



PROFESSIONAL SERVICES FOR CITY FEES, RATES, METHODOLOGIES AND ASSESSMENTS



RFP NO. 2023-32

PREPARED FOR:
City of North Port, Florida

PREPARED BY:
Stantec Consulting Services Inc.

JUNE 26, 2023

CITY OF NORTH PORT

RFP NO. 2023-32

Professional Services For City Fees, Rates, Methodologies And Assessments

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TAB 1

Transmittal Letter

City of North Port, Finance Department - Purchasing Division
Keith Raney, Contract Administrator II
4970 City Hall, 3 RD Floor, Suite 337
North Port, Florida 34286

**RE: RFP NO. 2023-10 City of North Port Vulnerability
Assessment and Adaptation Plan**

Dear Members of the Selection Committee:

The Stantec community unites more than 26,000 employees working in over 400 locations. For this project, we will utilize members of our Financial Services Practice. We have specifically designed our project team to provide the City with the dedicated, experienced resources to best conduct the requested services in a timely manner that addresses each of the City's unique issues and areas of emphasis. The qualifications included herein are in response to the following services, as identified on page 22 of the City's Request for Proposals:

1. Utilities User Fees
2. Utilities Miscellaneous Fees
3. Water and Wastewater Capacity Fees
4. Road and Drainage District Fees
5. Solid Waste Fees
6. Fire District Fees
7. Impact Fees

Members of Stantec's Financial Services Practice have completed over 1,200 financial and rate related studies for local governments, special districts and utilities.

Firm Organization. Stantec Consulting Services Inc. (Stantec) is a New York corporation formed in 1929 with offices located across the globe, including Tampa, Florida where all work provided under this contract will be managed. Our team for this study will be led by Project Manager Peter Napoli, who has over 8 years of experience conducting similar studies, and Senior Advisor Andrew Burnham, who has worked with the City for the past 15 years on a variety of fee and rate related studies.

Background. Stantec's Financial Services Practice is home to an impressive amount of experience and knowledge, including 30+ professional consultants with over 300 years of combined experience. It is this deep bench of experience that brings value to your project. As a group, we work together and learn from each other's experiences. This combination of diverse backgrounds and experience has made us who we are today – a trusted source to 250+ communities in providing independent and objective financial management services to local governments and utilities throughout the country. This sharing of knowledge and observed best practices will be brought to your project as well. Our focus is on helping you develop comprehensive and balanced solutions to your utility management needs relevant to this study.

Understanding & Approach. Providing utility and other government services is complex, and attention to both the management of utility services and the administration of rates, fee and charges is increasingly important. The City provides critical utility and other governmental infrastructure to its residents and businesses, and needs to recover costs efficiently and equitably, while maintaining affordability. Our role is to help the City obtain the resources needed, to do so in a way that makes sense and is fundamentally fair, and to help communicate the need for any rate, fee or assessment changes in ways the community can understand and embrace.

To conduct the analyses requested under this contract, we will use our integrated modeling system, Financial Analysis and Management System (FAMS). Our modeling system and interactive process will allow us to conduct the study in the most timely and cost effective manner possible. It is comprehensive, easy to use, and was built and developed in MS Excel to be easily customizable to reflect the unique dynamics of each utility or set of enterprise fund, revenue fund or special district activities. We use this FAMS modeling system and approach with utilities throughout the country, and we are confident that your staff will enjoy the experience – it is unlike any other.

Industry Expertise. We have a tremendous amount of experience with and knowledge of a variety of accepted ratemaking and cost of service methodologies, including practices and approaches identified in American Water Works Association Manuals M1 and M54, and Water Environment Federation MOP 27, as well as accepted industry practices in various parts of the country. Several members of our team are active members of AWWA Rates and Charges Committee and were contributing authors to the most recent edition of M1. We also have over 15 years of experience in the development of special non-ad valorem assessments for cities, counties and special districts in Florida, including the provision of expert witness testimony at the District Court and Florida Supreme Court level in a case that established a new availability methodology for fire assessments in Florida.



Local Experience. Our project team has extensive experience working in Florida, including recent and relevant work with the City of North Port conducting Road & Drainage Fee Studies, Fire Rescue Assessment Fee Studies, and a Solid Waste Rate Analysis. We are familiar with the local standards for ratemaking, as well as local legislative requirements for developing rate and financial plans for your districts and utilities.

Summary. Our breadth of local and national experience and our interactive modeling process are a unique combination. Our team provides the City with:

- ✓ Nationally recognized stature in utility ratemaking and a leading firm regarding special assessments
- ✓ Experience with rate, fee, assessment and financial management practices in Florida
- ✓ A powerful, easy-to-understand, and customized Microsoft Excel-based modeling system
- ✓ Excellence in stakeholder education and public engagement
- ✓ Commitment and availability of resources to complete the study in a timely fashion

We look forward to the opportunity to continue working with the City. The proposal herein includes all information requested by the RFP. Please contact us if you have any additional questions.

Best Regards,

Peter Napoli
Consulting Manager



TAB 2

Approach to Project/Project Control/ Resources

TAB 2 - APPROACH TO PROJECT, PROJECT CONTROLS, AND RESOURCES

We understand that the City is requesting proposals for a variety of services related to rates, fees, assessments and methodologies. Stantec’s Financial Services Practice specializes in providing these services to local government and utilities across the country, with a high concentration of projects in Florida. For over 30 years, members of our team have provided these services in a timely manner, within allotted budget constraints. This section provides an overview of the project management techniques we employ in each study, details on project controls, availability of our resources, and finally, our approach to providing the services we are applying for with this proposal.

PROJECT MANAGEMENT & QUALITY CONTROL

Wouldn't it be reassuring if you could handpick your dream team for a project? Having the very best project management in place is essential to any successful project. At Stantec, we take pride in tailoring our teams to the specific project requirements, size, and complexity. Our experience enables us to anticipate possible problem areas and dedicate necessary resources where needed.

Our project teams are highly experienced in stakeholder coordination, contract administration, task staffing and scheduling, budget management, quality control/peer reviews, decision-making coordination, and timely status reporting and programmatic adjustments.

We'll work closely with you to understand the expectations for this project, to provide certainty in both project budgets and schedule, and to establish critical milestones and decision-making strategies for the study. **Together we'll become an integrated team**, confirming that your project runs smoothly and is delivered on time and on budget.

Budget Control: We know it's important to come in on budget. Our enterprise software application allows management of project expenditures through close monitoring. We draw on our extensive project knowledge base to provide early project scoping costs, updates, and final estimates to be sure we stay on budget.

Quality Control/Quality Assurance: At Stantec, we like to raise the bar on excellence. With our comprehensive quality program, we deliver services that have been through a detailed review, thereby limiting errors and omissions to provide you with high-quality products. We have the right approach to successfully deliver this project. From our preliminary meeting to the successful delivery of a project, our project plan will minimize risk and increase quality control. We know how important it is to keep everyone in the loop. That's why we have a strong process that creates clear and concise

communication between all team members, stakeholders, and, most importantly, you.

We have a dedicated quality control team member responsible for internal reviews of all data, assumption, and work products.

We highly encourage you to contact our references included in Tab 6 who can each attest to our team’s capabilities in managing projects within time and project constraints.

AVAILABLE RESOURCES

Stantec’s Financial Services Practice is comprised of over 63 highly qualified professionals specializing in local government and utility rates, fees, and charges. Our project team discussed in Tab 4 will be supported fully by the Practice, with back-up or reserve team members available at any point in time that additional resources are needed. The organization chart below demonstrates our full practice depth, while an organization chart later in the proposals shows the specific project team that will be assigned to the City’s contract. While we are under contract for other projects, we have dedicated the appropriate resources to the City of North Port to continue providing you with exceptional service.

APPROACH TO SERVICES

We have organized this section to address the specific service areas for which we are applying to provide services to the City, based on the numbered list on page 22 of the Request for Proposals, including:

1. Utility-Related Services (including #1 Utilities User Fees, #2 Utilities Miscellaneous Fees, and #3 Water and Wastewater Capacity Fees)
2. Road & Drainage (#4 Road and Drainage District Fees)



3. Solid Waste (#5 Solid Waste Fees)
4. Fire (#6 Fire District Fees)
5. Impact Fees (#9 Impact Fees)

It is important to understand that Stantec uses a common modeling platform across all services such that staff involved in multiple studies will easily understand our tools – including past studies we have conducted for the City for the Road & Draining District, Fire Rescue District and Solid Waste rates.

Stantec uses an interactive decision support process that engages both staff and your Commission. While our team will facilitate all aspects of the study and provide our industry expertise, we believe that input from the City is essential to achieving successful outcomes.

It is vital for the study to reflect the unique nature and specific needs of the City, and it is equally important that both City Commission and staff participate along the way. Our interactive process effectively facilitates this input in an efficient manner while providing transparency and ultimately a comprehensive look at our clients’ utility systems.

UTILITY-RELATED SERVICES

Utilities user fees, miscellaneous fees and capacity fee analyses can be accomplished in a single comprehensive rate study, as outlined herein, or in separate task orders. We have elected to show a single study here in order to simplify our proposal, but are willing and able to provide these services on an individual task order basis.

Task 1: Project Initiation

To initialize the study we will submit a data request to the City. Shortly thereafter, we will conduct a Kickoff Meeting with staff to:

- Familiarize our team with current practices and procedures
- Discuss goals and objectives of the study
- Discuss key issues, roles and responsibilities
- Confirm data requirements and discuss the data already received
- Finalize the project schedule, including milestones and deliverables

Once all data has been received, we will review it in detail – including reports, past studies, historical information, etc. Follow-up calls with staff will be made to ensure full understanding of all data received.

Task 2: Determine Revenue Requirements

We will prepare an analysis to determine the revenue required to support water and wastewater operations, including capital spending. We will use our financial model to develop long-term financial management plans (including 5-year near term and 10-year long term plans) and will identify projected annual revenue requirements and rate adjustments. Within the model, we will examine historical operating expenses, growth and consumption trends, alternative capital improvement spending levels, debt service coverage ratios, levels of operating and capital reserves, and other financial policies that drive the revenue requirements of the utility.

Through our experience with local and national municipal utilities, along with our participation in industry groups and rating agencies, we are uniquely able to provide insight and recommendations for certain key financial policies related to debt coverage, reserve levels, and capital funding strategies.

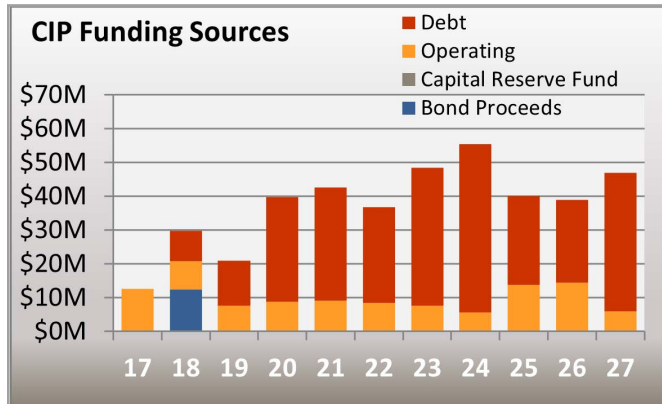
In addition to evaluating financial goals and objectives, we will also evaluate alternative demand projections, cost escalation factors, changes in usage patterns, elasticity of customer demand in response to rate increases, and other variables that could affect the financial performance of the utility. The models allow for the distinction of revenue types by customer class that can be grouped into fixed and variable components.

