

SULTAN CITY COUNCIL

AGENDA COVER SHEET

ITEM NO: C - 5

DATE: July 23, 2009

SUBJECT: Contract Amendment – Extension of Time
Financial Consulting Solutions Group, Inc.

CONTACT PERSON: Connie Dunn, Public Works Director 

ISSUE:

The issue before the Council is to authorize the Mayor to sign a contract amendment extending the time on the City's contract with Financial Consulting Solutions (FCS) Group for professional services for the Water Rate Study.

RECOMMENDED ACTION:

The City Council authorizes the Mayor to sign a contract amendment (Attachment A) to the professional services agreement for the Water Utility Rate Study with Financial Solution Consulting Group extending the contract until December 31, 2009.

SUMMARY:

The City Council approved a professional services contract on April 10, 2008 with an end date of April 15, 2009. This extension would continue service until December 31, 2009.

The FCS Group in recent months has been asked for additional information for the City of Sultan regarding general facility charges, plat development water connection holding charge and monthly fee charges. This research work has taken longer that considered in the original contract. FCS and City Staff have been working towards wrapping up the Water Rate Study. This is a request for time extension only - not additional of funds.

MOTION:

Move to Authorize the Mayor to sign contract amendment extending the time on FCS Group contract from April 15, 2009 to December 31, 2009.

ATTACHMENTS:

- A. Amendment No. 1
- B. Contact with FCS Group

COUNCIL ACTION:

**FIRST ADDENDUM
BY AND BETWEEN THE CITY OF SULTAN AND FSC GROUP**

THIS FIRST ADDENDUM is made by and between the City of Sultan (hereinafter referred to as "City"), a Washington Municipal corporation, and FCS Group(hereinafter referred to as "Service Provider") collectively the "Parties".

WHEREAS, on April 10, 2008, the Parties entered into that certain Agreement for Services ("Agreement") for the provision of financial services to conduct a water rate study ; and

WHEREAS, the rate study was initially anticipated to take 12 months to complete; and

WHEREAS, the Service Provider has provided cash flow projects, revised water rates and general facilities charge recommendations; and alternative rate structures; and

WHEREAS, the rate study has taken longer than previously anticipated and the parties are working to finalize the study; **NOW, THEREFORE**,

IN CONSIDERATION OF the mutual promises, terms and conditions set forth in the Agreement and contained herein, the Parties hereby agree as follows:

Section 1. Amendment of Section 5 Duration of Work of the Agreement. Section 5 of the Agreement is hereby revised to provide in its entirety as follows:

Service Provider shall complete the work described in Attachment A on or before December 31, 2009.

Section 2. Effect of Addendum. This First Addendum is in addition to the Agreement. Except as otherwise provided herein, the provisions of this First Addendum modify, but do not supersede the provisions of the Agreement. Except as otherwise provided herein, each provision of the Agreement shall continue in full force and effect as if this First Addendum did not exist. Except as otherwise provided herein, capitalized words and phrases shall have the meanings ascribed to them in the Agreement.

IN WITNESS WHEREOF, the parties have caused this Addendum to be signed and executed this 24th day of July, 2009.

CITY OF SULTAN:

By: _____
Mayor Carolyn Eslick

CONTRACTOR:

By: _____
Title: _____
Taxpayer ID #: _____

ATTEST/AUTHENTICATED:

By: _____
City Clerk

APPROVED AS TO FORM:

By: _____
Office of the City Attorney

**AGREEMENT FOR SERVICES
BETWEEN THE CITY OF SULTAN AND
FCS GROUP**

THIS AGREEMENT, is made this 15th day of April, 2008, by and between the City of Sultan (hereinafter referred to as "City"), a Washington Municipal Corporation, and FCS Group (hereinafter referred to as "Service Provider"), doing business at Redmond Town Center 7525 166th Ave NE, Suite D-215, Redmond, WA 98052.

