

For the City of North Port, Florida



RESPONSE TO REQUEST FOR PROPOSAL NO. 2023-32:

**PROFESSIONAL SERVICES FOR CITY
FEES, RATES, METHODOLOGIES
AND ASSESSMENTS**

June 26, 2023

COPY



GovRates, Inc.
Utility, Financial, Rate, and Management
Consultants for Governments
www.govrates.com

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CONTENTS

TAB 1: Transmittal Letter

Transmittal Letter	1
--------------------------	---

TAB 2: Approach to Project / Project Control / Resources

General	3
Daily Project Management Approach for Meeting Deadlines and Working Within Budget Constraints	3
Historical Project Management – On Time, Within Budget, and a Successful Project Outcome	3
RFP Scope of Services – Our Understanding	4
Core Competencies for Any Rate and Financial Work	4
Understanding Best Management Practices	5
Data Collection	5
Non-Proprietary Financial and Operational Planning Models	6
Sample High-Level Financial and Rate Scenario Worksheet	7
Sample Pages from Graphical Management Dashboard	8
Assessment Programs	10
Rate Indexing	11
Legal Review	11
Meetings	11
Teaming with Other Professionals	12
Current GovRates Workload	12
Project Team Resources	13
No Limitations	13
The GovRates Approach: Benefits to the City	13

TAB 3: Qualifications of the Firm

Overview of GovRates	14
The GovRates Team Advantage Graphic	14
Overview of Benesch (formerly Tindale Oliver)	15
Benefits to the City from Selecting Our Project Team	16
Utility Industry Leadership	16
Utility Industry Leadership Graphic	17
Sample Project Team Publications	18
National Experience	19
Florida Local Government Experience of Project Team	19
North Port Institutional Knowledge and Experience	20
Registered Municipal Advisor with Series 50-Qualified Representatives and Series 54-Qualified Principals	21
Certified Management Consultant and Certified Government Financial Manager	21
Assessment Expertise	22
Financial Modeling Expertise	22
Headquartered in Florida and Close to the City	22
Best Value	23
Certificate of Current MSRB Registration	24

CONTENTS (cont.)

TAB 4: Project Team and Project Manager Experience

Project Team	25
Project Team Organizational Chart	25
Bryan A. Mantz, CMC, CGFM – Project Manager	25
Nilgün Kamp, AICP – Director of Public Finance for Benesch	27
Robert Layton – Project Manager for Benesch	27
Jenny Mantz – CEO of GovRates – Quality Control and Company Management	28
Project Team Member Resumes	29
Certified Management Consultant (CMC) and Certified Government Financial Manager (CGFM) Certificates of Proposed Project Manager	30
Documentation of Proposed Project Manager’s Completion of AWWA Utility Risk and Resilience Certificate Program	31
Documentation That Dr. Jenny Mantz and Mr. Bryan Mantz Are Both Series 50-Qualified Municipal Advisor Representatives and Series 54-Qualified Municipal Advisor Principals	33

TAB 5: Proficiency with Similar Systems and References

Recently Completed Projects – On Time, Within Budget, and a Successful Outcome	37
Table of Recently Completed GovRates Projects	37
Work Samples	38
Commitment to Perform Work Expeditiously and Without Delay	39

TAB 6: References

References for Projects Completed Within Past Five (5) Years – On Time, Within Budget, and a Positive Outcome	40
Written References	43

TAB 7: Litigation and Insurance

No Involvement in Litigation Over Issues with Services Provided	47
Liability Insurance	47

TAB 8: Additional Information

Value Added	49
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TAB 9: Submission Requirements and Required Submittal Forms

Forms: Submittal Requirements, Proposal Submittal Form, Statement of Organization, References/Client Listing, Drug Free Workplace Form, Public Entity Crime Information, Non-Collusive Affidavit, Lobbying Certification, Conflict of Interest Form, Vendor’s Certification for E-Verify System, Disclosure Form for Consultant/Engineer/Architect, Scrutinized Company Certification Form

GovRates Documentation:

- State of Florida Certificate of Status for GovRates (Active / Good Standing)
- GovRates Certificate of General Liability Insurance
- GovRates Certificate of Professional Liability Insurance
- GovRates Woman and Minority Business Certificate and Accompanying Letter (MBE / WBE)

**TAB 1:
Transmittal Letter**

June 26, 2023

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

Subject: Response to Request for Proposal No. 2023-32 for Professional Services for City Fees, Rates, Methodologies and Assessments

Dear Mr. Thomas:

GovRates, Inc. (GovRates) is pleased to offer the services of our team (the "Project Team") to the City of North Port (the "City") in response to the City's Request for Proposal (the "RFP") for Professional Services for City Fees, Rates, Methodologies and Assessments. Together with our subconsultant Benesch, formerly Tindale Oliver, we offer tremendous expertise and experience for any City rate, assessment, or other financial project contemplated under this RFP. Our proposed project manager has worked with the City staff on various rate and financial projects since 2004. We have a long history of providing value to the City. Within the past few years, we have successfully completed two utility rate analyses and a building permit fee analysis for the City. All of our recommendations were adopted by the City Commission.

GovRates is an exceptionally qualified utility, financial, rate, and management consulting firm that primarily serves governments. Our professionals have provided consulting services in many states as well as in the U.S. Virgin Islands and Canada. Many utilities have recognized the value and expertise we provide. For example, the City of Seward, Alaska has not updated their utility rates since 1993 and has trusted us with performing an extensive customer classification analysis and rate study. We recently performed utility rate work for the City of Flint, Michigan, which has had substantial water issues. GovRates has established a reputation for providing exceptional value and high-quality deliverables to our clients.

We have the highest level of utility industry leadership. A nationally recognized utility rate expert, the proposed project manager has been heavily involved in the development of several manuals of practice referenced by the utility industry for guidance on the development of rates, fees, and charges, including the American Water Works Association's (AWWA's) M1 manual and the Water Environment Federation's (WEF's) MOP 27 manual. He has also authored two (2) papers on user rates and impact fees that won national Management and Leadership Division Best Paper Awards from the AWWA. The proposed project manager currently serves as the Co-Chair of the Publications arm of the AWWA's national Rates and Charges Committee, and manages rate and financial publications outside of manual development. He is also the Vice Chair of the AWWA's national Finance, Accounting, and Management Controls Committee. An article co-written by the proposed project manager entitled "Utility Best Management Practices: Strong Adopted Financial Management Policies" was the cover story of the April 2022 *Journal AWWA*.

The services under this RFP may involve the evaluation of alternative financing options for capital projects and an analysis of existing bond debt service commitments. GovRates is registered with both the Securities



and Exchange Commission (SEC) and the Municipal Securities Rulemaking Board (MSRB) as a Municipal Advisor. All GovRates project managers have passed the Series 50 Exam and, as such, meet the legal requirements for providing any debt financing support to the City. The proposed project manager and the Chief Executive Officer of GovRates are also Series 54-qualified Municipal Advisor Principals and, therefore, can legally manage, direct, or supervise municipal advisory activities of a municipal advisor firm and its associated persons.

GovRates has worked with professionals from Benesch, our subconsultant, for many years. Benesch has been performing assessments, user fee studies, and impact fee studies for over 35 years in Florida. Based in Tampa, Florida, Benesch's Public Finance team includes economists, engineers, planners, and GIS specialists with in-depth experience in special assessments, impact fee studies, user fees, and alternative funding studies. Benesch's nationally recognized professionals have worked for city, county, and state agencies, affording them a real-life understanding of issues government officials face in comprehensive planning, infrastructure planning, innovative infrastructure funding alternatives and implementing selected alternatives.

If selected, our Project Team would provide the required services with a goal of exceeding the City's expectations. During these challenging times, it is very important for the City to select a rate consultant with tremendous rate adoption expertise such as what our team provides. Over the past few years, we have successfully managed to completion many rate studies throughout the United States.

For the review of the selection committee, the table of contents preceding this transmittal letter provides a comprehensive overview of the contents of this proposal. GovRates is committed to perform any financial and rate work for the City as efficiently as possible, to meet all project deadlines, and to adhere to a core principle of providing the best value to the City. Dr. Jenny Mantz, the Chief Executive Officer of GovRates, and myself are both authorized to sign any contract documents with the City.

Yours in government service,

GovRates



Bryan A. Mantz, CMC, CGFM
President and Project Manager

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TAB 2:
**Approach to Project/
Project Control/
Resources**

APPROACH TO PROJECT / PROJECT CONTROL / RESOURCES

General

GovRates offers some of the most efficient consultants and analysts in the industry coupled with some of the lowest hourly billing rates in the nation for rate and financial work. The Project Team has worked with hundreds of government entities and has enjoyed tremendous success in securing the adoption, implementation, and public acceptance of our recommendations. We are qualified and fully insured for any rate and financial work that the City may need.

Local governments such as the City of North Port (the "City") typically face the challenges of achieving the missions, goals, objectives, and financial targets of various City departments while keeping taxes, assessments, rates, and fees affordable for the City's residents and customers. As one of the fastest growing cities in the United States, the City also has the challenges associated with managing growth. Our Project Team can provide the expertise and modeling tools to assist the City management in its decision-making.

Daily Project Management Approach for Meeting Deadlines and Working Within Budget Constraints

The Project Team has state-of-the-art communication equipment. For any project, we would attempt to collect as much information upfront through providing an initial data request. As we received information, we would promptly analyze it to determine if we had any follow-up questions. We would work with the City management to determine the appropriate City contacts for fine-tuning our analyses. If we identified any issues, we would expeditiously discuss them with City management to obtain direction. We would provide regular updates on our progress and could schedule virtual or in-person meetings with minimal lead time to communicate findings, observations, and study results.

Historical Project Management – On Time, Within Budget, and a Successful Project Outcome

The Project Team has a long history of completing projects on time, within budget, and with a successful project outcome. In principle, GovRates believes in establishing reasonable project budgets upfront and working within the budgetary parameters even if the scope of services adjusts significantly. Any change orders are typically requested by our clients based on their changing needs.



RFP Scope of Services – Our Understanding

The City has a comprehensive schedule of user fees, rates, and assessments for a variety of services provided by a multitude of City departments. As part of the RFP scope of services, the City may need:

1. Development of a multi-year financial plan for various City departments.
2. A comprehensive review of rate levels to determine whether the major rates produce sufficient revenues to i) fund the multi-year revenue requirements and financial plan for various City departments; and ii) promote compliance with covenants associated the City's outstanding and anticipated indebtedness.
3. A review of rate application methodologies to ensure that such approaches meet the legal requirements dictated by Florida statutory and case law.
4. The development of defensible rates based on cost-of-service principles.
5. Level of service analyses.
6. Capacity or impact fee reviews.
7. A review of miscellaneous service charge levels.
8. Rate comparisons and customer bill impact analyses.
9. Attendance of meetings with the City staff to communicate progress and results.
10. Reports detailing study findings and the defensible approaches for rate design, assessments, and associated methodologies.
11. Development of public information or outreach materials and assistance with the City's communication program.
12. Preparation of briefing documents for presentation to the City Commission and general public.
13. Assistance in drafting applicable documents for the City such as rate resolutions and policy documents.
14. Creation, maintenance, and update of assessment rolls.
15. Development of financial models that could be provided to the City for internal use.

Given the broad scope of potential work under this RFP, there would obviously be different approaches depending upon the specific project. For any project, the Project Team would work with City staff to determine the most efficient project approach that would provide the most value to the City. As further discussed in this section, for any rate and financial work requiring outside legal review (e.g., non-ad valorem assessments), we would maximize efficiency by obtaining buy-in from the attorney on the assessment approach / methodology prior to performing any major work on the project.

Core Competencies for Any Rate and Financial Work

The Project Team has sets of skills developed through years of experience that enable us to successfully complete any rate and financial work. We consider ourselves to be creative professionals who can balance the accounting, finance, management, marketing, and political disciplines to provide thoughtful solutions for our clients. We also have the expertise to effectively package our recommendations and advice for communication to the public.



The Project Team always wants to build upon and substantially improve what was done before, whether the previous work was performed by us or by other consultants. Our goal is to "wow" clients with every project.

Understanding Best Management Practices

The Project Team would work with the City to determine the rate and financial objectives to be accomplished during a designated forecast period, and would schedule a kickoff meeting upon commencement of a project to obtain initial guidance from the City management. We could also potentially attend a public meeting with the City Commission to obtain direction in advance of starting major work on a study. In developing a business, financial, and rate plan for any City department, it is appropriate to consider the management practices of highly rated or financially strong governments. These practices include:

1. Maximize stability through long-term operational and financial planning.
2. Adopt financial policies and performance measures.
3. Meet financial targets recognized as prudent by the industry and rating agencies.
4. Maintain healthy cash balances / reserves.
5. Ensure that the financial plan enables the government department or utility to maintain affordable rates.
6. Minimize dependence on fees charged to new growth to pay debt.
7. Remain in compliance with applicable federal, state, and local regulations.
8. Incorporate best financial management practices into the bond resolution, ordinance, or indenture authorizing the issuance of bonds.
9. Plan for contingencies.
10. For utilities, adopt a rate structure with an appropriate amount of cost recovery through base charges to promote revenue stability.

The GovRates team has a long history of helping clients develop financial policies and targets. Our rate and fee recommendations balance financial and political considerations, and we try to avoid "rate shock." We recognize that it is sometimes advisable to establish a multi-year plan to gradually improve a department's financial performance to meet the financial targets as well as to optimize the overall operation.

Data Collection

GovRates would prepare an initial data request to collect information about the department(s) applicable for the rate and financial work. This information may include (depending on the study or analysis):

- City operating budgets.
- Historical operating results.
- Multi-year capital improvement program.
- Estimates of minor capital outlay (e.g., departmental capital such as vehicles and equipment)
- Master plan reports.



- Debt service schedules and agreements.
- Employee information.
- Additional personnel projections.
- Anticipated changes in operating costs (e.g., due to the construction of master plan projects).
- Cash balances by fund.
- Applicable rate resolutions and ordinances.
- Financial policies.
- Fixed asset details / resource inventory.
- Development activity.
- Assumptions for salary and benefits (e.g., health insurance) increases.
- Projected transfers to the City's General Fund.
- Customer statistics and tax rolls.
- Level of service standards.
- Service call statistics.
- Square footage of City facilities (for cost allocation purposes).
- Liabilities associated with Other Post-Employment Benefits (OPEB).
- For utility rate studies, water and wastewater treatment plant capacities and monthly operating reports.
- For utility rate studies, water, wastewater, and reclaimed water line inventories.
- For water utility rate studies, historical water purchases from the Peace River Manasota Regional Water Supply Authority ("Peace River") and current Peace River budgetary and rate information.
- For solid waste fees, tonnage statistics by waste type.

The collected data would help the Project Team determine how to best model the operations for the purposes of determining revenue sufficiency. The available data would also help us determine viable rate design / assessment alternatives and financial recommendations. This data would also enable GovRates to perform a review of capacity or impact fees.

Non-Proprietary Financial and Operational Planning Models

Based on the collected data, the Project Team would develop customized planning models for the City. GovRates financial and operational planning models are typically Excel-based, are tailored to a client's operation, and are structured to facilitate the decision-making process. **Our financial models are detailed, but also typically have single-tab high-level financial and rate worksheets that can be extracted for high-level analysis.** Many of our clients have found these high-level worksheets to be valuable and have sometimes used them to communicate with members of the governing body. The following graphic shows a sample high-level financial and rate worksheet. Within this worksheet, the user can change any of the numbers **highlighted in yellow** and immediately see the effect on the overall financial picture.



