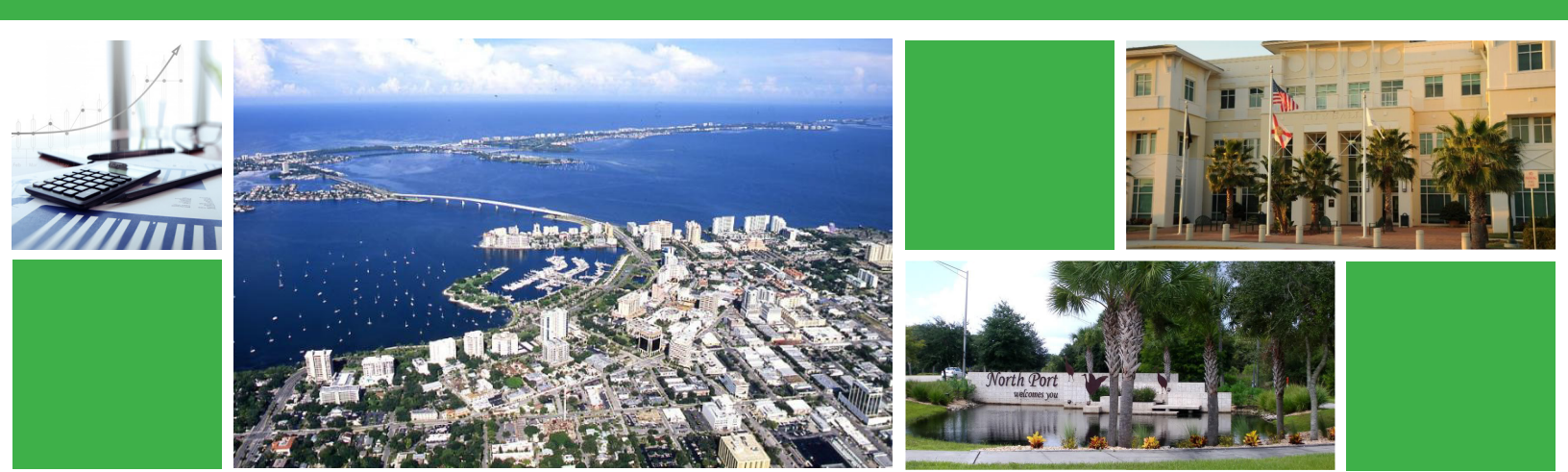


City of North Port

Proposal

Professional Services for City Fees, Rates, Methodologies and Assessments RFP # 2023-32



Title Page

City of North Port

Request for Proposal No. 2023-32

Professional Services for
City Fees, Rates, Methodologies and Assessments

Submitted by:



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Tab 1 – Transmittal Letter

June 22, 2023

Mr. Geoff Thomas
Contract Administrator I
City of North Port
4970 City Hall Boulevard, Suite 337
North Port, Florida 34286

Re: *Proposal for Professional Services for City Fees, Rates, Methodologies and Assessments; RFP No. 2023-32*

Dear Mr. Thomas:

Willdan Financial Services (“Willdan”) is pleased to submit the following proposal to the City of North Port (“City”) to provide Professional Services specific to City Fees, Rates, Methodologies and Assessments. Services to be provided on an as-needed basis may include the following: fee and rate studies and recommendations, non-ad valorem assessment methodology studies, maintenance/rollup of annual assessments with the property appraiser, assessment studies, impact fees, and fee updates for services provided by the City. Willdan understands it is the City’s desire to retain the services of a professional consulting firm(s) through September 30, 2023, and up to two additional years.

Based upon our understanding of the Request for Proposals (RFP), Willdan would like to be considered for each service line outlined. Willdan possesses the depth of staffing resources and advanced technology necessary to effectively carry out the volume of work, on time and within budget, with a focus on responsive service to City staff and residents. Furthermore, none of the requested services will be outsourced to a subcontractor.

In considering the attributes necessary to effectively execute these important services, we are confident the City will find Willdan to be both committed and uniquely qualified for the following reasons:

Experience with the City of North Port — Willdan is privileged to have recent history of working successfully with the City of North Port. ***Members of the project team included within this proposal prepared the Development Impact Fee Study and the FY2022 Road and Drainage District Tax Roll. We retain the models, analysis, and data from these studies, and an understanding of the organization and the community.*** We will bring the same level of professionalism and expertise, and understanding of the City, to this proposed engagement, and take advantage of our knowledge of the City and relationships with staff to quickly and effectively initiate the study, gather data and information, and clarify questions. We will leverage our knowledge of the City’s operations and key staff to facilitate this study in a cost-effective and efficient manner; focusing less time on data gathering, and more on analysis and providing meaningful results, resulting in lower project cost and a higher value.

National Experience — The Willdan project team is nationally recognized for its expertise in a broad range of requested services. In addition to Willdan’s development impact fee, user fee and utility rate analysis experience, our team has successfully conducted feasibility studies, special district formation and administration engagements and other complex financial and economic analyses for clients nationwide. The team’s extensive expertise, and our national experience, has made us renowned experts in the preparation of the financial services requested by the City.

Completion of Concurrent Tasks/Projects — Due to the wide range of project/service types listed within the City’s RFP, it is feasible that multiple assignments could be underway by a single consultant. Due to the breadth and depth of Willdan’s staff and experience, this type of situation would not be an issue for our firm. Willdan as a whole employs approximately 1,500 individuals nationwide. If this situation were to occur the assigned Willdan project manager has access to sufficient staffing and other resources to ensure compliance with the City’s budget and scheduling requirements.

Willdan’s commitment is to provide the highest degree of value to the City. We look forward to discussing our qualifications with you and would be pleased to have the opportunity to serve the City.

We are excited about this opportunity to serve the City of North Port. To discuss any aspect of our proposal, please contact me; my contact information is provided in the table below.

Willdan Financial Services
Proposal Contact
Jeffrey McGarvey
Vice President / Managing Principal
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Tel #: (800) 755-6864 Email: JMcGarvey@Willdan.com
www.Willdan.com

As a Vice President of Willdan Financial Services, I am authorized to bind the firm to the terms of this proposal, as well as the subsequent agreement.

Sincerely,

WILLDAN FINANCIAL SERVICES



Jeffrey J. McGarvey
Vice President/Managing Principal



Tab 2 – Approach to Project/Project Control/Resources

Project Understanding

The City of North Port (the “City”) is home to approximately 77,561 individuals and is the largest city in Sarasota County. The City has a land area of 104-plus square miles, comprised of approximately 78,000 parcels and is largely undeveloped. Revenue is generated through non-ad valorem assessments, user fees for services, utility rates and charges, and development impact fees.

Currently the City seeks the assistance of a professional consultant to conduct fee and rate studies and recommendations, non-ad valorem assessment methodology studies, maintenance/rollup of annual assessments with the property appraiser, assessment studies, impact fees, and fee updates for services provided by the City, as needed.

Each request or task order will require a custom-built approach to determining teaming and level of effort to complete the tasks according to the City’s requirements. Project managers for each service has been identified in Tab 4 – Project Team and Project Manager Experience.

Upon request, a project scope and budget will be crafted and submitted to City staff. Upon approval, and receipt of the notice to proceed, the project team will schedule a kick-off conference call with the City representatives. The project manager will review project goals, existing documentation and resources, and the proposed deliverables. The project schedule will be developed following consultation with, and in concert with, City staff.

The project initiation phase will include WebEx internal and external stakeholder interviews with City staff. Final deliverables, a City Council Work Session / Presentation of Final Report will be conducted on-site, as established by the approved task order.

The level of involvement of City staff will vary widely depending on the nature of the assignment and the degree of policy guidance and decisions needed. Willdan will regularly interface with staff (in-person meetings and weekly conference calls) concerning approaches and tasks throughout the project. The project manager will ensure frequent interaction with staff to ensure that the City’s desired objectives are met on time and that the project’s unique concerns are addressed.

Through our review of the RFP and online research, a synopsis of the City’s non-ad valorem assessments, development impact and capacity fees, user fees, and utility rates and fees follow.

Non-ad Valorem Assessments

The City funds specific services and improvements through the three dependent districts outlined below.

- The Road and Drainage District assessments pay for the maintenance and repair of roads, bridges, water control structures, streetlights, and general operating costs.
- The Fire Rescue District assessments provide fire suppression and rescue services to the citizens of North Port.
- The Solid Waste District assessments pay for solid waste collection and disposal including recycling services.

Each district is authorized to levy non-ad valorem assessments based on benefits received by each property within the City. The assessments are not based on property values. North Port is currently comprised of approximately 78,000 parcels.

Willdan’s District Administration Services (“DAS”) group addresses the ongoing day to day activities associated with the long-term collection of bonded and “pay as you go” special taxes, assessments, fees, utility rates, and standby charges. These types of services demand accurate, timely and knowledgeable treatment of many details. Subsequently, Willdan focuses on quality control and brings the advantage of current technology and knowledge of recent legislation to our clients.

To accurately and efficiently administer special districts on behalf of our clients, Willdan has developed custom software program, known as MuniMagic+SM (discussed in greater detail within the Technological Capabilities subsection); instituted a quality assurance process; and employs dedicated property owner service representatives that handle and direct all incoming calls received on our toll-free tax line.

Development Impact and Capacity Fees

The City currently collects impact fees for the facilities identified below. Funds received are used for new capital improvement of infrastructure needed to accommodate growth associated with new development.

- Law Enforcement
- Fire and Rescue
- Parks and Recreation
- Solid Waste
- General Government
- Water and Sewer

Furthermore, it is also our understanding that the City is considering possibly replacing the transportation impact fee with a mobility fee. This alternate facility plans for multi-modal types (sidewalks, bike lanes, roadways, rail systems, trolley systems) of transportation rather than an impact fee which only regulates road capacity.

Willdan's methodology for calculating public facilities fees is both simple and flexible. Simplicity is important so that the development community and the public can easily understand the justification for the fee program. At the same time, we use our expertise to reasonably ensure that the program is technically defensible.

Flexibility is important so we can tailor our approach to the available data, and the agency's policy objectives. Our understanding of the technical standards established by statutes and case law suggests that a range of approaches are technically defensible. Consequently, we can address policy objectives related to the fee program, such as economic development and housing affordability. Flexibility also enables us to avoid excessive engineering costs associated with detailed facility planning. We calculate the maximum justifiable impact fee and provide flexibility for the agency to adopt fees up to that amount.

Development impact fees are calculated to fund the cost of facilities required to accommodate growth. The four steps followed in an impact fee study include:

- **Estimate existing development and future growth:** Identify a base year for existing development and a growth forecast that reflects increased demand for public facilities;
- **Identify facility standards:** Determine the facility standards used to plan for new and expanded facilities;
- **Determine facilities required to serve new development and their costs:** Estimate the total amount and cost of planned facilities, and identify the share required to accommodate new development; and
- **Calculate fee schedule:** Allocate facilities costs per unit of new development to calculate the public facilities fee schedule.

We discuss key aspects of our approach to each of these steps in the subsections that follow.

Growth Projections

In most cases, we recommend use of long-range market-based projections of new development. By "long-range" we suggest 20 to 30 years to: 1) capture the total demand often associated with major public facility investments; and 2) support analysis of debt financing, if needed. In contrast to build out projections, market based projections provide a more realistic estimate of development across all land uses. Build out projections typically overestimate commercial and industrial development because of the oversupply of these land uses relative to residential development.

Identifying New Development Facility Needs and Costs

We have several approaches that can be used to identify facility needs and costs to serve new development. Often this is a two-step process: 1) identify total facility needs; and 2) allocate to new development its fair share of those needs. Total facility needs are often identified through a master facility planning process that typically takes place concurrent with or prior to conducting the fee study. Engineered facility plans are particularly important in the areas of traffic, water, sewer, and storm drain because of the specialized technical analysis required to identify facility needs.

There are three common methods for determining new development’s fair share of planned facilities costs: 1) existing inventory method; 2) planned facilities method; and 3) system plan method. Often the method selected depends on the degree to which the community has engaged in comprehensive facility master planning to identify facility needs.

The formula used by each approach and the advantages and disadvantages of each method is summarized below.

Existing Inventory Method

The existing inventory method allocates costs based on the ratio of existing facilities to demand from existing development as follows:

$$\frac{\text{Current Value of Existing Facilities}}{\text{Existing Development Demand}} = \$ / \text{unit of demand}$$

Under this method, new development funds the expansion of facilities at the same standard currently serving existing development. By definition, the existing inventory method results in no facility deficiencies attributable to existing development. This method is often used when a long-range plan for new facilities is not available. Only the initial facilities to be funded with fees are identified in the fee study. Future facilities to serve growth are identified through an annual CIP and budget process, possibly after completion of a new facility master plan.

Planned Facilities Method

The planned facilities method allocates costs based on the ratio of planned facility costs to demand from new development as follows:

$$\frac{\text{Cost of Planned Facilities}}{\text{New Development Demand}} = \$ / \text{unit of demand}$$

This method is appropriate when specific planned facilities can be identified that only benefit new development. Examples include street improvements to avoid deficient levels of service or a sewer trunk line extension to a previously undeveloped area. This method is appropriate when planned facilities would not serve existing development. Under this method, new development funds the expansion of facilities at the standards used for the master facility plan.

System Plan Method

This method calculates the fee based on the ratio of the value of existing facilities plus the cost of planned facilities divided by demand from existing plus new development:

$$\frac{\text{Value of Existing Facilities} + \text{Cost of Planned Facilities}}{\text{Existing} + \text{New Development Demand}} = \$ / \text{unit of demand}$$

This method is useful when planned facilities need to be analyzed as part of a system that benefits both existing and new development. It is difficult, for example, to allocate a new fire station solely to new development when that station will operate as part of an integrated system of fire stations that work together to achieve the desired level of service. Police substations, civic centers, and regional parks are examples of similar facilities.

The system plan method ensures that new development does not pay for existing deficiencies. Often, facility standards based on policies such as those found in General Plans are higher than existing facility standards. This method enables the calculation of the existing deficiency required to bring existing development up to the policy-based standard. The local agency must secure non-fee funding for that portion of planned facilities, required to correct the deficiency, to ensure that new development receives the level of service funded by the impact fee.

Calculating the Fee Schedule

At its simplest, the fee schedule uses the cost per unit of demand discussed in the last subsection to generate the fee schedule. This unit cost is multiplied by the demand associated with a new development project to calculate the fee for that project. The fee schedule uses different demand measures by land use category to provide a reasonable relationship between the type of development and the amount of the fee. We are familiar with a wide range of methods for identifying appropriate land use categories and demand measures depending on the particular study.

Related Approach Issues

Funding and Financing Strategies

In our experience, one of the most common problems with impact fee programs, and with many CIPs is that the program or plan is not financially constrained to anticipated revenues. The result is a “wish list” of projects that generate community expectations that often cannot be fulfilled. Our approach is to integrate the impact fee program into the local agency’s existing CIPs while encouraging those plans to be financially constrained to available resources. We clearly state the cost of correcting existing deficiencies, if any, to document the relationship between the fee program and the need for additional non-fee funding.

Economic Development Concerns

The development community often is concerned that fees and other exactions will become too high for development to be financially feasible under current market conditions. Local agencies have a number of strategies to address this concern, including:

- Conducting an analysis of the total burden placed on development, by exactions, to see if feasibility may be compromised by the proposed fees;
- Gathering similar data on the total fee burden imposed by neighboring or competing jurisdictions;
- Developing a plan for phasing in the fees over several years to enable the real estate market to adjust; and
- Imposing less than the maximum justified fee.

If less than the maximum justified fee is imposed, we will work with staff to identify alternative revenues sources for the CIP. The CIP should remain financially feasible to maintain realistic expectations among developers, policy-makers, and the public.

Stakeholder Participation

Stakeholder participation throughout the study supports a successful adoption process. Our approach is to create consensus first, around the need for facilities based on agreed upon facility standards. Second, we seek consensus around a feasible funding strategy for these needs, leading to an appropriate role for impact fees.

Gaining consensus among various groups requires a balanced discussion of both economic development and community service objectives. Often, our approach includes formation of an advisory committee to promote outreach to and input from the development community and other stakeholders. We have extensive experience facilitating meetings to explain the program and gain input.

Program Implementation

Fee programs require a certain level of administrative support for successful implementation. Our final report will include such recommendations for appropriate procedures as:

- Regularly updating development forecasts;
- Regularly updating fees for capital project cost inflation;
- Regularly updating capital facility needs that are based on changing demands;
- Developing procedures for developer credits and reimbursements; and
- Including a fee program administrative charge.

User Fees

To comprehensively update fees, the City should develop a user fee schedule that accurately accounts for the true cost of providing services. Once the study is complete, the fee study model must be flexible so that the City can add, delete, and revise fees in the future. To meet this goal, we will bring our expertise and unique perspectives to your fee study by approaching the project with these three principles:

Our approach to preparing the user fee study and documentation includes:

- Close coordination with your staff to devise a consensus approach. Different programs and/or different service delivery methods will necessitate different approaches. We will discuss specific pros and cons with City staff as we determine which methods work best for various categories of fees;
- Strict adherence to key legal and policy issues with regard to user fees, including the percent of cost recovery that the City seeks to achieve. A user fee shall not be set higher than the reasonable cost of providing a fee-generating service. Our approach provides you with a fee schedule that achieves maximum legal cost recovery while ensuring that each fee is supported by technically defensible documentation; and
- Technical analysis necessary for project participants to resolve policy issues.