WHEREAS, Service Provider is in the business of providing certain services specified herein; and

WHEREAS, the City desires to contract with Service Provider for the provision of a Water Utility Rate Study, and Service Provider agrees to contract with the City for same;

NOW, THEREFORE, in consideration of the mutual promises set forth herein, it is agreed by and between the parties as follows:

TERMS

1. **Description of Work.** Service Provider shall perform work as described in Attachment A, Scope of Work, which is attached hereto and incorporated herein by this reference, according to the existing standard of care for such services. Service Provider shall not perform any additional services without the expressed permission of the City.
2. **Payment.**
 - A. The City shall pay Service Provider at the hourly rate set forth in Attachment B, but not more than a total of forty-five thousand dollars (\$45,000) for the services described in this Agreement. This is the maximum amount to be paid under this Agreement, and shall not be exceeded without prior written authorization from the City in the form of a negotiated and executed supplemental agreement.
 - B. Service Provider shall submit monthly payment invoices to the City after such services have been performed, and the City shall make payment within four (4) weeks after the submittal of each approved invoice. Such invoice shall detail the hours worked, a description of the tasks performed, and shall separate all charges for clerical work and reimbursable expenses.
 - C. If the City objects to all or any portion of any invoice, it shall so notify Service Provider of the same within five (5) days from the date of receipt and shall pay that portion of the invoice not in dispute. The parties shall immediately make every effort to settle the disputed portion.

3. **Relationship of Parties.** The parties intend that an independent contractor - client relationship will be created by this Agreement. As Service Provider is customarily engaged in an independently established trade which encompasses the specific service provided to the City hereunder, no agent, employee, representative or subcontractor of Service Provider shall be or shall be deemed to be the employee, agent, representative or subcontractor of the City. None of the benefits provided by the City to its employees, including, but not limited to, compensation, insurance and unemployment insurance, are available from the City to the Service Provider or his employees, agents, representatives or subcontractors. Service Provider will be solely and entirely responsible for his acts and for the acts of Service Provider's agents, employees, representatives and subcontractors during the performance of this Agreement. The City may, during the term of this Agreement, engage other independent contractors to perform the same or similar work that Service Provider performs hereunder.
4. **Project Name.** Water Utility Rate Study
5. **Duration of Work.** Service Provider shall complete the work described in Attachment A on or before April 15, 2009.
6. **Termination.**
 - A. Termination Upon the City's Option. The City shall have the option to terminate this Agreement at any time. Termination shall be effective upon ten (10) days written notice to the Service Provider.
 - B. Termination for Cause. If Service Provider refuses or fails to complete the tasks described in Attachment A, or to complete such work in a manner unsatisfactory to the City, then the City may, by written notice to Service Provider, give notice of its intention to terminate this Agreement. After such notice, Service Provider shall have ten (10) days to cure, to the satisfaction of the City or its representative. If Service Provider fails to cure to the satisfaction of the City, the City shall send Service Provider a written termination letter which shall be effective upon deposit in the United States mail to Service Provider's address as stated below.
 - C. Rights upon Termination. In the event of termination, the City shall only be responsible to pay for all services satisfactorily performed by Service Provider to the effective date of termination, as described in the final invoice to the City. The City Manager shall make the final determination about what services have been satisfactorily performed.
7. **Nondiscrimination.** In the hiring of employees for the performance of work under this Agreement or any subcontract hereunder, Service Provider, its subcontractors or any person acting on behalf of Service Provider shall not, by reason of race, religion, color, sex, marital status, national origin or the presence of any sensory, mental, or physical disability,

discriminate against any person who is qualified and available to perform the work to which the employment relates.

8. **Indemnification / Hold Harmless.** The Service Provider shall defend, indemnify and hold the City, its officers, officials, employees and volunteers harmless from any and all claims, injuries, damages, losses or suits including attorney fees, arising out of or in connection with the performance of this Agreement, except for injuries and damages caused by the sole negligence of the City.