**RESPONSE TO RFP No. 2023-32: Professional Services for
City Fees, Rates, Methodologies and Assessments**



Table Rate Scenario
City of North Port, Florida

Sample High-Level Water and Wastewater Financial and Rate Scenario Worksheet

Line No.	Description	Fiscal Year Ending September 30:										
		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
1	Overall Rate Adjustments	0.00%	8.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
2	All-In Net Revenues Debt Service Coverage (Target 200%)	225%	391%	281%	232%	257%	281%	271%	275%	256%	349%	505%
3	Debt Service Coverage Target Met?	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
4	Amount Available for Pay-As-You-Go Capital Funding After Payment of Operating Expenses and Debt Service	\$ 4,614,508	\$ 6,524,052	\$ 5,629,100	\$ 5,302,881	\$ 6,270,236	\$ 7,238,924	\$ 7,662,272	\$ 8,476,487	\$ 8,856,522	\$ 11,343,871	\$ 13,906,513
5	Ending Unrestricted Cash and Cash Equivalents Balance [1]	\$ 24,535,533	\$ 16,760,020	\$ 16,468,617	\$ 16,631,710	\$ 16,087,206	\$ 16,365,124	\$ 18,402,152	\$ 18,024,524	\$ 19,460,253	\$ 23,556,666	\$ 30,216,877
6	Target Cash Balance (Recognized Cash Target) [2]	\$ 12,544,223	\$ 13,946,275	\$ 14,918,581	\$ 15,946,358	\$ 17,032,486	\$ 18,179,991	\$ 19,392,045	\$ 20,671,974	\$ 22,023,271	\$ 23,449,596	\$ 24,954,790
7	Cash Balance Target Met?	Yes	Yes	Yes	Yes	No	No	No	No	No	Yes	Yes
8	Minimum Balance - 20% of Operating Budget for Emergencies and Disasters Per City Policy [2]	\$ 5,763,637	\$ 6,150,444	\$ 6,504,082	\$ 6,959,698	\$ 7,431,833	\$ 7,910,152	\$ 8,411,671	\$ 8,933,169	\$ 9,480,920	\$ 10,071,438	\$ 10,689,479
9	Cash Balance Minimum Met?	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
10	Residential Bill as % of Median Household Income [2]	1.59%	1.68%	1.71%	1.75%	1.78%	1.82%	1.85%	1.89%	1.92%	1.96%	2.00%
11	Is Rate and Financial Plan Affordable? (< 2% MHI)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No
12	Residential Water and Wastewater Bill @ 3,000 Gallons Usage	\$ 85.34	\$ 92.17	\$ 95.85	\$ 99.69	\$ 103.68	\$ 107.82	\$ 112.14	\$ 116.62	\$ 121.29	\$ 126.14	\$ 131.18
13	Change in Monthly Bill	6.83	3.69	3.83	3.99	4.15	4.31	4.49	4.66	4.85	5.05	5.05
14	Average of Surveyed Utilities (Assumes 4% Annual Increase)	72.82	75.73	78.76	81.91	85.19	88.60	92.14	95.83	99.66	103.65	107.79
15	Starting Cash and Cash Equivalents Balance	\$ 38,781,639	\$ 24,535,533	\$ 16,760,020	\$ 16,468,617	\$ 16,631,710	\$ 16,087,206	\$ 16,865,124	\$ 18,402,152	\$ 18,024,524	\$ 19,460,253	\$ 23,556,666
16	Year-End Surplus / (Deficiency)	(14,246,106)	(7,775,513)	(291,403)	163,092	(544,504)	777,918	1,537,028	(377,628)	1,435,729	4,096,413	6,660,211
17	Operating Expenses (Does Not Include Depreciation and Amortization Expenses)	\$ 20,507,342	\$ 21,985,925	\$ 23,781,371	\$ 25,491,867	\$ 26,889,124	\$ 28,312,178	\$ 29,902,855	\$ 31,350,259	\$ 32,870,635	\$ 34,464,816	\$ 36,104,636
18	Total Debt Service [3]	\$ 3,696,335	\$ 2,242,244	\$ 3,109,937	\$ 4,003,743	\$ 3,999,803	\$ 3,999,659	\$ 4,493,229	\$ 4,839,101	\$ 5,677,445	\$ 4,548,501	\$ 3,436,247
19	Other Revenue Requirements											
20	Pay-As-You-Go Capital Improvement Program [4]	\$ 20,010,614	\$ 15,799,564	\$ 7,520,502	\$ 6,639,788	\$ 8,314,740	\$ 7,961,006	\$ 7,625,243	\$ 10,354,115	\$ 8,920,793	\$ 8,697,459	\$ 8,596,301
21	Total Other Revenue Requirements	\$ 20,010,614	\$ 15,799,564	\$ 7,520,502	\$ 6,639,788	\$ 8,314,740	\$ 7,961,006	\$ 7,625,243	\$ 10,354,115	\$ 8,920,793	\$ 8,697,459	\$ 8,596,301
22	Gross Revenue Requirements	\$ 44,214,292	\$ 40,027,733	\$ 34,411,810	\$ 36,135,399	\$ 39,203,667	\$ 40,272,843	\$ 42,021,327	\$ 46,543,474	\$ 47,468,873	\$ 47,710,776	\$ 48,137,185
23	Less Income and Funds from Other Sources:											
24	Other Operating Revenue	\$ 3,343,250	\$ 2,370,950	\$ 2,186,437	\$ 2,336,437	\$ 2,493,937	\$ 2,561,437	\$ 2,561,437	\$ 2,561,437	\$ 2,561,437	\$ 2,561,437	\$ 2,561,437
25	Bulk Water Revenue	38,039	38,039	38,039	38,039	38,039	38,039	38,039	38,039	38,039	38,039	38,039
26	Grant Reimbursements											
27	Capacity Fees Used to Pay City Debt Service	158,000	500,000	800,000	700,000	700,000	700,000	700,000	700,000	700,000	700,000	600,000
28	Capacity Fees Used to Pay Peace River Debt Service	1,000,000	1,000,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000	750,000	750,000
29	Unrestricted Interest Income	-	63,285	44,365	88,346	89,090	86,304	136,123	148,201	146,828	207,143	245,151
30	Net Revenue Requirements	\$ 39,683,003	\$ 36,055,460	\$ 30,542,970	\$ 32,172,577	\$ 35,082,601	\$ 36,087,064	\$ 37,785,729	\$ 42,295,798	\$ 43,222,570	\$ 43,454,157	\$ 43,942,558
31	Revenue from Existing Rates											
32	System Revenue	\$ 25,436,897	\$ 26,185,136	\$ 26,933,176	\$ 27,681,615	\$ 28,429,854	\$ 29,178,094	\$ 29,926,333	\$ 30,674,573	\$ 31,422,812	\$ 32,171,052	\$ 32,919,291
33	Prior Year Rate Adjustment	-	-	2,154,670	3,410,375	4,779,855	6,269,005	7,884,010	9,631,360	11,517,860	13,550,650	15,737,218
34	Total Applicable Rate Revenue	\$ 25,436,897	\$ 26,185,136	\$ 29,088,046	\$ 31,091,990	\$ 33,209,709	\$ 35,447,098	\$ 37,810,343	\$ 40,305,933	\$ 42,940,673	\$ 45,721,702	\$ 48,656,509
35	Rate Adjustments	0.00%	8.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
36	Effective Months	12	12	12	12	12	12	12	12	12	12	12
37	Percent of Current Year Effective	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
38	Revenue from Current Rate Adjustment w/ Effective Months	\$ -	\$ 2,094,811	\$ 1,163,522	\$ 1,243,680	\$ 1,328,388	\$ 1,417,884	\$ 1,512,414	\$ 1,612,237	\$ 1,717,627	\$ 1,828,868	\$ 1,946,260
39	Total Revenue w/ Effective Months	\$ 25,436,897	\$ 28,279,947	\$ 30,251,567	\$ 32,335,670	\$ 34,538,097	\$ 36,864,982	\$ 39,322,757	\$ 41,918,170	\$ 44,658,299	\$ 47,550,570	\$ 50,602,769
40	Revenue Surplus/(Deficiency) Under Proposed Rates	\$ (14,246,106)	\$ (7,775,513)	\$ (291,403)	\$ 163,092	\$ (544,504)	\$ 777,918	\$ 1,537,028	\$ (377,628)	\$ 1,435,729	\$ 4,096,413	\$ 6,660,211
41	Revenue Surplus/(Deficiency) as % of Revenue	-56.0%	-27.5%	-1.0%	0.5%	-1.6%	2.1%	3.9%	-0.9%	3.2%	8.6%	13.2%

Footnotes:

- [1] Does not include cash balances in capacity fee funds or construction funds from debt financing.
- [2] Amounts derived as follows:

Cash Target

120 Days of Rate Revenue	\$ 8,362,815	\$ 9,297,517	\$ 9,945,721	\$ 10,630,905	\$ 11,354,991	\$ 12,119,994	\$ 12,928,030	\$ 13,781,316	\$ 14,682,181	\$ 15,633,064	\$ 16,636,527
Annual Depreciation Expense	5,797,219	5,797,219	5,797,219	5,797,219	5,797,219	5,797,219	5,797,219	5,797,219	5,797,219	5,797,219	5,797,219
Total	\$ 14,160,034	\$ 15,094,736	\$ 15,742,940	\$ 16,428,124	\$ 17,152,210	\$ 17,917,213	\$ 18,725,249	\$ 19,578,535	\$ 20,479,400	\$ 21,430,283	\$ 22,433,746
180 Days of Rate Revenue	\$ 12,544,223	\$ 13,946,275	\$ 14,918,581	\$ 15,946,358	\$ 17,032,486	\$ 18,179,991	\$ 19,392,045	\$ 20,671,974	\$ 22,023,271	\$ 23,449,596	\$ 24,954,790
365 Days Cash on Hand	\$ 20,507,342	\$ 21,985,925	\$ 23,781,371	\$ 25,491,867	\$ 26,889,124	\$ 28,312,178	\$ 29,902,855	\$ 31,350,259	\$ 32,870,635	\$ 34,464,816	\$ 36,104,636
Recognized Cash Target	\$ 12,544,223	\$ 13,946,275	\$ 14,918,581	\$ 15,946,358	\$ 17,032,486	\$ 18,179,991	\$ 19,392,045	\$ 20,671,974	\$ 22,023,271	\$ 23,449,596	\$ 24,954,790

Cash Minimum

Minimum Balance - 20% of Operating Budget for Emergencies and Disasters Per City Policy	\$ 5,763,637	\$ 6,150,444	\$ 6,504,082	\$ 6,959,698	\$ 7,431,833	\$ 7,910,152	\$ 8,411,671	\$ 8,933,169	\$ 9,480,920	\$ 10,071,438	\$ 10,689,479
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Debt Service Coverage Target

All-In Debt Service Coverage Target	200%
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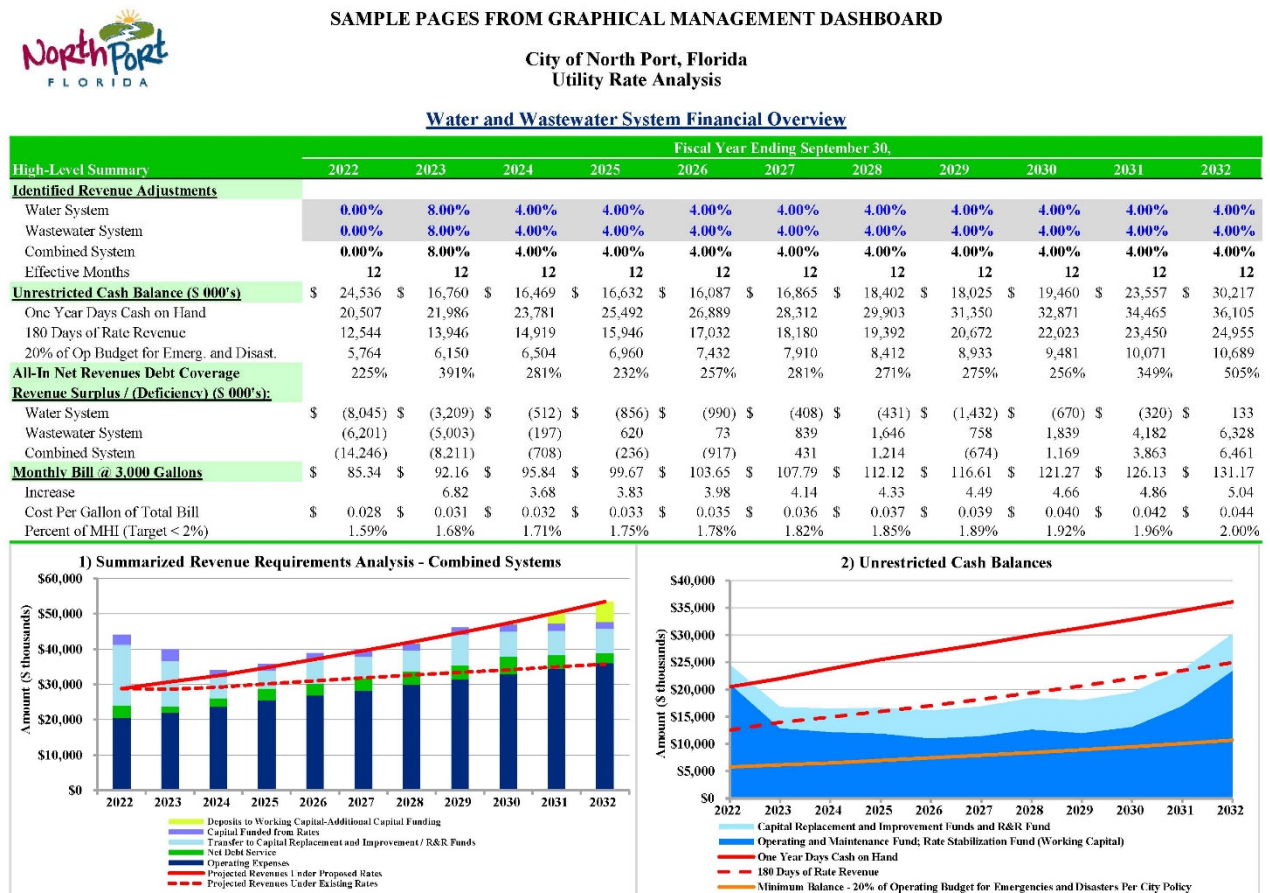
The models are non-proprietary and could be provided to the City staff for internal use following the completion of any project. For the utility rate analyses and building permit fee analysis performed during the past few years, GovRates provided copies of our financial models to the City for internal use. For the utility rate analyses, we provided copies of the financial planning model, the capacity / impact fee model, and the miscellaneous service charge models. The financial planning models can help project the potential outcomes of various scenarios and can assist management in analyzing the "big picture" from both departmental and City-wide perspectives. The models provide the multi-year financial plan complete with projected funding sources.



All information and calculations in GovRates models are fully disclosed. We do not typically use hidden logic or password-protected cells unless requested by a client. A user of any model developed for the City could easily review numbers for accuracy and make adjustments based on the changing needs of the City. The GovRates models have checks, balances, and reconciliations throughout the various tabs to i) ensure that data and information incorporated into the models reconcile with source documents; and ii) validate the integrity of data from tabs that are linked.

A GovRates model often has an "Index of Tabs" at the front of the model with hyperlinks to allow the user to instantly go to specific tabs in the model. The model tabs are colored by theme (e.g., revenues, operating expenses, capital improvement program, etc.) and numbered for easy navigation.

The "Executive Summary" or high-level results tabs are typically toward the front of the model. Based on the high-level results, users can review the additional detail in supporting tabs. The high-level results tabs usually include graphical management dashboards that show relevant financial and operational metrics. The data behind all of the graphs is on a single tab which can be printed to facilitate the review process. Sample pages from a graphical management dashboard are shown in the following graphics:

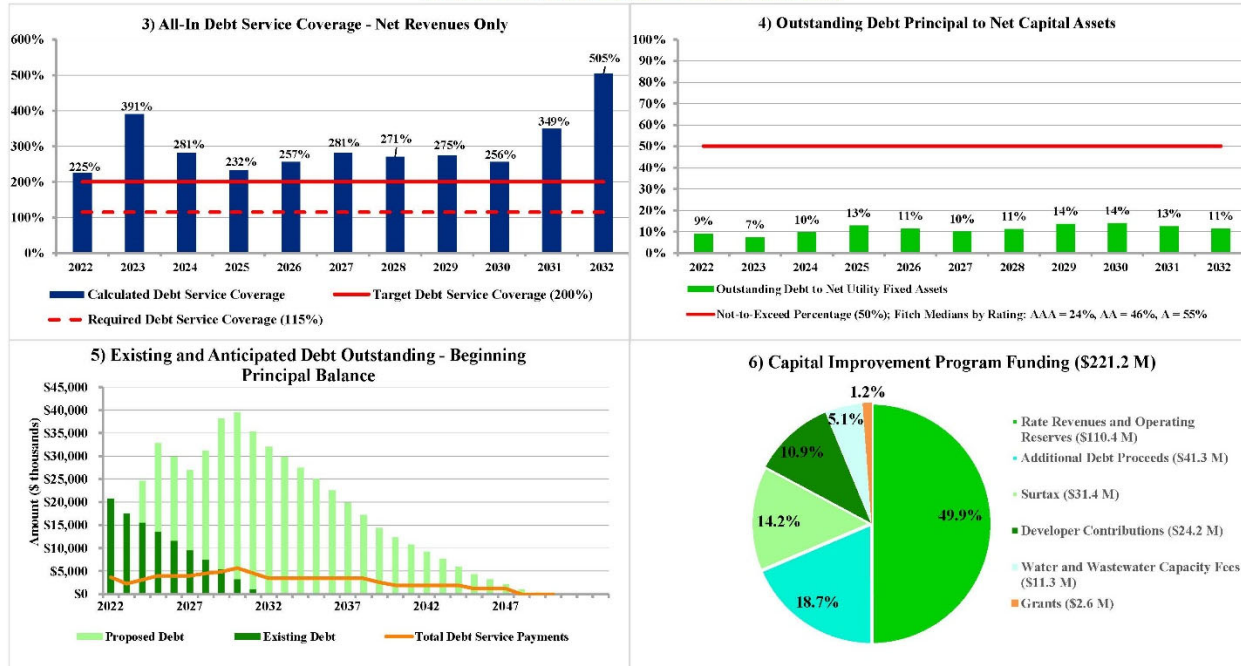




SAMPLE PAGES FROM GRAPHICAL MANAGEMENT DASHBOARD

City of North Port, Florida
Utility Rate Analysis

Water and Wastewater System Financial Overview



GovRates models have specific tabs for major assumptions and client accounting codes, and the models automatically adjust in real-time based on assumption changes. During meetings, we can perform "what if" scenario analyses with clients. Different colors may be used to indicate whether a component of a model is a link to another tab or a user input.

For rate studies, GovRates models may contain projections of:

- Customer statistics / customer growth.
- User rate revenue.
- Impact / capacity fee collections where applicable.
- Other "miscellaneous" revenues.
- Operating expenses.
- Multi-year capital program and funding sources.
- Cash balances and interest income.
- Existing and projected debt service.
- Debt service coverage and other financial metrics (e.g., outstanding debt-to-net fixed assets, operating margin, affordability based on median household income, etc.).
- Transfers for reinvestment (e.g., renewals and replacements).
- Other transfers (e.g., to the General Fund).
- Sources and uses of funds.



- Revenue requirements and revenue sufficiency.
- Capacity utilization.

Assessment Programs

GovRates has developed multiple non-ad valorem assessments on behalf of Florida local governments. Our subconsultant Benesch would perform any GIS work required for developing fair assessments for the City. Benesch has an in-depth understanding of the issues that affect assessment studies, and has developed a set of tools for assessment programs. In terms of fire assessments, Fire Rescue Analysis (FRA) tools include the following:

- **Incident Data Management System (IDMS)** to conduct a detailed analysis of incident data obtained from the National Fire Incident Reporting System (NFIRS) or the Fire Departments.
- **Parcel Data Management System (PDMS)** to determine type/size/value of structures/land uses that receive the benefit from fire services.
- **Financial Data Management System (FDMS)** to calculate rates and provide different assessment schedules and associated revenue streams. FDMS is sensitive to fluctuations in assessment revenues, which can be affected significantly by the community's growth rate and/or make-up of the assessment options/categories implemented.

