

## REQUEST FOR PROPOSALS

### Water & Sewer Utilities Optimization City of Wichita – Public Works & Utilities

May 14, 2015

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#### **PROJECT DEFINITION**

The City of Wichita is seeking proposals for assistance with the risk, asset, and staffing management of the Water and Sewer Utilities. The project will result in the development of an asset management plan that includes a risk analysis of existing infrastructure and recommendations on how to proceed with capital improvement projects. The project will result in an asset management approach that focuses more on proactive maintenance as opposed to reactionary maintenance. This project will also result in a plan that leads to optimal utility staffing, relating to both capacity and expertise. The selected firm will also be expected to identify alternative capital financing sources that are more advantageous than the traditional financing through issuance of revenue bonds.

This project will be broken up into two phases. The first phase is expected to last up to one year and will set the stage for the second phase. During Phase 1, the selected firm will analyze existing asset, revenue, and staffing conditions to determine ways to optimize the utilities. It will also line up new sources of capital funding to secure better financing terms with the City. A new management model will be developed to create a long-term partnership with the selected firm. As Phase 1 draws to a close, the City would negotiate exclusively with the selected firm to enter into Phase 2. The second phase is expected to be a long-term arrangement that could span approximately ten years. In Phase 2 the City would partner with the selected firm to jointly manage the utilities and implement the plans set forth in the first phase.

The selection of the consulting firm by the City's Staff Screening and Selection Committee will be based on several factors, including: (1) approach to the project, (2) demonstrated ability to conduct the necessary work based on an assessment of successful completion of similar projects, (3) proposed project costs and timeline, (4) the credentials and expertise of the project staff, and (5) reliability and reasonableness of assumptions.

Please submit one (1) original and fifteen (15) copies of your proposal to Melinda Walker, Purchasing Manager, 12<sup>th</sup> Floor City Hall, 455 N. Main, Wichita, Kansas 67202 by **5:00 P.M., Thursday, June 11, 2015.**

If you have questions, please submit all questions in writing to **Penny Feist** at [pfeist@wichita.gov](mailto:pfeist@wichita.gov) for clarifications only **(316) 268-4202.**

## **SCHEDULE**

The accompanying table includes key dates for the selection process. A pre-proposal meeting will be held on May 21, 2015 at 11:00 a.m. to answer written questions about the project. Any further questions must be submitted by June 4, 2015. Proposals will be due on June 11, 2015, with an expected award date of July 7, 2015.

<b>Tentative Schedule</b>	
<b>RFP Released</b>	May 14, 2015
<b>Pre-Proposal Meeting</b>	May 21, 2015
<b>Question Submission Deadline</b>	June 4, 2015
<b>Proposals Due</b>	June 11, 2015
<b>Interviews</b>	June 22, 2015
<b>Project Awarded</b>	July 7, 2015
<b>Kickoff Project</b>	July 13, 2015

## **BACKGROUND**

The Water Utility supplies potable water to the City of Wichita, 11 small communities, McConnell Air Force Base, and three Rural Water Districts. The source of the Utility's water supply includes the Equus Beds Aquifer and Cheney Reservoir.

The Water Utility served an average of 147,782 customers in 2014. Residential accounts comprised 89% of the customer base. An average of 19.1 billion gallons of water was produced during this same time period, for an average annual revenue of \$74,871,276. This averages to approximately 52 MGD of water produced.

Potable water is delivered to customers through a pipe network that totals 2,367 miles.

<b>City of Wichita Water Pipe Age</b>		
	<b>Water Pipes in Miles</b>	<b>Percent of Total</b>
<b>Less than 20 years</b>	855	36.1%
<b>21-50 years</b>	948	40.1%
<b>Greater than 50 years</b>	564	23.8%

The Sewer Utility is comprised of five regional wastewater facilities, currently holds three National Pollution Discharge Elimination System permits, and meets all Clean Water Act Standards. Additionally, the Sewer Utility system is comprised of 60 lift stations and operates and maintains 2,016 miles of sewer pipes. The Sewer Utility serves an average of 134,221 customers. An average of 14 billion gallons of wastewater was treated during this same time period, for an average annual revenue of \$46,994,658. This averages to approximately 38 MGD of treated wastewater.

Wastewater is collected from customers and carried to treatment facilities through a pipe network that totals 2,016 miles.

