical score x weight)
Professional Qualifications	<b>20</b>	15	20	15			16.6	1.00
Experiences and References	<b>20</b>	15	20	12			15.6	0.94
Ability to Provide and Meet Scope of Services	<b>40</b>	40	38	35			38.6	4.52
Price	<b>20</b>	20	20	20			20	1.20
<b>Total Weight Score</b>	<b>100</b>	90	98	82			<b>90</b>	<b>7.66</b>

### NewGen Strategies & Solutions Evaluation Matrix

	Weight %	MV	KD	EH	Score 4	Score 5	Average Score	Total Points+ (numerical score x weight)
Professional Qualifications	<b>20</b>	20	20	20			20	1.20
Experiences and References	<b>20</b>	20	20	20			20	1.20
Ability to Provide and Meet Scope of Services	<b>40</b>	35	35	38			36	4.32
Price	<b>20</b>	15	18	15			16	0.96
<b>Total Weight Score</b>	<b>100</b>	90	93	93			<b>92</b>	<b>7.68</b>

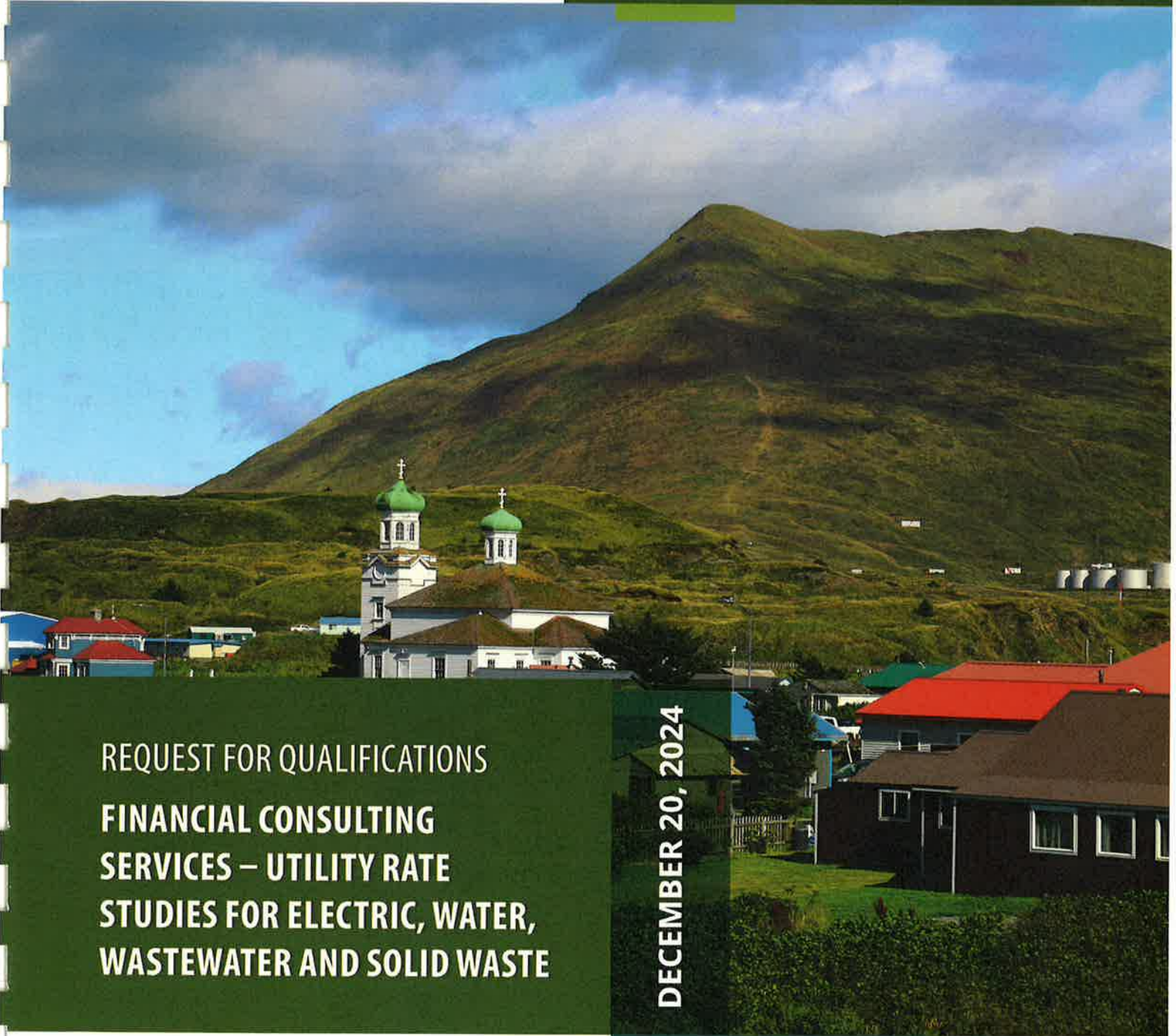
### Consultant C Evaluation Matrix - NO THIRD BID

	Weight %	Score 1	Score 2	Score 3	Score 4	Score 5	Average Score	Total Points+ (numerical score x weight)
Professional Qualifications	<b>20</b>							
Experiences and References	<b>20</b>							
Ability to Provide and Meet Scope of Services	<b>40</b>							
Price	<b>20</b>							
<b>Total Weight Score</b>	<b>100</b>							



# NewGen Strategies & Solutions

www.newgenstrategies.net



**REQUEST FOR QUALIFICATIONS  
FINANCIAL CONSULTING  
SERVICES – UTILITY RATE  
STUDIES FOR ELECTRIC, WATER,  
WASTEWATER AND SOLID WASTE**

**DECEMBER 20, 2024**



Prepared for:  
City of Unalaska - Office of the City Clerk  
43 Raven Way  
P.O. Box 610  
Unalaska, Alaska 99685-610

[Council Packet Page Number 38](#)

© 2024 NEWGEN STRATEGIES AND SOLUTIONS, LLC



225 Union Boulevard  
Suite 450  
Lakewood, CO 80228  
Phone: (720) 633-9514  
Fax: (720) 633-9535

December 20, 2024  
Submitted via email and mail

City of Unalaska  
Office of the City Clerk  
43 Raven Way  
P.O. Box 610  
Unalaska, Alaska 99685-610

**Subject: Request for Qualifications – Financial Consulting Services –  
Utility Rate Studies for Electric, Water, Wastewater and Solid Waste**

To Erik Hernandez and the Selection Committee:

The City of Unalaska, Alaska (the City) and the International Port of Dutch Harbor (Port) are a vibrant mix of culture, industry, and history located in an area of breathtaking natural beauty and charm, and home to a thriving residential community of over 4,500 individuals. The City and Port support one of the busiest and most prosperous stretches of coastline in Alaska, with commercial fishing, seafood processing, fleet services and marine transportation, and other industries. The Port provides year-round protection for distressed vessels, as well as warehouse storage and shipping opportunities for more than 1.7 billion pounds of frozen seafood per year to domestic and export markets around the world. During the fishing season, the bustling operations at the Port and ancillary business accommodate a burgeoning population of up to 12,000 temporary residents, which dramatically impacts the City Utilities’ operations. The City’s Department of Public Works (Department) dedicated staff supports the Port and the entire community with electric, water, wastewater, and solid waste utility services. The Department strives to provide high quality service throughout the year as it fulfills its mission to responsibly develop and preserve its physical infrastructure while recognizing the island’s remote character and its abilities to respond to its unique challenges. As such, the Department is forecasting increased demand for its services, which will entail multimillion-dollar capital projects to support growth and meet the needs of the community.

Navigating the challenges of balancing long-term infrastructure investment, maintaining customer satisfaction, and the sheer amount of data available to drive decision-making is overwhelming. How do you optimize data analysis to identify and inform the best strategic approach to deliver the right services, address stakeholder demands, and ensure public trust? To address these challenges, NewGen Strategies and Solutions, LLC (NewGen) proposes to provide the City with financial consulting services as part of robust, insightful, and thorough Utility Rate Studies for its Electric, Water, Wastewater and Solid Waste operations.

Collectively, these Studies will deliver sound rate recommendations to allow the City to make the best decisions for its current and future utility service customers.

NewGen will support the City’s needs with a rate consulting team that has a long history of working with municipal entities across the country and with island utilities on a variety of critical financial and economic issues. For the City, we offer our combination of extensive electric, water, wastewater, and solid waste financial modeling, utility cost of service, and rate design experience, including the development of





Mr. Erik Hernandez and Selection Committee  
City of Unalaska, Alaska  
December 20, 2024

innovative rate design utilizing our superior modeling abilities. NewGen is well versed in utility economics and recognizes the City's unique characteristics as an island utility (such as the need to generate its own electrical needs, as it is not connected to a larger electrical grid).



Understanding your community, your organization, and your data are the three essential elements to developing actionable strategies to sustain your future service. NewGen believes that strategy dictates everything. Our approach incorporates your data, market trends, and community values to provide an integrated view designed to allow you to make long-term decisions with confidence. In this effort we will deliver and ensure successful Studies by leveraging our nationally recognized cost of service and rate design expertise and delivering insights from our unique experience while defending rate recommendations with our unmatched modeling capabilities.

We understand that the City is seeking to implement “across the board” rate changes for its water and wastewater utility operations and a new co-generation rate structure for its wholesale customers (based on its avoided generation cost) in addition to potential rate changes for its current electric customers and is also seeking to simplify its municipal solid waste rate offerings. The City operates on a July 1–June 30 fiscal year (FY) and wants to have new rates in place for FY 2026 (beginning July 1, 2025). Further, the City is requesting guidance for a 10-year rate planning period to coincide with its capital planning/budgeting process and would like to establish a rate policy for its utility operations to ensure a robust financial future. Some customers served with electrical service by the City may receive a Power Cost Equalization (PCE) credit, managed and determined by the Alaska Energy Authority (AEA). We will work with the City to incorporate the PCE into the financial analysis developed for the electric utility, as appropriate. Further, NewGen will facilitate a town hall/educational meeting for the public to inform customers about the newly adopted rates.

I will be the primary point of contact and proposed Project Manager for this proposal response, and the individual authorized to contractually bind the firm. My contact information is included below.

Mr. Scott Burnham, Partner  
225 Union Boulevard, Suite 450  
Lakewood, CO 80228  
Office: (720) 259-1762  
Email: sburnham@newgenstrategies.net

We look forward to the opportunity to work with the City on this exciting project. If you have questions concerning this proposal or would like additional information, please contact me directly.

Sincerely,

**NewGen Strategies and Solutions, LLC**

DocuSigned by:  
  
 B7FBFC962DA6432...  
**Scott Burnham**  
 Partner

DocuSigned by:  
  
 CE5CFF5DD30B4CA...  
**Dave Yanke**  
 Partner/President & CEO

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## PROFESSIONAL EXPERIENCE

NewGen Strategies and Solutions, LLC (NewGen) is a management and economic consulting firm specializing in serving the utility industry and market. Established as a Limited Liability Company in August 2012, NewGen primarily serves public sector utilities and provides nationally recognized expertise in load forecasting, utility cost of service and rate design studies, financial feasibility studies, municipalization efforts, depreciation and appraisal studies, litigation support for state and federal regulatory proceedings, utility financial planning, and stakeholder engagement for electric, water, wastewater, solid waste, and natural gas utilities.

NewGen was created by consultants who are dedicated to our clients' missions and recognized as experts in our respective fields of service. *"Thoughtful Decision Making for Uncertain Times"* succinctly describes our capability to provide our clients solutions and recommendations tempered with our keen insight into the growing role of stakeholders, resource availability (including renewables), environmental concerns, cost of providing utility services, and economic conditions. This ensures an integrated approach to delivering our products and services.

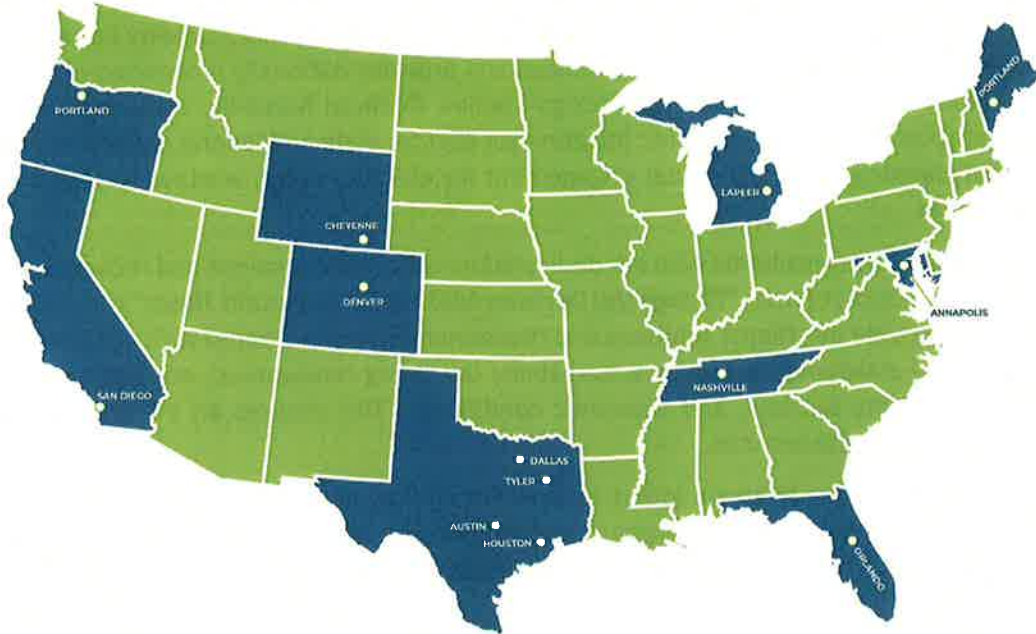
We recognize the need for strategic intent behind our clients' actions by applying the latest market insights, technologies, and tactics to support our recommendations. Our results empower decision-makers to implement sound public policy, incorporating community input, market direction, and regulatory mandates.

Understanding your community, your organization, and your data are the three essential elements to developing actionable strategies to maximize the future. NewGen believes that strategy dictates everything. Our approach utilizes your data, markets, and communities to provide an integrated view designed to make long-term decisions with confidence. We leverage our modeling technology and market expertise in energy, water, wastewater, stormwater, solid waste, and natural gas to solve your most complicated issues. Through proactive collaboration, we upgrade or design strategies for you to ensure that they are responsive, transparent, and reliable while paving the way for successful buy-in across all your stakeholders. Our approach has three important features:

1. **Client/Stakeholder Communications:** NewGen simplifies complex concepts by combining visual tools and our training expertise to ensure that clients have a deep understanding of how the issues and underlying data drive our recommendations. This directly impacts the evaluation of the scenarios we present, streamlines decision-making, and successfully obtains buy-in from elected officials, customers, regulatory bodies, and senior management.
2. **Operational Insights:** NewGen makes data operational, resulting in actionable decisions with defensible results. We harness existing and untapped data to optimize operations, develop demand management strategies, estimate the impacts of distributed generation, and identify the rational nexus underlying pricing decisions. We help our clients recover costs, improve service delivery, and respond to changing market conditions.
3. **Expert Witness/Credentials:** We have served as expert witnesses in over 200 regulatory and civil proceedings, and we employ 26% of the ASA accredited public utility appraisers in the United States. Unlike other firms, NewGen integrates the insights of nationally recognized experts into our models, both of which have been pressure tested through the regulatory and civil process.

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NewGen employs over 60 professional and administrative staff. Our current staff has the capability to work on simultaneous assignments, and we have the capacity to add staff and/or expand support from a network of teaming partners, if needed. NewGen has 13 offices located nationwide.



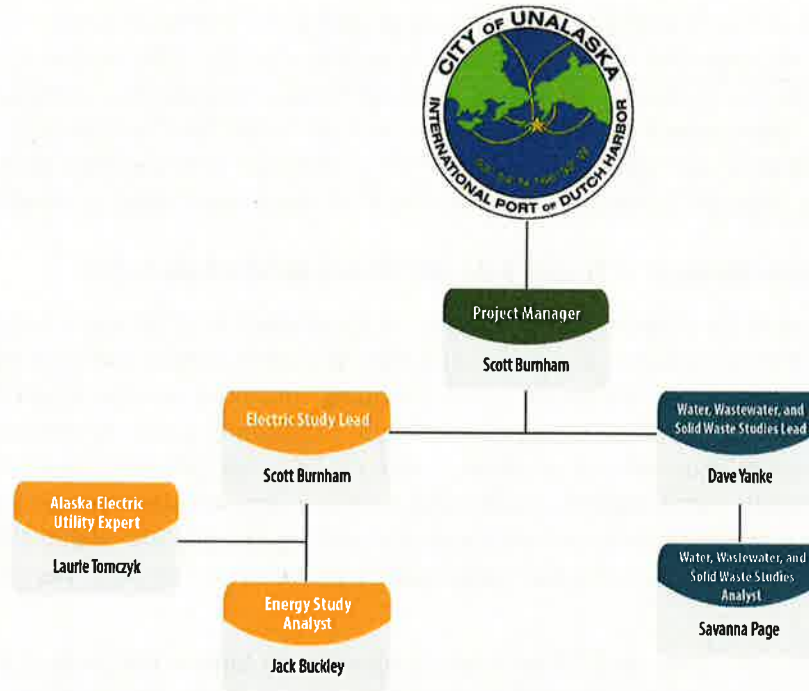
## **Project Team**

NewGen evaluates the needs of each project and responds by assembling a Project Team of knowledgeable professionals who are uniquely qualified to provide the services needed. The Project Team includes widely recognized cost of service (COS), rate-making, and financial forecasting experts who possess unique knowledge of utility resources. This includes knowledge of industry trends as well as best practices for utilities.

The proposed Project Team organizational chart indicates the lines of communication and responsibility for the City of Unalaska’s (City) Financial Consulting Services – Utility Rate Studies for Electric, Water, Wastewater and Solid Waste (Studies) and is included below.



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Brief summaries of the Project Team’s experience and qualifications follow. In addition, full resumes for each of the proposed team members are included as Appendix A.

**Scott Burnham, Partner | Project Role: Project Manager and Energy Study Lead**



Scott Burnham, Partner at NewGen, offers over 25 years of experience in the areas of project management, cost of service and rate design, asset valuation, and financial feasibility analysis. Scott leads efforts to create financial models that develop revenue requirements, cost allocation, financing for strategic capital and operating objectives, and rate/rate structure alternatives, ensuring our clients have reliable and defensible results. Additionally, Scott routinely presents study findings and recommendations to utility management, boards, city councils, and other governing bodies. He has developed and reviewed pro forma financial models to determine projected revenue and costs associated with various projects and financing approaches for a variety of power generation facilities. Scott is well-versed in cost allocation theories and methodologies, rate design concepts, and approaches, and in providing summary analyses and recommendations to industry clients. Scott co-leads the semi-annual Cost of Service and Rate Design class through EUCL, an industry conference organization, which is routinely attended by all types of utility stakeholders.

**Dave Yanke, Partner/President & CEO | Project Role: Water, Wastewater, and Solid Waste Studies Lead**



Dave Yanke has over 30 years of experience assisting water, wastewater, and solid waste utilities. He has conducted cost of service and rate design studies, financial feasibility studies, valuation studies, waste stream forecasts, life cycle cost analyses, operations reviews, and municipalization analyses for solid waste utilities. Dave regularly presents at industry conferences and has extensive experience providing presentations regarding the establishment of water, wastewater, and solid waste rates,

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both in a contested venue (administrative hearings) as well as to boards of directors, city commissions, and city councils. His expertise lies in the ability to convey complex information in a straightforward manner so the clients (i.e., senior management, elected officials, citizens, etc.) understand the issues and drivers for change. Dave gave a presentation at the annual TxSWANA Conference in 2023 titled “Solid Waste Services – When to Municipalize, When to Privatize and How to Know What to Do” and was invited back to speak about a Landfill Operations Privatization Case Study completed by NewGen.

**Laurie Tomczyk, Senior Manager | Project Role: QA/QC and Alaska Rate Expert**



Laurie Tomczyk has over 30 years of experience in providing management consulting services to clients involved in the electric power, water, and solid waste management industries. Laurie specializes in providing consulting services to electric utilities in the areas of financial, accounting, revenue requirement, cost of service, rate design, and depreciation-related analyses. Her rate-related projects have included studies to develop retail electric, retail water, transmission, ancillary service, standby, and special contract rates. She also has experience in net energy metering, decoupling, and opt-out programs. She has developed revenue requirements for municipalities and electric cooperatives on both a cash and utility basis.

Laurie has provided testimony on COS and rate design issues before the Federal Energy Regulatory Commission (FERC) as well as State Regulatory Commissions in Indiana, Texas, Alaska, Hawaii, and New Mexico on multiple occasions, and she has provided other types of COS and rate-related litigation support. Her testimony has been related to municipal utilities, cooperatives, and investor-owned utilities. Laurie has worked extensively for municipal electric utilities and cooperatives across the United States.

**Jack Buckley, Senior Consultant | Project Role: Energy Study Analyst**



Jack Buckley joined NewGen in December 2021. He assists on cost of service and rate design projects, with an emphasis on data driven analytics. Jack was responsible for the development of the rate trends study for the City of Riverside evaluation as well as the COS and rate design modeling and the development of the draft and final reports. He conducted the rate research, developed an analytical method to apply evaluation criterion to the data, and proposed recommendations to the client, which were incorporated into the final reports. Jack has provided additional insight serving Tri-State Generation and Transmission Association, Inc. in Colorado, and Turlock Irrigation District in California.

