

TOWN COUNCIL PUBLIC HEARING

November 19, 2024 at 6:00 PM

250 River Circle - Alpine, WY 83128

AGENDA

Notice - The video and audio for this meeting are streamed live to the public via the internet and mobile devices with views that encompass all areas, participants, and audience members. Please silence all electronic devices during the meeting. Comments made on YouTube will not be answered. Please email <u>clerk@alpinewy.gov</u> with any questions or comments.

- 1. CALL TO ORDER Mayor Green
- 2. ROLL CALL Monica Chenault

3. DISCUSSION ITEMS

Presentation Rules:

Time Allotted: 30 minutes

Description: The selected consulting firm will have a total of 30 minutes to present their qualifications, proposed methodology, and approach in addition to responding to questions from Town Council.

- b. Sunrise Engineering.
- c. Raftelis.
- 4. ADJOURNMENT

Alpine Development Impact & Capacity Fees Study Proposal

Town of Alpine, Wyoming

October 15, 2024





October 15, 2024

Town of Alpine Attn: Mayor Eric Green 250 River Circle Alpine, WY 83128

RE: TOWN OF ALPINE DEVELOPMENT IMPACT & CAPACITY FEES STUDY AND ANALYSIS

Dear Mayor Green,

Sunrise Engineering is pleased to present the following proposal to provide engineering services for the Town of Alpine Development Impact and Capacity Fees Study and Analysis. We plan to work closely with you in developing solutions to develop equitable and defensible impact fees for the water and wastewater systems in Alpine. Some of the advantages in choosing our team are:

- Over 30 years of experience working with Star Valley municipalities. We are a local company that understands the needs of Alpine.
- We are water and wastewater engineering experts. Impact fee studies are an engineering exercise that require a strong understanding of water and wastewater system operations, capacities, costs, and improvements.
- Many aspects of the WWDC Alpine Water Master Plan, which is currently underway by Sunrise Engineering, will dovetail with the impact fee analysis. Working with our team ensures maximum efficiency and cost savings for Alpine.

Sunrise Engineering is offering a proven team that is excited to make this project successful and cost effective. Ryan Erickson will serve as the project manager. He has over 20 years of experience in Civil and Municipal Engineering with an emphasis on water and wastewater. Ryan also has extensive experience with Town of Alpine systems.

Sunrise is committed to providing exceptional client service. We maintain the conviction that our long-term success must be rooted in the success of our clients, and we would love the opportunity to serve Alpine on this very important project. I commit to you the same level of service that we provide our other clients. If you have any questions about this proposal, please contact me at 307.885.8500.

Sincerely,

Robert Hood, P.E. Service Center Manager Sunrise Engineering

Table of Contents

Firm Profile	.1
Project Understanding	2
Project Approach	2
Proposed Scope of Services	.3
Project Experience	.4
Organization Chart	8
Resumes	.9
References	.12
Price Proposal	.13





To



Sunrise Engineering Firm Profile







Principal Office

Star Valley 770 S. Washington St., Suite A Afton, WY 83110

TEL 307.885.8500

WYOMING

Star Valley Cheyenne Laramie Kemmerer

ARIZONA

Phoenix Metro Prescott Kingman

COLORADO

Fort Collins Steamboat Springs

IDAHO

Pocatello



Scan this QR code to visit our website and learn more about Sunrise Engineering, our expertise, and our many services.



NEVADA North Las Vegas

UTAH

Cache Valley Cedar City Fillmore Nephi Richfield North Richfield South Roosevelt Salt Lake City South Ogden St. George Utah County Vernal Our name speaks to one of our main focuses—engineering. Big or small, public or private, it doesn't matter—we're here to plan or improve it. We'll take you from initial funding, study, and design all the way to permitting, construction administration, and closeout.

Our true reward is the enduring partnerships we forge with our clients. We are your advocate and will not rest until your project is a success. This commitment to your success is reflected in the optimum balance we achieve between cost and operational performance. The majority of our work is performed for repeat clients, a testament to their trust and satisfaction in our services.

For over 45 years, Sunrise Engineering has been guided by an Executive Management Team who collectively shape the firm's vision and operations. Their collaborative approach and exemplary leadership have consistently delivered success to our clients and our 503 employees.



In recognition of Sunrise's commitment to quality customer service, we have been awarded the PSMJ Premier Client Satisfaction Award for eight years. This award is based solely upon anonymous client feedback and honors only those A/E/C firms that provide their clients with top-quality communications, impressive performance, and cost-effective solutions.

For the past nine years, we have also been recognized as one of ENR's Top 500 Design Firms and ENR's Southwest Top 50. Our client's confidence in our engineers has led to multiple long-term relationships and years of successful projects.



Technical Areas of Expertise

	WATER/ WASTEWATER	LAND DEVELOPMENT	ENVIRONMENTAL	TRANSPORTATION	DRAINAGE/ FLOOD CONTRO
NEERING	CONSTRUCTION MANAGEMENT	IRRIGATION	ELECTRICAL	PARKS & RECREATION	STRUCTURAL
	3D IMAGING	TOPOGRAPHIC	CONSTRUCTION LAYOUT	LAND BOUNDAI RIGHT-	RY/EASEMENTS/ OF-WAY
JRVEY					
8	UTILITY MAPPING	CEMETERY MANAGEMENT	TRAILS & TRANSPORTATION	LAND USE MANAGEMENT	
GIS	FIELD COLLECTION & INSPECTIONS	MAPPING, M & ANALYTIC	ANAGEMENT, AL SERVICES	CLOUD SMART GIS	
	TRAINING & QUALIFICATION	COMPLIANCE & STUDIES	PIPELINE ENGINEERING	3RD PARTY INSPECTIONS	AS-BUILT MAPPING
JRAL GAS					
✓ L	BUILDING	PLAN REVIEW	3RD PARTY INSPECTIONS	PEER RE CODE COI	VIEWS & NSULTING
DING CODE					
夏	COMMUNITY PLANNING	ECONOMIC DEVELOPMENT	PLANNING	PUBLIC INVOLVEMENT	

Project Understanding



In recent years, the Town of Alpine has experienced increased growth. This accelerated pace of growth has increased demand for municipal services including water and wastewater. Recognizing that each of these services, as now constructed, contains a finite capacity, the Town of Alpine seeks to complete an impact fee analysis for the water and wastewater systems.

The purpose of this study is to preserve the existing levels of service these systems represent to current users, and to establish equitable fees to ensure future growth will maintain the established level of service. In other words, the fees represent the "fair share" that new development should pay to "buy-in" to existing capacity available in the systems or to fund improvements needed to accommodate the growth.

The study must be equitable to existing users and new development. It must be defensible if challenged, and it must be transparent in its methodology and calculation of fees.

Impact fees are not a connection fee. The Town should charge a connection fee that covers the cost of physically connecting to the system and for the administrative time needed to add the new account.

Impact fees do not cover the cost of operation, maintenance, or the replacement of system components if the capacity of the component is not increased (e.g. rebuilding an existing wastewater lift station). Revenue generated from monthly user fees covers these costs.

Accounting practices should separate impact fees from connection and user fees.

