Village of Orland Park, Illinois

ORLAND PARK

Request for Proposals: 21-035
Water: Meter Replacement Evaluation, Leak Detection, and Rate Study

Due Date: August 20th 2021

Presented By:
Wesley Gamble, Regional Manager
Mobile: 931-307-3450
wesley.gamble@SLserco.com

SL-serco

www.SL-serco.com
322 Groveland Ave,
Minneapolis, MN 55403-3552
612-782-9716

Transmittal Letter

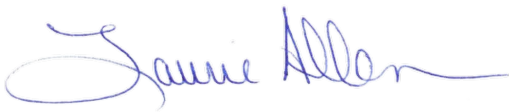
To the evaluation committee at the Village of Orland Park,

Each community is cautious of pursuing a substantial project such as a Meter Replacement Evaluation, Leak Detection, and Rate Study, yet few cities and utilities understand the risks of a change this large. Orland Park demonstrates an awareness of the need to carefully consider each element of this project by deciding to work in tandem with a consultant. The Utility displays a keen understanding of how these projects can succeed with the right team.

SL-serco and Freese and Nichols have in-depth knowledge and experience which encompass the planning and implementation of Advanced Metering Infrastructure (AMI). Our teams have assembled a responsive approach which leverages the institutional knowledge within the Utility. Through these strengths, proactive future planning, clear tracking of delivery, and a focus on performance, Orland Park, IL will succeed.

We celebrate your approach, share your vision, and recognize the experience you bring to the project. I trust you will find the contents of this proposal share your thoughtful enthusiasm for the future and a clear direction for project completion.

Respectfully,



Designated Signatory

Laurie Allen, CFO
Laurie.Allen@SL-serco.com
322 Groveland Ave
Minneapolis, MN 55403

Table of Contents

Transmittal Letter 2

Approach 1

Work Effort #1: Meter Replacement and Program Evaluation 1

Water Meters and AMI Evaluation 1

Water Meters and AMI Procurement 3

Water Meters and AMI Endpoint Installation Procurement 4

Selection Process 5

Contract Negotiation 5

Water Meter and AMI Endpoint Installation Assistance 5

Other Services 6

Work Effort #2: Water Distribution System Leak Detection 7

Work Effort #3: Water, Sewer and Storm Sewer Rates 7

PROJECT APPROACH AND WORKPLAN BY TASK 7

A.1 Initial Meetings and Data Collection 7

A.2 Projection of Revenues under Existing Rates 7

A.3 Development of Revenue Requirements and Cash Flow Analyses 8

A.4 Cost of Service Allocations for Each Utility 9

A.5 Design of Rates and Charges 11

A.7 Meetings & Presentations 12

A.8 Development of Interactive Financial Model 12

Additional Services 13

Firm Experience / References 14

Qualifications and Experience 29

References 31

Pricing 34

Forms 35

www.SL-serco.com | 322 Groveland Ave, Minneapolis, MN 55403-3552
Direct 612-782-9716 | Fax 612-782-9782

Approach

SL-serco's approach to Advanced Metering projects equips Village of Orland Park to effectively operate and plan for decisions. We recognize the wide-ranging impacts of these systems, including the time in which they are planned, implemented, and operated. Therefore, we have developed an approach to projects that ensures efficient planning with risk mitigation strategies in place to guarantee success. Our approach is one of process facilitator focusing on providing a deeply experienced team to assist the utility in identifying, specifying and verifying their system and process requirements. This approach is of empathetic design, meaning it's tailored to the vision of utility and not technology with aims towards an understanding of project benefits.

Work Effort #1: Meter Replacement and Program Evaluation

Water Meters and AMI Evaluation

Project Kickoff Plan

The project kickoff is a two-day series of meetings to kick off the project. SL-serco will engage the Village through an introduction into the project and share expectations for completing the scope. Once a shared understanding is established, we work with the Village to develop their strategy for the project and refine their goals. As is clear from the RFP, Orland Park understands the context from which they operate, their value to the community, and how to maximize each of these. We are excited to engage in strategic discussions with such a like-minded team of community-driven professionals.

Data Collection Methodology and Schedule

Upon completion of the kickoff meeting, the Village and SL-serco will move forward through a series of information gathering requests and documenting their current state. This is a data intensive period and will build upon our interactions later in the process. Once all data is received, we move into a current state documentation period where all information the utility could not produce is created. Among this documentation is the current state process, IT infrastructure and performance, internal performance, and customer experience.

Information Gathering

We facilitate our data collection requests through comprehensive forms and checklists to ensure all parties know what's expected of them. Our team will follow up with each group individually to ensure progress is being made and the requests are understood.

Documentation

At SL-serco, we value clear process documentation and implementation as paramount to project success. We utilize a web-based process tool to facilitate the documentation of current and future states. The tool allows us to identify the underlying information hidden beneath tasks such as systems, people, time, integrations, and risks. In these workshops, we will discover where all the systems could be improved and will be well equipped to evaluate the costs and benefits of change. In addition to process mapping, we take the steps to document performance metrics the Village has not yet produced.

Analytical Methodologies

SL-serco uses a model created from its experience in evaluating utility systems for over 500 utilities. This model is driven from the connections made in the documentation and information gathering phase. It includes both soft and hard benefits, which measure real cash impact to the utility, time of its customers and internal teams, and enhanced conservation abilities. Through this method, you can ensure the community is delivered a recommendation which benefits them, in addition to the water utility. We use this approach to strengthen Village leadership, staff, and ultimately the community through collaboration.

Meter Technology

Metering technology available today can provide significant payback for Advanced Metering projects, depending on the current meter inventory, water quality, and configuration of connections. Once our team understands the current organization of Orland Park's meter population, the project team will convene to review the technologies available and their potential impacts on the utility's revenue and service to customers. The result of the workshop will be a primary direction the utility wants to pursue for different groups of meters in their current population.

Advanced Metering Technology

Once the current state evaluation is complete, SL-serco and the Utility can engage in the Advanced Metering Technology workshop, to review how different advanced metering solutions operate and what they might look like in Orland Park. The purpose of this workshop is two-fold: ensure the project team begins the project with a shared understanding and ensure they can develop some high-level system requirements to engage vendors. This workshop will review the associated hardware for each solution, data storage and access, maintenance, and typical agreements for each solution in addition to any questions raised by the Utility. Once the technology workshops are completed, the project team performs a review to identify how existing systems are currently communicating with one another, and how we will need them to interact in the future. The fields and available formats of each interface are outlined in detail to serve as a central reference point for the project integrations. This provides clear direction for vendors and the Utility as they solicit them for these improvements, which ultimately leads to a smoother deployment and the functionality Orland Park will require.

Future State Process Mapping

After an analysis of the current state processes, SL-serco will facilitate future state workshops which combine industry knowledge and relevant software applications to ensure important process decisions are being made proactively. SL-serco's role during this phase is one of mediator to encourage free thinking, which will allow us to properly chart the ideal future state for Orland Park. Using these future state process maps, SL-serco will run through a process reporting sprint to extract future state integrations, document all changes required to make these processes work, and understand the risks involved. This may include governance changes or implementation of new software applications, such as an enterprise service bus, staffing additions, or other changes.

Cost Evaluation

SL-serco will develop a budget for each of the alternatives the Utility would like to evaluate. These budgets will be shared with the project team to review alongside the benefits of the different choices. Vendor presentations are one option for gaining a more complete understanding of what this project could cost. Should the Utility see value in a full business case and evaluation of the financial feasibility for the project, SL-serco would draft a Business Case alongside the Utility. In this case, SL-serco would combine the findings of the Water Rate Increase assessment to provide a complete picture to the Utility and its stakeholders. The result of the Cost Evaluation, or AMI Business Case, will be a clear direction forward for the future state. This direction and decisions made in this phase will drive the procurement process for the project.

Water Rate Increase Support

Once the cost evaluation is complete, SL-serco and Freese and Nichols will develop a rate impact assessment to determine required rate adjustments. This process begins through a review of the project capital and annual fees, current Utility financials, Utility goals, and planned project financing. Upon successful completion of the rate impact assessment, SL-serco and Freese and Nichols will present the direction of the project and assessment to the Utility stakeholders. The collaboration in this presentation with the resources at the Utility is key to its success and our approach will be one of responsive partners.

Deliverable Validation and Reporting

SL-serco has a history of treating all our clients with an established approach which identifies the driving strategies of their organization and their hopes for the project. These solutions often create tailored expectations, key indicators and measurements for each utility. While we understand concerns related to cost and schedule, we are cautious of consultants who focus on cost, schedule or specific technology at the risk of the needs of the utility. Once the individualized plan is created, systems are in place to make sure expectations are performed correctly. Listed below are processes we use to meet expectations.

a. Control of Costs: Agreed upon timed budget reviews are conducted with the utility project manager and the program champion and can be bi-weekly or monthly.

b. Quality of Design: A technical review of the deliverables with the program champion and project team helps to ensure all options are evaluated and change management processes are in place. These reviews occur based on utility preference, but we recommend bi-weekly at this time for Orland Park.

c. Quality of Work: Monthly evaluation reviews are performed with the project team. Key Performance Indicators are built around tracking the design metrics for the system implementation, utilization and testing.

Upon completion of the analysis, SL-serco will provide their findings and recommendations in the form of presentations and a final report letter. Our group has a sterling reputation for delivering reports in a concise manner, while uplifting our utility partners for their participation in the work and their vision for the project.

Water Meters and AMI Procurement

Request for Proposal Support

SL-serco's approach to developing a Request for Proposal (RFP) for Advanced Metering solutions is responsive to the needs of the Village. Should our full services be required, this process begins through our work in the prior steps in the project using the requirements developed in workshops, cost evaluations, and potentially a business case. These requirements develop a framework for SL-serco to craft requirements in the form of compliance statements and information requests the Utility would include in the full RFP. Through a series of reviews, these requirements will become finalized. SL-serco will develop the RFP document alongside the Village, including Utility-specific terms and conditions, a sample contract, and a scope of work. Other items or support required by the Village in this stage can be included as needed. RFP release and management of addenda and questions is available to the Village if desired.