Each tool can be used not only for assessment studies, but also for the Fire Departments' daily operations and financial planning.

Similarly, some of these tools are used by Benesch for solid waste and stormwater assessment program developments.

Revenue Enhancement Opportunities

The Project Team always explores opportunities to mitigate or lower the need for user rate or assessment increases by fully developing other rates, charges, and fees and by reviewing certain policies. For example, we can consider approaches for utilities such as:

- Right-sizing or developing new miscellaneous service charges.
- Right-sizing or developing new charges to growth / development such as impact fees, guaranteed revenue charges / capacity reservation fees, accrued guaranteed revenue fees, and plan and construction review / inspection fees.
- Right-sizing or implementing private fire protection service charges.
- Modifying inactive account policies such that property owners are responsible for payment of monthly charges for service where service is available, regardless of whether the property is considered an active account.
- Implementing mandatory connection policies.
- Adjusting or implementing outside-municipality surcharges as allowable per Section 180.191(1)(b) of the Florida Statutes.



The City of North Port's utilities have already addressed many of these items.

Rate Indexing

When feasible legally, GovRates supports automatic annual adjustments to schedules of rates and charges based on changes in the Consumer Price Index, Municipal Cost Index, or *Engineering New-Record* Construction Cost Index. This practice is favored by credit rating agencies as it provides more assurance that rates will keep up with inflation and, as such, there is less implied risk of default on debt payments. Smaller rate adjustments over time are also favorable to customers (i.e., can avoid future rate shock). Rate indexing is a default GovRates recommendation, and we recommend that the indexing provision have a floor or minimum (e.g., not less than 0%) in the event that the index percentage change is negative.

Legal Review

GovRates recognizes the importance of ensuring that any non-ad valorem assessments meet Florida statutory and case law requirements for a valid special assessment. Having worked with the City since 2004, the proposed project manager is aware of attorneys that the City has used in the past for legal reviews. For non-ad valorem assessment work or any other rate work for which the City and GovRates believed that a legal opinion from an outside attorney would provide value, GovRates would subcontract with an attorney approved by the City. GovRates and Benesch have an extensive history of working with legal experts from Florida law firms that specialize in public finance such as Bryant, Miller, Olive and Nabors, Giblin, & Nickerson. To maximize efficiency, GovRates would obtain buy-in from the attorney on the assessment approach / methodology prior to performing any major work on the project. GovRates would not apply administrative markups to attorney invoices – the costs of any legal services would be directly passed through to the City through the GovRates billing process.

Meetings

The Project Team has state-of-the-art communication equipment, and we are very experienced in conducting effective meetings remotely (e.g., via Microsoft Teams). We have conducted many virtual meetings with the City staff in the past. For any rate or financial work, in-person or onsite meetings may be needed for the following:

- Kickoff meeting to establish project goals, objectives, and targets as well as to identify possible legal or political constraints.
- Potential meeting with the City Commission to obtain direction prior to commencing major work on a project.
- Conduct interviews with City staff to obtain an understanding of operations and develop a basis for any rate or charge.
- Review study results.
- Public outreach meetings (e.g. advisory groups or third parties).
- One-on-one meetings with City Commissioners prior to any public meeting to present rate and financial recommendations.



- Public workshops and hearings.

We would work with the City staff to determine an appropriate number of onsite meetings to incorporate in each project budget.

Teaming with Other Professionals

GovRates was founded upon the principles of inclusion, sharing, and helping to build the best teams for clients. Our subconsultant, Benesch, provides tremendous additional expertise and experience for non-utility impact fees, assessments, and other rate projects. If, for a specific engagement, the City and/or GovRates considered that it would be advantageous to include another expert on the Project Team, GovRates would make such accommodations. GovRates would not apply administrative markups to any subconsultant invoices. The costs of any subconsultant services would be directly passed through to the City through the GovRates billing process.

Current GovRates Workload

The Project Team professionals are 100% available to complete projects for the City in accordance with the City’s schedule. We would dedicate the necessary resources to ensure a successful project outcome.

The following table shows the current GovRates project workload:

CURRENT GOVRATES PROJECTS
Water and Wastewater Rate Study for City of Miramar, Florida (Secured through RFQ)
Water and Wastewater Rate Study Update for The Villages Community Development Districts, Florida, Village Center Service Area (Piggyback off contract secured through RFQ)
Water and Wastewater Rate Study Update for The Villages Community Development Districts, Florida, Little Sumter Service Area (Piggyback off contract secured through RFQ)
Comprehensive Water and Sewer Rate Study for City of Margate, Florida (Piggyback off contract secured through RFP)
Water and Wastewater Rate Study for City of Umatilla, Florida (Subcontractor to engineering firm)
State Revolving Fund (SRF) Loan Procurement Assistance for City of Umatilla, Florida (Subcontractor to engineering firm)
Water and Wastewater Rate Study for City of Wauchula, Florida (RFP)
Water and Sewer Financial Checkup for City of Miami Beach, Florida (Sole Source)
Water and Sewer Impact Fee Study for City of Marco Island, Florida (RFP)
Water and Sewer Classification Plan and Rate Study for City of Seward, Alaska (RFP)
Comprehensive Water and Sewer Rate Study for City of Alamogordo, New Mexico (Sole Source)
Stormwater Rate Study for City of Miami Beach, Florida (Request for Quote)
Stormwater Assessment for Town of Davie, Florida (Subcontractor to engineering firm)
Stormwater Assessment for City of Deltona, Florida (Sole Source; Piggyback off contract secured through RFP)
Stormwater Assessment for City of North Lauderdale, Florida (Competitive Bidding)
Assistance to United States Army's Fort Campbell in Negotiating Water Service Agreement with Hopkinsville Water Environment Authority, Kentucky (Subcontractor)



Assistance to United States Air Force's Edwards Air Force Base in Negotiating New Water Supply Contract with Antelope Valley-East Kern Water Agency, California (Subcontractor)

ITB = Invitation to Bid; RFP = Request for Proposals; RFQ = Request for Qualifications

Project Team Resources

Both GovRates and Benesch, our subconsultant, are financially stable and have the financial resources to successfully complete any project contemplated under this RFP. On a combined basis, the two firms have close to 1,000 employees. The Project Team possesses state-of-the-art communication equipment; the latest in computer technology and productivity software suites; and top-grade production equipment so that we can produce high-quality deliverables. For any GIS work that may be needed during a study (e.g., impervious area calculations for stormwater rates or assessments), Benesch has GIS specialists in its Tampa office.

GovRates has many contacts at local governments throughout Florida and other states so that we can always keep up with trends and "what others are doing." We work with professionals from local governments and other firms throughout the United States and Canada as active members of the American Water Works Association (AWWA) and Water Environment Federation (WEF). AWWA and WEF national committees meet at least every two months and are always working to update and improve industry manuals of practice. Project Team members have been co-authors, contributing authors, or technical reviewers of several manuals of practice that are team efforts of industry experts.

No Limitations

The Project Team does not have any limitations for performing any of the services that may be requested under this RFP.

The GovRates Approach: Benefits to the City

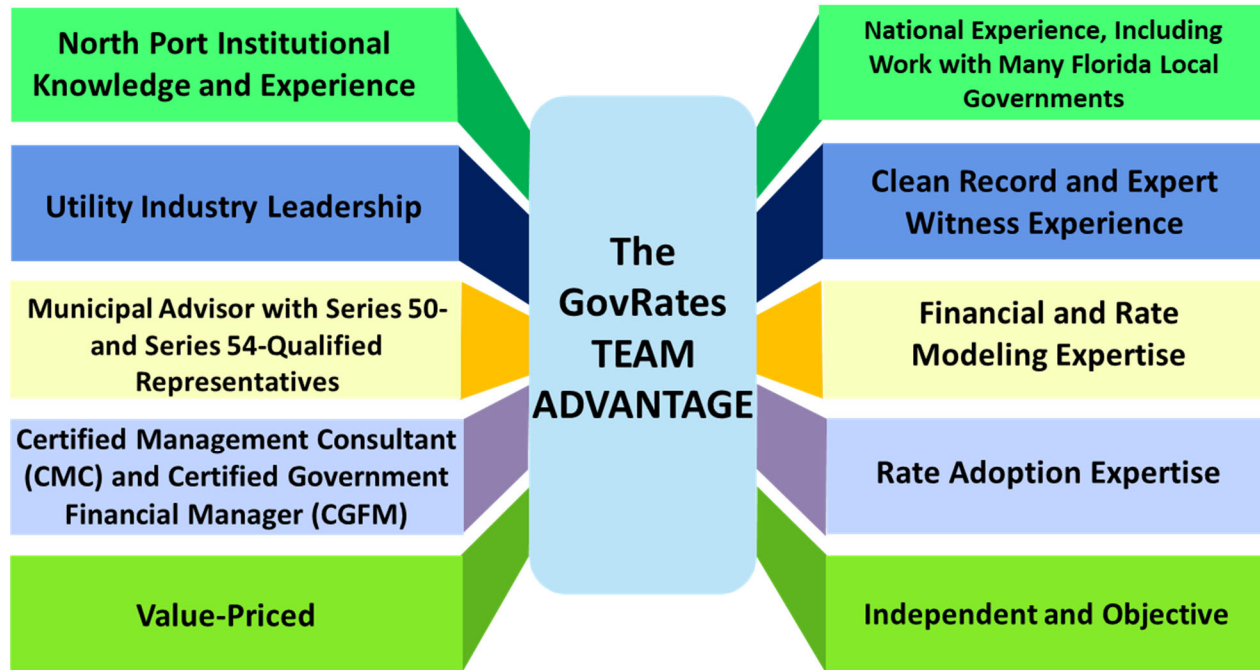
As discussed in this section, GovRates considers that our approach would provide the following benefits:

1. Value pricing for our services. Many clients have appreciated the high quality of work we provide at affordable rates, especially given recent inflationary trends.
2. Expertise in local government best management practices and a long history of achieving stakeholder acceptance of our recommendations.
3. Non-proprietary financial and operational planning models and service charge models with easy-to-understand logic that could be used in-house by the City staff. Our financial models are detailed, but also typically have single-tab high-level financial and rate worksheets that can be extracted for high-level analysis. Many of our clients have found these high-level worksheets to be valuable and have sometimes used them to communicate with members of the governing body.



TAB 3:
Qualifications of the Firm

QUALIFICATIONS OF THE FIRM



Overview of GovRates

GovRates, Inc. ("GovRates") is an exceptionally qualified utility, financial, rate, and management consulting firm that primarily serves governments. Our project team members have provided consulting services in many states, the U.S. Virgin Islands, and Canada. Many local governments have recognized the value and expertise we provide. For example, the City of Seward, Alaska has not updated their utility rates since 1993 and has trusted us with performing an extensive customer classification analysis and rate study. We recently performed utility rate work for the City of Flint, Michigan, which has had substantial water issues. GovRates has established a reputation for providing exceptional value and high-quality deliverables to our clients.

The company was founded in January 2017, or about 6.5 years ago. The proposed project manager has over 25 years of financial and accounting experience, most of which have been spent as a rate and financial consultant to local governments. He has worked with members of the North Port City staff on various projects since 2004. GovRates is registered as a Florida corporation, and a copy of the firm's Certificate of Status from the State of Florida is included in Tab 9 – Submission Requirements and Required Submittal Forms of this proposal.

GovRates is certified as a minority-owned and woman-owned business (MBE / WBE) by the State of Florida, Department of Management Services, Office of Supplier Diversity pursuant to Section 287.0943, Florida Statutes, and our MBE / WBE certificate is included in Tab 9 of this proposal.



The GovRates staff currently consists of two (2) full-time owners / managers and a network of qualified rate analysts and support staff available as needed on a contractual basis. The company's address where most of the work under the contract would be performed is:

GovRates, Inc.
1988 Varick Way
Casselberry, FL 32707-2409
Phone and Fax: (833) GOV-PLAN
Phone and Fax: (833) 468-7526
Website: www.govrates.com

The two primary contacts for GovRates are:

Jenny Mantz, Chief Executive Officer
E-mail: govrates@govrates.com
Mobile Phone: (407) 416-8009

Bryan A. Mantz, President
E-mail: bmantz@govrates.com
Mobile Phone: (407) 921-9753

GovRates is financially stable and has the necessary depth of resources to exceed the City's expectations in performing work under this RFP.

Overview of Benesch (formerly Tindale Oliver)

GovRates professionals have worked with professionals from Benesch (formerly Tindale Oliver), our subconsultant, for many years. Benesch was founded in 1946 and has 950 employees across 46 offices throughout the United States. Benesch's Public Finance team is based in Florida and has been performing assessments, user fee studies, and impact fee studies in Florida for over 35 years. These professionals include economists, engineers, planners, and GIS specialists, and they add depth and resources to the Project Team. Benesch's Public Finance team address where any work under the contract would be performed is:

Benesch
1000 N. Ashley Drive, Suite 400
Tampa, FL 33602
Website: www.benesch.com

Primary Contact:

Nilgün Kamp, Director of Public Finance
E-mail: nkamp@benesch.com
Mobile Phone: (813) 777-7491

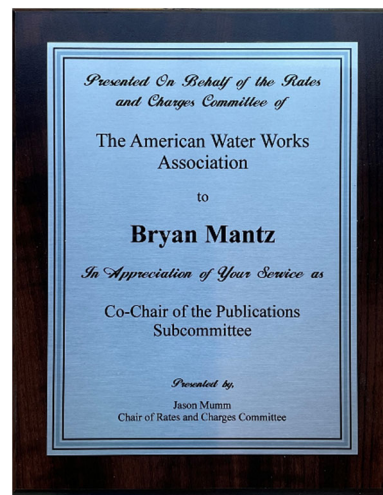


Benefits to the City from Selecting Our Project Team

There are many benefits to the City from selecting our Project Team, including the following:

Utility Industry Leadership

We have the highest level of utility industry leadership, and our leadership provides assurance that we are well-versed in the latest industry trends, new ideas, and innovations. We are active members of national and State committees of the American Water Works Association (AWWA) and Water Environmental Federation (WEF). The proposed project manager is the Co-Chair of the Publications arm of the AWWA national Rates and Charges Committee, and manages rate and financial publications outside of manual development. He is also the Vice Chair of the AWWA national Finance, Accounting, and Management Controls Committee. He has been involved in the development of two manuals of practice that are continually referenced by the utility industry for guidance on the development of rates:



- AWWA's *M1: Principles of Water Rates, Fees, and Charges*.
- WEF's *MOP 27: Financing and Charges for Wastewater Systems*.

He will soon be a primary author of the new manual on impact fees that is being developed by the AWWA.

Two papers authored by the proposed project manager won the national AWWA Management and Leadership Division Best Paper Award. These papers are entitled "Utility Rates and the Political Environment" and "Utility Impact Fees: Practices and Challenges." He continues to write articles on issues at the forefront of the utility industry. His article entitled "Automatic Rate, Fee, and Charge Increases for Water Utilities" was featured in the March 2021 *Journal AWWA*, and his article entitled "Utility Best Management Practices: Strong Adopted Financial Management Policies" was the cover story of the April 2022 *Journal AWWA*. (The cover referenced this article as "Navigating Utility Decisions With Adopted Financial Management Policies.")



A summary of our utility industry leadership is shown in the table on the following page. Pictures of Project Team member publications are on the page following the utility industry leadership graphic.





UTILITY INDUSTRY LEADERSHIP

◆ Helping to Shape Utility Industry Standards with Involvement in National Committees

- AWWA National Rates and Charges Committee
- Co-Chair of Publications Subcommittee
- AWWA National Finance, Accounting, and Management Controls Committee
- Vice Chair
- AWWA National Strategic Management Practices Committee
- WEF National Utility Management Committee

◆ Establishing Utility Practice Guidelines Through Contributions to Manuals of Practice

- AWWA M1: Principles of Water Rates, Fees, and Charges
- AWWA M5: Water Utility Management
- AWWA M29: Water Utility Capital Financing
- AWWA M52: Water Conservation Programs
- AWWA M54: Developing Rates for Small Systems
- WEF MOP 27: Financing and Charges for Wastewater Systems

◆ Communicating Solutions for Issues at the Forefront of the Utility Industry via Articles/Papers

- Utility Rates and the Political Environment
- AWWA National Award Winner
- Utility Impact Fees: Practices and Challenges
- AWWA National Award Winner
- Optimal Debt Management Practices for Local Government Enterprises
- Utility Transfers to the General Fund: What is Reasonable, Fair, and Legal?
- Developing a Management Dashboard for Local Government Enterprise Funds
- Automatic Rate, Fee, and Charge Increases for Water Utilities
- Utility Best Management Practices: Strong Adopted Financial Management Policies

◆ Promoting Utility Best Management Practices Through Presentations at National and State Conferences

- Preparing for Rate Studies and Bond Financings: Is Your Utility Ready?
- Utility Infrastructure Financing
- Financial Planning for Enterprise Funds: Tips and Strategies
- Managing Utility Growth: A Financial Perspective
- Revenue Enhancement Opportunities for Enterprise Funds
- Development of Business Plans for Local Government Enterprises



Sample Project Team Publications (Articles and Manuals of Practice):

Winner of National 2011 AWWA Management & Leadership Division Best Paper Award
 Volume 4 Number 1 Fall 2011
 Read the Expanded Summary

Utility impact fees: Practices and challenges

BRYAN A. MANTZ¹ AND HENRY L. THOMAS¹
 Public Resources Management Group, Maryland, Pa.