As described below, there are two basic approaches to calculating user fees:

Approach 1: Case Study Method

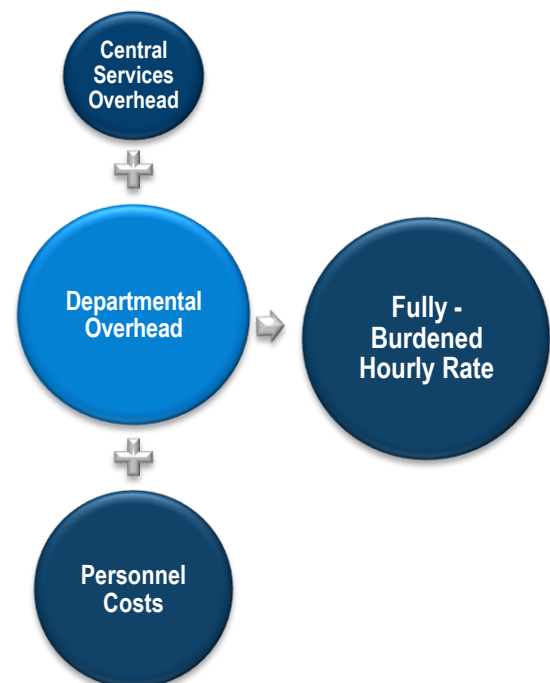
This is also sometimes referred to as a cost build-up approach. Using a time and materials approach, the “Case Study Method” examines the tasks, steps and City staff involved in providing a particular ‘unit’ of service, such as a permit review, and then uses that information to develop estimates of the actual labor and material costs associated with providing a unit of service to a single user. It is often used when a service is provided on a regular basis, and staff and other costs associated with the service can be segregated from available budget data.

As depicted in the figure to the right, a typical case study fee model should comprise the following three general cost layers:

1) Central Services Overhead: This category may involve such costs as labor, services, and supplies that benefit more than one department, division, or project. The exact benefits to specific areas are impossible to ascribe to a single activity. Examples are purchasing, human resources, and liability insurance. As part of the user fee study, these costs are calculated in the overhead cost review.

2) Department Overhead: This category may include expenses related to such items as office supplies, outside consultants, and membership dues. It may include management, supervision, and administrative support that are not provided to a direct fee-generating service. Typically, these items are charged, on an item-by-item basis, directly to the department, division, or project.

3) Personnel Costs: This category refers to direct salary and benefit costs of staff hours spent on providing a fee-generating service (e.g., on-site building inspector).



Approach 2: Average Cost Method

This is also sometimes referred to as a programmatic approach, because it looks at costs at a program level, and then allocates them to participants on an occurrence basis. By taking total service costs across a substantial sample period (a year) and dividing by the total number of service units delivered over that same period, costs per unit of service is estimated.

This approach is useful when services or programs are provided in a more aggregate manner, where it might be difficult to identify a specific sequence of steps associated with one user or participant; or where it is not feasible to cost-effectively segregate costs associated with specific activities.

Our user fee projects have not been legally challenged since the inception of this practice area in our firm. We have accomplished this by closely working with legal counsel familiar with user fee studies, our engineering division and with agency staff. In this way, we can tailor the correct approach to ensure full cost recovery combined with a sound and reasonable basis for each user fee you implement.

We employ cost-of-service principles to make certain that your user fee and rate schedule is developed with fairness, equity, and proportionate cost recovery principles in mind.

Utility Rate Analysis

The North Port Utilities Department serves approximately 25,223 water customers, 19,792 wastewater customers, and 54 bulk residential and commercial reclaimed water customers. In addition, 3,000 of the water and wastewater customers are located outside of the incorporated City limits. The principle source of raw water supply for North Port's water treatment facility is the Myakkahatchee Creek, which originates in eastern Manatee County and flows adjacent to the water treatment facility along with six intermediate aquifer ground water wells. The City is also able to draw water from the Cocoplum waterway as an alternative water source which is also treated at the North Port water treatment facility. In addition, the City purchases treated surface water from the Peace River Manasota Regional Water Supply Authority which is treated at the Peace River water treatment facility located in Desoto County.

The existing water rates consist of: 1) monthly base facility charges that designate the minimum amount a customer will pay; and 2) volumetric rates per 1,000 gallons based upon the amount of monthly metered water usage. The monthly base facility charges are incremented such that customers with larger water meter sizes will pay a higher charge. The volumetric rates utilize a conservation (inclining block) rate structure such that the rate per 1,000 gallons increases at designated usage thresholds. Rates for customers located outside of the City limits are 15% higher than the inside-City rates.

We propose to conduct a utility rate analysis in a way in which staff and stakeholders gain understanding throughout the process of how the plan is developed, and how policy and financial decisions affect it, so that we can clearly communicate the process and results to the City Commission and the community. The communication part of the process is critical in gaining acceptance and understanding of the broader community.

Our rate study analysis will include comprehensive financial management plan alternatives for the next ten fiscal years to support the proposed five-year rate plan. As part of this analyses, Willdan will develop a comprehensive financial analysis — which incorporates the following:

- Revenue requirements such as operating expenses, transfers, reserve requirements;
- Minor capital expenses;
- Cash and debt-funded major capital expenditures, with annual debt service expenses; and
- Functional cost breakdown consistent with the American Water Works Association (AWWA) and Water Environment Federation (WEF) rate-making standards.

The culmination of the revenue requirements analyses, which will include a capital project financing plan, and cost of service allocations, will be alternative rate plans which will provide sufficient revenue to meet the ongoing funding needs of the systems, while recovering costs from customers in a manner which is fair, equitable and within reasonable customer impact parameters.

We will develop a robust pro forma financial model to demonstrate the results of various analyses and aid detailed policy and education discussions with City staff and Commission members. It will serve as the basis for developing rate structures that provide for long-term financial stability and reflect levels of service demand for different customer classes.

During this project, we will utilize our Microsoft Excel-based model, with its interactive dashboard, as a comprehensive financial tool to allow planning and evaluation of variable inputs and assumptions, thereby creating a thorough analysis of revenue requirements to address the City's goal of ensuring predictable and stable revenue. These analyses are then seamlessly integrated with the rate development component of the model to demonstrate and project various rate design alternatives, and the effects they would have on the City's financial outlook.

The model is used in meetings to efficiently cycle through rate scenarios and establish the most viable rate plans for the City. During these interactive meetings, we invite City staff to participate in scenario planning / "what-if" sessions, where we use the dashboard to demonstrate and evaluate the financial/rate impact of alternative data (CIP, operating costs, etc.) and assumptions (interest rates, customer growth, cost escalation, etc.) in real-time to focus on the most critical drivers of the analysis. This ensures the resulting rate plan alternatives are viable from a financial, operational, managerial and political perspective. The rate plan alternatives will then be incorporated into a comprehensive utility rate study report, which will provide the City every assumption, data item, and calculation used in the development of each rate plan alternative.

The Financial Planning component of the model provides transparency such that users can develop a viable financial plan and understand the reasons for needed revenue adjustments.

Real-Time Financial Modeling

The goal of financial forecasting is to provide clear vision regarding the potential financial outcomes of current management decisions. Our goal is to help you mold the existing knowledge base of the City into a viable financial management and rate plan.

At Willdan, the development and use of real-time financial models in an interactive, collaborative process is an integral part of the model development. Each model is designed with the following elements:

- Graphical dashboard to clearly show the results of various scenarios to the user;
- Assumptions;
- Data tables; and
- Calculation engine.

Each model is "baselined" after an initial meeting with staff to ensure that we have the correct data and a basic understanding of the financial dynamics of your system. We will then conduct interactive financial planning sessions with City staff.

After validating our data, calculation approach, and baseline assumptions, we will explore alternative scenarios, varying a number of assumptions and financial planning techniques:

- Rate increase magnitude and timing;
- Alternative timing of capital projects;
- Alternative financing options (alternative combinations of pay-as-you-go, revenue bond debt and SRF debt, for example);
- Alternative growth/demand forecasts and other "what-if" analyses, such as the impact of a loss of one or more service areas or customers; and
- Effect of increases in other sources of funds, such as impact fees.

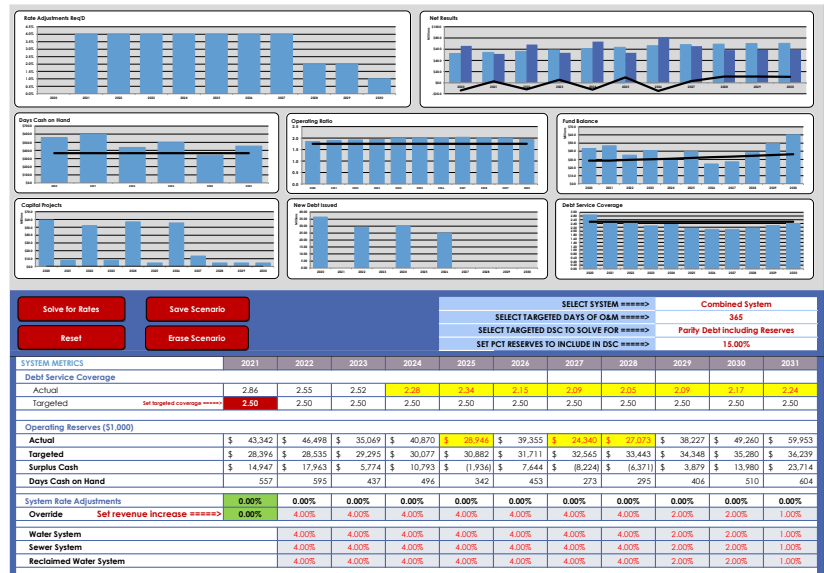
The model is self-solving through the use of controlled feedback loops, and therefore does not require significant manipulation by the user to solve correctly. Given any combination of cost requirements (both operating and capital), non-rate sources of funds, and forecast assumptions, rate increases are generated that:

- Meet specified reserve targets;
- Fully fund capital expenditures using specified financing techniques; and
- Meet legal and contractual requirements that are financially measurable, such as debt service coverage on revenue bonds.

Alternatively, the user can specify rate increases, and then examine the results to determine if the desired/required parameters are met.

Subsequent to careful development and validation of the baseline forecast, a series of alternative forecasts will be prepared illustrating various results in the following general categories:

- What if things turn out differently?** These alternatives will demonstrate the sensitivity of the forecast to the significant assumptions used. This results in a sound understanding of areas where a conservative forecast approach is warranted.
- What happens when we try this?** This series of alternatives focuses on different financial management approaches.
- What can we do to make it better?** This approach to forecasting identifies the factors that may be causing significant rate increases in a given year and explores alternatives. For example, if a large capital project in a single year is the culprit, we would work with staff and the consulting engineers to determine whether this project could be phased or delayed.



In like manner, the rate design model can be used to explore the impact of various rate structures on bills for each customer class over the relevant consumption range.

To summarize, rate model development is a natural part of the Willdan consulting process, and one in which staff and other stakeholders play a collaborative part. Consequently, at the completion of the analyses, the model will be completely customized to emulate the precise financial dynamics of the City, and staff will already have a high level of familiarity with the functionality and use. Interactive workshops will help develop an effective, efficient working relationship among the participating stakeholders that will carry forward into future rate-setting processes.

Current Workload

Willdan's Financial Consulting Services group is composed of a team of senior-level consultants with experience and expertise specific to professional consulting services. While each member of the project team currently has work in progress with other clients, the workload is at a manageable level with sufficient capacity to meet the needs of the City.

During particularly busy periods, Willdan is positioned to provide surge capacity as needed. In addition to the core team proposed, Willdan Group offers approximately 1,500 team members from Washington to Florida – California to New York to ensure that sufficient capacity is available to staff individual task orders during times of high utilization.

We do not anticipate staffing changes during the proposed term of this engagement, however, should the situation arise, a resolution will be formulated in collaboration with the City.

Technological Capabilities

Willdan will utilize the technological capabilities outlined below in order to carry out tasks associated with the maintenance/rollup of annual assessments with the property appraiser and utility rate analysis.

MuniMagic+ Software



Our staff originally created Willdan's **Municipal Administration Government Information Coordinator — MuniMagic+** — a custom software program to address the specific requirements related to administering taxes, assessments, standby charges, and fees more than 16 years ago. This software was designed and tested by the same Willdan staff responsible for handling annual special district tasks, ensuring that it is tuned to the specific needs connected with special district administration and reporting. In addition, the program allows our clients to access parcel information through the Internet with a graphical menu-driven format. With current changes in legislation and new programs focused on Property Assessed Clean Energy (PACE), Willdan IT/Development staff developed an updated web-based version of the original Legacy System, which was rolled out in September 2018.

MuniMagic+ is our secure proprietary web-based data management application. MuniMagic+ is hosted in the cloud utilizing Amazon Web Services (AWS) and contains data for more than 16 million parcels. The Web application provides a rich user experience via any modem web browser and can scale under load and recover from geographic disasters. Our data is stored securely and continuously backed up to the cloud and, with the help of AWS managed services, we experience near 100% system availability. The data within MuniMagic+ includes county assessor data, and other supplementary data identifying parcel characteristics.

Willdan staff utilizes this tool to compute and quality check levies and has expanded our scope to provide agencies with direct access to data contained in MuniMagic+ through our Internet Website at <https://www.willdan.com/financial/reports.aspx>. This access allows licensed agency staff to access parcel-related information, such as Assessor Parcel Number (APN), property owner, situs and mailing addresses, assessment and tax amounts, and updated payment status. Our project managers and analysts are fully trained in the nuances of the software, and they are using its internal quality control checklists and automated forms for greater efficiency.

Utility Rate Model

The key to success is a robust, real-time financial forecasting model, customized to simulate the utility's financial dynamics. Our suite of modeling products includes: financial planning; cost of service design; and rate design.

The suite of models includes financial planning tools for water, wastewater, recycled water, solid waste, and virtually any utility or municipal government fund, and has the ability to analyze any rate structure and determine the levels of revenue generated by each customer class. In addition, the rate design model can use the City's detailed billing data to develop a bill impact analysis on individual customer bills, which can be updated for each rate design scenario.

Features:

- Excel-based open architecture that allows easy integration of City financial data;
- Modular design that allows for maximum design flexibility;
- Easy to update - open architecture and modular design equate to easy annual data updates;
- Automated calculation engine that optimizes financial plan based on user-set constraints;
- Navigation features to quickly move around the model;
- Side-by-side scenario analysis comparison; and
- Healthy listing of user defined assumptions that can be customized to meet the City’s needs.

Our utility rate Excel-based model is the most user-friendly, comprehensive and well-designed utility rate model currently used in the industry and has the elements necessary to provide analysis and feedback to facilitate meaningful policy discussions and conduct a full financial and rate study. The comprehensive and efficient design of our models allows us to complete the scope items in an effective manner during our interactive meetings.

A sample dashboard is presented below, which shows how we summarize the data, assumptions, and calculations into an easy-to-understand graphical interface which updates with each alternative scenario evaluated.



Tab 3 – Qualifications of the Firm

Firm Profile

Willdan Financial Services is an operating division within Willdan Group, Inc. (WGI), which was founded in 1964 as an engineering firm working with local governments. Today, WGI is a publicly traded company (WLDN). WGI, through its divisions, provides professional technical and consulting services that ensure the quality, value and security of our nation’s infrastructure, systems, facilities, and environment. The firm has pursued two primary service objectives since its inception—ensuring the success of its clients and enhancing its surrounding communities.

A financially stable company, Willdan has approximately 1,500 employees working in more than a dozen states across the U.S. Our employees include a number of nationally recognized Subject Matter Experts for all areas related to the broadest definition of connected communities—*including five senior team members and their team of analysts who will be committed to contributing their expertise throughout the duration of the City of North Port’s engagements.*



Willdan has solved economic, engineering and energy challenges for local communities and delivered industry-leading solutions that have transformed government and commerce. Today, we are leading our clients into a future accelerated by a change in resources, infrastructure, technology, regulations, and industry trends.

Willdan Financial Services

Established on June 24, 1988, Willdan Financial Services is a team of 80 professionals who provide essential financial consulting services throughout California, and the United States. We are a national firm and one of the largest public sector economic and financial analysis consulting firms in the United States. Since that time, we have helped over 800 public agencies successfully address a broad range of infrastructure challenges. Willdan assists local public agencies by providing the following services:

Willdan Financial Services	
Services	
<ul style="list-style-type: none"> User fee studies Cost allocation plan studies Utility rate and cost of service studies Real estate economic analysis Municipal advisory services District administration services Property tax audits Economic development strategic plans 	<ul style="list-style-type: none"> Development impact fee establishment and analysis Tax increment finance district formation and amendment Feasibility studies Housing development and implementation strategies Arbitrage and continuing disclosure services Debt issuance support Long-term financial plans and cash flow modeling

Business Structure and Contact Information

Willdan Financial Services is a California Corporation and is registered as a legal entity in the State of Florida, supporting documentation has been provided under Tab 9. Willdan does not qualify for minority, woman or veteran owned status. At the direction of the City, Willdan is willing and able to secure a subconsultant meeting this requirement to assist with task orders as needed. Work associated with this engagement will be led from our Orlando office and Vice President / Managing Principal Jeffrey McGarvey will serve as the point of contact.