<b>City of Wichita Sewer Pipe Age</b>		
	<b>Sewer Pipes in Miles</b>	<b>Percent of Total</b>
<b>Less than 20 years</b>	613	30.4%
<b>21-50 years</b>	748	37.1%
<b>Greater than 50 years</b>	655	32.5%

Significant restructuring in the Public Works & Utilities department during the last five years has led to changes regarding leadership, responsibility, and the overall approach to asset and utility management. The Public Works & Utilities department has learned of the opportunities and efficiencies to be gained in taking a more proactive approach to utility management. This proactive approach intends to encourage fiscal responsibility, while also using current resources in the most efficient manner possible.

Public Works & Utilities is dedicated to providing the best service possible while also being mindful of the desire to keep utility rates flat. In an analysis conducted by Black and Veatch in 2012/2013, Wichita was shown to have the 10<sup>th</sup> lowest combined water and sewer rates when compared against the 50 largest cities in the United States, at 7,500 gallons billable water usage for residential customers. The balance between low rates and the need for infrastructure improvements has resulted in a backlog of water and sewer system maintenance needs. The list of unfunded and deferred projects only grows larger, and more expensive, in future years. As the list of deferred maintenance grows, the risk of a large system failure increases. Other potential risks include failure to meet regulatory compliance standards, as well as the inability to respond appropriately to emergency conditions.

The following tables reflect estimated future costs of projects that have been identified during Capital Improvement Program planning.

<b>Water Projects Identified 2015-2024</b>										
	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Non-Discretionary</b>	\$12.4M	\$14.5M	\$7.8M	\$8.8M	\$7.4M	\$7.5M	\$8.6M	\$7.7M	\$7.8M	\$8.4M
<b>Discretionary</b>	\$34.5M	\$21.3M	\$25.2M	\$21.3M	\$22.0M	\$49.7M	\$16.9M	\$12.8M	\$10.7M	\$30.2M
<b>Unfunded</b>	\$47.5M	\$62.8M	\$118.5M	\$147.4M	\$158.9M	\$56.1M	\$47.0M	\$98.5M	\$78.0M	\$120.6M
<b>Grand Total</b>	<b>\$94.4M</b>	<b>\$98.6M</b>	<b>\$151.5M</b>	<b>\$177.5M</b>	<b>\$188.3M</b>	<b>\$113.3M</b>	<b>\$72.5M</b>	<b>\$119.0M</b>	<b>\$96.5M</b>	<b>\$159.2M</b>

[Link for Water Project List](#)

<b>Sewer Projects Identified 2015-2024</b>										
	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Non-Discretionary</b>	\$24.5M	\$62.1M	\$16.2M	\$8.5M	\$7.4M	\$7.5M	\$16.8M	\$16.9M	\$23.2M	\$23.0M
<b>Discretionary</b>								\$4.9M	\$20.0M	\$6.0M
<b>Unfunded</b>	\$13.1M	\$9.6M	\$8.0M	\$7.6M	\$11.9M	\$9.6M	\$9.9M	\$25.1M	\$6.3M	\$6.3M
<b>Grand Total</b>	<b>\$37.6M</b>	<b>\$71.7M</b>	<b>\$24.2M</b>	<b>\$16.1M</b>	<b>\$19.3M</b>	<b>\$17.1M</b>	<b>\$26.7M</b>	<b>\$46.9M</b>	<b>\$49.5M</b>	<b>\$35.3M</b>

[Link for Sewer Project List](#)

- Non-discretionary: Projects that have been mandated by state or federal authorities. Projects that would result in significant loss or injury if not completed.
- Discretionary: Projects that would be completed under best practice, with funding included in future rates.

- Unfunded: Projects without an identified funding source.

The following table summarizes total revenue and expenditure estimates as reflected in the 2015 City of Wichita Adopted Budget. Also included are debt service estimates which fall under the category of “Other Expenses”.