**Savanna Page, Consultant | Project Role: Water, Wastewater, and Solid Waste Studies Analyst**



Savanna Page joined NewGen as a full-time analyst in February 2021. She assists on cost of service and rate design projects, with an emphasis on data driven analytics. Savanna has a B.S. in Economics from the University of Texas at Dallas and an M.S. in Ecological Economics from the University of Edinburgh. While at the University of Edinburgh, she completed her thesis entitled “Investigating the Attitude-Behavior Gap Present in American’s Consumption of Single-Use Plastics.” Prior to joining NewGen, Savanna served as the Sustainability Coordinator for Live Nation Concerts in Dallas and successfully implemented a Sustainable Business Plan that increased waste diversion from 15% to 49% within the first year. Savanna is currently working on (or has worked on) water, wastewater, and/or solid waste cost of



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service and rate design studies for the cities of Borger, Canyon, Denton, Lake Jackson, Laredo, Pflugerville, Sugar Land, and Waco, Texas.

## SCOPE OF SERVICES

NewGen believes that it is vitally important in any rate study to develop an efficient and effective model that is both transparent and dynamic to project the City's capital and revenue requirements. NewGen will develop Microsoft Excel-based (Excel) utility financial model(s) based on the City's budget and actuals, system, and accounts to support periodic rate updates, which will be designed in alignment with the results of the COS analysis. The revenue sufficiency model(s) will have the capability to forecast revenues by customer class and expenses for 10 years to evaluate potential rate, debt, or capital impacts. We will use our advanced financial techniques to develop revenue requirements for the City's Utilities, which will include electric, water, wastewater, and solid waste operations.



Our models include 'visual and numeric dashboards' designed to dynamically and instantly manage, manipulate, and evaluate large amounts of data. The dashboards instantly and easily convey the key financial metrics, consumption changes, customer impacts, and rate structures to customers, staff, and Boards.



The City is seeking to implement potential equal rate increases for its water and wastewater utility customers to match anticipated increases in expenses for these operations. The electric utility operations are anticipating increases in operating expense associated with future investments. For electric utility rates, the City is requesting the development of new co-generation rates (for its wholesale customers), which includes the development of an avoided cost analysis, while equitably allocating costs to existing and future retail customers. For its municipal solid waste operations, the City would like to simplify its rate offerings, which currently include commodity costs. The City operates on a July 1–June 30 fiscal year (FY), and this assignment will support the development of new rates and rate structures effective July 1, 2025 (FY 2026). Further, the City is seeking guidance for a 10-year rate planning period to coincide with its capital planning/budgeting process and would like to establish a rate policy for its utility operations to ensure a robust financial future.

When undertaking a COS, rate, or fee study for a municipal utility (enterprise funds), it is essential that the participants have a shared vision of the objectives that are reflected in the study. Our approach to reviewing and evaluating municipal utility rates is governed by the view that the ideal rate structure must satisfy seven criteria:

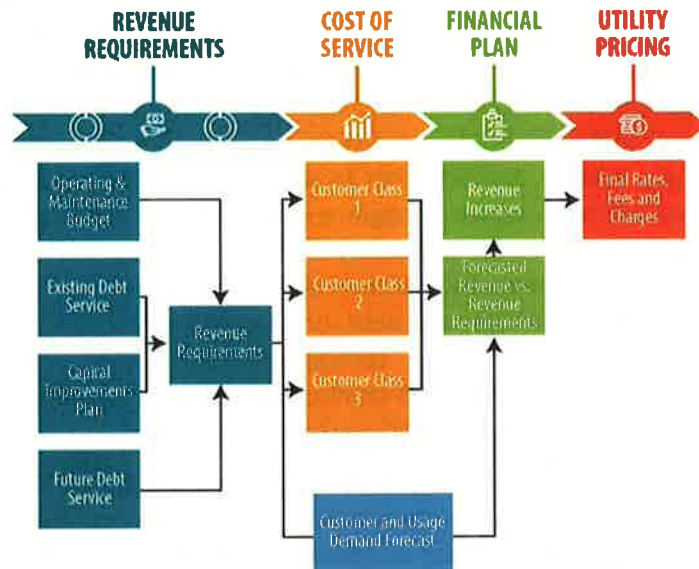
1. **Legal and Regulatory Compliance** is a prime consideration because rate structures must incorporate applicable local, state, and federal statutes.
2. **Equity** requires that rates and charges result in no undue discrimination among customers.
3. **Efficiency** refers to the ability of the rate schedule to encourage wise use of the resources.
4. **Revenue Adequacy** recognizes that rates and fees are cost-driven.
5. **Affordability** means that the recommended rates must result in bills that are realistically within the ability of customers to pay.
6. **Sustainability** means that the objective of the rate methodology is to keep rates low over time, not merely to keep them low for the short term by omitting or deferring needed expenses.

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7. *Administrative Simplicity* recognizes that limits must be placed on the number of customer classes, complexity of the rate schedule, and frequency of billing.

Rate structures must be tailored to community perceptions, realities, and values if the project is to proceed smoothly and in a timely manner. Our standard approach to completing a COS/rate/fee study is predicated on a four-step process using industry-standard methodology that is explicit and replicable.

- **Revenue Requirements** – Develop and document the annualized full cost of providing each separate service, including those costs that may not be explicitly identified in the utility’s budget, such as unfunded repair and replacement costs.
- **Cost of Service** – Allocate revenue requirements to customer classes or types of customers and functions based on the cost of providing service to the extent necessary.
- **Financial Plan** – Develop a financial plan to fund system revenue requirements reflecting customer and usage demand forecasts.
- **Utility Pricing** – Review and evaluate rate/fee designs based on revenue needs and policy goals related to rate design (e.g., encouragement of consumption or conservation, support for economic development, affordability, etc.).



We have adapted this general study process into a work plan of specific tasks aligned with the City’s desired outcomes stated in its Request for Qualifications (RFQ).

We understand that for each utility operation (Electric, Water and Wastewater, and Solid Waste), the City is seeking the following elements to be included in the proposed scope of services:

1. Analyze current and future cost burdens against existing rate structure(s), and the ability to fully fund operating and capital expenditures over the next 10 years (including those projects identified in the current 5-year Capital Major Maintenance Plan (CMMP)).
2. Evaluate return on equity within each operating system based on existing rate structure(s).
3. Review current asset depreciation amounts and how they affect each fund, and present to the City’s customers and constituents.
4. Develop revenue requirements.
5. Develop revenue projections
6. Develop policy for rate analysis.
7. Develop rates to generate sufficient revenue, as well as alternative rate designs as applicable (such as wholesale rates for co-generators for the Electric operations).

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8. Present recommended new rates and rate structures to constituents and members of the public.
9. Updated close and post closure liability for Solid Waste operations for FY26–FY31.

These elements will be incorporated into a multi-operation, integrated financial model(s) that will become the property of the City upon completion of the Studies. This will allow the City to update these models for future rate changes. Additionally, NewGen will provide a written report summarizing the findings and recommendations of the Studies.

### **Work Plan**

In its RFQ, the City identified specific items to be included by the consultant as part of the scope of services. We acknowledge the scope of services within the RFQ and have incorporated these requirements into our proposed work plan. Before starting work for the City, we will review the proposed work plan with the City and revise it as necessary (and memorialize these decisions in our proposed Rate Strategy document).

Our approach will be to successfully complete these Studies as a series of phases, summarized as follow:

- Phase 1: Kickoff Meeting/Data Request/Rate Strategy Document
- Phase 2: Development of Revenue Requirements for Each Utility/Projection of Revenues at Current Rates/Cost of Service by Rate Class/Development of Rates
- Phase 3: Presentation and Communication of Results

### **Phase 1: Kickoff Meeting/Data Request/Rate Strategy Document**

Immediately upon receipt of notice to proceed, NewGen will submit a detailed data request identifying the data that is needed to perform the scope of work specified in the City’s RFQ to the City. As the City furnishes this data, it will be loaded into an online storage site and indexed to enable access by project personnel and others authorized by the City. This will ensure that all interested parties have access to all data and that all have the most current data available.

Within two weeks of notice to proceed, an online project kickoff meeting will be scheduled with all key City and consultant personnel invited to attend and participate. The purpose of this relatively short (1–2 hours) meeting is to review, update, and validate the proposed work plan; introduce key personnel; identify roadblocks to timely completion; agree to key dates and project milestones; provide City personnel with contact information for consultant personnel; and establish the formal and informal reporting relationships to ensure success. Administrative requirements (invoice formats and timing, documentation, insurance certificates, etc.) will be established. At the same meeting, policy issues will be identified, and guidance will be requested from the City.

We understand that the City is seeking comprehensive Studies to be completed no later than April 28, 2025, to support recommended rate implementation by July 1, 2025 (FY 2026). Given that timeframe, NewGen proposes to conduct biweekly (every other week) status calls with key Project Team members. This will ensure that issues identified are addressed in a timely manner and will facilitate the momentum of the Studies. Any outstanding items and project milestones will be discussed during these status calls, and both the City and the NewGen project teams will endeavor to resolve issues as soon as practicable. We will keep and distribute meeting minutes which will summarize our discussions and include “action items” for NewGen and City team members to maintain project momentum and ensure timely responses.

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The elements of the discussion from the kickoff meeting as well as the data received will be memorialized into a Rate Strategy document. This document will state the purpose of the Studies, issues to address, and specific rates to be developed and/or evaluated, and will develop project controls (including financial updates on budget) and the proposed schedule. This is intended to be a “living document” that is updated on an “as needed” basis to include the discussions and decisions made during the ongoing status conference calls between the NewGen and the City project teams. Ultimately, the Rate Strategy document will also serve to inform the basis for the rate recommendations proposed by these Studies.

***Phase 1 Deliverables***

- Virtual kickoff meeting attended by key members of the Project Team to review data received, discuss project milestones, and clarify objectives of the Studies.
- Initial draft of Rate Strategy document.
- Updates to preliminary Data Request, as needed.

**Phase 2: Development of Revenue Requirements/Revenues/Cost of Service/Rates for Each Utility Operation**

**Task 2.1 Review O&M Costs**

Using the City’s current year operating budget as a starting point, we will review the adequacy of budgeted operating and maintenance (O&M) costs for each utility operation. These costs may be contained in the operating budget or reflected in any reserves for repair, renewal, and rehabilitation. The objective of this review is to determine the adequacy of O&M funding levels to keep the City’s electric, water, and sewer infrastructure in optimum operating condition, thus facilitating sustainability (i.e., lowest lifecycle cost at a given service level for the ownership and operation of the infrastructure). Projections will be developed for O&M costs for the next 10 years. NewGen will incorporate cost indices based on discussions with the City, as well as our own expertise.

**Task 2.2 Review Capital Costs**

We will review existing capital improvement programs identified by the City, including those identified in the CMMP. The main output of this task will be a worksheet or series of worksheets in the financial model of the year-by-year construction in progress (CIP)/construction program (CMMP) including an identified funding source or mechanism for each project or category of project. This will be designed to demonstrate both the historical and current spending levels and (potentially) an enhanced “ideal” spending level as suggested by our review of deferred maintenance and useful lives.

This output is often a key element used to demonstrate the real costs facing the utility to policy-level individuals. We review availability fees for virtually every COS/rate study because a utility’s policy on paying for growth can have a significant impact on user rates as well as availability fees. We will work with the City to identify the extent to which future growth in certain areas (industry, Port, etc.) has the ability to contribute to the anticipated future capital needs. To the extent that capital costs are not recovered via availability fees from new customers, those costs must be charged to existing customers via user rates. Particular attention will also be paid to the backlog of deferred maintenance (if any) and the City’s plans to address and correct this problem in a timely manner.



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**Task 2.3 Review Cash Reserve Policy**

The wise use and management of financial reserves provide many advantages to a utility: rate stabilization, “smooth” rate increases, enhanced credit ratings, and resulting interest savings. There are various reserves that utilities can establish. Below is a description of several such reserves.

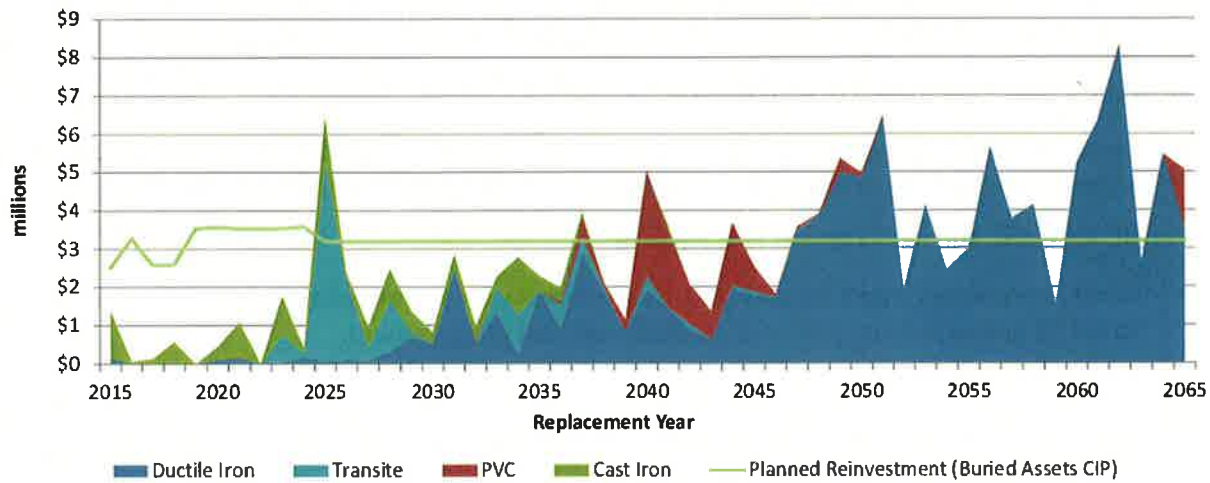
- Operating and Maintenance (O&M) Reserve:
  - Serves as working capital for the potential lag between operating revenues and operating expenditures, as well as unplanned minor repairs or fluctuations in the operating budget.
- Repair, Renewal, and Replacement (3R) Reserve:
  - Funds unexpected major repairs and planned replacement or rehabilitation of system assets based on estimated useful life and replacement cost of equipment.
- Capacity and Growth Reserves:
  - Funds capacity or growth-related costs via system development charges (i.e., availability fees).
- Debt Service Reserves:
  - Funds debt service if revenues are insufficient to satisfy annual debt service requirements.
  - Specified in bond indenture, fixed percentage of outstanding value of bonds (e.g., 10%) or percentage of average or maximum annual debt service on the bonds (e.g., 125%).
  - Favored by credit agencies.
- Rate Stabilization Reserve:
  - Mitigates the impacts of occasional revenue shortfalls and helps smooth out revenue variability (e.g., wet weather, mandatory drought restrictions, poor economic conditions, increased water conservation, coronavirus disease [COVID]).
  - Based on percentage of annual O&M, revenues, or debt service; historical revenue or expense volatility; year with lowest usage.
  - May be required by bond indenture.
- Other Capital Reserves:
  - Equipment replacement reserves: fund short-lived assets (vehicles, equipment, computers, etc.).
  - Emergency capital reserves: fund replacement of assets damaged in catastrophic events/natural disasters.

We will review the adequacy of the City’s current reserves in light of City policy and our industry expertise. We will also discuss the nature and impact of these reserves with the City. We typically recommend that municipal utilities develop and fund an O&M reserve and a 3R reserve at a minimum.

To develop the 3R reserve for the water and sewer utilities, we will review the City’s inventory of current water and wastewater system assets and the adequacy of the City’s current reserves to pay for unexpected major repairs and planned replacement or rehabilitation of system assets. These reserves can be used to pay for capital costs in order to avoid or minimize the amount that would otherwise be recovered through user fees (and possibly result in a significant rate increase). Typically, the annual capital

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reserve balance is calculated based either on the estimated useful life of each asset or as a percentage of total assets. We will calculate such a reserve using both methodologies.



**Sample Asset Replacement Analysis**

**Task 2.4 Develop Revenue Requirement**

Using the City’s approved/proposed O&M budgets, existing debt service schedule, and planned capital improvements, we will develop projected expenses for electric, water, and sewer on a budgetary basis (the basis on which the City’s budget is prepared) for the next 10 years. While this projection period for expenses extends beyond the five-year horizon for rate projections requested by the City, we believe it is important to make certain that there are no major expenses in years 6–10 that would cause a dramatic increase in rates in those years; we always recommend slow, gradual rate increases rather than dramatic changes to rates. We will most likely select the most recent full-year financial data as the basis for a normalized test year unless there is some reason that the City would prefer some other 12-month period. The revenue requirement will be identified or allocated to electric, water, and sewer to serve as the basis for the development of a discrete COS for each utility.

The revenue requirement will be developed using the cash approach, which typically aligns with the cash budgeting process of municipal government. A utility may utilize a utility or accrual approach, depending on the needs of the City, which incorporates return on equity and depreciation as elements of the revenue requirement. Regardless of approach, the revenue requirement incorporates a utility’s operation and maintenance costs, debt service and bond coverage requirements (or annual depreciation and rate of return on rate base), cash-funded capital outlays, reserve requirements, transfers, and other elements as necessary. The revenue requirement is influenced by both internal and external factors. An example of an internal factor is a financial policy to maintain a certain operating reserve balance or to cash fund equipment purchases. An example of an external factor is an allowable rate of return on the net book value of assets (original costs less depreciation). Both internal and external factors will be incorporated into the revenue requirement developed by NewGen.

NewGen will develop cash flow projections of revenues and revenue requirements for each utility. This will include development of the total revenue required to adequately cover projected O&M costs, debt service (or alternatively depreciation and return on equity), debt recovery, capital outlays, and capital reserves. NewGen will evaluate revenues and expenses for the City based on historical records and

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expected growth rates and will design the revenue requirement to have the ability to consider variations in power supply costs and utility usage patterns.

The cash flow analysis will incorporate the City's budget and other financial documents including but not limited to the capital budget from the City's CMMP as well as any specific reserve policies or financial metric requirements or objectives (such as increased days cash on hand [DCOH] or debt service coverage ratio [DSCR] requirements). This will include identifying appropriate reserve requirements for O&M and capital programs and recommendations as appropriate to establish target reserve levels based on discussions with the City project team. The cash flow analysis will evaluate assignment and allocation of all the revenue sources to operating and capital expenses, as appropriate. NewGen will establish cash flow projections which will include allocated costs from the COS, as appropriate, and City-specific data provided through billing records and other sources.

In developing the revenue requirement, the Project Team will assess and forecast the COS by analyzing historical costs, the current budget, and usage forecasts made by the City for future fiscal years. The Project Team will develop the revenue requirement for a "test year" (using the current City's fiscal year budget). The test year is a common term in rate studies that refers to an adjusted fiscal year's costs that will be used as a basis for setting rates. The test year will be adjusted to reflect expected recurring costs and revenues, so as not to include any one-time or non-recurring events. The revenue requirement will account for any non-rate or miscellaneous revenue sources, such as late payment fees or grant funding, to isolate the revenue required to be recovered from utility rates.

***Forecast of a Ten-Year Revenue Requirement***

Using the test year previously developed, the Project Team will develop a 10-year revenue requirement forecast for each of the City Utilities. Interviews with City staff will be conducted to gather additional data to complete this task, as it is crucial to thoroughly analyze the assumptions used in projecting the revenue requirement. These assumptions may include, but may not be limited to, growth rate, inflation rates, increase in contractual obligations and contractor costs, changes in operations/staffing, and capital improvements. An assessment of the rolling stock, equipment, and facilities funding needs will be made to ensure sufficient recovery to keep these assets in good working condition and to expand the service, as necessary. The Project Team will work closely with City staff to establish appropriate reserve funds and to examine the planned method of financing (e.g., cash, debt, grants) for future capital needs. This will include analysis of the impact on rates, operating and capital reserve targets, depreciation, and return on equity (as appropriate).

**Task 2.5. Design/Develop Financial Model(s)**

Starting with development of the Revenue Requirements and continuing through Cost of Service and Rate/Fee Design, NewGen will develop an integrated Excel-based electric, water, and sewer utility financial model based on the Utilities' budgeting system and chart of accounts to support periodic updates of the City's electric, water, and sewer rates. This may be developed as a single integrated model or a series of independent utility models depending on discussions with the City. The financial model(s) will forecast revenues by customer class and expenses for 10 years to evaluate potential rate, debt, or capital impacts.