Selection Process

Once all responses have been received, SL-serco and the Village will score the responses down to the specific information request or requirement. From pre-determined weighting elements, SL-serco will aggregate scores from each member of the evaluation team and produce an initial score. The evaluation team will then discuss their scores for responses and SL-serco will facilitate the discussion, acting as a subject matter expert. The result of this task will deliver a shortlist of vendors who meet the requirements for the Village to engage, with support from SL-serco.

Contract Negotiation

Finally, the Utility has selected the vendor they would like to engage for an Advanced Metering installation contract. Our experience with each reputable vendor in contract negotiation ensures the benefits and performance required in the RFP comes through to the contract. SL-serco would participate in at any capacity requested from the Village during negotiations and will ensure compliance with the RFP goals. This step is critical to ensure the performance the Village needs out of the system is realized.

Water Meters and AMI Endpoint Installation Procurement

SL-serco's approach for the Water Meters and AMI Endpoint Installation Procurement would be very similar to the Water Meters and AMI Procurement section.

Invitation to Bid Support

SL-serco's approach to developing an Invitation to Bid (ITB) for Advanced Metering solutions is responsive to the needs of the Utility. Should our full services be required, this process begins through our work in the prior steps in the project using the requirements developed in workshops, cost evaluations, and potentially a business case. These requirements develop a framework for SL-serco to craft requirements in the form of compliance statements and information requests the Utility would include in the full ITB. Through a series of reviews, these requirements will become finalized. During these developments, SL-serco would be developing the ITB document, with input from the Village. Other items or support required by the Utility in this stage can be included as needed. ITB release and management of addenda and questions is available to the Village.

Selection Process

Once all responses have been received, SL-serco and the Utility will score the responses down to the specific information request or requirement. From pre-determined weighting elements, SL-serco will aggregate scores from each member of the evaluation team and produce an initial score. The evaluation team will then discuss their scores for responses which fall out of a shared score and SL-serco will facilitate the discussion, acting as a subject matter expert. The result of this task will deliver a shortlist of vendors who meet the requirements for the Utility to engage independently with support from SL-serco as needed.

Contract Negotiation

Finally, the Utility has selected the vendor they would like to engage for an AMI installation contract. Our experience with each reputable vendor in contract negotiation ensures the benefits and performance required in the ITB comes through to the contract. SL-serco would participate in at any capacity requested from the Utility during negotiations and will ensure compliance with the ITB goals. This step is critical to ensure the performance the Utility needs out of the system is realized.

Water Meter and AMI Endpoint Installation Assistance

The ability to describe Orland Park's plan for installation AND implementation are critical and discerning the difference is a staple in our approach. The Village may have put an Advanced Metering system in the ground, however, to achieve the operational gains, they need to intelligently position themselves with vendors and change acceptance. An example of implementation versus installation is customer service representatives utilizing the Advanced Metering software to describe hourly usage to a customer and its impact to their bill, versus simply describing usage, or worse, not using the system at all. SL-serco will ensure the Village is equipped to understand the realities of adoption and system utilization, in addition to the proposed system testing critical to ensuring contracted performance is met from the selected Advanced Metering vendor.

Implementation Support: Pilot and Proof of Concept

When contract negotiation is complete, we kick off implementation with a meeting among everyone involved with the project including parties from the installation contractor, distributor, and advanced metering provider. From here, we finalize a plan for the pilot phase of deployment including the expectations for the system performance and schedule. This phase is where Orland Park will begin to see much of the benefit during the prior phases, due to strong system requirements and performance standards the vendor and installer need to adhere to. During this time, the distributor orders all equipment and meters for delivery. We ensure each element is functioning properly and installed before it is paid for. In addition to installation planning, we take this time to further develop the business processes to fit the selected vendor. This provides further clarity on how tasks are performed and how we expect the vendor to construct the solution based upon their compliance during procurement. This also lets us scope the project and operational measures. Here, we test each endpoint for proper installation and operation. We ensure the pilot is successfully completed and the installation contractor's process is being done correctly before we move into full deployment. We find many vendors' process fails to meet

the expectations set out in the contract. Therefore, it is important to test the proper functionality of the system during this phase.

Implementation Support: Full Deployment

With a successful pilot complete, we move into full deployment. This includes further endpoint acceptance testing to ensure proper installation of every site. This work ensures the system will function properly for its entire lifecycle. Many utilities encounter issues with these systems due to the poor installation and require further infrastructure after deployment. Testing each endpoint ensures full functionality for its expected lifecycle. Once the system is functional and has collected enough data, the vendors begin training operators on how to utilize the system to complete key tasks. Once completed, we ensure proper training was completed and everyone can complete the tasks set out for during planning and specified in procurement. We run through a checklist with each operator to ensure consistency and comprehension. This allows Village of Orland Park to equip its staff and operate appropriately. Once full deployment is complete, we ensure each task in the scope of work is completed by the vendor. Additionally, SL-serco engages management to test whether each measure has been met, or any mitigation strategies need to be put in place to ensure the future state has been reached. This includes delivering a final change management scorecard for the utility to add or subtract systems in their processes and see the costs and benefits to each.

Although the system has been successfully established, SL-serco still extends its reach to Village of Orland Park. From all the documentation and planning performed, Village of Orland Park is equipped to make sound decisions. Because change is always occurring and doesn't happen every 20 years when you make a meter changeout, we will have equipped the utility with the tools it needs, coupled with our expertise, to optimize its system to best offer its customers and businesses with the level of service they need to thrive. Village of Orland Park will have the clarity in process, infrastructure, and performance to efficiently provide its customers the service they will come to expect.

Other Services

Change Management

SL-serco supports utilities undergoing Advanced Metering projects with Change Management services which ensure the performance of the organization is maximized during the period of change. Performance in each department is documented and goals are set for the future. From here, SL-serco listens to the teams performing the work which is being changed, such as meter-related workorders and billing, and detail some challenges those teams face during the change. Once the challenges are understood, SL-serco creates a change management plan to identify initiatives to support the staff in each department. This could include things such as training, documentation, policy change, and change to management tactics. Once the plan has been designed, SL-serco tracks the implementation of the initiatives and supports the Village as they monitor the performance of their goals through general consulting with our expertise with these systems.

Work Effort #2: Water Distribution System Leak Detection

Although SL-serco is not bidding on Work Effort #2, we understand that for it to be successful, there will need to be a knowledge and data share with the chosen vendor. We look forward to working with the chosen vendor so that the Village of Orland Park is stronger because of these interactions.

Work Effort #3: Water, Sewer and Storm Sewer Rates

PROJECT APPROACH AND WORKPLAN BY TASK

This section provides a detailed description of the scope of work anticipated to meet the project objectives in accordance with the Team's understanding of the needs and objectives of the Village of Orland Park (the "**Village**"). The proposed project approach is intended to provide a review and evaluation of the sufficiency and appropriateness of existing user rates and charges associated with the Village's water and sewer systems. The understanding of and approach proposed for this project is detailed in the following discussions.

Task A. Comprehensive Water and Sewer Cost of Service Rate Study and Model Development

A.1 Initial Meetings and Data Collection

This task will involve collecting and reviewing basic data to be provided by the utilities, including reports by others, historical and current financial information, and operating and capital budgets. Where possible, financial data will be collected in electronic form to avoid duplication of effort with regard to data entry and to ensure data accuracy. Specific activities will include:

Data Request. Village representatives will be furnished with a list of basic data needed to conduct the study. The list may include: inside/outside Village customer information, financial and operating data, historical customer account and billing records, reports by others, audits, projected operating and capital budgets, detailed fixed asset records, bond prospectuses, loan arrangements, debt service schedules, and relevant ordinances.

Project Planning. During the project kick-off meeting, a discussion of current operations, maintenance, capital planning, financing, cost allocation, and rate making policies, goals, and scheduling will be conducted to provide reasonable assurance that work efforts and recommendations recognize and are consistent with established short and long-term utility objectives. Potential problem areas, vital issues of concern to the Village, data summary efforts by available Village staff, and other relevant matters will also be discussed.

Review and Evaluation of Basic Data. All data received will be reviewed to confirm its completeness and our understanding of historical water and sewer utility operations and requirements reflected therein.

Supplemental Data Requests. As the study progresses and after initial data are evaluated, requests for additional data and clarifications of initial data received, as necessary, may be submitted.

A.2 Projection of Revenues under Existing Rates

This task will include, as needed, a detailed analysis of historical billable water and sewer volume and customers served by class and development of projections of billable volumes and number of customers for a future 5-year study period. The results of this analysis will provide the foundation for estimating future revenue levels under existing and proposed rates and provide a basis for estimating certain operating expenses such as power and chemicals that vary with billed volumes. Specific activities will include:

Historical Bill Distribution Analysis. We will provide instructions for development of a historical bill tabulation by the utility. The bill tabulation should summarize water and sewer utility accounts and volumes by customer class, meter size and usage ranges for a recent twelve month period for which audited revenues exist. ***The bill tabulation provides an important basis for analysis that will be used to accurately forecast revenues under existing and proposed rates. The review also provides critical data for an in-dept analysis of defensible customer class service requirements and analysis of the impacts of alternative rate structures on specific customers.*** In conjunction with this task, current billing procedures will be evaluated to determine whether rates and charges are being applied in accordance with the development and intent of the existing rate structures.

Customer Account and Volume Projections. The number of water and sewer utility customers and billable volumes for a 5-year study period will be projected by considering historical population and customer growth trends, climatological patterns, local economic conditions, changes in customer class usage patterns over time, and other knowledge provided by utility staff. The analysis will examine five years of historical data, as available. Volume projections will recognize the projected number of utility customers by customer class and a billable volume per account analysis to normalize the historic effects of weather, account growth spurts and increased or decreased usage by existing customers.

Projection of Revenues under Existing Rates. Projections of utility revenue under existing rates will be developed, recognizing projected accounts, billed volumes, and other billable units applied to the existing rate structure.