<b>City of Wichita Adopted Budget - 2015</b>			
<b>Water Utility</b>		<b>Sewer Utility</b>	
<b>Total Budgeted Revenue</b>	<b>\$87,975,590</b>	<b>Total Budgeted Revenue</b>	<b>\$54,776,230</b>
<b>Total Budgeted Expenditures</b>	<b>\$82,997,103</b>	<b>Total Budgeted Expenditures</b>	<b>\$54,588,778</b>
<b>Personnel</b>	\$11,081,051	<b>Personnel</b>	\$10,346,922
<b>Contractuals</b>	\$13,875,629	<b>Contractuals</b>	\$8,049,050
<b>Commodities</b>	\$6,121,023	<b>Commodities</b>	\$4,110,724
<b>Capital Outlay</b>	\$1,244,500	<b>Capital Outlay</b>	\$2,001,000
<b>Other Expenses</b>	\$50,674,900	<b>Other Expenses</b>	\$30,081,081
• <b>Cost of Financing</b>	\$1,812,732	• <b>Cost of Financing</b>	\$1,045,936
• <b>New Debt Service Issues</b>	\$14,296,271	• <b>New Debt Service Issues</b>	\$6,399,500
• <b>Principal – Existing Debt</b>	\$13,783,593	• <b>Principal – Existing Debt</b>	\$9,774,217
• <b>Interest – Existing Debt</b>	\$10,137,253	• <b>Interest – Existing Debt</b>	\$7,585,713

[Click here to view the 2015-2016 Adopted Budget](#)

[Click here to view the 2013 Comprehensive Annual Financial Report](#)

[Click here to view Proposed 2015-2024 Capital Improvement Program](#)

[Click here to view Water and Sewer Utility Revenue Bonding Ordinance](#)

[Click here to view Official Statement for Utility Bond Series 2014A](#)

[Click here to view Official Statement for Utility Bond Series 2014B](#)

Over each of the last three years, the City Council has reviewed and vetted a 10-year planning model for water and sewer finances. This model includes annual rate increases designed to fund infrastructure maintenance and upgrades. The City Council passed 2015 rate increases of 6.0% for water services and 5.0% on sewer services. City Council only approves rate increases for a single year. The following rate increases have been proposed for consideration, but are not yet approved.

Forecasted Annual Rate Increases									
	2016	2017	2018	2019	2020	2021	2022	2023	2024
<b>Water</b>	5.5%	4.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
<b>Sewer</b>	5.0%	5.0%	5.5%	5.0%	5.0%	4.5%	4.5%	4.5%	4.5%

Understaffing increases the risk of a large system failure, failure to meet regulatory compliance, and negatively impacts the ability to respond appropriately to emergency conditions. In addition, understaffing places the department in a reactive, rather than proactive, state.

This issue was highlighted in a 2012 event that resulted in partially treated effluent from the City’s Sewage Treatment Plant #2 entering the Arkansas River. Although immediate action was taken to prevent further discharge from entering the river once discovered, the Kansas Department of Health and Environment proceeded with enforcement action against the City. The City of Wichita entered into a Consent Agreement with KDHE to ensure that proper steps are taken in identifying and mitigating risk to the Arkansas River and other waterways associated with the City of Wichita’s wastewater and water treatment infrastructure.

The following table compares Water and Sewer Utility staffing to AWWA benchmarks. AWWA benchmarks are derived from national data and categorized by the size of the population served (the City falls in the category of 100,001-500,000). In many cases, placement in the top quartile of the AWWA benchmark would indicate high efficiency. However, when considering the 2012 event at Sewage Treatment Plant #2, it is reasonable to question the efficiency of the current staffing structure.

Customer Accounts/Employee (calculation includes 2015 Proposed Budget FTEs, excluding positions on hold)				
	City of Wichita	AWWA Benchmark – Top Quartile	AWWA Benchmark – Median Quartile	AWWA Benchmark – Bottom Quartile
<b>Water</b>	792	728	490	351
<b>Sewer</b>	790	663	547	472
<b>Water &amp; Sewer Combined</b>	791	741	610	434

**PARTNERSHIP APPROACH**

A partnership approach will allow the City the ability to address gaps in capital needs through introduction of alternative revenue and capital sources, a reduction in operating costs, as well as guidance on how to prioritize these capital needs. To do this, a structured approach must be implemented that identifies the risk of failure for existing assets. The high-risk capital projects will receive priority, thus enhancing the integrity of the Capital Improvement Plan. As these projects are completed reduced total life cycle costs and operational efficiencies can be expected, which may lead the way for opportunities for identification of new revenue.

The City will not forfeit any governance of the utility and will retain ownership over the assets, rate structure and operations. However, the City is open to exploring different management structures; including models of joint decision making between the City and the proposing firm.