Business Address & Contact Information
Willdan Financial Services
 Jeffrey McGarvey
 Vice President / Managing Principal
 200 South Orange Avenue, Suite 1550, Orlando, Florida 32801
 Toll Free #: (800) 755-6864 / Fax #: (888) 326-6864
 Email: jmgarvey@willdan.com | Website: www.Willdan.com/Financial

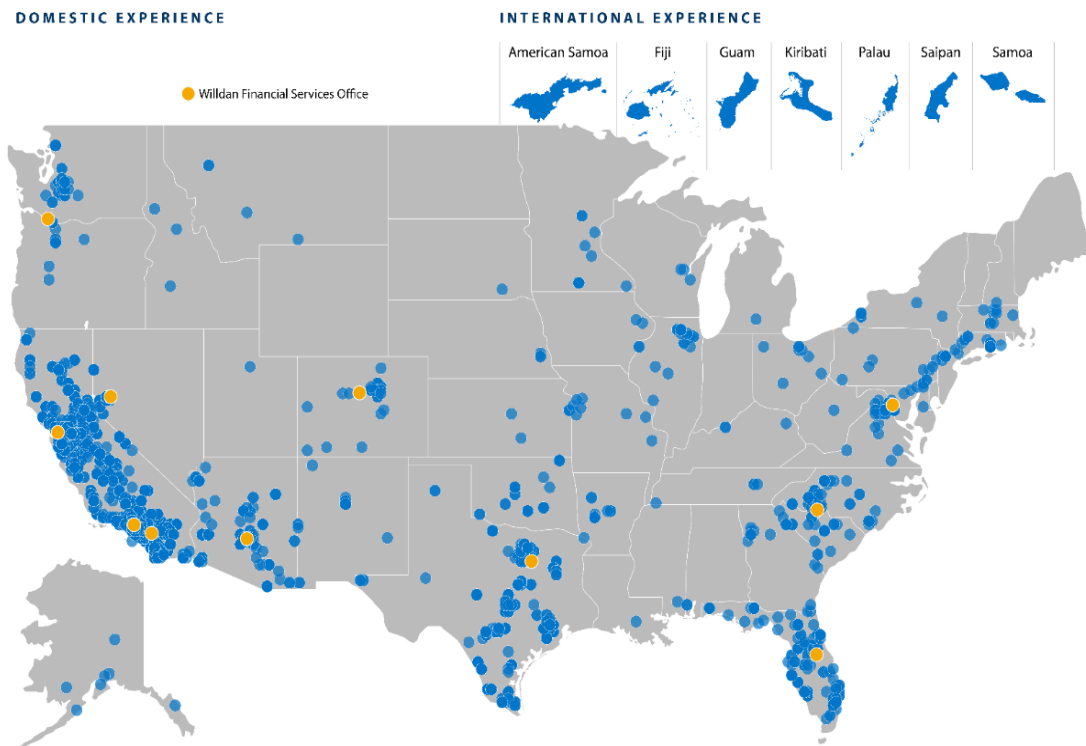
Registrations, Licenses and Certifications

Industry specific registrations, licenses and/or certifications are not typically necessary to perform professional financial consulting services, including those requested within RFP No. 2023-32. ***It is important to note that Principal Consultant Tara Hollis is a Certified Public Accountant and a Certified Valuation Analyst designation from the National Association of Certified Valuators and Analysts.***

Willdan also further understands that for non-ad valorem assessment assignments, we will be required to hire/sub-contract with an attorney to confirm that the studies are consistent with the City’s methodology requirements, Florida Statutes, case law and other applicable laws and rules.

Representative Engagements

The figure below provides a representative listing of client projects completed by Willdan. These projects reflect a variety of consulting services including development impact fee studies, utility rate/cost-of-service studies (water/wastewater/stormwater), financial, capital and strategic planning, debt issuance assistance, and economic and management studies.



Tab 4 – Project Team and Project Manager Experience

Willdan has assembled a senior level project team of subject matter experts with extensive experience working together, supporting both public and private clients across the United States to provide financial consulting services specific to utility rate and cost of service studies, development impact fees, and assessment formation and administration services. The project team’s key resources are comprised of the individuals identified below.

City of North Port Senior Project Team		
Team Member	Project Role	Responsibility to the Engagement
Jeffrey McGarvey Vice President/ Managing Principal	Engagement Director / Utility Rate Technical and Policy Advisor	<ul style="list-style-type: none"> ▪ <i>Dedicated City of North Port Engagement Director;</i> ▪ Project oversight; ▪ Technical guidance; ▪ Quality assurance & control; ▪ Stakeholder outreach; and ▪ Meeting and presentation attendance.
James Edison, JD, MPP Managing Principal	Impact Fee Project Manager	<ul style="list-style-type: none"> ▪ Development Impact Fee primary contact; ▪ Collect, interpret, and disseminate key data; ▪ Production of key elements of the analysis; ▪ Model development; ▪ Report preparation; and ▪ Meeting and presentation attendance.
Chris Fisher Vice President/Director	User Fee Study Project Manager / Assessment Technical Advisor	<ul style="list-style-type: none"> ▪ User Fee Study primary contact; ▪ Task oversight; ▪ Technical guidance; ▪ Model development; ▪ Produce key elements of the analyses; ▪ Responsible for project deliverables; and ▪ Report preparation and evaluation.
Tara Hollis, CPA, CVA, MBA Principal Consultant	Assessment Administration Project Manager & Utility Rate Support	<ul style="list-style-type: none"> ▪ Assessment Administration primary contact; ▪ Manage daily tasks, working closely with analytical and administrative staff; ▪ Communicates continuously with North Port on all aspects of the engagement; ▪ Coordinate with analysts and support staff to efficiently manage the annual administration; ▪ Meeting and presentation attendance; and ▪ Responsible for client deliverables.
Daryll Parker, MBA Principal Consultant	Utility Rate Project Manager	<ul style="list-style-type: none"> ▪ Utility Rate primary contact; ▪ Produce key elements of the analysis; ▪ Model development; ▪ Responsible for project deliverables; ▪ Stakeholder outreach; and ▪ Meeting and presentation attendance.

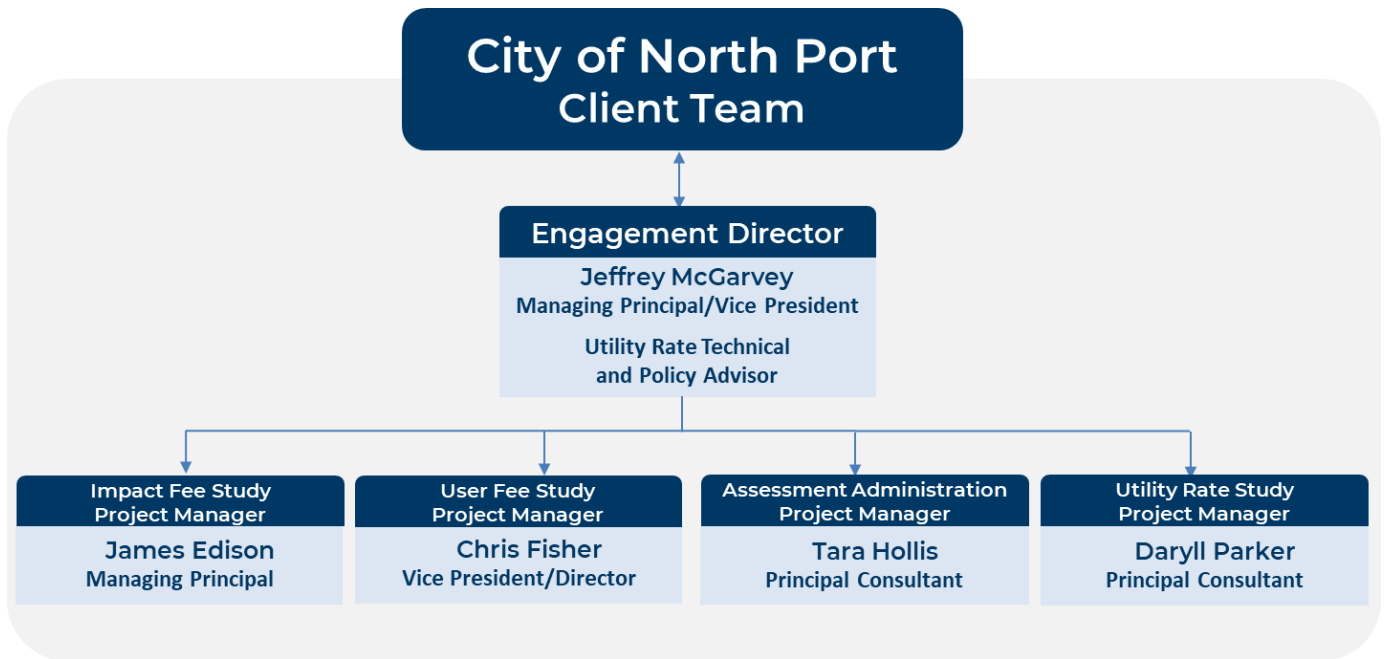
Project Oversight

Due to the diversity of the professional services requested, a project manager for each service line has been designated. Each project manager will report to Engagement Director Jeffrey McGarvey.

Organizational Chart

It is important to note that each team member has greater than five years of experience in the assigned discipline and has served as project manager on similar projects on more than three previous occasions.

Provided below is an organizational chart that defines the reporting structure for the City of North Port’s engagement.



Subconsultant

Willdan will not require the assistance of a subconsultant to complete the services outlined within RFP No. 2023-32.

It is understood that for non-ad valorem assessment assignments, we will be required to hire/sub-contract with an attorney to confirm that the studies are consistent with the City’s Charter and methodology requirements, Florida Statutes, case law, and other applicable laws and rules. Willdan has worked with attorneys and law firms throughout the State on similar project assignments and would work with the City to identify the best subconsultants to use based on the specifics of the project assignments.

Resumes

Single-page resumes for key team members have been provided on the following pages, outlining their professional credentials and experience, which will be drawn upon to complete this engagement. Included within the left-hand column of each is the individual’s number of years with Willdan, as well as their cumulative years of related experience. If the City desires, comprehensive resumes can be provided demonstrating the breadth and depth of each team member’s experience.



Jeffrey McGarvey

Engagement Director / Utility Rate Technical and Policy Advisor

Mr. McGarvey is a Managing Principal and Vice President in Willdan’s Financial Consulting Services group, based from the firm’s Orlando office. For 32 years he has provided professional consulting services to municipal water, wastewater, solid waste, electric, and natural gas utilities throughout the country. He possesses a broad range of municipal utility systems’ experience, including special expertise in complex alternatives analyses; utility rate analyses; utility valuations and acquisitions; regionalization and consolidation studies; debt issuance support, such as the preparation of financial feasibility analyses associated with revenue bond issuance; capital financing analyses; strategic planning; rate and regulatory assistance; and instituting financial mechanisms to provide the sufficient recovery of operating and capital costs.

Rate and Cost of Service Studies

Mr. McGarvey has extensive experience in utility rates and cost of service studies for water, wastewater, solid waste, electric and natural gas systems. This experience generally relates to performing budget analyses, customer and usage analyses, development of revenue requirements, cost of service allocations and sensitivity analyses related to the implementation of rate structures designed to promote desired usage characteristics.

Revenue Bonds, Feasibility Analyses and Capital Funding

Mr. McGarvey has been involved in the preparation of capital financing plans and feasibility studies associated with the issuance of several hundred million dollars in municipal revenue bonds and bond anticipation notes (BANs). The funding proceeds have been utilized for such purposes as utility acquisitions, expansion of facilities and various other capital improvement needs. In addition, Mr. McGarvey has developed capital funding strategies utilizing various combinations of bonds, bank loans, government assistance loans (i.e. State Revolving Funds) and grants. In the role of financial feasibility consultant, Mr. McGarvey has made numerous presentations on behalf of clients to various bond insurers and rating agencies (Moody’s, Standard & Poor’s, and Fitch).

Business and Strategic Planning

Mr. McGarvey has experience developing complex financial and economic evaluation models for water, wastewater, solid waste, electric and natural gas systems throughout the country. Such experience generally relates to the development of business and strategic plans as well as performing structured alternatives analyses and sensitivity analyses related to the evaluation and implementation of system modifications such as service and operational changes, as well as planning for customer growth and capital expenditures.

Acquisitions and Valuation Analyses

Mr. McGarvey has been involved in numerous acquisitions and valuation analyses for utility systems. Acquisition projects generally involve financial due diligence, valuations, negotiations and financing activities associated with such transactions. Mr. McGarvey has performed valuation analyses utilizing various generally accepted methodologies including cost approach (value of the cash flows generated by the system), original cost less depreciation (book value), comparable sales (actual transactions for other systems), replacement cost new less depreciation and reproduction cost new less depreciation (value of system assets).

Education

Bachelor of Science,
Finance, University of
Central Florida

Areas of Expertise

Alternatives Analysis

Strategic Planning

Rate Studies

Cost of Service Studies

Revenue Bonds

Feasibility Analyses

Capital Funding

Acquisitions

Valuation Analyses

Affiliations

American Water Works
Association

The Water Environment
Federation

The Utility Management
Conference

The Waterous
Foundation

32 Years’ Experience

Willdan
Employment

May 2012



James A. Edison, JD, MPP

Impact Fee Project Manager

Mr. Edison, a Managing Principal, specializes in the nexus between public and private, with particular expertise in public-private partnerships, and the benefits of economic development to municipalities and state, provincial, regional and national governments. He possesses deep expertise in land use economics, with a specialty in finance and implementation, including fiscal impact and the public and private financing of infrastructure and development projects, both in the U.S. and internationally. Mr. Edison’s public-sector experience includes local and regional economic impact studies; fiscal impact evaluations; new government formation strategies; and the creation of impact fees, assessments, and special taxes to fund infrastructure and public facilities. Mr. Edison has conducted numerous evaluations of the economic and fiscal impact of specific plans and consulted on a wide variety of land use planning topics related to community revitalization and the economic and fiscal impacts of development.

As a former bond attorney, Mr. Edison understands the legal underpinnings and technical requirements of public financing instruments and has advised both public and private clients on the use of individual instruments, and the interaction between those instruments and the needs of developers and project finance.

Similar Project Experience

Mr. Edison is proposed to serve in the role of impact fee project manager due to his extensive experience, innovative approaches to funding public facilities, and knowledge of recent legislative and case law changes that dictate how public agencies can utilize development impact fees.

City of North Port, FL – Development Impact Fee Study: In the role of principal-in-charge, Mr. Edison oversaw an update of the City of North Port’s impact fees. In 2019, the City was largely undeveloped, and they wanted to ensure their ability to fund capital improvements associated with potential new development. The facility fee categories included within the study were those for parks, fire/rescue, law enforcement, general government and solid waste.

City of Goose Creek, SC – Development Impact Fee Study and Capital Improvement Plan: Mr. Edison served as principal-in-charge for the of City of Goose Creek’s engagement. He reviewed and made recommendations related to the modification of the existing impact fee structure, as well as assisted in the development of a Capital Improvement Plan (CIP) and drafted an impact fee ordinance in compliance with South Carolina statute.

City of Parkland, FL – Comprehensive Impact Fee Study: Served in the role of principal-in-charge of the City’s impact fee study, which included facilities for parks and recreation, public safety, general government and library services.

Village of Taos Ski Valley, NM – Impact Fee Study: Mr. Edison served as the principal-in-charge for the update to Taos Ski Valley’s development impact fees. The study includes public safety, parks, transportation, water system, and sewer system development fees. The analysis has included significant community outreach, including participation in the Village’s Capital Improvements Advisory Committee.

City of Las Cruces, NM – Fire Services Impact Fee: Served as principal-in-charge for the update of the City’s fire services impact fee. The effort included capital facilities planning, fee calculations across a range of demographic assumptions, multiple public stakeholder meetings, and adoption of the updated fee.

Education

Juris Doctorate, Boalt Hall School of Law, University of California, Berkeley

Master of Public Policy, University of California, Berkeley

Bachelor of Arts, magna cum laude, Harvard University

Affiliations

Council of Development Finance Agencies

CFA Society of San Francisco

Congress for the New Urbanism

Urban Land Institute

Seaside Institute

International Economic Development Council

25 Years’ Experience

Willdan Employment

August 2011



Chris Fisher

User Fee Study Project Manager/Assessment Technical Advisor

Mr. Fisher is the Willdan Financial Services Vice President and Director of the Financial Consulting Services group. With 24 years of experience at Willdan, he has managed an array of financial consulting projects for public agencies in California, Arizona, Colorado and Florida, coordinating the activities of resources within Willdan, as well as those from other firms working conjointly on projects. Mr. Fisher is one of Willdan’s experts in the formation and administration of various special districts, including bonded and/or maintenance assessment districts.

Mr. Fisher will serve as the user fee study project manager, as well as provide technical advice specific to the research and preparation of District Assessment and Methodology Reports. Outlined below is Mr. Fisher’s similar project experience.

User Fee and Cost Allocation Plan Project Experience

City of Clermont, FL – Building & Safety Department User Fee Study

City of Tamarac, FL – Building & Safety Department User Fee Study

City of Oviedo, FL – Cost Allocation Plan

City of DeSoto, TX – Comprehensive User Fee Study

City of Aurora, CO – Cost Allocation Plan and Comprehensive User Fee Study

City of Commerce City, CO – Comprehensive User Fee Study and Development Impact Fee Study

City of San Marcos, CA – Cost Allocation Plan, Indirect Cost Rate Proposals & Comprehensive User Fee Study

City of Irvine, CA – OMB Cost Allocation Plan and Comprehensive User Fee Study

City of Pomona, CA – Master Fee Schedule Update

City of Laguna Hills, CA – Comprehensive Cost Allocation Plan and Comprehensive User Fee Study

City of Napa, CA – Comprehensive User Fee Study, Full Cost Allocation Plan, and OMB Compliant Plan

City of Palm Desert, CA – Cost Allocation Plan and Comprehensive User Fee Study.

City of Los Angeles, CA – Building & Safety User Fee Study

Assessment District Project Experience

City of Laguna Beach, CA – Formation of Assessment District No. 08-01

City of Solana Beach, CA – Formation of Assessment District Nos. 2005-1 (Barbara-Granados), 2005-2 (Pacific), and 2008-1 (Marsolan Avenue)

City of Palm Desert, CA – Highlands Utility Underground Assessment District No. 04 01

City of Newport Beach, CA – Underground Utility Assessment District No. 101

Education

San Francisco State University, Bachelor of Science, Finance

Areas of Expertise

Cost of Service Analyses

Multi-disciplinary Team Management

Special District Formations

Client Presentations

Proposition 218

Affiliations

California Society of Municipal Finance Officers

Municipal Management Association of Northern California

California Municipal Treasurers Association

24 Years' Experience

Willdan Employment

April 1999



Tara L. Hollis, CPA, CVA, MBA

Assessment Methodology Project Manager & Utility Rate Support

Ms. Hollis is a Willdan Principal Consultant and has 24 years of experience. She resides in the firm's Orlando, Florida office and has provided consulting services throughout the southeast and across the country. Ms. Hollis has provided utility rate, financial, economic and capital planning services for water, wastewater, stormwater, reclaimed water, solid waste and electric utility systems. She specializes in rate and cost-of-service studies, capital planning, feasibility and financial reports, debt structuring analyses for the issuance of utility indebtedness, and valuation studies for mergers or acquisitions.