Project Other Income. Interest income and revenue from other water and sewer utility sources will be reviewed and projections made.

A.3 Development of Revenue Requirements and Cash Flow Analyses

The development of revenue requirements for both utilities will be based on an examination of historical financial reports, current operating budgets, and the proposed capital improvement and replacement program. By combining the revenue and revenue requirements projections, cash flow analyses of water and sewer utility operating and capital financing needs will be developed. Detailed utility analyses will provide an indication of the magnitude of overall adjustments in respective annual revenue levels needed to meet the projected revenue requirements of each utility.

Project Operation and Maintenance Expense. We will project operation and maintenance expense based on a review of historical financial records and trends, and available utility budget estimates of future operation and maintenance expense. Projections will recognize estimated increases in the number of customers served and billable volumes, as well as the potential effects of continued inflation in cost levels, the addition of new system facilities, anticipated changes in operation and staffing, and other factors which may influence future expense levels.

Routine Capital Expenditures. Based on analyses of historical and budget data, available utility assessments of future needs, and discussions with utility staff, we will forecast the requirements for capital outlays which tend to recur on an annual basis. Such expenditures consist of expenditures for the normal and ongoing replacement of worn out or obsolete equipment. Current year requirements are typically financed directly from utility operating revenues.

Debt Service Expense. Projections of principal and interest payments on outstanding debt obligations and any projected future bonds or state revolving fund loans for major capital improvements will be developed for the forecast study period. The debt service on future bonds and bond sizing will consider the amount of bond proceeds required for construction, issuance costs, and compliance with any reserve requirements of the authorizing resolution.

Reserve Funding. Existing reserve fund requirements and balances will be reviewed for adequacy. Applicable bond ordinance requirements will be reviewed along with any relevant utility policies. We will recommend adequate reserve levels based on our review of both reserve funding requirements and industry standards.

Projected Revenue Adjustment Needs. We will prepare cash flow analyses summarizing the above projections of revenues and revenue requirements for each utility to determine the adequacy of revenues under existing rate levels to meet operating and capital needs for the study period. Forecasted revenues will include revenue under existing rates for utility service, funds generated from miscellaneous fees, other operating income, and interest income. Revenue requirements will include operation and maintenance expense, routine capital expenditures, the revenue financed portion of major capital improvements, debt service on currently outstanding and any required additional bonds or SRF loans, revenue bond covenant coverage and reserve funding requirements, and any other anticipated obligations, as applicable.

A.4 Cost of Service Allocations for Each Utility

The cost of service to be recovered from water and sewer service revenues is equal to operation and maintenance expense, plus all capital related costs, less revenues from other sources. Costs of service will be apportioned among customer classes on a utility basis, that is, in terms of operating expenses, depreciation expense, and return on investment. For a municipal utility the cumulative total of depreciation expense and return is equal to the capital cost portion of total cost of service.

Test year costs of service or revenue requirements to be met from water and sewer utility service rates will be first allocated to functional cost components to provide a basis for subsequent allocations to

customer classes, which will recognize estimates of each class' service requirements. Allocations will reflect cost-causative concepts in accordance with generally accepted utility practice. For the water utility, these concepts are generally consistent with the widely accepted methodology outlined in the American Water Works Association Manual of Practice M1, titled *Principles of Water Rates, Fees, and Charges*. For the sewer utility, these concepts are generally consistent with accepted procedures described in the Water Environment Federation's manual on *Financing and Charges for Sewer Systems*. Class allocations will be compared to estimates of corresponding class revenues under existing rates to identify relative adjustments by class, and in total for the water and sewer utility systems, to align revenues with allocated costs. Allocations will recognize generally accepted utility industry standards and procedures, based on available data.

Capital Cost Allocations. For capital cost allocation purposes, estimates of projected test year depreciation expense and plant asset values for rate base will be established. These analyses will be based on schedules of depreciation rates and suitably detailed asset value information to be provided by the water and sewer utilities.

Functional Cost Allocations. Test year costs of service will be allocated to various cost components which constitute functional classifications of the types of service water and sewer utilities are required to provide. The development of water functional cost allocations will recognize base or volume related costs, maximum day and hour capacity or demand costs, fire protection costs, and customer costs. These cost allocations could be based on either the base-extra capacity methodology or the commodity demand methodology. The development of sewer functional cost allocations will recognize cost-causative factors including sewer contributed flow, infiltration/inflow, capacity, sewer strength, and customer related service requirements for each customer class.

Development of Customer Class Units of Service. We will estimate customer class service characteristics for the test year associated with each of the functional cost elements recognizing the bill distribution analysis, historic usage patterns, applicable data available in utility records, engineering judgment regarding customer class service characteristics, and experience with other utility operations possessing similar usage characteristics and patterns. The relative service characteristics of individual customer groups will be recognized, as applicable.

Allocation of Costs to Customer Classes. Costs will be distributed by functional component to customer classes using applicable unit costs of service and class units of service to determine each class' proportional responsibility for total system costs. The relative responsibility of each class of water and sewer utility customers will be specifically determined based on each class' or user's estimated service requirements.

Determination of Revenue Adequacy. We will prepare a comparison of class revenues under existing water and sewer utility rates with allocated class costs of service to determine the level of cost recovery by class, and in total; and to indicate any needed revenue adjustments to align customer class revenues and allocated costs.

A.5 Design of Rates and Charges

The existing water and sewer rate structures will be evaluated for their effectiveness in equitably recovering total revenues from customers served. Revisions to the existing rate structures to recover total revenues and allocated costs by class will be reviewed and evaluated for use by the utilities in meeting water and sewer service policies, pricing objectives, cost of service recovery, and practical limitations. Rate structures will also be reviewed and revised to incorporate rate structures and pricing that will allow the Village to respond to water supply issues affecting the Village. Specific activities will include:

Proposed Rates. Based on the evaluation of existing water and sewer rate structures and discussions with utility staff, we will develop and propose schedules of water and sewer rates that recognize the following:

- Recovery of total revenues needed for utility enterprise operations.
- Development of rate structures, where appropriate, that will provide proper pricing signals to encourage more efficient water usage and assist in the conservation of the Village's water resources.
- Water and sewer utilities service policies.
- Recognition of allocated costs of service and proportional cost recovery by customer class.
- Equitable recovery of costs for each utility and/or class of service.
- Practical considerations and needs.

Specific consideration will be given to establishing charges that meet the utilities' policies and practical objectives regarding utility service.

Proposed Rate Revenue Adequacy. Compare revenues expected from each customer class under proposed water and sewer rates to examine the adequacy of cost recovery by individual customer classes and for the water and sewer systems in general.

Typical Bill Comparison. Prepare comparisons of typical bills under existing and proposed rates for each customer class under various levels of water usage and billed sewer volumes and meter sizes.

A.6 Reports and Deliverables

Draft Report Preparation. A preliminary draft report will be prepared addressing the study findings and recommendations. Contents will also include salient assumptions relied upon for the projection of customers and level of service characteristics, revenue requirements, revenues, operating results, and any proposed amendments to the water and sewer code sections. An electronic (PDF) copy of the preliminary draft report will be submitted for staff review.

Final Report Preparation. Based on review comments received from staff and other participants, the draft report will be revised to incorporate the agreed upon changes. Upon completion, 10 bound copies and an electronic (PDF) copy of the final project report will be delivered to the Village.

A.7 Meetings & Presentations

Meeting 1: Initial Meeting. An initial kick-off meeting will be scheduled with the Village of Orland Park representatives during a mutually convenient time to discuss the goals and objectives of the project, data requirements, and a prosecution schedule. The meeting is part of the Phase 1 activities and will help to establish a mutually agreed upon project direction.

Meeting 2: Existing Rate Revenue Sufficiency. A second meeting will be held remotely between the Project Team and Village staff to discuss the findings made in accordance with Task 2. The primary goals of this meeting are to gain concurrence with regard to the level of revenue requirements forecast for the projection period, discuss the plausibility of resulting necessary revenue increases, and discuss observations made by the Project Team. An additional meeting for discussions of preliminary results will also be scheduled to answer any questions the Village's staff may have.

Meeting 3: Projected Rates and Revenue Sufficiency. A third meeting will be held remotely between the Project Team and Village staff to discuss findings and conclusions made in accordance with Phase 3. The primary goals of this Task are to demonstrate the impact of proposed rate structure modifications and associated adjustments on customers of the water and sewer systems and to solicit feedback from staff relative to administrative compatibility and anticipated public acceptance.

Meeting 4: Draft Report Presentation Meeting. After allowing sufficient review time from the delivery date of the draft report, a meeting will be scheduled to present and discuss the findings, conclusions, and recommendations of the study with Village staff. The purpose of the meeting will be to 1) provide staff members with a better understanding of the analyses and assumptions applied in developing the proposed rates, and 2) obtain personal feedback and comments from the staff members who will be responsible for implementing any proposed revisions.

Meeting 5: Final Report Presentation. The results of the analyses will be formally presented to the staff and management at the Village offices, or during a public meeting (i.e. a general workshop session or public hearing). The presentation will be provided in order to offer the supporting rationale for proposed revisions and to address any questions and/or concerns raised by the Village of Orland Park officials prior to action being taken on the rates.

A.8 Development of Interactive Financial Model

A dynamic, interactive spreadsheet model will be developed that will simulate the financial facets of Village operations specific to the Village's water and sewer systems. Such facets will include financial planning as well as rate design modules. These modules are part of a personal computer based financial planning and rate design model that will enable staff to periodically revise and update the studies and projections of revenue and revenue requirements, financial plans, and design of sufficient rates on a routine basis. The model can be used to calculate annual rate adjustments or to conduct "what-if" analyses reflecting the impact of changes in significant system variables such as customer growth and volume projections, revised budgeted revenues and expenditures, allowances for inflation, capital improvement program schedules, and Village policy decisions.