**Phase 1**

The first phase of the partnership approach will examine historical data which will then lead to planning for future infrastructure needs. This phase will focus on assessing current assets, operations and staffing, as well as financial models. The selected firm will have access to the resources required to successfully develop a strategy for implementation described in Phase 2.

Exclusive negotiating rights will remain with the selected firm to enter into Phase 2. Neither party is required to enter into a contract for Phase 2. The City will retain ownership of any work product that results during Phase 1.

Evaluation metrics will be identified during Phase 1 in order to determine whether to proceed with Phase 2. The selected firm must demonstrate that there is a positive economic benefit to the City. That economic benefit is expected to be generated through more beneficial capital financing, lower operating and maintenance costs, and new revenue streams.

**Phase 2**

Prior to completion of Phase 1, the selected firm will be asked to identify at least the following before proceeding to Phase 2. This will be critical in determining whether to move forward with a longer contract. An economic evaluation will be conducted to quantify how the City will benefit economically from a long-term partnership.

Method of Economic Evaluation			
	City	Selected Firm	Difference
Capital Project Costs	Data on cost savings and new revenue will be developed in Phase 1. There must be a positive economic benefit to the City in order to proceed to Phase 2.		
O&M Costs			
New Revenue			
Total	\$	\$	\$

- Capital Projects Costs: Quantify the potential savings to be achieved as a result of addressing capital needs on a prioritized basis and on an abbreviated timeline as compared to the City. There is expected to be some earlier-timed funding available through a partnership’s ability to identify alternative financing. This would quicken the timing of when new projects could be initiated. Projects could be completed sooner with a partnership than the City could accomplish on its own, and this is expected to result in a long-term cost savings.
- Operation & Maintenance Costs: Quantify the reduction in O&M costs that can be achieved through operational changes, as well as a result of addressing capital needs on a prioritized basis and on an abbreviated timeline as compared to the City. This will be inclusive of reduced business risk exposure. Future costs may be reduced by eliminating or minimizing risks of infrastructure failure, and an analysis will need to be completed to see how new projects can lower risk exposure.

- New Revenue: Identify and quantify new revenue sources. The City has already initiated a meter upgrade project to replace aging, under-registering water meters with new models, and to make it a fully AMR (automated meter reading) system. This effort is already generating additional revenue for the City. Additional efforts and programs may be identified by the selected firm to increase revenues without adding rate increases above those that have already been projected.

## **SCOPE OF SERVICES**

The selected firm will study the existing operations and review the current methods for maintaining the water and sewer systems. It will craft recommendations to improve the current approaches to operations and maintenance, while minimizing annual expenses. All proposals should include a detailed scope of services that reflects the proposer's approach. At a minimum, deliverables will include the following items.

1. Conduct a staffing study to determine optimum staff levels and expertise, and develop a plan for meeting these goals.
2. Identify necessary repair and replacement projects that minimize failure risk and O&M costs. Create a program for making those improvements and determine how much in additional funding is needed, above existing finance streams.
3. Create an asset management model.
4. Develop a funding plan that covers the optimum staffing levels and infrastructure projects. Identify any new funding opportunities, including those that may be available in a partnership with the proposer that minimizes impacts to ratepayers.
5. Develop a long-term partnership approach, including an implementation plan, and identify alternative capital sources.
6. Develop a work product that demonstrates the ability to meet the objectives outlined in items A-E of the Evaluation Process.

## **PROPOSAL SUBMISSION REQUIREMENTS**

The purpose of the proposal is to demonstrate the qualifications, competence and capacity of firms seeking to provide services specified herein for the City of Wichita, in conformity with the requirements of this Request for Proposal. The proposal should demonstrate qualifications of the firm and the staff to undertake this project. It should also specify the proposed approach that best meets the Request for Proposal requirements. The proposer must address each of the service specifications under the Scope of Services.

## **EVALUATION PROCESS**

A Screening and Selection Committee consisting of staff from various City departments and the community will evaluate proposals. At the discretion of the Selection Committee, respondents may be asked to make an oral presentation to clarify information in their submittal. The Selection Committee will make recommendations regarding the selection to the City Council and request authorization to negotiate a contract for service in a not-to-exceed amount.