Should a court of competent jurisdiction determine that this Agreement is subject to RCW 4.24.115, then, in the event of liability for damages arising out of bodily injury to persons or damages to property caused by or resulting from the concurrent negligence of the Service Provider and the City, its officers, officials, employees, and volunteers, the Service Provider's liability hereunder shall be only to the extent of the Service Provider's negligence. It is further specifically and expressly understood that the indemnification provided herein constitutes the Service Provider's waiver of immunity under Industrial Insurance, Title 51 RCW, solely for the purposes of this indemnification. This waiver has been mutually negotiated by the parties. The provisions of this section shall survive the expiration or termination of this Agreement.

9. **Insurance.** The Service Provider shall procure and maintain for the duration of the Agreement, insurance against claims for injuries to persons or damage to property which may arise from or in connection with the performance of the work hereunder by the Service Provider, their agents, representatives, employees or subcontractors.

A. **Minimum Scope of Insurance.** Service Provider shall obtain insurance of the types described below:

1. Automobile Liability insurance covering all owned, non-owned, hired and leased vehicles. Coverage shall be written on Insurance Services Office (ISO) form CA 00 01 or a substitute form providing equivalent liability coverage. If necessary, the policy shall be endorsed to provide contractual liability coverage.
2. Commercial General Liability insurance shall be written on ISO occurrence form CG 00 01 and shall cover liability arising from premises, operations, independent contractors, products-completed operations, personal injury and advertising injury, and liability assumed under an insured contract. The City shall be named as an insured under the Service Provider's Commercial General Liability insurance policy with respect to the work performed for the City using ISO additional insured endorsement GC 20 10 10 01 and GC 20 37 10 01 or substitute endorsements providing equivalent coverage.

3. Workers' Compensation coverage as required by the Industrial Insurance laws of the State of Washington.
- B. **Minimum Amounts of Insurance.** Service Provider shall maintain the following insurance limits:
1. Automobile Liability insurance with a minimum combined single limit for bodily injury and property damage of \$1,000,000 per accident.
 2. Commercial General Liability insurance shall be written with limits no less than \$1,000,000 each occurrence, \$2,000,000 general aggregate and \$2,000,000 products-completed operations aggregate limit.
- C. **Other Insurance Provisions.** The insurance policies are to contain, or be endorsed to contain, the following provisions for Automobile Liability and Commercial General Liability insurance:
1. The Service Provider's insurance coverage shall be primary insurance as respect to the City. Any insurance, self-insurance, or insurance pool coverage maintained by the City shall be excess of the Service Provider's insurance and shall not contribute with it.
 2. The Service Provider's insurance shall be endorsed to state that coverage shall not be cancelled by either party, except after thirty (30) days prior written notice by certified mail, return receipt requested, has been given to the City.
- D. **Acceptability of Insurers.** Insurance is to be placed with insurers with a current A.M. Best rating of not less than A:VII.
- E. **Verification of Coverage.** Service Provider shall furnish the City with original certificates and a copy of the amendatory endorsements, including but not necessarily limited to the additional insured endorsement, evidencing the insurance requirements of the Service Provider before commencement of the work.
- F. **Subcontractors.** Service Provider shall include each subcontractor as insured under its policies or shall furnish separate certifications and endorsements for each subcontractor. All coverage shall be subject to all of the same insurance requirements as stated herein for the Service Provider.
- 10. Entire Agreement.** The written provisions and terms of this Agreement, together with all documents attached hereto, shall supersede all prior verbal statements of any officer or other representative of the City, and such statements shall not be effective or be construed as entering into or forming a part of, or altering in any manner whatsoever, this Agreement.