The model will be developed using Microsoft Excel spreadsheet software. The model's framework will be specifically tailored and designed to recognize the Village's unique needs, characteristics and information base. The model will incorporate required features necessary to permit "in-house" application by Village staff. The Interactive Financial Model, which will be developed concurrently with Tasks A.1 through A.5, will include the following characteristics and features:

- Specifically tailored and designed to recognize the Village's unique needs, characteristics and information base, including compatibility with the Village's budgetary and accounting systems.
- Flexible capital improvement program scheduling allowing for changes in costs, sources of funds, timing, and allowances for inflation.
- Ability to develop financial plan cash flow alternatives for changes in customer, volume, and revenue projections; budgetary revisions; variations in timing and amounts of revenue increases; debt service structuring and different capital improvement program scenarios; and changes in other parameters.
- Ability to assess impact of future rate adjustments on user classes and Village rates of alternative management decisions.
- Calculation of revenue generation by class and in total for proposed rates and indication of impacts on customers served through a typical monthly bill analysis.

Additional Services

Upon request, additional services can be provided related to the water and sewer consulting activities described herein. Such services may include, but are not limited to, additional meetings or analyses, review of financial and operating policies, assistance with debt issuances, or other related services. Such services will be provided based on terms and fees as mutually agreed upon by the parties.

Firm Experience / References

Marshall Municipal Utilities (Marshall, MN)	
Project Description	The Marshall Municipal Utilities (MMU) engaged SL-serco to complete a Feasibility Study for AMI and relative power efficiency technologies in June 2016. SL-serco and MMU began this effort by gathering all utility information in the project kickoff, holding an advanced metering education session, and holding vendor meetings to discover the offering of the market. Using SL-serco's experience and knowledge of electric utilities, MMU could identify two technologies to incorporate into their AMI system: Conservation Voltage Reduction (CVR) and Direct Load Control (DLC). After an evaluation of these technologies and their effect on MMU's power consumption and the water department, SL-serco presented their recommendation to move forward with AMI, DLC, and CVR to the commission in October 2016. Currently, MMU is at the end of their deployment of these technologies having successfully released and evaluated an RFB with SL-serco. They are positioned for success, with a strong outlook on their system and operations for the next 20 years.
Client Contact	Leslie Hisken, Customer Service Manager Phone: 507-537-7005 | Email: leslieh@marshallutilities.com Address: 113 S. 4th St Marshall MN 56258-1223
Firm and Project Team's Roles	**SL-serco:** Wesley Gamble, Consultant; Jameson Allen, Organization Consultant
Project Schedule	2016 - 2019
Project Costs	$3.4 Million
Meter Count	5,000 water meters, 6,500 electric meters
Results of Project	While the project is still ongoing, Marshall Municipal Utilities are moving forward with a pilot of the OpenWay RIVA solution and currently testing their billing integrations. Through a transform engine built by SL-serco, they are better prepared to accept the meter swap files from FDM throughout the duration of the project. During the CIS development of the XML interface for OWOC and IEE, SL-serco provided process scoping consultation to ensure that MMU's business needs were being met by the integrations. Additionally, SL-serco has provided MMU with a set of business case goals that should see further integrations in the next 3 years with Internet of Things, Load Control and Conservation Voltage Reduction for electric, and SCADA for both water and electric. MMU's local power provider also expects to provide a large-scale MDM deployment within the next year, which will see SL-serco assist with integration scoping.

City of Tempe, AZ	
Scope of Project	SL-serco is currently providing our full suite of AMI Consulting services to the City of Tempe. We utilized our Plan approach to help the City with Strategic and Project Planning, which included Education and Documentation. We then helped them write and release an RFP that effectively selected a vendor. As of this proposal we have completed their AMI deployment and are assisting in building a Business Intelligence (BI) interface for meter data and SCADA / operations.
Client Contact Person	Tarja Nummela, Customer Service Administrator Phone: 480-350-8361 | Email: tarja_nummela@tempe.gov Address: City Hall, 31 E. 5th St., Tempe, AZ 85281
Firm and Project Team's Roles	**SL-serco:** David Allen, Senior Consultant; Wesley Gamble, Senior Project Manager; Jozette Spandel, Consultant; David Alberth, Data Analyst; Jameson Allen, Organization Consultant;
Project Schedule	2015 - 2018
Project Costs	$15.3 Million
Tasks – Completed and Remaining	**Completed**: Advanced Metering Documentation Current and Future State Business Processes AMI system integration AMI data flow map Perform Advanced Metering Education sessions Facilitate Advanced Metering Vendor Meetings Feasibility Study Report Business Case Report Develop Request Document Evaluate Vendor responses Facilitate contract negotiation Pilot Deployment performance testing and project management Full Deployment performance testing and project management
Meter Count	45,000 water meters
Results of Project	Tempe is stronger. The utility's expectations are clear. The selected response is $1.5 million less expensive than the original plan. Utility is certain about the quality of the data. Project is ongoing; expected results are an acceleration to the City's meter change program, reduced costs in customer engagement for leaks and high bills and all City conservation goals being optimized through the Advanced Metering project.
Letter of Satisfaction	"The City of Tempe hired SL-serco in 2015 to assist us with our AMI project. Their experience was needed to develop a successful project from the requirements gathering to project management of the installation and final testing of the completed system. They City had limited resources available for the project and a strong partner was needed to make the implementation successful. They City was able to find this partner in SL-serco…" Tarja Nummela, City of Tempe

Cedar Hill, TX	
Scope of Project	Current State Customer Service and AMI Program Evaluation: Cedar Hill selected SL-serco to evaluate their customer service and Advanced Metering programs. The city was forced to internalize their responsibilities due to their third-party provider dissolving.
Client Contact Person	Joseph J. Komisarz, Special Projects Phone: 469-615-7393 Email: joe.kamisarz@cedarhilltx.com Address: 285 Uptown Boulevard Cedar Hill Texas 75104
Firm and Project Team's Roles	**SL-serco:** David Allen, Senior Consultant; Wesley Gamble, Senior Project Manager; Jozette Spandel, Consultant; Jameson Allen, Organization Consultant;
Project Schedule	2019
Meter Count	16,000 water accounts

Resumes / Experience of Key Personnel

Wesley Gamble

Executive Sponsor | SL-serco

Since 2005, Wesley Gamble has been active in the utility industry working directly for a combined municipal utility, as well as in the private sector, assisting utilities in the planning, implementation, and operation of utility systems. New innovations, application of technology, and maximizing IT systems and resources are staples in Wesley's role with utilities. SL-serco's reputation for sound evaluation systems are based on principles Wesley brought from municipal IT work across different systems. Due to his extensive experience, Wesley will fill the role of Executive Sponsor for this project utilizing his in-depth experience with utility systems. Wesley is located in our Winchester, TN satellite office.

Utility	Tasks	Accounts	Project Date
Washington Suburban Sanitary Commission (WSSC)	Planning, Procurement, and Deployment	500,000 water accounts	2018-Current
Role in Project: Lead Technical Analyst	• Performed Advanced Metering Education Sessions • Authored Needs Analysis Report • Procurement and Deployment Planning		
City of Tempe, AZ	Planning, Procurement, and Deployment	45,000 water accounts	2015-2019
Role in Project: Consultant & Senior Project Manager	• Facilitated Advanced Metering Vendor Meetings • Documented Advanced Metering System Integration, and Data Flow Map • Facilitated Project Requirements Creation • Developed Request Document and Evaluated Vendor Responses • Facilitated Contract Negotiation • Pilot Deployment Performance Testing and Project Management		
City of Mesa, AZ	Planning, Procurement, and Deployment	80,000 gas, 153,000 water, 20,000 electric accounts	2019-Current
Role in Project: Lead Technical Analyst	• Performed Advanced Metering Education Sessions • Procurement and Deployment Planning		
City of San Diego, CA	Deployment	460,000 water accounts	2015-2017
Role in Project: Senior Project Manager	• Advanced Metering Deployment Planning • Advanced Metering Pilot Deployment Project Management and Performance Testing • Advanced Metering Full Deployment Project Management and Performance Testing		

Utility	Tasks	Accounts	Project Date
Fort Worth Water Department	Advanced Metering & Customer Portal Planning, Procurement, and Deployment	240,000 water accounts	2015-Current
Role in Project: Consultant	• Consulted on IT System Purchases and Integrations • Consulted on Business Process Development • Developed Request Document and Evaluated Vendor Responses • Facilitated Contract Negotiation • Consulted on Implementation of Advanced Data Analytics		
City of Amarillo, TX	Planning, Procurement, and Deployment	75,000 water accounts	2018-Current
Role in Project: Consultant	• Consulted the City on System Integrations and New Technologies • Assisted in Building Solutions for Advanced Metering Business Case & Smart City		
Johnson County Special Utility District	Planning, Procurement, and Deployment	16,000 water accounts	2017-Current
Role in Project: Consultant & Senior Project Manager	• Project Management • Facilitated Advanced Metering Vendor Meetings • Business Case Consultation • RFP Creation and Response Evaluation		
Town of Cary, NC	System Optimization	60,000 water accounts	2014-Current
Role in Project: Consultant	• Business Process Improvement • Advanced Metering System Testing		
Marshall Municipal Utilities	Planning, Procurement, and Deployment	5,000 water accounts, 6,500 electric accounts	2016-2019
Role in Project: Consultant & Senior Project Manager	• Facilitated Advanced Metering Vendor Meetings • Performed Advanced Metering Education Sessions • Documented Advanced Metering System Integration, and Data Flow Map • Developed Project Timeline and Project Requirements • Developed Request Document and Evaluated Vendor Responses • Negotiated Advanced Metering Vendor Contract		

Technical Expertise

Knowledge	Skill
▪ Information Technology Systems ▪ Automated Metering Software Integrations ▪ Automated Metering Communications Networks ▪ Radio Frequency Communications ▪ Cellular Network Technology ▪ Automated Metering Sensing and Controls ▪ Solid State Metering ▪ Geographical Information Systems (GIS) ▪ Supervisory Control and Data Acquisition (SCADA) ▪ Advanced Metering System Testing ▪ Utility Billing Systems ▪ Water Metering	▪ Contract Negotiations ▪ Project Management ▪ Advanced Metering Program Management ▪ Automated Metering Change Control (Process Development) ▪ Needs Assessment ▪ Facilitating Project Teams ▪ Advanced Metering Future State Planning ▪ Advanced Metering Procurement ▪ Database Optimization

Tom Schmidt

Project Manager | SL-serco

Tom has experience in meter installation deployment, Advanced Metering infrastructure deployment, Advanced Metering project management, and existing Advanced Metering systems requiring troubleshooting or expansion. Tom's experience in the Advanced Metering industry will assist Orland Park with implementing their meter technology correctly as well as installing their meter population in an effective manner using many of the methods SL-serco has developed over years of project experience. He has worked on projects from planning phase to Milestone completion to CAP requirement completion for SL-serco from his office in Milwaukee, WI since 2007. In this project, Tom will ensure its successful progress as he guides the project along the right path.