Education

Master of Business Administration, University of Central Florida

Bachelor of Science, Business Administration University of Central Florida

Certifications

C.P.A. Florida, No. AC-0031100

Certified Valuation Analyst

Areas of Expertise

Rate Studies
 Revenue Bonds / Capital & Financial Planning
 Capacity / System Development Fee Studies
 Acquisitions & Mergers
 Utility Valuations
 Expert Witness Testimony
 Assessment Methodology and Programs

Presentations

"Financial Forces Impacting Utility Systems" – Presented at the Growth and Infrastructure Consortium Conference in Florida

"Financial Sustainability as a Basis for Utility Management" – Presented at the South Carolina Rural Water Association Conference

"Financial Forces Impacting Small Utility Systems" – Presented at the AWWA Section Conference, Indiana

24 Years of Experience

Willdan Employment
 May 2014

Rate and Cost-of-Service Studies – Ms. Hollis has extensive experience with utility rates and cost-of-service, having prosecuted more than 200 studies. Such experience generally relates to performing budget analyses, customer/usage analyses, development of revenue requirements, cost-of-service allocations and sensitivity analyses related to the implementation of rate structures designed to promote desired usage characteristics. Ms. Hollis has also prosecuted over 50 system development fee (capacity fee) studies throughout the course of her career.

Revenue Bonds, Feasibility Analyses and Capital Funding – Ms. Hollis has been involved in the preparation of Bond Resolutions, Official Statement Financial Feasibility Reports, Certificates of Compliance, Additional Bonds Test certificates, and other related documents in support of \$1.75 billion dollars of long-term indebtedness. The funding proceeds have been utilized for such purposes as utility acquisitions, expansion of facilities and various other capital improvement needs. In addition, she has developed capital funding strategies utilizing various combinations of bonds, bank loans, government assistance loans (i.e., State Revolving Funds) and grants. She also has extensive experience related to reviewing and analyzing compliance with bond covenant requirements and contractual obligations.

Utility System Valuations – Ms. Hollis has conducted over 250 valuation studies using various techniques including the cost approach, income approach, and comparable sales approach for water, wastewater, and electric utility systems. She has developed detailed financial forecasts and cash flow models to be used in utility acquisition assistance including contract negotiations, transitional, transactional, and financial feasibility analysis. Additionally, Ms. Hollis is a Certified Valuation Analyst, designated by the National Association of Certified Valuators and Analysts.

Ms. Hollis will serve as the project manager for assessment methodology studies. She will also support utility rate analysis engagements as needed. Outlined below is her similar project experience.

Similar Florida Project Experience

North Port FY 2021 & 2022 Road and Drainage District Tax Roll

Town of Longboat Key, FL – Underground Utility Assessment Methodology, Gulf of Mexico Drive Project and Neighborhood Project

City of Oviedo, FL – Street Lighting Non-Ad Valorem Assessment Program

Bay County, FL – Comprehensive Utility Studies: performed comprehensive water and sewer rate cost-of-service studies, developed wholesale rates, capacity fees, revenue bond financial feasibility reports, valuation and acquisition services and expert witness testimony.

City of DeLand, FL – Water, Sewer, Reclaimed Water and Stormwater Rate Studies, Utility Impact Fee Studies

Bay Laurel Center Community Development District, Ocala, FL – Water, Wastewater, Reclaimed Water, Miscellaneous Charge and AFPI Charge Study; Financial Feasibility Consultant; and Utility System Valuations



Daryll B. Parker, MBA

Utility Rate Analysis Project Manager

Mr. Parker is a Willdan Principal Consultant and has 29 years of water and wastewater utility rate, financial, economic and capital planning experience. He resides in the firm’s Orlando, Florida office and has provided consulting services since the mid 1990’s. His expertise includes rate and cost-of-service studies, wholesale rates, system development fee studies, capital planning, debt issuance support, and regionalization studies.

Education

Master of Business Administration, University of Florida

Bachelor of Science, Business Administration, University of Florida

Areas of Expertise

Rate and Cost-of-Service Studies

Rate Design

Dynamic Computer Modeling

System Development Fee Studies

Revenue Bond Feasibility Reports

Capital & Financial Planning

Acquisitions & Mergers

Valuation Studies

Presentations

“Long Term Capital & Financial Planning for Public Utility Systems,” EUCI Training Course

“Utility Rate Studies & Rate Surveys,” presented at the South Carolina Utility Billing Association Annual Meeting

“Getting Ready for Wall Street,” presented at the South Carolina Environmental Conference

“The Reclaimed Water Pricing Paradox,” presented at the North Carolina AWWA/WEA Water Reuse Seminar

29 Years of Experience

Willdan Employment

September 2014

Rate & Cost-of-Service Studies – Mr. Parker has extensive experience in water and wastewater rate and cost-of-service studies, having prosecuted more than 250 studies. Such studies generally require the development of revenue requirements, performing budget analyses, customer and usage analyses, cost-of-service allocations, financing plan for the capital improvement program, development of user rates to meet client goals and objectives, and the development of a dynamic “dashboard driven” model. It should be noted that Mr. Parker has prosecuted over 80 system development fee (capacity fee) studies throughout the course of his career.

Management Consulting – Mr. Parker has been involved with many different facets of management consulting for utility systems including strategic planning, assisting with rate and regulatory matters, analyzing capital funding alternatives and instituting financial mechanisms to provide for sufficient and equitable recovery of operating and capital costs.

Dynamic “Dashboard Driven” Modeling – Mr. Parker has extensive experience in developing “custom” Excel rate models that are user-friendly, apply easy navigational aids and include a dynamic dashboard tool that supports unlimited “what-if” analyses. Separate dashboard functionality will be developed for each of the water and wastewater systems, as well as for the combined enterprise system. The dashboard tool is especially useful in explaining rate options to elected officials, utility advisory boards and members of the public. In addition, the dashboard has interactive graphics, the ability to produce a series of reports as inputs are changed, and the ability to produce financial measures and ratios. It also includes the ability to show alternative pricing structures (uniform versus tiered rates), scenarios/sensitivity analysis post-study, and fiscal budget submissions including rate proposals.

Revenue Bonds, Feasibility Analyses and Capital Funding – Mr. Parker has been involved in the preparation of financial feasibility reports (for inclusion in the Official Statement offering document) in support of more than \$1.5 billion dollars of long-term indebtedness. He has also made presentations to local government commissions, rating agencies and bond insurers (i.e., Moody’s, Standard & Poor’s, Fitch, Ambac, FSA, etc.).

Mr. Parker will serve as the project manager for utility rate studies. Outlined below is similar project experience.

Similar Project Experience

Emerald Coast Utilities Authority, Pensacola, FL – Water, Wastewater, Reclaimed & Sanitation Rate Studies

City of Palm Beach, FL – Palm Beach Water System Alternatives Analysis Support

Gateway Community Development District, Fort Myers, FL – Water, Wastewater & Irrigation Rate Studies

Durham County, NC – Sanitary Sewer System Development Fee Study

City of Gastonia, NC – Water and Wastewater System Development/Impact Fee Study

County of Anderson, SC – Wastewater Utility Rate & Fee Study

Tab 5 – Proficiency with Similar Systems and References

Willdan’s commitment to public agencies and public solutions has helped us develop the broad finance expertise that will be utilized to support the City’s proposed professional services for City fees, rates, methodologies and assessments. Willdan has worked on virtually every aspect of municipal finance, including fiscal and economic impact studies related to development and re-organization, cost-of-service utility rate analysis, the financing of infrastructure and services through special district or supplemental taxes, and even working under contract as a department head of an entire municipality. This experience has provided Willdan team members with deep insight into the sources of municipal revenue and the costs of services.

Listed below is a description of Willdan’s experience with each service line outlined within RFP No. 2023-32. We are proud of our reputation for customer service, and encourage you to contact these clients, as well as those listed within the References/Client Listing forms (Tab 6), regarding our commitment to excellence.

Non-ad Valorem Assessments

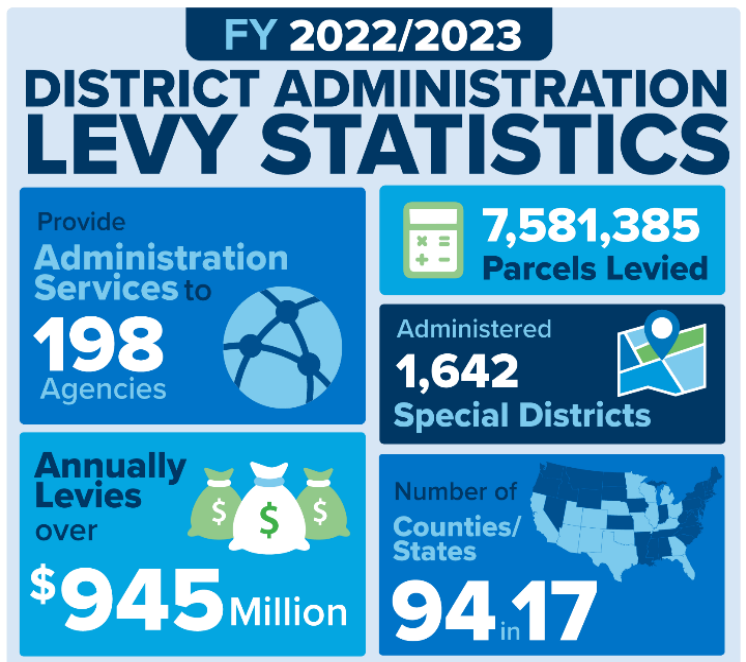
Since our inception, Willdan has provided public agencies with the benefit of a comprehensive approach to special district consulting by including district formation and administration and delinquency management in our service offerings. This multi-service approach provides us with the opportunity to facilitate the flow of information between the different service areas, which creates less of a draw on client staff time and reduces costs for these services. It also ensures that solutions and approaches provided in one area of work are consistent with overall policies and objectives. For instance, we form special districts with specific features, such as prepayment provisions, to allow for ease of administration. Finally, methodologies are created in a manner that allows for consistent application of agency policies, such as cost recovery objectives, from project to project. We understand the complexities and challenges faced by agencies within the local area, given the pace of development.

Assessment Methodology and Annual Administration Experience

Willdan has assisted the Town of Longboat Key and the City of Oviedo with assessment methodology engagements. Project descriptions for both are on the following page.

As previously stated, Willdan’s District Administration Services group provides professional consulting services to over 198 agencies located throughout 94 counties within 17 states (including Florida), encompassing 1,642 special districts and \$945 million in levies for fiscal year 2022/2023.

Willdan coordinates the annual administration of Property Assessed Clean Energy (PACE) assessments levied on approximately 5,810 parcels located within the counties of Alachua, Brevard, Broward, Charlotte, Citrus, Clay, Collier, Escambia, Hernando, Hillsborough, Holmes, Lee, Levy, Manatee, Marion, Martin, Miami-Dade, Monroe, Nassau, Orange, Osceola, Palm Beach, Pasco, Polk, Sarasota, Seminole, and Volusia. The total dollar amount levied for the most recent fiscal year was nearly \$106 million.



Similar Projects

Town of Longboat Key, FL
Underground Utility Assessment Methodology and Annual Assessment Roll Services

Willdan is part of a consultant team engaged to develop a special assessment apportionment methodology for the Town of Longboat Key identifying the special benefit properties received from the undergrounding of electrical, communications, fiber optics and other utilities and installation of street lighting. A two-phase approach was initiated; the first part was specific to Gulf of Mexico Drive (the "GMD Project"), while the second phase involved all remaining streets or neighborhoods in the Town where such utilities have not been placed underground and/or where fiber optics are not currently available. Willdan was responsible for data gathering, which included field work to identify the benefit individual properties receive from the proposed improvement, preparing a parcel database, preparing the assessment methodology and report.

Additionally, Willdan staff is responsible for placing the annual levy on the tax roll.

Annual Levy Budget: \$25,000 annually

City of Oviedo, FL
Street Lighting Non-Ad Valorem Assessment Program

The City of Oviedo desired a more effective manner to recover the cost of providing street lighting services to property owners in the service area through the establishment of a Lighting Assessment. Willdan assisted the City with the establishment of the assessment in compliance with applicable Florida statutes for the five-year forecast period (FY 2019-2023). The engagement involved the determination of special versus general benefit within the project area through on-site field work.

Budget: \$9,500

Development Impact and Capacity Fees

Willdan’s impact fee staff has assisted more than 100 local government agencies with the development and/or update of all facility fee types and is fortunate to be in a position that will provide a tremendous benefit to the City. Each development impact project has required defensible documentation and thorough coordination of fee program changes for different agency departments and stakeholders within the business community.

In some cases, Willdan has been required to negotiate fees with stakeholders and, on occasion, defend them in meetings and public forums. We are particularly strong in advising our clients on the advantages and disadvantages of different fee schedule structures (citywide versus multiple-fee districts; more versus fewer land-use categories; etc.) and methods of fee calculation that are based on the City’s and stakeholder priorities. As Willdan operates nationally, we possess unique experiences in numerous jurisdictions dealing with multiple challenges. Our ability to produce studies that accommodate various options and viewpoints ensures fair-minded and sensible projects.

Our methodology and approach to impact fees has proven to be effective for Cities and Counties, the development community, and the public. Utilizing focus groups, with established guidelines, during the study, fully informs the development community and the public of the justification of the impact fees, and their positive effect on community growth.

In the past five years Willdan has conducted over 125 Impact Fee Studies

Founded in 1964

50+ Offices Nationwide

800+ Municipal/Government Client

Experience across **7 States**

25 Years of Development Impact Fee Experience

125+ Completed Studies

DIVERSE STAFF

- Project Managers
- Financial Consultants
- Community Engagement Experts
- Economic Developers

Recent Studies

Due to the limit of 50 pages, listed below is an abbreviated list of recent Impact Fee, Capacity Fee, and System Development Fee projects prepared for public agencies. A full list of projects can be provided upon request.

Willdan Financial Services Development Impact Fee Experience	
Client	Project
City of Nort Port, FL	Development Impact Fee Study
City of Parkland, FL	Development Impact Fee Study
County of Clay, FL	Planning & Development Impact Fee Study
City of Gastonia, NC	Water and Wastewater System Development/Impact Fee Study
City of Goose Creek, SC	Development Impact Fee Structure and Creation of a Capital Improvements Plan
City of Inman, SC	System Development Fee Study
Town of Carolina Beach, NC	System Development Fee Study
City of Kannapolis, NC	System Development Fee Study
City of Greensboro, NC	System Development Fee Study
City of Monroe, NC	System Development Fee Study
City of Commerce City, CO	Development Impact Fee Study
Town of Mead, CO	Development Impact Fee Study
City of Rio Rancho, NM	Development Impact Fee Study
Village of Taos Ski Valley, NM	Development Impact Fee Study
City of Bakersfield, CA	Development Impact Fee Study
City of Dublin, CA	Public Facilities Fee Study Update
City of Indian Wells, CA	Development Impact Fee Study
City of Newport Beach, CA	Development Impact Fee Study
City of Pismo Beach, CA	Development Impact Fee Study
County of Riverside, CA	Comprehensive Impact Fee Update, 2023 Update

City of Parkland, FL Development Impact Fee Study

The City of Parkland currently has an estimated population of 34,000, which is anticipated to grow to 45,000 by 2025 due in part to the build-out of “the wedge” area annexed in 2009. It is also expected that an additional 800 acres of unincorporated land will be annexed to the City in the near future.

To fund the public facilities and land acquisition necessary to provide competitive community amenities to the associated population growth, the City hired Willdan to assist with the preparation of an impact fee study, which included facilities for park, recreation, public safety, government building and library services.

Budget: \$44,750

User Fees

Willdan has prepared user fee studies on behalf of municipal clients for over two decades; and is the only firm providing these types of consulting services that also has a long history of providing contract staff support to public agencies for the delivery of municipal services. This direct experience as “agency staff” provides us with firsthand understanding of City operations and is uniquely useful in determining the full effort associated with service delivery and in developing a fee schedule that is easy to communicate and implement. Willdan prides itself on working closely with City staff to develop an approach that is targeted toward your specific objectives and accounts for your reality, and then working together with you to gather first-hand information regarding the processes and tasks required to provide services to those requesting them. We typically conduct one full day of on-site data gathering and staff interviews to ensure the efficient and accurate gathering of required information, with limited need for follow-up.

We create user-friendly Excel-based models that the City can retain and conduct our analysis and develop the model collaboratively with City staff. Rather than using an inflexible proprietary software program, we construct our models from the ground up, mirroring the City’s budget format wherever possible. As a result, the information contained in our models is easy for City staff to interpret, and the familiar software ensures ease of navigation. This also allows for easy on-the-fly adjustments and updates, inclusion of updated budgets, or changes in organizational structure. Created directly from the models, our reports clearly and graphically illustrate full and recommended levels of cost recovery and projections of revenue for fee programs, break down the costs into direct and indirect overhead categories, and present the fee methodologies.

Recent Studies

Due to the limit of 50 pages, listed below is an abbreviated list of recent User Fee projects prepared for public agencies. A full list of projects can be provided upon request.

Willdan Financial Services Cost Allocation Plan and User Fee Study Experience	
Client	Project Description
City of Clermont, FL	Building & Safety Department User Fee Study
City of Tamarac, FL	Building & Safety Department User Fee Study
City of Oviedo, FL	Cost Allocation Plan
City of Amarillo, TX	Cost Allocation Plan
City of Coppell, TX	Full Cost Allocation Plan
City of DeSoto, TX	Comprehensive User Fee Study
City of Missouri City, TX	Full and OMB Compliant Cost Allocation Plan and User Fee Study
Town of Sunnyvale, TX	Comprehensive User Fee Study
City of Temple, TX	User Fee Study
City of Aurora, CO	Cost Allocation Plan and Comprehensive User Fee Study
City of Commerce City, CO	Comprehensive User Fee Study
Town of Paradise Valley, AZ	Master User Fee Study

Willdan Financial Services Cost Allocation Plan and User Fee Study Experience	
Client	Project Description
City of Fountain Hills, AZ	Comprehensive User Fee Study
City of Burbank, CA	Comprehensive User Fee Study
City of Laguna Hills, CA	Comprehensive User Fee Study and Cost Allocation Plan Update
City of Napa, CA	Comprehensive User Fee Study, Full Cost Allocation Plan, and OMB Compliant Plan
City of Palm Desert, CA	Cost Allocation Plan and Comprehensive User Fee Study
City of Pismo Beach, CA	Cost Allocation Plan, OMB Compliant Plan, and User Fee Study
City of Pittsburg, CA	User Fee Study and Cost Allocation Plan
City of Pomona, CA	Master Fee Schedule Update and Development Impact Fee Review
City of Twentynine Palms, CA	Comprehensive User Fee Study, Full Cost Allocation Plan, and OMB Compliant Plan
City of Upland, CA	Cost Allocation Plan and Comprehensive User Fee Study
City of West Hollywood, CA	Cost Allocation Plan and User Fee Study
City of West Sacramento, CA	Cost Allocation Plan, OMB Compliant Plan, and Comprehensive User Fee Study
County of Mono, CA	Comprehensive User Fee Study
County of Placer, CA	Land Development Fee Study
County of San Benito, CA	Comprehensive User Fee Study and Development Impact Fee Study

City of Tamarac, FL Building Department User Fee Study

Willdan was engaged by the City of Tamarac to conduct a Building Department User Fee Study. The purpose of this engagement was to determine the full costs incurred by the Building Department to support the various activities for which the City charges user fees, to calculate department fees that represent a reasonable estimate of the cost of providing services, then work with City Staff to develop fee setting recommendations that balanced cost recovery with policy objectives.