Embedded within the financial model(s) will be a 10-year demand/load forecast by customer class to support revenue projections by customer class at current rates. The outputs of the financial planning model(s) will be summarized in a series of presentations to the City's staff. Any modifications or

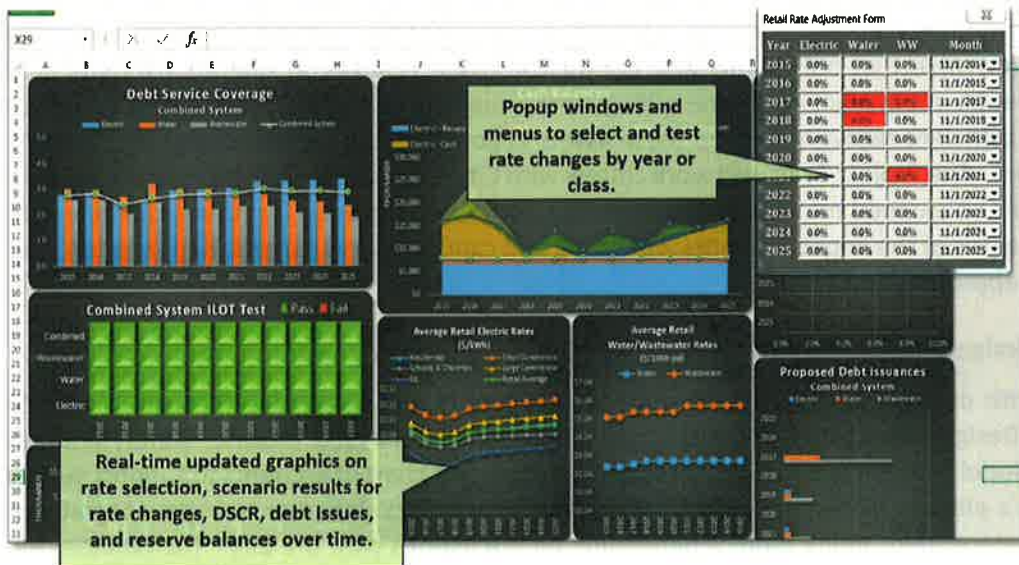
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adjustments identified or requested during the course of the Study will be incorporated into the final financial model(s) delivered to the City. The various components of the financial model(s) will be added as the Studies progress, beginning with the revenue requirements phase of the Studies. The COS, rate design, and bill impact portions of the model(s) will be designed and developed during subsequent tasks.

The financial model(s) will forecast revenues by customer class and expenses for 10 years. The model(s) will include dashboard(s) designed to instantly and easily convey key financial metrics (including return on equity), demand/usage/load profile changes, customer impacts, and rate structures to customers, staff, and City Council. The dashboards allow us to perform instantaneous scenario analysis, which provides the City flexibility in determining the appropriate mix of rate changes, capital projects, reserve levels, and debt issuances to meet budgetary or capital constraints and to support utility decision-making. As indicated, the financial model(s) are not proprietary and will be provided to the City for its future use.

The customized tools allow for dynamic and complete analysis of the various aspects of the Studies and produce easy-to-understand tables and graphs that will aid the City in communicating to various stakeholders engaged in the project. During the model development process, designated utility staff will be included in periodic progress updates and will provide feedback on draft versions of the models (during the biweekly status meetings or at other times during the Studies). Embedded within the financial forecast model will be a load forecast by customer class to support revenue projections by customer class.

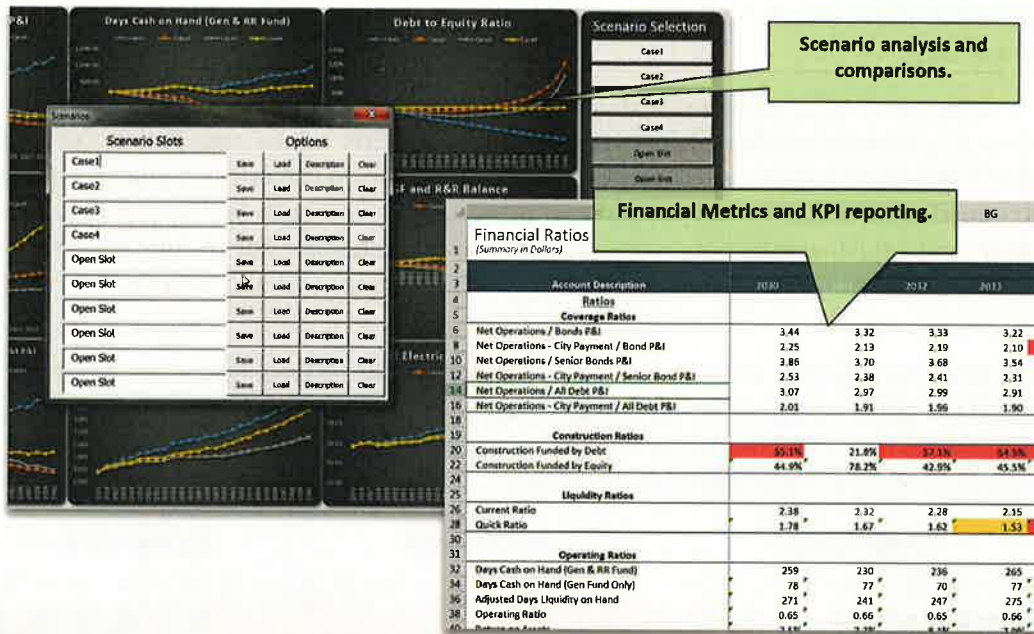
Illustrations and examples of prior financial forecast models and dashboards developed for clients are included in the following figures. These examples reflect a portion of our financial modeling capabilities, including dashboards for optimizing debt-to-rate (cash) funding of capital plans (or in the City’s case, the return on equity metrics), real-time comparison of rate/debt/capital plan scenarios, and resource planning comparisons, illustrating the impacts of rate changes to each customer class, increasing reserves impacts, and key performance indicator (KPI) reporting.



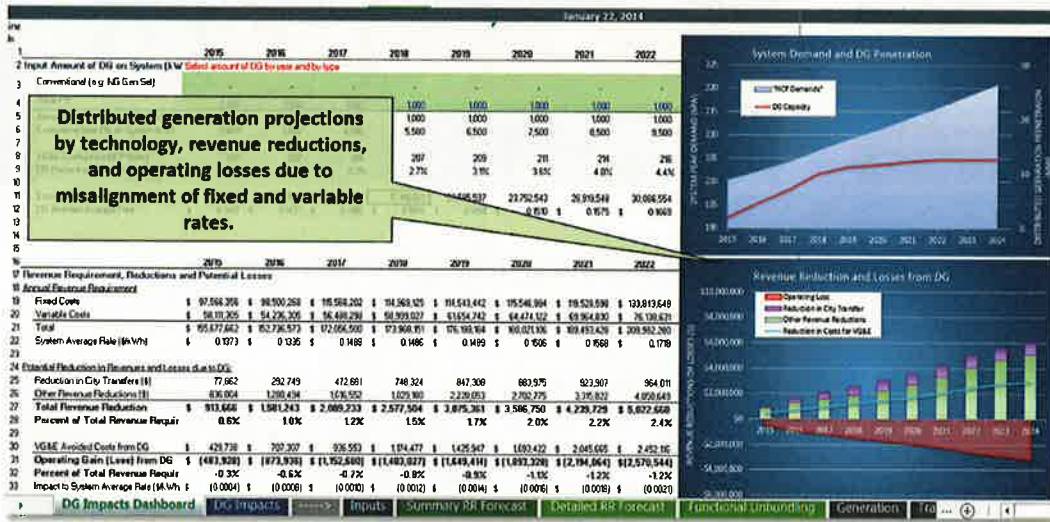
**Sample Dashboard Outputs (Combined Electric, Water, and Wastewater Model)**



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Sample Scenario Analysis and KPI Reporting



Sample Dashboard Impacts

Task 2.6 Development of Electric Cost of Service Analysis

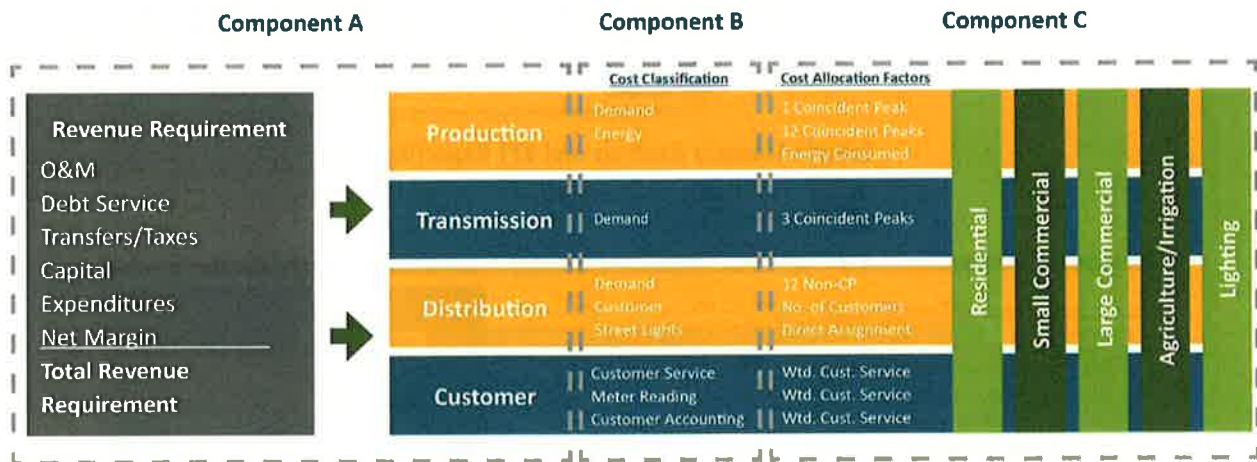
After completing the test year revenue requirement, there are three key steps to completing the COS for the City’s electric utility: 1) unbundle or functionalize the revenue requirement into utility functions (e.g., production, transmission, distribution, and customer); 2) classify costs (e.g., energy, demand, customer, etc.); and 3) allocate the costs to customer classes. Included throughout the three steps of the COS is the creation of allocation factors to support the allocation of shared costs to different functions or

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classifications and the eventual customer class allocation factors to allocate the final costs of service to each customer class.

In addition, if the review of customer classes identifies opportunities for customer class consolidations or modifications, the current number of customer classes and tariffs will be consolidated and will require modifying the class loads and system characteristics (e.g., combined class peak demand, energy use, and customer counts). The model will use basic Excel tools such as reference tables, pull-down menus, and lists for inputs and adjusting selections such as allocation methodologies or specific allocators. The COS model and three interconnected components are graphically depicted and described in further detail below.

Please note that the revenue requirement for the City would include return on rates (equity) and depreciation if the utility approach was selected. Otherwise, the return on equity and depreciation values will be calculated as metrics to be evaluated (depreciation can be utilized as a proxy for annual renewals and replacements costs for each utility, for example).



**Electric Cost of Service Flowchart (Example for Cash Approach)**

**Component A – Functional Unbundling**

Functional unbundling provides detailed descriptions of the utility's revenue requirement by core utility function. Accounting information is generally provided by City budget accounts. For each item, if adjusted, the amount of the adjustment is identified with an associated workpaper. Once the detailed test year revenue requirement has been established, the amount is assigned to the power supply (production and transmission [which may not exist for the City, given its unique structure as an island utility]), distribution, and customer functions. Assignments are made either through direct assignments or other allocation methodologies. The results of the Component A analyses for each function of the test

Account	Description	Amount	Function
9101	MISC-TELEPHONE	24,205	Production
9103	MISC-POSTAGE	180	Production
9104	MISC-CREDIT CARD CHARGES	0	NA
9106	MISC-EXP ALLOWANCE CAR & OTHER	2,500	Production
9110	MISC-PROFESSIONAL FEES	250	Production
9111	MISC-TRAVEL	4,000	Production
9112	MISC-UNEMPLOYMENT	0	RA
9146	MISC-OTHER	0	RA
9147	MISC-OTHER	500	Production
9154	MISC-OTHER	0	NA
Sub-total		2,782,780	
Subtotal 7311 - Production Operations		135,289,186	

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year revenue requirement are expressed on a functional basis. An illustration of the revenue requirement and functional unbundling is shown in the graphic.

**Component B – Sub-Functional Unbundling**

Sub-functionalizing the production, transmission, distribution, and customer functions developed in Component A provides additional detail and accuracy to the City’s costs. Additionally, costs are classified as demand related, energy related, customer related, or direct assignment. Similar to functionalization, sub-functionalization is accomplished either through direct assignments or other allocation methodologies. Specific allocation factors are found at the bottom of each sub-function worksheet. Component B analyzes result in the City’s revenue requirement expressed on a sub-functional basis for each cost classification (e.g., Production Demand [fixed] or Production Energy Costs [variable]). The variable cost basis will be critical for the development of an avoided cost rate for self-generation (co-generation) customers. See the graphic below for an illustration of the COS sub-functionalization and classification of costs.

COS Demo - Distribution Function					
Description	Test Year	Allocation Factor	Demand		
			Substation	P&C Overhead	P&C Under
<b>Revenue Requirement Calculation</b>					
<b>Operation and Maintenance Expenses</b>					
<b>Administration</b>					
7111 8002 PAY-PERM FULL TIME SALARY	490,008	Dist Cost Cntr Labor	93,213	101,761	
7111 8003 PAY-OTHER SAL INC MOVEUP	11,857	Dist Cost Cntr Labor	2,256	2,462	
7111 8004 PAY-OVERTIME PAY	149	Dist CustServ Labor	28	31	
7111 8005 PAY-STRATEGY PAY	1,179	Dist Admin Labor	357	389	
7111 8006 PAY-TRAINING	0	Dist CIP ZYR	0	0	
7111 8007 PAY-TRAVEL	0	NA	0	0	
7111 8008 PAY-OPER MISSION	0	NA	0	0	
7111 8009 PAY-EDUCATION INCENTIVE	0	NA	0	0	
7111 8031 BEN-RETIREMENT TMRS	80,137	Dist Cost Cntr Labor	15,244	16,642	
7111 8033 BEN-SOCIAL SECURITY	27,363	Dist Cost Cntr Labor	5,205	5,683	

Select classification or allocation for each account within the functions.

**Component C – Allocated Cost of Service**

Using the information developed in Component B, the test year sub-functionalized and classified revenue requirement is allocated to each of the proposed rate classes using various customer class allocation methodologies. These allocation methodologies or allocators are developed in alignment with the cost classification. For example, production demand costs are allocated using the customer’s contributions to system demand such as coincident peak (CP) and production energy allocated by customer class contribution to net energy for load. An illustration of the COS model allocations to customer classes is included below.



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Line No.	Description	Test Year	Allocation Factor	Residential E01	Residential Electric Heat E03	Small General Service E10	Large School Service E15
2	<b>Revenue Requirement Calculation</b>						
3	<b>Operation and Maintenance Expenses</b>						
4	<b>Production</b>						
6	Demand						
7	Utility	7,981,450	AED/ACP	1,206,729	1,206,729	131,007	128,371
8	Purchased Power	46,486,546	AED/ACP	14,628,887	8,016,764	864,451	916,279
9		54,467,996	kWh @ Meter	17,673,299	9,223,493	995,459	1,042,650
10	Energy		NEFL @ Secondary				
11	Fuel	704,900	NEFL @ Primary	189,621	95,108	14,366	14,531
12	VOM	801,763	NEFL @ Primary	208,853	108,177	16,340	16,528
13	Purchased Power		NEFL @ Trans	20,397,294	10,564,896	1,595,802	1,614,193
14				20,789,768	10,768,181	1,626,507	1,645,252
15							
16	Total Production			38,463,067	19,991,674	2,621,966	2,687,902
17							
21	<b>Transmission</b>						

Select allocation factors and develop COS for each class.

Classified costs are summarized and allocated to customer classes.

**Workpapers**

Workpapers for supporting adjustments and allocations used in Components A, B, and C are included in the model for reference. These workpapers generally include supporting calculations such as customer class contributions to system load and peak demands, minimum system calculations for customer and demand classifications of the distribution costs, asset-related data such as transformer inventory or miles of lines, and/or power cost breakdown (including variable and fixed generation costs).

Using the unbundled COS model structure also provides the City with additional insight into calculating the key COS elements driving the full cost recovery of rates, including City-related costs and power costs. This insight and our COS model structure will quickly and easily provide the detailed components to create eventual base rates and alternative rate design for co-generation facilities located on the island.

The unbundled COS and related workpapers will also provide all the data required to evaluate and compare the fixed and variable costs (e.g., customer/demand and energy-related costs) with the fixed and variable revenues by customer class. This comparison will provide valuable information and data to support and facilitate the development of new rate structures (for co-generation rates, for example). The COS results and City policy input regarding rate strategies and incentives will guide the development of these new rate alternatives.

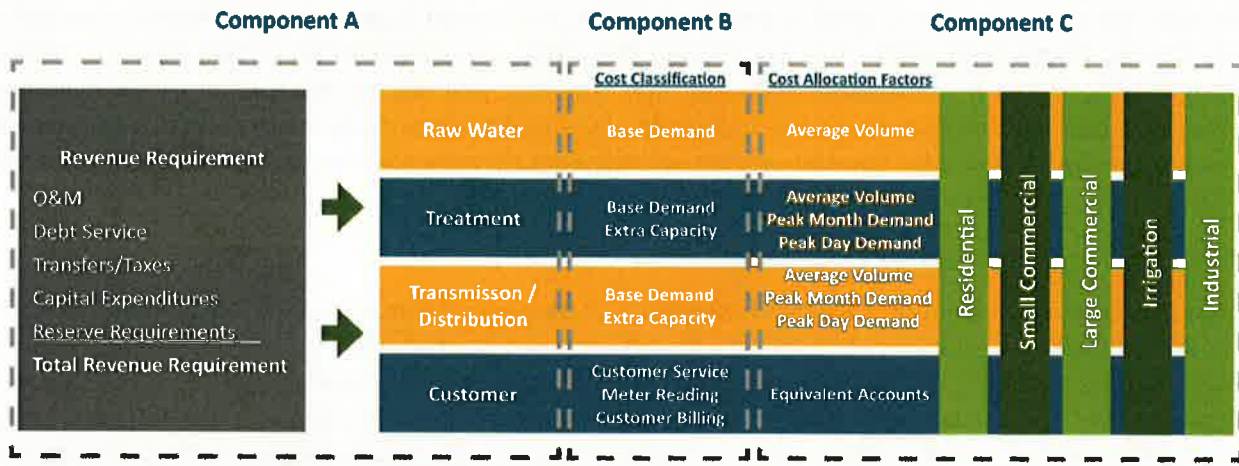
A draft COS and model will be provided to and reviewed with the City for initial feedback and approval prior to completing the COS. NewGen will facilitate a review meeting with City staff to review the draft results of the COS model, including individual customer classes' COS. Feedback from the meeting and any modifications requested from the City will be integrated into the final COS results.

**Task 2.7 Development of Water and Wastewater Cost of Service Analysis**

Using the American Water Works Association (AWWA) Manual M1 – Water Rates, Fees and Charges (overseen by AWWA’s Rates & Charges Committee, on which several of our staff serve as members) as a starting point, as well the Water Environment Federation’s (WEF) Manual of Practice #27 – Financing and Charges for Wastewater Systems, NewGen will convert the water and sewer systems’ revenue requirements (that is, the total annual cash needs for all purposes) for the next 10 years into a COS analysis and model. The previously identified building blocks (O&M costs, capital costs, existing debt service, anticipated debt service, contributions to reserves, when summed, provide the basis for a COS. These costs will be offset by miscellaneous revenues, then functionalized (identified to function: customer

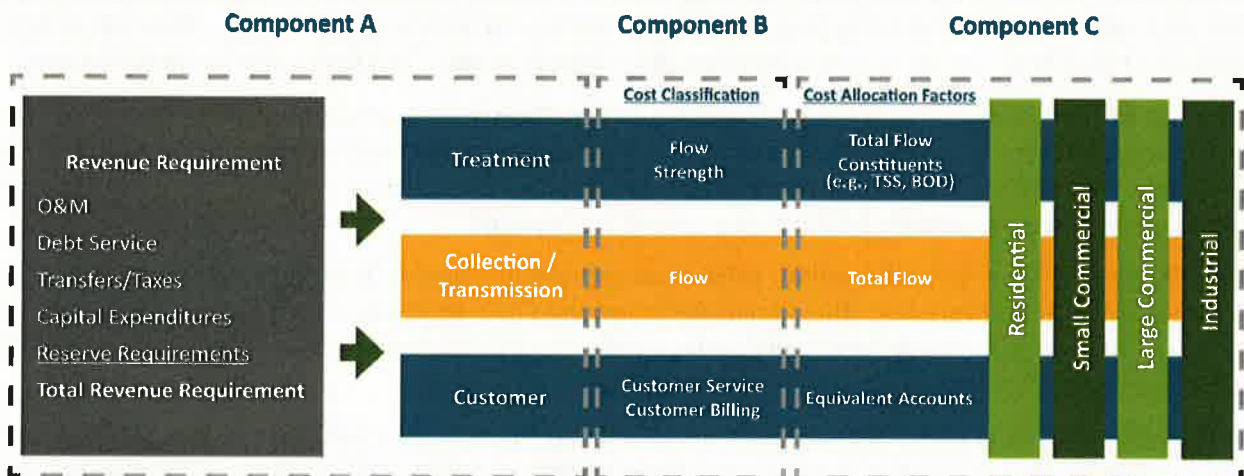
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service, supply, treatment, storage, transmission, distribution, etc.) and allocated to customer classes to determine a specific COS for water and sewer for various customer classes.



Note: For illustrative purposes only. Functions and allocators may change to align with utility operations/services.

**Water Cost of Service Flowchart**



Note: For illustrative purposes only. Functions and allocators may change to align with utility operations/services.

**Wastewater Cost of Service Flowchart**

A key part of the development of the COS is the analysis of miscellaneous revenues (which include all non-user rate revenues). Other water and sewer fees and charges will be reviewed for adequacy and the ability to fulfill their individual purposes and to encourage the wise use of resources; recommended changes will be devised.