Utility	Tasks	Meters	Project Date
Oconomowoc, WI	Deploy	7,000 water meters, 9,500 electric meters	2007-2008
Role in Project: Project Manager	• Interfaced with Utility Staff to Remediate Issues • Managed Staff to Complete Meter Installations on Schedule • Quality Control Checks of Work Completed		
Shoreview, MN	Deploy	10,000 water meters	2008-2009
Role in Project: Project Manager	• Interfaced with Utility Staff to Remediate Issues • Managed Staff to Complete Meter Installations on Schedule • Quality Control Checks of Work Completed		
White Bear Township, MN	Deploy	4,500 water meters	2009-2010
Role in Project: Project Manager	• Interfaced with Utility Staff to Remediate Issues • Managed Staff to Complete Meter Installations on Schedule • Quality Control Checks of Work Completed		
Multiple (Nashville Metro Water, Biloxi, MS, Holgate, OH, Daytona Beach, FL)	Deploy	2,000 - 30,000 water meters	2010-2015
Role in Project: Project Manager	• Project Managed Technology Deployments for Meter Vendor • Project Technology Resource During Meter Installation Projects • Developed Quality Control Checks for Data and Installation Process • Provided Documented Completion of Milestones and CAP Requirements		
Grand Haven, MI	Deploy	5,300 water meters	2014-2015
Role in Project: Project Manager	• Developed and Executed Project Plan for Technology Deployment • Developed and Executed Project Plan for Meter Deployment • Established Quality Control Measures to Validate Data and Installations • Provided Documented Completion of Milestones and CAP Requirements		

Utility	Tasks	Meters	Project Date
Chesterfield County (VA) Utilities	Plan	117,000 water meters	2015-2016
Role in Project: Project Manager	• Lead Utility Team Through Feasibility Study Process • Organized and Assisted with AMI System Education Workshops • Organized and Assisted with Manufacturer Workshops • Assisted with Business Case Presentation for Feasibility Study • Provided Documented Completion of Milestones and CAP Requirements		
Southwick, MA	Deploy	2,500 water meters	2016-2017
Role in Project: Project Manager	• Assisted with Technology Deployment • Developed and Executed Project Plan for Meter Deployment • Established Quality Control Measures to Validate Data and Installations • Provided Documented Completion of Milestones and CAP Requirements		
Marshall Municipal Utilities	Deploy	5,000 water meters, 6,500 electric meters	2018-2019
Role in Project: Project Manager	• Execute SL-serco Project Plan • Facilitate Regular Project Update Calls Between Utility, CIS Vendor, and Meter Vendor to Complete System Data Integrations • Represent Utility's Interests to Complete Project Milestones • Observe and Validate Meter Vendor Education Process for Utility • Assist Utility with Planning to Develop Schedule for Meter Deployment • Implement SL-serco Developed User Acceptance Testing for Both Software and Data Validation on Meter Installations		
City of Amarillo, TX	Planning, Procurement, and Deployment	75,000 meters	2018-Current
Role in Project: Consultant	• Strategy Vision • Project Plan Execution		

Technical Expertise	
Knowledge	**Skill**
▪ Advanced Metering Software ▪ Advanced Metering Communications .Networks ▪ Radio Frequency Communications ▪ Advanced Metering System Testing ▪ Water Metering ▪ Operational Utility Processes ▪ Change Management ▪ Meter Installation Projects	▪ Project Management ▪ Advanced Metering Program Management ▪ Business Process Improvement ▪ Needs Assessment ▪ Quality Control ▪ Effective Communication ▪ Issue Troubleshooting and Resolution ▪ Conflict Resolution

Jameson Allen

Technical Evaluation | SL-serco

Jameson translates utilities' ambitious visions into rich comprehensive plans. He has wide-ranging experience in data and financial analytics, process improvement, feasibility studies, and Advanced Metering strategic planning. His ability to mediate executive workshops into strategies and tactics provides utilities the direction they need to make daily project decisions and grow their impact. His experience in delivering and communicating strong plans across utilities of different scopes and sizes allows our team to interact effectively with the Village and equips our clients to craft sound decisions.

Utility	Tasks	Meters	Project Date
City of Amarillo, TX	Plan, Procure, Deploy	75,000 water meters	2018-Current
Role in Project: Organization Consultant	• Lead Strategy and Vision Workshops with City Leadership • Facilitated Current State Business Process Documentation Workshops • Facilitated Future State Business Process Design • Performed Business Case Analysis • Presented Business Case Findings to Council with Successful Approval to Move Forward with Project • Change Management		
Fort Worth Water Department, TX	Plan, Procure, Deploy	240,000 water meters	2015-Current
Role in Project: Organization Consultant	• Facilitated Business Process Development • Established Management's Project Assessment Model • Facilitated Change Management Team		
Washington Suburban Sanitary Commission (WSSC)	Plan, Procure, Deploy	500,000 water meters	2018-Current
Role in Project: Business Analyst	• Supported Business Process Documentation • Supported the Development of Needs Analysis Report		
City of Tempe, AZ	Plan, Procure, Deploy	45,000 water meters	2015-Current
Role in Project: Organization Consultant	• Created Proprietary Business Case Financial Model • Created Business Case Presentation Documents and Material • Documented Current and Future Business Processes • Established Management Operational Assessment Model		
City of Mesa, AZ	Plan, Procure, Deploy	80,000 gas, 153,000 water, 20,000 electric meters	2019-Current
Role in Project: Change Management SME	• Facilitated Future State Process Design • Developed Program Strategy and Measures		
Marshall Municipal Utilities	Plan & Procure	5,000 water meters, 6,500 electric meters	2016-Current
Role in Project: Organization Consultant	• Created Business Case • Facilitated Business Case Presentation Documents / Material • Facilitated Vendor Selection		

Utility	Tasks	Meters	Project Date
Chesterfield County (VA) Utilities	Plan	117,000 water meters	2015-2016
Role in Project: Organization Consultant	• Created Advanced Metering Business Case • Documented Current and Future Business Processes		
Johnson County Special Utility District, TX	Plan, Procure, Deploy	16,000 water meters	2017-Current
Role in Project: Organization Consultant	• Created Business Case Report, Business Case Model, and Other Deliverables • Water Meter Enhancement Assessment • Facilitated Vendor Solicitation • Created RFP and Forms for Response		
Lee County, FL	Plan	93,000 water meters	2016
Role in Project: Organization Consultant	• Created Advanced Metering Business Case • Documented Future Business Processes with Advanced Metering		
Apple Valley, MN	Plan, Procure	16,000 water meters	2016-2019
Role in Project: Organization Consultant	• Created Advanced Metering Business Case for Approval from Council • Facilitated Vendor Solicitation		
Vadnais Heights, MN	Plan, Procure, Deploy	5,000 water meters	2017-2019
Role in Project: Organization Consultant	• Created Advanced Metering Requirements • Scored Advanced Metering RFB Responses and Presented Recommendation • Advanced Metering Contract and Deployment Project Management • Change Management • Facilitated Future State Business Process Mapping		
Wylie, TX	Plan, Procure	15,000 water meters	2019 - Current
Role in Project: Organization Consultant	• Facilitated Advanced Metering Strategy Workshops • Facilitated Process Documentation and Design • Provided Advanced Metering Selection Recommendations • Evaluated Advanced Metering RFP Responses		

Technical Expertise	
Knowledge	**Skill**
▪ Advanced Metering Communications ▪ Advanced Metering Impact on Organizations ▪ Meter Accuracy Analysis ▪ Strategic Planning Methodologies ▪ Advanced Metering Integrations ▪ Water Metering ▪ Advanced Metering Software ▪ Advanced Metering Process	▪ Business Process Improvement ▪ Technical Writing ▪ Advanced Statistical Literacy ▪ AMI Business Case Modeling ▪ Project Management ▪ Change Management ▪ Technical Presentation ▪ Utility Advocacy

Stephen E. Davis

Meter Accuracy | SL-serco

Stephen Davis has over five decades of experience in potable water, wastewater, reclaimed water, and water recharge system evaluation, planning, research, modeling, and design. He has directed and managed municipal utility projects involving water meter specifications and bidding evaluation, water Advanced Metering assessments/RFQs/RFPs, water system auditing, and economics of meter replacement; water use efficiency and conservation plans; life-cycle cost evaluations; and national water and reclamation research. Stephen is a registered engineer in Arizona and Texas. Prior to becoming a consultant, Stephen spent ten years with the City of Tucson Water Utility responsible for infrastructure analysis and planning. Stephen is a past chairman of the AWWA Customer Metering Practices Committee and is the current Chair of the Apparent Losses Subcommittee of the AWWA Water Loss Control Committee.