Impact fees and other growth-related fees have become an important part of the comprehensive financing plans of many utilities. This article explores required and recommended aspects for practices in terms of current laws and accepted standards in the areas of water, wastewater, and solid waste impact fees for design, accounting, implementation, and use, including techniques for improving the accuracy of impact fee calculations. Strategies are presented that demonstrate the

reasonableness of these fees, as a recommendation that all utilities establish a formal procedure for applicants to submit alternative impact fee calculations. Utility managers should consider the impact discussed in this article to develop—and to have regulatory agencies, board and utility committee members, and other stakeholders aware of a utility to fully comply with all impact fee laws, rules, regulations, and accepted practices.

KEYWORDS: capacity charges, growth impact fees, legal, policy issues

Impact fees became prominent in Florida during the late 1970s because of the need to fund infrastructure as a result of rapid population growth and new developments without burdening existing residents. Since that time, impact fees have become a widely accepted method of funding growth-related capital expenses in the United States, and state statutes and local government ordinances have been created to authorize and govern the use of such fees. Typical impact fees require that the local government use the fees to fund growth-related capital expenses, such as the cost of new developments, roads, sewerage, and water supply. Some states have adopted uniform rules governing the use of impact fees through enacted public laws or state codes for the purpose. "Growth should pay for growth" is a common public policy.

However, despite their acceptance by the public, impact fees have also generated controversy and disputes, and their history is filled with lawsuits from which an extensive body of case law has been developed. Because impact fees are assessed to all new developments, developers, householders, and other stakeholders are often required to pay the fees. Some states have enacted uniform rules governing the use of impact fees through enacted public laws or state codes for the purpose. "Growth should pay for growth" is a common public policy.

This article explores required and recommended aspects for practices in terms of the most up-to-date laws and accepted standards in the areas of water, wastewater, and solid waste impact fees for design, accounting, implementation, and use, including techniques for improving the accuracy of impact fee calculations. The authors are presented for demonstrating the reasonableness of the fees as well as a recommendation that all utilities establish a formal procedure for applicants to submit alternative impact fee calculations. Utility managers should consider the impact discussed in this article to develop—and to have regulatory agencies, board and utility committee members, and other stakeholders aware of a utility to fully comply with all impact fee laws, rules, regulations, and accepted practices.

REQUIRED AND RECOMMENDED WATER, WASTEWATER, AND SOLID WASTE IMPACT FEE DESIGN PRACTICES
 Water, wastewater, and solid waste impact fees are assessed to new developments, such as new residential, commercial, industrial, and other developments. These fees are used to fund growth-related capital expenses, such as the cost of new developments, roads, sewerage, and water supply. Some states have adopted uniform rules governing the use of impact fees through enacted public laws or state codes for the purpose. "Growth should pay for growth" is a common public policy.

Winner of National 2012 AWWA Management & Leadership Division Best Paper Award
 Volume 5 Number 1 Fall 2012
 Read the Expanded Summary

Utility rates and the political environment

BRYAN A. MANTZ¹ AND ROBERT J. ORN¹
 Public Resources Management Group, Maryland, Pa.

Utility rates are a sensitive topic that brings together ratepayers, regulators, and utility managers. This article explores the political environment surrounding utility rates, including the impact of public opinion, regulatory agencies, and utility committee members. Strategies are presented that demonstrate the

reasonableness of these rates, as a recommendation that all utilities establish a formal procedure for applicants to submit alternative rate calculations. Utility managers should consider the impact discussed in this article to develop—and to have regulatory agencies, board and utility committee members, and other stakeholders aware of a utility to fully comply with all rate laws, rules, regulations, and accepted practices.

KEYWORDS: rate of return, rate of return, rate of return

Utility rates are a sensitive topic that brings together ratepayers, regulators, and utility managers. This article explores the political environment surrounding utility rates, including the impact of public opinion, regulatory agencies, and utility committee members. Strategies are presented that demonstrate the reasonableness of these rates, as a recommendation that all utilities establish a formal procedure for applicants to submit alternative rate calculations. Utility managers should consider the impact discussed in this article to develop—and to have regulatory agencies, board and utility committee members, and other stakeholders aware of a utility to fully comply with all rate laws, rules, regulations, and accepted practices.

UNDERSTANDING THE RATE IMPLEMENTATION PROCESS
 Although there is no "one size fits all" approach to the rate implementation process, there are several key steps that utility managers should consider. Through many of these steps may be common across agencies, they often are not recognized or performed. These steps are described here.

ADAPTING BEST PRACTICES
 Because public opinion, regulatory agencies, and utility committee members are all stakeholders in the rate implementation process, it is important to have a formal procedure for applicants to submit alternative rate calculations. Utility managers should consider the impact discussed in this article to develop—and to have regulatory agencies, board and utility committee members, and other stakeholders aware of a utility to fully comply with all rate laws, rules, regulations, and accepted practices.

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2012 American Water Works Association
 Volume 5 Number 1 Fall 2012
 Read the Expanded Summary

Utility transfers to the general fund: What is reasonable, fair, and legal?

BRYAN A. MANTZ¹
 Public Resources Management Group, Maryland, Pa.

Utility transfers to the local government's general fund can represent a substantial financial obligation for a publicly owned utility and an offset revenue. This article addresses what is reasonable, fair, and legal in relation to such transfers and provides recommendations for local governments. Local government officials should recognize that funding uncertainty-related operating or capital costs with utility revenues is not considered a utility best management practice by state agencies, utility regulators, and maintain

written documentation for decisions that represent the cost of general fund services provided to the utility, be able to provide written evidence justifying the amount or percentage of a transfer representing a rate of return on the utility's investment, provided the transfer is legal and otherwise in debt covenants, government procurement transparency by separating transfer components as utility budgets, and adopt financial policies that show collection and projection of transfer amounts.

KEYWORDS: rate of return, general fund transfers, legal requirements regarding utility rates, property tax equivalent, rate of return, utility rates

Utility transfers to the local government's general fund can represent a substantial financial obligation for a publicly owned utility and an offset revenue. This article addresses what is reasonable, fair, and legal in relation to such transfers and provides recommendations for local governments. Local government officials should recognize that funding uncertainty-related operating or capital costs with utility revenues is not considered a utility best management practice by state agencies, utility regulators, and maintain

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2012 American Water Works Association
 Volume 5 Number 1 Fall 2012
 Read the Expanded Summary

Developing a Management Dashboard for Local Government Enterprise Funds

BRYAN A. MANTZ¹ AND ROBERT J. ORN¹
 Public Resources Management Group, Maryland, Pa.

Management dashboards are an increasingly important tool for local government officials to monitor and manage their enterprise funds. This article explores the components of a management dashboard, including financial performance, operational efficiency, and customer satisfaction. Strategies are presented that demonstrate the

reasonableness of these components, as a recommendation that all utilities establish a formal procedure for applicants to submit alternative dashboard designs. Utility managers should consider the impact discussed in this article to develop—and to have regulatory agencies, board and utility committee members, and other stakeholders aware of a utility to fully comply with all dashboard laws, rules, regulations, and accepted practices.

KEYWORDS: dashboard, financial performance, operational efficiency, customer satisfaction

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Winner of National 2012 AWWA Management & Leadership Division Best Paper Award
 Volume 5 Number 1 Fall 2012
 Read the Expanded Summary

Optimal Debt Management Practices for Local Government Enterprises

BRYAN A. MANTZ¹, CGFM, CMC
 Public Resources Management Group, Maryland, Pa.

Local government enterprises face unique challenges in managing their debt. This article explores the components of an optimal debt management strategy, including financial performance, operational efficiency, and customer satisfaction. Strategies are presented that demonstrate the

reasonableness of these components, as a recommendation that all utilities establish a formal procedure for applicants to submit alternative debt management plans. Utility managers should consider the impact discussed in this article to develop—and to have regulatory agencies, board and utility committee members, and other stakeholders aware of a utility to fully comply with all debt laws, rules, regulations, and accepted practices.

KEYWORDS: debt management, financial performance, operational efficiency, customer satisfaction

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2012 American Water Works Association
 Volume 5 Number 1 Fall 2012
 Read the Expanded Summary

Acknowledgments

The AWWA Management Division Board of Trustees gratefully acknowledges the contributions made by members (past and present) of the Rates and Charges Committee, particularly the Editorial Committee, and others who drafted, edited, and provided the significant and critical commentary essential to developing this edition. The Editorial Committee dedicated countless hours in the final stages of preparation of this edition to ensure the overall technical quality, consistency, and accuracy of the manual.

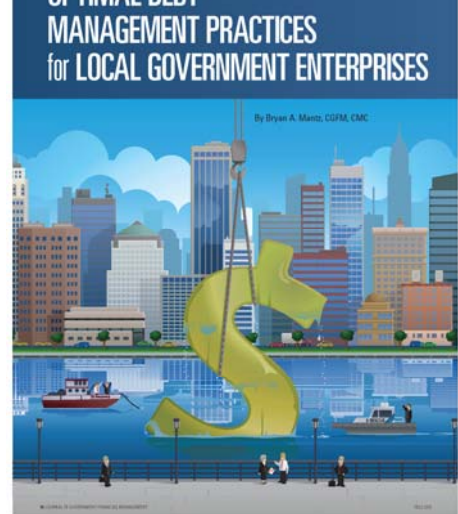
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 Stacy Gray, Rabalais Financial Consultants, Pasadena, Calif.
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The AWWA Management and Leadership Division gratefully acknowledges the contributions made by those volunteers who drafted, edited, and provided the significant and critical commentary essential to updating the Editorial Review Board members dedicated countless hours in the final stages of preparation of this edition to ensure the overall technical quality, consistency, and accuracy of the manual.

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 Lucy Schmitt, City of Winnipeg, Finance Division, Winnipeg, Man., Canada
 John Wright, Rabalais Financial Consultants, Cincinnati, Ohio.



By Bryan A. Mantz, CGFM, CMC

Tip #1: Know your audience.
 It is important, when designing a management dashboard, to know your audience. Are you communicating with a finance director, government administrator, elected officials, or the general public? Different audiences have differing levels of understanding regarding government finance issues. There may be a tendency to cram so much information onto a dashboard that important points are lost in the mix. However, the viewer or reader should

Tip #2: Know your audience.
 It is important, when designing a management dashboard, to know your audience. Are you communicating with a finance director, government administrator, elected officials, or the general public? Different audiences have differing levels of understanding regarding government finance issues. There may be a tendency to cram so much information onto a dashboard that important points are lost in the mix. However, the viewer or reader should

Figure 1. Sample Management Dashboard

Prepared by the Financing and Charges for Wastewater Systems Task Force of the Water Environment Federation

Jon Davis, Chair
 Andrea Boehling
 Thierry A. Boveri, CGFM
 Ann Bai
 Eric Calocchiano
 Rocky Craley
 Jeff Dystra
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 Ryan Graf
 Christine Anderson Gray, ENV SP
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 Anna White
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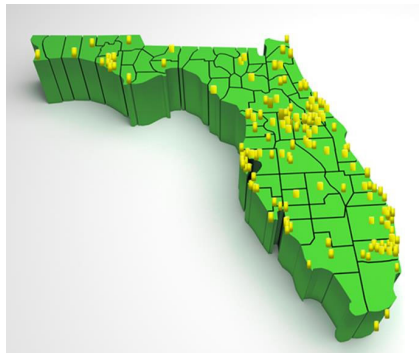
Under the Direction of the Utility Management Subcommittee of the Technical Practice Committee

Water Environment Federation
 601 Wylie Street
 Alexandria, VA 22314-1994 USA
 http://www.wef.org

National Experience

Our expertise developed through working successfully with hundreds of utilities throughout the United States (coast to coast) would help to ensure project success and public acceptance of study recommendations. We work all over the United States and continue to have wide exposure to different ideas and practices of utilities.

The following Florida local government entities and utilities have been served by the Project Team professionals:



FLORIDA LOCAL GOVERNMENT EXPERIENCE OF PROJECT TEAM

A map of local government entities (represented by yellow markers) served by Project Team professionals within the State of Florida is shown in the graphic to the left.

FLORIDA CITIES, TOWNS, AND VILLAGES SERVED BY PROJECT TEAM PROFESSIONALS:

City of Bartow	Bonita Springs Utilities, Inc.	City of Bunnell
City of Callaway	City of Cape Coral	City of Casselberry
Town of Cedar Grove	City of Crystal River	Town of Davie
City of Daytona Beach	City of Deltona	Destin Water Users
City of Edgewater	Emerald Coast Utilities Authority (Pensacola)	City of Eustis
City of Fernandina Beach	Town of Fort Myers Beach	Fort Pierce Utilities Authority
City of Fort Walton Beach	City of Fruitland Park	City of Haines City
City of Hallandale Beach	City of Inverness	City of Jacksonville Beach
JEA (Jacksonville)	City of Lake Mary	City of Lake Worth Beach
City of Largo	City of Leesburg	Town of Longboat Key
City of Longwood	City of Maitland	City of Marco Island
City of Margate	City of Marianna	City of Melbourne
City of Mexico Beach	City of Miami Beach	City of Miramar
Town of Montverde	City of Mount Dora	New Smyrna Beach Utilities Commission
City of North Lauderdale	City of North Miami Beach	City of North Port
City of Oakland Park	City of Ocala	City of Oldsmar
City of Orange City	City of Oviedo	Town of Palatka
Town of Palm Beach	City of Palm Coast	City of Panama City
City of Panama City Beach	City of Parker	Town of Pembroke Park
City of Pembroke Pines	City of Plant City	City of Plantation
City of Port St. Lucie	City of Riviera Beach	City of St. Cloud
City of St. Pete Beach	City of St. Peterburg	City of Sanford



City of Sanibel	City of Sarasota	South Martin Regional Utilities (Town of Jupiter Island)
City of Springfield	City of Sunrise	City of Tarpon Springs
City of Titusville	City of Treasure Island	City of Umatilla
City of Wauchula	Village of Wellington	City of West Melbourne
City of West Palm Beach	City of Westlake / Seminole Improvement District	City of Winter Garden
City of Winter Springs		

FLORIDA COUNTIES SERVED BY PROJECT TEAM PROFESSIONALS:

Brevard County	Broward County	Charlotte County
Citrus County	Collier County	Flagler County
Hernando County	Hillsborough County	Lee County
Manatee County	Martin County	Miami-Dade County
Okaloosa County		
Okeechobee County (Okeechobee Utility Authority)	Orange County	Pasco County
Polk County	Putnam County	Sarasota County
Seminole County	Volusia County	Walton County (Regional Utilities)

OTHER FLORIDA UTILITIES SERVED BY PROJECT TEAM PROFESSIONALS:

East Central Regional Water Reclamation Facility (ECRWF)	Englewood Water District	Florida Governmental Utility Authority (FGUA)
Florida Keys Aqueduct Authority (FKAA)	Gasparilla Island Water Association	Heron's Glen Utilities
Immokalee Water and Sewer District	Key Largo	Riverwood Community Development District
St. Lucie West Services District	Seminole Improvement District	The Villages

Additional Florida local governments served by Benesch, our subconsultant, are shown in the resumes for the Benesch professionals in Tab 4 – Project Team and Project Manager Experience.

North Port Institutional Knowledge and Experience

Mr. Bryan Mantz, CMC, CGFM, the President of GovRates and the proposed project manager, has worked on and managed multiple projects for the City of North Port since 2004. Our North Port institutional knowledge and experience enhance our ability to efficiently complete any project under this RFP (e.g., no learning curve) and help to ensure a successful project outcome.



Registered Municipal Advisor with Series 50-Qualified Representatives and Series 54-Qualified Principals

Our Municipal Advisor registration and demonstrated competency (Series 50-Qualified Representatives and Series 54-Qualified Principals) provide assurance that we are fully qualified and meet all legal requirements to provide debt financing support to the City. The Securities and Exchange Commission and Municipal Securities Rulemaking Board (the "MSRB") have ruled that municipal advisor registration is required for a rate consultant to:

- Evaluate financing options available to the City and provide advice / recommendations on the structure, timing, and terms of such options.
- Provide advice on whether certain rates and revenues would support debt service and meet coverage requirements on a financing option available to the City.
- Perform cash flow modeling in support of City financing options.
- Provide financing advice / recommendations to the City's independent registered financial advisor if the need arises (i.e., indirect advice).
- Complete the financial sections of a State Revolving Fund loan application.
- Serve as the financial feasibility consultant for a bond issue of the City.

Our Certificate of Current MSRB Registration is at the end of this section.

Certified Management Consultant and Certified Government Financial Manager



Mr. Bryan Mantz, the proposed project manager, is a certified management consultant ("CMC") and a certified government financial manager ("CGFM") as well as a Series 50-qualified Municipal Advisor Representative and Series 54-qualified Municipal Advisor Principal. The CMC certification is awarded by the Institute of Management Consultants to select consultants who have met global standards for competence, ethics, and results, and is recognized by the insurance industry as reducing risk. A CMC has demonstrated a history of results and excellent performance based on client testimonials, references, and repeat business.

The CGFM is a professional certification awarded by the Association of Government Accountants to recognize the unique skills and specialized knowledge required of today's financial managers.

Our professional certifications provide evidence of our qualifications and competency. Moreover, the continuing education requirements of these certifications ensure that we stay up to date with the latest developments pertaining to our professions.



Assessment Expertise

GovRates has developed multiple non-ad valorem assessments on behalf of Florida local governments. Our subconsultant Benesch would perform any GIS work required for developing fair assessments for the City. Benesch has an in-depth understanding of the issues that affect assessment studies, and has developed a set of tools for assessment programs. In terms of fire assessments, Fire Rescue Analysis (FRA) tools include the following:

- **Incident Data Management System (IDMS)** to conduct a detailed analysis of incident data obtained from the National Fire Incident Reporting System (NFIRS) or the Fire Departments.
- **Parcel Data Management System (PDMS)** to determine type/size/value of structures/land uses that receive the benefit from fire services.
- **Financial Data Management System (FDMS)** to calculate rates and provide different assessment schedules and associated revenue streams. FDMS is sensitive to fluctuations in assessment revenues, which can be affected significantly by the community's growth rate and/or make-up of the assessment options/categories implemented.