Historical water usage and demand data will be obtained and documented, and projections of water demand and sewage generation for the next 10 years will be developed at the customer class level. Changes in water consumption attributable to either the number and type of customers or the water use/sewage generation per customer will be documented, since a growth in customer count can mask a decline in sewage generation. Both of these analyses are critical because they are essential to determining the unit cost (per gallon) used in rate design and development.

**Task 2.8. Development of Municipal Solid Waste Cost of Service Analysis**

In developing the revenue requirement for the municipal solid waste operations, NewGen will assess and forecast the cost of service by analyzing historical costs, the current budget, and any forecasts made by the City for future fiscal years. We will develop the revenue requirement for a “test year” (using the current budget) and in consultation with the City. The test year will be adjusted to reflect expected recurring costs and revenues so as not to include any one-time or non-recurring events. The revenue requirement will account for any non-rate or miscellaneous revenue sources, such as late payment fees, to isolate the revenue required to be recovered from solid waste utility rates.

***Forecast of the 10-Year Revenue Requirement***

Using the test year previously developed, NewGen will develop a 10-year revenue requirement forecast for the solid waste operations. Interviews with City staff will be conducted to gather additional data to complete this task, as it is crucial to thoroughly analyze the assumptions used in projecting the revenue requirement. These assumptions may include, but may not be limited to, growth rate, inflation rates, increase in contractual obligations and contractor costs, changes in operations/staffing, and capital improvements. An assessment of the rolling stock, equipment, and facilities funding needs will be made to ensure sufficient recovery to keep these assets in good working condition and to expand the service, as necessary. NewGen will work closely with City staff to establish appropriate reserve funds and examine the planned method of financing (e.g., cash, debt, grants) for future capital needs. This will include analysis of the impact on rates, operating and capital reserve targets, and debt coverage requirements.

NewGen will determine the revenue generated by current rates/fees to properly evaluate the COS for the solid waste operations; the magnitude of overall rate increases, if any; and the need for redistribution of revenue responsibility between customer classes. This task will also provide a “check” to confirm NewGen has correctly reconstructed the billing data provided by City staff.

Service categories represent the various solid waste services provided by the City, such as residential and commercial collection services. The administration of the City’s solid waste operations is also a service category that typically includes any transfers for overhead services provided by the City, such as the City Attorney, Human Resources, Accounting, etc.

Some costs, such as landfill disposal costs, are directly attributable to a particular service category and can be directly assigned to the appropriate service category. Other costs, such as administration, are associated with the provision of multiple (or all) services. For costs that cannot be directly assigned, NewGen will develop cost-causal allocators to facilitate an equitable division of the cost to appropriate service categories. For example, allocators may be developed based on a detailed assessment of how direct labor or equipment is allocated to the various service categories. At the kickoff meeting, the Project Team will begin discussions with City staff to determine the proper service categories to be developed.

Once the service categories are identified, it will be necessary to identify the customer classes that should be allocated costs from each of these service categories. For example, the residential customer class might be allocated its proportional share of services that it receives directly, such as refuse collection and refuse disposal, but also its share of services that it receives indirectly, such as administration and special event support. The same issue will be addressed for commercial customers and any other customer classes that are determined during this task.

NewGen will use the fully allocated revenue requirement forecast in conjunction with the billing data for the forecast period to determine the cost of providing solid waste services for the 10-year forecast. This



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will provide the City with the necessary framework to assess the adequacy and equity of current and proposed rates.

**Task 2.9 Utility Rate Change Analysis and Design**

The next step in the Studies is to develop a rate design model (or models) and final recommended rates for the City and its stakeholders. This task includes designing base rates and pass-through rates (if selected and as appropriate) for each customer class, confirming their ability to fully recover the revenue requirement, and presenting the Studies results to the City. As with the financial model(s), NewGen will work with the City to either develop separate rate models for each utility operation or a combined rate model that incorporates revenue projections for all City Utilities.

We understand that the City's electric utility bills consist of base rates, Cost of Power Adjustment (COPA) rate charges, and a Power Cost Equalization (PCE) credit for eligible customers. The COPA is an adjustment applied to all utility service rates (residential, commercial, and industrial accounts) and represents the cost of generating power, the largest portion of which is fuel to run the electrical generation plants (the COPA allows the City to recover changes in costs associated with volatile diesel fuel costs). The PCE provides economic assistance to communities and residents in rural areas of Alaska and is designed to equalize power costs to near the average cost of power in Anchorage, Fairbanks, and Juneau. We will work with the City to see which customers and load are applicable for the PCE program, as determined and managed by the Alaska Energy Authority (AEA) and recognizing that the PCE credit applies only to the first 500 kilowatt-hours (kWh) consumed.

Rates will be designed to follow and support a broader City rate philosophy and to closely follow the COS results with the categorization of various costs (customer-, demand-, and energy-related costs for each customer class for electric operations, for example). Furthermore, new rate structures or policies (e.g., wholesale generator rates) identified in discussions with City staff will also be integrated into the rate design model(s).

Inherent in this task is a review of existing rates and comparison with COS results for any recommended structural modifications or adjustments. NewGen will design rates for a period of five fiscal years to fully recover the City's costs for each of its Utility operations. This will include recommendations on the use of gradualism where needed to phase in structural rate changes and larger customer class rate increases.

After completing the recommended rates, the revenue adequacy of the new rates will be proven by forecasting and calculating the annual rate revenue generated for each customer class and comparing it to the class and total system COS for each Utility operation. Average bills and related impacts for each class will be automatically calculated to compare existing, COS-based, and recommended new rates. The results of the initial rate design will be presented and discussed via a virtual meeting or webinar with City staff. Based on feedback from the rate review, we will revise or provide an optional or alternative rate design scenario, such as a phase-in of rate changes or adjustments in customer/demand/energy rate components.

NewGen will also perform a detailed billing analysis for each of the 10 largest City utility customers (including existing and potential future co-generation customers). Data such as load curves (electric), load factors (electric), and monthly and annual consumption (usage for all utility rate classes) will be discussed in addition to potential options to mitigate any potential increases or participation in current/future City programs (e.g., self-generation). To complete this task, NewGen will provide a draft presentation for

comment and feedback from the City and will incorporate any changes into a final report delivered to staff.

Using the currently adopted rates and fees used by the City, we will compare projected usage and demand at current rates with the projected annual revenue requirement (developed above) to determine the year-by-year adequacy (surplus or shortfall) of current rates (for electric, water, wastewater, and solid waste) charged by the City. This simple but powerful analysis provides the basis for (potentially) smoothing any rate or fee increase over several years if necessary and might impact the timing of rate adjustments and the types of rate designs recommended. This analysis can also be used to demonstrate preliminary compliance with coverage ratios, bond covenants, or other requirements; it also enables the evaluation of the impact of various levels of financial reserves on rate increases.

The supporting spreadsheet financial models( will enable the City to identify and evaluate the rate and bill impact of various financing approaches (cash versus debt financing of capital projects, or a mixture of the two approaches) as well as changes to the timing of capital projects, interest rates, and other key variables. The model(s) will enable the City's staff to review and revise rates on a periodic basis for the future. The "best" rate and fee alternatives will be fleshed out for recommendation to the City.

#### **Task 2.10 Policy for Rate Analysis**

NewGen will work with the City to develop a policy for its rate analysis going forward. This will include a review of projections of revenues and expenses for each Utility Operation individually and collectively. The policy development will focus on certain milestones and financial metrics (either currently required or as developed during these Studies) to be reviewed by the City during its annual budgeting process. The intent of the rate analysis policy is to allow the City to meet its financial obligations while minimizing the rate impact on its customers in a proactive manner. The policy will explain the rationale for changes in rates for each City Utility as well as a methodology for how rates could be updated in the future.

#### ***Phase 2 Deliverables***

- Detailed revenue requirement analysis for 10-year projected period for each Utility Operation.
- Cash flow projections including review of capital needs and financial metrics for each Utility Operation.
- Comparison of current and future cost burdens with existing (current) rate revenue, and ability to fund operation and capital expenditures (including revenue projections by Utility Operation).
- Analysis of return on equity within each Utility Operation independently and collectively (we will do this if needed).
- Review and analysis of current asset depreciation for each Utility Operation and how they affect each utility fund cash flow (as included in rates) (we will do this if needed).
- Development of rates to generate sufficient revenue for each Utility Operation.
- Development of alternative rate designs as applicable (including rates for co-generation electric customers).
- Development of policy for rate analysis.



### **Phase 3: Presentation and Communication of Results**

Upon completion of the analysis portion of the Studies, NewGen will deliver the revenue requirement, COS, and the rate design model(s) for the City's future use, including all workpapers, spreadsheets, reports, and computations used in the analyses. We will provide final copies of the presentations developed for management and the City Council/Council Committee as appropriate.

NewGen will document all work performed for these Studies in a concise narrative report (or reports, depending on the City's request). This report will include an executive summary written in easy-to-understand terms so that it is "public friendly." All data sources relied upon in the Studies will be identified and documented, and all assumptions clearly set forth. The report will be delivered to the City in draft form, and a revised report and supporting model will be delivered to the City after receipt of comments on the draft report.

NewGen will develop and provide presentations of the preliminary Studies results to the City Council and/or Council Committee (as appropriate) to solicit feedback on the proposed rate structures, rate alternatives and other charges. It is anticipated that feedback from City staff and management, as well as the Council/Committee, will be included in the final recommended rate plan. Our proposed budget includes one on-site visit for this presentation. However, if additional on-site meetings are required, we will work with the City to accommodate such requests.

As indicated, new rates would be designed to be effective as of July 1, 2025 (FY 2026), and the City requires two public readings of the recommended rate changes. NewGen will develop an internal presentation prior to the first reading (public meeting). If requested, NewGen will facilitate an additional town hall/educational meeting for the public to inform customers about the newly adopted rates. This meeting will be coordinated with the City and may require an additional on-site visit for the NewGen Project Team.

#### ***Phase 3 Deliverables***

- Delivery of final work products including workpapers, spreadsheets, and models, including new rate recommendations (rates and rate structures) and presentation materials.
- Delivery of draft/final report(s) for the Studies.
- In-person presentation of preliminary/final Studies results to City Council/Committee, constituents, and members of the public.

#### **Notes**

1. This scope of services entails the conduct and development of a comprehensive cost of service and rate design study for the City, incorporating a 10-year forecast of electric, water, wastewater and solid waste rates. It does not include the submittal of any testimony, conduct of hearings, etc. if required at any state regulatory body.
2. NewGen is not an engineering firm and is therefore not qualified to conduct a closure and post-closure cost analysis for the City. If a closure and post-closure cost analysis is completed by a qualified solid waste engineering firm, we will incorporate it into our solid waste rate structure.

## **PAST PERFORMANCE AND REFERENCES**

The Project Team is well qualified to provide the City with the services identified in the RFQ. We have worked with other utilities and other entities around the country on cost of service and rate issues, as well as load and load shape forecasting, distributed generation economic feasibility and electric bill savings, and advanced metering infrastructure (AMI) data analytics. Below are project descriptions and references for work similar to that requested by the City. NewGen encourages the City to contact any of the representative professional references below. These clients can speak to our ability to provide quality work similar to the services requested by the City. We are happy to provide additional references upon request.

### **Electric**

#### **American Samoa – Cost of Service and Rate Design Study**

In September 2018, the American Samoa Power Authority (ASPA) retained NewGen to develop a cost of service (COS) and proposed Rate Design Study (Study). The Study determined the total cost of providing electric services, the allocation of costs to the various customer classes, and the design of rates to safeguard the financial integrity of the utility. The total cost of providing services predominately includes operations and maintenance (O&M) expenses (including fuel for power production), debt service, and cash capital outlays required to operate and maintain the Electric System (System) with high reliability.

The Study included an analysis of estimated revenue requirements, an unbundled COS analysis based on the average of the forecasted period FY 2020–FY 2023, a rate analysis, and the development of a proposed new Variable Fuel Surcharge (VFS) calculation. Various policy issues were also identified and discussed. ASPA provided the majority of the System specific data utilized for the Study. In certain cases where information was not available, NewGen developed estimates based on our experience, as well as publicly available information. Analyses were performed in accordance with generally accepted industry practices for municipal electric utilities.

#### **Port of Oakland, CA – 2024 Electric Cost of Service and Retail Rate Design Study**

Contact Information: Khaly Nguyen, Acting Manager of Utilities Administration | Port of Oakland 530 Water Street, Oakland, CA 94607 | (510) 627-1672 | [knguyen@portoakland.com](mailto:knguyen@portoakland.com)

In December 2023, the Port of Oakland (Port) retained NewGen to develop a 2024 Cost of Service (COS) and Rate Study on behalf of the Port of Oakland’s proposed Utility Revenue Division (Port Utility). The Study determined the total cost of providing electric services, the allocation of costs to the various customer classes, and the design of rates for existing and projected customer classes. The total cost of providing services predominately includes operations and maintenance (O&M) expenses, including power supply, as well as debt service and capital outlays required to operate and maintain the system with high reliability. The Port Utility provides services to two distinct areas owned by the Port of Oakland, the Seaport operations, and the Oakland International Airport (Airport), which is served by the Port’s SS-1 and SS-1A substations.

The Study included developing a revenue requirement for the Electric Division for an agreed-upon period of time (defined as the Test Year) to support recommendations on the magnitude and frequency of rate adjustments over that period. A review of existing Port financial policies regarding cash management, debt issuance, and other metrics as they may apply to the newly formed Electric Division cost center was

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incorporated into the Study results, with recommendations as appropriate. Further, existing customer classes were reviewed for potential changes in class descriptions, such as the Shore Power billing arrangements and associated tariffs. The end result was the development of retail rates and rate structures supported by an analysis that is fair, equitable, and consistent with the Port's policies and financial requirements.

**Homer Electric Association, AK – Transmission and Ancillary Services Rate Study**

Contact Information: JD Draves, Manager of Regulatory Affairs and Rate Design | (907) 235-3325

Beginning in 2014, NewGen staff provided assistance to Homer Electric Association (HEA) in developing rates for transmission and ancillary services. The rates developed as part of this study were designed to be consistent with a new transmission service tariff developed by HEA and filed for approval with the Regulatory Commission of Alaska at the end of 2013. The HEA transmission tariff contained the terms and conditions for HEA's transmission service and ancillary services offering, which were similar to those found in the Federal Energy Regulatory Commission pro forma Open Access Transmission Tariff with certain modifications for circumstances specific to Alaska utilities and to HEA in particular.

Until the end of 2013, HEA purchased power from Chugach Electric Association (CEA) and the Bradley Lake hydroelectric power project. The Bradley Lake hydroelectric power project is located in HEA's service territory, and ownership of the project is shared by HEA, CEA, and four other Alaska electric cooperatives. HEA now produces its own power through its Independent Light project to replace the power purchased from CEA. Prior to HEA producing its own power, CEA leased HEA transmission lines in the northern part of the HEA service territory including the transmission lines needed to transport a portion of the power from the Bradley Lake hydroelectric power project out of HEA's service territory to other owners of the project. With the reversion of the leased lines back to HEA, the HEA Transmission Tariff governs all transmission and ancillary services HEA provides to transport power from the Bradley Lake Power project out of HEA's service territory that are not covered by the existing Bradley Lake hydroelectric project agreements.

HEA developed the transmission and ancillary services rates as inception rates using a projected test year 2014 revenue requirement because of the need to have the rates in place before an actual cost history under the new operating conditions was available to serve as the basis for rates. HEA used the inception rates until revised rates were approved by the Regulatory Commission of Alaska at the conclusion of its next general rate case, filed in 2015.

In development of the transmission and ancillary services rates, a cost of service approach was followed using generally accepted ratemaking principles. The resulting rates were used in the Transmission Tariff developed by HEA. The key steps in developing the rates were as follows:

- Development of test year 2014 revenue requirements and rate bases
- Functionalization and classification of revenue requirements and rate bases
- Calculation of transmission and ancillary services rates

NewGen has also provided ongoing litigation support for HEA's transmission rate case before the Regulatory Commission of Alaska including expert witness testimony.

**Golden Valley Electric Association, AK – Standby Rate Study**

Contact Information: Daniel Heckman, Regulatory Manager | (907) 458-5706

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NewGen provided assistance to Golden Valley Electric Association (GVEA) with developing standby service rates for qualifying facilities and other power generation facilities, as well as large commercial and industrial customers who have their own power generation equipment but still want the ability to purchase power from GVEA on an as-needed basis. The standby rates and charges were developed in accordance with the Regulatory Commission of Alaska requirements found in Section 3 AAC 50.780 (a) of the Alaska Administrative Code, and they were included as part of standby tariff provisions developed for firm supplemental service, firm back-up service, firm maintenance service, and interruptible service.

#### **City of Paris and Princeton Electric Plant Board, KY – Financial Review and Rate Plan**

Contact Information: Mike Withrow, Assistant City Manager – City of Paris, KY | (859) 987-2110 x 3133 | [mwithrow@paris.ky.gov](mailto:mwithrow@paris.ky.gov)

Kevin Kizsee, General Manager – Princeton Electric Plant Board | (270) 365-2031 | [kkizsee@pepb.net](mailto:kkizsee@pepb.net)

Both the City of Paris and Princeton Electric Plant Board engaged NewGen to review financial performance, prepare a COS analysis, and develop new retail rates for the electric system. The tasks to be completed during this study included: (a) a review of financial statements and operating results; (b) the determination of rate revenue requirements; (c) the preparation of a customer billing database for use in cost allocation and rate design; and (d) the preparation of rate design alternatives and bill comparisons for existing and proposed rates.

The data the team analyzed facilitated a deeper understanding of the relationship between City expenses, revenues, and sales to retail customers. This data included historical financial statements, approved budgets, financial forecasts, customer billing data, system operating statistics, financial and rate policies, and other elements for the electric, water, and wastewater utilities.

#### **City of Riverside Public Utilities, CA – Cost of Service and Utility Rate Design**

Contact Information: Brian Seinturier, Utilities Fiscal Manager, Revenue/Rates | (951) 826-2215 | [BSeinturier@riversideca.gov](mailto:BSeinturier@riversideca.gov)

NewGen completed an electric utility cost of service and rate design effort on behalf of the City of Riverside and Riverside Public Utilities (RPU) in 2018 and was engaged to provide a revised study for 2023. In 2016, RPU initiated efforts to greatly increase its technology and system investment under an ambitious plan referred to as “Utility 2.0.” Under this strategic plan, RPU realized its rates and rate structures were not well suited for the pending changes to its system. Further, the investment needed to support the strategic plan exceeded the revenue generated from the existing rates and rate structures. The NewGen Project Team created a Test Year Revenue Requirement and developed a defensible cost allocation methodology to apply the utility’s costs equitably to its customer classes. This effort included analyzing the impacts of Proposition 26, California’s so-called “Stop Hidden Taxes Initiative,” and the Net Energy Metering (NEM) reform within the State of California. The study included an innovative fixed cost recovery mechanism based on energy usage known as the Network Access Charge (NAC). The NAC recovers costs on a fixed monthly basis, depending on the customer class, and is reflective of the distribution demand costs incurred by various levels of energy usage.

More recently, NewGen worked diligently with RPU staff and management to update its revenue requirements and cost of service analysis and to develop updated rate schedules to be effective January 1, 2024, with annual updates over the next four years.



## Water/Wastewater

### Kauai Department of Water – Depreciation Study

Contact Information: Marites Yano, Waterworks Controller, Kauai Department of Water | 24398 Pua Loke Street, Lihue, Kauai, Hawaii 96766 | (808)-245-5422 | [myano@kauaiwater.org](mailto:myano@kauaiwater.org)

In association with Brio Consulting, NewGen performed a depreciation study to develop recommended average service lives for the Kauai Department of Water (DOW) plant accounts which were used to calculate item-based depreciation expense using the straight-line, whole-life method of depreciation. The whole life method provides for the recovery of the original cost of property, adjusted for net salvage, over the average service life of the property. The DOW does not track net salvage by plant account; therefore, net salvage was assumed to be zero which is reasonable for water utility plant which is often retired in place.

At the time of the study, the DOW used two different depreciation methods. For Utility Plant accounts, DOW used the group remaining life depreciation rates developed in the DOW's prior depreciation study. For General Plant, Capital Leases, and Intangible Plant accounts, DOW calculated depreciation using the whole life method and unit depreciation accounting. Prior to the DOW's last depreciation study, the DOW used the whole life method and unit depreciation accounting for all plant accounts. A significant change recommended in this depreciation study was for the DOW to return to using unit depreciation accounting for the Utility Plant accounts.

As part of the depreciation study, NewGen benchmarked average service lives for asset types at other water utilities in Hawaii as well as the mainland. NewGen calculated the theoretical depreciation reserve based on the recommended average service lives in the depreciation study applied to the DOW plant balances as of June 30, 2020, and determined that the DOW's actual depreciation reserve was substantially greater than the theoretical reserve. In order to better align the actual book depreciation reserve with the theoretical reserve, the DOW decided to make a one-time adjustment to its financial statements to reduce the reserve for accumulated depreciation on the DOW books to equal the theoretical reserve amounts.