One item of particular importance in a utility’s financial plan is the projection of volumetric sales, especially as it relates to the possibility of adopting rate structure changes. Water consumption patterns are influenced by price signals, and this change in customer behavior can be enhanced by other non-price factors, such as rainfall and economic conditions. We will incorporate estimates of price elasticity and analyze estimates of the probable range of responses to different degrees of rate increases and rate structure changes. Additionally our project team will conduct a detailed analysis of historical water usage and weather patterns within the City that will be used to develop water usage forecasts utilized in the financial model.

The financial planning module provides a valuable capital planning tool which we will use to review the City’s projections for capital improvements, and to evaluate the impacts of alternative projects, costs, timing, and funding sources. For all scenarios reviewed, the financial planning module will develop a funding plan, including the identification of the amount, timing, and type of borrowing required as may be necessary. We will examine



the utility’s use of debt versus cash financing for capital improvements and build a financing plan to support a proper balance of debt coverage and rate stabilization over the planning period.



Closely related to this analysis is an examination of the adequacy of the City’s water and sewer system reserves. Adequate reserves are fundamental to achieving financial stability, and can help some systems to avoid sudden or disruptive rate adjustments in the face of unanticipated operating or capital needs or changes in demand. We will examine the City’s current reserve balances, taking into account City financial objectives, the age and condition of the City’s infrastructure, and industry standards, and incorporate these balances and alternative reserve policies into the financial planning model and the conversations we will have regarding financial sustainability.

Another key feature within the financial model is the evaluation and visualization of key financial performance indicators. We are very familiar with the criteria that the rating agencies are currently using, such as new matrices and scorecards to evaluate financial health of public utilities, and we can incorporate key criteria of interest to the City into the model.

Task 3: Conduct Cost Allocation Analysis

The cost-of-service module of our modeling system allows for the total cost of service and revenue requirements for the water and sewer utilities to be functionalized and distributed to customer classes. Each utility system’s cost of service and revenue requirements are functionalized to defined segments, which are then allocated to each class of customer based upon their characteristics or units of service. The following graphic was developed to assist our clients in the understanding of the various functions of a water system identified within a cost of service analysis.

We identify the most appropriate industry-accepted cost of service allocation methodologies, such as those defined by the AWWA and WEF, based upon available data, legal requirements, system configuration, service agreements, resources, customer base, demand and usage characteristics, local practice, and public policy objectives. We customize the cost of service module to employ the identified methodologies and concepts best suited for each utility system. Canton’s customer mix, demand characteristics, billing system capabilities, conservation programs, and other key priorities will inform the cost allocation process so that the results are both relevant and usable.

At the conclusion of the cost of service analysis, we compare the resulting allocation of revenue requirements to the revenue generated by the current rates for each customer class of each utility. To the extent current revenue recovery levels are not in line with the results of the cost of service allocation analysis, we evaluate alternative levels of revenue recovery by class of customer within the rate structure analysis that would better comport with the identified cost of service allocations. This may include reconfiguration of existing classes if that is important to achieving your objectives for equity administratively workable, and consistent with other utility management policies and priorities.

Task 4: Rate Structure Review and Design

To begin, we will review of the City’s current rate structures for each customer class and examine alternative rate structures using our rate design module. Based upon the annual revenue requirements identified in Task 2 and the cost allocation completed in Task 3, we will review and design at least two alternative rate structures for the water and wastewater systems.

The rate structures evaluated will be reflective of your objectives, such as enhancing revenue stability, being easy to understand, and easily administered by utility billing. Moreover, alternative rate structures will be evaluated to determine if they may better serve the City’s other public policy objectives relating to economic development, conservation, and affordability, while ensuring a fair and equitable distribution of costs. Any recommended rate structure will be compatible with the City’s current billing software. As part of the process we will evaluate the distribution of costs between the fixed and variable components of alternative rate structures, and will provide recommendations that are consistent with your cost recovery objectives, local practices, and reserve policies.



It is important to note that our analysis will include an allowance for price elasticity to account for changes in consumption patterns by your customers due to rate structure modifications. We will also review the impacts of peak demands on the cost of providing service and revenue recovery of the utility systems.

For each rate structure alternative, we will provide an analysis of the impacts to each customer class and bill impacts at various levels of consumption. Detailed customer impact analyses will be provided for all customer classes, and high level summaries of these results will be a critical tool for public presentation purposes.

We understand the difference between output necessary for the project team to make key decisions and the output necessary to communicate with the public. We will develop different types of tables and graphs to illustrate typical bills relevant to Canton’s customers and reflective of historical consumption patterns, and work with you to create output for use with the public and elected officials.

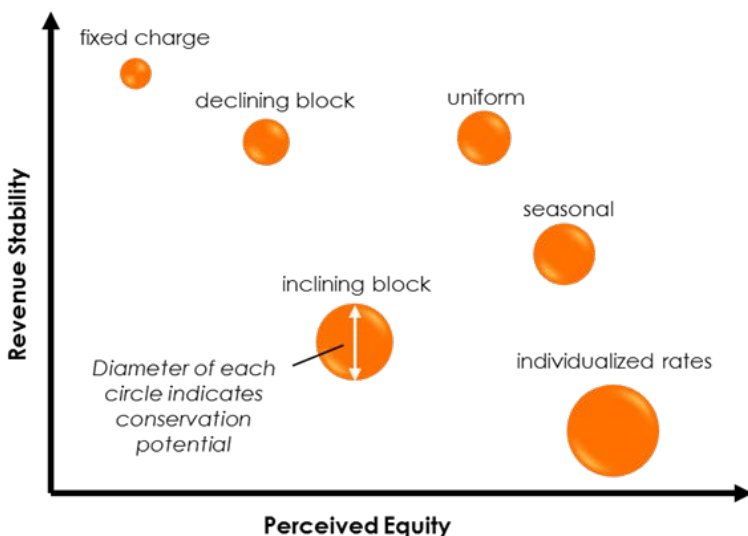
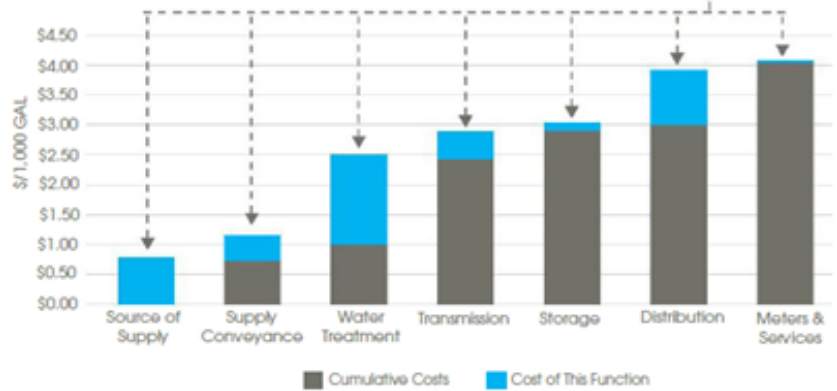
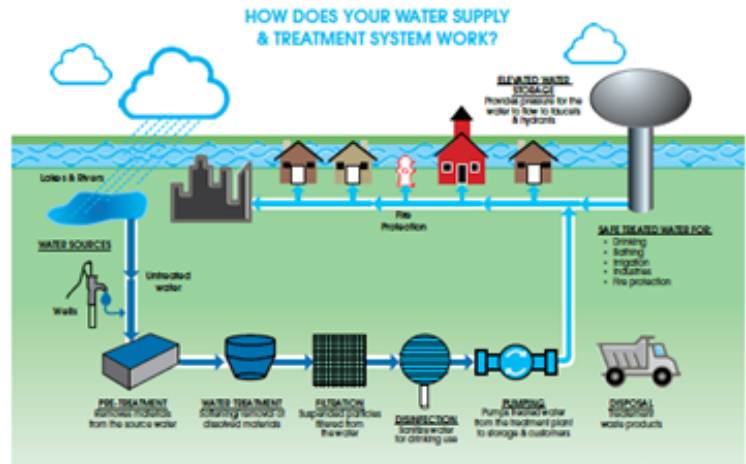
Throughout this process, we will work closely with staff to evaluate the best ways to recover the cost of services while minimizing the impact to your customers. To the extent that significant rate structure changes are necessary, we will develop a phased approach for the modifications such that customer impacts are moderated over a multi-year period rather than in a single change.

Task 5: Surveys & Benchmarking

During this task, our team will perform a benchmarking analysis of the rates of local communities including surveys comparing the rates, fees and rate structures of comparable water and wastewater utilities to the rates recommended

during the study. This analysis is often necessary to address questions from key stakeholders, including elected officials, related to how your rates compare with peer communities.

Benchmarking can be used to assess performance objectively; expose potential areas for improvement; identify effective processes or management strategies, with a view to their adoption; and test whether key initiatives have been successful. **Our tools and experience make our team uniquely qualified to provide exceptional financial performance benchmarking.** Recognizing the valuable insights benchmarking provides to our clients, we have continually invested in and improved our Rate Survey Model and our financial management



benchmarking database, UtilitiWise. Our team understands and has analyzed industry trends in terms of rate structures, fees and financial management. We

The combination of benchmarking rates and financial reports can help to peel back the curtain to reveal your unique attributes, providing a complete picture of where you sit with your peers.

can give you an informed and unbiased perspective on your financial performance relative to your peers.

Our team understands that simply comparing water and sewer rates does not give an accurate picture of how one utility compares to its peers. It's more valuable to identify and understand the drivers of differences in the level of rates from one community to the next. To provide a more holistic comparison, our team will also review the City's financial position and performance relative to other utilities. **Our team has developed one of the largest repositories of financial metrics for the US water sector to help utility managers understand how they compare to other systems.** Our UtilitiWise data set is completely unbiased, comprises utilities from throughout the US, and reflects audited financial information.

We possess the analytical tools to review capital improvement spending, debt levels, remaining asset life and other financial metrics. To make the data relevant to you, we have the ability to cross-reference, correlate and compare utilities. We create custom tables comparing key financial performance indicators for the City to local and also similar systems. In addition, we provide standard reporting outputs including your financial ratios and comparisons to industry averages.

Task 6: Prepare Reports

The City will gain long-term value in a report that clearly and comprehensively documents the results of the study. We will first prepare a draft for your review, and once comments are received, we will incorporate them into a final report. The report provides a simplified and straightforward synopsis of the analysis, and includes appendices that contain a series of graphs, charts, and tables that provide the supporting details of the study described in the body of the report. The report will include a stand-alone Executive Summary for distribution, which often serves as an effective communication tool with stakeholders.

Task 7: Present to City Commission

At the conclusion of the study, we will participate in work sessions and public meetings that clearly explain the findings and recommendations of the study, as well as provide assistance with implementation.