Each tool can be used not only for assessment studies, but also for the Fire Departments' daily operations and financial planning.

Similarly, some of these tools are used by Benesch for solid waste and stormwater assessment program developments.

Financial Modeling Expertise

Our financial modeling expertise ensures that the financial models developed for any project would be useful tools for the City's internal use following project completion.

Clean Record and Expert Witness Experience

Our clean record and expert witness experience provide assurance to the City that we have the technical expertise and credibility to develop defensible rates, charges, and other financial recommendations for the City that are in full compliance with Florida law. During his entire career as a rate consultant, the proposed project manager has never been involved in litigation over projects he has managed or work he has performed.

Headquartered in Florida and Close to the City

Our office in the Orlando area is close to the City, enabling us to easily attend onsite meetings and provide outstanding customer service. Benesch's Public Finance team is based in Tampa.



Best Value

Our lower hourly billing rates and not-to-exceed budgets can provide the City with confidence that it is receiving the very best value for rate and financial projects. Many clients have appreciated the high quality of work we provide at affordable rates, especially given recent inflationary trends.





Certificate of Current MSRB Registration

The Municipal Securities Rulemaking Board (MSRB) certifies that the organization listed below is registered with the MSRB as of March 10, 2023 09:36:04 AM ET.

Registrant's Name:	GovRates, Inc.	Type of Registration Maintained with the MSRB:	Municipal Advisor
MSRB ID:	K1193	Date Registered with the MSRB:	March 27, 2017

This certificate may be confirmed by contacting the MSRB at 202-838-1330 or by email to MSRBsupport@msrb.org

Stephanie Braddell, Product Operations Manager

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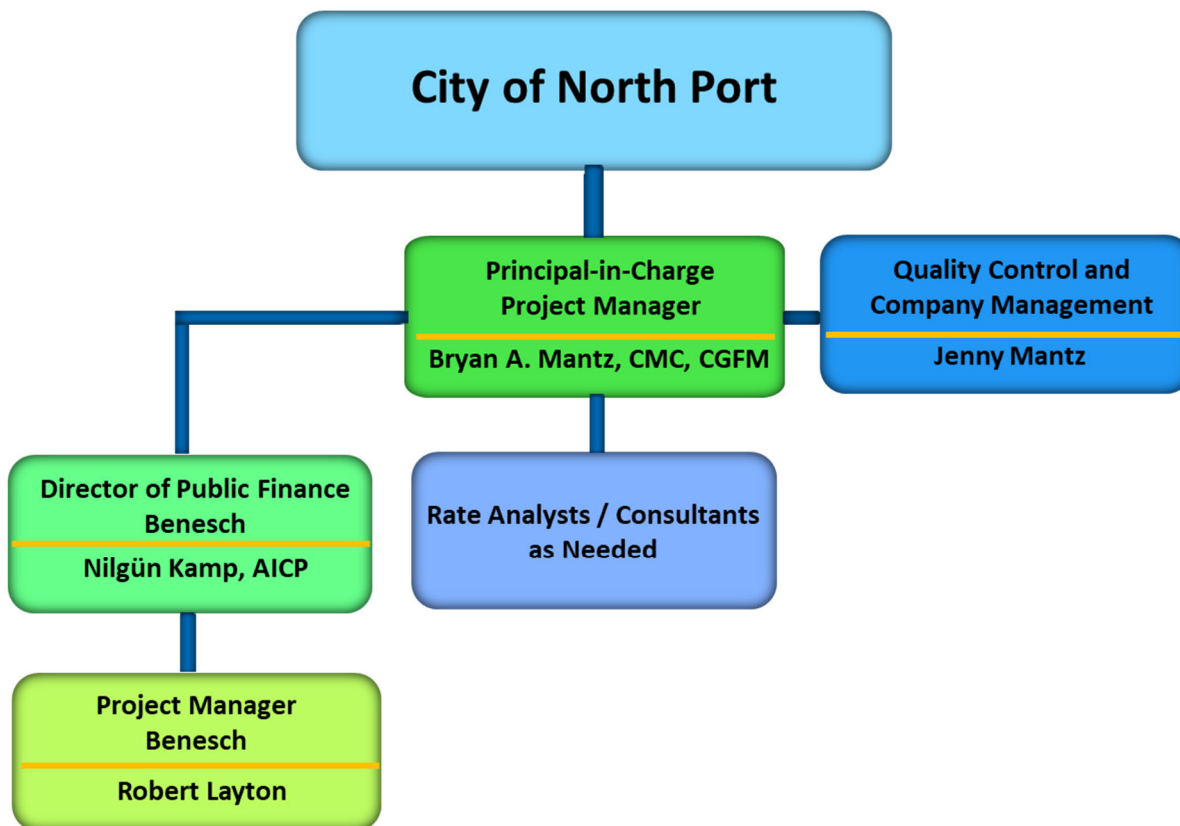
1300 I Street NW, Suite 1000 | Washington, DC 20005 | 202-838-1500 | MSRB.org | EMMA.MSRB.org

**TAB 4:
Project Team and
Project Manager Experience**

PROJECT TEAM AND PROJECT MANAGER EXPERIENCE

Project Team

The following organizational chart summarizes the key Project Team professionals.



All of the Project Team professionals are dedicated to performing projects under the RFP within the timeframe established by the City and exceeding the City's expectations. Descriptions of the Project Team members follow:

Bryan A. Mantz, CMC, CGFM – Project Manager

On behalf of the Project Team, Bryan Mantz, CMC, CGFM would serve as the primary Project Manager for this engagement. He would be the main contact between the Project Team and the City and would be responsible for ensuring that any projects are performed as efficiently as possible, that all project deadlines are met, that all scope of services requirements are fulfilled, and that the City's expectations are exceeded.

- Over 25 years of financial and accounting experience; has successfully completed thousands of rate and financial projects for local governments and utilities throughout the United States.
- Certified Management Consultant (CMC) and Certified Government Financial Manager (CGFM). The prestigious CMC certification is recognized by the insurance industry as reducing risk. A CMC has demonstrated a history of results and excellent performance based on client testimonials, references, and repeat business.
- Series 50-qualified Municipal Advisor Representative and, as such, can legally provide debt financing recommendations and debt financing support for the City. Series 54-qualified Municipal Advisor Principal and, therefore, can legally manage, direct, or supervise municipal advisory activities of a municipal advisor firm and its associated persons.
- A nationally recognized utility rate expert, Mr. Mantz has been involved in the development of several manuals of practice including two (2) that are continually referenced by the utility industry for guidance on the development of rates, fees, and charges:
 - The American Water Works Association's (AWWA's) *Manual of Practice 1 (M1): Principles of Water Rates, Fees, and Charges*.
 - The Water Environment Federation's (WEF's) *MOP 27: Financing and Charges for Wastewater Systems*.

Mr. Mantz will soon be a primary author of the new manual on impact fees that is being developed by the AWWA.

- Has authored two (2) papers on utility rates and impact fees that won national Management and Leadership Division Best Paper Awards from the AWWA. These papers were entitled "Utility Rates and the Political Environment" and "Utility Impact Fees: Practices and Challenges."
- Co-Chair of the Publications arm of the national AWWA's Rates and Charges Committee and manages rate and financial publications outside of manual development.
- Vice Chair of the AWWA's national Finance, Accounting, and Management Controls Committee.
- Has completed the AWWA's Utility Risk and Resilience Certificate Program.
- Frequent speaker at national, state, and local conferences.



- MBA with Honors, Concentration in Finance, from Rollins College. (Attended via Merit Scholarship.) Bachelor of Science in Economics from the Wharton School of the University of Pennsylvania. Bachelor of Applied Science in Management and Technology from the School of Engineering and Applied Science of the University of Pennsylvania. Graduated from the Management and Technology Program of the University of Pennsylvania, the most competitive and selective program offered by this Ivy League school.

Mr. Mantz as the proposed project manager has had a tremendous success rate at securing the adoption and public acceptance of rate and financial recommendations.

Nilgün Kamp, AICP – Director of Public Finance for Benesch

Ms. Kamp has been involved in public infrastructure financing for over 30 years. She has served as the project manager for approximately 350 impact fee, assessment, and user fee development and implementation studies for transportation, fire, EMS, schools, law enforcement, correctional facilities, government buildings, solid waste, libraries, and parks and recreational facilities.

Her experience also includes analysis of demographic trends and population projections for funding studies, travel behavior analysis, economic and fiscal impact studies, demand analysis, and other related assessment and impact fee support activities. She is regularly invited to make presentations at industry conferences.

- Certified Planner from the American Institute of Certified Planners (AICP).
- MA, Economics, University of South Florida. MA, International Relations and Pacific Studies, University of California, San Diego. BA, Economics, University of California, San Diego.

Ms. Kamp has the capability to serve as an alternative project manager for projects under this RFP.

Robert Layton – Project Manager for Benesch

Mr. Layton's primary experience is in public finance studies, including impact fee and assessment studies for fire, parks & recreation facilities, law enforcement, EMS, schools, libraries, correctional facilities, government buildings, transportation and solid waste. His background in economics enables him to work effectively with economic/demographic variables, capital improvement programs, expenditure and revenue figures, and other financial material. He also has extensive experience with property appraiser databases and has been involved in the preparation of administrative manuals for several jurisdictions.

- 15 years of experience.
- BA, Economics/Business Administration, University of Florida.

Mr. Layton has the capability to serve as an alternative project manager for projects under this RFP.



Jenny Mantz – CEO of GovRates – Quality Control and Company Management

- Series 50-qualified Municipal Advisor Representative and, as such, can legally provide debt financing recommendations and debt financing support for the City.
- Series 54-qualified Municipal Advisor Principal and, therefore, can legally manage, direct, or supervise municipal advisory activities of a Municipal Advisor firm and its associated persons.
- Over 12 years of financial and accounting experience.
- Has provided consulting services for funding assistance, grant management, performance benchmarking, financial audits, user rates, and impact fees / system development charges.
- M.D. from Central South University; Ph.D. Studies at University of South Florida

Project Role: Additional quality control and quality assurance on project deliverables.

Dr. Mantz has the capability to serve as an alternative project manager for projects under this RFP.

Resumes of the Project Team professionals are on the following pages. We have also included:

- A printout from the MSRB website indicating that two Project Team members are both Series 50-Qualified Municipal Advisor Representatives and Series 54-Qualified Municipal Advisor Principals.
- Copies of the Certified Management Consultant and Certified Government Financial Manager certificates of the proposed project manager.
- Documentation of the proposed project manager's completion of the AWWA utility risk and resilience certificate program.



PROFESSIONAL CERTIFICATIONS:

- CMC – Certified Management Consultant, No. 12237146
- CGFM – Certified Government Financial Manager, No. 15636
- Series 50-Qualified Municipal Advisor Representative
- Series 54-Qualified Municipal Advisor Principal

EDUCATION:

- MBA with Honors, Finance, Rollins College, 1999
- Awarded Merit Scholarship
- B.S., Economics, University of Pennsylvania, Wharton School of Business, 1996
- B.A.S., Management and Technology, University of Pennsylvania, School of Engineering and Applied Science, 1996

PROFESSIONAL AFFILIATIONS:

- American Water Works Association (AWWA)
- Co-Chair of Publications Arm of National Rates and Charges Committee
- Vice Chair of National Finance, Accounting, and Management Controls Committee
- Association of Government Accountants (AGA)
- Institute of Management Consultants USA (IMC-USA)
- Water Environment Federation
- Utility Management Committee

PROFESSIONAL HONORS:

- Two-Time National Best Paper Award: AWWA Management and Leadership Division



BRYAN A. MANTZ, CMC, CGFM

PRESIDENT

Profile

Mr. Mantz serves as the President of GovRates, a utility, financial, rate, and management consulting firm that primarily serves governments. He has over 25 years of financial and accounting experience, most of which have been spent as a rate and financial consultant to local governments. He has successfully completed hundreds of rate and financial projects for local government entities.

As a certified management consultant (CMC), Mr. Mantz has a long history of delivering results and excellent performance based on client testimonials, references, and repeat business. He is also a certified government financial manager (CGFM), a Series 50-qualified Municipal Advisor Representative, and a Series 54-qualified Municipal Advisor Principal.

A recognized expert in rate and financial issues, Mr. Mantz has been published in the *Journal AWWA*, the *Journal of Government Financial Management*, *Government Finance Review*, and the *Florida Water Resources Journal*, and his publications have been translated into other languages and used in university settings. He has been a coauthor or contributing author of several AWWA manuals of practice, including *M1: Principles of Water Rates, Fees, and Charges*; *M5: Water Utility Management*; *M29: Water Utility Capital Financing*; *M52: Water Conservation Programs – A Planning Manual*; and *M54: Developing Rates for Small Systems*. Mr. Mantz has served as a technical reviewer for the *Manual of Practice (MOP) 27: Financing and Charges for Wastewater Systems* published by the Water Environment Federation (WEF).

Mr. Mantz is the recipient of two national AWWA Management and Leadership Division Best Paper Awards, and is frequently invited to be a speaker at national and state conferences. He currently serves as the Co-Chair of the publications arm of the AWWA's national Rates and Charges Committee, and as the Vice Chair of AWWA's national Finance, Accounting, and Management Controls Committee.





Certified Management Consultant® (CMC®)

Presented to

Bryan A. Mantz

has met the requirements of the International Council of Management Consulting Institutes (ICMCI) CMC® Certification Scheme in the Field of Management Consulting and IMC USA's CMC Competency Framework-Certification Scheme as of June 30, 2019.

Certificate Number: 12237146

Initial Award: March 16, 2012

Expires: June 30, 2024

Juan A. Negroni
Juan A. Negroni
Chair, IMC USA

Carl Potter
Carl Potter
Chair, Certification Committee IMC USA

This Certificate is the property of IMC USA. CMC® is a registered certification mark for IMC USA in the U.S. Patent and Trademark Office. 2598 Last Sunrise Boulevard, Suite 2104, Fort Lauderdale, FL 33304 www.imcusa.org

Association of Government Accountants



The Professional Certification Board

Having determined that

Bryan A. Mantz

Has successfully met the Board's certification requirements as an expert government financial manager, hereby grants the designation of

Certified Government Financial Manager

Witness the seal of said Board and the official signatures of the President of the Association and the Chair of the Board at Alexandria, Virginia, this fifth day of November, two thousand eleven.

Certificate No. 15636

R. O. Bowers Jr.
National President



Larry C. King
Chair, Professional Certification Board

Documentation of Bryan Mantz's Completion of AWWA Utility Risk and Resilience Certificate Program



PROFESSIONAL CERTIFICATIONS:

- Series 50-Qualified Municipal Advisor Representative
- Series 54-Qualified Municipal Advisor Principal

EDUCATION:

- M.D., Central South University, China, 1995
– Graduated at Top of Class

TECHNICAL SPECIALTIES:

- Business, Strategic, and Economic Planning
- Performance Indicators and Benchmarks
- Operational Improvement
- Regulatory Compliance
- Financial and Business Model Development
- Business / Data Analytics and Best Management Practices
- Market Assessment
- Risk Management
- Multimedia Communication
- Client Relations
- Quality Assurance and Quality Control

PROFESSIONAL

- American Water Works Association (AWWA)
- Water Environment Federation (WEF)



JENNY MANTZ, M.D.

CHIEF EXECUTIVE OFFICER

Profile

Dr. Mantz serves as the Chief Executive Officer of GovRates, a utility, financial, rate, and management consulting firm that primarily serves governments. She is a Series 50-qualified Municipal Advisor Representative and, as such, can legally provide advice and recommendations on the structure, timing, and terms of various financing options available to local governments. Dr. Mantz is also a Series 54-qualified municipal advisor principal and, therefore, can legally manage, direct, or supervise municipal advisory activities of a municipal advisor firm and its associated persons.


She has 12 years of financial and accounting experience. Her project work in management consulting and financial analysis includes cost benefit analyses, performance benchmarking, financial compliance review, risk management strategies, evaluation / feasibility analysis of alternatives, cost-of-service, cash flow modeling, reserve analysis, system development charges / impact fees, miscellaneous service fees, and rate design. Her emphasis on tailored approaches to clients' unique institutional needs and collaboration with our strategic partners / specialists helps bring valuable insight and creative solutions to project challenges.


Dr. Mantz has worked with public entities coast-to-coast. She shares the values of our clients and is committed in efficiency and excellence in delivering our company services.

As the CEO and primary shareholder of GovRates, Dr. Mantz is in charge of all the company's operations.



Printout from MSRB website (www.msrb.org) indicating that both Dr. Jenny Mantz and Mr. Bryan Mantz are both Series 50-qualified Municipal Advisor Representatives and Series 54-qualified Municipal Advisor Principals.





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MSRB-Registered Municipal Advisor Firms and Qualified Representatives and Principals

The Municipal Advisor Firms tab displays municipal advisor firms registered with the MSRB with at least one individual associated with the firm who has passed the MSRB's Municipal Advisor Representative Qualification Examination (Series 50).¹

Municipal advisor firms must have at least one individual appropriately qualified who has passed the Series 50 exam in order to engage in municipal advisory activities. Municipal market participants should closely review this list as part of evaluating the qualifications of a municipal advisor firm. Any entity that is engaging in municipal advisory activities on behalf of a municipal entity or obligated person client without having taken the necessary steps to become a duly registered municipal advisor firm – meaning having filed Form MA (Application for Municipal Advisor Registration) and Form MA-I (Information Regarding Natural Persons Who Engage in Municipal Advisory Activities) with the SEC and Form A-12 with the MSRB – could be deemed an unregistered municipal advisor firm, which is a violation of MSRB rules and other federal securities laws.