In addition to NewGen's final report describing the results of the depreciation study and basis for our recommended average service lives, NewGen provided the DOW with a copy of its fixed asset schedule showing the calculation of annual depreciation using unit depreciation accounting based on the recommended average service lives in the study and accumulated depreciation amounts as of the study date by individual asset for Utility Plant accounts, which was necessary to implement unit depreciation accounting.

The results of the depreciation study and one-time adjustment to the depreciation reserve were approved by the DOW Board in April 2021.

### Town of Holly Springs, NC – Water, Sewer & Reclaimed Water Rate Study

Contact Information: Tina Stroupe, Finance Director | (919) 557-3912 | [tina.stroupe@hollyspringsnc.gov](mailto:tina.stroupe@hollyspringsnc.gov) |  
Kendra Parrish PE CFM, Executive Director of Utilities & Infrastructure | (919) 557-3935 | [kendra.parrish@hollyspringsnc.gov](mailto:kendra.parrish@hollyspringsnc.gov)

Located less than 20 miles southwest of Raleigh, the Town of Holly Springs provides water, sewer, and reclaimed water services to 13,250 residential and 610 commercial customers within a service area that includes the Town as well as parts of the extraterrestrial jurisdiction (ETJ).

## **CITY OF UNALASKA, AK**

### **REQUEST FOR QUALIFICATIONS**

#### **FINANCIAL CONSULTING SERVICES – UTILITY RATE STUDIES FOR ELECTRIC, WATER, WASTEWATER AND SOLID WASTE**

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The Town's primary source of supply is through the purchase of water from Harnett County, pumped from the Cape Fear River and treated at Harnett County's regional water treatment plant. The Town's agreement with Harnett County expires in 2048. The Town also has backup water line connections to the Towns of Cary and Apex. The Town has an average demand of 2.5 MGD. The Town's wastewater is treated at the Town's wastewater treatment plant, which has a treatment capacity of 6 MGD and is expected to be increased to 8 MGD during the next upgrade.

The scope of services included the following:

- Analyze the performance of the current rate structure and compare it to other NC utilities with a similar customer base. Assess the current rate structure for sustainability and the ability to generate the necessary revenue to fund the cost of operations, maintenance/repair, and debt service, as well as capital improvements.
- Assess existing fee structure and identify other potential areas for service and system charges and recommend changes, if appropriate. Weigh the benefits of any proposed modifications against the financial impacts on rate payers.
- Assess the interaction between any water conservation elements of the recommended rate structure and their impact on the ability to fund water and sewer operations.
- Develop an understanding of the CIP and the impacts of that plan on future rates.
- Develop a proposed rate schedule that reflects the Council's priorities and obligations and contains a forecast for proposed rates over a 5-year period that can be integrated into the Town's existing CIP.
- Develop a rate projection that forecasts rates for 20 years based on expected cost increases over time, including increases in the cost of purchasing water from Harnett County.
- Provide justifications for any special classes of customers under the recommended rate structure.
- Demonstrate that any alternative rate structure is easy to understand and administer and can be accommodated within the existing billing system.
- Help develop a communication plan to educate the community, Council members, and staff on the rate study and alternate rate structures.
- Deliver a spreadsheet rate model that reflects any changes to the rate structure accepted by the Council and provide training to staff in running scenarios that will allow staff to fully understand how the model operates and how the results of various future recommendations that may be proposed can be illustrated.

#### **Albemarle County Service Authority, VA – Financial Planning and Rate Studies**

Contact Information: [Quin Lunsford, Director of Finance](#) | (434) 977-4511 | [qlunsford@serviceauthority.org](mailto:qlunsford@serviceauthority.org)

This retailer of water and sewer service in a rapidly growing and affluent community centered around Charlottesville engaged NewGen, as MFSG, for a series of projects starting in 2003 and continuing to date. Project tasks included:

- Development of formal COS/rate models for the Authority's central service area and its outlying service area.

**FINANCIAL CONSULTING SERVICES — UTILITY RATE STUDIES FOR ELECTRIC, WATER, WASTEWATER AND SOLID WASTE**

- Development of separate and common rate and fee schedules for the central and outlying service areas.
- Development of formal policies by the Board dealing with the establishment of reserves and the target balances for such reserves.
- Assistance in negotiating allocation of costs to ACSA by its wholesale provider, the Rivanna Water & Sewer Authority.
- Negotiation of participation by the City of Charlottesville in financing the expansion of ACSA's water supply reservoir, owned by ACSA but operated on ACSA's behalf by the Rivanna Water & Sewer Authority.

## **Solid Waste**

### **City of Tucson, Arizona — Multiple Solid Waste Cost of Service and Rate Design Studies and Other Analyses**

Contact Information: Carlos De La Torre, Environmental & General Services Director City of Tucson | 4004 S. Park Ave., Bldg. 1, Tucson, AZ 85726 | (520) 837-3783 | [Carlos.DeLaTorre@tucsonaz.gov](mailto:Carlos.DeLaTorre@tucsonaz.gov)

In 2000, Mr. Dave Yanke conducted the first solid waste cost of service and rate design study for the solid waste utility, which allowed them to determine its costs for individual solid waste and recycling programs. Since that initial cost of service study, Mr. Yanke has completed numerous cost of service studies for the City to assist with their financial planning. The primary purpose of the 2003 update was to develop cost of service-based rates that reflected the organizational and operational changes that had been implemented by the City. The results of the study were used by the City to implement a solid waste user fee for the first time.

In 2008, a 10-year solid waste cost of service and rate design study was completed. Mr. Yanke worked closely with City staff to identify the full cost of providing solid waste services and the rates necessary to recover this cost. A major deliverable for the project was an analysis of the possible mechanisms to equitably recover the significant costs for remediation-related costs.

In 2015, Mr. Yanke and NewGen staff assisted the City of Tucson in evaluating their current container maintenance operation by determining the comprehensive cost of providing container maintenance services.

NewGen was retained to conduct an update to the 2008 cost of service study in 2016 with the final report issued in June 2017. One of the primary issues addressed during the conduct of this study was the financial impact if four departments currently located within the General Fund were transferred to the Environmental Services Department, and the resulting impact upon the residential and commercial solid waste rates.

NewGen was engaged in 2018 to conduct a market analysis and incremental cost analysis to determine a cost effective and equitable rate for the put-or-pay contracts that the City had with several private waste haulers.

NewGen was retained in 2022 to conduct an update to the 2017 solid waste cost of service study. The 2022 study included a three-year forecast and was used to present the need for a rate increase to City Council, since the solid waste rates had not been increased in 10 years. Based on NewGen's analysis, the City Council agreed to a two-phased rate increase—the first rate increase in 10 years.

## **CITY OF UNALASKA, AK**

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NewGen is currently conducting a comprehensive solid waste cost of service and rate design study that will be completed by June 2025. In addition, NewGen was just retained by the City to assist in the conduct of a procurement to select a new MRF (material recover facility) vendor to construct and operate a MRF for the City.

#### **City of Stillwater, Oklahoma — Solid Waste Assessment and Management Study, and Cost of Service Study**

Contact Information: Matt Faulkner, Waste Management Director | (405) 533-8439 | [matt.faulkner@stillwater.org](mailto:matt.faulkner@stillwater.org)

NewGen was retained by the City of Stillwater in April 2019 to conduct a comprehensive review of the City's solid waste collection services as well as the contractual agreements for the delivery of its solid waste and recyclables to privately operated facilities (landfill and processing facility, respectively). A key initial priority was for the City to evaluate its options with regard to the processing of its recyclables. The NewGen Project Team, in conjunction with its engineering subcontractor, evaluated several options including the direct hauling of recyclables to either Tulsa or Oklahoma City. Other options included the evaluation of building a recycling staging facility that would allow for the long-hauling of recyclables to either Tulsa or Oklahoma City. Additional scenarios reviewed were the construction of a baling facility and citizen collection center at the recycling staging facility, as well as the construction and operation of a transfer station capable of handling both recyclables and municipal solid waste.

The Project Team's recommendations and Solid Waste Management Plan were provided to the City Council in June 2020. Additional efforts related to the Solid Waste Assessment included an evaluation of current collection practices for residential and commercial customers, an evaluation of long-term landfill options, and the facilitation of citizen input regarding recycling in the City through a Citizen Recycling Task Force (a total of nine Task Force meetings). In May 2019, the City also asked NewGen to conduct a cost of service study on a parallel track with the Solid Waste Assessment and Management Study.

The City recently retained NewGen in 2024 to conduct an update to the cost of service study and an operational analysis of a cost savings if the City were to convert from rear loader to front loader collection.

## **Multi-Utility Studies**

#### **City of Green River, Wyoming — Multi-Utility Cost of Service and Rate Design Study and Solid Waste Operations Review**

Contact Information: Chris Meats, Director of Finance | [cmeats@cityofgreenriver.org](mailto:cmeats@cityofgreenriver.org) | (307) 872-6125

The City of Green River, Wyoming has a population of over 12,000 residents and is the county seat for Sweetwater County in the southwestern portion of the state. The City retained NewGen in March 2016 to conduct a cost of service and rate design study for the City's water, wastewater, and solid waste utilities as well as to explore the potential creation of a stormwater utility for the City.

The study focused on ensuring each City utility would have sufficient funds to operate and meet future capital infrastructure requirements. The 10-year revenue requirement forecast included approximately \$44 million in capital improvements: a new wastewater treatment plant, landfill closure, construction of a transfer station, and water distribution and wastewater collection system repairs and upgrades. NewGen collaborated with City staff to develop multiple rate scenarios in order to balance cost of service, revenue recovery, and policy concerns.



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During the course of the solid waste cost of service study, after NewGen had completed the allocation of equipment and personnel to the City's various solid waste services, a number of operational issues were identified. Discussions between NewGen and City staff concerning these items confirmed that additional analyses were needed to evaluate the City's solid waste operations.

As a result, the City retained NewGen in June 2016 to study certain aspects with regard to the City's solid waste utility. The operational analysis specifically focused on the following key components:

- Collection efficiency
- Routing
- Staffing
- Equipment
- Cost (operating and capital)
- Standard operating procedures/best management practices

A key element addressed in the operational assessment was the feasibility of converting from commercial rear load to front load trucks to collect commercial waste and recyclables. NewGen's analysis also quantified the number of commercial customers who would convert from 300-gallon plastic side load containers to front load dumpsters. The number of dumpsters and weekly lifts were forecast from an operations and financial standpoint. The projected cost savings on a "cost per cubic yard for collection and disposal" was significant. NewGen then incorporated these findings and recommendations from the operations review into the comprehensive solid waste cost of service study, including the development of commercial front load dumpster rates. NewGen issued the final solid waste operations report to the City in October 2016.

The comprehensive water, wastewater, solid waste, and stormwater study was completed and issued to the City in January 2017. A Microsoft Excel model and model training with City staff was included as one of the deliverables and allows the City staff to analyze various "what-if" scenarios and measure the potential rate impact of any budgetary changes. This also allows the City to ensure sufficient revenue is recovered via the rates going forward.

NewGen was retained again in 2021 to conduct an update to the water and wastewater cost of service study, with a final report issued and findings presented to the City Commission in June 2022.

**Fayetteville Public Works Commission, NC – Utility Cost of Service Study**

Contact Information: Jason W. Alban, Director of Financial Planning | (910) 223-4102 | [jason.alban@faypwc.com](mailto:jason.alban@faypwc.com) |  
Carla Supples, Financial Rates Manager | [carla.supples@faypwc.com](mailto:carla.supples@faypwc.com)

***Electric Pricing and Rate Design Study***

NewGen is performing an Electric Pricing and Rate Design Study for the Fayetteville Public Works Commission (PWC). The PWC's electric system is the largest public power system in North Carolina and the 36<sup>th</sup> largest in the nation. PWC purchases all its power requirements from Duke Energy Progress (DEP) under a 30-year agreement effective July 1, 2012. The PWC experienced significant power supply cost increases with the implementation of this new agreement. The PWC may elect to terminate the agreement effective June 30, 2024, by written notice on or before June 30, 2019. Also, future power cost increases will result from a DEP settlement agreement regarding DEP coal ash spill remediation. In anticipation, the PWC developed a coal ash-related rate stabilization fund.

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As part of the study, NewGen is providing the PWC with a variety of electric pricing and rate design services necessary to ensure the financial integrity of the PWC and to provide reasonable and equitable recovery of costs from PWC's electric ratepayers. When performing these services, NewGen will consider the PWC's broader utility strategy, financial goals, and ratemaking policies to provide a framework for the various tasks to be completed during the Study. Power supply cost increases will be a key consideration, and NewGen will develop optional rate designs to address these changes.

The types of electric services that NewGen is providing include development of the following:

- A rate strategy document
- Financial forecast with projections of future revenue requirements that will consider the future use of the coal ash fund, as well as other PWC rate stabilization funds
- COS analyses using the projected revenue requirements
- Analyses of optional rate designs, including bill impact analyses
- Financial, COS, and rate design models for PWC staff to use in the development of future rate proposals

The PWC has fully deployed electric AMI meters. As part of the study, NewGen utilized AMI data from all PWC electric customers to develop COS allocators and rate designs.

Also, as part of the study, NewGen reviewed and benchmarked PWC's models against best practices in the industry. The results of the review were incorporated into PWC's new COS and financial models.

***Water and Wastewater Cost of Service Study***

Fayetteville PWC provides water and wastewater services to over 225,000 customers both inside and outside the City of Fayetteville. PWC draws water from two independent water sources: the Cape Fear River and Glenville Lake, with treatment capacity of 58 MGD and an average demand of 23.51 MGD in fiscal year (FY) 2020. PWC's Cross Creek and Rockfish Creek Water Reclamation Facilities (WRF) have the capacity to treat 46 MGD. PWC maintains over 1,300 miles of sewer mains, 79 miles of forced sewer mains, and 85 lift stations.

PWC engaged NewGen to complete a water and wastewater COS Study to determine the appropriate revenue collection amongst PWC's customer classes. This was the first analysis to include PWC's AMI water metering data, which allowed NewGen to provide insight related to customer class peaking and the realignment of system costs. NewGen developed recommendations for water and wastewater revenue adjustments based on the COS analysis.

NewGen also advised PWC regarding key decision points within its water and sewer services, including its Inside City/Outside City rate differential, wholesale water rates, main extension and lateral fees, and other issues as they arose.

NewGen's project included several key evaluations:

- Water and Wastewater Cost of Service
- Financial planning/Pro Forma development
- Rate Design/Bill Impact
- Customer Class Designation

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- Wholesale Rates
- Inside/Outside Rate Differential
- Miscellaneous Fees, including Main Extension and Lateral Fees
- Regional and National Benchmarking

**Lafayette Utilities System – Electric, Water, and Wastewater Rate Study (Lafayette, LA)**

Contact Information: Jeff Stewart, Director | (337) 291-5838 | [JSTEWART@lus.org](mailto:JSTEWART@lus.org)

LUS engaged members of NewGen to perform a comprehensive review of the utilities' financial condition and to prepare a COS and rate design study to support indicated rate adjustments. The firm prepared a 10-year financial model which allowed LUS to evaluate various rate and financing strategies that would meet the overall utilities' objectives. The financial planning model allowed LUS to run real-time scenarios considering changes in rate levels, debt financing, and variations in their projected CIP. Additionally, the financial planning tool interfaced with the utility's generation expansion planning tool and budget.

The financial planning tool identified specific known and measurable adjustments that were incorporated in the development of a test year revenue requirement COS study. For the electric system, the test year revenue requirement was unbundled into the primary utility functions of generation, transmission, distribution, and customer service. Within each function, specific services were identified, and further unbundling of costs occurred. Once the revenue requirement was unbundled, costs were classified and allocated to the various customer classes.

Based on the results of the various scenarios, a significant increase in base rates was required to meet the utilities' financial objectives. The financial analysis indicated that the electric, water, and wastewater systems' base rates needed to be raised. Given the size of the increases, multiple-year phase-in strategies were considered, and eventually a two-year rate phase-in strategy was adopted.

NewGen staff supported the LUS management team in its interactions with the Lafayette City-Parish and the Lafayette City-Parish Council. The proposed rates were successfully adopted.

**City of Denton, TX – Financial Planning and Rate Modeling**

Contact Information: Mary E. Dickinson, Chief Financial Officer – Denton Municipal Electric | (940) 349-7170 | [mary.dickinson@cityofdenton.com](mailto:mary.dickinson@cityofdenton.com)

In 2016, NewGen facilitated a workshop with Denton Municipal Electric (DME) and Denton Water Utilities (DWU) for the development of an AMI electric rate model for DME and financial planning models for both utilities.

As a result of the electric rate model planning process, NewGen is in the process of developing a dynamic, Microsoft Excel-based model that provides analytics of two years of customer billing and 15-minute interval load data for over 50,000 meters. This data is used in the model for analyzing current and potential rate options, determining allocations for COS studies, auditing customer class qualifications, targeting customer programs, etc. The model includes dashboards designed to manage and manipulate large amounts of data to easily convey key load profile information. The dashboards will be set up to allow the user to run scenario analyses based on changing rates by time of use (TOU) period, increasing distributed generation (DG), increased usage of electric vehicles (EV), etc. DME will update the model monthly and will be able to use this tool enterprise-wide for rate analysis and planning purposes.

As a result of the financial planning process, NewGen is also in the process of developing dynamic, fully integrated financial and budgeting models that will allow DME and DWU finance staff to quickly run and save multiple ad-hoc scenarios. These scenarios can be tailored to consider a variety of variables, such as cost escalations, retail rate changes, capital plans, retail load inflation, and debt issuances. These Excel-based tools will include embedded help and updating capabilities and are compatible with NewGen’s rate modelling and COS tools. DME and DWU will use the financial decision-making tool enterprise-wide for annual budgeting and financial planning purposes. The models will have a robust reporting engine that allows for utility periodic reports to be exported directly from the model.

## **Additional Experience**

To show our broad range of experience, we have included a table which includes a sample of clients for whom we have provided cost of service and rate design services as Appendix B to our proposal.

**FINANCIAL CONSULTING SERVICES – UTILITY RATE STUDIES FOR ELECTRIC, WATER, WASTEWATER AND SOLID WASTE**

**TOTAL ESTIMATED BUDGET**

NewGen proposes to conduct the Studies for an estimated budget of \$172,000. A categorization of each phase included in the scope of service is provided in the table below.

Phase	Labor Estimate	Travel Expense Estimate	Total
Phase 1 – Kickoff Call/Rate Strategy Document	\$5,000	\$0	\$5,000
Phase 2 – COS/Rate Design for Utility Operations			
<i>Electric</i>	\$45,000	\$0	\$45,000
<i>Water &amp; Wastewater</i>	\$45,000	\$0	\$45,000
<i>Municipal Solid Waste</i>	\$45,000	\$0	\$45,000
Phase 2 – COS/Rate Design Total	\$135,000	\$0	\$135,000
Phase 3 – Presentation & Communication	\$27,000	\$5,000	\$32,000
<b>Total Estimated Budget</b>	<b>\$167,000</b>	<b>\$5,000</b>	<b>\$172,000</b>





# APPENDIX A: RESUMES

REQUEST FOR QUALIFICATIONS

**FINANCIAL CONSULTING SERVICES –  
UTILITY RATE STUDIES FOR ELECTRIC, WATER,  
WASTEWATER AND SOLID WASTE**



## SCOTT H. BURNHAM

Partner

Mr. Scott Burnham joined NewGen Strategies and Solutions, LLC (NewGen) in April 2016. He offers over 25 years of experience in cost of service (COS) and rate design analysis, financial feasibility, municipalization studies, and restructuring for electric utilities. Mr. Burnham leads the comprehensive and independent review of cost of service and retail rate design practices for various electric utilities, including analyzing the impacts of net metering, electric vehicle charging, and ways to enhance fixed cost recovery in the face of increasing levels of distributed generation on clients' systems. Additionally, he has taught numerous classes on cost of service and rate design methodology, including semi-annual courses for EUCL, an industry conference organization.

Mr. Burnham conducts acquisition, privatization, and competitive assessments, which include the development and evaluation of financial models that provide clients with an assessment of the impacts associated with several technical and financial feasibility alternatives. These analyses include impacts on projected net operating results from potential financings, investments, and other client actions. His efforts have involved assessing public versus private utility ownership, developing sales and revenue summaries, analyzing utility investment options, and reviewing power price trends.

### RELEVANT EXPERIENCE

#### Cost of Service and Rate Design

Mr. Burnham participates in and leads the review of cost of service and retail rate design practices for numerous electric utilities. The services provided include the development of historical and projected revenue requirements and defensible cost allocation methodologies to apply to clients' customer classes. He has utilized COS methodologies, unbundling approaches, cost classification techniques, cost allocation methods, and rate design alternatives. He has provided the technical and financial analysis associated with the utility's distribution, transmission, and generation functions.

Mr. Burnham has led projects requiring re-classification of large energy users within the system from contract rates to tariff rates. Mr. Burnham has determined fixed cost allocation by customer class from detailed feeder analysis, provided testimony supporting revenue requirements in a litigated hearing process, and developed testimony to support utility cost allocation methodologies.

Mr. Burnham has provided the methodology and analysis to determine the value associated with various distributed solar technologies. He has also explored rate options designed to improve fixed cost recovery in the face of increasing levels of distributed generation on clients' systems. This has included working with clients on reforming existing net energy metering rates. He has also reviewed existing COS analysis associated with electric vehicle charging, street lighting and traffic lighting retail rate classes. He has developed specific rates and rate programs for the industrial customer base, including developing interruptible rate offerings that benefit both the industrial customer and the client.