### Threshold Criterion

The ability to bring sufficient and competitive new capital streams to the City is a mandatory component of a future utility partnership. It is expected that the selected firm provide access to new capital that provides more advantageous financing costs to the City. Please complete Appendix A to disclose the terms and ability to provide access to alternative capital financing.

With the amount of annual payments prescribed in Appendix A, the City could complete \$155 million in new projects through the customary issuance of revenue bonds. Any proposal that cannot provide an amount of new projects greater than \$155 million will be deemed as non-responsive and will not be evaluated or selected.

### Evaluation Criteria

Proposals and firms that meet the threshold criterion will be evaluated based on the following criteria. If the respondent is a joint venture or consortium, the qualifications of each firm comprising the joint venture or consortium should be separately identified.

#### A. Approach to the Project (20% of Evaluation Score)

1. The steps and methodology the firm proposes to accomplish the objectives.
2. Demonstrating how the proposed approach best positions the City to minimize its long-term operating and maintenance costs.
3. Demonstrating improvement in asset condition.
4. A fee schedule that emphasizes performance based targets and disincentives/incentives for reaching targets.

#### B. Ability to Conduct the Work (20% of Evaluation Score)

5. Understanding of project objectives.
6. Approaches to the project and knowledge of the local situation.

#### C. Proposed Project Costs and Timeline (5% of Evaluation Score)

7. The firm's cost proposal to complete the Scope of Services.
8. The proposed project schedule and completion date.

#### D. Credentials and Expertise of the Project Staff (30% of Evaluation Score)

9. The firm's experience and expertise in the industry, and experience with similar projects and utilities of similar size.
10. The quality of professional staff assigned and adequacy of resources.
11. Examples of work products similar to that which is being requested.
12. References with the nature of the services provided and contact information for each reference.

#### E. Reliability and Reasonableness of Assumptions (25% of Evaluation Score)

13. Assumptions used to quantify additional capital projects to be completed, annual costs, one-time costs and other costs must be displayed so that the reasonableness of the assumptions and calculations can be determined. (See Appendix A)

Cost will not be the sole criteria for selection of a firm.



## **THE SELECTION PROCESS**

The City of Wichita reserves the right to accept or reject any or all proposals. Submission of a proposal indicates acceptance of the conditions contained in the Request for Proposal (RFP) and an agreement to negotiate a contract for services. The City reserves the right to make an award on the basis of greatest benefit to the City and is not obligated to select the lowest cost option.

## **KANSAS OPEN RECORDS ACT**

Pursuant to the Kansas Open Records Act (K.S.A. 45-215 et seq.), all proposals received become a public record once award of the contract or agreement has been approved by the City Council. Proposing firms should not expect the City to seek confidentiality protection for any claimed privileged or proprietary information in the written proposal just because the material is marked "confidential" or "proprietary." For any essential information that the proposing firm reasonably believes can be defended as being exempt from disclosure under the Act, the information must be capable of being separated or redacted from the balance of the proposal and should be clearly and specifically marked as confidential or proprietary. For any material so designated, the City will seek to claim confidentiality if the justification for such confidentiality is readily apparent or if the proposing firm requests the City to contact the proposing firm for guidance before making the material public. The City cannot guarantee the confidentiality of claimed material, however.

## **POST AWARD CONDITIONS**

- A. Before a contract is executed, the firm must submit to the City an approved Equal Employment Opportunity/Affirmative Action Plan. This does not have to be submitted with the proposal.
- B. The firm agrees, if awarded the contract, to negotiate and enter into a contract with the City of Wichita.

## **SUBCONTRACTING/JOINT VENTURES**

Proposing firms are encouraged to consider subcontracting portions of the contract to emerging and disadvantaged businesses and women-owned businesses. A joint venture between two or more firms is wholly acceptable if it serves the best interests of the City of Wichita. If this is done, the names of the proposed subcontracting firms must be clearly identified in the proposal. Following an award of the contract, no additional subcontracting will be permitted without the express prior written consent of the City of Wichita. The firm receiving the contract award will be responsible for any work of such subcontractors and sign the contract with the City of Wichita.

## **EMERGING AND DISADVANTAGED BUSINESS PARTICIPATION**

The City of Wichita encourages all proposing firms to include emerging and disadvantaged business participation in their proposals. Therefore, each proposing firm shall specifically identify the participation of emerging and disadvantaged contractors and subcontractors in the work to be performed by the proposing firm and shall list such emerging and disadvantaged contractors or subcontractors by name and show the dollar amount of work to be performed by each in the proposal.