Prior to public meetings with Commissions, we often provide presentations to your stakeholders to educate them on the rate study process, the drivers and key results, and how any proposed changes may affect them directly.

Optional Task: Provide Rate Model

At the conclusion of the study, we can provide you the modeling tools used during the study at no additional cost. The models are fully functioning Excel-based models, and can be used by staff for future updates. We will prepare customized user manuals for the modules of our system that you license as well as onsite training for staff to ensure the future beneficial use of the modules by the City. For each tab of the model, the user manuals present the purpose and important features, describe how to update each tab, and identify other tabs within the model that are dependent upon or linked to each tab.

ROAD & DRAINAGE SERVICES

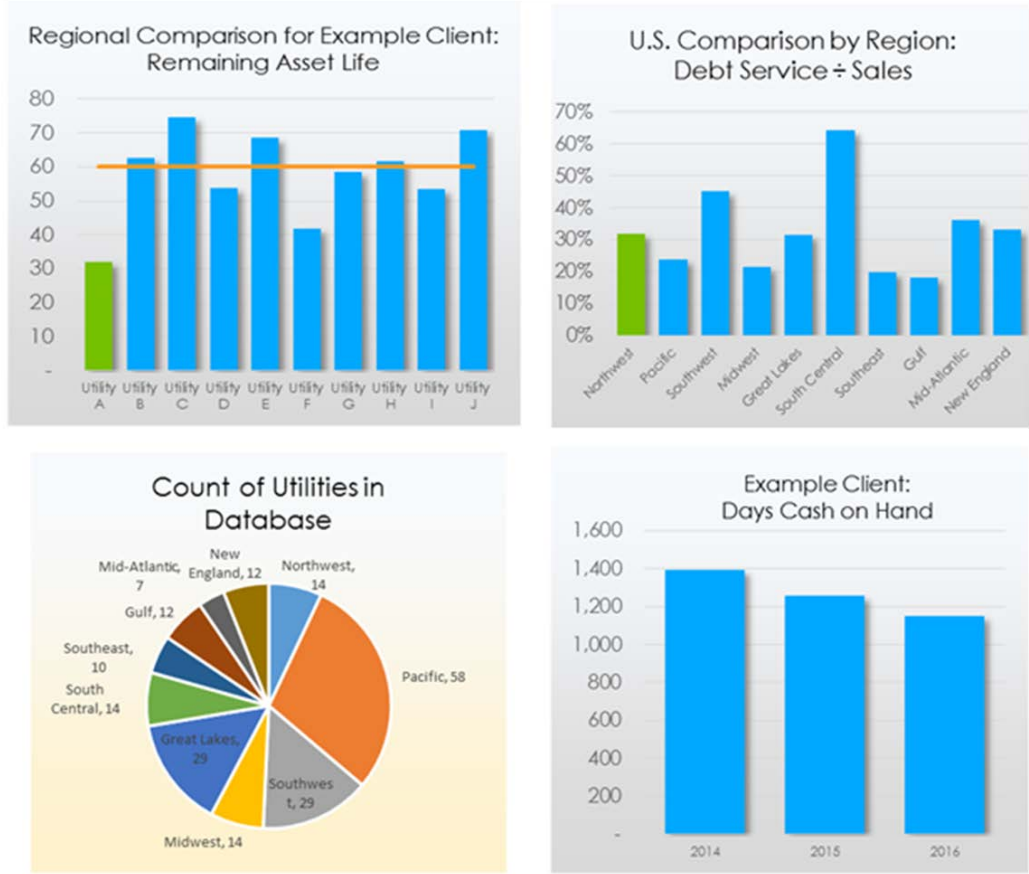
For a typical road and drainage assessment study, we use a two-phase approach. Similar to the approach outlined above, we use our interactive Financial Analysis and Management System (FAMS) model.

Phase I

To begin the study, we will meet with District and City staff in a planning meeting in order to discuss the alternative cost apportionment methodologies available, data requirements, timeline and finalize the scope of services. Throughout the study, we will use the City's official data as provided by the property appraiser and will not manipulate the data which will preserve the integrity of the actual assessment that will be billed on the real property tax roll. Over the many assessments that we have developed, we have adopted a strict policy of adherence to "official" data and we believe that it is critical to use independent, un-manipulated property data from the Property Appraiser. We will also develop the assessment using the same file that ultimately becomes, without manipulation, the file used to create the first class mail notices and the assessment role that is certified to the Tax Collector.



UtilitiWise Financial Benchmarking



When we have reviewed and discussed all data in detail, we will prepare a long term (ten year) financial plan for the funding of road and drainage services. To do so, we will use our interactive FAMS Assessment Model to develop alternative ten-year financial management plan scenarios for your road and drainage programs separately that will truly integrate the capital and financial planning processes of both programs. We will analyze current and historical budgets to determine the expenses (including capital improvements and equipment) that can be recovered through an Assessment Fee for roads and for drainage.

We will meet with City staff to discuss the potential methodologies that could be used and determine the methodology to be used in this study. The cost apportionment methodology for the roads component of the assessment will be different from the cost apportionment methodology for the drainage component. First a detailed analysis will be conducted to determine the appropriate allocation of all District costs to roads and drainage cost pools. Once the District costs have been allocated to roads and drainage, specific apportionment methods will be used to determine the

final assessments.

For roads the use of trip generation rates by property classes is typically used because trip generation rates are a good measure of the use of the roadway system and thus the benefit conferred on properties within the District; whereas, for drainage there are several cost allocation methodologies that can be considered. Some jurisdictions, mostly cities, use impervious surface as the primary allocation criteria to apportion drainage, or stormwater system, costs to properties.

However, in a district such as North Port’s, that has grown from a platted community with much vacant land to the developed City that it is now, an alternative method is often used. In this method the system is allocated into three primary service components, Primary System (lines and ditches that convey the waste from the District to the receiving water bodies), Secondary System (lines and swales that convey the drainage from the neighborhoods to the Primary System) and Tertiary System (swales and lines that collect the rainwater in the neighborhoods and convey it to the Secondary System).



Capital costs as well as operations and maintenance costs are allocated into these cost pools. An examination of the configuration of district properties is then performed to determine the percentage of each system component that benefits each property class, by location. Then these cost pools are used to allocate to specific properties for the drainage assessment. For both the roads and drainage assessments some large estate type properties may warrant special consideration due to the nature of the benefit derived by the properties. Also, for the drainage component special considerations must be determined to collect the costs of mowing the right of ways in swales from vacant properties.

Once the District costs have been apportioned to roads and drainage cost pools, we will develop alternative scenarios using the methodologies described in the previous paragraphs to allocate the appropriate amounts for roads and for drainage to properties in the District. Regardless of the methodology, in order to develop assessment fees by property class we will use the cost apportionment and assessment/fee modules of our FAMS model to properly apportion costs to cost pools, property classes and individual parcels and to explore alternatives. These alternatives will be reviewed in interactive work sessions with City staff and will include evaluation of the impact of the assessment upon property classes and upon specific properties within each class as required.

We will then present the assessment program findings to District staff and the Commission and prepare a Report of the analysis and proposed methodologies used during the analysis. The Report will include details of the budget analysis conducted as well as a detailed explanation of the apportionment methodologies reviewed and ultimately employed in the analysis. We will also prepare a comparative survey of the road and drainage of other similar communities to demonstrate how the City compares to its peers. Also, if requested, we will conduct community outreach and educational campaigns which include public workshops and meetings with stakeholders.

Phase II

If authorized, we will provide assistance with the assessment adoption and implementation process. We will assist the City with any required actions leading up to the approval process including the development of the required ordinances and resolutions, any required notices of hearing, participation in public hearings, and certification of the final assessment roll as required.

SOLID WASTE SERVICES

The approach to a solid waste rate study is similar to that for a water and wastewater rate study previously described. The primary exceptions being that water usage in the aggregate and by account is needed for a water and sewer rate study, but in a Solid Waste Rate Study, the billing units are accounts and the parameters of service by customer class. For instance, residential customers typically have one or two pickups per week of a specific number of specific sized containers. Therefore, the number of customers, number of pickups and number of containers are needed to allow for development of a proper rate structure and rates for the residential class.

In a similar manner, commercial customers may have container service like the residential class and some commercial/industrial customers may have dumpster service. In any event, the billing data required is similar: customers, number of pickups per week, number and size of containers or dumpsters per week.

Like in a water and sewer rate study, after initializing the project we will determine the revenue requirements for the test year for rate making in the context of a long term financial plan.

We will then conduct a cost of service analysis in which the revenue requirements are allocated to classes of service and to components of the rate structure. Then we develop specific rates for each customer class, and class of service within each class. For each rate structure alternative identified, we will provide an analysis of the impacts to each customer class and bill impacts for various classes of service. Detailed customer impact analyses will be provided for all customer classes, and high level summaries of these results will be a critical tool for public presentation purposes.

As in a water and sewer rate study, our team will perform a benchmarking analysis of the solid waste rates of local communities including surveys comparing the rates, fees and rate structures of comparable solid waste utilities to the rates recommended during the study. This analysis is often necessary to address questions from key stakeholders, including elected officials, related to how your rates compare with peer communities.

FIRE DISTRICT SERVICES

For a typical fire district assessment study, we use a two-phase approach. Similar to the approaches outlined above, we use our interactive Financial Analysis and Management System (FAMS) model.



Phase I

To begin the study, we will meet with District and City staff in a planning meeting in order to discuss the alternative cost apportionment methodologies available, data requirements, timeline and finalize the scope of services. Throughout the study, we will use the City's official data as provided by the property appraiser and will not manipulate the data which will preserve the integrity of the actual assessment that will be billed on the real property tax roll. Over the many assessments that we have developed, we have adopted a strict policy of adherence to "official" data and we believe that it is critical to use independent, un-manipulated property data from the Property Appraiser. We will also develop the assessment using the same file that ultimately becomes, without manipulation, the file used to create the first class mail notices and the assessment role that is certified to the Tax Collector.

When we have reviewed and discussed all data in detail, we will prepare a long term (ten year) financial plan for the funding of fire rescue services. To do so, we will use our interactive FAMS Assessment Model to develop alternative ten-year financial management plan scenarios for your Fire Rescue program that will truly integrate the capital and financial planning processes. We will analyze current and historical budgets to determine the expenses (including capital improvements and equipment) that can be recovered through an Assessment Fee for Fire Service.

We will meet with City staff to discuss the potential methodologies that could be used and determine the methodology to be used in this study. Once the eligible portion of the budget for Fire Rescue has been identified and the long-term financial plans have been established, we will develop alternative scenarios using the methodologies described in the previous section to allocate the appropriate amounts to properties in the District. Regardless of the methodology, in order to develop assessment fees by property class we will use the cost apportionment and assessment/fee modules of our FAMS model to properly apportion costs to cost pools, property classes and individual parcels and to explore alternatives. These alternatives will be reviewed in interactive work sessions with City staff and will include evaluation of the impact of the assessment upon property classes and upon specific properties within each class as required.