Mr. Burnham has been responsible for leading the analysis and development of the presentations and reports and presenting results and recommendations, including proposed rates, before city councils and governing boards.

#### CONTACT

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Lakewood, Colorado 80228  
sburnham@newgenstrategies.net  
www.newgenstrategies.net

#### EDUCATION

Master of Business Administration in  
Finance, University of Colorado  
Master of Public Affairs and Master of  
Science, Indiana University  
Bachelor of Science, Texas A&M  
University

#### KEY EXPERTISE

Economic Evaluation  
Feasibility and Financial Analyses  
Rates Negotiation  
Retail Rate and Cost of Service  
Unbundled Cost Analysis

## SCOTT H. BURNHAM

Partner

### Cost of Service and Rate Design (cont.)

Additionally, he has facilitated citizen advisory groups and stakeholder processes to solicit input into rate design. Mr. Burnham's cost of service and rate design clients include:

- American Samoa Electric Utility, American Samoa
- Arizona Public Service Company, AZ
- Aurora, CO
- Austin Energy, TX
- Brenham, TX
- Brownfield, TX
- City of Longmont (CO) / Longmont Power and Communications (LPC)
- Colorado Springs Utilities, CO
- Dover Electric System, DE
- Farmington Electric Utility System, NM
- Fayetteville Public Works Commission (NC)
- Fort Collins Utilities, CO
- Georgetown Electric Utility, TX
- Lafayette Consolidated Government, LA
- New England States Committee on Electricity (NESCOE)
- Peninsula Clean Energy, CA (CCA)
- Pedernales Electric Cooperative, Inc.
- Platte River Power Authority, CO
- Port of Oakland, CA
- Redding Electric Utility, CA
- Riverside Public Utilities, CA
- San Francisco Public Utility Commission, CA
- Silicon Valley Power, CA
- South Carolina Public Service Authority (Santee Cooper), SC
- Turlock Irrigation District, CA
- Vermont Public Service Department, VT
- Virgin Islands Water and Power Authority, U.S. Virgin Islands

### Feasibility Studies and Financial Analyses

Mr. Burnham has developed financial models to inform clients' decisions regarding the associated impacts of multiple technical and financial feasibility scenarios. Mr. Burnham reviews clients' financial projections and structures. He also develops pro forma financial models to determine projected revenue and costs associated with various projects and financing approaches for power generation and distribution facilities. These financial models focus on developing operating results, debt service coverage ratios, and other applicable financial metrics within the terms of a proposed financing effort. His models and associated reports have been relied upon to assess investment decisions in capital markets.

Mr. Burnham has developed projected operating results for consulting engineering reports and associated financing certifications. Further, he provided financial models that included the technical, financial, and economic input parameters to optimize the value of multiple generation sitting alternatives. He also developed a pro forma financial model for portfolio financing over 7,500 megawatts of generation capacity. Clients include:

- Arizona Public Service, AZ
- Black Hills Energy, CO
- Brownsville Public Utilities Board, TX
- City of San Diego, CA
- City of Slayton, MN
- City of Valley Center, KS
- CORE Electric Company, CO
- Duke Energy, NC
- Lafayette Consolidated Government, LA
- Vistra Energy
- Wyoming Municipal Power Agency, WY



# SCOTT H. BURNHAM

Partner

- Central Electric Cooperative, SC
- City of Ann Arbor, MI
- City of Chicago, IL
- City of Decorah, IA
- El Paso County, CO
- Ember Infrastructure LLC, NY
- Escalante H2 Power, TX
- Fortis Capital Corp., Santiago, Chile

## WORKSHOPS AND PRESENTATIONS

Mr. Burnham has given numerous presentations and participated in training and workshops. These activities have focused on cost of service, ratemaking, and distributed energy resources. Host organizations and the topics Mr. Burnham presented are displayed below.

### Electric Utility Consultants, Inc. (EUCI)

- *Introduction to Cost of Service Concepts and Techniques for Electric Utilities*
- *Distributed Energy – Cost / Benefit Analysis Summary / Methodology*
- *Introduction to Rate Design for Electric Utilities*

### Indiana State Bar Association - Utility Law Section

- *Electric Ratemaking Workshop (CLE Credit Course)*

### Municipal Electric System of Oklahoma (MESO)

- *Distributed Energy Resources Workshop*
- *Cost of Service / Rate Design Workshop*

### American Public Power Association

- *Review of AMI Investment Decision (with LUS)*

### RMEL (formerly Rocky Mountain Electrical League)

- *Cost of Service and Utility Rate Design*

### Western Load Research Association

- *Integrating Load Analyses into the Cost of Service and Rate Design Process (with Redding Electric Utility)*

### Northwest Public Power Association

- *Blue Sky Rates Facilitation Workshop*



## Dave Yanke

President

Mr. Dave Yanke brings over 30 years of financial consulting insight to his public sector water, wastewater, and solid waste clients. His experience includes conducting operational reviews, system valuations, feasibility and municipalization analyses, and cost of service and rate design studies for water, wastewater, and solid waste utilities. Having effectively guided numerous repeat clients through various operational and financial challenges, Mr. Yanke serves as a trusted advisor in an ever-changing marketplace.

### RELEVANT EXPERIENCE

#### Municipal Solid Waste Experience

Mr. Yanke has been actively involved in the municipal solid waste consulting arena since 1991. During that time, he has gained a national reputation regarding solid waste issues such as full cost accounting and environmental enforcement. Mr. Yanke's solid waste consulting experience covers a broad array of practice areas for a multitude of clients, as listed below:

#### Cost of Service and Rate Design Studies

- Abilene, TX
- Adams County, WI
- Austin, TX
- Bartlesville, OK
- Bismarck, ND
- Borger, TX
- Canyon, TX
- Denton, TX
- Edmond, OK
- Estancia Valley Solid Waste Authority, NM
- Garland, TX
- Georgetown, TX
- Grand Prairie, TX
- Green River, WY
- Huntsville, TX
- Irving, TX
- Killeen, TX
- Laredo, TX
- Las Cruces, NM
- Little Rock, AR
- Lynchburg, VA
- Nacogdoches, TX
- Phoenix, AZ
- Pima County, AZ
- Sandoval County, NM
- Santa Fe, NM
- Santa Fe County, NM
- Santa Fe Solid Waste Management Agency, NM
- Scottsdale, AZ
- South Central Solid Waste Authority; Las Cruces, NM
- Superior, WI
- Temple, TX
- Tucson, AZ
- York County, SC

#### Financial and Economic Feasibility Studies

#### CONTACT

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Austin, TX 78759  
dyanke@newgenstrategies.net  
www.newgenstrategies.net

#### EDUCATION

Texas A&M University, College Station,  
Master of Business Administration  
University of Wisconsin, Madison,  
Bachelor of Business Administration

#### ADVISORY COUNCILS & BOARDS

President of the Texas Commission on  
Environmental Quality (TCEQ) Municipal  
Solid Waste Management and Resource  
Recovery Advisory Council

Served as Vice Chair on the State of  
Texas Alliance for Recycling (STAR) Board  
of Directors, formerly Treasurer (2014-  
2016)

#### KEY EXPERTISE

Cost of Service and Rate Design Studies  
Feasibility Analyses  
Solid Waste Management Plans  
Operations Reviews  
Procurement Assistance



# DAVE YANKE

President

- Albuquerque, NM
- Arlington, TX
- Dallas, TX
- New Braunfels, TX
- Phoenix, AZ
- Temple, TX

## Solid Waste Management Plans and/or Operations Reviews

- Austin, TX
- Bismarck, ND
- Douglas, AZ
- Garland, TX
- Green River, WY
- Houston, TX
- Irving, TX
- Killeen, TX
- Lubbock, TX
- Mesquite, TX
- Middle Rio Grande Development Council, TX
- Muskogee, OK
- Norman, OK
- Santa Fe Solid Waste Management Agency, NM
- Stillwater, OK
- Tucson, AZ

## Procurement Efforts

- Edmond, OK
- Fate, TX
- Fort Worth, TX
- Little Rock, AR
- Santa Fe County, NM
- Santa Fe Solid Waste Management Agency, NM
- Superior, WI
- Victoria, TX

## Other Types of Studies

- Estancia Valley Solid Waste Authority, New Mexico – Asset Management Plan
- Grand Prairie, Texas – Franchise Fee Evaluation
- Mesquite, Texas – Private Hauler Rate Increase Review
- Houston-Galveston Area Council, Texas – Municipal Solid Waste Generation & Diversion Forecast (2005 and 2017)
- Montgomery and Wharton Counties, Texas – Review of Illegal Dumping Issues
- Tucson, Arizona – Feasibility Analysis Concerning a Multi-family Recycling Program
- U.S. EPA – Retained to Attend a Full Cost Accounting Roundtable Discussion
- Waco, Texas – Public Awareness Materials
- Walker County, Texas – Countywide Collection Program
- Developed “Municipal Solid Waste Services Full Cost Accounting” Workbook
  - Iowa Department of Natural Resources
  - Texas Commission on Environmental Quality (formerly the Texas Natural Resource Conservation Commission)
  - Wyoming Department of Environmental Quality

## Water and Wastewater Experience

Below are clients for whom Mr. Yanke has managed or assisted in conducting water and wastewater cost of service and rate design studies, valuation studies, feasibility analyses, damage calculations, and/or litigation support services. (Many of these clients have retained Mr. Yanke to conduct follow-up studies in later years.)

***Some of the following projects were completed by Mr. Yanke while employed at his prior firms.***

# DAVE YANKE

President

## Cities

- Bartlesville, OK
- Bellaire, TX
- Borger, TX
- Copperas Cove, TX
- Del Rio, TX
- Denton, TX
- Donna, TX
- Douglas, AZ
- Eagle Pass, TX
- Edmond, OK
- Fate, TX
- Fort Worth, TX
- Gilmer, TX
- Green River, WY
- Greenville, TX
- Hobbs, NM
- Huntsville, TX
- Kilgore, TX
- La Feria, TX
- Lacy Lakeview, TX
- Laredo, TX
- Lewisville, TX
- Longview, TX
- Los Fresnos, TX
- Lubbock, TX
- Nacogdoches, TX
- Nogales, AZ
- Palestine, TX
- Paris, TX
- Pharr, TX
- Primera, TX
- Richmond, VA
- Rowlett, TX
- San Antonio Water System
- Stillwater, OK
- Sugar Land, TX
- Temple, TX
- Tyler, TX
- Victoria, TX
- Weatherford, Texas

## Water Supply Corporations, Districts, and Authorities

- Blackland Water Supply Corporation
- El Oso Water Supply Corporation
- Greater Kelly Development Authority
- Johnson County Special Utility District
- Lake Fork Water Supply Corporation
- Lower Valley Water District
- Lower Colorado River Authority
- Manville Water Supply Corporation
- Rockett Special Utility District
- Sharyland Water Supply Corporation
- Tarrant Regional Water District
- Texas Water Development Board
- Titus County Fresh Water Supply District No. 1
- United States Marine Corps
- United States Navy Southwest Division
- Walker County Rural Water Supply Corporation
- Webb County, TX

## PRESENTATIONS AND PANELS

- *Establishing Rates, Fees, and Policies to Meet Current and Future Financial Needs*, Texas Rural Water Association (TRWA), April 2022
- *Does Your Water Utility Have a Financial Plan*, Texas Rural Water Association (TRWA), March 2017

## DAVE YANKE

President

- *Rate Structures and Revenues from Current Rates*, Government Finance Officers Association of Texas (GFOAT) Fall Conference, October 2015
- *Rate Fairness for Big and Small Customers*, Texas Rural Water Association (TRWA) Technical Conference, July 2015
- *Fort Worth Wholesale Water Contract Negotiations*, Texas Water Conservation Association (TWCA) Conference, March 2013
- *Retail Water & Sewer Rate Policy: Who Should Pay for Costly Infrastructure?*, Texas Water Law Conference, January 2013
- *How to Conduct a Water and Sewer Cost of Service Study for Your Utility*, Oklahoma Municipal League Conference, September 2012
- *Outside Professional Services – When to Contract Out*, TRWA Governance Conference, January 2012
- *Equitable Treatment in Rate Structure Determination*, TRWA Water District's Conference, September 2011
- *Cost of Service and Rate Design Seminars for Water and Wastewater Utilities* (one/two-day training sessions): Texas AWWA Rates and Charges Committee, Fall 2011 (Austin, Houston, Dallas)
- *Financing Today's and Tomorrow's Needs*, Western States Water Conference, November 2010
- *Building Consensus During the Development of a Uniform Wholesale Water Contract*, AWWA's Utility Management Conference, February 2010



## LAURIE TOMCZYK

Senior Manager

### CONTACT

1528 Trails End,  
Lapeer, Michigan 48446  
ltomczyk@newgenstrategies.net  
www.newgenstrategies.net

### EDUCATION

Bachelor of Science in Mechanical  
Engineering, University of Nebraska

### PROFESSIONAL REGISTRATIONS/ CERTIFICATIONS/COMMITTEES

Registered Professional Engineer (PE)  
Mechanical, Colorado

### KEY EXPERTISE

Cost of Service and Rate Design  
Depreciation Studies  
Expert Witness and Litigation Support  
Engineering/Economic Analyses  
Financial Projections  
Revenue Requirements

Ms. Laurie Tomczyk has over 35 years of experience providing management consulting services to clients in the electric power, water, and solid waste management industries. She specializes in electric utility revenue requirement analyses, cost of service and rate design studies, financial projections, transmission and ancillary services rates, expert witness services, and other engineering and economic analyses. Her rate-related projects have included studies to develop retail electric, retail water, transmission, ancillary service, standby, and special contract rates. She also has experience in net energy metering, decoupling, and opt-out programs.

Ms. Tomczyk has provided expert witness testimony on revenue requirement, cost of service, and rate design issues, as well as depreciation studies transmission and ancillary services rates, and nuclear decommissioning funding before public utility commissions and the Federal Energy Regulatory Commission. She has been an instructor on behalf of Electric Utility Consultants, Inc. for courses on cost-of-service concepts and techniques and rate design for electric utilities.

Ms. Tomczyk joined NewGen as an Executive Consultant in 2014. Before joining the firm, she provided utility consulting services while employed at R. W. Beck, Inc. and its successor firm, SAIC, for 25 years.

## RELEVANT EXPERIENCE

### Revenue Requirement, Cost of Service, and Rate Design

Ms. Tomczyk leads and participates in retail revenue requirements, cost of service, and rate design studies for electric utilities. Services include the development of historical and projected revenue requirements and the development of detailed cost of service and rate design models. Ms. Tomczyk has utilized numerous cost allocation methods and compared the revenue requirements under the various cost of service methods to evaluate the most appropriate cost of service methodologies for specific clients.

Additionally, Ms. Tomczyk has worked on diverse ratemaking issues such as standby service rates, net energy metering rates, wheeling rates, feed-in tariffs, and cost of service levels. Efforts include:

- Utilizing projected test year analyses to assess revenue requirements;
- Evaluation of cost of service changes for multiple customer classes;
- Development of new rates for customer classes based on pre-defined overall percentage rate increases; and
- Determining whether a return on rate base or Times Interest Earned Ratio should be used for ratemaking purposes.

# LAURIE TOMCZYK

Senior Manager

Below is a sample listing of Ms. Tomczyk's cost of service and rate design clients by service offering.

## Electric Revenue Requirement, Unbundled Cost of Service Analysis, and Rate Design Studies

- Austin Energy, TX
- BC Hydro, British Columbia, Canada
- Brownsville Public Utilities Board, TX
- Bryan Texas Utilities, TX
- Cleveland Public Power, OH
- CPS Energy, TX
- Crawfordsville Electric Power & Light, IN
- Denton Municipal Electric, TX
- Farmington Electric Utility System, NM
- Fayetteville Public Works Commission, NC
- Garland Power & Light, TX
- Golden Valley Electric Cooperative, AK
- Guam Power Authority, Guam
- Homer Electric Association, AK
- Kaua'i Island Utility Cooperative, HI
- Lafayette Utilities System, LA
- Richmond Power & Light, IN
- San Francisco Public Utilities Commission, CA
- Springfield City Utilities, MO
- Tri-State Generation & Transmission Association, Inc., CO
- United Power Electric Cooperative, Colorado
- U.S. Army, California, Georgia, New York, and Virginia
- Vernon Public Utilities, CA
- Water and Electric Board, OR

## Competitive Retail Rate Assessments

- Brownsville Public Utilities Board, TX
- Garland Power and Light, TX

## Electric Transmission and Ancillary Service Rates

- Brownsville Public Utilities Board, TX
- Golden Valley Electric Cooperative, AK
- Greenville Electric Utility System, TX
- Homer Electric Association, AK
- Independence Power & Light, MO
- Lubbock Power & Light, TX
- Tri-State Generation & Transmission Association, Inc., CO

## Net Energy Metering and Standby Rates

- Golden Valley Electric Cooperative, AK
- Homer Electric Association, AK
- Kaua'i Island Utility Cooperative, HI
- Madisonville Municipal Utilities, KY



# LAURIE TOMCZYK

Senior Manager

## Electric Special Contract Rates

- Alaska Golden Valley Electric Cooperative, AK
- Homer Electric Association, AK

## Electric Decoupling Programs

- Guam Power Authority, Guam
- Kaua'i Island Utility Cooperative, HI

## Opt-Out Program Associated with Advanced Electric Metering Infrastructure Project

- Kaua'i Island Utility Cooperative, HI

## Expert Witness and Litigation Support

Ms. Tomczyk offers expert testimony regarding cost of service, rate design, and ratemaking issues before local and state regulatory bodies and courts. She has developed revenue requirements, rate base, cost of service analysis, rate design, and associated testimony filed with state commissions, including the design of retail, transmission, and ancillary services rates. Ms. Tomczyk has developed a standby rate report filed with the state commission as part of the standby rate service tariff filing. She has provided written testimony and other client litigation support regarding their revenue requirements, cost of service studies, and equity management plans.

Additionally, Ms. Tomczyk has developed comments on behalf of customer associations related to a state commission's investigation to analyze the strengths and weaknesses of marginal cost of service studies, embedded cost of service studies, the reconciliation process, and how this impacts rate classes. She has also reviewed wholesale energy providers' unbundled financial statements, calculation of equipment, projected wholesale customer patronage capital accruals, and estimated rate impacts associated with the wholesale utility's proposed construction of a new generation plant. Ms. Tomczyk has provided testimony and other types of litigation support for the following clients:

- City of Auburn, MI
- City of Fort Wayne, City of Mario, and Marion Municipal Utilities, IN
- Crawfordsville Electric Light & Power, IN
- Denton Municipal Electric, TX
- Fayetteville Public Works Commission, NC
- Golden Valley Electric Cooperative, AK
- Guam Power Authority, Guam
- Homer Electric Association, AK
- Independence Power & Light, MO
- Kaua'i Island Utility Cooperative, HI
- Lubbock Power & Light, TX
- Nevada Resorts Association, NV
- New England States Committee on Electricity, MA
- Office of Public Utility Counsel, TX
- Richmond Power & Light, IN
- SABIC Innovative Plastics Mount Vernon, IN
- Texas Office of Public Utility Counsel
- Tri-State Generation & Transmission Association, Inc., CO
- University of Texas System
- U.S. Department of Defense and all other Federal Executive Agencies, TX, NM, NY

# LAURIE TOMCZYK

Senior Manager

## Financial Projections

Ms. Tomczyk is responsible for developing financial and economic analyses for utility clients. She has presented many of these analyses before regulatory commissions in support of general rate case applications, particularly in support of the revenue requirements in the applications. She has also developed equity management plans for electric cooperatives, pro forma, and other financial analyses. Her financial project clients include:

- Brownsville Public Utilities Board, TX
- City of Indianapolis, IN
- CPS Energy, TX
- Fayetteville Public Works Commission, NC
- Georgetown Municipal Water and Sewer Service, KY
- Golden Valley Electric Cooperative, AK
- Guam Power Authority, Guam
- Homer Electric Association, AK
- Kaua'i Island Utility Cooperative, HI
- Lafayette Utilities System, LA
- St. Joseph Power & Light, MO

## Depreciation

Ms. Tomczyk performs analyses on depreciation studies for municipal and cooperative utility clients. She developed a replacement planning model using the survivor curve methodology to estimate future replacement costs for electric utility systems at nine military bases operated and maintained under contract by City Light & Power, Inc. She also developed depreciation studies for the Kauai Island Utility Cooperative, HI, Lubbock Power & Light, TX, Denton Municipal Electric, TX, and New Braunfels Utilities, TX. Ms. Tomczyk is a Society of Depreciation Professionals (SDP) member and has completed training courses offered by SDP. Training course topics included data requirements and collection, unit versus group accounting, depreciation models, actuarial and simulation life analyses, salvage and cost of removal analyses, and technology forecasting. She is working towards becoming a Certified Depreciation Professional through SDP.