The link on this tab facilitates access to the required disclosures that municipal advisor firms make to the U.S. Securities and Exchange Commission (SEC) on SEC Forms MA and MA-I. These disclosures may include information about criminal actions, regulatory actions, investigations, terminations, judgments, liens, civil judicial actions, customer complaints, arbitrations and civil litigation, if any. [Read more about working with municipal advisors in the MSRB Education Center.](#)

Click on a firm or individual's name below to access the filings made with the SEC.

Only those MSRB-registered municipal advisor firms who have at least one Series 50-qualified representative can be found in the list below.

Municipal Advisor Firms

Series 50-Qualified Representatives

Series 54-Qualified Principals

Find a Firm: Show 25 entries

Firm Name	MSRB ID	State	Registrant Type
GovRates, Inc.	K1193	FL	Municipal Advisor

Representative Name	Principal Name
Mantz, Bryan	Mantz, Bryan
Mantz, Jenny	Mantz, Jenny

Showing 1 to 1 of 1 entries (filtered from 468 total entries)
Previous 1 Next

¹ The Municipal Advisor Firm tab is updated daily and is dependent on the quality of the data a municipal advisor submits to the Securities and Exchange Commission (SEC). If you believe your firm has been incorrectly omitted from this list, please contact MSRB Support at 202-938-1330 or MSRBsupport@msrb.org.

Any entity that is engaging in municipal advisory activities on behalf of a municipal entity or obligated person client without having taken the necessary steps to become a duly registered municipal advisor firm – meaning having filed Form MA (Application for Municipal Advisor Registration) and Form MA-I (Information Regarding Natural Persons Who Engage in Municipal Advisory Activities) with the SEC and Form A-12 with the MSRB – could be deemed an unregistered municipal advisor firm, which is a violation of MSRB rules and other federal securities laws.

33

Nilgün Kamp, AICP

Director of Public Finance

Ms. Kamp has been involved in public infrastructure financing for over 30 years. She has served as the project manager for approximately 350 impact fee, assessment, and user fee development and implementation studies for transportation, fire, EMS, schools, law enforcement, correctional facilities, government buildings, solid waste, libraries, and parks and recreational facilities.

Her experience also includes analysis of demographic trends and population projections for funding studies, travel behavior analysis, economic and fiscal impact studies, demand analysis, and other related assessment and impact fee support activities. She is regularly invited to make presentations at industry conferences.

Project Experience

Transportation/Mobility

- Collier County (2005, 2008, 2010, 2013, 2018, 2023)
- Marion County (2014, 2023)
- City of Sarasota (2016, 2023)
- Hendry County (2023)
- City of Plant City (2023)
- Lake County (2007, 2022)
- Volusia County (2021)
- City of Newberry (2021)
- Palm Beach County (2014, 2021)
- St. Lucie County (2016, 2021)
- City of Orlando (2012, 2021)
- City of Brooksville (2021)
- City of Hollywood (2020)
- Flagler County (2020)
- Manatee County (2020)
- Martin County (2020)
- City of Lakeland (2008, 2014, 2019)
- Hernando County (2013, 2019)
- Indian River County (2004, 2013, 2019)
- Hillsborough County (2016, 2019)
- City of Apopka (2019)
- Sumter County (2008, 2014, 2018)
- City of Mount Dora (2018)
- City of Tamarac (2018)
- City of Oviedo (2005, 2013, 2018)
- City of Hallandale Beach (2018)
- Orange County (2013, 2017)
- City of Bozeman, MT (2007, 2017)
- City of St. Cloud (2003, 2006, 2016)
- City of Palm Beach Gardens (2016)
- Village of Royal Palm Beach (2016)
- City of Tampa (2007, 2014)
- Brevard County (2014)
- Charlotte County (2013)
- Osceola County (2011)
- City of North Port (2011)
- City of Haines City (2009)
- Leon County (2008)

- Panama City (2008)
- City of Helena, MT (2007, 2009)
- Lewis & Clark County, MT (2007, 2009)
- Highlands County (2006)
- City of Deltona (2006)
- City of Ft. Pierce (2006)
- Polk County (2005, 2009)
- City of Palm Coast (2004)
- City of Kissimmee (2003, 2006)
- Pasco County (2006)

Parks and Recreation

- City of Coconut Creek (2023)
- City of Orlando (2023)
- City of Plant City (2006, 2023)
- Collier County (2009, 2013, 2018, 2023)
- Lake County (2007, 2022)
- Orange County (2004, 2012, 2017, 2022)
- Volusia County (2008, 2022)
- Palm Beach County (2014, 2021)
- City of Brooksville (2021)
- City of Hollywood (2020)
- Village of Palm Springs (2020)
- Hernando County (2020)
- Martin County (2020)
- Flagler County (2020)
- Manatee County (2020)
- Indian River County (2004, 2013, 2019)
- City of Mount Dora (2018)
- City of Tamarac (2018)
- City of Hallandale Beach (2018)
- City of Oviedo (2005, 2013, 2018)
- Town of Wake Forest, NC (2017)
- Village of Royal Palm Beach (2017)
- City of Largo (2016)
- Brevard County (2014)
- City of Casselberry (2013)



Education

MA, Economics, University of South Florida

MA, International Relations & Pacific Studies, University of California San Diego

BA, Economics, University of California San Diego

Years of Experience: 30

Registrations and Certifications

AICP #019238

Professional Affiliations

American Planning Association (APA)

American Institute of Certified Planners (AICP)

Women's Transportation Seminar, Immediate Past President, Tampa Bay Chapter

Growth and Infrastructure Consortium, Board of Directors, Treasurer

Parks and Recreation (Cont.)

- City of North Port (2011)
- Panama City (2008)
- City of Kissimmee (2007)
- City of St. Pete Beach (2006, 2007)
- City of Ft. Pierce (2006)
- City of Tavares (2006)
- City of Apopka (2006)
- City of DeBary (2006)
- Highlands County (2006)
- City of Helena, MT (2007, 2009)
- Lewis & Clark County, MT (2007, 2009)
- City of Deltona (2005)

Fire/EMS

- Hendry County (2023)
- Immokalee Fire District (2023)
- City of Coconut Creek (2023)
- City of Plant City (2006, 2023)
- City of Lake City (2008, 2009, 2014, 2015, 2017, 2019, 2023)
- City of Bartow (2010, 2015, 2016, 2017, 2018, 2019, 2023)
- City of Ocala (2018, 2021, 2022, 2023)
- Collier County (2005, 2010, 2014, 2018, 2023)
- Sumter County (2009, 2023)
- Orange County (2005, 2013, 2017, 2022)
- Columbia County (2013, 2017, 2022)
- Lake County (2007, 2011, 2013, 2015, 2016, 2018, 2019, 2020, 2022)
- Volusia County (2008, 2022)
- Palm Beach County (2014, 2021)
- City of Brooksville (2021)
- Hardee County (2021)
- Hernando County (2015, 2020)
- Seminole County (2020)
- City of Hollywood (2013, 2020)
- Charlotte County (2020)
- Martin County (2020)
- City of Lakeland (2006, 2009, 2014, 2019)
- Indian River County (2004, 2013, 2019)
- Manatee County (2019)
- City of Mount Dora (2019)
- North Collier Fire District (2004, 2015, 2017, 2019)
- City of Lauderdale Lakes (2018)
- City of Oviedo (2005, 2013, 2018)
- City of Hallandale Beach (2018)
- City of Bozeman, MT (2018)

- City of Palm Beach Gardens (2016)
- City of Clermont (2015)
- Greater Naples Fire District (2004, 2015)
- Brevard County (2014)
- City of Casselberry (2013)
- City of North Port (2011)
- City of Palm Bay (2011)
- City of Helena, MT (2007, 2009)
- Lewis & Clark County, MT (2007, 2009)
- Panama City (2007-2008)
- St. Lucie County (2007)
- City of St. Pete Beach (2006, 2007)
- City of Tavares (2006)
- Highlands County (2006)
- Citrus County (2006)
- City of Deltona (2005)

Law Enforcement

- Collier County (2003, 2006, 2010, 2015, 2023)
- City of Plant City (2006, 2023)
- Orange County (2017, 2022)
- Palm Beach County (2014, 2021)
- City of Hollywood (2020)
- Village of Palm Springs (2020)
- Hernando County (2020)
- Flagler County (2020)
- Martin County (2020)
- Manatee County (2020)
- City of Lakeland (2006, 2009, 2014, 2019)
- DeSoto County (2019)
- Indian River County (2004, 2013, 2019)
- City of Mount Dora (2018)
- City of Oviedo (2005, 2013, 2018)
- City of Hallandale Beach (2018)
- City of Palm Beach Gardens (2016)
- City of Casselberry (2013)
- City of North Port (2011)
- Panama City (2008)
- City of Helena, MT (2007)
- Lewis & Clark County, MT (2007)
- City of St. Pete Beach (2006, 2007)
- Highlands County (2006)
- City of Tavares (2006)
- Citrus County (2006)
- City of Fruitland Park (2005)
- City of Deltona (2005)

Government/Public Buildings

- Collier County (2003, 2006, 2010, 2015, 2023)
- City of Newberry (2022)
- Palm Beach County (2014, 2021)
- Town of Pembroke Park (2021)
- City of Brooksville (2021)
- City of Hollywood (2020)
- Martin County (2020)
- Flagler County (2020)
- Hernando County (2020)
- City of Tamarac (2018)
- City of Oviedo (2005, 2013, 2018)
- Village of Royal Palm Beach (2017)
- City of Palm Beach Gardens (2016)
- Indian River County (2004, 2013)
- City of Parkland (2011)
- City of North Port (2011)
- Highlands County (2006)
- Citrus County (2003, 2006)
- City of DeBary (2006)
- City of Ft. Pierce (2006)
- City of Deland (2004)
- City of Deltona (2004)
- City of Inverness (2004)

Robert Layton

Project Manager

Mr. Layton's primary experience is in public finance studies, including impact fee and assessment studies for fire, parks & recreation facilities, law enforcement, EMS, schools, libraries, correctional facilities, government buildings, transportation and solid waste. His background in economics enables him to work effectively with economic/demographic variables, capital improvement programs, expenditure and revenue figures, and other financial material. He also has extensive experience with property appraiser databases and has been involved in the preparation of administrative manuals for several jurisdictions.

Assessments

- Lake County (2016, 2017, 2018, 2019, 2020, 2021, 2022, 2023)
- Sumter County (2023)
- Town of Pembroke Park (2023)
- City of Ocala (2018, 2021, 2022, 2023)
- City of Groveland (2022, 2023)
- City of Bartow (2015, 2016, 2017, 2018, 2019, 2020, 2021, 2022, 2023)
- Columbia County (2013, 2017)
- City of Lake City (2015, 2017)
- City of Lakeland (2013, 2015)
- City of Lauderdale Lakes (2018)
- Hardee County (2021)
- Hernando County (2015)
- City of Mount Dora (2018)
- City of Tamarac (2018)
- City of Oviedo (2013, 2018)
- City of Hallandale Beach (2018)
- Orange County (2013, 2017)
- City of Bozeman, MT (2007, 2017)
- Lewis & Clark County, MT (2007, 2009)
- City of St. Cloud (2016)
- City of Palm Beach Gardens (2016)
- Village of Royal Palm Beach (2016)
- City of Tampa (2014)
- Brevard County (2014)
- Charlotte County (2013)
- Osceola County (2011)
- City of North Port (2011)
- City of Haines City (2009)
- Leon County (2008)
- City of Helena, MT (2007, 2009)

Impact Fees

- Collier County (2008, 2010, 2013, 2018, 2023)
- Marion County (2014, 2023)
- City of Sarasota (2016, 2023)
- Hendry County (2023)
- City of Plant City (2023)
- Lake County (2022)
- Volusia County (2021)
- City of Newberry (2021)
- Palm Beach County (2014, 2021)
- St. Lucie County (2016, 2021)
- City of Orlando (2012, 2021)
- City of Brooksville (2021)
- City of Hollywood (2020)
- Flagler County (2020)
- Manatee County (2020)
- Martin County (2020)
- City of Lakeland (2014, 2019)
- Hernando County (2013, 2019)
- Indian River County (2013, 2019)
- Hillsborough County (2016, 2019)
- City of Apopka (2019)
- Sumter County (2008, 2014, 2018)
- Pasco County (2011, 2014)
- Polk County (2009)



Education

BA, Economics/Business Administration, University of Florida

Years of Experience: 15

Professional Affiliations

American Planning Association (APA)

**TAB 5:
Proficiency with
Similar Systems and References**

PROFICIENCY WITH SIMILAR SYSTEMS AND REFERENCES

Recently Completed Projects – On Time, Within Budget, and a Successful Outcome

GovRates professionals have successfully completed thousands of rate, financial, and management consulting projects for hundreds of government entities and have enjoyed tremendous success in securing the adoption, implementation, and public acceptance of our recommendations. Recent GovRates projects that were successfully completed on time and within budget are summarized in the following table. Most of these projects are for Florida local governments.

GOVRATES PROJECTS RECENTLY COMPLETED ON TIME, WITHIN BUDGET, AND WITH A SUCCESSFUL OUTCOME

Florida Projects:

Comprehensive Utility Rate Analysis for City of North Port, Florida

Building Permit Fee Analysis for City of North Port, Florida

Water and Wastewater Rate Study for The Villages Community Development Districts, Florida, Village Center Service Area (Secured Through Request for Quote)

Water and Wastewater Rate Study for The Villages Community Development Districts, Florida, North Sumter County Utility Dependent District and Villages Water Conservation Authority (Request for Quote)

Water and Wastewater Rate Study for The Villages Community Development Districts, Florida, Central Sumter Utility and Sumter Water Conservation Authority (Piggyback off contract secured through RFP)

Water and Sewer Rate Study for City of Miami Beach, Florida (Request for Quote)

Rate and Charge Review – All Departments – and Assistance with Major Overhaul of City's Code of Ordinances for City of Miami Beach, Florida (Competitive Bidding)

Comprehensive Water and Wastewater Rate Study for City of Plantation, Florida (Request for Quote)

Audit / Review of Maintenance Operations and Service Costs for City of Plantation, Florida (Sole Source)

Water and Wastewater Rate and Impact Fee Study for City of Deltona, Florida (Sole Source; Piggyback off contract secured through RFP)

Bond / Financial Feasibility Report for Utility Revenue Bonds for City of Deltona, Florida (Sole Source)

Water and Wastewater Rate Study and Wholesale Rate Increase Pass-Through Analysis for Town of Longboat Key, Florida (Sole Source Based on Expertise and Experience)

Wholesale Water and Wastewater Rate Increase Pass-Through Analysis for Town of Longboat Key, Florida (Sole Source Based on Expertise and Experience)

Beach Financial Management Plan for Town of Longboat Key, Florida (Sole Source Based on Expertise and Experience)

Comprehensive Water, Wastewater, and Stormwater Rate Study for City of Fruitland Park, Florida (Competitive Bidding)

State Revolving Fund (SRF) Loan Procurement Assistance for City of Fruitland Park, Florida – Multiple Projects / Loans (Sole Source Due to Expertise and Experience)

Water and Wastewater Revenue Sufficiency Study and Impact Fee Review for the City of Maitland, Florida (Sole Source; Piggyback off contract secured through RFP)



Water and Wastewater Capacity Fee Study for Seminole County, Florida (RFP)
Water and Stormwater Rate Study for Town of Fort Myers Beach, Florida (RFP)
Wastewater Rate Study for City of Treasure Island, Florida (Request for Quote)
Sewer and Stormwater Impact Fee Study for Town of Pembroke Park, Florida (Subconsultant on Sole Source Contract)
Water and Wastewater Rate Study for City of Miramar, Florida (RFQ)
Stormwater Financial Checkup for the City of Miramar, Florida (RFQ)
State Revolving Fund (SRF) Loan Procurement Assistance for City of Miramar, Florida – Multiple Projects / Loans (RFQ)
Preparation of Fiscal Sustainability Plan for State Revolving Fund (SRF) Loan for City of Miramar, Florida (RFQ)
State Revolving Fund (SRF) Loan Procurement Assistance for City of Sanford, Florida (Subconsultant to engineering firm)
Financial Section for Engineering Report for Florida Governmental Utility Authority – Dunnellon System (Associated with the FGUA's outstanding bonds; subconsultant to engineering firm)
Financial Section for Engineering Report for Florida Governmental Utility Authority – Lindrick System (Associated with the FGUA's outstanding bonds)
Stormwater Rate Study for City of Margate, Florida (Competitive Bidding)
Building Permit Fee Study for City of Palm Coast, Florida (Competitive Bidding)
Projects in Other States:
Water and Wastewater Rate Study for City of Glenwood Springs, Colorado (Secured through RFP)
Water, Sewer, and Surface Water Management (Stormwater) Rate Study and System Development Charge Review for City of Cornelius, Oregon (RFP)
Water and Sewer Rate Study for City of Silverton, Oregon (RFP)
Wholesale Sewer Rate Study for City of Flint, Michigan (ITB)

ITB = Invitation to Bid; RFP = Request for Proposals; RFQ = Request for Qualifications

Additional information about some of these projects is included in Tab 6 – References.

Recent projects completed by our subconsultant, Benesch, are shown in the resumes for the Benesch professionals in Tab 4 -- Project Team and Project Manager Experience.

Work Samples

The following link can be easily accessed via the .pdf version of this proposal and contains a portfolio of GovRates work samples.

https://netorg6097693.sharepoint.com/:f:/s/GovRatesWorkSamples/EjUrL6B8sTIKh_3QWgpBfocBRYgFT-Bx9n5SgL1dRrpvMw?e=y086nl

These work samples include:

- City of North Port, Florida: Utility Rate Analysis Report
- City of North Port, Florida: Building Fee Analysis Report
- City of Deltona, Florida: Stormwater Assessment Report



- Town of Longboat Key, Florida: Wholesale Rate Increase Pass-Through Report
- City of Maitland, Florida: Water and Wastewater Rate Study Report
- City of Miami Beach, Florida: Water and Sewer Rate Study Report
- City of Plantation, Florida: Utility Rate Study Report
- Seminole County, Florida: Water and Wastewater Capacity Fee Review Report
- The Villages, Florida: Central Sumter Utility Rate Study Report
- City of Wauchula, Florida: Water and Wastewater Rate Study Report

All of the recommendations contained in these reports were adopted by the respective governing body.