We will then present the assessment program findings to appropriate staff and the Commission and prepare a Report of the analysis and proposed methodologies

used during the analysis. The Report will include details of the budget analysis conducted as well as a detailed explanation of the apportionment methodologies reviewed and ultimately employed in the analysis. We will also prepare a comparative survey of the fire assessments of other similar communities to demonstrate how the City compares to its peers. Also, if requested, we will conduct community outreach and educational campaigns which include public workshops and meetings with stakeholders.

Phase II

If authorized, we will provide assistance with the assessment adoption and implementation process. We will assist the District with any required actions leading up to the approval process including the development of the required ordinances and resolutions, any required notices of hearing, participation in public hearings, and certification of the final assessment roll as required.

Impact Fees

When developing an impact fee program, there are many issues to consider. Impact fees have both financial and regulatory implications for a community and the approach used for each category of impact fee must be determined after a thorough investigation of acceptable methodologies. We believe that part of our job will be to fully understand your planning and growth management policies and goals and to tailor your impact fee program to most effectively achieve those goals.

Impact fees are charges which are assessed against new development in an attempt to cover the cost of providing capital facilities (infrastructure) needed to serve new development. Impact fees are the mechanism by which new growth can pay its way, minimizing the extent to which existing residents must bear the cost of new or expanded facilities which are necessitated by new residents.

Impact fees are typically based upon a formula, such as 1) an amount per square foot of new construction, 2) a land use criteria designating different fees for single family dwelling units, and commercial or office construction, and/or 3) a use based criteria such as water demand or meter size. Because impact fees are based upon the police power of local governments, they must be developed and managed in accordance with judicial standards that have evolved through case law.



The Growth Management legislation passed in 1985 enacted statutory guidelines which generally follow the rational nexus standard from case law. This rational nexus standard requires that the impact fee must 1) bear a reasonable relationship to the benefit received by those who pay it, 2) must not exceed the proportional share of the cost of new facilities or services needed to serve new development and must include credits for contributions the development will make toward deferring that cost, and 3) must be earmarked and expended in such a way as to ensure that those paying the fee receive benefit from that payment.

In addition to endorsement of the rational nexus standard as discussed above, the 1985 Growth Management legislation instituted a statutory growth management framework which specifically ties local permitting activity to the provision of adequate infrastructure relative to defined level of service standards which must be in place concurrent with the impact of new development. The impact of this "concurrency requirement" is that level of service standards are no longer just a planning tool, but are now a permitting threshold measure.

Impact fees cannot be legally used or charged for existing deficiencies relative to these accepted level of service standards. Therefore, impact fees can be only a partial solution to the funding source dilemma for capital facilities facing many local governments in Florida today.

There are a number of acceptable methods for calculating impact fees being utilized in Florida and throughout the Country. However, each of these methods produce different results when it comes to 1) total revenue received by the City, 2) who pays, 3) the program's potential effect on growth patterns within the City, and 4) public acceptance of the program. Therefore, it is our philosophy that each client is unique and the impact fee program that we recommend for them must be specific to their needs by reflecting their financial, planning and growth management goals.

Our approach to the development of impact fees focuses upon "level of service" as the defining benchmark to distinguish between the benefit derived from capital expenditures by new growth versus the existing population. For services where level of service standards have been adopted in the City's Comprehensive Plan, those standards are used as the benchmark. For services where a level of service standard has not been adopted, the existing level of service being provided serves as the benchmark. In such cases, to the extent that capital projects improve the current level of service, their costs cannot be included in the impact fee calculation. The impact fee calculation will be limited to the costs of projects necessary to provide the current or adopted level of service to new residents.



TAB 3

Qualifications of the Firm

3. Qualifications of
the Firm

Our practice covers a broad range of financial issues for our clients, listed here:

RATE STUDIES

- WATER & WASTEWATER
- RECLAIMED WATER
- STORMWATER
- ELECTRIC / GAS
- SOLID WASTE & RECYCLING
- GENERAL GOVERNMENT SERVICES

COST-OF-SERVICE ANALYSIS

- WHOLESALE/OUTSIDE-CITY RATES
- FUNCTIONALIZED COST ALLOCATION
- CUSTOM COST ALLOCATION MODELING
- COMPLEX REGIONAL COST-SHARING MODELS
- ASSET/RATE BASE ALLOCATION

LONG-TERM FINANCIAL & CAPITAL PLANS

- ESTABLISHING FINANCIAL GOALS AND OBJECTIVES
- MANAGING RESERVE LEVELS
- BOND FEASIBILITY PLANS
- LIVE WORKSHOP SCENARIO ANALYSIS
- SENSITIVITY ANALYSIS
- BOND RATING IMPROVEMENT PLANS

SYSTEM DEVELOPMENT FEES/CAPACITY FEES

- LEGAL COMPLIANCE EVALUATION
- BUY-IN FEE DEVELOPMENT
- INCREMENTAL FEE DEVELOPMENT
- EXPERT WITNESS ASSISTANCE
- HYBRID FEE APPROACHES
- DEVELOPER REIMBURSEMENT PLANS

BENCHMARKING

- PROPRIETARY U.S. DATABASE
- 100 DATA POINTS PER RECORD
- 50,000 TOTAL FINANCIAL METRICS (CURRENT)
- COMMON-SIZE FINANCIAL STATEMENTS
- 1, 3, & 5-YEAR INDUSTRY AVERAGES
- CUSTOM GROUP COMPARISONS

AFFORDABILITY

- INNOVATIVE, UNIQUE APPROACH ("WARI"[™])
- INDUSTRY-CHANGING TECHNIQUE
- MULTI-YEAR AFFORDABILITY METRICS
- OUTPUT TO HIGH-DEFINITION MAPS
- REGULATORY CASE SUPPORT
- LOW-INCOME PROGRAM DEVELOPMENT

SPECIAL ASSESSMENTS

- FINDING OF BENEFIT
- COST APPORTIONMENT METHODOLOGY
- ASSESSMENT METHODOLOGY
- PUBLIC OUTREACH
- PUBLIC NOTICES
- ASSESSMENT ADMINISTRATION



TAB 4

Project Team and Project Manager Experience

4. Project Team and Project
Manager Experience

TAB 4 - PROJECT TEAM AND PROJECT MANAGER EXPERIENCE

MANAGEMENT APPROACH

Having the best project management and leadership team in place is essential to any successful project. Pete Napoli, along with Andy Burnham as Project Director, will lead our services using the highest standards of the industry and Stantec’s Project Management Framework. Our project leadership is well known to the City and its stakeholders and are highly experienced in stakeholder coordination, contract administration, task staffing and scheduling, budget management, quality control/peer reviews, decision-making coordination, and timely status reporting and programmatic adjustments. Pete will work closely with you to understand the expectations for each project, to provide certainty in both project budgets and schedule, and to establish critical milestones and decision-making strategies for each study.

Frequent and timely communication between Pete and our entire team and key City representatives are vital to the success of each project. That’s why we have a strong process that creates clear and concise communication between all team members, stakeholders, and, most importantly, you. In person meetings, as well as virtual meetings through either Teams, WebEx, or GoToMeeting, are used frequently to provide progress updates and hold interactive review sessions. It is important to address specific communication needs such as obtaining approval on scope clarification or changes in a timely manner.

QUALITY CONTROL

At Stantec, we raise the bar on excellence. With our comprehensive quality control program, we deliver services that have been through a detailed review, thereby limiting errors and omissions to provide you with high-quality products. We have the right approach to successfully deliver every project – Project Manager oversight and subject matter experts with financial and technical expertise dedicated to performing internal quality control reviews with our team prior to any work products being submitted to the City. We also have a dedicated independent reviewer on our team to quality check all deliverables prior to issue. Periodically through each study, our team will meet with City staff to review work in progress.

SCHEDULE MANAGEMENT

Our team will work with you to develop a detailed schedule with tasks, subtasks, dependencies, predecessors, and key

This framework identifies the critical tasks that the Project Team must follow to manage risks and quality on a typical project. The ten points of the PM Framework are organized based on the four stages of project management: Initiate, Plan, Control, and Close-Out. These tasks represent the project requirements of our ISO 9001 Quality Management System.

THE FRAMEWORK

- 0 Prepare a proposal, including a preliminary Project Plan with scope, project budget, resources, deliverables, and schedule. Conduct and document an independent review of the final proposal.
- 1 Obtain written instructions to proceed and execute an approved written contract. Obtain written subconsultant agreements.
- 2 Prepare a Project Management Plan to an appropriate level of detail. Conduct/document independent reviews.
- 3 Establish hard copy and/or electronic project record directories. File project records.
- 4 Complete a Health, Safety, Security & Environment (HSSE) risk management assessment, document all projects involving field work.
- 5 Monitor the project management dashboard regularly. Follow best practices for managing project financials, including time, work in progress, accounts receivable, and estimates to complete.
- 6 Obtain the client’s written approval on scope of service changes in a timely manner.
- 7 Conduct and document a quality review of all final deliverables prior to issue.
- 8 Conduct and document an independent review of all final deliverables prior to issue.
- 9 Close off the project financials and close out the project files.

milestones, including interactive work sessions, stakeholder meetings, and draft deliverables using tools such as Smartsheet.

Collaborative development of the schedule with the project team keeps everyone aware of milestones and dependencies that must be prioritized and tracked to avoid schedule slip. Our team will be on top of the schedule modifications weekly. Our technology provides real time updates to schedules, so our clients always have access to an up-to-date schedule.