Project Approach

An impact fee study is a financial exercise, but it is also an engineering exercise. The data that feeds the study are best derived by a strong understating of municipal water and wastewater systems. At Sunrise we are experts in water and wastewater engineering. Much of the needed data and analysis for the water portion of the impact fee calculation will come from the WWDC Alpine Water Master Plan that we are currently preparing. Accurate calculations of the following bullet points are critical to a defensible final study:



- System demands on a per Equivalent Residential User (ERU) basis,
- Capacity of each component of the system (each well, each storage tank, each transmission line, etc.)
- Value in 2024 dollars of each component of the system
- Estimated service life and remaining life expectancy of each component

At Sunrise we use a combination of two methods to calculate impact fees.

1) EQUITY BUY-IN METHOD

The Equity Buy-In Method calculates the value of the existing excess capacity of the system, and determines the cost to "buy-in" and obtain an equity position in the existing facilities. This method is best applied where excess capacity has been built in and will not be immediately and completely consumed by new growth. The Alpine Wastewater Treatment plant is a good example where the Equity Buy-In Method should be used.

2) INCREMENTAL COST METHOD

The Incremental Cost Method is best applied to systems with limited existing capacity where growth has an immediate and direct impact on the ability of the facility to maintain it's level of service. Using this method, fees charged to new growth are based on a capital improvement plan for needed improvements. Over time a fund is accumulated that must be dedicated to the stated purpose of improving the system to handle the new growth.



EXAMPLE OF USING BOTH METHODS IN FEE CALCULATION

An example of how the two methods are used together can be related to the Mega-Well. The Mega Well has excess capacity that is available to help meet the water demands of new users. The value of this excess capacity on a per ERU basis would be calculated with the Equity Buy-In Method and factored into the impact fee. However, since the Mega-Well is not tied into the main system, the cost per ERU to connect the Mega Well to the main system as a capital improvement project should be calculated using the Incremental Cost Method and factored into the impact fee.



Proposed Scope of Services

Below is a list of proposed tasks to complete the impact fee for the Alpine Water and Wastewater systems. As discussed above, some of these task's dovetail with the water master plan effort currently underway by Sunrise Engineering and being funded by the Wyoming Water Development Commission. **This will be a cost savings to the Town.**

- In person kick off meeting with Town staff and mayor
- Monthly progress reports
- Using existing data, inventory both systems and prepare overall system maps to be included in the report
- Review and analyze demand data to determine per ERU demands.
- Analyze each system component to determine the existing capacity (e.g. gpm for each well, gallons stored for each tank, capacity of each sewer lift station, max flow rate in each transmission line, etc.)
- Perform impact fee analysis using Equity Buy-In method and Incremental Cost method
- Prepare a draft written report and submit it to Town staff and officials for review
- Present the results of the draft report at a public meeting to receive comments, feedback, and answer questions
- Make final edits based on feedback and submit the final report
- Continue to be available to answer questions and provide support to the Town



Creating solutions that work and relationships that last.



Project Experience

Impact Fee Studies and Capital Improvement Plans

Afton Impact Fee Study | Afton, WY Client: Town of Afton



Description of Services:

- Water and wastewater impact fee calculations
- Written report and presentation to council
- Comparison of proposed fee to surrounding communities
- Provided options for timing of collection of fees
- Afton passed an impact fee resolution and is successfully collecting fees now

Thayne Wastewater Facility Plan | Thayne, WY Client: Town of Thayne



Description of Services:

- 30-year plan for Treatment & Collection Systems
- Sunrise performed a four year update in 2012
- Plan was critical to receiving funding for Wastewater Treatment Plant Project
- Complete treatment upgrade project was completed

Thayne Impact Fee Study | Thayne, WY Client: Town of Thayne



Description of Services:

- Water and wastewater impact fee calculations
- · Cost of delivering water to customers on a per/unit basis
- Comparison of proposed fee to surrounding communities
- Provided options for timing of collection of fees
- Public meetings to present results and receive comments

Star Valley Regional Water Master Plan | Lincoln County, WY Client: Wyoming Water Development Commission



Description of Services:

- Analyzed all public water systems in Star Valley
- Water rights review and system mapping
- Water demand and source capacity review
- Water quality analysis
- Regionalization concepts and cost estimates

Afton Capital Improvements Plan | Afton, WY Client: Town of Afton



Description of Services:

- Evaluation of water, sewer, roads and pathways, storm drainage
- Identification of needs
- Economic Development
- Project prioritization and funding

Bedford Water System Cost of Services Study | Bedford, WY **Client: Bedford Water and Sewer District**



Description of Services:

- Used data from WWDC Water Masterplan
- Cost of delivering water to customers on a per/unit basis
- Comparison of proposed fee to surrounding communities
- Helped client understand the total cost of delivering water
- Public meetings to present results and receive comments



Bridger Valley Water Master Plan | Uinta County, WY Client: Bridger Valley Joint Powers Board



Description of Services:

- Water Treatment Review
- Water Transmission and Water Distribution Modeling
- GIS Mapping
- Stand by Generation
- Water Source Analysis

Nordic Ranches Cost of Services Study | Etna, WY **Client: Nordic Ranches Subdivision**



Description of Services:

- Requires Public Service Commission approvals
- Evaluated the total value of the system
- Evaluated system operation costs and maintenance costs
- Determined cost of water delivery on a per customer basis
- Written report and presentation to system owners

Bedford Water Supply Master Plan | Bedford, WY **Client: Bedford Water and Sewer District**



Description of Services:

- 20 year Water System Master Plan
- Water Modeling and Calibration
- Flow Testing and Leakage Analysis
- Hydrogeologic Investigation
- GIS Mapping

Montpelier Wastewater Facility Plan | Montpelier, ID **Client: City of Montpelier**



Description of Services:

- Evaluated collection & treatment system condition & capacities
- Analyzed population growth and projected system demands
- Analyzed alternatives for improvements and expansion
- Estimated costs for proposed preferred alternatives & provided funding options with calculated rate impacts

Paris Wastewater Facility Study | Paris, ID Client: City of Paris



Description of Services:

- 20-year planning study
- Population growth analysis and projections
- Analysis of the existing system capacities and condition
- · Capital Improvements Plan with recommended alternatives
- Funding plan for recommended alternatives

Afton 2nd Avenue Project | Afton, WY Client: Town of Afton



Description of Services:

- New roads and sidewalks
- Design, bidding, and construction administration
- Wyoming Business Council Grant funds
- Pathways comply with ADA
- Replaced all sewer lines in the town's right of way



Project Experience

Town of Alpine Projects

Alpine Water Master Plan | Alpine, WY Client: Town of Alpine



Description of Services:

- · Plan includes recently added water facilities
- Thorough review of existing water wells
- Investigation and testing of recently acquired Excel Well #1 (aka Mega Well)
- Creation of GIS base map with growth & demand projections

Alpine Sewer Expansion | Alpine, WY Client: Town of Alpine



Description of Services:

- Expand sewer service for the Town of Alpine
- · American Recovery and Reinvestment Act funding
- 9,200 feet gravity sewer
- Sewer lift station
- 2,200 feet of sewer forcemain

Alpine Street Enhancement | Alpine, WY Client: Town of Alpine



Description of Services:

- Town enhancements along Highway 89
- Decorative street lighting
- Landscaping
- Irrigation system
- Three phase project

Alpine Water Storage Tank | Alpine, WY Client: Town of Alpine



Description of Services:

- 20,000 lineal feet of piping with service connections and fire hydrants
- Pumping facility and SCADA communication system
- Two concrete storage tanks
- Funding from WWDC, USDA, State Loan and Investment

Alpine TAP | Alpine, WY Client: Town of Alpine



Description of Services:

- Assisted with grant application
- Studied pedestrian and bicycle facilities and needs
- Compiled data from various resources
- Gathered public input
- Probable costs were created

Alpine Water Dist. Replacement | Alpine, WY Client: Town of Alpine



Description of Services:

- Upgraded inefficient water distribution
- 4,000 lineal feet of piping
- 8-inch piping, service connections, valves and hydrants
- Funding from SRF loan and Mineral Royalty Grant



To

Additional Relevant Experience

Richmond Water Impact Fee Update
Santa Clara City Impact Fee Analysis
Gunlock Special Service District Impact Fee Analysis
Salina City Impact Fees & Rates Study
Bear Lake Special Service District Facility Plan & Impact Fee Study
Grand Water and Sewer Service Agency Culinary Water Impact Fee Update
Panguitch City Impact Fees
Salem City Culinary Water/Wastewater Impact and Capital Facility Plan Update
Mona Sewer Impact Fee Study
Hildale City Culinary Water Master Plan & Impact Fee Facilities Plan Update
Plymouth Water Impact Fee Analysis
Minersville Impact Fee Updates
Neola Water and Sewer Water Impact Fee Analysis
Redmond Irrigation Water Impact Study
Clarkston Impact Fee Facility Plan Analysis - Culinary Water & Roadway
Ephraim Water Master Plan and Impact Fee Facilities Plan Analysis
Ogden City Culinary Water Master Plan Update
Nephi City Secondary Water Study
Nephi City Culinary Water Master Plan
Enoch Culinary Water and Wastewater Impact Fee Plan Analysis
Moroni Impact Fee Analysis
Angell Springs SSD Culinary Water Master Plan & Impact Fee Facilities Plan
Fillmore City Water Master Plan Update and Impact Fee Analysis
Toquerville Culinary Water Master Plan and Impact Fee Facilities Plan
Kanarraville Town Culinary Water Master Plan, Impact Fee Facilities Plan and Impact Fee Analysis
Orderville Culinary Water Master Plan, Impact Fee Facilities Plan, & Impact Fee Analysis
Spring City Impact Fees 2024
Grand Water and Sewer Service Agency Secondary Water Impact Fee
Santa Clara City Culinary Water Impact Fee Facilities Plan & Impact Fee Analysis
Coyote Springs Wastewater Capital Improvement Plan
Springdale Town Wastewater Master Plan
Washington City Wastewater Master Plans
Colorado City Wastewater Capital Facilities Plan



Organization Chart

We believe that the success of a project is dictated by the selection of a team that has a long history of working together on comparable projects. As we have demonstrated in our project experience, each of our key team members have worked on Impact Fee, Facility Planning Studies, and Capital Improvement Plans. A project like this requires specialized team members and we have selected our key team members based on their strengths and experience, and to serve a specific role to complete the necessary tasks for your project. The team will operate as a cohesive unit under the direction of our Project Manager, Ryan Erickson, PE.



Sunrise is always there when I need them. I love our working relationship. They impress me with the overall experience they have with our Town and their vast knowledge of our infrastructure. I have been employed with the Town for over 20 years, and Sunrise has supported us in every aspect. It is a privilege to have them by our side, as we have progressed together instead of reinventing the wheel with another engineering firm.

Josh Peavler, Utilities Director Town of Afton



Resumes



RYAN ERICKSON, PE | Project Manager

EDUCATION YEARS IN PROFESSION MS - Civil Engineering 27; 27 with Sunrise

DFESSION REGI Sunrise PE

REGISTRATIONS PE WY #9225 OFFICE LOCATION Afton, WY

Ryan has 27 years of civil engineering experience with projects in Wyoming and Idaho. He has worked with the Town of Alpine for over 15 years, providing valuable engineering support and guidance on various projects that enhance the community's infrastructure. His projects include the design and construction management of various water systems, with extensive experience in water rights, residential development, and city engineering projects. Ryan has significant expertise in development impact and fees studies, as

well as master planning for municipal projects, helping communities plan for future growth and efficiently manage resources. He has designed wells, storage tanks, booster pumps, transmission lines, and distribution systems. Additionally, he has also managed a varied array of water resource projects including river basin plans and studies of municipal and irrigation systems.

- Alpine Water Master Plan
- Alpine General Engineering
- Alpine Airpark Subdivision
- Alpine RV Park Project
- Alpine Landscaping and Lighting Project
- Alpine TAP
- Alpine Meadows Drive Water Replacement
- Alpine Valley Resort Water Design
- Alpine Valley Resort Wastewater Design
- Alpine Retreat Lot 25 Wastewater Design
- Alpine Phase II Sewer Expansion

- Afton Capital Improvements Project
- Afton Wastewater Study
- Lincoln County Infrastructure Master Plan
- Star Valley Regional Master Plan
- Darway Subdivision Water Adequacy Study
- Rock Bridge Water Study
- Lost Creek Meadows Feasibility Water Study
- The Reserve Subdivision
- The Shire Development Water and Wastewater
- Trail Ridge Subdivision Project
- Etna Wastewater Analysis Study



KAMILLA SCHULTZ, PE | Project Engineer

EDUCATION

MS - Civil Engineering

YEARS IN PROFESSION 14; 2 with Sunrise REGISTRATIONS PE WY #20549 OFFICE LOCATION Kemmerer, WY

Kamilla joined Sunrise Engineering in 2022 as a seasoned Civil Engineer, bringing over 14 years of industry experience. Since joining Sunrise, she has been instrumental in city engineering projects, specializing in fee studies, planning studies, and capital improvement plans. Her expertise in project planning, design, and execution has made her a key contributor to improving public utilities and infrastructure.

Before Sunrise, Kamilla worked for the City of Logan and Clearfield City, Utah, where she managed inspections, capital improvement projects, and designs for water, sewer, stormwater, and transportation systems. Kamilla's dedication to delivering sustainable, high-quality solutions has earned her a strong reputation within her team and the communities she serves.