Utility	Tasks	Meters	Project Date
Cleveland Water Department, OH	Meter Assessment	440,000 water meters	2015
Role in Project: Metering Consultant	• Assessment of Commercial Water Meter Accuracy and Billing • Technical Expert for Evaluation of Comparative Meter Accuracy on Behalf of Cleveland Water for a Large Commercial Water Customer • Evaluated Historical and Existing Meter Accuracy Data		
City of Tempe, AZ	Plan, Procure, Deploy	45,000 water meters	2015-Current
Role in Project: Metering Consultant	• Authored Request for Proposal for System-Wide Advanced Metering Infrastructure Program • Assisted in National Meter and Automation Itron System Advanced Metering Selection, Contracting, and Implementation		
Fort Worth Water Department	Plan, Procure, Deploy	240,000 water meters	2015-Current
Role in Project: Metering Consultant	• Authored Request for Qualifications for System-Wide Advanced Metering Infrastructure Program and Meter Replacement-		
Washington Suburban Sanitary Commission (WSSC)	Plan, Procure, Deploy	500,000 water meters	2018-Current
Role in Project: Metering SME	• Program Management for Advanced Metering Implementation		
Golden State Water Company, CA	Meter Assessment	255,000 water meters	2018-2020
Role in Project: Metering Consultant	• Preparation of Water Loss Management Plan and Water Audit Validations		
Tucson Water, AZ	Meter Assessment	180,000 water meters	2017-Current
Role in Project: Metering Consultant	• Tucson Water Meter Study. Major Meter Sizing and Manufacturer Comparison Study		
City of Mesa, AZ	Procure & Deploy	153,000 water meters	2019-Current
Role in Project: Metering SME	• Developed Water Meter Bid Specifications		

Utility	Tasks	Meters	Project Date
Miami-Dade County Water	Plan	900,000 water meters	2006-2007
Role in Project: Metering Consultant	• Developed Advanced Metering Pilot Plan/ Miami FLA • Technical Director		
Flagstaff, AZ	Procure	25,000 water meters	2017
Role in Project: Metering Consultant	• Water Meter Bid Specifications and Assistance		
Buckeye, AZ	Meter Assessment	20,000 water meters	2017
Role in Project: Metering Consultant	• Customer Water Meter Billing Accuracy Study		

Technical Expertise	
Knowledge	**Skill**
▪ Water Meter Evaluation ▪ Water Meter Specifications ▪ Water Loss Auditing ▪ Water System Hydraulic Modeling ▪ Water Capital Improvements Sizing, Planning, Costing ▪ Water Conservation ▪ Water Billing Systems ▪ Water Rate Making ▪ Advanced Metering Feasibility Studies and Economics ▪ Water Quality Evaluations ▪ Well Design and Hydraulics ▪ Fire Sprinkler System Hydraulics ▪ Sizing of Water Meters ▪ Water Usage Evaluations ▪ Water System Appraisal ▪ AWWA Water Loss and Metering Committee Leadership	▪ Project Management ▪ Life Cycle Economics ▪ Water Utility Needs Assessment ▪ Workshop Facilitation ▪ Technical Presentation ▪ Metering Request for Bids/Procurement ▪ Advanced Metering Request for Proposals/Procurement ▪ Meter Bid Evaluations ▪ Advanced Metering Proposal Evaluations ▪ Technical Research ▪ Contract Negotiation ▪ Tactical Inquisition ▪ Report Writing

David Alberth

Technical Integration | SL-serco

David is instrumental in helping utilities get the most value out of their systems through performance analysis, error resolution, streamlining of data integrations, interactive training, and configuration of advanced features. Throughout his 14 years in the business he has provided technical support to over 100 utilities, installed and configured dozens of Advanced Metering systems, and collaborated with manufacturers to improve system performance and define new products.

Experience	Tasks	Accounts	Project Date
City of Tempe, AZ	Plan, Procure, Deploy	80,000 water meters	2015-Current
Role in Project: Data Analyst	• Created Automated Data Reporting Systems to Combine Data from Multiple Sources and Generate Endpoint Acceptance • Performed Custom Integration Between Itron FCS and Oracle CC&B to Facilitate the Transfer of Route and Meter Data • Created SSIS packages for MSSQL • Modified existing CC&B Batch Job with Custom Java and SQL Scripts to Support Route Export in Approved Format • Designed and Oversaw User Acceptance Testing to Validate AMI System and Software Functionality • Created Data Lake in Azure to Daily Retrieve and Host AMI Data for Use in Custom Business Intelligence Reporting		
San Diego, CA	Deploy	460,000 water meters	2015-2017
Role in Project: Data Analyst	• Created Data Management System to Evaluate Endpoint Performance in the Pilot and Full Deployment for Billing and Interval Readings		
Martinsville, VA	Deploy	14,500 electric and water meters	2016
Role in Project: Data Analyst	• Managed the Integration Between Tyler MUNIS and Sensus Analytics for Data Sync and Reading Exchange • Reviewed and Defined Format Specifications • Configured Data Exchange to Include Electric kW Demand and kVAR Channels with Support for Unique Formatting Requirements • Performed QA and Read Validation Testing		
Fort Worth Water Department	Plan & Procure	240,000 water meters	2015-Current
Role in Project: Data Analyst	• Performed Usage Analysis to Quantify the Impact of a Large Meter Replacement Program • Designed Custom DB and Data Queries • Created ETL Automation for Installation, AMI, and CIS Data to a Hosted Data Lake • Designed and Distributed Power BI Reporting to Support Installation QA • Performed Comparative Billing Analysis for Test and Production Systems to Support User Acceptance Testing for Network Cutover		

Utility	Tasks	Accounts	Project Date
Western Virginia Water Authority	Optimization	64,000 water meters	2013-Current
Role in Project: Data Analyst	• Analyzed Advanced Metering (Sensus FlexNet) and MDM (Compass) Performance, Integrations, and Data Quality • Identified Network Issues, Data Discrepancies, and Failed Processes, and Put Together an Action Plan with Recommended Corrections • Executed Corrective Actions and Enhancements Across the Advanced Metering System		
Marshall Municipal Utilities	Procure	11,000 electric and water meters	2017-current
Role in Project: Data Analyst	• Created custom Translator to Integrate Data Between CIS System (Tyler Incode) / Field Deployment Software (Itron FDM). • Designed/Implemented Complex Data Manipulations, Cleansing, & Conditional Logic • Development of User Acceptance, Endpoint Acceptance, and System Performance Tests		
Hendersonville, NC	Optimization	36,000 water meters	2015-2016
Role in Project: Data Analyst	• Analyzed MDM (Logic) Performance, Utilization, Data Quality, and Integrations • Identified Numerous Data Integrity Issues and Put Together Action Plan with Recommended Corrections Ranked by Severity		
Multiple Utilities	Optimization	2,000 - 30,000 water meters	2012-Current
Role in Projects: Data Analyst	• Planned, Managed, Executed, and Validated Integrations Between Various CIS Platforms and MDM Systems • Negotiated File Layouts, Created Scripts to Automate File Transfer and Archival, and Configured Formatting Parameters within MDMs • Performed Initial Training on New Reading Processes for Utility Staff		
Lewiston, ID	Optimization	11,000 water meters	2016-2017
Role in Project: Data Analyst	• Consulted on Integration Between CIS and MDM (Logic), Coordinated Efforts Between Vendors, and Performed Validation Testing • Created Interim Solution to Bridge Raw Head-End Data to CIS • Analyzed MDM Configuration and Performance, Corrected DB and Server Conflicts, and Provided Necessary Research to Vendor to Support Mitigation Efforts		

Technical Expertise	
Knowledge	**Skill**
▪ Data Management ▪ Server and Network Infrastructure ▪ Java/C#/HTML/VB/SQL ▪ Microsoft SQL and Server Integration Services ▪ CIS ▪ MDM ▪ Water, Electric, and Gas Metering	▪ SQL Database Modeling ▪ Data Analysis ▪ Custom Extract/Transform/Load (ETL) Automation ▪ Advanced Metering Software Deployment and Configuration ▪ Systems Integration ▪ Advanced Metering QA and Performance Testing ▪ Advanced Metering Communications Networks ▪ AMI System Training

Richard Campbell | Financial Services Director

Richard Campbell is an FNI Senior Leadership Executive with 34 years of proven experience building and directing consulting teams providing financial management advisory consulting. He has led several complex projects associated with electric, natural gas, and water/wastewater utilities. He is responsible for identifying opportunities and leveraging cross-functional and collaborative engineering services that complement projects, resulting in deeper company engagement with clients and increased return on investment (ROI). Richard is an expert in a full range of utility finance issues, including: debt issuance support (revenue bond feasibility); valuation studies for acquisitions and mergers; alternative capital financing analyses; economic feasibility studies; wholesale and retail ratemaking/cost of service; asset planning and asset management; and strategic and business planning. He has successfully represented energy utility systems in wholesale and retail rate proceedings before FERC. He has also prepared and presented expert testimony in front of state commissions.

Richard currently serves on the American Water Works Association's National Rates and Charges committee and the Finance, Accounting, and Management Committee.

Experience
34 years

Education
BS, Electrical Engineering, University of Central Florida

Professional Affiliations
American Water Works Association

Water Environment Federation

RELEVANT PROJECT EXPERIENCE

Billing/Metering Conversion Analysis* | City of Raleigh, NC | Project Manager/ Client Coordinator

10-Year Capital Financing Analysis* | City of Raleigh, NC | Project Manager

Water/Wastewater Cost-of-Service and Rate Studies* | City of Dallas, TX | Project Manager

2007-2015 Water and Sewer Cost-of-Service and Rate Study* | Miami-Dade County Water and Sewer Department | Project Manager

Water/Wastewater Impact Fee Study/Affordability/Revenue Sufficiency Analysis/Cost-Of-Service* | City of Shreveport, LA | Project Manager

Water/Wastewater Cost-of-Service, Rate Study, and Impact Fee Study* | City of Columbia, SC | Project Manager

Unbundled Cost-of-Service and Rate Design Study* | San Antonio Water System | Project Manager |

Unbundled Cost-of-Service, Rate Design and Impact Fee Study* | Jacksonville Electric Authority | Project Manager

Water/Wastewater Impact Fee Analysis* | City of Fort Worth, TX - Water Department | Project Manager

Water/Wastewater Cost-of-Service and Rate Study* | City of Brownsville, TX | Project Manager

**prior to FNI*

Jennifer Wasinger | Account Director

Jennifer Wasinger is a firm Associate and Account Director in the Central Plains Region. She has more than 25 years of hands-on experience in securing and delivering state and federal funding for infrastructure-related projects. Before joining FNI, Jennifer served as the Assistant Chief of the Financial Assistance Division for the Oklahoma Water Resources Board (OWRB). At OWRB, she oversaw the Board's water infrastructure loan and grant programs. She also provided programmatic oversight and reporting for the State Revolving Fund (SRF) loan programs and worked to revitalize the Clean Water SRF loan program to include support for energy/water efficiency, green infrastructure, stormwater and innovative green projects. Jennifer works closely with stakeholders to verify that infrastructure investments made are consistent with regional goals. She has extensive knowledge of infrastructure-related projects, programs, and funding opportunities, as well as the ability to identify and leverage non-traditional funding sources. Jennifer also served on the EPA's Environmental Financial Advisory Board which provides suggested direction to the EPA's administrators and offices to reduce the costs and increase investments inenvironmental and public health protection.