BUDGET CONTROL

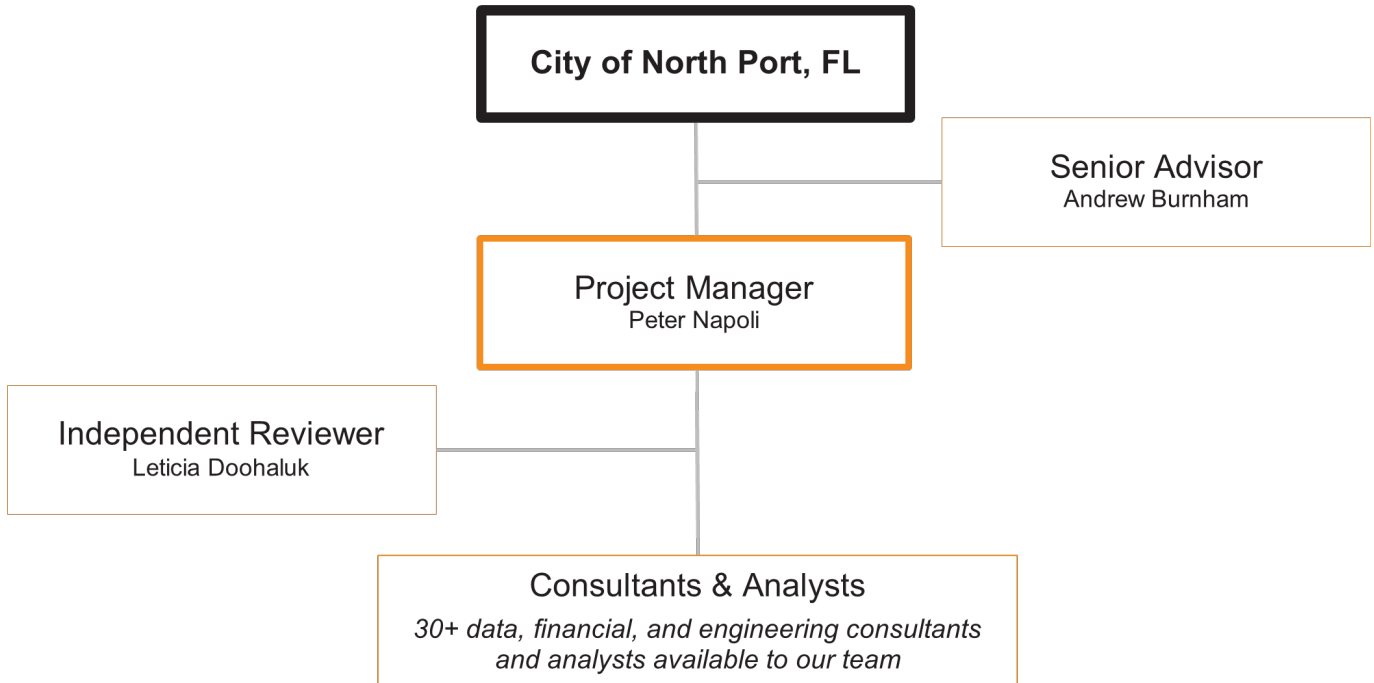
we know it’s important to come in on budget. For all projects, oracle project management dashboard will be used to monitor project financials, time charges, work in progress, estimate to complete and invoice tracking. Our team accesses these tools weekly to track project costs and provide regular updates to be sure we stay on budget.



ORGANIZATIONAL CHART

We are pleased to present the City with a complete and well-rounded project team. Our carefully selected project team has a depth of experience in providing the requested services – including valuable experience working directly with the City on past updates to the Fire Assessment and Road & Drainage Fee.

Resumes for all project team members identified below are presented on the following pages.





ANDREW BURNHAM

ROLE ON PROJECT:

Project Director, Senior Advisor

YEARS WITH STANTEC // 19
TOTAL YEARS OF EXPERIENCE
// 21

EDUCATION:

Bachelor of Business
Administration, Lake Superior
State University, Sault Ste.
Marie, Michigan, 2000

MEMBERSHIPS

Rates and Charges Committee,
American Water Works
Association

PUBLICATIONS & PRESENTATIONS

Money Matters- Utility Cash
Reserves, Journal AWWA, 2018
(co-author)

Can Conservation Rates be
Tied to the Cost to Serve?,
American Water Works
Association Annual Conference
& Exposition, Philadelphia, PA,
2017.

Reclaimed Water Expansion:
An Approach that Makes Sense,
AWWA Annual Conference &
Exposition, Philadelphia, PA,
2017.

Andy is the Vice President and Leader of Management & Technology Consulting. He has extensive experience in personally conducting and overseeing cost of service allocations, long-term financial planning analyses, and development of alternative rate structures for a variety of utility systems, including water, wastewater, reclaimed water, stormwater, solid waste, recycling, electric, and natural gas. He's led over 500 studies for 150+ local governments and has supported our clients in the issuance of \$4 billion of bonds for projects in the past 5 years.

PROJECT EXPERIENCE

Fire District Financial Analysis | North Port Fire Rescue District, FL

Andy has served as the Project Director overseeing the financial sustainability analysis for the Fire Rescue District in which we deliver an annual financial plan for the District's fire assessments and ensure the tax roll reflects the latest property appraiser data. During the project we facilitate a decision support process with City Management and the City Commission to understand strategies that need to be undertaken to ensure long term financial sustainability. As part of the City's annual budget process, Andy ensures the proper assumptions are made in the Fire Rescue District financial model. In addition, Andy reviews the results from the updated City's property database to estimate the fire assessment revenue and support the City's budget process.

Utility Rate Services | City of Clearwater, FL

Andy has served as project manager for the City's annual water, sewer, reclaimed water, solid waste, and recycling and stormwater rate studies. Each year, he oversees a detailed analysis of historical customer demand data, including the development of multi-year projections of the same based upon current economic and environmental conditions. As part of each study, a multi-year financial forecast and rate adjustment plan is developed for each utility. Mr. Burnham also developed rate structures for the City that ensure fair and equitable rates and conformance to accepted industry practice and legal precedent. Each study included presentations of the results to City management, elected officials, and stakeholders.

Fire Assessment Services | City of Stuart, FL

Andy served as Project Director overseeing the creation and annual tax roll update for the City's Fire/Rescue program. The City's current fire assessment program is based on the "availability" methodology and was successfully implemented by our team in 2014. Property appraiser's database updates include splits, merges, deletions, and additions of new parcel ID's. Andy created the unique process for utilizing special fields from the property appraiser's data to update the City's assessments annually and ensured the formatting of our databases match the special requirements of the County tax collector for inclusion on the tax bill. Additionally, analysis is performed annually by Andy and our team to estimate the revenue generated by the City's fire assessment program and assist the City in considering rate adjustments.

Utility Rate Services Pinellas County, Florida (Project Manager)

Andy has served as the Project Director for the County for over ten years, including a comprehensive Water, Wastewater and Solid Waste Rate Study and several annual updates. During these studies, Andy has used our financial modeling systems to develop ten year financial plans for each of the separate water, sewer and solid waste enterprise funds. He has also conducted a benchmarking analysis of selected cost categories, assisted County staff in evaluating the underlying cost of operations, and conducted detailed cost allocation and overhead studies for the Utilities Department.





Peter Napoli

ROLE ON PROJECT:

Project Manager, Technical Lead

YEARS WITH STANTEC // 8
TOTAL YEARS OF EXPERIENCE
// 8

EDUCATION:

Bachelor of Business Administration in Finance, University of North Florida, Jacksonville, Florida, 2015

Pete is a Senior Manager with the Stantec Financial Services team and has over 8 years of municipal financial consulting experience. He has become one of the leaders of our General Government Practice with a focus on general fund financial sustainability modeling, and the development of fair and legally defensible special assessment programs. Pete has served as Consultant and Project Manager in the development of numerous financial forecasts, impact fee programs, and special assessments using our interactive, decision support modeling process for various public agencies. He's demonstrated the ability to effectively communicate the results of our work in public meetings and to key stakeholders.

PROJECT EXPERIENCE

Stormwater Assessment Services | City of Fort Lauderdale, FL

Pete serves as the technical lead overseeing the creation and annual tax roll update for the City's stormwater assessment program. The City's current stormwater assessment program is based on an impervious surface and trip generation methodology and was successfully implemented by our team in 2021. Property appraiser's database updates include splits, merges, deletions, and additions of new parcel ID's. Pete created the unique process for utilizing special fields from the property appraiser's data to update the City's assessments annually and ensured the formatting of our databases match the special requirements of the County tax collector for inclusion on the tax bill. Additionally, analysis is performed annually by Pete and our team to estimate the revenue generated by the City's stormwater assessment program and assist the City in considering rate adjustments.

Fire Assessment Study | City of Coconut Creek, FL

In 2021, Pete assisted the City of Coconut Creek with an update of its fire assessment program. The study included the development of revenue requirements, cost of service allocations by customer class, and property impact analysis for the City's fire rescue assessment program update. The City had historically contracted fire rescue service through the City of Margate and funded their inter-local agreement with fire assessments. As part of the study, Pete incorporated the creation of the City's own fire rescue department and ensured the new operating and capital requirements were met by the assessment program.

Impact Fee Study | Fort Myers, FL

Pete served as our Project Manager and technical lead for the creation of the City's Law Enforcement impact fees. Pete worked with the Law Enforcement (Police) department staff to understand the existing level of service, and the future demands that growth will place on their systems. Pete developed a modern, equitable and understandable impact fee structure that would recover the cost of new development's capital expansion needs for a 10-year period. The fee structure will be considered for adoption by the City Council in the near future.

Fire & EMS Assessment Study | Okeechobee County, FL

In 2022, Pete assisted Okeechobee County with an update of its fire and EMS assessment programs. The study included a cost-of-service component calculated based on the last three years of Calls for Service which re-aligned costs to customer classes that used fire and EMS services. Additionally, the City had plans to absorb the City of Okeechobee's fire department and include City properties in the assessment programs for the first time. Pete ensured that the property appraiser's data was correctly processed and that the scenarios involving the City assessments were accurately presented to the Commission for consideration.





LETICIA DOOHALUK

ROLE ON PROJECT:

Independent Reviewer

YEARS WITH STANTEC // 11

TOTAL YEARS OF EXPERIENCE

// 18

EDUCATION:

Master of Business Administration, Specialization in Finance, 2005, Rollins College, Winter Park, FL

Bachelor of Science in Business Administration, 2003, University of Florida, Gainesville, FL

Leticia has over ten years of municipal management consulting experience. She has conducted and overseen several types of general fund analysis, integrated financial sustainability studies, utility rate analysis, and special assessment studies. Leticia specializes in long-term financial plan/sustainability, capital finance planning, bond feasibility, state loan applications, system development / impact fees and cost of service. Her experience includes general government, water, wastewater, solid waste, stormwater and electric utilities.

PROJECT EXPERIENCE

Independent Reviewer | Various Clients, FL

Leticia routinely serves as an independent reviewer for our assessment, rate studies, and general fund work, including:

- City of Lake Worth Beach, FL Utility Rate Studies
- Alachua County Fire Assessment
- City of Venice, FL Stormwater Assessment
- City of North Port, FL Fire Assessment
- City of North Port, FL Road & Drainage Assessment
- City of Sarasota, FL Utility Rate Studies
- City of Stuart Fire Assessment

Fire Assessment Study | City of Ft Myers, FL

In 2021, Leticia assisted the City of Ft Myers with an update of its fire assessment. Although the City had implemented its assessment in 2015, fire fees had not been updated since 2017. As such, the study included a cost-of-service component calculated based on the last three years of Calls for Service which re-aligned costs to customer classes that used fire services the most. Furthermore, given that fire services are provided as part of the City's General Fund (not a separate fund) this study evaluated the impact of multiple levels of cost recovery (fee levels) to the City's General Fund. As part of this Study, Leticia assisted the city in increasing its fire assessment cost recovery from \$4.4M to \$11.5M.

Fire Services Funding Evaluation Study | Union County, North Carolina

Leticia served as the Lead Consultant on this analysis that evaluated the funding of Fire Services and developed an alternative to the existing funding within the County. Within Union County, there are 17 private corporations operating as Fire Departments (Districts). The majority of these Districts' funding comes from Fire Fee Districts, whose fees are annually established by the Board of County Commissioners, collected by the County and remitted to the Fire Districts. Two of these Departments are funded by Rural Fire Protection Districts and three are funded by Fire Service Districts. Numerous scenarios were evaluated and discussed with stakeholders, and our ultimate recommendation was a Countywide Unincorporated Fire Service Tax District.