Willdan employed a variety of fee methodologies to identify the full costs of individual fee and program activities and to calculate fees accordingly. The fee model was developed, after conducting full interviews and data gathering.

Budget: \$8,575

Utility Rate Analysis

Willdan’s professional staff has provided professional consulting services, including financial planning; rate and cost-of-service studies; alternative and feasibility analyses; and operational and management studies for water, reclaimed water, sewer, solid waste, and stormwater utility clients across the United States for over two decades. Additionally, Willdan staff are involved with the development of the rate-setting methodologies set forth in the American Water Works Association (AWWA) M1 manual “Principles of Water Rates, Fees and Charges,” and the AWWA M29 manual, “Water Utility Capital Financing” and serve on the AWWA Rates Committee. Willdan is nationally recognized for its expertise with staff frequently being called upon to speak or instruct on utility financial matters, as subject matter experts, including the AWWA Utility Management conference. Willdan staff is experienced in a broad range of utility planning services; and therefore, understand the importance of an approach that integrates elements of utility planning, engineering, and finance.

Recent Studies

Due to the limit of 50 pages, listed below is an abbreviated list of recent Utility Rate Analysis projects prepared for public agencies in Florida. A full list of projects can be provided upon request.

Willdan Financial Services Utility Rate Study Experience Florida Client List		
Alachua County, FL	Bay County, FL	Bay Laurel Center CDD, FL
Citrus County, FL	City of Clearwater, FL	City of DeLand, FL
City of Eustis, FL	City of Fort Meade, FL	City of Fruitland Park, FL
City of Indian River Shores, FL	City of Lake Wales, FL	City of Leesburg, FL
Town of Longboat Key, FL	City of Melbourne, FL	City of North Miami Beach, FL
City of Oviedo, FL	City of Palm Bay, FL	City of Panama City, FL
City of Polk City, FL	City of Port St. Lucie, FL	City of South Daytona, FL
City of Vero Beach, FL	City of Winter Haven, FL	City of Winter Park, FL
Gateway Services CDD, FL	Hernando County, FL	Nassau County, FL
Seminole County, FL	Sarasota County, FL	Tindall Hammock ISCD, FL

Gateway Services Community Development District; Fort Myers, FL Utility Rate Studies and Connection Fee Study

The main powers of the District are to plan, finance, construct, operate and maintain community-wide infrastructure and services specifically for the benefit of its residents. Responsibilities include stormwater management, potable and irrigation water supply, sewer, and wastewater management.

Mr. Daryll Parker completed both a comprehensive water, wastewater and irrigation rate study and connection fee study for the District. During the project, he worked closely with the District Manager and Finance Director, with input from staff members. As part of the project, Mr. Parker developed a comprehensive, dynamic dashboard model that was used to assist the District with its long-term capital, rate and financial planning. The model takes into consideration the cost-of-service, capital needs, impact on rates and revised rate design based on American Water Works Association (AWWA) standards. The final project cost did not exceed the proposed cost and it was completed according to the requested client schedule.

Budget: \$54,600

Work Samples

To satisfy the RFP requirements specific to Tab 5, excerpts from the work samples listed below have been provided within the “Additional Information” tab. Willdan understands that this submittal is limited to 50 pages, including work samples, and has satisfied this requirement.

- City of North Port, FL | Development Impact Fee Study
- City of Oviedo, FL | Street Lighting Non-ad Valorem Assessment Program
- City of Clermont, FL | User Fee Study
- Bay Laurel Center Community Development District | Water, Wastewater, and Reclaimed Water Rate Study

If the City would like to review the sample reports in their entirety a complete PDF copy can be provided upon request.

City of North Port Development Impact Fee Study - Sample

Executive Summary

This report summarizes an analysis of public facilities fees needed to support future development in the City of North Port through 2045. It is the City’s intent that the costs representing future development’s share of public facilities and capital improvements be imposed on that development in the form of a development impact fee, also known as a public facilities fee. The public facilities and improvements included in this analysis are divided into the fee categories listed below:

- General Government Facilities
- Fire and Rescue Facilities
- Solid Waste Facilities
- Law Enforcement Facilities
- Park and Recreation Facilities

Background and Study Objectives

The primary policy objective of a development impact fee program is to ensure that new development pays the capital costs associated with development. Although development also imposes operating costs, there is not a similar system to generate revenue from new development for services. The primary purpose of this report is to calculate and present fees that will enable the City to expand its inventory of public facilities, as new development creates increases in service demands.

All development impact fee-funded capital projects should be programmed through the City’s five-year Capital Improvement Program (CIP). Using a CIP can help the City identify and direct its fee revenue to public facilities projects that will accommodate future development. By programming fee revenues to specific capital projects, the City can help ensure a reasonable relationship between new development and the use of fee revenues.

Development Impact Fee Schedule Summary

Table E.1 summarizes the maximum justified development impact fee schedule that would meet the City’s identified needs and does not unfairly overburden new development. The City can adopt fees up to, but not exceeding these amounts.

E.1: Maximum Justified Development Impact Fees

Land Use	Demand Unit	General Government Facilities	Fire and Rescue Facilities	Law Enforcement Facilities	Parks	Solid Waste Facilities	Total
<i>Residential (per Dwelling Unit)</i>							
Single Family	Dwelling Unit	\$ 377	\$ 785	\$ 503	\$ 2,284	\$ 399	\$ 4,348
Multifamily	Dwelling Unit	273	568	364	1,654	237	3,096
Senior Unit	Dwelling Unit	174	362	232	1,053	151	1,972
<i>Nonresidential (per 1,000 Sq. Ft. or per Hotel Room)</i>							
Commercial: Retail and Services	1,000 Sq. Ft.	\$ 102	\$ 1,492	\$ 1,624	\$ -	\$ 984	\$ 4,202
Commercial: Restaurant	1,000 Sq. Ft.	242	3,548	3,861	-	4,724	12,375
Commercial: Gas Station (Building Area)	1,000 Sq. Ft.	102	1,492	1,624	-	3,943	7,161
Commercial: Car Wash	Tunnel	84	1,232	1,341	-	659	3,316
Commercial: Hotel/Lodging	Room	27	394	429	879	277	2,006
Office	1,000 Sq. Ft.	156	2,295	2,497	-	463	5,411
Medical Office	1,000 Sq. Ft.	198	2,908	3,164	-	551	6,821
Industrial: Manufacturing/Warehouse	1,000 Sq. Ft.	56	817	889	-	845	2,607
Institutional (schools, churches, daycare)	1,000 Sq. Ft.	102	1,490	1,622	-	1,417	4,631
Nursing Home/ Congregate Care Facility	1,000 Sq. Ft.	98	1,436	1,563	-	399	3,496
Recreational: Golf Course ¹	Acre	24	345	375	-	-	744
Recreational: Golf Course ¹	1,000 Sq. Ft.	-	-	-	-	1,018	1,018
Recreational: Community Center	1,000 Sq. Ft.	51	746	812	-	899	2,508

¹ Fee for golf courses charged per acre for general government, fire and rescue, and law enforcement facilities. Charged per square foot for golf course buildings for solid waste facilities.

Sources: Tables 3.7, 4.7, 5.7, 6.10 and 7.7.

Other Funding Needed

Impact fees can only fund the share of public facilities attributable to new development in North Port. They cannot be used to fund the share of facility needs generated by existing development. **Table E.2** summarizes the net project costs, impact fee revenue projections and non-fee funding required to fully fund the planned facilities identified in this report.

Table E.2: Non-Impact Fee Funding Required

Fee Category	Net Project Cost	Development Fee Revenue	Additional Funding Required
General Government Facilities	\$ 10,965,888	\$ 10,965,888	\$ -
Fire and Rescue Facilities	33,831,234	33,831,234	-
Law Enforcement Facilities	33,000,000	27,401,000	5,599,000
Parks	61,307,740	61,307,740	-
Solid Waste Facilities	20,056,932	20,056,932	-
Total	\$ 159,161,794	\$ 153,562,794	\$ 5,599,000

Sources: Tables 3.7, 4.7, 5.7, 6.8 and 7.8.

1. Introduction

This report presents an analysis of the need for public facilities to accommodate new development in the City of North Port. This chapter provides background for the study and explains the study approach under the following sections:

- Study Objectives;
- Fee Program Maintenance;
- Study Methodology; and
- Organization of the Report.

Study Objectives

North Port is forecasted to experience continued development through 2045. This development will create an increase in demand for public services and the facilities required to deliver them. Given the revenue challenges described above, North Port has decided to use a development impact fee program to ensure that new development funds the share of facility costs associated with development. This report makes use of the most current available development forecasts and facility plans to update the City's existing fee program to ensure that the fee program accurately represents the facility needs resulting from new development.

Fee Program Maintenance

Once a fee program has been adopted it must be properly maintained to ensure that (1) the revenue collected adequately funds the facilities needed by new development, and (2) the impact fees do not exceed the reasonably anticipated costs associated with the improvements and additions necessary to offset the demand generated by the new development on City facilities. To avoid collecting inadequate revenue, the City must update inventories of existing facilities and the costs for planned facilities, and then recalculate the fees to reflect the revised costs.

It is recommended to conduct periodic updates of the fee documentation and calculation (such as this study) including when significant new data on development forecasts and/or facility plans become available. For further detail on fee program implementation, see Chapter 8.

Study Methodology

Development impact fees are calculated to fund the cost of facilities required to accommodate development. The six steps followed in this development impact fee study include:

1. **Estimate existing development and future development:** Identify a base year for existing development and a development forecast that reflects increased demand for public facilities;
2. **Identify facility standards:** Determine the facility standards used to plan for new and expanded facilities;
3. **Determine facilities required to serve new development:** Estimate the total amount of planned facilities, and identify the share required to accommodate new development;
4. **Determine the cost of facilities required to serve new development:** Estimate the total amount and the share of the cost of planned facilities required to accommodate new development;

5. **Calculate fee schedule:** Allocate facilities costs per unit of new development to calculate the development impact fee schedule; and
6. **Identify alternative funding requirements:** Determine if any non-fee funding is required to complete projects.

The key public policy issue in development impact fee studies is the identification of facility standards (step #2, above). Facility standards document a reasonable relationship between new development and the need for new facilities. Standards ensure that new development does not fund deficiencies associated with existing development. An example of a facility standard is park acres per 1,000 residents. Using such a standard, the analysis can estimate the amount of parkland needed to serve the increase in population. Facility standards are identified for each facility category included in this analysis. An in-depth discussion of facility standards is included below.

Types of Facility Standards

There are three separate components of facility standards:

- ♦ *Demand standards* determine the amount of facilities required to accommodate development, for example, park acres per thousand residents, square feet of library space per capita, or gallons of water per day. Demand standards may also reflect a level of service such as the vehicle volume-to-capacity (V/C) ratio used in traffic planning.
- ♦ *Design standards* determine how a facility should be designed to meet expected demand, for example, park improvement requirements and technology infrastructure for City office space. Design standards are typically not explicitly evaluated as part of an impact fee analysis but can have a significant impact on the cost of facilities. Our approach incorporates the cost of planned facilities built to satisfy the City's facility design standards.
- ♦ *Cost standards* are an alternate method for determining the amount of facilities required to accommodate development based on facility costs per unit of demand. *Cost standards* are useful when demand standards were not explicitly developed for the facility planning process. *Cost standards* also enable different types of facilities to be analyzed based on a single measure (cost or value). Examples include facility costs per capita, cost per vehicle trip, or cost per gallon of water per day.

New Development Facility Needs and Costs

A number of approaches are used to identify facility needs and costs to serve new development. This is often a two-step process: (1) identify total facility needs, and (2) allocate to new development its fair share of those needs.

There are three common methods for determining new development's fair share of planned facilities costs: the **existing inventory method**, the **system plan method** and the **planned facilities method**. Often the method selected depends on the degree to which the community has engaged in comprehensive facility master planning to identify facility needs.

The formula used by each approach and the advantages and disadvantages of each method are summarized below:

Existing Inventory Method

The existing inventory method allocates costs based on the ratio of existing facilities to demand from existing development as follows:

$$\frac{\text{Current Value of Existing Facilities}}{\text{Existing Development Demand}} = \$/\text{unit of demand}$$

Under this method new development funds the expansion of facilities at the same standard currently serving existing development. By definition, the existing inventory method results in no facility deficiencies attributable to existing development. This method is often used when a long-range plan for new facilities is not available. Future facilities to serve development are identified through an annual capital improvement program and budget process, possibly after completion of a new facility master plan. This approach is used to calculate the general government, fire and rescue, parks facilities and solid waste facilities fees in this report.

System Plan Method

This method calculates the fee based on the value of existing facilities plus the cost of planned facilities, divided by demand from existing plus new development:

$$\frac{\text{Value of Existing Facilities} + \text{Cost of Planned Facilities}}{\text{Existing} + \text{New Development Demand}} = \$/\text{unit of demand}$$

This method is useful when planned facilities need to be analyzed as part of a system that benefits both existing and new development. It is difficult, for example, to allocate a new fire station solely to new development when that station will operate as part of an integrated system of fire stations that together achieve the desired level of service.

The system plan method ensures that new development does not pay for existing deficiencies. Often facility standards based on policies such as those found in General Plans are higher than the existing facility standards. This method enables the calculation of the existing deficiency required to bring existing development up to the policy-based standard. The local agency must secure non-fee funding for that portion of planned facilities required to correct the deficiency to ensure that new development receives the level of service funded by the impact fee. This approach is used to calculate the law enforcement facilities fees in this report.

Planned Facilities Method

The planned facilities method allocates costs based on the ratio of planned facility costs to demand from new development as follows:

$$\frac{\text{Cost of Planned Facilities}}{\text{New Development Demand}} = \$/\text{unit of demand}$$

This method is appropriate when planned facilities will entirely serve new development, or when a fair share allocation of the cost of planned facilities to new development can be estimated. An example of the former is a wastewater trunk line extension to a previously undeveloped area. An example of the latter is expansion of an existing library building and book collection, which will be needed only if new development occurs, but which, if built, will in part benefit existing development, as well. Under this method new development funds the expansion of facilities at the standards used in the applicable planning documents. This method is not used in this study.

Organization of the Report

The determination of a public facilities fee begins with the selection of a planning horizon and identification of development projections for population and employment. These projections are used throughout the analysis of different facility categories and are summarized in Chapter 2.

Chapters 3 through 7 identify facility standards and planned facilities, allocate the cost of planned facilities between new development and other development, and identify the appropriate development impact fee for each of the following facility categories:

City of Oviedo Street Lighting Non-ad Valorem Assessment - Sample

Street Light Assessment Program Non-Ad Valorem Assessment Study

Section 2 - Non-Ad Valorem Assessments

2.1. General

The development of a non-ad valorem assessment for any municipal service requires that the service for which properties are to be assessed confers a special benefit upon the property burdened by the special assessment. Simply stated, there must be a logical relationship between the service provided and the benefit to real property assessed for the service.

To satisfy this requirement, the costs associated with providing the service must be reasonably apportioned to the properties that receive a benefit from the service provided in proportion to the benefit received. Therefore, the recommended Street Lighting Assessments calculated in this Report are developed such that the costs of providing Street Lighting Service will be recovered through assessments to properties in proportion to the benefit received by the availability of Street Lighting Service to those properties.

2.2. Summary of Relevant Florida Law Governing Special Non-Ad Valorem Assessments

This section discusses relevant Florida Law regarding special non-ad valorem assessments as it relates to the City's Street Lighting Assessment Program. The discussion covers how Florida law relates to special benefit and proportional benefit.

Special non-ad valorem assessments are a revenue source available to local governments in Florida to fund capital improvements as well as operations and maintenance expenses for essential services such as roads, drainage, fire/rescue services, utilities, etc. Florida case law does not specify the methodology or formula that must be used in calculating assessments. However, it has established two requirements for the imposition of a non-ad valorem special assessment. These two requirements have become known as the two-pronged test. They are 1) the property assessed must derive a special benefit from the improvement, service or facilities provided, and 2) the assessment must be fairly and reasonably apportioned among the properties that receive the special benefit.

2.2.1 Special Benefit

In considering special benefit, the following question must be considered, "Can a special benefit be derived from Street Lighting Service by all properties within the City to meet the first prong of the two-pronged test?". The answer is yes, based in part on the Florida Supreme Court determination in *Fire District No. 1 of Polk County v. Jenkins*, that a sufficient special benefit was derived by the availability of fire services to justify the imposition of the special assessment. Also, in *Meyer v. City of Oakland Park*, the Court

Street Light Assessment Program Non-Ad Valorem Assessment Study

upheld a sewer assessment on both improved and unimproved property, stating that the benefit need not be direct or immediate but must be substantial, certain and capable of being realized within a reasonable time. Florida Statutes generally authorize the imposition of special assessments to fund street lighting services. For example, Section 125.01(1)(q), Florida Statutes, authorizes counties to establish "municipal service benefit units" within which to fund a wide range of services, including street lighting, through special assessments and Section 170.01, Florida Statutes, pursuant to which cities may impose special assessments to fund street lighting. Based on Home Rule provisions, municipalities may also impose special assessments provided they follow the provisions of Section 197.3632 which relates to the Uniform Method for the levy, collection, and enforcement of non-ad valorem assessment. Furthermore, The Florida Supreme Court has determined that street lighting services convey the special benefit necessary to support an assessment program [*Winter Springs v. State*, 776 So.2d 255 (Fla. 2001)].