- Hyde Park Culinary Water Master Plan
- Hyde Park Storm Water Master Plan
- Hyde Park Transportation Master Plan
- Virgin Town Wastewater Study Update 2021
- North Logan City Culinary Water Master Plan
- North Logan Water Master Plan
- Birch Creek Culinary Water Company Facility Plan
- Champlin Homes UDOT Traffic Impact Study Hwy 165 and 300 South in Providence
- Champlin Homes Level 3 UDOT Traffic Impact Study US-91 Between 1600-1800 North
- GR-RS-SC JPWB Eastside Zone, Level II Study

- Green River Rock Springs Sweetwater County (JPWB) -Crossroads Pump Station & Transmission Line
- Kemmerer Diamondville WWJPD General On-Call Services
- LF Redevelopment North Salt Lake Basic Concept Plan 460 W
 100 North
- Rocky Mountain Tactical Group Training Facility Feas. Study
- Kemmerer Diamondville WWJPB Nations Avenue Waterline
- Kemmerer Diamondville WWJPB Water System Improvement
- Logan City 200 North & 400 North Sewer Improvements
- Upper Blacks Fork Watershed Wall Reservoir Project
- USU Millville Waterline
- Rock Springs 2024 Sanitary Sewer and Storm Lining Project





ROBERT HOOD, PE | Point of Contact

EDUCATION

YEARS IN PROFESSION 21: 19 with Sunrise MS - Civil Engineering

REGISTRATIONS PE WY #11066

OFFICE LOCATION Afton, WY

Robert is the Service Center Manager of the Star Valley office. His career focus has been working with rural municipalities and districts to address infrastructure challenges and enhance essential services. As an expert in federal and state funding, Robert has successfully helped rural clients secure project funding and navigate complex government application and approval processes. He finds great satisfaction in guiding clients through every project stage, from conducting master plans and impact studies to securing funding,

completing designs, and managing construction. His engineering expertise spans several specialties, including hydrology and water resources engineering, wastewater engineering, site planning and development, parks and pathways, street design and restoration, and stormwater management.

- Thayne Wastewater Facility Plan and Impact Fee Analysis
- Thayne Water System Fee Study
- Jamestown Rio Vista Water and Wastewater Master Plan
- Bedford Water Supply Master Plan
- Bloomington Water System Facility Plan
- Star Valley Regional Master Plan
- Bloomington Wastewater Plan Treatment Alternatives
- Bloomington 2015 Wastewater Study
- Montpelier Wastewater Facility Plan
- Turnerville Water Supply PER

- Thayne Main Street Waterline Replacement
- Thayne North Waterline Replacement
- Thayne Booster Pump House and Transmission Line
- Thayne Storage PER and ER
- Thayne Water Meters Project
- Thayne Water Storage Preliminary Engineering Report
- Thayne Water Storage Tank
- Thayne, Wright and Park Roadways and Utilities
- Bedford Water Meter Replacement
- Thayne Wastewater Treatment Facility Upgrade



DAVE KENNINGTON, PE | QA/QC

EDUCATION BS - Civil Engineering

YEARS IN PROFESSION 30; 30 with Sunrise

REGISTRATIONS PF WY #9585

OFFICE LOCATION Afton, Wነ

Dave is experienced with water resource projects, including water and wastewater system design, hydrology and stormwater design, hydroelectric projects, master planning, and impact fee analysis. He has helped communities plan and manage infrastructure costs effectively while working on projects throughout the intermountain west for municipalities, private clients, and institutions. His proficiency spans all aspects of water and wastewater design, from studies and planning to detailed design, funding, and

construction administration. Dave's expertise in quality assurance and quality control (QA/QC), ensures projects meet the required standards. He has completed a wide range of projects involving storage tanks, new production wells, and extensive transmission and distribution systems. He has also designed booster pump stations and interconnection metering stations, integrating them with existing and new infrastructure.

- Afton Capital Improvements Plan
- Afton Capital Improvements Project
- Afton Distribution Replacement Project
- Afton Impact Fee Study
- Afton North Waterline Spring Overflow Project
- Afton Water System Study
- Afton Wastewater Study
- Afton Stormwater Drainage Study
- Bridger Valley Water Master Plan Level I Study
- Cordell Critchell Subdivision Water Adequacy Study
- Eagar Culinary Water Master Plan
- Star Valley Springs Water Adequacy Study

- Star Valley Springs Wastewater Adequacy Study
- Star Valley Trailer Court Wastewater System Design
- Sundance Properties The Flats, Alpine Junction WW
- Green River/Rock Springs/Sweetwater County JPWB Pump Station and Transmission Line Study
- Green River/Rock Springs/Sweetwater County JPWB Wind River Zone Level II Study
- Minidoka Hydrologic and Hydraulic Study
- Bridger Valley Water Master Plan Level I Study
- Town of Eagar Water Master Plan
- Willwood and Shoshone Irrigation District Hydropower Level II Study





HEIDI ERICKSON | Project Coordinator

EDUCATION Business Administration

YEARS IN PROFESSION 25: 13 with Sunrise

REGISTRATIONS

OFFICE LOCATION Afton. WY

Heidi joined the Sunrise team 13 years ago, bringing expertise in project coordination, proposal writing, and multitasking. As a key coordinator, she facilitates seamless communication and collaboration among clients, engineers, inspectors, and contractors, ensuring projects stay on track and progress efficiently. Her background in running a personal and family-owned business, has honed her organizational abilities and emphasized the importance of clear, proactive communication. This diverse background gives her a

unique perspective on managing complex projects, making her an asset to the Sunrise team. Heidi's commitment to excellence and her ability to balance multiple responsibilities consistently contribute to the success of each project she's involved in.

- Afton Capital Improvements Plan
- Afton Wastewater Study
- Afton Impact Fee Study
- Afton Water System Study
- Alpine Water Master Plan
- Bedford Water Supply Master Plan Level I Study
- Bridger Valley Water Master Plan Level I Study
- Broken Wheel Ranch Master Plan Level I Study
- Austin/Wall Canals Level I Study
- Austin/Wall Watershed Study

- Green River/Rock Springs/Sweetwater County JPWB Water Pump Station and Transmission Level II Study
- Green River/Rock Springs/Sweetwater County JPWB Wind River Zone Level II Study
- Dry Creek Irrigation Pipe Replacement Project Phases 1-4
- Quiet Cove Estates Water System
- Parker Subdivision Water Study
- Poinsett Subdivision Water Study
- Ridge View Estates Water Study Update
- Bear River Watershed Level I Study



KADE SMITH, EIT | Assistant Project Engineer

YEARS IN PROFESSION **BS** - Civil Engineering 3; 3 with Sunrise

EDUCATION

REGISTRATIONS EIT WY #6876

OFFICE LOCATION Afton, WY

Kade brings a fresh perspective and a wealth of hands-on experience to the team. Having transitioned from a two-year internship to a full-time role at the Star Valley Office, Kade's commitment to his work is evident. A graduate of the University of Wyoming with a degree in Civil Engineering specializing in transportation and water, Kade's passion for problem-solving and his dedication to addressing clients'

unique needs make him a valuable asset. Proficient in AutoCAD Civil 3D, he also demonstrates a proactive approach to problemsolving, emphasizing personalized solutions through close collaboration with clients. Kade enjoys working on master planning and impact studies, finding great fulfillment in helping the community plan for future growth and improve infrastructure.