11. **City's Right of Supervision, Limitation of Work Performed by Service Provider.** Even though Service Provider works as an independent contractor in the performance of his duties under this Agreement, the work must meet the approval of the City and be subject to the City's general right of inspection and supervision to secure the satisfactory completion thereof. In the performance of work under this Agreement, Service Provider shall comply with all federal, state and municipal laws, ordinances, rules and regulations that are applicable to Service Provider's business, equipment, and personnel engaged in operations covered by this Agreement or accruing out of the performance of such operations.
12. **Work Performed at Service Provider's Risk.** Service Provider shall be responsible for the safety of its employees, agents and subcontractors in the performance of the work hereunder and shall take all protections reasonably necessary for that purpose. All work shall be done at Service Provider's own risk, and Service Provider shall be responsible for any loss of or damage to materials, tools, or other articles used or held for use in connection with the work.
13. **Ownership of Products and Premises Security.**
 - A. All reports, plans, specifications, data maps, and documents produced by the Service Provider in the performance of services under this Agreement, whether in draft or final form and whether written, computerized, or in other form, shall be the property of the City.
 - B. While working on the City's premises, the Service Provider agrees to observe and support the City's rules and policies relating to maintaining physical security of the City's premises.
14. **Modification.** No waiver, alteration or modification of any of the provisions of this Agreement shall be binding unless in writing and signed by a duly authorized representative of the City and Service Provider.
15. **Assignment.** Any assignment of this Agreement by Service Provider without the written consent of the City shall be void.
16. **Written Notice.** All communications regarding this Agreement shall be sent to the parties at the addresses listed below, unless notified to the contrary. Any written notice hereunder shall become effective as of the date of mailing by registered or certified mail, and shall be deemed sufficiently given if sent to the addressee at the address stated in this Agreement or such other address as may be hereafter specified in writing.
17. **Non-Waiver of Breach.** The failure of the City to insist upon strict performance of any of the covenants and agreements contained herein, or to exercise any option herein conferred in one or more instances shall not be construed to be a waiver or relinquishment of said covenants, agreements or options, and the same shall be and remain in full force and effect.

18. **Resolution of Disputes, Governing Law.** Should any dispute, misunderstanding or conflict arise as to the terms and conditions contained in this Agreement, the matter shall be referred to the City Manager, whose decision shall be final. In the event of any litigation arising out of this Agreement, the prevailing party shall be reimbursed for its reasonable attorney fees from the other party. This Agreement shall be governed by and construed in accordance with the laws of the State of Washington.

IN WITNESS WHEREOF, the parties have executed this Agreement on the day and year above written.

CITY OF SULTAN

By: _____
Carolyn Eslick, Mayor

SERVICE PROVIDER

By: _____
Title: _____
Taxpayer ID #: _____

CITY CONTACT

City of Sultan
319 Main Street, Suite 200
Sultan, WA 98294
Phone: 360-793-2231
Fax: 360-793-3344

SERVICE PROVIDER CONTACT

Phone: _____
Fax: _____

ATTEST/AUTHENTICATED

By: _____
City Clerk

APPROVED AS TO FORM

By: _____
Office of the City Attorney

Scope of services

The following scope of services and Task Plan has been developed to meet the needs expressed during our telephone conversation on March 20, 2008. As illustrated in the Task Plan, we follow a structured method to arrive at rate conclusions, which will enable us to perform the work in an orderly, efficient, and results-oriented manner. Each aspect of this methodology will be tailored to match today's policies, practices, and unique attributes of the City, resulting in a sound financial plan and sustainable rates. The study encompasses the following major tasks:

Task One - Data Collection:

FCS GROUP will establish a foundation for the rate study by conducting a structured data collection and analysis process. We will strive to uncover any data limitations, issues or concerns that will need to be addressed early on in the process to ensure successful study completion.

- a. Prepare a written request for data / information needed for the study.
- b. Review, analyze, and validate the data. Prepare any necessary written requests for follow-up information. Coordinate via telephone and email with City staff on data acquired in this initial process.

Task Two –Fiscal Policy Evaluation:

FCS GROUP will conduct a focused and abbreviated fiscal policy evaluation to ensure consistence and adherence with existing practices and policies and will recommend fiscal policies as deemed warranted for fiscally sound financial management of the water utility.