2.2.2 Proportional Benefit

It is well established under Florida law that local governments are afforded great latitude regarding legislative determinations of special benefit and reasonable apportionment of costs (as evidenced by the Florida Supreme Court finding in *City of Boca Raton v. State of Florida*), that the apportionment of benefits is a legislative function, and if reasonable persons may differ as to whether the land assessed was benefitted by the local improvement, the findings of the city officials must be sustained. In *City of Boca Raton v. State of Florida*, the Florida Supreme Court also determined that the manner of the assessment is immaterial and may vary within the community, as long as the amount of the assessment for each tract is not in excess of the proportional benefits as compared to other assessments on other tracts.

City of Clermont User Fee Study – Sample



Executive Summary

The City of Clermont engaged Willdan Financial Services (Willdan) to determine the full costs incurred by Building Services to support the various activities for which the City charges user fees. Due to the complexity and the breadth of performing a comprehensive review of fees, Willdan employed a variety of fee methodologies to identify the full costs of individual fee and program activities. This report and the appendices herein identifies 100% full cost recovery for City services and the recommended level of recovery as determined through discussion with departmental staff.

The reality of the local government fee environment is that significant increases to achieve 100% cost recovery can often not be feasible, desirable, or appropriate depending on policy direction —particularly in a single year. The recommended fees identified herein are either at or less than full cost recovery.



User Fee Background

Background

As part of a general cost recovery strategy, local governments adopt user fees to fund programs and services that provide limited or no direct benefit to the community as a whole. As cities struggle to maintain levels of service and variability of demand, they have become increasingly aware of subsidies provided by the General Fund and have implemented cost-recovery targets. To the extent that governments use general tax monies to provide individuals with private benefits, and not require them to pay the full cost of the service (and, therefore, receive a subsidy), the government is limiting funds that may be available to provide other community-wide benefits. In effect, the government is using community funds to pay for private benefit. Unlike most revenue sources, cities have more control over the level of user fees they charge to recover costs, or the subsidies they can institute.



Additional Policy Considerations

The recent trend for municipalities is to update their fee schedules to reflect the actual costs of certain public services primarily benefitting users. User Fees recover costs associated with the provision of specific services benefiting the user, thereby reducing the use of General Fund monies for such purposes.

In addition to collecting the direct cost of labor and materials associated with processing and administering user services, it is common for local governments to recover support costs. Support costs are those costs relating to a local government's central service departments that are properly allocable to the local government's operating departments. Central services support cost allocations were incorporated using the City's Cost Allocation Plan. This plan was developed by the City prior to the User Fee study to determine the burden placed upon central services by operating departments and funds in order to allocate a proportionate share of central service cost.

As labor effort and costs associated with the provision of services fluctuate over time, a significant element in the development of any fee schedule is that it has the flexibility to remain current. Therefore, it is recommended that the City include an inflationary factor in the resolution adopting the fee schedule to allow the City Council, by resolution, to annually increase or decrease the fees.

The City may employ many different inflationary factors. The most commonly used inflator is some form of the Consumer Price Index (CPI) as it is widely well known and accepted. A similar inflator is the implicit price deflator for GDP, which is much like the CPI except that while the CPI is based on the same "basket" of goods and services every year, the price deflators' "basket" can change year to year. Since the primary factor for the cost of a City's services is usually the costs of the personnel involved, tying an inflationary factor that connects more directly to the personnel costs can be suitable if there is a clear method, or current practice of obtaining said factor.

Each City should use an inflator that they believe works the best for their specific situation and needs. It is also recommended that the City perform this internal review annually with a comprehensive review of services and fees performed every three to five years, which would include adding or removing fees for any new or eliminated programs/services.



Study Objective

As the City of Clermont seeks to efficiently manage limited resources and adequately respond to increased service demands, it needs a variety of tools. These tools provide assurance that the City has the best information and the best resources available to make sound decisions, fairly and legitimately set fees, maintain compliance with state law and local policies, and meet the needs of the City administration and its constituency. Given the limitations on raising revenue in local government, the City recognizes that a User Fee Study is a very cost-effective way to understand the total cost of services and identify potential fee deficiencies. Essentially, a User Fee is a payment for a requested service provided by a local government that primarily benefits an individual or group.

The total cost of each service included in this analysis is based on the full cost of providing City services, including direct salaries and benefits of City staff, direct departmental costs, and indirect costs from central service support. This study determines the full cost recovery fee for the City to provide each service; however, each fee is set at the City's discretion, up to 100% of the total cost, as specified in this report.

The principle goal of the study was to help the City determine the full cost of the services that the City provides. In addition, Willdan established a series of additional objectives including:

- Developing a rational basis for setting fees
- Identifying subsidy amount, if applicable, of each fee in the model
- Enhancing fairness and equity
- Ensuring compliance with State law
- Developing an updatable and comprehensive list of fees
- Maintaining accordance with City policies and goals

The study results will help the City better understand its true costs of providing services and may serve as a basis for making informed policy decisions regarding the most appropriate fees, if any, to collect from individuals and organizations that require individualized services from the City.

Scope of the Study

The scope of this study encompasses a review and calculation of user fees charged by the following:

- Building Services
- Planning – Minor Site Plan Revision Fee

The study involved the identification of existing and potential new fees, fee schedule restructuring, data collection and analysis, orientation and consultation, quality control, communication and presentations, and calculation of individual service costs (fees) or program cost recovery levels.

Bay Laurel Center Community Development District, Water, Wastewater, and Reclaimed Water Rate Study - Sample

Bay Laurel Center Community Development District
User Rate Study and Miscellaneous Charge Study



Section 2 - Overview of Utility Rate-Making Principles, Processes and Issues

Introduction

The Rate Study utilized generally accepted rate-making principles which resulted in the development of rates and charges which are projected to: 1) generate sufficient revenue to meet the financial requirements of the utility and 2) meet the rate design goals of the utility. A discussion of some of the key principles of rate-making, and how the processes employed herein are guided by those principles, is presented below.

Discussion of General Rate-Making Principles

While the individual rates for each utility vary based on a variety of factors, the development of rates should, for the most part, be consistent with general rate-making principles set forth in utility rate-making practice and literature. The principle by which rate practitioners are guided is that rates designed for any utility should strike a reasonable balance between several key principles. In general, rates designed should:

- Generate a stable rate revenue stream which, when combined with other sources of funds, is sufficient to meet the financial requirements and goals of the utility;
- Be fair and equitable – that is, they should generate revenue from customer classes which is reasonably in proportion to the cost to provide service to each customer class;
- Be easy to understand by customers; and
- Be easy to administer by the utility.

Striking the appropriate balance between the principles of rate-making is the result of a detailed process of evaluation of revenue requirements, and how those revenue requirements translate into the rate design alternatives which most closely meet the specific objectives of the individual utility under the circumstances in which the utility operates.

The Revenue Sufficiency Process

In order to develop rates and charges which generate sufficient revenue to meet the fiscal requirements of the utility, a determination of the annual rate revenue required must be completed. This rate revenue, combined with other sources of funds, is evaluated to determine whether the total revenue is sufficient to meet those fiscal requirements. This process is typically referred to as a Revenue Sufficiency Analysis.

The process employed in the Revenue Sufficiency Analysis results in the identification of revenue requirements of the system, such as operating expenses, capital expenses (minor and major), debt service expense (including a provision for debt service coverage), transfers out and the maintenance of

both restricted and unrestricted reserves at appropriate levels. These revenue requirements are then compared to the total sources of funds during each year of the Projection Period to determine the adequacy of projected revenues to recover projected revenue requirements. To the extent that the existing revenue stream is not sufficient to meet the annual revenue requirements of the system, a series of rate revenue increases are calculated which would be required in order to provide revenue sufficient to meet those expenditure needs.

The Rate Design Process

With the rate revenue requirement determined in the Revenue Sufficiency Analysis, the development of specific rates and charges can commence.

Utilities consider a variety of factors in establishing rates, including cost allocation, customer impact, and ease of administration. The rate design process seeks to find the balance between the need to recover sufficient revenue in a fair and equitable manner and the need to do so within the constraints of other objectives which are unique to each utility. By understanding the types of customers served by the utility, and the general usage characteristics of those customers, a system of rates and charges can be developed that balances those many objectives while also generating sufficient revenue.

First, the rate design goals of the utility are reviewed to identify areas the utility wishes to address over the course of the Study. Next, an assessment of the existing rate design is undertaken to identify what has worked well for the utility with regard to their specific goals and objectives, and the general goals and objectives of utility rate-making. This assessment typically also identifies areas for improvement which can provide guidance to the rate practitioner with respect to the design of future rates and charges.

After a review of the existing rates and charges, a dialog of how to build on the positive aspects of the existing structure and how to address deficiencies in the existing structure occurs with District management and staff in collaboration with Willdan staff. With an evaluation of the strengths and weaknesses of the existing rate structure and the goals of the utility going forward, the development of a new rate structure can begin. With the identification of the rate revenue required, the manner in which those requirements should be recovered and the billing units to be used to recover the required revenue, specific rates and charges can then be developed. At the heart of successful rate design is the attempt to strike a proper balance between the many, sometimes competing, objectives of rate-making while ensuring generation of revenue sufficient to meet system financial requirements.

Section 3 – Existing Customer and Rate Characteristics

General

The District is structured as an enterprise fund activity designed to generate revenues sufficient to meet 100% of all operations and maintenance (“O&M”) expenses, lease payment/debt service, R&R, transfers, and minor capital costs (collectively “Operating Costs”) through user rates and charges. Major capital costs have historically been funded through several sources including lessor funding, operating surpluses, operating reserves, R&R Fund balance, AFPI charges, and any grants or contributions that may be available. The revenue generation components are comprised of user fees, miscellaneous charges for specifically requested services, and related interest earnings. Additionally, the Utility system recovers costs through AFPI charges, meter installation fees, and transfers from other sources. The primary source of revenues is from user fees that consist of a monthly base charge and gallonage rates per 1,000 gallons of metered service. These rates and charges were established as just and equitable rates, and most recently updated effective October 1, 2017 based on recommendations provided in the District’s previous rate study completed July 2014 by GAI Consultants, Inc.

Current Customer Classes

The District customers are currently categorized into four (4) primary usage classes, consisting of Residential, Commercial, Master Metered Irrigation, and Reclaimed Water. Brief descriptions for each are provided below.

- The **Residential** class is comprised of all individually metered residential dwelling units, including single-family residences and multi-family residences, as well as the dwelling units in Complex 7. Complex 7 is comprised of the subdivisions of Friendship Colony, Friendship Village and Americana located within On Top of the World communities.
- The **Commercial** class includes non-residential customers that are individually metered, as well as any master-metered residential or commercial properties that do not fall in the Residential class.
- The **Master Metered Irrigation** class is comprised of all irrigation meters use to provide external water for irrigation and other outside uses for both commercial and residential properties.
- The **Reclaimed Water** class contains those accounts that are served by the reclaimed water system.

Existing Rate Structure and Rates

Water and Wastewater User Rates

The existing water and wastewater rate structures each utilize three (3) components in the generation of monthly revenues consisting of:

- **Account Charge** – A fixed charge added to each bill, designed to recover at least a portion of the administrative costs associated with the billing process.
- **Base Charge** – Water base charges for residential single-family customers are calculated based on meter size equivalencies. All residential single-family wastewater connections are considered as one Equivalent Residential Connection, or ERC, irrespective of water meter size. Base charges for multi-family customers and Complex 7 customers are based on ERCs and units. An ERC is equal to 350 gallons per day for water and 250 gallons per day for wastewater. ERCs for master metered irrigation and non-residential water and wastewater connections are determined per meter by District staff per industry guidelines.
- **Volumetric Charges** – The water gallonage rates utilize an inclining block or conservation rate structure with six usage blocks; wherein, the cost per 1,000 gallons within each block increases as usage progresses into the next usage block level. Wastewater usage is charged at a single, or uniform, gallonage rate per 1,000 gallons of metered water, with the usage capped at 5,000 gallons per month per ERC for Residential class accounts.

The base charge is a fixed amount providing for revenue stability, whereas, the gallonage rates allow for equitable cost recovery at various service levels while also promoting conservation of natural resources.

Reclaimed Water Rates

Reclaimed water, the primary disposal method for wastewater, is currently available through bulk pressured service lines. Connections are served with no base charge, and at a single gallonage rate per 1,000 gallons of metered reclaimed water. However, for the purposes of this Study, there are two (2) primary types of reclaimed rates in the District: (1) retail reclaimed rates for residential and commercial customers, and (2) a bulk pressurized reclaimed water rate for use by certain pre-approved customers.

In preparation of the District’s plans to offer expanded reclaimed water services to both residential and commercial customers in the near future for irrigation purposes, reclaimed water rate structure and rates were implemented that are familiar to current customers and promote conservation of natural resources. Since current residential and commercial irrigation classes of customers are billed using a monthly base charge and inclining block gallonage rates per 1,000 gallons, this was an ideal structure to implement for reclaimed water as well. It was assumed that since all residential and commercial reclaimed water customers will also be water customers there was no need to charge an additional account charge. In order to promote use of the reclaimed water over the potable water for irrigation, it is common practice in Florida to offer reclaimed water at a reduced rate of that of potable water. Rates vary, but it is common to find them between 50% and 75% of the potable water rates. The District’s reclaimed water rates are currently set to be approximately 50% of its potable water rate.

It is also a common practice for utilities in the State of Florida to offer a bulk rate to certain customers that meet specified qualifications and sign special supply and usage agreements with the District. These customers tend to be golf courses, sod farms, and other commercial or governmental entities who either use large quantities of reclaimed water, or whose needs vary depending on day, month, or season. Bulk rates can be offered for pressurized lines or non-pressurized lines, depending on the

Tab 6 – References

REQUEST FOR PROPOSAL NO. 2023-32
PROFESSIONAL SERVICES FOR CITY FEES, RATES, METHODOLOGIES AND ASSESSMENTS

REFERENCES/CLIENT LISTING

The firm shall provide at least five (5) business related references for which they are currently providing or have provided experience in similar scope and size as this RFP within the last five (10) years. A minimum of three (3) references must be for work performed in Florida.

1. Business/Customer Name: City of Oviedo, Florida
Name of Contact Person/Title: Jerry Boop, Finance Director
Telephone# (407) 971-5544 Fax (407) 971-5802 E-mail boop@cityofoviedo.net
Address 400 Alexandria Boulevard, Oviedo, FL 32765
Phone Number Discipline: Assessment Programs, Utility Rate Studies
Duration of Contract or business relationship 2013 - Ongoing
Type of Services Provided Water, Wastewater, and Stormwater Rate Studies, Capital Planning; Cost of Service; Rate Design; Assessment Programs; Revenue Bond Feasibility Reports; Solid Waste Collection Contract Procurement Management

2. Business/Customer Name: City of Parkland, Florida
Name of Contact Person/Title: Chris Johnson, Finance Director
Telephone# (954) 757-4138 Fax (954) 341-5161 E-mail cjohnson@cityofparkland.org
Address 6600 University Drive, Parkland, FL 33067
Phone Number Discipline: Impact Fee Studies
Duration of Contract or business relationship 2019 - 2021
Type of Services Provided Development Impact Fee Study

3. Business/Customer Name: Clay County, Florida
Name of Contact Person/Title: Courtney K. Grimm, County Attorney
Telephone# (904) 269-6303 Fax (904) 269-6346 E-mail Courtney.Grimm@claycountygov.com
Address P.O. Box 1366, Green Cove Springs, FL 32043
Phone Number Discipline: Impact Fee Studies
Duration of Contract or business relationship 2022 - 2023
Type of Services Provided Development Impact Fee Study

BUSINESS NAME: Willdan Financial Services
NAME AND TITLE (PERSON AUTHORIZED TO BIND THE COMPANY): Chris Fisher, Vice President/Director
SIGNATURE: [Signature] DATE: June 20, 2023

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PROFESSIONAL SERVICES FOR CITY FEES, RATES, METHODOLOGIES AND ASSESSMENTS

4. Business/Customer Name: Town of Longboat Key, Florida
 Name of Contact Person/Title: Susan L. Smith, Finance Director
 Telephone# (941) 316-6882 Fax (941) 316-1940 E-mail ssmith@longboatkey.org
 Address 501 Bay Isles Road, Longboat Key, FL 34228
 Phone Number _____ Discipline: Non-ad Valorem Assessments, Assessment Methodology
 Duration of Contract or business relationship 2017 - Ongoing
 Type of Services Provided Underground Utility Assessment Methodology and Annual Assessment Roll Services
5. Business/Customer Name: City of Tamarac, Florida
 Name of Contact Person/Title: Mr. George Folles, CBO, CFM, Chief Building Official
 Telephone# (954) 597-3420 Fax (954) 597-3450 E-mail george.folles@tamarac.org
 Address 7525 NW 88th Avenue, Tamarac, FL 33321
 Phone Number _____ Discipline: User Fee Studies
 Duration of Contract or business relationship 2021 - 2022
 Type of Services Provided User Fee Study
6. Business/Customer Name: Bay Laurel Center Community Development District, Ocala, FL
 Name of Contact Person/Title: Crystal House, Office Manager
 Telephone# (352) 414-5454 Fax _____ E-mail crystal.house@blccdd.com
 Address 8470 SW 79th Street Road, Suite 3, Ocala, FL 34481
 Phone Number _____ Discipline : Utility Rate Studies
 Duration of Contract or business relationship 2009 - Ongoing
 Type of Services Provided Water, Wastewater, & Reclaimed Water Rate Study and Miscellaneous Charge Study

BUSINESS NAME: Willdan Financial Services
 NAME AND TITLE (PERSON AUTHORIZED TO BIND THE COMPANY): Chris Fisher, Vice President/Director
 SIGNATURE:  DATE: June 20, 2023

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Tab 7 – Litigation and Insurance

Willdan is not currently involved in any condition, e.g., bankruptcy, current or in the previous 5 years; pending litigation; planned office closures; impending merger.