- Afton North Waterline Spring Overflow Project
- Airstream Wyoming Water System Design
- Bedford ARPA Water Project
- Bridger Valley Water Master Plan Level I Study
- Bitter Creek Ranches Water Adequacy Study
- Cordell Critchell Subdivision Water Adequacy Study
- Danna Investments Water Adequacy Study
- Earling Development Water Adequacy Study
- GR-RS-SC JPWB Eastside Zone, Level II Study
- Harmon Subdivision Water Adequacy Study
- Houghton Water Adequacy Study

- Montpelier City Water Facility Plan Update
- Painted Hills Subdivision Water Adequacy Study
- Star Valley Springs Water Adequacy Study
- Valley of the Burm Water Adequacy Study
- Paris Wastewater System Facility Planning Study
- Montpelier City Wastewater Facility Plan Update
- Schrader Subdivision Wastewater Adequacy Study
- Self Subdivision Wastewater Study
- West Afton/Nield String Master Plan, Level I Study
- Rocky Mountain Tactical Group Training Facility Feas. Study
- Gil Crozes Valley Springs Lots 2 & 3 Master Plan



References



Devin Simpson Mayor *Town of Thayne, Wyoming* 307.883.2668 thaynemayor@silverstar.com



Violet Sanderson Town Administrator *Town of Afton, Wyoming* 307.885.9831 vsanderson@aftonwyoming.gov



Dale Cottam

Attorney Bailey | Stock | Harmon | Cottam | Lopez ILP 307.885.7745 dale@performance-law.com

Our Promise To You...

We have a saying in Sunrise Engineering: "You are only as good as your last project." With this in mind, we have handpicked the resources shown throughout this proposal that we believe are necessary to complete this project and meet or exceed your expectations. If we identify that more resources are required as we work through the needs of the project, we have other resources that can be added to the team to accomplish your goals. We GUARANTEE your satisfaction with our service and will always meet our commitments.

WHAT OUR CLIENTS SAY:

"I take great pleasure in endorsing Sunrise Engineering as an ideal choice for your engineering requirements. The company has consistently demonstrated a commendable level of professionalism and a prompt responsiveness to inquiries and concerns."

- Shawna Adams | Minidoka Irrigation District

"Sunrise is known for their professionalism, integrity, and dedication to client satisfaction. They work closely with their clients to understand their needs and goals and to develop tailored solutions that meet their unique requirements. Their excellent communication skills ensure that clients are informed throughout the project lifecycle and that any issues are promptly and effectively addressed."

- Jeremy Besbris | Victor City

"The attributes the Sunrise professionals displayed by their open door policy and sticking with us during the construction demonstrated Sunrise really cares about the relationship with the customer and the success of the project and is not just trying to make a buck and leave. This type of business is very refreshing to be affiliated with."

- James R. Webb | Lower Valley Energy

"We have worked alongside Sunrise Engineering the last couple years as they have completed our Feasibility Study funded by the Wyoming Water Development Commission (WWDC). They have been excellent to work with. They've done a great job in answering our questions and being available to help not only with the Study, but, over the years as we have worked through plans and repairs on our aging irrigation system. Their help and support is invaluable."

- Jody Kennington | West Afton Pipeline Co.



To

Price Proposal

Alpine Development Impact and Capacity Fees Study: \$27,800

See Proposed Scope of Services for detailed scope.

Project Schedule

ALPINE DEVELOPMENT IMPACT AND CAPACITIES FEE STUDY																				
	V	VO	Rk	S	Cł	łΕ	Dl	JLI	Ξ											
		2024										2025								
SCOPE OF SERVICES		N	ov		Dec			Jan			Feb				Mar					
Project Award / Engineering Agreement																				
Kick-off meeting																				
Review growth rates and demand data																				
System inventory and mapping																				
System capacity analysis																				
Impact fee analysis																				
Draft report submittal to staff and officials																				
Draft report presentation public meeting																				
Final report submittal																				





Town of Alpine

Development Impact & Capacity Fees Study and Analysis

PROPOSAL / OCTOBER 15, 2024





October 15, 2024

Monica Chenault Town of Alpine Clerk Town of Alpine 250 River Circle Alpine, WY 83128

Subject: Proposal for Development Impact and Capacity Fees Study and Analysis

Dear Monica Chenault:

The Town of Alpine (Town) is evaluating the costs to expand its water and wastewater facilities to build out. Conducting an impact fee study is timely to ensure you can recover these costs and maintain equity between new and existing customers.

Raftelis was established in 1993 to provide financial, rate, and management consulting services to water and wastewater utilities with the highest levels of quality and customer service. We have offices nationwide with regional expertise located in the Mountain West. Our project team comes with years of experience, ready to listen and develop actionable options that Town officials can enact to achieve their unique goals. We can support you in several areas, including:



We Know Wyoming

Raftelis has recently partnered with utilities in Wyoming such as in the Cities of Sheridan, Casper, Cheyenne and Laramie as well as the Towns of Jackson and Pinedale. In fact, the Cities of Laramie, Casper, and Jackson have retained Raftelis over the years to provide financial consulting services. Todd Cristiano, Project Manager for this engagement, is the current Project Director of the City of Laramie's water and wastewater rate study.



We Develop Legally Defensible Impact Fees

One of Raftelis' specialties is impact fees—we regularly complete these studies for several states in the West. The development of impact fees goes beyond a simple calculation. Rather, we understand the delicate balancing act of recovering cost while fostering development in a thriving community. To that end, we will evaluate different methodologies and fee structure alternatives that best align with the needs of the Town and the community.



You're in Good Hands

Raftelis consists of a diverse set of consultants who specialize in all elements of utility finance, including our team for this project. This versatile line-up ensures you receive the most comprehensive solutions to achieve financial sustainability.

२ RAFTELIS



Issue Prevention

With our services, you are investing in reduced risks, less rework, and higher compliance with industry standards. The potential pitfalls of choosing less experienced consultants can lead to costly mistakes that we help you avoid. To accomplish this, we believe in exploring all ideas and collaborating with you to identify the most actionable and politically viable solutions that serve both the utility and its customers.

I will serve as the Project Manager on this engagement. I have 25 years of experience in the utility financial sector, including six years as Rates Manager for Denver Water. I understand the challenges that rate studies bring from both the utility and consulting perspectives. Additionally, I am actively engaged with the American Water Works Association (AWWA). I am leading the eighth edition update of AWWA's *Manual M1, Principles of Water Rates, Fees and Charges (Manual M1)* and am a co-instructor for AWWA's Rate Setting Essentials seminar, the longest running seminar hosted by the AWWA.

Andrew Rheem will assist me with this study and provide technical review services. Andrew has over 20 years of experience with utility financial consulting specifically in the Mountain West. Finally, Nicki Bartak, in our Colorado office, brings the background needed for a successful technical analysis.

I am proud of the resources that we can offer and ask for the opportunity to assist the Town of Alpine on this engagement. Thank you very much for your consideration.

Sincerely,

Told Cistian

Todd Cristiano, *Vice President* 383 N. Corona Street, Denver, CO 80218 P: 303.305.1136 / E: tcristiano@raftelis.com

DEI@ RXFTELIS

Diversity and inclusion are an integral part of Raftelis' core values.

We are committed to doing our part to fight prejudice, racism, and discrimination by becoming more informed, disengaging with business partners that do not share this commitment, and encouraging our employees to use their skills to work toward a more just society that has no barriers to opportunity.



Raftelis is registered with the U.S. Securities and Exchange Commission (SEC) and the Municipal Securities Rulemaking Board (MSRB) as a Municipal Advisor.