## **MANDATORY ELEMENTS OF CERTIFICATION**

### **Certification 1**

The Consultant hereby certifies that:

- A. The Consultant has not employed or retained for a commission, percentage, brokerage, contingent fee, override or other consideration, any firm or person at any time or for any purpose, (other than a bona fide employee working solely for the above Consultant) to **solicit** or secure this Agreement.
- B. The Consultant has not agreed, as an express or implied condition for obtaining this Agreement, to employ or retain the services of any firm or person in connection with carrying out the Agreement
- C. The Consultant has not paid or agreed to pay to any firm, organization, or person (other than a bona fide employee working solely for the above consultant) any fee, contribution, donation, or consideration of any kind for, or in connection with, procuring or carrying out the Agreement, except as here expressly stated (if any).

### **Certification 2**

The Consultant hereby certifies that:

No Lobbying and Influencing Federal and/or City Employees or City Council Members:

- A. No Federal or locally appropriated funds shall be paid, by or on behalf of the contractor, to any person for influencing or attempting to influence an officer or employee of any agency, an officer or employee or City Council member of the City of Wichita, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the making of any Federal grant and the amendment or modification of any Federal grant.
- B. If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with any Federal grant, the contractor shall complete and submit Standard Form-LLL, "Disclosure of Lobby Activities" in accordance with its instruction

### **Certification 3**

The Consultant hereby certifies that:

Conflict of Interest

The Consultant certifies that no member, officer, employee, agent, or City Council member of the City of Wichita exercising any functions or responsibilities with respect to the program outlined in this contract shall have any personal financial interest, direct or indirect, in any contract or subcontract, or the proceeds thereof, for work to be performed in connection with the program assisted under this agreement. The Consultant shall incorporate, or cause to be incorporated, in all such contracts or subcontracts, a provision prohibiting such interest pursuant to the purposes of this section. The Consultant shall use due diligence to ensure employees, Board members, family members and officers do not participate in contracts receiving funds pursuant to this agreement.

Additionally, all proposals must adhere to the following guidelines:

1. All proposals must be submitted on 8 ½" X 11" white paper (no legal size or odd size pages are permitted) and fully address the Scope of Services.
2. The proposal must include the signature of an official of the firm that is authorized to contract for the firm. The proposal must contain: contact person name and title; name of firm; address of firm; telephone number of contact person; fax number of firm and email address of contact person.
3. A profile of the firm including the official contact person, telephone number and mailing address.  
If the firm is a joint venture or consortium, the qualifications of each firm comprising the joint venture or consortium should be separately identified.
4. The firm's experience, including length of time in business, and the experience of staff members and their role in this project.
5. References with the nature of the services provided and contact information for each reference.
6. Proposal for services and methodology for delivery of services.
7. Reasoning that explains why the proposed approach will achieve the City's objectives.
8. Affirmative action program or policy in the firm.
9. Timeline for completing the project.
10. Proposed not-to-exceed fee for professional services.
11. The proposals must not exceed 50 pages in length, excluding appendices such as: resumes, references, and project examples.

The cost of preparing and delivering proposals is not eligible for inclusion in the cost proposal. Proprietary business information included in the response to this Request for Proposal should be marked clearly as such. Information that is strictly proprietary may not be subject to release, as a component of an open record request subject to review by the City Attorney. Proprietary information should be marked as such on each page on which the information appears.

**Appendix A**

To be considered for selection, firms should supply the following information based on the assumptions below. The following assumptions are illustrated for comparison purposes only and do not suggest a commitment to terms. This following information will be used to rank proposing firms through the evaluation criteria outlined in this document.

**Assumptions**

- *The City can support an additional \$12.2 million for annual capital financing debt payments for 30 years.*
- *City financing sources (revenue bonds, general obligation bonds, etc.) are available.*
- *Firms may identify alternative financing that is not normally available to the City.*
- *Fill in the blanks in the table below.*

***Total Dollar Amount of New Projects that Can Be Completed as Funded by annual payments of \$12.2M over 30 years***

***Annual Costs (i.e., fund management fee, interest rate, etc.)***

***One-Time Costs***

***Other Costs***


In the section below, please provide assumptions and calculations that support the information provided above.