Experience
27 years

Education
MS, Environmental Science,Oklahoma State University

BS, Environmental Science,University of Kansas

Professional Affiliations
Environmental Protection Agency, Environmental Financial Advisory Board,2014-2019

RELEVANT PROJECT EXPERIENCE

Lake Thunderbird Watershed Total Maximum Daily Load Data Analysis andPlan Update | City of Orland Park, OK | Senior Advisor

Engineering Design Criteria and Green Stormwater Infrastructure Updates |City of Orland Park, OK | Client Representative

Wastewater Collection System Master Plan | Rogers Water Utilities | AccountDirector

Atoka Dam Spillway and Chute Rehabilitation | City of Oklahoma City, OK | Funding Assistance

Clear Creek Lake Dam, Spillway Rehabilitation Analysis and Alternatives | Cityof Duncan, OK | Client Representative

Jackson Park Water Loop Project | City of Comanche, OK | Client Representative

Oklahoma Comprehensive Water Plan and Flood Plan | Oklahoma Water Resources Board | Assistant Project Manager

Edmond Water Towers and System Improvements | City of Edmond, OK | Funding Assistance

Wastewater Reuse Pump Station | City of Weatherford, TX | Funding Assistance

Loan and Grant Program Oversight* | Oklahoma Water Resources Board | Assistant Chief, Financial Assistance Division

Clean Water Act Grant Funding Oversight* | Oklahoma Office of the Secretaryof the Environment | Environmental Programs Manager

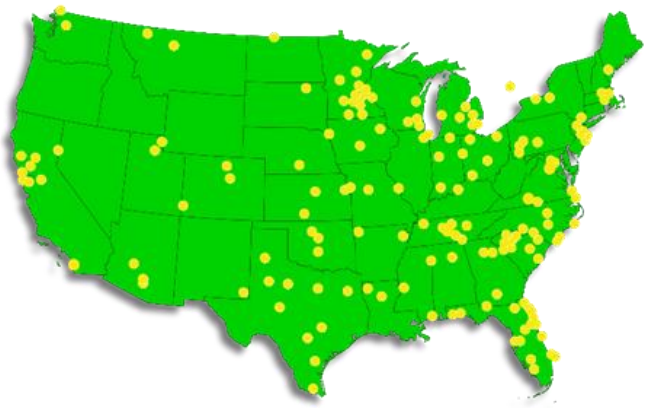
**prior to FNI*

Qualifications and Experience

SL-serco and Freese and Nichols Partnership

To best serve Orland Park's needs for the project, SL-serco and Freese and Nichols developed a partnership which leverages Freese and Nichols' experience in Utility financial services and local presence, with SL-serco's experience in Advanced Metering strategic planning, data, and change management. This combination provides complementary offerings and lends the project confident direction for the deployment.

SL-serco Qualifications and Experience



SL-serco has strengthened utilities for over 55 years. Over this time, we have empowered organizations like Orland Park to experience their vision through change. This mission has driven us to offer unique services dictated by the needs of the utility, not technology. Organizations are influenced by vendors, customers, leadership, and most importantly internal drive. We translate this internal drive into a map for the future, establishing clarity and direction across all stakeholders.

SL-serco was established in 1963 working directly with municipalities on innovative water sampling devices and was officially incorporated on May 13, 1968. We are headquartered in Minneapolis, MN. Between 1997 and 2008 the company's focus shifted to the water service connection between the utility and their customer. Today, we are a team of 25 experts located across the United States who are passionate about consulting with utilities to maximize data and effectively implement solutions. Our services include advanced metering consultation, project management, training, and technical support provided to metering projects throughout the country.

Our focus on Advanced Metering and utilization of utility datasets has been refined by our wide reach and long history. Where other consultants describe their shallow involvement in a large library of past clients, we have crafted a culture of establishing in-depth partnerships and believe our proposal reflects this involvement with the Utility. Our dedication to detailed and proactive advanced metering planning creates your success in this project.

SL-serco is excited to begin crafting the future with Orland Park. We have established a team unified under one vision, with the experience in process and topic to drive this project to success. Orland Park has the unique opportunity to steer their organization towards its goals and a partnership with SL-serco will deliver.

Freese and Nichols Inc. Qualifications and Experience

A Legacy of Success for More Than 127 Years

FNI was founded in 1894 as one of the first independent consulting engineering firms in the region. From those humble beginnings, we have developed an accomplished staff all dedicated to the same vision: Be the firm of choice for clients and employees.

With established offices located across Oklahoma, Texas, Florida, Georgia, Louisiana, New Mexico, and North Carolina, our more than 950 employees provide engineering, architecture, environmental science, planning, construction services and program management services throughout the U.S. FNI's outstanding reputation for quality work results in more than 80 percent of our work coming from repeat clients.

We are nationally recognized for our award-winning technical solutions and commitment to performance excellence. We are the first engineering/architecture firm to receive the Malcolm Baldrige National Quality Award, a prestigious national recognition that promotesexcellence in organizational performance, recognizes the achievements of U.S. organizations and publicizes successful performance strategies.

Innovative approaches, Practical results, Outstanding service. This is our company mission, and it summarizes our approach to your project. We will use the combined strength of our multi-discipline staff and support team to evaluate existing data and develop recommendations for the Village of Orland Park and the Orland Park Utilities Authority to help implement Advanced Metering Infrastructure (AMI) and replace water meters. FNI's approach to projects is based on establishing an environment where our team will work as a hands-on extension to your staff. We embrace project goals and work to develop solutions and designs that meet these goals. We help guide our clients through step-by-step implementation of their vision.

References

Marshall Municipal Utilities (Marshall, MN)	
Project Description	The Marshall Municipal Utilities (MMU) engaged SL-serco to complete a Feasibility Study for AMI and relative power efficiency technologies in June 2016. SL-serco and MMU began this effort by gathering all utility information in the project kickoff, holding an advanced metering education session, and holding vendor meetings to discover the offering of the market. Using SL-serco's experience and knowledge of electric utilities, MMU could identify two technologies to incorporate into their AMI system: Conservation Voltage Reduction (CVR) and Direct Load Control (DLC). After an evaluation of these technologies and their effect on MMU's power consumption and the water department, SL-serco presented their recommendation to move forward with AMI, DLC, and CVR to the commission in October 2016. Currently, MMU is at the end of their deployment of these technologies having successfully released and evaluated an RFB with SL-serco. They are positioned for success, with a strong outlook on their system and operations for the next 20 years.
Client Contact	Leslie Hisken, Customer Service Manager Phone: 507-537-7005 | Email: leslieh@marshallutilities.com Address: 113 S. 4th St Marshall MN 56258-1223
Firm and Project Team's Roles	**SL-serco:** Wesley Gamble, Consultant; Jameson Allen, Organization Consultant
Project Schedule	2016 - 2019
Project Costs	$3.4 Million
Meter Count	5,000 water meters, 6,500 electric meters
Results of Project	While the project is still ongoing, Marshall Municipal Utilities are moving forward with a pilot of the OpenWay RIVA solution and currently testing their billing integrations. Through a transform engine built by SL-serco, they are better prepared to accept the meter swap files from FDM throughout the duration of the project. During the CIS development of the XML interface for OWOC and IEE, SL-serco provided process scoping consultation to ensure that MMU's business needs were being met by the integrations. Additionally, SL-serco has provided MMU with a set of business case goals that should see further integrations in the next 3 years with Internet of Things, Load Control and Conservation Voltage Reduction for electric, and SCADA for both water and electric. MMU's local power provider also expects to provide a large-scale MDM deployment within the next year, which will see SL-serco assist with integration scoping.