Furthermore, if necessary Willdan can request an Errors & Omissions insurance policy with a limit of up to \$15,000,000.






Tab 8 – Additional Information

Project Management and Quality Assurance/Control Approach

Project Management Approach

To ensure that this engagement stays on schedule throughout the contract term and is properly focused on City objectives, Engagement Director Jeff McGarvey will provide City staff with updates to summarize work progress against the project timeline and update the status of upcoming deliverables. The technical project manager responsible for the assignment will document discussions leading to important policy decisions and/or the choice of critical assumptions. It will be important to the overall success of the project to ensure that work progresses per the timeline that is agreed upon during the initial meeting. Mr. McGarvey or the assigned project manager will schedule and conduct conference calls necessary to review project progress, and address changes in project objectives or direction. Finally, following key stakeholder discussions, a call will be scheduled to summarize the findings and direction with City staff, to make certain that we agree with stated objectives, and that feedback is incorporated as appropriate.

Through the process of providing regular updates and conducting status conference calls, potential issues will be highlighted, discussed, and resolved. Any deviations from the project timeline will be identified and plans will be developed for course corrections. If necessary, changes in approach or strategy will be discussed with City staff, to meet the City’s needs. In doing this, Willdan will ensure the project stays on track and evolves, based upon current thinking and outside dynamics.

Project Management				
 Define the Project	 Plan the Project	 Manage the Project	 Review the Project	 Communicate the Project
<ul style="list-style-type: none"> Identify the project scope, set objectives, list potential constraints, document assumptions. Define a course of action and develop an effective communication plan. Provide a forum for applying the team’s collective expertise to solving difficult analytical issues that arise in complex projects. 	<ul style="list-style-type: none"> Collaborate with the project team and client staff and agree upon timeline to meet the estimated project timeline. Assign workload functions to appropriately qualified staff to ensure milestones are met, on time. Pre-schedule quality control meetings with project team to maintain the progressive motion of the project. 	<ul style="list-style-type: none"> Manage the execution of the project. Direct existing and upcoming project tasks. Control and monitor work in progress. Provide feedback to client and project team. Identify and resolve deviances from project timeline. 	<ul style="list-style-type: none"> Review all work product and deliverables. Utilize structured quality assurance process involving up to three levels of review at the peer level, project manager level. Procure executive officer level review. 	<ul style="list-style-type: none"> Communicate with the client regarding work status and progress. Ensure client is in receipt of regular status updates. Schedule regular conference calls to touch base. Inform client of roadblocks, work outside of projected scope.

Quality Assurance / Quality Control Process

Our quality control program is incorporated as a required element of Willdan’s day-to-day activities. There are three levels of reviews incorporated for our deliverables:

- 1) Peer review;
- 2) Project manager review; and
- 3) Final quality assurance manager review.

Peer reviews involve one analyst reviewing the work of another, while project manager reviews are conducted prior to delivery to the quality assurance manager. The quality assurance manager then performs a final review. This assures that our final product has been thoroughly evaluated for potential errors; thus, providing quality client deliverables, and high levels of integrity and outcomes.



The primary mission of our quality control plan is to provide staff with the technical and managerial expertise to plan, organize, implement, and control the overall quality effort, thereby ensuring the completion of a quality project within the time and budget established.

Quality Assurance Goals		
Goal	Lead	Task
Quality Assurance / Control Process	Jeffrey McGarvey	<ul style="list-style-type: none"> ▪ Establish a set of planned and systematic actions for maintaining a high level of quality in the professional services performed; Emphasize quality in every phase of work; ▪ Ensure efficient use of resources; ▪ Establish a consistent and uniform approach to the services performed; and ▪ Implement appropriate quality control measures for each work task of the project.
Quality Control Plan	Jeffrey McGarvey	<ul style="list-style-type: none"> ▪ Contract deliverables; ▪ Specific quality control procedures; ▪ Special quality control emphasis; ▪ Budget and manpower requirements; ▪ Overall project schedule and budget; and ▪ Project documentation requirements;

Tab 9 – Submission Requirements and Required Submittal Forms

Provided on the following pages are the completed and signed required documents listed below.

As previously stated within Tab 3, Qualifications of the Firm, industry specific registrations, licenses and/or certifications are not typically necessary to perform professional financial consulting services, including those requested within RFP No. 2023-32. Although a copy of Ms. Hollis’ Certified Public Accountant license can be provided upon request.

Required Forms Checklist

REQUEST FOR PROPOSAL NO. 2023-32
PROFESSIONAL SERVICES FOR CITY FEES, RATES, METHODOLOGIES AND ASSESSMENTS

TAB 7 - LITIGATION AND INSURANCE - Have you been involved in litigation in the last five (5) years? If so, describe circumstances and outcome. The proposer shall advise the amount of liability insurance you have.

TAB 8 – ADDITIONAL INFORMATION: Any other pertinent information the proposer chooses to provide.

Tab 9 – SUBMISSION REQUIREMENTS AND REQUIRED SUBMITTAL FORMS: Provide completed required forms in this section. The checklist is provided to assist each Proposer in the preparation of their response. Included in this checklist are important requirements, which is the responsibility of each Proposer to submit with their response in order to make their response fully compliant. This checklist is a guideline which is to be executed and submitted with the required forms. It is the responsibility of each Proposer to read and comply with the solicitation in its entirety.

In addition to the items noted above, proposers are asked to include any additional items that may be needed to complete the services requested that may not have been identified in this RFP.

A. SUBMITTAL REQUIREMENTS

1. **NUMBER OF PAGES:** The proposal **shall not exceed (50) pages (one-sided) or (25) pages (two-sided) in length. (The Title Page, Table of Contents, City Required Forms, tabs do not count towards the TOTAL NUMBER OF PAGES).**
 - 1.1 When compiling a response, sections should be tabbed and labeled; pages should be sequentially numbered at the bottom of the page; proposals should be bound to allow flat stacking for easy storage; **do not use three ring binders of any kind;** and sections should be compiled in the sequence list above.
 - 1.2 Place proposal with all the required items in a sealed envelope clearly marked for specification number, project name, name of proposer, and due date and time.
2. **PAPER/FONT SIZE:** 8.5"x11"/Font Calibri 11, PDF FORMAT.
3. **NUMBER OF ORIGINAL PROPOSALS:** One (1) original hard-copy **UNBOUND** (marked **"ORIGINAL"**) and signed in **blue ink. NUMBER OF COPIES:** three (3) hard copies **BOUND** (marked **"COPY"**) (1 original + 3 copies = 4 total submittals).
4. **USB Flash Drive:** One (1) electronic version in Portable Document Format (PDF) on a USB Drive containing the entire submittal. USB drive only. **CDs will not be accepted.**

B. REQUIRED SUBMITTAL FORMS: City Required Submittal Forms/Checklist

READ/EXECUTED & INCLUDED

- Proposal Submittal Signature Form
- Statement of Organization

REQUEST FOR PROPOSAL NO. 2023-32
PROFESSIONAL SERVICES FOR CITY FEES, RATES, METHODOLOGIES AND ASSESSMENTS

- References
- Drug-Free Workplace (If Applicable)
- Public Entity Crime Information
- Non-Collusive Affidavit
- Lobbying Certification
- Conflict of Interest Form
- Disclosure Form (Consultant/Engineer/Architect)
- Scrutinized Business Certification Form
- E-Verify Form

- State Registration Requirements (<http://www.sunbiz.org/search.html>)
- Copy of Registration, Attached
- State required license for Prime Firm Only (Not sub-consultants)

- SAMPLE INSURANCE CERTIFICATE:** Demonstrate your firm’s ability to comply with insurance requirements. Provide a previous certificate or other evidence listing the Insurance Companies names for both Professional Liability and General Liability and the dollar amounts of the coverage.
 YES NO Sample Insurance Certificate is included with the submittal

- MBE/WBE/VBE:** If claiming Minority Business Enterprise/Women Business Enterprise/Veterans Business Enterprise, the Prime Firm (not sub-consultant) shall be certified as a Minority Business Enterprise by the State of Florida, Department of Management Services, Office of Supplier Diversity pursuant to Section 287.0943, Florida Statutes.
 YES, CLAIMING MBE/WBE/VBE STATUS AS PRIME ONLY
 YES, I’VE ATTACHED THE CERTIFICATE OF MBE/WBE/VBE STATUS FROM THE STATE OF FLORIDA AS OUTLINED SECTION 12.
 NOT CLAIMING MBE/WBE/VBE

THIS PAGE MUST BE COMPLETED AND SUBMITTED WITH YOUR PROPOSAL

Proposal Submittal Signature Form

REQUEST FOR PROPOSAL NO. 2023-32
PROFESSIONAL SERVICES FOR CITY FEES, RATES, METHODOLOGIES AND ASSESSMENTS

PROPOSAL SUBMITTAL SIGNATURE FORM

The undersigned attests to his/her authority to submit this proposal and to bind the firm herein named to perform as per Agreement, if the firm is awarded the Agreement by the City.

The undersigned further certifies that he/she has read the Request for Proposal, Terms and Conditions, Insurance Requirements and any other documentation relating to this request and this proposal is submitted with full knowledge and understanding of the requirements and time constraints noted herein.

As addenda are considered binding as if contained in the original specifications, it is critical that the firm acknowledge receipt of same. The submittal may be considered void if receipt of an addendum is not acknowledged.

Addendum No. N/A Dated Addendum No. Dated
Addendum No. Dated Addendum No. Dated
Addendum No. Dated Addendum No. Dated

Company Name Willdan Financial Services

(800) 755-6864 CFisher@Willdan.com (888) 326-6864
Telephone # E-Mail Fax #

27368 Via Industria, Suite 200
Main Office Address

Temecula CA 92590
City State Zip Code

Address of Office Servicing City of North Port, if different than above: SAME AS ABOVE

200 S Orange Avenue, Suite 1550
Office Address

Orlando FL 32801
City State Zip Code

(407) 872-2467 JMcGarvey@Willdan.com (888) 326-6864
Telephone # E-mail Fax #

Chris Fisher, Vice President/Director
Name & Title of Firm Representative

[Signature] June 20, 2023
Signature Date

Do you accept Visa? YES NO

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Statement of Organization

REQUEST FOR PROPOSAL NO. 2023-32
PROFESSIONAL SERVICES FOR CITY FEES, RATES, METHODOLOGIES AND ASSESSMENTS

STATEMENT OF ORGANIZATION
(Information Sheet for Transactions and Conveyances Corporation Identification)

The following information will be provided to the City of North Port for incorporation in legal documents. It is, therefore, vital all information is accurate and complete. Please be certain all spelling, and capitalization is exactly as registered with the state or federal government.

Name of Respondent: Willdan Financial Services

DBA (if any): Willdan Financial Services, Inc.

Type of Entity (Sole Proprietor, Corporation, LLC, LLP, Partnership, etc): Corporation

Business Address: 27368 Via Industria, Suite 200, Temecula CA 92590

Phone: (800) 755-6864 Fax: (888) 326-6864

E-Mail JMcGarvey@Willdan.com

Federal Identification Number: 333-030-2345

State of Florida Department of State Certificate of Authority Document No.: F03000006225

Respondent shall submit proof that it is authorized to do business in the State of Florida unless registration is not required by law.

Is this a Florida Corporation: (Please Check One) [] Yes or [X] No

If not a Florida Corporation, In what state was it created: California Name as spelled in that State: Willdan Financial Services

What kind of corporation is it: [X] "For Profit" or [] "Not for Profit"

Is it in good standing: [X] Yes or [] No

Authorized to transact business in Florida: [] Yes or [] No

Does it use a registered fictitious name: [] Yes or [X] No

Names of Officers: President: Mark Risco Secretary: Rebekah Smith

Vice President: Jeff McGarvey Treasurer: Kim Early

Director: Chris Fisher, Vice President Director: Gladys Medina, Vice President

Other: Other:

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REQUEST FOR PROPOSAL NO. 2023-32
PROFESSIONAL SERVICES FOR CITY FEES, RATES, METHODOLOGIES AND ASSESSMENTS

Name of Corporation (As used in Florida):

Willdan Financial Services, Inc.

(Spelled exactly as it is registered with the state or federal government)

Corporate Address:

Post Office Box:

City, State Zip:

Street Address:

27368 Via Industria, Suite 200

City, State, Zip:

Temecula, CA 92590

BUSINESS NAME: Willdan Financial Services

NAME AND TITLE (PERSON AUTHORIZED TO BIND THE COMPANY): Chris Fisher, Vice President / Director

SIGNATURE:



DATE: June 20, 2023

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Drug-Free Workplace

REQUEST FOR PROPOSAL NO. 2023-32
PROFESSIONAL SERVICES FOR CITY FEES, RATES, METHODOLOGIES AND ASSESSMENTS

DRUG FREE WORKPLACE FORM

The undersigned Consultant in accordance with Florida Statute 287.087 hereby certifies that Willdan Financial Services does: (Company Name)

- 1. Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace...
2. Inform employees about the dangers of drug abuse in the workplace...
3. Give each employee engaged in providing the commodities or contractual services that are under bid a copy of the statement specified in subsection (1).
4. In the statement specified in subsection (1), notify the employees that, as a condition of working on the commodities or contractual services that are under bid, the employee will abide by the terms of the statement...
5. Impose a sanction on, or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community, by any employee who is so convicted.
6. Make a good faith effort to continue to maintain a drug free workplace through implementation of this section.

Check one:

- [X] As the person authorized to sign this statement, I certify that this firm complies fully with above requirements.
[] As the person authorized to sign this statement, this firm does not comply fully with the above requirements.

Chris Fisher, Vice President/Director
Offeror's Signature

June 20, 2023
Date

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Public Entity Crime Information

REQUEST FOR PROPOSAL NO. 2023-32
PROFESSIONAL SERVICES FOR CITY FEES, RATES, METHODOLOGIES AND ASSESSMENTS

PUBLIC ENTITY CRIME INFORMATION

As provided by F.S. §287.133, a person or affiliate who has been placed on the convicted vendor list following a conviction for a public entity crime may not submit a bid on a contract to provide any goods or services to a public entity, may not submit a bid on a contract with a public entity for the construction or repair of a public building or public work, may not submit bids on leases of real property to a public entity, may not be awarded or perform work as a Contractor, Supplier, Subcontractor, or Consultant under a contract with any public entity, and may not transact business with any public entity in excess of the threshold amount provided in Section 287, for CATEGORY TWO for a period of 36 months from the date of being placed on the convicted vendor list.

I, Chris Fisher, being an authorized representative of the Respondent, Willdan Financial Services, located at 27368 Via Industria, Suite 200, City: Temecula, State: CA, Zip Code: 92590, have read and understand the contents above. I further certify that Respondent is not disqualified from replying to this solicitation because of F.S. §287.133.

Signature: [Handwritten Signature] Date: June 20, 2023
Robert Chris Fisher, Vice President/Director
Telephone #: (800) 755-6864 Fax #: (888) 326-6864
Federal ID #: 33-030-2345

STATE OF California
COUNTY OF Riverside

Sworn to (or affirmed) and subscribed before me by means of [X] physical presence or [] online notarization, this ___ day of ___, 20___, by _____.

Notary Public - State of Florida

___ Personally Known OR ___ Produced Identification
Type of Identification Produced _____

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CALIFORNIA JURAT WITH AFFIANT STATEMENT

GOVERNMENT CODE § 8202

- See Attached Document (Notary to cross out lines 1–6 below)
- See Statement Below (Lines 1–6 to be completed only by document signer[s], not Notary)

1 _____

2 _____

3 _____

4 _____

5 _____

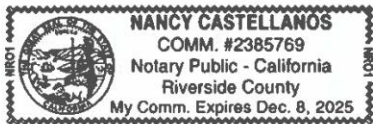
6 _____

Signature of Document Signer No. 1 _____ Signature of Document Signer No. 2 (if any) _____

A notary public or other officer completing this certificate verifies only the identity of the individual who signed the document to which this certificate is attached, and not the truthfulness, accuracy, or validity of that document.

State of California
 County of Riverside

Subscribed and sworn to (or affirmed) before me
 on this 20th day of June, 2023
 by Robert Chris Fisher
 (1) _____



Place Notary Seal and/or Stamp Above

(and (2) _____),
 Name(s) of Signer(s)
 proved to me on the basis of satisfactory evidence to be the person(s) who appeared before me.
 Signature Nancy Castellanos
 Signature of Notary Public

OPTIONAL

Completing this information can deter alteration of the document or fraudulent reattachment of this form to an unintended document.

Description of Attached Document

Title or Type of Document: _____

Document Date: _____ Number of Pages: _____

Signer(s) Other Than Named Above: _____

©2017 National Notary Association

Non-Collusive Affidavit

REQUEST FOR PROPOSAL NO. 2023-32
PROFESSIONAL SERVICES FOR CITY FEES, RATES, METHODOLOGIES AND ASSESSMENTS

NON-COLLUSIVE AFFIDAVIT

Before me, the undersigned authority, personally appeared:

Robert Chris Fisher who, being first duly sworn, deposes and says that:

- 1. He/She is the Vice President/Director (Owner, Partner, Officer, Representative or Agent) of Willdan Financial Services, the Respondent that has submitted the attached reply;
2. He/She is fully informed respecting the preparation and contents of the attached reply and of all pertinent circumstances respecting such reply;
3. Such reply is genuine and is not a collusive or sham reply;
4. Neither the said Respondent nor any of its officers, partners, owners, agents, representatives, employees or parties in interest, including this affiant, have in any way colluded, conspired, connived or agreed, directly or indirectly, with any other respondent, firm, or person to submit a collusive or sham reply in connection with the work for which the attached reply has been submitted; or have in any manner, directly or indirectly sought by agreement or collusion, or communication or conference with any respondent, firm, or person to fix the price or prices in the attached reply or of any other respondent, or to fix any overhead, profit, or cost elements of the reply price or the reply price of any other respondent, or to secure through any collusion, conspiracy, connivance, or unlawful agreement any advantage against (Recipient), or any person interested in the reply work.

Signed, sealed and delivered this 20th day of June, 2023.