## WORKSHOPS

Ms. Tomczyk has served as an instructor for the following courses:

### Electric Utility Consultants, Inc. (EUCI)

- *Introduction to Cost of Service Concepts and Techniques for Electric Utilities*
- *Introduction to Rate Design for Electric Utilities*

## PRESENTATIONS

Ms. Tomczyk has also made the following industry presentations:

### Michigan Municipal Electric Association Annual Conference

- *Standby Rates for Distributed Generation*
- *Using AMI Data for Cost-of-Service and Rate Design Analyses, Resource Planning, and Financial Planning*
- *Balancing Aging Infrastructure, Rates, and Residential Demand*



# JACK BUCKLEY

Senior Consultant

Mr. Jack Buckley joined NewGen as a full-time consultant in December 2021. He assists with cost of service and rate design projects, emphasizing data-driven analytics. Mr. Buckley has an M.S. and B.S. in Architectural Engineering. Prior to joining NewGen, Mr. Buckley provided professional design services, mechanical building calculations, and building models to assist project managers.

## CONTACT

225 Union Boulevard, Suite 450  
Lakewood, CO 80228  
jbuckley@newgenstrategies.net  
www.newgenstrategies.net

## EDUCATION

Master's Degree of Science in Architectural Engineering, University of Nebraska-Lincoln – Omaha, NE  
Bachelor's Degree of Science in Architectural Engineering, University of Nebraska-Lincoln – Omaha, NE  
Engineering Study Abroad Program, Luleå University of Technology – Luleå, Sweden

## KEY EXPERTISE

Data Analysis  
Cost of Service Analyses  
Financial Forecast Modeling  
Rate Design

## RELEVANT EXPERIENCE

### Cost of Service and Rate Design – Electric & Gas

Mr. Buckley assists with cost of service and rate design studies for electric utility clients. He conducts load analysis for solar and non-solar data, billing, and distributed generation analysis, as well as proforma development.

Mr. Buckley's cost of service and rate design clients include:

- Central Coast Community Energy
- City of Austin, TX
- City of Brenham, TX
- City of Denton, TX
- City of Glendale, CA
- City of Riverside, CA
- City of Vernon, CA
- City of Victorville, CA
- City of Weatherford, TX
- Clean Power Alliance
- Farmington Electric Utility System
- Fayetteville Public Works Commission
- Imperial Irrigation District
- Merced Irrigation District
- Port of Oakland
- Southern Minnesota Municipal Power Agency
- Turlock Irrigation District
- Tri-State Generation and Transmission Association, Inc.
- Wyoming Municipal Power Agency
- 3CE

### Financial Modeling

Mr. Buckley assists with financial forecast modeling for electric utility clients. He conducts 5 and 10-year financial forecasts with detailed cash flow analysis and measurement of financial metrics.

Mr. Buckley's financial forecast modeling clients include:

- City of Riverside, CA
- City of Weatherford, TX
- Turlock Irrigation District
- Wyoming Municipal Power Agency

# **JACK BUCKLEY**

Senior Consultant

## **Other Analysis**

Mr. Buckley is currently conducting a variety of other analyses to assist organizations in litigation and FERC filings.

These clients include:

- Bose McKinney
- Ewell, Brown, Blanke & Knight, LLP
- Exponential Engineering Company
- HR Green Fiber & Broadband, LLC
- Keyes & Fox, LLP
- Peninsula Clean Energy
- Platte River Power Authority
- Tri-State Generation and Transmission Association, Inc.





## Savanna Page

Senior Consultant

Ms. Savannah Page joined NewGen as a full-time analyst in February of 2021. She assists on cost of service and rate design projects, emphasizing data-driven analytics. Ms. Page has a B.S. in Economics from the University of Texas at Dallas and an M.S. in Ecological Economics from the University of Edinburgh.

### CONTACT

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Austin, TX 78759  
spage@newgenstrategies.net  
www.newgenstrategies.net

### EDUCATION

Master of Science in Ecological  
Economics, University of Edinburgh  
Bachelor of Science in Economics,  
University of Texas at Dallas

### KEY EXPERTISE

Econometric Analysis  
Financial Modeling  
Feasibility Analyses  
LEED Certified  
Market Research  
Sustainability

## RELEVANT EXPERIENCE

### Water and Wastewater Experience

#### Cost of Service and Rate Design

Ms. Page is currently conducting water and wastewater cost of service analyses and rate design studies to assist organizations in understanding the financial situations of their utility. Rates are developed in support of clients' objectives and using best practices to protect the financial integrity of the operation. Her water and wastewater cost of service and rate design clients include:

- City of Austin, TX
- City of Bartlesville, OK
- City of Borger, TX
- City of Canyon, TX
- City of Green River, WY
- City of Pflugerville, TX
- City of Springfield, MO
- City of Sugarland, TX
- Trinity Rural Water Supply Corporation, TX

### Municipal Solid Waste Experience

#### Cost of Service and Rate Design

Ms. Page is currently conducting solid waste cost of service analyses and rate design studies to assist organizations in understanding the financial situations of their utility. Rates are developed in support of clients' objectives and using best practices to protect the financial integrity of the operation. Her solid waste cost of service and rate design clients include:

- City of Bartlesville, OK
- City of Canyon, TX
- City of Denton, TX
- City of Irving, TX
- City of Laredo, TX
- City of Plano, TX
- City of Springfield, MO
- City of Waco, TX

#### Other

- City of Lake Jackson, Texas - Evaluation of Recycling Options
- City of Laredo, Texas - Solid Waste Master Plan
- City of Tyler, Texas - MSW Collection Municipalization Study
- City of Waco, Texas - Solid Waste Transfer Station Feasibility

## **SAVANNA PAGE**

Senior Consultant

### **PRIOR REVELVANT EXPERIENCE**

#### **Master's Thesis**

##### **Investigating the Attitude-Behavior Gap Present in America's Consumption of Single-use Plastics**

- Designed and thoroughly researched a project investigating American attitudes and behaviors towards single-use plastic consumption.
- Tracked 46 socio-economic indicators from 1500+ respondents related to American consumption and waste activity.
- Created regressions, charts, and visual aids using R to thoroughly analyze collected data and establish consumption, waste, and recycling trends.

#### **Live Nation Concerts: Amphitheater Division**

##### **Sustainability Coordinator**

- Developed, closely monitored, and successfully implemented a Sustainable Business Plan that increased waste diversion from 15% to 49% within the first year, exceeding the first-year goal by 9%.
- Collected, analyzed, and reported operational data to predict waste-stream trends and identify cost-saving procedures.
- Conducted energy and water-use audits for the venue, negotiated new utility contracts, and refitted facilities with high-efficiency lighting and water sensors.



## APPENDIX B: NEWGEN SAMPLE CLIENT LIST

REQUEST FOR QUALIFICATIONS

**FINANCIAL CONSULTING SERVICES –  
UTILITY RATE STUDIES FOR ELECTRIC, WATER,  
WASTEWATER AND SOLID WASTE**



# Appendix B

## NewGen Strategies and Solutions, LLC Sample Clients

NewGen has unparalleled professional experience in providing financial, managerial, and economic consulting services to public sector utilities. Members of our Project Team have assisted an extensive list of clients in conducting electric, natural gas, wholesale and/or retail water, wastewater, storm water, and solid waste cost of service and rate design studies. We often provide other financial and/or management consulting services to these same clients on an as needed basis.

NewGen has performed hundreds of utility rate studies since our inception in 2012. Following is a sample list of some of our clients and the projects we have done. If you would like additional information for any specific project, please let us know.

Client	Project Title	Utility Area
5 Lakes Energy	5 Lakes Energy – Ann Arbor 100% Renewable Energy (Subconsultant)	Electric
Alaska Power & Telephone	Electric COS, Rate Design & Associated Regulatory Support	Electric
Albertson Water District, New York	Water Rate Study	Water
American Samoa	Cost of Service and Rate Design Study	Electric
Argyle Water Supply Corporation	Rate and Capital Recovery Fee Study, Capital Recovery Fee Update, Water and Wastewater Rate Update	Water, Wastewater
Atmos Cities Steering Committee	Atmos West Texas 2020 RRM and Atmos Mid Tex 2020 RRM	Electric
Austin Water, Austin, Texas	Water Rate Study	Water
Bell County WCID No. 3	Water and Wastewater Rate Study	Water, Wastewater
Benton County Public Utility District No 1	New Rate Development	Electric
Berea College	Hydropower Project Survey	Electric
Bethpage Water District, New York	Water Rate Analysis	Water
Bloomington Normal Water Reclamation District, Illinois	Water Rate Model Update	Water
Bois D'Arc MUD, Texas	Water Cost of Service Study	Water
Bristol County Water Authority	Rhode Island Water Rate Study	Water
Brownsville Public Utilities Board	Electric COS & Rate Design Study	Electric
Bryan Texas Utilities/City of Bryan	Transmission Earnings Reports, TCOS EMRs, Interim TCOS, Electric Rate Study, Depreciation, EV Load Forecast, ERCOT Market Access Transmission Rate Design, and Regulatory Charge & Power Supply Adjustment Review/Update, Water, Wastewater and Solid Waste Rate Design Study	Electric, Water, Wastewater, Solid Waste
Buena Vista-Bethel Special Utility District	Water Cost of Service and Impact Fee/Rate Design Study, Financial Consulting Services,	Water
CalChoice	PSPS Review and Rate Review	Electric



Client	Project Title	Utility Area
California Community Choice Association	General Consulting, PCIA Forecast Modeling, CAM Procurement Review, PG&E ERRRA Forecast and Compliance, SCE ERRRA Forecast and Compliance, Diablo Canyon Extension, Pacific Generation Reorganization, DCCP Extension Forecasting, Regulatory Support, and Rates Forecasting	Electric
Carle Place Water District, New York	Water Rate Study	Water
Central Coast Community Energy	Data Analytics Platform, Load Forecasting, COS and Ongoing Rate Support	Electric
Central Electric Cooperative, Inc.	Broadband Support Services	Electric
Chelan Public Utility District No 1	Large Load Rates	Electric
City Light & Power	Replacement Planning Studies	Electric
City of Abilene, TX	Solid Waste Cost of Service and Rate Design Study, Transmission Analysis	Electric, Solid Waste
City of Ada, OK	Solid Waste Cost of Service and Rate Design Study; Water and Wastewater Cost of Service	Water, Wastewater, Solid Waste
City of Albuquerque, NM	Material Recovery Facility Feasibility Study; Procurement Assistance	Solid Waste
City of Aledo, Texas	Water/Wastewater Rate Study, Annual updates since 2008	Water, Wastewater
City of Allen, Texas	Water and Wastewater Rate Study	Water, Wastewater
City of Ames, Texas	Wastewater Rates Financial Services	Wastewater
City of Anaheim	COS Studies	Electric
City of Angleton, Texas	Water and Wastewater Rate Study	Water, Wastewater
City of Anna, Texas	Water and Wastewater Rate Study	Water, Wastewater
City of Aransas Pass, Texas	Water and Wastewater Rate Study	Water, Wastewater
City of Athens, Texas	Water and Wastewater Rate Study	Water, Wastewater
City of Austin	Rate Update, Rate Review, and Executive Coaching; Customer Rate Advocate; Zero Waste Plan Update	Electric, Water, Wastewater, Solid Waste
City of Ballinger, Texas	Water and Wastewater Cost of Service and Rate Study	Water, Wastewater
City of Barnstable, MA	Solid Waste Financial Model Update 2021 (Annual Updates)	Solid Waste
City of Bartlesville, OK	Water, Wastewater and Solid Waste Cost of Service and Rate Design Study	Water, Wastewater, Solid Waste
City of Bastrop	Water and Wastewater Study, Impact Fee Study, Wholesale Water and Sewer Rate Study	Water, Wastewater
City of Bay City, Texas	Water and Sewer Rate Review	Water, Wastewater
City of Bedford, Texas	Water, Wastewater, and Solid Waste Rate Study, Stormwater Fee Update	Water, Wastewater, Solid Waste
City of Bellmead, Texas	Water and Wastewater Rate Study	Water, Wastewater
City of Berea	General Consulting	Electric
City of Bismarck, ND	Solid Waste Management Collection Evaluation	Solid Waste
City of Bonham, Texas	Water/Wastewater Rate Study	Water, Wastewater

Client	Project Title	Utility Area
City of Borger, TX	Water, Wastewater and Solid Waste Cost of Service and Rate Design Study	Water, Wastewater, Solid Waste
City of Boulder	Future Costs	Electric
City of Bowie, Texas	Water and Wastewater Rate Study	Water, Wastewater
City of Brea, California	Water and Wastewater Rates and Impact Fee Study	Water, Wastewater
City of Breckenridge, Texas	Water and Wastewater Rate Study	Water, Wastewater
City of Brenham	EV Tariff Development, Water, Wastewater, Electric and Gas Rate Updates	Electric, Natural Gas, Water, Wastewater
City of Brownfield, Texas	Electric, Water, Wastewater, and Solid Waste Rate Studies	Electric, Water, Wastewater, Solid Waste
City of Burbank	COS Services	Electric
City of Burnet, Texas	Water Rate Study, Impact Fee Study, Wholesale Water Contract	Water, Wastewater
City of Camden, New Jersey	Water and Sewer Rate Study and Update	Water, Wastewater
City of Canyon, Texas	Water, Wastewater and Solid Waste Rate Study	Water, Wastewater, Solid Waste
City of Cedar Hill, Texas	Annual Water Rate Review	Water
City of Charlottesville	General Consulting: Gas, Water and Wastewater Rate Update	Natural Gas, Water, Wastewater
City of Chicago	Regulatory Support	Electric
City of Cibolo, Texas	Economic Assessment of Green Valley SUD Wastewater CCN Area to be Annexed	Water, Wastewater
City of College Station	Transmission Cost of Service Study, EMR Review, and EV Fast Charge Rate Study	Electric
City of Colleyville, Texas	Water and Sewer Rate Study, Financial Consulting Services	Water, Wastewater
City of Conroe, Texas	Water and Wastewater Rate Consulting Services	Water, Wastewater
City of Copperas Cove, Texas	Water, Sewer, Solid Waste, Drainage, and Transportation Study	Water, Wastewater, Solid Waste
City of Corpus Christi, Texas	2022 Rate and Model Review, 2021 Utility Rate Model Development	Water, Wastewater
City of Deer Park, Texas	Water and Wastewater Rate Study	Water, Wastewater
City of Denton	PUCT Rate Filing Services, COS and Rate Design Services, TCOS and Interim TCOS Filings, Depreciation Study, Renewable Solicitation Review, and Value of Solar Study	Electric
City of Diboll, Texas	Water and Wastewater Rate Study	Water, Wastewater
City of Dover	Electric Rate Study	Electric
City of Ennis, Texas	Indirect Cost Allocation Study, Water and Wastewater Rate Study	Water, Wastewater
City of Eunice, New Mexico	Water and Wastewater Revenue Sufficiency and Rate Design Study	Water, Wastewater
City of Farmington, NM	Electric COS Study, Water and Wastewater Cost of Service and Rate Design Study	Electric, Water, Wastewater



Client	Project Title	Utility Area
City of Fate, Texas	Water and Wastewater Cost of Service and Rate Design Study	Water, Wastewater
City of Flower Mound, Texas	Water and Wastewater Rate Projection Study	Water, Wastewater
City of Forest Hill, Texas	Economics and Rates, Water/Sewer Rate Study	Water, Wastewater
City of Forney, Texas	Strategy and Sustainability Utility Service Plan, Water/Sewer Rate Study	Water, Wastewater
City of Fort Worth, Texas	Wholesale Water Contract Assistance, Water and Wastewater System Privatization Analysis, Bio-solids Forensic Audit, Wholesale Wastewater Contract Assistance, Wholesale Water and Wastewater Rate Study	Water, Wastewater
City of Fredericksburg, TX	Fiber Study	Electric
City of Fredericksburg, Virginia	Water and Sewer Rate Study Update	Water, Wastewater
City of Frisco, Texas	Water and Wastewater Model Development	Water, Wastewater
City of Galesburg, Illinois	Water Rate Study	Water
City of Garland, Texas	Economics and Rates Cost Allocation Study, Water and Wholesale and Retail Wastewater Rate Study, General Services Agreement, Water and Wastewater Financial Services	Water, Wastewater
City of Gatesville, Texas	Water and Wastewater Rate Study, Wholesale Water Contract and Rate Revision Services	Water, Wastewater
City of Georgetown, TX	SW Cost of Service/Rate Design, Water and Wastewater Rate Study, Electric Rate Consulting and Cable Franchise Review	Electric, Water, Wastewater, Solid Waste
City of Glenn Heights, Texas	Water Rate Study	Water
City of Godley, Texas	Water and Wastewater Rate Study	Water, Wastewater
City of Gonzales, CA	Microgrid Analysis	Electric
City of Gonzales, Texas	Electric, Water and Wastewater Rate Study	Electric, Water, Wastewater
City of Graham, Texas	Water Rate Study Rate Model Review	Water
City of Green River, Wyoming	Comprehensive Water, Wastewater and Solid Waste Rate Design Study, Water and Wastewater Rate Study	Water, Wastewater, Solid Waste
City of Greensboro, NC	Automated Cart Expansion Impact Study	Solid Waste
City of Greenville, Texas	Water and Wastewater Rate Study	Water, Wastewater
City of Gunter, Texas	Water and Wastewater Revenue Sufficiency and Rate Study	Water, Wastewater
City of Hagerstown, Maryland	Water and Wastewater Rate Study Update	Water, Wastewater
City of Haltom City, Texas	Water and Wastewater Rate Study	Water, Wastewater
City of Hampton, Virginia	Stormwater Fee Study and Update, Water and Sewer Rate Study Update	Water, Wastewater
City of Hobbs, New Mexico	Water and Wastewater Cost of Service Studies	Water, Wastewater
City of Holly Springs, North Carolina	Water, Sewer, and Reclaimed Water Rate Study and Update	Water, Wastewater
City of Houston	Utility Consulting Services, Regulatory Support, Legislative Tracking, Expert Assistance, and Transmission/Distribution System Assistance; Commercial Recycling Case Study	Electric, Solid Waste

Client	Project Title	Utility Area
City of Hutto, Texas	Water and Wastewater Rate Study and Rate Updates	Water, Wastewater
City of Idalou, Texas	Water and Wastewater Rate Study	Water, Wastewater
City of Irving, Texas	Water and Wastewater Rate Study	Water, Wastewater
City of Justin, Texas	Water and Wastewater Rate Study	Water, Wastewater
City of Kerrville, Texas	Water and Wastewater Revenue Sufficiency and Rate Design Study	Water, Wastewater
City of Killeen, Texas	Water and Wastewater Rate Consulting Services, Drainage Utility Fee Update	Water, Wastewater
City of Lake Jackson, Texas	Water and Wastewater Cost of Service and Rate Design Study	Water, Wastewater
City of Lampasas, Texas	Wholesale Electric, Water, and Wastewater Cost of Service Study	Electric, Water, Wastewater
City of Lancaster, Texas	Economics and Rates Water Rate Study	Water, Wastewater
City of Laredo, TX	Solid Waste Master Plan and Rate Study	Solid Waste
City of Las Cruces	Cost Allocation Plan Review; Solid Waste Cost of Service and Rate Design Study	Electric, Solid Waste
City of League City, Texas	Economics and Rates	Water, Wastewater
City of Lewisville, Texas	Castle Hills Economics and Rates Rate Review; Water and Wastewater Rate Study	Water, Wastewater
City of Livingston	Equitable Rates	Electric
City of Longmont	COS and Rate Design Review and Ongoing Consulting	Electric
City of Longview, Texas	Water and Wastewater Cost of Service Study	Water, Wastewater
City of Lubbock, TX	Delivery Rates Retail Competition, TCOS Earnings Report and TCOS EMRs, Depreciation Study, COS Study and Updates, Municipal Solid Waste System Assessment, Water and Wastewater Rate Structure Update	Electric, Water, Wastewater, Solid Waste
City of Mabank, Texas	Water and Wastewater Revenue Sufficiency and Rate Design Study	Water, Wastewater
City of Magnolia, Texas	Water and Wastewater Impact Fee Study	Water, Wastewater
City of Mansfield, Texas	Drainage Rate Model and Update	Water, Wastewater
City of Marshall, Texas	Water and Wastewater Revenue Sufficiency Study	Water, Wastewater
City of Mart, Texas	Wholesale Water Rate Study	Water
City of Maryville, Texas	Water and Sewer Rate Study	Water, Wastewater
City of Mineral Wells, Texas	Retail Water and Wastewater Study, Wholesale Water Contract and Rate Revision Services, Water and Wastewater Cost of Service and Rate Design Study	Water, Wastewater
City of Missouri City, Texas	Utility Acquisition Financial Feasibility, Wastewater Treatment Plant Feasibility Analysis	Water, Wastewater
City of Mount Pleasant, Texas	Water and Wastewater Revenue Sufficiency and Rate Design Study, Wholesale Water Rate Study	Water, Wastewater
City of Murphy, Texas	Water and Wastewater Cost of Service and Rate Design Study and Updates	Water, Wastewater
City of Muskogee, OK	Solid Waste Collection Services Evaluations	Solid Waste