Registration as a Municipal Advisor is a requirement under the Dodd-Frank Wall Street Reform and Consumer Protection Act. All firms that provide financial forecasts that include assumptions about the size, timing, and terms for possible future debt issues, as well as debt issuance support services for specific proposed bond issues, including bond feasibility studies and coverage forecasts, must be registered with the SEC and MSRB to legally provide financial opinions and advice. Raftelis' registration as a Municipal Advisor means our clients can be confident that Raftelis is fully qualified and capable of providing financial advice related to all aspects of financial planning in compliance with the applicable regulations of the SEC and the MSRB.

Table of Contents

	1
Firm Overview	1
Experience	3
Project Team	8
Project Approach	10
Project Fee and Schedule	13

Photo on cover courtesy of hem_084 (Flickr)

Who is Raftelis

HELPING LOCAL GOVERNMENTS AND UTILITIES THRIVE

Local government and utility leaders partner with Raftelis to transform their organizations by enhancing performance, planning for the future, identifying top talent, improving their financial condition, and telling their story. We've helped more than 700 organizations in the last year alone. Choosing the right partner is about more than just the initial cost; it's about ensuring the best possible outcome for your utilities. We are committed to delivering unmatched value and sustainable results that justify the investment in our services.

We believe that Raftelis is the *right fit* for this project. We provide several key factors that will benefit the Town and help to make this project a success.

RESOURCES & EXPERTISE: This project will require the resources necessary to effectively staff the project and the skillsets to complete all of the required components. With more than 180 consultants nationwide, Raftelis has the largest water-industry financial and management consulting practice in the nation, including many of the industry's leading rate consultants and experts in key related areas, like stakeholder engagement and data analytics. More importantly, we have local resources in the Front Range—10 consultants working in the Denver Office serving communities in the Mountain West. These consultants are supported by consultants from other areas to assist with local projects. *Our Project Manager in located in Denver*.

DEFENSIBLE RECOMMENDATIONS: When your elected officials and customers are considering the validity of recommended changes, they want to be confident that they were developed by experts using the latest industry standard methodology. Our staff are involved in shaping industry standards by chairing committees within AWWA and the Water Environment Federation (WEF) and co-authoring many industry-standard books regarding utility finance and rate setting, which allows us to keep the Town informed of emerging trends and issues and to be confident that our recommendations are insightful and founded on sound industry principles. *In addition, Raftelis is registered as a Municipal Advisor, which means you can be confident that we are fully qualified and capable of providing financial advice related to all aspects of utility financial planning in compliance with federal regulations.*

HISTORY OF SIMILAR SUCCESSES: An extensive track record of past similar work will help to avoid potential pitfalls on this project and provide the know-how to bring it across the finish line. Raftelis staff has assisted 1,700+ local governments and utilities throughout the U.S. with financial and rate consulting services with wide-ranging needs and objectives. Our extensive experience will allow us to provide innovative and insightful recommendations to the Town and will provide validation for our proposed methodology ensuring that industry best practices are incorporated. *Our Project Manager recently completed projects for the Cities of Sheridan, Casper, and Laramie as well as the Town of Pinedale.*

SUCCESSFUL OUTCOMES: For the study to be a success, rates must be successfully approved and

implemented. A strong technical study demonstrating the need for changes to a financial plan or rates is only as effective as the ability to communicate the outcome to governing bodies. Todd Cristiano is a seasoned presenter and has presented results under a variety of circumstances. We also have an in-house strategic communications group to assist with outreach to your utility's customers, which includes open houses, social media communication, and traditional paper communication. *This collective group of skills ensures that changes to rates are effectively communicated and understood by customers and Town leaders*.



How we stack up

OUR TEAM INCLUDES





2^{chairs} 16^{members of} AWWA and WEF utility finance and management committees and subcommittees

RAFTELIS HAS PROVIDED ASSISTANCE FOR



that serve more than

including the agencies serving

25% of the U.S. population

of the nation's 50 largest cities

in the past year alone, we worked on



EXPERIENCE

Experience

RAFTELIS HAS THE MOST EXPERIENCED UTILITY FINANCIAL AND MANAGEMENT CONSULTING PRACTICE IN THE NATION.

Our staff has assisted more than 1,700 local government agencies and utilities across the U.S., including some of the largest and most complex agencies in the nation. In the past year alone, Raftelis worked on more than 1,300 financial, organizational, and/or technology consulting projects for over 700 agencies in 47 states, the District of Columbia, and Canada. Below, we have provided descriptions of projects that we have worked on that are similar in scope to the City's project. We have included references for each of these clients and urge you to contact them to better understand our capabilities and the quality of service that we provide.



City of Casper wy

Reference: Tom Bauer, Chief Operations Officer 123 W. 1st Street, Casper WY / P: 307.235.8205 / E: tbrauer@casperwy.com

The City of Casper (City) retained Raftelis in 2023 to complete a comprehensive water and wastewater rate study. The last study which included connection fees and a rate study was completed in 2018. The City has an ongoing capital repair and replacement program and what to ensure that revenue from rates was sufficient to meet these increasing expenditures over the 10-year study period. The City receives a 1% Streets tax to assist with funding however, that is anticipated to end in 2029. At over \$1.0 million per year for the water and wastewater utility, the ending of this revenue stream would have a material impact on cash flow. Raftelis developed a financial plan cash flow that would assist the utility in continuing to fund expenditures without resulting in rate shock to its customers.

The City also wanted to revise their rate structures. The primary objectives were to encourage conservation and maintain equity between customer classes. Raftelis developed a 4-tiered rate structure for residential and separate uniform rates for commercial, irrigation, and City parks. Rates were adopted in 2024.

I n 2018, the City retained Raftelis to complete a comprehensive update to their water and wastewater system investment fees (SIFs). The City has a water SIF to recover the costs to connect to the water distribution system and two wastewater SIFs; one to recover costs of the collection system and the other for the regional wastewater treatment plant. Raftelis evaluated the utilities' system assets, outstanding debt, and equivalent connections develop the fee. The fees were adopted for 2018.

City of Laramie wy

Reference: Brooks Webb, Public Works Director P.O. Box C, Laramie, WY 82073 / P: 307.721.5241 / E: bwebb@cityoflaramie.org

The City of Laramie (City) has a population of approximately 30,000 and is home to the University of Wyoming. In addition to retail customers located within its jurisdictional boundaries, Laramie also provides service to both retail and wholesale customers located outside the City. Raftelis has served Laramie since 2014 when it prepared an update of the City's water and wastewater user charges. In 2016, Raftelis completed comprehensive rate studies for the water and wastewater enterprise funds. The financial planning components of these rate studies included an update of forecast billed consumption and a review/verification of the assumptions and output produced by the City's 10-year water and wastewater enterprise fund financial planning models. After establishing the test-year revenue requirement from rates for the water and wastewater enterprise funds to determine the revenue requirement for each customer class served by the City. These cost-of-service studies were conducted using AWWA and WEF cost of service principles and included the development of forecast rates for the period 2024. Rates recommended by Raftelis were adopted in May of 2024.