By: [Signature]

Robert Chris Fisher
(Printed Name)
Vice President/Director
(Title)

STATE OF California
COUNTY OF Riverside

Sworn to (or affirmed) and subscribed before me by means of [] physical presence or [] online notarization, this ___ day of ___, 20___, by _____.

Notary Public - State of Florida

___ Personally Known OR ___ Produced Identification
Type of Identification Produced _____

THIS PAGE MUST BE SUBMITTED WITH PROPOSAL



Signature of Document Signer No. 1

Signature of Document Signer No. 2 (if any)

A notary public or other officer completing this certificate verifies only the identity of the individual who signed the document to which this certificate is attached, and not the truthfulness, accuracy, or validity of that document.

State of California

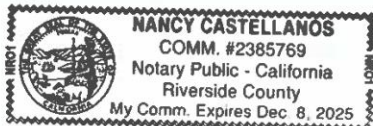
County of Riverside

Subscribed and sworn to (or affirmed) before me

on this 20th day of June, 20 23
by Date Month Year

(1) Robert Chris Fisher

(and (2) _____),
Name(s) of Signer(s)



Place Notary Seal and/or Stamp Above

proved to me on the basis of satisfactory evidence to be the person(s) who appeared before me.

Signature Nancy Castellanos
Signature of Notary Public

OPTIONAL

Completing this information can deter alteration of the document or fraudulent reattachment of this form to an unintended document.

Description of Attached Document

Title or Type of Document: _____

Document Date: _____ Number of Pages: _____

Signer(s) Other Than Named Above: _____

Lobbying Certification

REQUEST FOR PROPOSAL NO. 2023-32
PROFESSIONAL SERVICES FOR CITY FEES, RATES, METHODOLOGIES AND ASSESSMENTS

LOBBYING CERTIFICATION

"The undersigned hereby certifies, to the best of his or her knowledge and belief, that":

STATE OF California

COUNTY OF Riverside

This 20th day June of 2023

Robert Chris Fisher, being first duly sworn, deposes and says that he or she is the authorized representative of Willdan Financial Services (Name of the contractor, firm or individual), and that the vendor and any of its agents agree to have no contact or communication with, or discuss any matter related in any way to any active City of North Port solicitation, with any City of North Port elected officials, officers, their appointees or their agents or any other staff or outside individuals working with the city in respect to this request other than the designated Procurement Official Contact and to abide by the restrictions outlined in the General Terms and Conditions of the Solicitation. Technical questions directed to the project manager, is prohibited. These persons shall not be lobbied, either individually or collectively, regarding any questions for bid, proposal, qualification and/or any other solicitations released by the city. To do so is grounds for immediate disqualification from the selection process. The selection process is not considered final until such a time as the Commission has made a final and conclusive determination.

(a) No City appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence either directly or indirectly an officer or employee of the City, City Commission in connection with the awarding of any City Contract.

(b) If any funds other than City appropriated funds have been paid or will be paid to any person for influencing or attempting to influence a member of City Commission or an officer or employee of the City in connection with this contract, the undersigned shall complete and submit Standard Form-L "Disclosure Form to Report Lobbying", in accordance with its instructions.

Signed, sealed and delivered this 20th day of June 2023.

By: [Signature]

Robert Chris Fisher
(Printed Name)
Vice President/Director

STATE OF California

COUNTY OF Riverside

Sworn to (or affirmed) and subscribed before me by means of [] physical presence or [] online notarization, this ___ day of ___, 20__ by _____.

Notary Public - State of Florida

___ Personally Known OR ___ Produced Identification
Type of Identification Produced _____

THIS PAGE MUST BE SUBMITTED WITH PROPOSAL



CALIFORNIA JURAT WITH AFFIANT STATEMENT

GOVERNMENT CODE § 8202

- See Attached Document (Notary to cross out lines 1–6 below)
- See Statement Below (Lines 1–6 to be completed only by document signer[s], not Notary)

1 _____

2 _____

3 _____

4 _____

5 _____

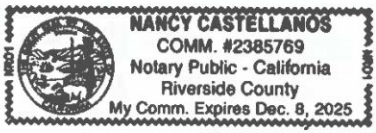
6 _____

Signature of Document Signer No. 1 _____ Signature of Document Signer No. 2 (if any) _____

A notary public or other officer completing this certificate verifies only the identity of the individual who signed the document to which this certificate is attached, and not the truthfulness, accuracy, or validity of that document.

State of California
 County of Riverside

Subscribed and sworn to (or affirmed) before me
 on this 20th day of June, 2023,
 by _____
 (1) Robert Chris Fisher



(and (2) _____),
 Name(s) of Signer(s)

proved to me on the basis of satisfactory evidence to be the person(s) who appeared before me.

Signature Nancy Castellanos
 Signature of Notary Public

Place Notary Seal and/or Stamp Above

OPTIONAL

Completing this information can deter alteration of the document or fraudulent reattachment of this form to an unintended document.

Description of Attached Document

Title or Type of Document: _____

Document Date: _____ Number of Pages: _____

Signer(s) Other Than Named Above: _____

©2017 National Notary Association

Conflict of Interest

REQUEST FOR PROPOSAL NO. 2023-32
PROFESSIONAL SERVICES FOR CITY FEES, RATES, METHODOLOGIES AND ASSESSMENTS

CONFLICT OF INTEREST FORM

F.S. §112.313 places limitations on public officers (including advisory board members) and employees' ability to contract with the City either directly or indirectly. Therefore, please indicate if the following applies:

PART I.

- I am an employee, public officer or advisory board member of the City (List Position Or Board)
I am the spouse or child of an employee, public officer or advisory board member of the City Name:
An employee, public officer or advisory board member of the City, or their spouse or child, is an officer, partner, director, or proprietor of Respondent or has a material interest in Respondent. "Material interest" means direct or indirect ownership of more than 5 percent of the total assets or capital stock of any business entity. For the purposes of [§112.313], indirect ownership does not include ownership by a spouse or minor child. Name:
Respondent employs or contracts with an employee, public officer or advisory board member of the City Name:
None Of The Above

PART II:

Are you going to request an advisory board member waiver?

- I will request an advisory board member waiver under §112.313(12)
I will NOT request an advisory board member waiver under §112.313(12)
N/A

The City shall review any relationships which may be prohibited under the Florida Ethics Code and will disqualify any vendors whose conflicts are not waived or exempt.

BUSINESS NAME: Willdan Financial Services

NAME AND TITLE (PERSON AUTHORIZED TO BIND THE COMPANY): Chris Fisher, Vice President/Director

SIGNATURE: [Signature] DATE: June 20, 2023

THIS PAGE MUST BE SUBMITTED WITH PROPOSAL

E-Verify

REQUEST FOR PROPOSAL NO. 2023-32
PROFESSIONAL SERVICES FOR CITY FEES, RATES, METHODOLOGIES AND ASSESSMENTS

VENDOR'S CERTIFICATION FOR E-VERIFY SYSTEM

STATE OF California
COUNTY OF Riverside

The undersigned Vendor/Consultant/Contractor (Vendor), after being duly sworn, states the following:

- 1. Vendor is a person or entity that has entered into or is attempting to enter into a contract with the City of North Port (City) to provide labor, supplies, or services to the City in exchange for salary, wages or other remuneration.
2. Vendor has registered with and will use the E-Verify System of the United States Department of Homeland Security to verify the employment eligibility of:
a. All persons newly hired by the Vendor to perform employment duties within Florida during the term of the contract; and
b. All persons, including sub-contractors, sub-vendors or sub-consultants, assigned by the Vendor to perform work pursuant to the contract with the City.
3. If the Vendor becomes the successful Contractor who enters into a contract with the City, then the Vendor will comply with the requirements of Section 448.095, Fla. Stat. "Employment Eligibility", as amended from time to time.
4. Vendor will obtain an affidavit from all subcontractors attesting that the subcontractor does not employ, contract with, or subcontract with, an unauthorized alien as defined in 8 United States Code, Section 1324A(H)(3).
5. Vendor will maintain the original affidavit of all subcontractors for the duration of the contract.
6. Vendor affirms that failure to comply with the state law requirements can result in the City's termination of the contract and other penalties as provided by law.

VENDOR: Willdan Financial Services (Vendor's Company Name)

[Signature] (Vendor signature)
Robert Chris Fisher (Vendor's name printed)
Vice President/Director (Title)

Sworn to and subscribed before me by means of [] physical presence or [] online notarization, this ___ day of ___, 2022, by ___, as _____.

Notary Public

Personally Known ___ OR Produced Identification ___
Type of Identification Produced _____

THIS PAGE MUST BE COMPLETED AND SUBMITTED

Disclosure Form for Consultant/Architecture/Engineer

REQUEST FOR PROPOSAL NO. 2023-32
PROFESSIONAL SERVICES FOR CITY FEES, RATES, METHODOLOGIES AND ASSESSMENTS

DISCLOSURE FORM
FOR
CONSULTANT/ENGINEER/ARCHITECT

Please select (only) one of the following three options:

[X] Our firm has no actual, potential, or reasonably perceived, financial* or other interest** in the outcome of the project.

[] Our firm has a potential or reasonably perceived financial* or other interest** in the outcome of the project as described here: _____.

Our firm proposes to mitigate the potential or perceived conflict according to the following plan: _____.

[] Our firm has an actual financial* or other interest** in the outcome of the project as described here: _____.

*What does "financial interest" mean?

If your firm, or employee of your firm working on the project (or a member of the employee's household), will/may be perceived to receive or lose private income depending on the government business choices based on your firm's findings and recommendations, this must be listed as a financial interest. An example would be ownership in physical assets affected by the government business choices related to this project. The possibility of contracting for further consulting services is not included in this definition and is not prohibited.

**What does "other interest" mean?

If your firm, or employee of your firm working on the project (or a member of the employee's household), will/may be perceived to have political, legal or any other interests that will affect what goes into your firm's findings and recommendations, or will be/may be perceived to be affected by the government business choices related to this project, this must be listed as another interest.

BUSINESS NAME: Willdan Financial Services

NAME AND TITLE (PERSON AUTHORIZED TO BIND THE COMPANY): Chris Fisher, Vice President/Director

SIGNATURE: [Signature] DATE: June 20, 2023

Scrutinized Company

REQUEST FOR PROPOSAL NO. 2023-32
PROFESSIONAL SERVICES FOR CITY FEES, RATES, METHODOLOGIES AND ASSESSMENTS

THIS PAGE MUST BE SUBMITTED WITH PROPOSAL

Scrutinized Company Certification Form

Company Name: Willdan Financial Services
Authorized Representative Name and Title: Chris Fisher, Vice President/Director
Address: 27368 Via Industria, Suite 200 City: Temecula State: CA ZIP: 92590
Phone Number: (800) 755-6864 Email Address: CFisher@Willdan.com

A company is ineligible to, and may not, bid on, submit a proposal for, or enter into or renew a contract with the City of North Port for goods or services of any amount if, at the time of bidding on, submitting a proposal for, or entering into or renewing such contract, the company is on the Scrutinized Companies that Boycott Israel List, created pursuant to Florida Statutes, section 215.4725, or is engaged in a boycott of Israel.

A company is ineligible to, and may not, bid on, submit a proposal for, or enter into or renew a contract with the City of North Port for goods or services of \$1 million or more if, at the time of bidding on, submitting a proposal for, or entering into or renewing such contract, the company is on the Scrutinized Companies with Activities in Sudan List, the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, created pursuant to Florida Statutes, section 215.473, or with companies engaged in business operations in Cuba or Syria.

CHOOSE ONE OF THE FOLLOWING

- [X] This bid, proposal, contract or contract renewal is for goods or services of less than \$1 million. As the person authorized to sign on behalf of the above-named company, and as required by Florida Statutes, section 287.135(5), I hereby certify that the above-named company is not participating in a boycott of Israel.
[] This bid, proposal, contract or contract renewal is for goods or services of \$1 million or more. As the person authorized to sign on behalf of the above-named company, and as required by Florida Statutes, section 287.135(5), I hereby certify that the above-named company is not participating in a boycott of Israel, is not on the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, and it does not have business operations in Cuba or Syria.

I understand that pursuant to Florida Statutes, section 287.135, the submission of a false certification may result in the termination of the contract if one is entered into, and may subject the above-named company to civil penalties, attorney's fees and costs.
Certified By: [Signature]
AUTHORIZED REPRESENTATIVE SIGNATURE
Print Name and Title: Chris Fisher, Vice President/Director
Date Certified: June 20, 2023

Solicitation/Contract/PO Number (Completed by Purchasing): 2023-32

THIS PAGE MUST BE SUBMITTED WITH PROPOSAL

Proof of State Registration



[Department of State](#) / [Division of Corporations](#) / [Search Records](#) / [Detail By Document Number](#) /

Detail by Entity Name

Foreign Profit Corporation
WILLDAN FINANCIAL SERVICES, INC.

Cross Reference Name

MUNIFINANCIAL, INC.

Filing Information

Document Number	F03000006225
FEI/EIN Number	N/A
Date Filed	12/15/2003
State	CA
Status	ACTIVE
Last Event	NAME CHANGE AMENDMENT
Event Date Filed	06/13/2008
Event Effective Date	NONE

Principal Address

27368 Via Industria
Suite 200
Temecula, CA 92590-4856

Changed: 04/02/2018

Mailing Address

2401 E. Katella Avenue, Suite 300
Anaheim, CA 92806

Changed: 04/02/2018

Registered Agent Name & Address

CT CORPORATION SYSTEM
1200 S. PINE ISLAND ROAD
FORT LAUDERDALE, FL 33324

Name Changed: 06/07/2004

Address Changed: 06/07/2004

Officer/Director Detail

Name & Address

Title Director

Brisbin, Thomas
 27368 Via Industria
 Suite 200
 Temecula, CA 92590-4856

Title Treasurer / CFO

McLaughlin, Stacy
 27368 Via Industria
 Suite 200
 Temecula, CA 92590-4856

Title Secretary

Nguyen, Kate
 27368 Via Industria
 Suite 200
 Temecula, CA 92590-4856

Title President / CEO

Risco, Mark J.
 27368 Via Industria
 Suite 200
 Temecula, CA 92590-4856

Annual Reports

Report Year	Filed Date
2016	04/20/2016
2017	04/05/2017
2018	04/02/2018

Document Images

04/02/2018 -- ANNUAL REPORT	View image in PDF format
04/05/2017 -- ANNUAL REPORT	View image in PDF format
04/20/2016 -- ANNUAL REPORT	View image in PDF format
01/12/2015 -- ANNUAL REPORT	View image in PDF format
04/01/2014 -- ANNUAL REPORT	View image in PDF format
01/23/2013 -- ANNUAL REPORT	View image in PDF format
03/21/2012 -- ANNUAL REPORT	View image in PDF format
03/25/2011 -- ANNUAL REPORT	View image in PDF format
04/29/2010 -- ANNUAL REPORT	View image in PDF format
02/11/2009 -- ANNUAL REPORT	View image in PDF format
06/13/2008 -- Name Change	View image in PDF format
03/05/2008 -- ANNUAL REPORT	View image in PDF format
06/15/2007 -- ANNUAL REPORT	View image in PDF format
10/18/2006 -- REINSTATEMENT	View image in PDF format
07/13/2005 -- ANNUAL REPORT	View image in PDF format
06/07/2004 -- ANNUAL REPORT	View image in PDF format
12/15/2003 -- Foreign Profit	View image in PDF format

Insurance Certificate

The current City of North Port certificate below demonstrates Willdan's ability and willingness to meet the City's insurance requirements. Upon contractual engagement an updated certificate would be provided.



CERTIFICATE OF LIABILITY INSURANCE

11/9/2023

DATE (MM/DD/YYYY)
10/27/2022

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

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

PRODUCER Lockton Insurance Brokers, LLC CA License #0F15767 777 S. Figueroa Street, 52nd fl. Los Angeles CA 90017 213-689-0065	CONTACT NAME: PHONE (A/C, No, Ext): E-MAIL ADDRESS:	FAX (A/C, No):
	INSURER(S) AFFORDING COVERAGE	
INSURED 1508463 Willdan Financial Services 27368 Via Industria, Suite 200 Temecula, CA 92590	INSURER A: Travelers Property Casualty Company of America NAIC # 25674	
	INSURER B: Allied World Surplus Lines Insurance Company 24319	
	INSURER C:	
	INSURER D:	
	INSURER E:	

COVERAGES WILLD01 **CERTIFICATE NUMBER:** 18906880 **REVISION NUMBER:** XXXXXXXX

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

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR VVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> Emp. Benefits Liab. <input checked="" type="checkbox"/> Contr. Liab. Incl. GENL AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PRO-JECT <input checked="" type="checkbox"/> LOC OTHER:	Y	Y	P-630-7T016289-TIL-22	11/9/2022	11/9/2023	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 15,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000 \$
A	<input checked="" type="checkbox"/> AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO OWNED AUTOS ONLY HIRED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS NON-OWNED AUTOS ONLY	N	Y	810-7T01965A-22-43-G	11/9/2022	11/9/2023	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ XXXXXXXX BODILY INJURY (Per accident) \$ XXXXXXXX PROPERTY DAMAGE (Per accident) \$ XXXXXXXX \$
A	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED RETENTION \$	N	N	CUP-7T021969-22-43	11/9/2022	11/9/2023	EACH OCCURRENCE \$ 1,000,000 AGGREGATE \$ 1,000,000 \$ XXXXXXXX
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below		N	UB-7T02108A-22-43-G	11/9/2022	11/9/2023	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
B	Arch&Eng Prof	N	N	0313-5950	11/9/2022	11/9/2023	Per Claim:\$1,000,000 Aggregate:\$2,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
 RE: Professional Services for City Fees, Rates Methodologies and Assessments. The City of North Port, its Commissioners, officers, agents, employees and volunteers are included as Additional Insured in accordance with the policy provisions of the General Liability policy. A Waiver of Subrogation is granted in favor of City of North Port in accordance with the policy provisions of the General Liability and Automobile Liability policies.

CERTIFICATE HOLDER

CANCELLATION See Attachments

18906880 City of North Port 4970 City Hall Blvd., Ste. 337 North Port FL 34286	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE
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ACORD 25 (2016/03)

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www.willdan.com