Commitment to Perform Work Expeditiously and Without Delay

The Project Team is always willing to "go the extra mile" for clients and to work both hard and smart to meet client deadlines and exceed client expectations. We always want to provide exceptional customer service and value.



TAB 6: References

REFERENCES

References for Projects Completed Within Past Five (5) Years – On Time, Within Budget, and a Positive Outcome

The GovRates references can attest to the Project Team's professionalism, ability to meet project deadlines, and capability of providing high-quality deliverables that meet or exceed client expectations. Projects managed within the past five (5) years include:

TOWN OF LONGBOAT KEY, FLORIDA PROJECT: WATER AND WASTEWATER RATE STUDY

(Sole source based on experience)

- Client Description:** The Town of Longboat Key has a population of approximately 7,500 people, and the Town's utility provides service to approximately 2,900 retail water accounts and 2,500 retail wastewater accounts.
- Services Provided:** Comprehensive review of Town's water and wastewater rates.
- Agency Name:** Town of Longboat Key, Florida
- Contact:** Susan L. Smith
Finance Director
501 Bay Isles Road
Longboat Key, FL 34228
Phone: (941) 316-6882 (Fax: N/A)
ssmith@longboatkey.org
- Contract Term:** Completed in September 2021
- Project Cost:** Budget = \$22,000; Actual = \$21,960
- Project Result:** The Town Commission of Longboat Key adopted all of the study recommendations.



Other Services Provided to Longboat Key: Within the past five years, GovRates has also worked with the Town staff to develop a beach management financial plan as well as to evaluate vehicle fleet management options. We have also performed Manatee County wholesale rate increase pass-through analyses.



CITY OF PLANTATION, FLORIDA PROJECT: UTILITY RATE STUDY

(Secured through Request for Proposal)

Client Description:	The City of Plantation has a population of about 92,000 people, and the City's utility provides service to approximately 27,000 retail water accounts and 22,000 retail wastewater accounts.
Services Provided:	Comprehensive review City's water and wastewater rates.
Agency Name:	City of Plantation, Florida
Contact:	Anna C. Otiniano Financial Services Director 400 NW 73 Avenue Plantation, FL 33317 Phone: (954) 797-2213 (Fax: N/A) aotiniano@plantation.org
Contract Term:	Completed in September 2022.
Project Cost:	Budget = \$38,400; Actual = \$38,360
Project Result:	The City Council of Plantation adopted all of the study recommendations.



Other Services Provided to Plantation: Within the past five years, we have also provided assistance with developing a financial management policy document for the City's utility, and we performed a review of billed services / invoices from the City's lift station inspection and maintenance vendor.

CITY MIRAMAR, FLORIDA PROJECT: WATER AND WASTEWATER RATE STUDY

(Secured through Request for Qualifications)

Client Description:	The City of Miramar has a population of approximately 141,000 people, and the City's utility provides service to approximately 34,000 retail water accounts and 34,000 retail wastewater accounts.
Services Provided:	Comprehensive review of City's water and wastewater rates.
Agency Name:	City of Miramar, Florida
Contact:	Kemi N. Moore, MBA, CPM Fiscal Operations Manager 13900 Pembroke Road, Building L, 1st Floor Miramar, FL 33027 Phone: (954) 883-6803 (Fax: N/A) knmoore@miramarfl.gov
Contract Term:	Completed in September 2019
Project Cost:	Budget = \$32,000; Actual = \$31,870
Project Result:	The City Commission of Miramar adopted all of the study recommendations.



Other Services Provided to Miramar: Within the past five years, we have also performed State Revolving Fund (SRF) loan procurement assistance for the City's water, wastewater, and stormwater systems as well as financial checkups for all of the City's utilities.



THE VILLAGES, FLORIDA PROJECT: UTILITY RATE STUDY, VILLAGE CENTER SERVICE AREA

(Secured through Request for Quote)

Client Description: The Villages has a population of about 79,000 people. The utility of the Village Center Service Area (the "VCSA") provides service to approximately 9,903 retail domestic and irrigation water accounts and 9,617 wastewater accounts.

Services Provided: Comprehensive review of the VCSA's water and wastewater rates.

Agency Name: The Villages Community Development Districts

Contact: Karen White
Senior Utility Operations Manager
1026 Canal Street
The Villages, FL 32162
Phone: (352) 753-4022 (Fax: N/A)
Karen.White@DistrictGov.org

Contract Term: Completed in September 2020

Project Cost: Budget = \$19,900; Actual = \$17,600

Project Result: The VCSA Board of Supervisors adopted all of the study recommendations.



Other Services Provided to The Villages: In 2021, GovRates also successfully performed a utility rate study for two other systems owned by The Villages: the North Sumter County Utility Dependent District (NSU) and the Villages Water Conservation Authority (VWCA). In 2022, GovRates successfully performed a utility rate study for the Central Sumter Utility (CSU) and the Sumter Water Conservation Authority (SWCA). We are currently working on a new rate study for the VCSA as well as a rate study for the Little Sumter Service Area (LSSA) utility of The Villages. We have also provided assistance with developing financial management policy documents for several districts owned by The Villages.

CITY OF MIAMI BEACH, FLORIDA PROJECT: WATER AND SEWER RATE STUDY

(Secured through Request for Quote)

Client Description: The City of Miami Beach has a population of approximately 83,000 people, and the City's utility provides service to approximately 13,500 retail water accounts, 9,600 sewer accounts, and three (3) wholesale sewer customers.

Services Provided: Comprehensive review of City's water and wastewater rates including wholesale sewer rates.

Agency Name: City of Miami Beach, Florida

Contact: Tracy Hejl
Senior Management Analyst
1700 Convention Center Drive
Miami Beach, FL 33139
Phone: (305) 673-7000, Ext. 26922 (Fax: N/A)
TracyHejl@miamibeachfl.gov

Contract Term: Completed in December 2020

Project Cost: Budget = \$24,700; Actual = \$24,600

Project Result: The City Commission of Miami Beach adopted all of the study recommendations.



Other Services Provided to Miami Beach: In 2019, GovRates developed annual rate indexing provisions for rates, fees, and charges of all Miami Beach departments. In 2021, GovRates provided bond financing assistance (bond feasibility consultant) associated with the refunding of some of Miami Beach's water and sewer revenue bonds. GovRates is currently working on a stormwater rate study for Miami Beach, as well as a water and sewer system financial checkup.

Written References

The following pages contain written references completed by contacts for some of the projects we have completed. These references indicate:

- **Excellent performance.**
- **Project completed cost-effectively with no change orders.**
- **Project completed on time.**
- **Project manager easy to contact.**
- **Would use GovRates again.**



Written References for GovRates



Request for Reference

Date:	04.28.23	Pages:	2
To:	Ana C. Otiniano	From:	Ja'Anal D. McAden
Title:	Financial Services Director	Title:	Assistant Purchasing Manager
Entity/Company:	City of Plantation	Agency:	City of Oakland Park
Email:	aotiniano@plantation.org	Email:	jaanal.mcaden@oaklandparkfl.gov
SUBJECT: Request for Reference – GovRates, Inc.			

Greetings! I'm Ja'Anal D. McAden, Assistant Purchasing Manager for the City of Oakland Park. We are currently evaluating bid submittals received for **Water and Sewer Rate Study** and checking vendor references. Your name and email were provided to us as a reference for **GovRates, Inc.**

Obtaining references is a vital part of our vendor selection process; therefore, if you would assist us by taking a few moments to provide answers to the following questions, I'd appreciate it.

1. Has your agency/company used the aforementioned vendor before for **Water and Sewer Rate Study**?

Yes OR No (Circle one)

If not, what type of service(s) did the vendor provide? _____

2. How recent was your last job with this vendor? Feb 2023

3. On a scale of one to ten, with ten being completely satisfied and one being completely unsatisfied, how would you rate the following:

- a. Overall vendor reliability. 10
- b. Overall vendor responsiveness. 10
- c. Overall vendor ability to meet deadlines. 10
- d. Overall quality of vendor deliverables. 10
- e. Overall level of staff experience. 10
- f. Overall level of professionalism. 10

4. On a scale of one to ten, with ten being excellent and one being unsatisfactory, how would you rate the following:

- a. The vendor's attitude toward customer service. 10
- b. The vendor's ability to resolve problems timely. 10
- c. The vendor's overall performance. 10

5. On a scale of one to ten, with ten being "absolutely would" and one being "absolutely would not," would you recommend this vendor to another agency or company? 10

6. In your opinion, what are the vendor's:

a. Strengths?

The City of Plantation worked with representative Bryan Mantz who was extremely detailed, knowledgeable, professional and responsive. The end product was well received and approved by City Council.

b. Weaknesses?

N/A

7. Do you have any additional comments?

The City of Plantation has worked with GovRates for many years on various projects (including 2 rate studies – FY2013 & FY2023). On every occasion they demonstrated a high level of competence. The City would have no reservations in hiring GovRates in the future and we highly recommend them to other municipalities requiring these services.

Submitted by: Anna C. Otiniano

Signature:

Job Title: Finance Director

Date: 5/28/2023

Phone: 954-797-2163

Kindly email your response to my attention at jaanal.mcaden@oaklandparkfl.gov | thank you for participation and time.

Kindly return this document as soon as possible.

Written References for GovRates

City of Hollywood, Florida

Bid RFQ-4654-20-RL

Issue Date: September 23, 2020
 City of Hollywood, Florida
 Solicitation #RFQ-4654-20-RL

REFERENCE QUESTIONNAIRE

It is the responsibility of the contractor/vendor to provide a minimum of three (3) similar type references using this form and to provide this information with your submission. Failure to do so may result in the rejection of your submission.

Giving reference for: GovRates, Inc. in partnership with Water Rite Consulting, LLC.

Firm giving Reference: City of Miramar Utilities Department

Address: 13900 Pembroke Road; Building L, 1st Floor; Miramar, FL 33027

Phone: (954) 883-6803

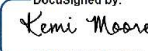
Fax: (954) 602-4710

Email: knmoore@miramarfl.gov

1. **Q:** What was the dollar value of the contract?
A: \$32,000 for Water and Wastewater Rate Study
2. **Q:** Have there been any change orders, and if so, how many?
A: No change orders
3. **Q:** Did they perform on a timely basis as required by the agreement?
A: Yes
4. **Q:** Was the project manager easy to get in contact with?
A: Yes
5. **Q:** Would you use them again?
A: Yes
6. **Q:** Overall, what would you rate their performance? (Scale from 1-5)
A: 5 Excellent 4 Good 3 Fair 2 Poor 1 Unacceptable
7. **Q:** Is there anything else we should know, that we have not asked?
A: This consultant is very thorough with data collection to make sure that all bases are covered.

The undersigned does hereby certify that the foregoing and subsequent statements are true and correct and are made independently, free from vendor interference/collusion.

Name: Kemi N. Moore, MBA, CPM
 Title: Fiscal Operations Manager

Signature: 
 Date: 9/30/2020
DocuSigned by: AB188D7C1FE24C4...

City of Hollywood, Florida

Bid RFQ-4654-20-RL

Issue Date: September 23, 2020
 City of Hollywood, Florida
 Solicitation #RFQ-4654-20-RL

REFERENCE QUESTIONNAIRE

It is the responsibility of the contractor/vendor to provide a minimum of three (3) similar type references using this form and to provide this information with your submission. Failure to do so may result in the rejection of your submission.

Giving reference for: GovRates, Inc.

Firm giving Reference: The Villages Community Development Districts

Address: 984 Old Mill Run; The Villages, FL 32162

Phone: (352) 751-3939

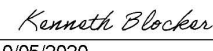
Fax: (352) 753-6430

Email: Kenneth.Blocker@DistrictGov.org

1. **Q:** What was the dollar value of the contract?
A: \$19,900 for Utility Rate Study, Village Center Service Area
2. **Q:** Have there been any change orders, and if so, how many?
A: No change orders
3. **Q:** Did they perform on a timely basis as required by the agreement?
A: Yes
4. **Q:** Was the project manager easy to get in contact with?
A: Yes. Bryan was always available.
5. **Q:** Would you use them again?
A: Yes
6. **Q:** Overall, what would you rate their performance? (Scale from 1-5)
A: 5 Excellent 4 Good 3 Fair 2 Poor 1 Unacceptable
7. **Q:** Is there anything else we should know, that we have not asked?
A: Bryan's product was very good and very detailed.

The undersigned does hereby certify that the foregoing and subsequent statements are true and correct and are made independently, free from vendor interference/collusion.

Name: Kenneth C. Blocker
 Title: Deputy District Manager

Signature: 
 Date: 10/05/2020

Written References for GovRates

City of Hollywood, Florida

Bid RFQ-4654-20-RL

City of Hollywood, Florida
 Issue Date: September 23, 2020
 Solicitation #RFQ-4654-20-RL

REFERENCE QUESTIONNAIRE

It is the responsibility of the contractor/vendor to provide a minimum of three (3) similar type references using this form and to provide this information with your submission. Failure to do so may result in the rejection of your submission.

Giving reference for: GovRates, Inc.

Firm giving Reference: City of Fruitland Park

Address: 506 W. Berckman Street

Phone: (352) 360-6545

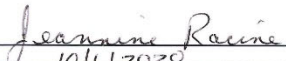
Fax: (352) 360-6727

Email: jracine@fruitlandpark.org

1. **Q:** What was the dollar value of the contract?
A: \$19,800 for Utility Rate Study
2. **Q:** Have there been any change orders, and if so, how many?
A: No change orders
3. **Q:** Did they perform on a timely basis as required by the agreement?
A: Absolutely, very quick to respond to request for information.
4. **Q:** Was the project manager easy to get in contact with?
A: Yes, definitely
5. **Q:** Would you use them again?
A: Yes, definitely
6. **Q:** Overall, what would you rate their performance? (Scale from 1-5)
A: 5 Excellent 4 Good 3 Fair 2 Poor 1 Unacceptable
7. **Q:** Is there anything else we should know, that we have not asked?
A: Bryan was easy to reach and easy to work with. He stayed on top of us to get the information he needed to perform his task. Outlined everything he needed from us and kept us informed of the status of each.

The undersigned does hereby certify that the foregoing and subsequent statements are true and correct and are made independently, free from vendor interference/collusion.

Name: Jeannine Racine, MBA
 Title: Finance Director

Signature: 
 Date: 10/1/2020

City of Hollywood, Florida

Bid RFQ-4654-20-RL

City of Hollywood, Florida
 Issue Date: September 23, 2020
 Solicitation #RFQ-4654-20-RL

REFERENCE QUESTIONNAIRE

It is the responsibility of the contractor/vendor to provide a minimum of three (3) similar type references using this form and to provide this information with your submission. Failure to do so may result in the rejection of your submission.

Giving reference for: GovRates, Inc.

Firm giving Reference: City of Treasure Island

Address: 120 108th Avenue, Treasure Island, FL 33706

Phone: (727) 547-4575 Ext. 225

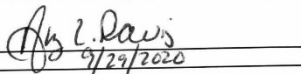
Fax: (727) 547-4582

Email: adavis@mytreasureisland.org

1. **Q:** What was the dollar value of the contract?
A: \$14,000 for Wastewater Rate Study
2. **Q:** Have there been any change orders, and if so, how many?
A: No change orders
3. **Q:** Did they perform on a timely basis as required by the agreement?
A: Yes - milestones and report were on time
4. **Q:** Was the project manager easy to get in contact with?
A: Yes, very responsive
5. **Q:** Would you use them again?
A: Yes
6. **Q:** Overall, what would you rate their performance? (Scale from 1-5)
A: 5 Excellent 4 Good 3 Fair 2 Poor 1 Unacceptable
7. **Q:** Is there anything else we should know, that we have not asked?
A:

The undersigned does hereby certify that the foregoing and subsequent statements are true and correct and are made independently, free from vendor interference/collusion.

Name: Amy L. Davis, MPA, CGFO
 Title: Assistant City Manager / Finance Director

Signature: 
 Date: 9/29/2020

TAB 7: Litigation and Insurance

LITIGATION AND INSURANCE

No Involvement in Litigation Over Issues with Services Provided

GovRates has a clean record and has never been involved in any litigation over services provided, errors and omissions, etc. We maintain strict quality control / quality assurance standards in our project management and deliverables to reduce the risk of litigation.

Project Team professionals have served as expert witnesses and provided litigation support on rate and financial issues.

Liability Insurance

GovRates is fully insured for any rate and financial work which may be needed by the City. The company maintains the following levels of liability insurance:

GovRates Liability Insurance Coverage

COMMERCIAL GENERAL LIABILITY INSURANCE	
	<u>Limits</u>
Each Occurrence	\$1,000,000
Damage to Rented Premises (Each Occurrence)	\$1,000,000
Medical Expense (Any One Person)	\$10,000
Personal and Advertising Injury	\$1,000,000
General Aggregate	\$2,000,000
Products – Completed Operations Aggregate	\$2,000,000

AUTOMOBILE LIABILITY INSURANCE	
	<u>Limits</u>
Combined Single Limit – Hired and Non-Owned Autos	\$1,000,000

UMBRELLA LIABILITY INSURANCE	
	<u>Limits</u>
Each Occurrence	\$1,000,000
Aggregate	\$1,000,000



WORKERS COMPENSATION AND EMPLOYERS' LIABILITY

	<u>Limits</u>
Each Accident	\$1,000,000
Disease – Each Employee	\$1,000,000
Disease – Policy Limit	\$1,000,000

PROFESSIONAL LIABILITY INSURANCE

	<u>Limits</u>
Each Occurrence	\$1,000,000
Aggregate	\$3,000,000

Copies of the company's ACORD liability insurance forms are included in Tab 9: Submission Requirements and Required Submittal Forms.