Town of Jackson wy

Reference: Johnny Ziem, Wastewater Manager/Assistant Public Works Director P: 307.733.4203 / E: jziem@jacksonwy.gov

In 2020, Raftelis presented study finding and recommendations to the Town of Jackson (Town) Council regarding a comprehensive rate and plant investment fee study. The Town also completed an update of the utility facility plan identifying expansionary, rehabilitation and replacement improvements for the water and wastewater utility. Raftelis financial and communication staff facilitated seven meetings with a Citizen Rate Committee (CRC) comprised of a diverse group of citizens and business leaders assisting Raftelis and Town staff to assess the compatibility of rate and fee recovery strategies. Raftelis recommended equitable adjustments to the Town's plant investment fees aligned with community goals and objectives. Water rate recommendations included tiered

"Overall, I thought the process was professionally handled, well thought out and came to a conclusion that helped our community achieve their goal of reevaluating water rates. I enjoyed the process from many aspects, but primarily from the learning angle. The detail and volume of information seems to be overwhelming, however TOJ staff and Raftelis handled it well. Also, the meeting agendas were well thought out and the meetings were facilitated professionally, and the data was presented in a thoughtful manner for the committee members to digest."

 Bill Wotkyns, Citizen Review Committee Member, Town of Jackson, WY water rates to communicate conservation pricing signals, increasing the amount of revenue through the fixed charges, and sustaining affordable access to essential utility services while increasing overall revenue recovery.

Raftelis assisted the Town in addressing the cost of providing wastewater services to the original Town as well as residents within Teton County. Raftelis facilitated meetings with representatives of 3 Creek Ranch following the cost-of-service study to review recommended rates and fees modifying the rate structure. As part of this study, Raftelis assisted in the development of a long-range financial plan completing multiple capital funding scenarios in support of anticipated debt issuances to fund capital expansions and improvements.

Following the adoption of recommended rates and fees, Raftelis is providing additional assistance to the Town in support of effectively communicating the necessity of increased revenues supporting the economic and environmental vitality of the region.

									Sectio	n 3, Itemc.
WYOMING & COLORADO EXPERIENCE This matrix shows a sample of some of the utilities throughout Wyoming and Colorado that Raftelis staff has assisted and the services performed for these utilities.	Benchmarking	Cost-of-Service Analysis	Debt Issuance Report	System Development Fees	Financial & Capital Improvements Planning	Public Education and Outreach	Rate Case Support	Rate Structure Development	Rate Study	Stakeholder Process Development & Facilitation
WYOMING										
Casper, City of										
Jackson, Town of										
Laramie. City of										
Pinedale, Town of										
Sheridan. City of				•						
COLORADO										
Arapahoe County Water and Wastewater Authority										
Aspen. City of										
Basalt. Town of										
Berthoud. Town of										
Boxelder Sanitation District										
Cañon City										
Castle Rock, Town of						•			•	
Crestview Water & Sanitation District										
Denver, City and County of						•			•	
Denver Water										
Durango, City of				•					•	
Eagle River Water & Sanitation District										
East Larimer County Water District										
Eaton, Town of										
Englewood, City of										
Evans, City of										
Fort Collins, City of										
Fort Collins - Loveland Water District										
Fort Morgan, City of										
Fraser, Town of										
Golden, City of										
Grand Junction, City of	•	•	•		•	•		•	•	
Greeley, City of										
Idaho Springs, City of										
Ken-Caryl Ranch Water & Sanitation District										
Lakewood, City of										
Left Hand Water District				•				٠	٠	
Littleton, City of										
Lochbuie, Town of								٠		
Mead, Town of										
Mount Crested Butte Water & Sanitation District									٠	
Mount Werner Water & Sanitation District				•				•		

								L		
Client	Benchmarking	Cost-of-Service Analysis	Debt Issuance Report	System Development Fees	Financial & Capital Improvements Planning	Public Education and Outreach	Rate Case Support	Rate Structure Development	Rate Study	Stakeholder Process Development & Facilitation
Nederland, Town of								•		
Pueblo, City of		•						•		
Pueblo Water										
Pueblo West Metropolitan District						•		•		
Rifle, City of										
St. Vrain Sanitation District		•						•		
Steamboat Springs, City of										
Superior, Town of								•		
Thornton, City of										
Three Lakes Water & Sanitation District		•								
Trinidad, City of										
Triview Metropolitan District										
Upper Eagle Regional Water Authority										
Upper Thompson Sanitation District										
Westminster, City of										
Woodmoor Water & Sanitation District No. 1										

PROJECT TEAM

Project Team

WE HAVE DEVELOPED A TEAM OF CONSULTANTS WHO SPECIALIZE IN THE SPECIFIC ELEMENTS THAT WILL BE CRITICAL TO THE SUCCESS OF THE TOWN'S PROJECT.

Our team includes senior-level professionals to provide experienced project leadership with support from talented consultant staff. This close-knit group has frequently collaborated on similar successful projects, providing the Town with confidence in our capabilities.

Here, we have included an organizational chart showing the structure of our project team. On the following pages, we have included resumes for each of our team members as well as a description of their role on the project.





Todd Cristiano Project Manager | Vice President

Role: Todd will be responsible for overall project accountability and will be available to provide quality assurance and control, industry perspective, and insights into the project.

Career/Experience Highlights:

- 25 years of experience with water, wastewater, and electric cost of service and rates
- Former Rates Manager for Denver Water
- Instructor for AWWA's biannual Rate-Setting Essential seminar
- Lead for the update of AWWA's Manual M1, Principles of Rates, Fees and Charges

Representative Projects:

- Casper (WY), Laramie (WY), Sheridan (WY), Cheyenne (WY), Pinedale (WY)
- Erie (CO), Wellington (CO), Johnstown (CO), Eaton (CO), Fraser (CO), Breckenridge (CO), Rifle (CO), Basalt (CO), Denver Water (CO), Dacono (CO), Firestone (CO)
- Laurel (MT), Big Fork (MT)



Andrew Rheem Technical Reviewer | Senior Manager

Role: Andrew will review of draft and final work products and provide insight on impact fees issues related to the project.

Career/Experience Highlights:

- 20 years of consulting experience with water, wastewater, and stormwater financial plan, impact fee/plant investment fee, cost of service, and rate studies
- Completed over 300 studies for communities in Colorado, Arizona, Texas, New Mexico, Montana, Wyoming, and Utah
- Growth Infrastructure Consortium (GIC) Board member and 2018 conference president
- Water Environment Association Technical Advisory Committee member since 2012

Representative Projects:

• Jackson (WY), Thornton (CO), Lafayette (CO), Mt. Crested Butte (CO), Grand Junction (CO), Nederland (CO), Berthoud (CO), Greeley (CO)



Nicki Bartak Water Lead Analyst | Consultant

Role: Nicki will serve as the Lead Analyst for the water portions of this project and will work at the direction of Andrew in conducting analyses and preparing deliverables for the project.