Utility Rate Study and Bond Feasibility | Town of Cary, North Carolina

In support of the Towns' water and wastewater Series 2015 Bond issuance, Leticia developed a multi-year financial forecast/analysis. The analysis included a capital financing plan that compared alternative financing options for capital projects in order to minimize the rate impacts on existing rate payers as well as to comply with existing bond covenants. In support of the Town's water and wastewater 2017 Bond, Leticia performed a second feasibility study for the Town. The Town has updated its water and wastewater multi-year financial analysis annually since 2014, and Leticia continues to serve as the project manager for these annual updates.



TAB 5

Proficiency With Similar Systems And References

TAB 5 - PROFICIENCY WITH SIMILAR SYSTEMS AND REFERENCES

Detailed descriptions of key projects completed in the past 3 years in the state of Florida are presented on the following pages. Each project includes a detailed description of the services provided along with dates, fees, and contact information.



CONTACT

Scott Titus

District Fire Chief
North Port Fire Rescue 4980
City Center Blvd. North Port,
FL 34286
(941) 240-8151
stitus@cityofnorthport.com

DATES OF SERVICES

2012 - Present

PROJECT MANAGER

Peter Napoli

FIRE PROTECTION ASSESSMENT STUDY AND UPDATE

CITY OF NORTH PORT, FLORIDA

In 2012, Stantec completed a Fire Service Assessment program for the City's Fire Rescue District. Our team met with City staff to evaluate alternative assessment methodologies to be used to develop fair and equitable Fire Services assessments to recover the cost of the City's Fire Service District. We reviewed and analyzed the City's Fire/EMS budget, performed a cost allocation analysis to isolate the fire services costs, compiled historical calls by property type, worked with the Sarasota County property appraiser to identify and compile the necessary property data, as well as growth and other required information. We identified cost recovery options for the City to explore strategies to ease the burden on City residents and tested each scenario for revenue sufficiency over a ten-year projection period.

Since the adoption of the assessment program in 2012, the City has retained Stantec to provide an annual financial plan update that evaluates the sufficiency of the adopted assessment rates to cover operating and capital requirements. Each year we conduct a series of interactive work sessions with City staff and informational sessions with the Commissioners in a public setting to support their decision-making process in regards to assessment rate setting.

Additionally, we are tasked with annually updating the databases that transmit the final assessment bills for each property in the City to the City tax collector. We have used a similar process to develop a cost apportionment methodology supporting a road and drainage assessment program for the City.





CONTACT

Cheryl Anderson-Ellis Assistant Director of Finance and Administration

P.O. Box 5038
Gainesville, FL 32627
(352) 384-3122
canderson@alachuaCounty.us

DATES OF SERVICES

2017-Present

PROJECT MANAGER

Peter Napoli

FIRE PROTECTION ASSESSMENT STUDY AND UPDATE

ALACHUA COUNTY, FLORIDA

In 2017, Stantec was retained by Alachua County, Florida to prepare a 10-year Financial Management Plan and prepare an Assessment Methodology study for the County's Fire Rescue Division. The Fire Rescue Division had historically been funded through a Municipal Services Taxing Unit (MSTU), which provided the majority of the Division's revenues through an Ad Valorem property tax rate. As costs within the Division have increased over time, the millage rate applied to the MSTU has also increased. Several small incorporated Cities within the County were members of the MSTU as they rely upon the County Fire Rescue Division for services. In 2017, the County and member MSTU Cities were potentially facing increasing combined millage rates that would surpass the 10-Mil cap imposed by State Law. The County wished to explore the possibility of eliminating the Fire MSTU millage and replacing it with a Municipal Services Benefit Unit (MSBU) which would charge for the service based upon a non ad-valorem assessment fee. The MSBU and assessment fee would relieve the millage cap concerns of the small Cities within the MSTU and provide the County with a more stable revenue source for Fire Rescue services that would not fluctuate with property value cycles.

Stantec first performed a 10-year Financial Management Plan for the Fire Rescue Division utilizing our FAMS-XL financial model, identifying the necessary revenue requirements of the Division over the projection period. The plan contained the expected escalations in operating costs, as well as the necessary capital improvements including equipment replacements, station construction, and new vehicles. The projection revealed a need for enhanced revenues over the existing MSTU levels, which confirmed the need for an increased millage rate, or an alternative revenue source.

Multiple options of Fire Assessment programs were presented to the Board of County Commissioners (BoCC), and they ultimately chose a methodology that would be the most progressive assessment program possible by reducing the impacts to the lowest income properties within the MSBU. The BoCC performed workshops at each incorporated County that would be a member of the MSBU in which Stantec presented the case for the need of the assessment program, and generated buy-in from each County as well as the BoCC. The County ultimately adopted the assessment program and obtained relief from the millage cap issue for the small MSBU member Cities. The County has continued to retain Stantec to perform annual updates to the assessment roll for inclusion on TRIM notices, as well as the final tax bills for all properties within the MSBU.





CONTACT

Connie Barron
Assistant City Manager
1015 Cultural Park Blvd. Cape
Coral, FL 33990
(239) 574-0448
cbarron@capecoral.net

DATES OF SERVICES

2001-Present

PROJECT MANAGER

Peter Napoli

FINANCIAL SUSTAINABILITY ANALYSIS AND FIRE ASSESSMENT

CITY OF CAPE CORAL, FLORIDA

In FY 2013 we conducted an interactive financial sustainability analysis for the City. We determined that the City was facing a significant cash flow shortfall of approximately \$17.0 million per year and that reserves would be depleted within two years. We conducted several interactive work sessions with City staff and the City Council and ultimately assisted the City in developing a solution that involved three components: 1) a fire assessment at 64% cost recovery, adoption of a public service tax on electricity usage of 7%, and a reduction in millage of 1.0 mil. We have subsequently performed annual updates and are assisting the City in bring salaries back to market levels and increasing FTEs to levels necessary to provide the desired levels of service.

As a result of the financial sustainability analysis described above, we also developed a new Fire Assessment Program for implementation by the City. We met with City staff to evaluate alternative assessment methodologies to be used to develop fair and equitable fire services assessments to recover the cost of the City's fire service program. Utilizing our Benefit Assessment Module of FAMS-XL, we compiled and sorted the property data and allocated costs between property

types. We tested each scenario for revenue sufficiency over a ten-year projection period. We conducted several interactive work sessions with City staff and informational sessions with City residents.

The methodology was challenged by eight (8) interveners during a bond validation hearing for the Fire Assessment Program and our Project Principal, Mr. Burton, provided written and oral expert witness testimony in support of the methodology used. The Circuit Court found in the City's favor, validating the appropriateness of the methodology. Subsequently, one of the interveners appealed the Circuit Court decision to the Florida Supreme Court where, after hearing oral arguments, the Court found in favor of the City, thus affirming the validity of the methodology that we developed and used in the fire assessment program for the City.

Since the adoption of the assessment methodology, the City has retained Stantec in each year to update the City's General Fund Financial Management Plan, and to calibrate the necessary Fire Assessment rates and revenues to maintain the cost recovery as adopted by the City.



TAB 6

References

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: Stantec Consulting Services Inc.

Name of Contact Person/Title: Stockton Whitten / City Manager, City of Cocoa, FL

Telephone# 321-433-8800 Fax N/A E-mail swhitten@cocoafl.gov

Address 65 Stone Street Cocoa, FL 32922

Phone Number (321) 433-8800 Discipline: Management/Financial Services

Duration of Contract or business relationship 2009 - Present

Type of Services Provided Utility rate studies, general fund forecasting, special assessments.

2. Business/Customer Name: Stantec Consulting Services Inc.

Name of Contact Person/Title: Jay Ravins / Finance Director, City of Clearwater, FL

Telephone# (727) 562-4530 Fax N/A E-mail Jay.Ravins@myclearwater.com

Address 112 S. Osceola Avenue, Clearwater, FL 33756

Phone Number 321-433-8800 Discipline: Management/Financial Services

Duration of Contract or business relationship 1995 - Present

Type of Services Provided Utility rate studies, general fund forecasting.

3. Business/Customer Name: Stantec Consulting Services Inc.

Name of Contact Person/Title: Suzanne Sherman / City Manager, City of Palm Bay, FL

Telephone# (321) 952-3413 Fax N/A E-mail Suzanne.Sherman@palmbayflorida.org

Address 120 Malabar Road, SE Palm Bay, FL 32907

Phone Number 321-952-3411 Discipline: Management/Financial Services

Duration of Contract or business relationship 2017 - Present

Type of Services Provided Utility rate studies, general fund forecasting, impact fees, special assessments.

BUSINESS NAME: Stantec Consulting Services Inc.

NAME AND TITLE (PERSON AUTHORIZED TO BIND THE COMPANY): Peter Napoli, Manager

SIGNATURE:  DATE: June 26, 2023

THIS PAGE MUST BE SUBMITTED WITH PROPOSAL

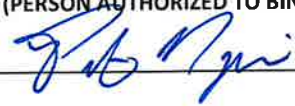


REQUEST FOR PROPOSAL NO. 2023-32
PROFESSIONAL SERVICES FOR CITY FEES, RATES, METHODOLOGIES AND ASSESSMENTS

4. Business/Customer Name: Stantec Consulting Services Inc.
Name of Contact Person/Title: Mandy Hines / County Manager, DeSoto County, FL
Telephone# (863) 993-4800 Fax N/A E-mail m.hines@desotobocc.com
Address 201 East Oak Street, Suite 201 Arcadia FL 34266
Phone Number 863-993-4800 Discipline: Management/Financial Services
Duration of Contract or business relationship 2016 - Present
Type of Services Provided Utility rate studies, impact fees, special assessments.

5. Business/Customer Name: Stantec Consulting Services Inc.
Name of Contact Person/Title: Mark Mason / Finance Director, City of Cape Coral, FL
Telephone# (239) 574-0497 Fax N/A E-mail mmason@capecoral.gov
Address 21015 Cultural Park Blvd, Cape Coral, FL 33990
Phone Number (239) 574-0401 Discipline: Management/Financial Services
Duration of Contract or business relationship 2012 - Present
Type of Services Provided Utility rate studies, general fund forecasting, charter school forecasting, special assessments.

6. Business/Customer Name: _____
Name of Contact Person/Title: _____
Telephone# _____ Fax _____ E-mail _____
Address _____
Phone Number _____ Discipline : _____
Duration of Contract or business relationship _____
Type of Services Provided _____

BUSINESS NAME: Stantec Consulting Services Inc.
NAME AND TITLE (PERSON AUTHORIZED TO BIND THE COMPANY): Peter Napoli, Manager
SIGNATURE:  DATE: June 26, 2023

THIS PAGE MUST BE SUBMITTED WITH PROPOSAL



TAB 7

Litigation and Insurance

TAB 7 - LITIGATION AND INSURANCE

There are no unsatisfied judgments or arbitration awards outstanding against Stantec. Stantec does have some legal proceedings, lawsuits, or claims pending. These are a normal part of professional services industries. All have been reported to Stantec's insurers who are in the process of adjusting/managing them. None will have a material effect on the financial position of the company or its ability to undertake this assignment. Perhaps of greater comfort to our clients is the fact that Stantec seeks to deal with client concerns and claims promptly and fairly through its Risk Management group. As a public company, Stantec has substantial assets and maintains a high professional liability insurance limit. Stantec's claims history has resulted in relatively low insurance premiums when compared with firms of similar size and character.