**TAB 8:
Additional Information**

ADDITIONAL INFORMATION

Value Added

The Project Team offers as part of our standard engagement for studies:

- Assistance with developing or improving a financial management policy document that could address debt service coverage and cash targets; capital reinvestment; debt management, etc. Having an adopted financial management policy document helps to guide future rate and financial decisions and is looked upon favorably by third-party evaluators such as credit rating agencies. The financial management policy document, which could possibly be presented concurrently with the rate study recommendations, also helps the local government communicate with customers. An article co-written by the proposed project manager entitled "Utility Best Management Practices: Strong Adopted Financial Management Policies" was the cover story of the April 2022 *Journal AWWA*.
- Assistance with developing or updating appropriate automatic rate indexing or pass-through adjustment clauses. Many local governments increase their rates automatically (i.e., no formal hearing) each year based on a formula or established percentage / amount. Smaller, incremental rate increases over time are considered a best management practice. Automatic rate increase provisions are considered favorably by lenders and credit rating agencies since there is more assurance that rates will keep up with inflation and that the government entity will be able to make its debt payments. An article written by the proposed project manager entitled "Automatic Rate, Fee, and Charge Increases for Water Utilities" was featured in the March 2021 *Journal AWWA*.
- State-of-the-art, customized, and easy-to-use financial models with robust debt-sizing tabs that are provided to the client. We include in our models a single-tab financial and rate scenario worksheet that can be extracted for high-level analysis. This one-tab worksheet allows the user to change rate adjustment, revenue, operating expense, pay-as-you-go capital funding, and other assumptions and to immediately see the effect on the financial metrics such as cash and debt service coverage.
- Extended planning periods based on client preferences. If a client would like a longer forecast period than what is specified in an RFP, we will put together an extended forecast model at no additional charge.
- Performance benchmarking with similar government entities and with best management practices.
- Models developed so that future staff members can easily update the work of predecessors. For example, within our miscellaneous service charge models, we will typically have a tab that defines each fee and what it recovers, and another tab that contains assumptions (linked to the fee calculations) used to calculate / derive the fees.



- Depending upon client preferences, development and integration into the financial models an asset replacement schedule linked to the schedule of fixed assets. Deposits to renewal, replacement, and improvement funds should ideally be linked to asset replacement schedules.
- Pro bono (free) financial model technical support after project completion. We want to make sure that our clients can always use our financial models for planning purposes, and we provide support over the phone or via Microsoft Teams or another virtual platform.
- A commitment to "no change orders" and completing our scope of services within budget to help ensure that our clients receive the very best value for financial and rate work.



**TAB 9:
Submission Requirements and
Required Submittal Forms**

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

- 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

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: GovRates, Inc.

DBA (if any): _____

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

Business Address: 1988 Varick Way

Casselberry, FL 32707-2409

Phone: (833) GOV-PLAN; (833) 468-7526 Fax: (833) GOV-PLAN; (833) 468-7526

E-Mail govrates@govrates.com

Federal Identification Number: 81-4944696

State of Florida Department of State Certificate of Authority Document No.: P17000000636

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

(Please Check One)

Is this a Florida Corporation: Yes or No

If not a Florida Corporation,

In what state was it created: _____

Name as spelled in that State: _____

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

Is it in good standing: Yes or No

Authorized to transact business in Florida: Yes or No

Does it use a registered fictitious name: Yes or No

Names of Officers:

President: Jenny Mantz Secretary: Bryan Mantz

Vice President: Bryan Mantz Treasurer: Bryan Mantz

Director: Jenny Mantz Director: Bryan Mantz

Other: _____ Other: _____

For operational purposes, Jenny Mantz's job title is "Chief Executive Officer" while Bryan Mantz's job title is "President."

THIS PAGE MUST BE SUBMITTED WITH PROPOSAL

Name of Corporation (As used in Florida):

GovRates, Inc.

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

Corporate Address:

Post Office Box: N/A

City, State Zip:

Street Address: 1988 Varick Way

City, State, Zip: Casselberry, FL 32707-2409

BUSINESS NAME: GovRates, Inc.

NAME AND TITLE (PERSON AUTHORIZED TO BIND THE COMPANY): Jenny Mantz, CEO

SIGNATURE:  DATE: June 21, 2023

THIS PAGE MUST BE SUBMITTED WITH PROPOSAL

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: Town of Longboat Key, Florida

Name of Contact Person/Title: Susan L. Smith, Finance Director

Telephone# (941) 316-6882 Fax N/A E-mail ssmith@longboatkey.org

Address 501 Bay Isles Road; Longboat Key, FL 34228

Phone Number (941) 316-6882 Discipline: Rates / Finance

Duration of Contract or business relationship Since 2003

Type of Services Provided Water and wastewater rate studies; Manatee County wholesale rate increase pass-through analyses; beach management financial plan; evaluation of vehicle fleet management options.

2. Business/Customer Name: City of Plantation, Florida

Name of Contact Person/Title: Anna C. Otiniano, Financial Services Director

Telephone# (954) 797-2213 Fax N/A E-mail aotiniano@plantation.org

Address 400 NW 73 Avenue; Plantation, FL 33317

Phone Number (954) 797-2213 Discipline: Rates / Finance

Duration of Contract or business relationship Since 2005

Type of Services Provided Comprehensive water and wastewater rate studies; development of financial management policies; review of billed services / invoices from lift station inspection and maintenance vendor.

3. Business/Customer Name: City of Miramar, Florida

Name of Contact Person/Title: Kemi N. Moore, MBA, CPM, Fiscal Operations Manager

Telephone# (954) 883-6803 Fax N/A E-mail knmoore@miramarfl.gov

Address 13900 Pembroke Road, Bldg. L, 1st Floor; Miramar, FL 33027


Phone Number (954) 883-6803 Discipline: Rates / Finance

Duration of Contract or business relationship Since 2009

Type of Services Provided Water, wastewater, and stormwater rate studies and financial checkups; State Revolving Fund (SRF) loan procurement assistance for all utility systems.

BUSINESS NAME: GovRates, Inc.

NAME AND TITLE (PERSON AUTHORIZED TO BIND THE COMPANY): Jenny Mantz, Chief Executive Officer

SIGNATURE:  DATE: June 21, 2023

THIS PAGE MUST BE SUBMITTED WITH PROPOSAL

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

4. Business/Customer Name: Gasparilla Island Water Association, Florida
Name of Contact Person/Title: Ron Bolton, Executive Director
Telephone# (941) 964-2423 Fax N/A E-mail ron@mygiwa.com
Address P.O. Box 310; Boca Grande, FL 33921-0310
Phone Number (941) 964-2423 Discipline: Rates / Finance
Duration of Contract or business relationship Since 2016
Type of Services Provided Water and wastewater rate studies.

5. Business/Customer Name: The Villages, Florida
Name of Contact Person/Title: Karen White, Sr. Utility Operations Manager
Telephone# (352) 753-4022 Fax N/A E-mail Karen.White@districtgov.org
Address 1026 Canal Street; The Villages, FL 32162
Phone Number (352) 753-4022 Discipline: Rates / Finance
Duration of Contract or business relationship Since 2020
Type of Services Provided Water, sewer, and/or irrigation rate studies for multiple utilities within The Villages; development of financial management policy documents.

6. Business/Customer Name: City of Miami Beach, Florida
Name of Contact Person/Title: Tracy Hejl, Senior Management Analyst
Telephone# (305) 673-7000
Ext. 26922 Fax N/A E-mail TracyHejl@miamibeachfl.gov
Address 1700 Convention Center Drive; Miami Beach, FL 33139
Phone Number (305) 673-7000
Ext. 26922 Discipline : Rates / Finance
Duration of Contract or business relationship Since 2016
Type of Services Provided Water, sewer, and stormwater rate studies and financial checkups; bond feasibility consultant (debt financing support).

BUSINESS NAME: GovRates, Inc.

NAME AND TITLE (PERSON AUTHORIZED TO BIND THE COMPANY): Jenny Mantz, Chief Executive Officer

SIGNATURE:  DATE: June 21, 2023

THIS PAGE MUST BE SUBMITTED WITH PROPOSAL

DRUG FREE WORKPLACE FORM

The undersigned Consultant in accordance with Florida Statute 287.087 hereby certifies that
GovRates, Inc. 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 and specifying the actions that will be taken against employees for violations of such prohibition.
2. Inform employees about the dangers of drug abuse in the workplace, the business's policy of maintaining a drug free workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.
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 and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of Chapter 893 or of any controlled substance law of the United States or any state, for a violation occurring in the workplace no later than five (5) days after such conviction.
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:

- 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.



Offeror's Signature

June 21, 2023
Date

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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, Jenny Mantz, being an authorized representative of the Respondent, GovRates, Inc., located at 1988 Varick Way

City: Casselberry State: FL Zip Code: 32707-2409, 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:  Date: June 21, 2023

Telephone #: (833) GOV-PLAN; (833) 468-7526 Fax #: (833) GOV-PLAN; (833) 468-7526

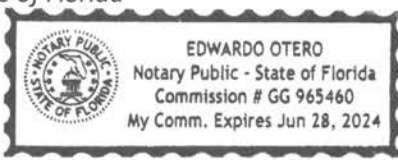
Federal ID #: 81-4944696

STATE OF Florida
COUNTY OF Seminole

Sworn to (or affirmed) and subscribed before me by means of physical presence or online notarization, this 21st day of June, 2023 by Jenny Mantz.


Notary Public - State of Florida

 Personally Known OR Produced Identification
Type of Identification Produced FLDL



THIS PAGE MUST BE SUBMITTED WITH PROPOSAL

NON-COLLUSIVE AFFIDAVIT

Before me, the undersigned authority, personally appeared:
Jenny Mantz who, being first duly sworn, deposes and says that:

1. He/She is the Owner (Owner, Partner, Officer, Representative or Agent) of GovRates, Inc., 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 21st day of June, 2023.

By: Jenny Mantz

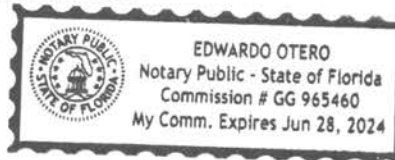
Jenny Mantz
(Printed Name)
CEO
(Title)

STATE OF Florida
COUNTY OF Seminole

Sworn to (or affirmed) and subscribed before me by means of physical presence or online notarization, this 21st day of June, 2023 by Jenny Mantz

ED
Notary Public - State of Florida

Produced Identification
Type of Identification Produced PLDL



THIS PAGE MUST BE SUBMITTED WITH PROPOSAL

LOBBYING CERTIFICATION

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

STATE OF FLORIDA

COUNTY OF SEMINOLE

This 21st day June of 2023

Jenny Mantz, being first duly sworn, deposes and says that he or she is the authorized representative of GovRates, Inc. (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 21st day of June, 2023.

By: Jenny Mantz

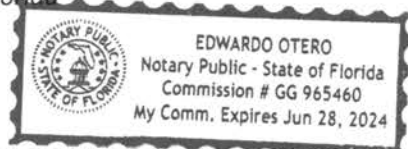
Jenny Mantz
(Printed Name)
Chief Executive Officer

STATE OF FLORIDA
COUNTY OF SEMINOLE

Sworn to (or affirmed) and subscribed before me by means of physical presence or online notarization, this 21st day of Jun, 2023 by Jenny Mantz.

[Signature]
Notary Public - State of Florida

Produced Identification
Type of Identification Produced RLDL



THIS PAGE MUST BE SUBMITTED WITH PROPOSAL

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: GovRates, Inc.

NAME AND TITLE (PERSON AUTHORIZED TO BIND THE COMPANY): Jenny Mantz, CEO

SIGNATURE:  DATE: June 21, 2023

THIS PAGE MUST BE SUBMITTED WITH PROPOSAL

VENDOR'S CERTIFICATION FOR E-VERIFY SYSTEM

STATE OF FLORIDA
COUNTY OF SEMINOLE

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.

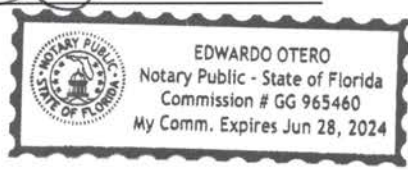
VENDOR: GovRates, Inc. (Vendor's Company Name)

Jenny Mantz (Vendor signature)
Jenny Mantz (Vendor's name printed)
Chief Executive Officer (Title)

Sworn to and subscribed before me by means of physical presence or online notarization, this 21st day of June, ~~2022~~, by Jenny Mantz as GovRates, 2023.

[Signature]
Notary Public

Personally Known _____ OR Produced Identification
Type of Identification Produced FLDL



THIS PAGE MUST BE COMPLETED AND SUBMITTED

DISCLOSURE FORM
FOR
CONSULTANT/ENGINEER/ARCHITECT

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

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: GovRates, Inc.

NAME AND TITLE (PERSON AUTHORIZED TO BIND THE COMPANY): Jenny Mantz, Chief Executive Officer

SIGNATURE:  DATE: June 21, 2023

THIS PAGE MUST BE SUBMITTED WITH PROPOSAL

Scrutinized Company Certification Form


Company Name: <u>GovRates, Inc.</u>
Authorized Representative Name and Title: <u>Jenny Mantz, CEO</u>
Address: <u>1988 Varick Way</u> City: <u>Casselberry</u> State: <u>FL</u> ZIP: <u>32707-2409</u>
Phone Number: <u>(833) GOV-PLAN; (833) 468-7526</u> Email Address: <u>govrates@govrates.com</u>

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

- 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: <u></u> AUTHORIZED REPRESENTATIVE SIGNATURE
Print Name and Title: <u>Jenny Mantz, Chief Executive Officer</u>
Date Certified: <u>June 21, 2023</u>

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

THIS PAGE MUST BE SUBMITTED WITH PROPOSAL

State of Florida

Department of State

I certify from the records of this office that GOVRATES, INC. is a corporation organized under the laws of the State of Florida, filed on January 3, 2017.

The document number of this corporation is P17000000636.

I further certify that said corporation has paid all fees due this office through December 31, 2023, that its most recent annual report/uniform business report was filed on March 9, 2023, and that its status is active.

I further certify that said corporation has not filed Articles of Dissolution.

*Given under my hand and the
Great Seal of the State of Florida
at Tallahassee, the Capital, this
the Twenty-first day of June, 2023*




Secretary of State

Tracking Number: 7952141793CU

To authenticate this certificate, visit the following site, enter this number, and then follow the instructions displayed.

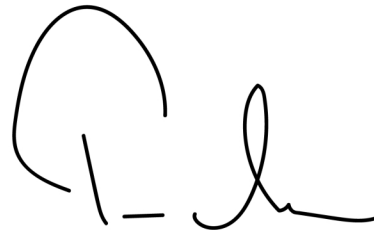
<https://services.sunbiz.org/Filings/CertificateOfStatus/CertificateAuthentication>

State of Florida

Woman & Minority Business Certification

GovRates, Inc.

Is certified under the provisions of
287 and 295.187, Florida Statutes, for a period from:
12/08/2021 to 12/08/2023



J. Todd Inman
Florida Department of Management Services

GovRates

From: OSDCert@dms.myflorida.com
Sent: Wednesday, December 8, 2021 10:39 PM
To: GovRates
Subject: Online Registration: Minority Certification Validated
Attachments: OSD_MBE_Certificate.pdf

December 08, 2021

Dear Jenny Mantz:

Congratulations! Your certification for a woman-, veteran- and/or minority owned Florida business enterprise has been reviewed, is granted and hereby effective for a period of two years from today's date. Please take some time to review the Office of Supplier Diversity's section of the website at <http://www.dms.myflorida.com/osd> to learn more about the benefits of being certified; how to do business with the state, regional and local government; OSD regional events; mentor and loan programs for CBEs and more. Our team is here to help your business succeed as a Florida CBE.

Your business entity's state certification, designated as WOMAN OWNED and ASIAN AMERICAN, is relevant when providing the following goods and/or services to the agencies or businesses that hire you.

- 77101705 - Environmental economics advisory services
- 80101504 - Strategic planning consultation services
- 80101601 - Feasibility studies or screening of project ideas
- 80101603 - Economic or financial evaluation of projects
- 80101604 - Project administration or planning
- 83101500 - Water and sewer utilities
- 84121803 - Government bonds
- 93151501 - Public enterprises management or financial services
- 93151602 - Government budgeting services
- 93151605 - Government finance services

If, or when your business should supply other products or services, the contracting entity will not get credit for their Certified Business Enterprise participation in that business transaction. Therefore, it is important to most accurately select the commodity codes associated with all products, goods and services your business can provide. You can review these codes in MyFloridaMarketPlace.com.

As a state Certified Business Enterprise, you are encouraged to actively bid in the participating state purchasing programs.. Some of the participating entities have certification eligibility criteria unique to those of the reciprocal certification network. As a result, some program offices may ask you to submit additional documentation before you are eligible to bid as a CBE with that jurisdiction or organization. Please contact that organization directly with questions about their requirements for eligibility.

Florida laws require that the Office of Supplier Diversity be advised of any and all changes in the company's status occurring within 14 days of the transfer of ownership or change in management or ownership taking place. This law is applicable throughout the effective certification dates.

Questions concerning your CBE certification may be directed to the Office of Supplier Diversity at (850) 487-0915 or email us at OSDhelp@dms.myflorida.com."

Sincerely,

Florida Department of Management Services
Office of Supplier Diversity
4050 Esplanade Way, Suite 380G
Tallahassee, FL 32399-0950

If you have any questions or concerns about procurement opportunities, please call the MyFloridaMarketPlace customer service line at 1-866-352-3776.

**Response to
RFP No. 2023-32:
Professional Services
for City Fees, Rates,
Methodologies and
Assessments**