Career/Experience Highlights:

- 6 years of experience in the water industry in both the private and public sectors
- Previously worked at San Francisco Public Utilities Commission as a utilities analyst

Representative Projects:

• Eaton (CO), Fort Collins Loveland Water District (CO), Dacono (CO), Firestone (CO)

PROJECT APPROACH

Project Approach

The purpose of this study is to update the Town's water and wastewater impact fees (referred to as connection fees in the Town ordinances) to reflect the cost to serve new development with the capacity they require. The fees developed in this study will be based on industry-standard methodologies and Raftelis' experience working with other communities like Alpine. Our study consists of four tasks:

- 1. Project initiation. Establish the goals and expectations for the study
- 2. Impact fee analysis. Develop fees to meet the needs of the Town
- 3. *Financial plan cash flow analysis*. Cash flow analysis to demonstrate the ability of the fees to fund capital projects and the impact on potential user rate increases
- 4. Presentations and reports. Council presentations and study report

Given its historically low growth rates, Wyoming has little case law and no direct statutory authority regarding impact fees. However, Wyoming planning statutes¹ grant authority to municipalities to govern land use matters. The statutes further specify that municipalities are given the express authority to construct, maintain, and provide for sewer and water facilities; and create a fund for which financial activities can be managed. A legal point of reference for Wyoming impact fees includes the 1983 case *Coulter v. City of Rawlins* where the court held that a municipality can assess fees to connect to the water and sewer systems under Wyoming planning statutes. Raftelis will follow the elements of this court case, the provisions in the State planning statutes, and guidelines in developing legally defensible fees for the Town.

Task 1: Project Initiation/Management and Data Management

This task highlights the project management tasks, data review process, and the contents of the project initiation or project kick-off meeting.

- **Project Initiation:** Finalize study scope, milestones, set up regular project conference calls, and determine primary points of contact. Finalize project goals and objectives to establish guiding principles for the study against which we will measure results. Our project schedule can be found in the Schedule section of this proposal. With every major milestone meeting or regular project meeting, we will produce and circulate an email summarizing the key points of the discussion.
- **Data Request:** Prior to the meeting we will submit a data request list for the information needed for this study.
- **Project Initiation Meeting:** We will facilitate a meeting with Town staff to review the key aspects of the study, current challenges, as well as discuss the current political environment and how that may influence our approach in this study. We will also review the data we received to date, get clarification on certain items where needed, and present our initial model populated with the validated data.

MEETINGS:

- Virtual project kick-off meeting
- Regularly scheduled project check-in meetings (30 minutes)

DELIVERABLES:

- Data request list
- Tech memo summarizing the key points of the meeting

Task 2: Impact Fee Analysis

This task will ensure that new development funds their share of system needs thereby maintaining equity between existing and new customers. We will develop separate water and wastewater connection fees using the following approach

- Evaluate the water and wastewater system's existing available capacity to serve growth and the capacity anticipated to be added with the 10-year capital improvement program to determine best methodology for calculating PIFs. The basic methodologies include
 - *Buy-in*: Historical perspective. Existing available capacity with nominal future growth
 - *Incremental*: Forward-looking. Little to no capacity available with large expansions projects in the new future
 - *Hybrid*: Combination of buy-in and incremental. Some existing capacity available with future expansion projects anticipated in the near future.

Guidelines for Wyoming Legally Defensible Impact Fees

- Impact fees may be enacted for a broad range of public facilities (i.e. water and sewer systems)
- Regardless of the name of the fee, ensure it is not a tax
- A formula-based impact fee should be based on the implied authority from statute for "harmonious development...which will best promote the general welfare as well as efficiency and economy*"

*Wyo. Stat. Ann. 15-1-1504

- Calculate the current value of available capacity and planned growth-related costs. We will evaluate the valuation of existing assets:
 - Value of existing system facilities at current replacement costs using Engineering News Record Construction Cost Index (ENR-CCI) or other similar construction-related index
 - The unit replacement cost of the water system's backbone facilities (treatment plant. Large transmission mains, pump stations, treated storage, etc.).
- For the incremental method, identify growth-related projects with assistance from Town staff.
- Estimate the remaining capacity in existing facilities and capacity to be added with future facilities (e.g. growth-related CIP)
- Apply adjustments such as developer contributions and outstanding loans currently paid through rates
- Determine the remaining existing capacity and future capacity to be added for the water system. Estimate buildout land use categories and parcel square footage.
- Establish peak water demand and peak wastewater flow for a 1.0 SFE or ³/₄" water meter calculate fee by multiplying the unit cost of capacity by the SFE demand requirement

DELIVERABLES:

- TM summarizing results of water and wastewater connection fee analysis
- Peer survey of connection fees

Optional Task 3: Financial Plan Cash Flow Analysis

The financial plan task will forecast the revenue from proposed fees along with the Town's operating revenues and expenditures to determine the ability of the fees to fund proposed capital projects and the need for user rate revenue increases to fund O&M, debt, and other capital expenditures. We will develop separate cash flows for the water and wastewater utilities. *This task is beneficial as it will provide the Town with a future roadmap for planning rate adjustments and establishing adequate reserves to finance essential long-term projects.*

- Forecast revenue under existing rates, the calculated connection fees from Task 2 and other miscellaneous revenues. Connection fee revenues will be projected based on the growth estimates of infill and new development.
- Forecast operations and maintenance (O&M), repair and replacement (R&R) capital, expansion capital (based on master plan results or other engineering reports), and existing and proposed debt service. Incorporate new positions, changes in operating efficiencies, etc.
- Identify the projects eligible for bond or state loans based on timing, duration, and the amount of the project. Raftelis can present financial plan alternatives considering specific projects financed through state loans or grants that have been secured by the Town.
- Develop 'optimal' revenue requirement financial plan balancing a mix of cash funding and debt financing capital projects (if applicable) while meeting reserve targets, debt service coverage requirements, while maintaining conservative debt capacity levels and minimizing revenue increases. Calculate annual rate revenue adjustments needed through the study period.

DELIVERABLES:

- Financial plan alternative cash flows
- Virtual meeting with Staff to review and finalize cash flows for use in the cost of service and rate design analysis
- Technical memorandum summarizing results of the financial plan alternatives.

Task 4: Council Meetings and Draft/Final Reports

Raftelis will create, with guidance from Town staff, a PowerPoint presentation summarizing the results of the study. We will attend one on-site Council meeting to present the results and one virtual meeting.

Raftelis will provide a draft report to Town staff for review and comment. We will then incorporate any revisions into the final report. A final report will be prepared following the presentation of the results to Town Council.

MEETINGS:

• Attendance at one on-site Town Council meeting and one virtual Town Council meeting

DELIVERABLES:

• Draft report, final report, and PowerPoint presentation Town Council

PROJECT FEE AND SCHEDULE

Project Fee and Schedule

The following table provides a breakdown of our proposed fee for this project. This table includes the estimated level of effort required for completing each task and total fees and expenses per task.

Task	Hours	Fee and Expenses
Task 1: Project Initiation/Management and Data Management	20	\$5,260
Task 2: Impact Fee Analysis	58	13,060
Optional Task 3: Financial Plan Cash Flow Analysis	36	8,420
Task 4: Council Meetings and Draft/Final Reports	18	5,065
Expenses		1,000
Total Including Optional Task	130	\$32,805
Total Excluding Optional Task	94	\$24,385

Raftelis can complete this study in approximately four months or less. The depends on the availability of Town staff during the project, availability of data, and timing of Council meetings. We will keep Town staff up to date with budget and schedule with our regularly scheduled project meetings.