INSURANCE COVERAGE



The sample certificates shown here demonstrate Stantec's base coverage for Professional Liability and other policies – meeting or exceeding the City's requirements.

ACORD		CERTIFICATE OF LIABILITY INSURANCE		10/1/2023	DATE (MM/DD/YYYY) 9/19/2022	
<p>THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.</p> <p>IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. IF SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).</p>						
PRODUCER Lockton Companies 444 W. 47th Street, Suite 900 Kansas City MO 64112-1906 (816) 960-9000		CONTACT NAME: PHONE (AC, No. Ext): FAX (AC, No.): E-MAIL ADDRESS:		INSURER(S) AFFORDING COVERAGE NAIC # INSURER A: Berkshire Hathaway Specialty Insurance Company 22276 INSURER B: AIG Specialty Insurance Company 26883 INSURER C: INSURER D: INSURER E: INSURER F:		
INSURED STANTEC CONSULTING SERVICES INC. 1414100 370 INTERLOCKEN BOULEVARD, SUITE 300 BROOMFIELD CO 80021-8012 SCSI GENERIC - \$3M						
COVERAGES CERTIFICATE NUMBER: 14181323 REVISION NUMBER: XXXXXXXX						
THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.						
INSR	TYPE OF INSURANCE	ADD. INSR	POLICY NUMBER	POLICY EFF. DATE (MM/DD/YYYY)	POLICY EXP. DATE (MM/DD/YYYY)	LIMITS
A	<input type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PROCT <input type="checkbox"/> LOC OTHER:	N	NOT APPLICABLE			EACH OCCURRENCE \$ XXXXXXXX DAMAGE TO RENTED PREMISES (EA occurrence) \$ XXXXXXXX MED EXP (Any one person) \$ XXXXXXXX PERSONAL & ADV INJURY \$ XXXXXXXX GENERAL AGGREGATE \$ XXXXXXXX PRODUCTS - COM/OP AGG \$ XXXXXXXX
B	<input type="checkbox"/> AUTOMOBILE LIABILITY ANY AUTO OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS ONLY <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY <input type="checkbox"/>	N	NOT APPLICABLE			COMBINED SINGLE LIMIT (EA accident) \$ XXXXXXXX BODILY INJURY (Per person) \$ XXXXXXXX BODILY INJURY (Per accident) \$ XXXXXXXX PROPERTY DAMAGE (Per accident) \$ XXXXXXXX
C	<input type="checkbox"/> UMBRELLA LIAB <input type="checkbox"/> EXCESS LIAB OCCUR <input type="checkbox"/> CLAIMS-MADE DED <input type="checkbox"/> RETENTION \$	N	NOT APPLICABLE			EACH OCCURRENCE \$ XXXXXXXX AGGREGATE \$ XXXXXXXX
D	<input type="checkbox"/> WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE/OFFICER/MEMBER EXCLUDED? (Mandatory in IN) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N N/A	NOT APPLICABLE			PER STATUTE <input type="checkbox"/> OTHER <input type="checkbox"/> EL EACH ACCIDENT \$ XXXXXXXX EL DISEASE - EA EMPLOYEE \$ XXXXXXXX EL DISEASE - POLICY LIMIT \$ XXXXXXXX
A	Professional Liab	N	47-EPP-308810	10/1/2022	10/1/2023	\$3,000,000 PER CLAIM/AGG (EXCLUSIVE OF COSTS)
B	Contractors Pollution Liab	N	CP08085428	10/1/2021	10/1/2023	\$3,000,000 PER LOSS/AGG
DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)						

CERTIFICATE HOLDER	CANCELLATION
14181323 TO WHOM IT MAY CONCERN FL	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE © 1988-2015 ACORD CORPORATION. All rights reserved.
The ACORD name and logo are registered marks of ACORD	

ACORD		CERTIFICATE OF LIABILITY INSURANCE		5/1/2023	DATE (MM/DD/YYYY) 4/22/2022	
<p>THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.</p> <p>IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. IF SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).</p>						
PRODUCER Lockton Companies 444 W. 47th Street, Suite 900 Kansas City MO 64112-1906 (816) 960-9000		CONTACT NAME: PHONE (AC, No. Ext): FAX (AC, No.): E-MAIL ADDRESS:		INSURER(S) AFFORDING COVERAGE NAIC # INSURER A: Berkshire Hathaway Specialty Insurance Company 22276 INSURER B: Travelers Property Casualty Co of America 25674 INSURER C: INSURER D: INSURER E: INSURER F:		
INSURED STANTEC CONSULTING SERVICES INC. 1415077 370 INTERLOCKEN BLVD SUITE 300 BROOMFIELD CO 80021-8012						
COVERAGES CERTIFICATE NUMBER: 14193567 REVISION NUMBER: XXXXXXXX						
THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.						
INSR	TYPE OF INSURANCE	ADD. INSR	POLICY NUMBER	POLICY EFF. DATE (MM/DD/YYYY)	POLICY EXP. DATE (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR <input checked="" type="checkbox"/> CONTRACTUAL/CROSS <input checked="" type="checkbox"/> XCL COVERED GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PROCT <input checked="" type="checkbox"/> LOC OTHER:	N	47-GLO-307584-04	5/1/2022	5/1/2023	EACH OCCURRENCE \$ 2,000,000 MED EXP (Any one person) \$ 25,000 PERSONAL & ADV INJURY \$ 2,000,000 GENERAL AGGREGATE \$ 4,000,000 PRODUCTS - COM/OP AGG \$ 2,000,000
B	<input checked="" type="checkbox"/> AUTOMOBILE LIABILITY ANY AUTO OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS ONLY <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY <input type="checkbox"/>	N	TC21-CAP-8E086819 (AOS) TBAP-8E086820	5/1/2022	5/1/2023	COMBINED SINGLE LIMIT (EA accident) \$ 1,000,000 BODILY INJURY (Per person) \$ XXXXXXXX BODILY INJURY (Per accident) \$ XXXXXXXX PROPERTY DAMAGE (Per accident) \$ XXXXXXXX
C	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> EXCESS LIAB OCCUR <input type="checkbox"/> CLAIMS-MADE DED <input type="checkbox"/> RETENTION \$	N	47-UMO-307585-04	5/1/2022	5/1/2023	EACH OCCURRENCE \$ 5,000,000 AGGREGATE \$ 5,000,000
D	<input type="checkbox"/> WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE/OFFICER/MEMBER EXCLUDED? (Mandatory in IN) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N N/A	UB-13P635310 (AOS) UB-13P333004 (MA, WI) EXCEPT FOR OHND WA WY	5/1/2022	5/1/2023	PER STATUTE <input type="checkbox"/> OTHER <input type="checkbox"/> EL EACH ACCIDENT \$ 1,000,000 EL DISEASE - EA EMPLOYEE \$ 1,000,000 EL DISEASE - POLICY LIMIT \$ 1,000,000
DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required) TO WHOM IT MAY CONCERN.						
CERTIFICATE HOLDER	CANCELLATION	See Attachment				
14193567 TO WHOM IT MAY CONCERN FL	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE © 1988-2015 ACORD CORPORATION. All rights reserved.					
The ACORD name and logo are registered marks of ACORD						



TAB 8

Additional Information

TAB 8 - ADDITIONAL INFORMATION

We have reviewed your proposed RFP/contract terms and believe that should we be selected for this assignment, we will be able to conclude a mutually satisfactory contract with you.



27°03'47"N 82°14'33"W

NORTH PORT FLORIDA



Submission Requirements And Required Submittal Forms

1. Form Checklist (p. 30)
2. ATTACHMENT 1: Proposal Submittal Signature Form
3. ATTACHMENT 2: Statement of Organization
4. ATTACHMENT 3: References
5. ATTACHMENT 4: Drug-Free Workplace
6. ATTACHMENT 5: Public Entity Crime Information
7. ATTACHMENT 6: Non-Collusive Affidavit
8. ATTACHMENT 7: Lobbying Certification
9. ATTACHMENT 8: Conflict of Interest Form
10. ATTACHMENT 9: Disclosure Form (Consultant/Engineer/Architect)
11. ATTACHMENT 10: Scrutinized Company Certificate
12. ATTACHMENT 11: Vendor's Certification For E-Verify System
13. Sample Insurance Agreements
14. MBE/WBE/VBE

TAB 9 - SUBMISSION REQUIREMENTS AND REQUIRED SUBMITTAL FORMS

Our proposal meets all the requirements of the RFP. All required forms are presented on the following pages, including:

1. ATTACHMENT 1: Proposal Submittal Signature Form
2. ATTACHMENT 2: Statement of Organization
3. ATTACHMENT 3: References
Included in Tab 6. References
4. ATTACHMENT 4: Drug-Free Workplace
5. ATTACHMENT 5: Public Entity Crime Information
6. ATTACHMENT 6: Non-Collusive Affidavit
7. ATTACHMENT 7: Lobbying Certification
8. ATTACHMENT 8: Conflict of Interest Form
9. ATTACHMENT 9: Disclosure Form (Consultant/Engineer/Architect)
10. ATTACHMENT 10: Scrutinized Company Certificate
11. ATTACHMENT 11: Vendor's Certification For E-Verify System
12. STATE REGISTRATION REQUIREMENTS
Copy of Registration, Attached
State required license for Prime Firm Only
13. SAMPLE INSURANCE CERTIFICATE
Included in Tab 7. Litigation and Insurance
14. MBE/WBE/VBE
Not applicable. Stantec is not a Minority-, Woman-, nor Veteran-owned business.



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

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

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

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

THIS PAGE MUST BE COMPLETED AND SUBMITTED WITH YOUR PROPOSAL

PROPOSAL SUBMITTAL SIGNATURE FORM

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

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

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

Addendum No. _____ Dated _____ Addendum No. _____ Dated _____
Addendum No. _____ Dated _____ Addendum No. _____ Dated _____
Addendum No. _____ Dated _____ Addendum No. _____ Dated _____

Company Name Stantec Consulting Services Inc.

(904) 671-0117 peter.napoli@stantec.com (941) 907-6910
Telephone # **E-Mail** **Fax #**

777 S Harbour Island Boulevard Suite 600

Main Office Address

Tampa Florida 33602
City **State** **Zip Code**

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

Office Address

City **State** **Zip Code**

Telephone # **E-mail** **Fax #**

Peter Napoli, Manager
Name & Title of Firm Representative

 June 26, 2023
Signature **Date**

Do you accept Visa? YES NO

THIS PAGE MUST BE SUBMITTED WITH 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: Stantec Consulting Services Inc.

DBA (if any): N/A

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

Business Address: 777 S Harbour Island Boulevard, Suite 600, Tampa, FL 33602

Phone: (904) 671-0117 **Fax:** (941) 907-6910 Type text here

E-Mail peter.napoli@stantec.com

Federal Identification Number: 11-2167170

State of Florida Department of State Certificate of Authority Document No.: F01000005948

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: New York

Name as spelled in that State: Stantec Consulting Services Inc.