Client	Project Title	Utility Area
City of Navasota, Texas	Water, Wastewater, and Natural Gas Rate Study	Natural Gas, Water, Wastewater
City of Newcastle, Oklahoma	Water and Wastewater Cost of Service and Impact Fee Study	Water, Wastewater
City of Nicholasville	Electric Financial Support	Electric
City of Niles, Ohio	Electric, Water, and Wastewater Rate Study	Electric, Water, Wastewater
City of Odessa, Texas	Water and Wastewater Rate Study, ECUD Wholesale Water Rate Update	Water, Wastewater
City of Olney, Texas	Water Revenue Analysis	Water
City of Palestine, Texas	Water and Wastewater Rate Study, Water and Wastewater Financial Services	Water, Wastewater
City of Paris, KY	Combined Utilities Financial Review & Rate Plans and General Consulting	Electric
City of Paris, Texas	Water and Wastewater Rate Study	Water, Wastewater
City of Pasadena	Water & Power COS and Rate Study, and Electric COS Analysis & Rate Design Study	Electric
City of Pecos, Texas	Water and Wastewater Rate Study	Water, Wastewater
City of Perrysburg, Ohio	Water and Sewer Rate Study	Water, Wastewater
City of Pflugerville, Texas	Water and Wastewater Rate Design Study and Updates	Water, Wastewater
City of Phoenix, AZ	Solid Waste Cost of Service and Financial Studies	Solid Waste
City of Platte City, Missouri	Water and Sewer Rate Study	Water, Wastewater
City of Pompano Beach, FL	Solid Waste Cost of Service and Rate Design Study	Solid Waste
City of Portland, OR	Hydro Facility Cost Allocation Study	Electric
City of Portland, Texas	Water and Wastewater Rate Study, Water and Wastewater Financial Services	Water, Wastewater
City of Portsmouth, Virginia	Water and Sewer Long-Term Financial Plan	Water, Wastewater
City of Post, Texas	Water and Wastewater Revenue Sufficiency and Rate Study	Water, Wastewater
City of Princeton, Texas	Water and Wastewater Retail and Culleoka Wholesale Rate Study	Water, Wastewater
City of Pueblo	Regulatory Support	Electric
City of Red Oak, Texas	Water and Wastewater Rate Study	Water, Wastewater
City of Redding	COS & Rate Design Studies	Electric
City of Riverside	COS and Rate Design	Electric
City of Robinson, Texas	Wholesale Water Contract Support and Rate Revision	Water
City of Rockport	Gas Asset Sale Assistance, Water, Wastewater and Natural Gas Rate Study and Updates, Comprehensive User Fee Study	Electric, Natural Gas, Water, Wastewater
City of Roswell, NM	Water, Wastewater and Solid Waste Cost of Service and Rate Design Study	Water, Wastewater, Solid Waste
City of San Diego	Public Power Feasibility Study	Electric
City of Sanger, Texas	Electric, Water, and Wastewater Rate Study and Update	Electric, Water, Wastewater

Client	Project Title	Utility Area
City of Santa Clara	Silicon Valley Power COS, Rate Design & Ancillary Services	Electric
City of Santa Fe, NM	Solid Waste Cost of Service and Rate Design Study	Solid Waste
City of Schertz, Texas	Water and Wastewater Rate Study	Water
City of Seabrook, Texas	Water and Wastewater Rate Study	Water, Wastewater
City of Seagoville, Texas	Water Rate Study, Water and Wastewater Cost of Service and Rate Study	Water, Wastewater
City of Sealy, TX	Water, Wastewater, Energy and Solid Waste Cost of Service and Rate Design Study; Water, Sewer, Natural Gas, and Solid Waste Rate Study and Impact Fee Analysis	Electric, Natural Gas, Water, Wastewater, Solid Waste
City of Sioux Falls, SD	Solid Waste Management Master Plan	Solid Waste
City of Springfield, MO	COS Rate Design Expertise & Assistance; Water, Wastewater and Solid Waste Cost of Service and Rate Design Study	Electric, Water, Wastewater, Solid Waste
City of Stillwater, Oklahoma	Rural and Wholesale Water Rate Study, Water and Wastewater Cost of Service and Rate Design Study	Water, Wastewater
City of Sugar Land, Texas	Multiple Water and Wastewater Cost of Service Studies	Water, Wastewater
City of Tallmadge, Ohio	Water and Sewer Rate Study Update	Water, Wastewater
City of Temple, Texas	Multiple Water and Wastewater Cost of Service Studies	Water, Wastewater
City of Terrell, Texas	Water Rate Study and Updates	Water
City of Texarkana, Texas	Water and Sewer Rate Study	Water, Wastewater
City of Tioga, Texas	Water and Wastewater Rate Study	Water, Wastewater
City of Tishomingo, Oklahoma	Water and Wastewater Cost of Service Study	Water, Wastewater
City of Tucson, AZ	Landfill Tipping Fee Market Analysis; Solid Waste Cost of Service and Rate Design Study; 3-Year Financial Plan	Solid Waste
City of Tyler, TX	Landfill Municipalization Study; Water Rate Study and Updates, Retail Water and Sewer Rate Design	Water, Wastewater, Solid Waste
City of Valley Center	Municipalization Feasibility Study	Electric
City of Van Alstyne	Water and Wastewater Revenue Sufficiency and Rate Design Study	Water, Wastewater
City of Venus, Texas	Water and Wastewater Rate Study	Water, Wastewater
City of Vernon	Natural Gas Financial Support, Electric COS Update, and Gas COS Study	Electric, Natural Gas
City of Victoria, TX	Solid Waste Commercial Collection Municipalization Feasibility Study; Solid Waste Procurement Assistance	Solid Waste
City of Waco, TX	Hauling Analysis and Solid Waste Cost of Service and Rate Design Study; Solid Waste Cost of Service Study and 10-Year Financial Plan; General Water and Wastewater Rate Consulting Services; Water and Wastewater Cost of Service, Rate Design, Financial Planning	Water, Wastewater, Solid Waste
City of Weatherford	Financial Forecast/Energy, Water & Solid Waste COS, Economics and Rates Cost of Service Rate Study, Financial Forecasting Model Development, Hudson Oaks Wholesale Wastewater Rate Study	Electric, Water, Solid Waste
City of White Settlement, Texas	General Rate Consulting Water/Wastewater Rates	Water, Wastewater



Client	Project Title	Utility Area
City of Wichita, Kansas	Water and Wastewater Rate Study	Water, Wastewater
City of Willow Park, Texas	Water and Wastewater Revenue Sufficiency Study, Water and Wastewater Rate Projections Study	Water, Wastewater
City of Wilmer, Texas	Water and Wastewater Rate Study	Water, Wastewater
City of Wylie, Texas	Water and Wastewater Rate Consulting Services	Water, Wastewater
City Utilities of Springfield	Extension Policy Review & Consulting Services	Electric
Clean Energy Alliance	Regulatory Support	Electric
Clean Power Alliance	SCE ERRR Forecast and Compliance, COS Study, PSPS Reviews, SCE GTSR Rate Review, and Regulatory Support	Electric
Clermont County, Ohio	Water and Wastewater Rate Study	Water, Wastewater
Coachella Valley Water District, California	Wastewater Rate Study	Wastewater
Colorado River Municipal Water District	Buy-In Fee Analysis	Water, Wastewater
Conway Corporation	Electric Rate Study	Electric
CPS Energy	Financial & Operational Consulting, Organizational Effectiveness, Wheeling Rates, Depreciation Studies, Organizational Development Program, Financial Model Modernization, TCOS Rate Filing, and Asset Valuation	Electric
Crawfordsville Electric Light & Power	Review of Rate Design, Rate Case Development, Capital Plan Engineering Services, Electric Vehicle Rate Design, and URT Repeal Rate Adjustments	Electric
Cresson Crossroads MUD No. 2	Water and Wastewater Cost of Service and Rate Design Study	Water, Wastewater
Culleoka Water Supply Corporation, Texas	Water Rate Study	Water
Dairyland Power Cooperative	Transmission Line Appraisal	Electric
Delaware County Regional Water Quality Control Authority, Pennsylvania	Rate Model Update	Water, Wastewater
Denver Water	Board Presentation	Electric
Dynegy Oakland, LLC	Oakland RMR 2021 Contract	Electric
Escalante H2Power, LLC	Financial Model Review	Electric
Estancia Valley Solid Waste Authority, NM	Asset Management Plan	Solid Waste
Fayetteville Public Works Commission	COVID Tracking, Revenue and Load Modeling, Bond Report, AMI Reporting and Analytics, Electric Rate Study, Regulatory Support, Agreed-Upon Procedures Letter, Electric COS, North Carolina Water and Wastewater Rate Study, Water Wholesale Rates and Water System Fees, Water and Wastewater Cost of Service and Rate Design Study	Electric, Water, Wastewater
Fishers Island Utility Company, New York	Water Financial Analysis Study	Water
Frederick County, Maryland	Water, Sewer, and Stormwater Rate Study and Update	Water, Wastewater

Client	Project Title	Utility Area
Georgetown Municipal Water & Sewer	Financial Review & Rate Plan	Electric
GEUS	TCOS Earnings Report, Full Filing, Interim Filing, and TCOS EMR; High Density Load Rate; and Financial Forecast Update	Electric
Golden Valley Electric Association	Retirement Analysis, Financial Forecast Update, and Funding Analysis	Electric
Greater Ouachita Water Company	Multiple Water and Wastewater Cost of Service and Rate Design Studies, Water System Facility Appraisals, Debt Issue Support	Water, Wastewater
Green Valley Special Utility District, Texas	Water and Wastewater Rate Update	Water, Wastewater
Half Associates, Inc.	City of White Settlement, Texas – Storm Water Utility Rate Study City of Seguin, Texas – Storm Water Utility Rate Study City of Lewisville, Texas – Stormwater Rate Study City of Pflugerville, Texas – Drainage Fee Study City of Lake Dallas, Texas – Stormwater Rate Study	Water, Wastewater
Hicksville Water District, New York	Water Rate Study	Water, Wastewater
Hillsborough County, FL	Solid Waste Master Plan	Solid Waste
Homer Electric Association	Funding Financial Analyses and Regulatory Support	Electric
Horry County Solid Waste Authority, SC	Solid Waste Management Plan Update	Solid Waste
Houston-Galveston Area Council, TX	Municipal Solid Waste Generation and Diversion Forecast	Solid Waste
Imperial Irrigation District	Electric COS & Rate Design	Electric
Interior Alaska Natural Gas Utilities	General Consulting Services, Bond Issue, and Independent Review of Financial Model	Electric
Intersect Power	Tariff Review	Electric
ITC Holdings Corp.	Expert Certificates	Electric
ITC Transmission	Expert Certificates and Field Review of Facilities	Electric
Johnson County Special Utility District	Wholesale Water Rate Study, Wholesale and Retail Water and Wastewater Rate Study, Long-term Financial Forecasting Study	Water, Wastewater
Kansas Municipal Energy Agency	Regulatory Support	Electric
Kauai Island Utility Cooperative	Depreciation Rate Regulatory Approval, Depreciation Study & Regulatory Support	Electric
Kentucky Municipal Energy Agency	Power Supply/Agency Support and Load Forecasts	Electric
Kentucky Public Service Commission	Rate Analysis Consulting Services	Electric
Kerrville Public Utility Board	Pole Attachment and Due Diligence Review	Electric
Keys Energy Services	COS Update, Pole Attachment Rates, Model Updates, Quinquennial Reports, Solar Subscriptions, and EV Rate Design	Electric



Client	Project Title	Utility Area
Kimley-Horn and Associates, Inc.	City of Killeen, Texas – Economics and Rates Transportation Utility Study City of Frisco, Texas – Economics and Rates Impact Fee Study City of Galveston, Texas – Economics and Rates Impact Fee Study City of Mesquite, Texas – Economics and Rates Impact Fee Study City of Flower Mound, Texas – Economics and Rates Impact Fee Study NTMWD /McKinney/Wilson Creek Sub-Basin Improvements City of Boerne, Texas – Storm Water Utility Rate Study City of Denton, Texas – Water and Wastewater Impact Fee Update City of Denton, Texas – One Water Study City of Fair Oaks Ranch, Texas – Stormwater Rate Study City of Odessa, Texas – Impact Fee Study City of Rhome, Texas – Water and Wastewater Rate Study Tierra Blanca Public Water System, Texas – Creation of a Utilities District	Water, Wastewater
Kings River Conservation District	Hydro Cost Allocation Review and Energy Benefit Evaluation	Electric
Lafayette Utilities System	CER and LPPA Triennial	Electric
Lake Cities Municipal Utility Authority	Water and Wastewater Rate Design and Public Engagement Consulting	Water, Wastewater
Lake Fork Water Supply Corporation	Water Cost of Service and Rate Design Study	Water
Lakeway Municipal Utility District, Texas	Water and Wastewater Rate Consulting	Water, Wastewater
Lea County Solid Waste Authority, NM	Solid Waste Cost of Service and Tipping Fee Study	Solid Waste
Lee County, Texas	WSC Rates/Capital Recovery Fee Study	Water, Wastewater
Liberty City Water Supply Corporation, Texas	Water and Sewer Cost of Service and Equity Buy-In Fee Study	Water, Wastewater
Long Island Power Authority	Consulting Services	Electric
Manville Water Supply Corporation, Texas	Multiple Retail and Wholesale Rate Design Studies; and Impact Fee Studies	Water, Wastewater
Marilee Special Utility District	Five-Year Financial Plan and Rate Update	Water, Wastewater
Marin Clean Energy	General Consulting and Rates Management System	Electric
Maryland Energy Administration	Regulatory Support	Electric
Mayfield Electric and Water Systems	General Consulting	Electric
Merced Irrigation District	PCA Review and COS & Rate Study	Electric
Montana Consumer Counsel	Regulatory Support	Electric
Monterey Bay Community Power	Data Analytics and COS Rates Peer Review	Electric
Mora-San Miguel Electric Cooperative, Inc	Renewable Purchase Feasibility Study	Electric
Mustang Special Utility District	Water and Sewer Connection Fee Analysis	Water, Wastewater

Client	Project Title	Utility Area
National Water Infrastructure	Louisiana Wastewater Rate Filing	Wastewater
Navajo Tribal Utility Authority	Natural Gas Rate Study, Transmission Rate Study, and Property Valuation for Insurance	Electric, Natural Gas
New Braunfels Utilities	Depreciation Study and TCOS Study	Electric
New England States Committee on Electricity, Inc.	Regulatory Support	Electric
North Collin Special Utility District	Water Rate Study	Water
North Middleton Township, Pennsylvania	Stormwater Fee Credit Program Development	Water, Wastewater
North Texas Municipal Water District (NTMWD)	Water Cost of Service, Contract Revision Services, Regulatory and Litigation Support, Strategic Financial Plans, Cost Allocation Study	Water
Northern California Power Agency	Vernon Load Forecast, Burbank Water & Power COS Analysis & Rate Design/Recommendation, and Port of Oakland COS & Retail Rate Design Study	Electric
Northwest Iowa Power Cooperative	Regulatory Support	Electric
Office of Public Utility Counsel (OPUC)	Regulatory and Litigation Support, Regulatory Rule-making Support	Electric, Water, Wastewater
Omaha Public Power District	Budget Review	Electric
Orange County Power Authority	Financial and Economic Consulting and Financial Planning & Analysis Support	Electric
Parker County Special Utility District	Water Revenue Sufficiency and Rate Design Study, Capital Impact Fee Study	Water
Pedernales Electric Cooperative, Inc.	COS Study	Electric
Peninsula Clean Energy	Data Warehouse and Data Warehouse Support, Electrification Rate Design and Update, and COS Study	Electric
Petawatt Holdings, Inc.	Plant Appraisal	Electric
Pinellas County, FL	Zero Waste to Landfill Solid Waste Master Plan	Solid Waste
Pioneer Community Energy	General Consulting	Electric
Plainview Water District, Texas	Water Rate Study	Water
Port of Oakland, CA	Electric Cost of Service and Retail Rate Design Study	Electric
Port Washington Water District, New York	Water Rate Study	Water
Princeton Electric Plant Board	Financial Review and Rate Plan	Electric
Public Staff – North Carolina Utility Commission	UVE Services	Electric
Rayburn County Municipal Utility District	Water Rate Study	Water
Richmond Power & Light	Rate Rev Model and Transition to New ECA Tracker, URT Repeal Rate Adjustments, and Financial Management Plan/Cash Flow Analysis	Electric
Riverbend Water Resources District, Texas	Wholesale and Retail Water Rate Study	Water, Wastewater



Client	Project Title	Utility Area
Rockett Special Utility District	Retail and Wholesale Water Cost of Service and Rate Design Study, Certificate of Convenience and Necessity (CCN) Valuation Analysis	Water
San Diego Community Power	ERRA Forecasts, SDG&E ERRA Compliance and Forecast, Other Regulatory Support, FY 22/23 Other Regulatory Support, GTSR Litigation, and COS Study	Electric
San Francisco Public Utilities Commission	Electric Rates Study	Electric
San Jose Clean Energy	General Consulting	Electric
Sandoval County, NM	Solid Waste Cost of Service and Rate Design Study	Solid Waste
Santa Fe Solid Waste Management Agency, NM	Solid Waste Cost of Service and Rate Design Study	Solid Waste
Santee Cooper	Broadband Support Services, and Rate Study & Support	Electric
Seaboard Water Supply Corporation, Texas	Water Cost of Service and Rate Design Study	Water
Shady Hollow Municipal Utility District, Texas	Water and Wastewater Rate Study	Water, Wastewater
Sharyland Water Supply Corporation	CCN Valuation Analysis, Water Rate Design Study	Water
Silicon Valley Clean Energy	General Consulting, Rate Update Support, and IGFC Analysis	Electric
Somervell County Appraisal District	Appraisals	Electric
Sonoma Clean Power Authority	General Consulting	Electric
South Central Solid Waste Authority, NM	Solid Waste Cost of Service and Rate Design Study; Pro Forma Analysis	Solid Waste
South Newton Water Supply District	Texas Water and Wastewater Rate Study	Water, Wastewater
South Texas Water Authority	Water Rate and Model Review	Water
Southwest Milam Water Supply Corporation	Wholesale Water Study and Contract Support, Equity Buy and Impact Fee Study	Water
Southwest Solid Waste Authority, NM	Asset Management Plan	Solid Waste
Southwestern Electric Cooperative	Partial Req. Financial Evaluation	Electric
Springer Electric Cooperative	Partial Req Financial Evaluation	Electric
Tarrant Regional Water District, Texas	Ringgold Financial Viability Assessment	Water, Wastewater
Texas Municipal Power Agency	TCOS Filing	Electric
Texas Public Power Association	MOU GF Transfers Study	Electric
Town of Barnstable, Massachusetts	Water Rate Model Update	Water
Town of Cape Charles	PPEA Utility Consulting	Electric
Town of Centerville	Pole Attachment Rate Study	Electric
Town of East Brunswick, New Jersey	Water Rate Study	Water
Town of Elkton, Maryland	Water Audit and Rate Model Update	Water
Town of Emmitsburg, Maryland	Water and Sewer Rate and Connection Fee Study	Water, Wastewater
Town of Estes Park	COS & Rate Design Study	Electric
Town of Highland Park, Texas	Water and Sewer Rate Study	Water, Wastewater

Client	Project Title	Utility Area
Town of Lisbon, CT	Waste-to-Energy Asset Appraisal and Wasteshed Analysis	Solid Waste
Town of Little Elm, Texas	Water and Wastewater Rate Update	Water, Wastewater
Town of Middleburg, Virginia	Water Rate Study Update	Water
Town of Munster, Indiana	Water, Wastewater and Stormwater Rate Study	Water, Wastewater
Town of Ocean City, Maryland	Water and Wastewater Rate Study, 2019	Water, Wastewater
Town of Pantego	Texas Water Rate Study	Water
Town of Perryville, Maryland	Water and Sewer Rate Study	Water, Wastewater
Town of Prosper, Texas	Water and Wastewater Rate Study and Updates,	Water, Wastewater
Town of Vienna, Virginia	Water and Wastewater Rate Study and Update	Water, Wastewater
Town of Wallingford	Connecticut Sewer Rate Study, Water Rate Study	Water, Wastewater
Town of Warrenton, Virginia	Water and Sewer Rate Study and Updates	Water, Wastewater
Town of Westlake, Texas	Water and Sewer Rate Study and Update, Water and Sewer Development Charge Analysis	Water, Wastewater
Township of Hamilton, New Jersey	Sewer Rate Study, Water and Wastewater Rate Study	Water, Wastewater
Trinity River Authority	Water Rate Study	Water
Tri-State	Regulatory & Consulting Services, Depreciation Study, and Irrigation Demand Response	Electric
Trophy Club Municipal Utility District	Water Rate Study; Budget, Financial and Rate Projections; Winter Average Calculations,	Water
U.S. Army Engineering & Support Center	Transmission Line	Electric
Village of Addison, Illinois	Water and Sewer Rate Study	Water, Wastewater
Village of Glen Ellyn, Illinois	Water and Sewer Rate Study	Water, Wastewater
Village of Libertyville, Illinois	Stormwater Utility Feasibility and Rate Study	Water, Wastewater
Village of Northbrook, Illinois	Water and Wastewater Rate Study	Water, Wastewater
Village of Orland Park, Illinois	Water and Sewer Rate Study	Water, Wastewater
Walker County Special Utility District, Texas	Water Rate Study and CCN Valuation	Water
Wellborn Special Utility District	Financial Plan and Impact Fee, Water Rate Study Update	Water
West Hempstead Water District, New York	Water Rate Study	Water
Windermere Oaks Water Supply Corporation	Financial Assessment	Water, Wastewater
Wyoming Municipal Power Agency	COS and Rate Design Study	Electric
York County, SC	Tipping Fee Rate Study	Solid Waste





**THANK YOU!**



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