City of Tempe, AZ	
Scope of Project	SL-serco is currently providing our full suite of AMI Consulting services to the City of Tempe. We utilized our Plan approach to help the City with Strategic and Project Planning, which included Education and Documentation. We then helped them write and release an RFP that effectively selected a vendor. As of this proposal we have completed their AMI deployment and are assisting in building a Business Intelligence (BI) interface for meter data and SCADA / operations.
Client Contact Person	Tarja Nummela, Customer Service Administrator Phone: 480-350-8361 | Email: tarja_nummela@tempe.gov Address: City Hall, 31 E. 5th St., Tempe, AZ 85281
Firm and Project Team's Roles	**SL-serco:** David Allen, Senior Consultant; Wesley Gamble, Senior Project Manager; Jozette Spandel, Consultant; David Alberth, Data Analyst; Jameson Allen, Organization Consultant
Project Schedule	2015 - 2018
Project Costs	$15.3 Million
Tasks – Completed and Remaining	**Completed**: Advanced Metering Documentation Current and Future State Business Processes AMI system integration AMI data flow map Perform Advanced Metering Education sessions Facilitate Advanced Metering Vendor Meetings Feasibility Study Report Business Case Report Develop Request Document Evaluate Vendor responses Facilitate contract negotiation Pilot Deployment performance testing and project management Full Deployment performance testing and project management
Meter Count	45,000 water meters
Results of Project	Tempe is stronger. The utility's expectations are clear. The selected response is $1.5 million less expensive than the original plan. Utility is certain about the quality of the data. Project is ongoing; expected results are an acceleration to the City's meter change program, reduced costs in customer engagement for leaks and high bills and all City conservation goals being optimized through the Advanced Metering project.
Letter of Satisfaction	"The City of Tempe hired SL-serco in 2015 to assist us with our AMI project. Their experience was needed to develop a successful project from the requirements gathering to project management of the installation and final testing of the completed system. They City had limited resources available for the project and a strong partner was needed to make the implementation successful. They City was able to find this partner in SL-serco…" Tarja Nummela, City of Tempe

Cedar Hill, TX	
Scope of Project	Current State Customer Service and AMI Program Evaluation: Cedar Hill selected SL-serco to evaluate their customer service and Advanced Metering programs. The city was forced to internalize their responsibilities due to their third-party provider dissolving.
Client Contact Person	Joseph J. Komisarz, Special Projects Phone: 469-615-7393 Email: joe.kamisarz@cedarhilltx.com Address: 285 Uptown Boulevard Cedar Hill Texas 75104
Firm and Project Team's Roles	**SL-serco:** David Allen, Senior Consultant; Wesley Gamble, Senior Project Manager; Jozette Spandel, Consultant; Jameson Allen, Organization Consultant;
Project Schedule	2019
Meter Count	16,000 water accounts

Pricing

Fee Proposal	
Work Effort #1: Meter Replacement Program Evaluation	$355,000 + $70,000 travel costs
Work Effort #2: Water System Loss Control and Leak Detection System	
Work Effort #3: Water and Sewer Rates	$70,000
Total	**$495,000**

Forms

PROPOSAL SUMMARY SHEET
RFP 21-035
Water: Meter Replacement Evaluation, Leak Detection, and Rate Study

Business Name: SL-serco, Inc.

Street Address: 322 Groveland Ave.

City, State, Zip: Minneapolis, MN 55403-3552

Contact Name: Laurie Allen

Title: CFO

Phone: 612-709-6107 Fax: 612-782-9782

E-Mail address: systemsoptimized@SLserco.com

Fixed Fee Price Proposal
(Firms may submit for one, two or three work efforts. Clearly indicate if there are discounts if awarded more than one work effort)

Work Effort #1: Meter Replacement Program Evaluation	$ 355,000 + 70,000 travel costs
Work Effort #2: Water System Loss Control and Leak Detection System	$
Work Effort #3: Water and Sewer Rates	$ 70,000
PROPOSAL TOTAL	$ 495,000

Alternate price proposal(s) (optional)

_____ $ _____

AUTHORIZATION & SIGNATURE

Name of Authorized Signee: Laurie Allen

Signature of Authorized Signee: Laurie Allen

Title: CFO Date: 8/20/2021

ORLAND PARK
CERTIFICATE OF COMPLIANCE

The undersigned Laurie Allen (*Enter Name of Person Making Certification*), as CFO (*Enter Title of Person Making Certification*)

and on behalf of SL-serco, Inc. (*Enter Name of Business Organization*), certifies that:

1) BUSINESS ORGANIZATION:

The Proposer is authorized to do business in Illinois: Yes [✓] No [ ]

Federal Employer I.D.#: 41-0942479
(or Social Security # if a sole proprietor or individual)

The form of business organization of the Proposer is (*check one*):

___ Sole Proprietor
___ Independent Contractor *(Individual)*
___ Partnership
___ LLC
[X] Corporation Minnesota (*State of Incorporation*) 05/13/1968 (*Date of Incorporation*)

2) ELIGIBILITY TO ENTER INTO PUBLIC CONTRACTS: Yes [✓] No [ ]

The Proposer is eligible to enter into public contracts, and is not barred from contracting with any unit of state or local government as a result of a violation of either Section 33E-3, or 33E-4 of the Illinois Criminal Code, or of any similar offense of "Bid-rigging" or "Bid-rotating" of any state or of the United States.

3) SEXUAL HARASSMENT POLICY: Yes [✓] No [ ]

Please be advised that Public Act 87-1257, effective July 1, 1993, 775 ILCS 5/2-105 (A) has been amended to provide that every party to a public contract must have a written sexual harassment policy in place in full compliance with 775 ILCS 5/2-105 (A) (4) and includes, at a minimum, the following information: (I) the illegality of sexual harassment; (II) the definition of sexual harassment under State law; (III) a description of sexual harassment, utilizing examples; (IV) the vendor's internal complaint process including penalties; (V) the legal recourse, investigative and complaint process available through the Department of Human Rights (the "Department") and the Human Rights Commission (the "Commission"); (VI) directions on how to contact the Department and Commission; and (VII) protection against retaliation as provided by Section 6-101 of the Act. (Illinois Human Rights Act). (emphasis added). Pursuant to 775 ILCS 5/1-103 (M) (2002), a "public contract" includes "...every contract to which the State, any of its political subdivisions or any municipal corporation is a party."

4) EQUAL EMPLOYMENT OPPORTUNITY COMPLIANCE: Yes ☑ No [ ]

During the performance of this Project, Proposer agrees to comply with the "Illinois Human Rights Act", 775 ILCS Title 5 and the Rules and Regulations of the Illinois Department of Human Rights published at 44 Illinois Administrative Code Section 750, et seq. The

Proposer shall: (I) not discriminate against any employee or applicant for employment because of race, color, religion, sex, marital status, national origin or ancestry, age, or physical or mental handicap unrelated to ability, or an unfavorable discharge from military service; (II) examine all job classifications to determine if minority persons or women are underutilized and will take appropriate affirmative action to rectify any such underutilization; (III) ensure all solicitations or advertisements for employees placed by it or on its behalf, it will state that all applicants will be afforded equal opportunity without discrimination because of race, color, religion, sex, marital status, national origin or ancestry, age, or physical or mental handicap unrelated to ability, or an unfavorable discharge from military service; (IV) send to each labor organization or representative of workers with which it has or is bound by a collective bargaining or other agreement or understanding, a notice advising such labor organization or representative of the Vendor's obligations under the Illinois Human Rights Act and Department's Rules and Regulations for Public Contract; (V) submit reports as required by the Department's Rules and Regulations for Public Contracts, furnish all relevant information as may from time to time be requested by the Department or the contracting agency, and in all respects comply with the Illinois Human Rights Act and Department's Rules and Regulations for Public Contracts; (VI) permit access to all relevant books, records, accounts and work sites by personnel of the contracting agency and Department for purposes of investigation to ascertain compliance with the Illinois Human Rights Act and Department's Rules and Regulations for Public Contracts; and (VII) include verbatim or by reference the provisions of this Equal Employment Opportunity Clause in every subcontract it awards under which any portion of this Agreement obligations are undertaken or assumed, so that such provisions will be binding upon such subcontractor. In the same manner as the other provisions of this Agreement, the Proposer will be liable for compliance with applicable provisions of this clause by such subcontractors; and further it will promptly notify the contracting agency and the Department in the event any subcontractor fails or refuses to comply therewith. In addition, the Proposer will not utilize any subcontractor declared by the Illinois Human Rights Department to be ineligible for contracts or subcontracts with the State of Illinois or any of its political subdivisions or municipal corporations. Subcontract" means any agreement, arrangement or understanding, written or otherwise, between the Proposer and any person under which any portion of the Proposer's obligations under one or more public contracts is performed, undertaken or assumed; the term "subcontract", however, shall not include any agreement, arrangement or understanding in which the parties stand in the relationship of an employer and an employee, or between a Proposer or other organization and its customers. In the event of the Proposer's noncompliance with any provision of this Equal Employment Opportunity Clause, the Illinois Human Right Act, or the Rules and Regulations for Public Contracts of the Department of Human Rights the Proposer may be declared non-responsible and therefore ineligible for future contracts or subcontracts with the State of Illinois or any of its political subdivisions or municipal corporations, and this agreement may be canceled or avoided in whole or in part, and such other sanctions or penalties may be imposed or remedies involved as provided by statute or regulation.

5) TAX CERTIFICATION: Yes [✓] No [ ]

Contractor is current in the payment of any tax administered by the Illinois Department of Revenue, or if it is: (a) it is contesting its liability for the tax or the amount of tax in accordance with procedures established by the appropriate Revenue Act; or (b) it has entered into an agreement with the Department of Revenue for payment of all taxes due and is currently in compliance with that agreement.

6) AUTHORIZATION & SIGNATURE:

I certify that I am authorized to execute this Certificate of Compliance on behalf of the Contractor set forth on the Proposal, that I have personal knowledge of all the information set forth herein and that all statements, representations, that the Proposal is genuine and not collusive, and information provided in or with this Certificate are true and accurate. The undersigned, having become familiar with the Project specified, proposes to provide and furnish all of the labor, materials, necessary tools, expendable equipment and all utility and transportation services necessary to perform and complete in a workmanlike manner all of the work required for the Project.

ACKNOWLEDGED AND AGREED TO:

Laurie Allen
Signature of Authorized Officer

Laurie Allen
Name of Authorized Officer

CFO
Title

08/20/2021
Date

REFERENCES

Provide three (3) references for which your organization has performed similar work.

Bidder's Name: SL-serco, Inc.
(Enter Name of Business Organization)

1. ORGANIZATION: Marshall Municipal Utilities
   ADDRESS: 113 S. 4th St. Marshall MN 56258-1223
   PHONE NUMBER: 507-537-7005
   CONTACT PERSON: Leslie Hisken
   YEAR OF PROJECT: 2016-2019

2. ORGANIZATION: Tempe, AZ
   ADDRESS: City Hall, 31 E. 5th St., Tempe, AZ 85281
   PHONE NUMBER: 480-350-8361
   CONTACT PERSON: Tarja Nummela
   YEAR OF PROJECT: 2015-2018

3. ORGANIZATION: Cedar Hill, TX
   ADDRESS: 285 Uptown Boulevard Cedar Hill Texas 75104
   PHONE NUMBER: 469-615-7393
   CONTACT PERSON: Joseph J. Komisarz
   YEAR OF PROJECT: 2019