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: See following pages for complete list **Secretary:** _____

Vice President: _____ **Treasurer:** _____

Director: _____ **Director:** _____

Other: _____ **Other:** _____

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STANTEC CONSULTING SERVICES INC.

SHAREHOLDERS:

Mustang Acquisition Holdings Inc. - 100%

DIRECTORS:

Stuart E. Lerner
Jeffrey P. Stone

OFFICERS:

President	Gordon A. Johnston
Chief Operating Officer – North America & Executive Vice President	Stuart E. Lerner
Chief Operating Officer – Global & Executive Vice President	Catherine Schefer
Chief Growth & Innovation Officer & Executive Vice President	John Take
Chief People & Inclusion Officer & Executive Vice President	Asifa Samji
Chief Practice and Project Officer & Executive Vice President	Steve Fleck
Executive Vice President	Leonard Castro
Executive Vice President	Marshall W. Davert Jr.
Executive Vice President	Mario Finis
Executive Vice President	Michael A. Kennedy
Executive Vice President	Bjorn Morisbak
Executive Vice President	Susan Reisbord
Executive Vice President	Ryan Roberts
Executive Vice President	Susan Walter
Senior Vice President & CEO - Engineering	Brian Larson
Senior Vice President & CIO	Chris McDonald
Senior Vice President	Paul J.D. Alpern
Senior Vice President	Richard Andrachek
Senior Vice President	Donal J. Bassett
Senior Vice President	David R. Bernier
Senior Vice President	Clayton A. Bock
Senior Vice President	Patrick G. Corser
Senior Vice President	Luke De Hayr
Senior Vice President	Paul J. DeKeyser
Senior Vice President	Joseph Geller
Senior Vice President	Anton Germishuizen
Senior Vice President	Harris J. (Josh) Gould
Senior Vice President	James Grasty
Senior Vice President	John J. Hanula
Senior Vice President	David Haywood

STANTEC CONSULTING SERVICES INC.

Senior Vice President	Jonathan A. (Andy) Hersey
Senior Vice President	Peter Howe
Senior Vice President	David Irvine
Senior Vice President	Adriana Jaegerman
Senior Vice President	John S. Montgomery
Senior Vice President	Robert Mullins
Senior Vice President	Michael Newbery
Senior Vice President	Brian P. Norris
Senior Vice President	James (Jim) R. Obermeyer
Senior Vice President	Philip R. Perciavalle
Senior Vice President	Sujan Punyamurthula
Senior Vice President	Marilynn F. Robinson
Senior Vice President	Chander K. Sehgal
Senior Vice President	Kari Shively
Senior Vice President	Robert A. Simm
Senior Vice President	David Smith
Senior Vice President	Joseph Russell (Russell) Snow
Senior Vice President	Scott Storlid
Senior Vice President	Glenn S. Tarbox
Senior Vice President	Matthew D. Travers
Senior Vice President	Jonathan R. Treen
Senior Vice President	Joseph Uglevich
Senior Vice President	Arthur Umble
Senior Vice President	Mike Watson
Senior Vice President	Christopher Williams
Senior Vice President	Andrew C. Wilson
Vice President	Frank Aceto
Vice President	Rusty Benkosky
Vice President	Becky Hachenburg
Vice President	Sarah McIlroy
Vice President	Scott Peyton
Vice President	Michael Reagan
Vice President	Jeffrey P. Stone
Senior Principal	Scott Buttari
Senior Principal	Andrew W. Burnett
Senior Principal	Long Hoang
Principal	Robert R. Cunningham
Principal	Steve Shadix
Principal	Stephen Varsa
Senior Associate	Linda Brown
Senior Associate	Jason Schneider
Senior Associate	Kelly VanElders
Senior Associate	Matthew Vernon
Associate & CEO – Surveying	Jerome Means
Right of Way Officer	Geraldine V. Webb
Corporate Counsel	Michael Aceto

STANTEC CONSULTING SERVICES INC.

Corporate Counsel
Corporate Counsel
Corporate Counsel
Corporate Counsel
Corporate Counsel
Corporate Counsel
Corporate Counsel
Corporate Counsel
Corporate Counsel
Corporate Counsel
Corporate Counsel
Corporate Counsel
Corporate Counsel
Corporate Counsel
Corporate Counsel
Secretary
Assistant Secretary
Treasurer

David Archer
Eli Bilek
Donald Blackwell
William A. Butler
Thomas Curran
William J. Edwards
Cate Hite
Katharine LaFrance
Christy J. Leonard
Amy Oygen
Robert J. Ray
Charles B. (Chad) Rogers II
Corey Sanchez
Matthew Storey
Christopher O. Heisler
Jeffrey P. Stone
Theresa Jang

DRUG FREE WORKPLACE FORM

The undersigned Consultant in accordance with Florida Statute 287.087 hereby certifies that Stantec Consulting Services 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 26, 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, Peter Napoli, being an authorized representative of the Respondent, Stantec Consulting Services Inc., located at 777 S Harbour Island Boulevard Suite 600
City: Tampa State: Florida Zip Code: 33602, 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 26, 2023
Telephone #: (904) 671-0117 Fax #: (813) 223-0009
Federal ID #: 11-2167170

STATE OF Florida
COUNTY OF Hillsborough

Sworn to (or affirmed) and subscribed before me by means of physical presence or online notarization, this ___ day of 20th 2023 by Peter Napoli.


Notary Public - State of Florida

Personally Known OR Produced Identification
Type of Identification Produced _____



THIS PAGE MUST BE SUBMITTED WITH PROPOSAL

NON-COLLUSIVE AFFIDAVIT

Before me, the undersigned authority, personally appeared:

Peter Napoli who, being first duly sworn, deposes and says that:

1. He/She is the Manager (Owner, Partner, Officer, Representative or Agent) of Stantec Consulting Services 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 20th day of June, 2023.

By: [Signature]

Peter Napoli

(Printed Name)

Manager

(Title)

STATE OF Florida
COUNTY OF Hillsborough

Sworn to (or affirmed) and subscribed before me by means of physical presence or online notarization, this 20th day of June, 2023 by Peter Napoli.

[Signature]
Notary Public - State of Florida

Personally Known OR Produced Identification
Type of Identification Produced _____



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 Hillsborough

This 20 day June of 2023

Peter Napoli, being first duly sworn, deposes and says that he or she is the authorized representative of Stantec Consulting Services 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 26th day of June, 2023.

By: [Signature]

Peter Napoli
(Printed Name)
Manager

STATE OF Florida
COUNTY OF Hillsborough

Sworn to (or affirmed) and subscribed before me by means of physical presence or online notarization, this 20th day of June 2023 by Peter Napoli.

[Signature]
Notary Public - State of Florida

Personally Known OR Produced Identification
Type of Identification Produced _____

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: Stantec Consulting Services Inc.

NAME AND TITLE (PERSON AUTHORIZED TO BIND THE COMPANY): Peter Napoli, Manager

SIGNATURE:  _____ DATE: June 26, 2023

THIS PAGE MUST BE SUBMITTED WITH PROPOSAL

DISCLOSURE FORM

FOR

N/stA

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: Stantec Consulting Services Inc.

NAME AND TITLE (PERSON AUTHORIZED TO BIND THE COMPANY): Peter Napoli, Manager

SIGNATURE:  DATE: June 26, 2023

THIS PAGE MUST BE SUBMITTED WITH PROPOSAL

Scrutinized Company Certification Form

Company Name: Stantec Consulting Services Inc.

Authorized Representative Name and Title: Peter Napoli, Manager

Address: 777 S Harbour Island Boulevard Suite 600 City: Tampa State: Florida ZIP: 33602

Phone Number: (904) 671-0117 Email Address: peter.napoli@stantec.com


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

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

CHOOSE ONE OF THE FOLLOWING

- 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: 
AUTHORIZED REPRESENTATIVE SIGNATURE

Print Name and Title: Peter Napoli, Manager

Date Certified: June 26, 2023

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

THIS PAGE MUST BE SUBMITTED WITH PROPOSAL

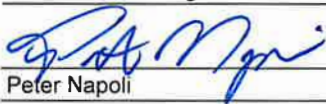
VENDOR'S CERTIFICATION FOR E-VERIFY SYSTEM

STATE OF Florida
COUNTY OF Hillsborough

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 ^{(941) 907-6910} 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. (813) 204-3331
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: Stantec Consulting Services Inc. (Vendor's Company Name)

 (Vendor signature)
Peter Napoli (Vendor's name printed)
Manager (Title)

Sworn to and subscribed before me by means of physical presence or online notarization, this 20th day of June, 2023, by Peter Napoli, as Manager.


Notary Public

Personally Known OR Produced Identification _____
Type of Identification Produced _____



THIS PAGE MUST BE COMPLETED AND SUBMITTED



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Licensee

Name: **STANTEC CONSULTING SERVICES INC.** License Number: **27013**

Rank: **Registry** License Expiration Date:

Primary Status: **Current** Original License Date: **05/30/2006**

Related License Information

License Number	Status	Related Party	Relationship Type	Relation Effective Date	Rank	Expiration Date
89475	Current, Active	LERNER, STUART ERIC	Registry		Professional Engineer	02/28/2025

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First Name: Last Name:

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Under Florida law, email addresses are public records. If you do not want your email address released in response to a public-records request, do not send electronic mail to this entity. Instead, contact the office by phone or by traditional mail. If you have any questions, please contact 850.487.1395. *Pursuant to Section 455.275(1), Florida Statutes, effective October 1, 2012, licensees licensed under Chapter 455, F.S. must provide the Department with an email address if they have one. The emails provided may be used for official communication with the licensee. However email addresses are public record. If you do not wish to supply a personal address, please provide the Department with an email address which can be made available to the public. Please see our [Chapter 455](#) page to determine if you are affected by this change.

State of Florida

Department of State

I certify from the records of this office that STANTEC CONSULTING SERVICES INC. is a New York corporation authorized to transact business in the State of Florida, qualified on November 14, 2001.


The document number of this corporation is F01000005948.

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 April 16, 2023, and that its status is active.

I further certify that said corporation has not filed a Certificate of Withdrawal.

*Given under my hand and the
Great Seal of the State of Florida
at Tallahassee, the Capital, this
the Third day of May, 2023*




Secretary of State

Tracking Number: 3651566957CU

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

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

Communities are fundamental. Whether around the corner or across the globe, they provide a foundation, a sense of place and of belonging. That's why at Stantec, we always design with community in mind.

We care about the communities we serve—because they're our communities too. This allows us to assess what's needed and connect our expertise, to appreciate nuances and envision what's never been considered, to bring together diverse perspectives so we can collaborate toward a shared success.

We're consultants, engineers, scientists, and project managers, innovating together at the intersection of community, creativity, and client relationships. Balancing these priorities results in projects that advance the quality of life in communities across the globe.

Stantec trades on the TSX and the NYSE under the symbol STN. Visit us at stantec.com or find us on social media.

CONTACT:

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peter.napoli@stantec.com