- a. Review policies regarding reserve management, including operating reserves, capital-related reserves, debt reserves, and any other reserves of the utility. Evaluate the need for such reserves, the basis for minimum thresholds, and the financial and rate impacts for establishing any new or revised reserves.
- b. Evaluate debt management policies (debt service coverage targets and philosophy), and policies regarding capital improvement and capital reinvestment (e.g., repair /replacement) funding.
- c. Incorporate fiscal policies into operating forecast.

Task Three –Capital Financial Planning Analysis:

This task will define strategies for funding the Capital Improvement Program outlined in the current comprehensive planning effort, as well as ongoing capital reinvestment needs of the City. The funding plan will determine the optimal mix of available resources from rate revenues, general facility charges, debt financing and use of accumulated capital reserves, to ensure the financial health of the utility and to smooth rate impacts of capital funding needs.

- a. Consider funding sources from current revenue streams (e.g., rates, general facility charges, and dedicated cash reserves) and potential revenue streams that are consistent with City policy and preference (e.g., increased rates and charges as warranted, debt financing, acquisition of special grants or loans, assessments, or special funding structures).
- b. Working from existing plans, identify capital improvement projects over the planning period. Forecast future costs using inflationary factors. Estimate additional depreciation liability and identify any known impacts to operating costs.

- c. Develop a capital funding strategy based on different approaches to funding long-term needs, including alternative levels of annual cash contributions from rates, cash reserves, appropriate and / or necessary levels of debt financing, resources from new development, etc.
- d. Incorporate the debt service requirements, reserve needs and/or capital funding from rates into the operating forecast.

Task Four –Multi-Year Operating Forecast (revenue requirement):

This task forms a complete portrayal of the water utility financial obligations (operating, capital, debt service and system reinvestment) and links directly with the operational/capital drivers of the system – yielding a basis for setting rates. The analysis will ensure that the water utility’s rates and charges can independently meet the financial obligations facing the utility after other revenue sources have been accounted for.

- a. Integrate cash, coverage and capital recommendations from the fiscal policies task.
- b. Forecast annual operating expenditures and revenues for the planning horizon. Budget estimates will be used as a baseline for projecting future costs and revenues. Model impacts resulting from any operational cost additions or savings caused by capital projects, known or anticipated changes to meet regulatory requirements, as well as impacts of any new or enhanced program initiatives.
- c. Incorporate the City’s existing debt issues and any anticipated new issues in the revenue requirement. Perform a coverage test so that debt service coverage requirements are maintained above required covenant/policy levels.
- d. Identifying the full operating and capital costs and conduct a test of sufficiency that compares those needs against available rate and miscellaneous operating revenues, identifying any projected shortfalls over the forecast period.
- e. Develop rate strategies that meet financial obligations over the planning horizons and provide smooth impacts to utility customers, to the extent practical.
- f. Evaluates alternative scenarios that may alter the results of the operating forecast. The sensitivity of alternative funding sources, growth rates, project timing, etc. may be considered to provide the City staff and council with appropriate information to make the most informed decision. A baseline scenario will be developed for existing operations as well as up to three (3) additional scenarios for various changes and/or increases in service levels / costs. Additional budget will be requested for any additional sensitivity analyses requested above the three scenarios identified.

Task Five –General Facility Charge (GFC) Update:

FCS GROUP will evaluate fees imposed on new development which are intended to mitigate the impact of such development on the capital facilities of the water system and recommend revisions as warranted. The updated GFC analysis will consider the following components to maintain consistency with the sewer utility GFC methodology.

- a. **Existing Cost Basis** – Determine the existing cost basis to be included in the charge. This is generally met with a current fixed asset listing. The RCW applicable to cities indicates that up to 10-years of interest may be added to the existing assets original costs. In keeping with the sewer GFC methodology grant contributions shall be deducted from the existing cost basis.
- b. **Future Cost Basis** – The methodology currently in use by the City is to include future capital approved within the next budget year.

- c. **Develop Customer Basis** – Determine existing and future customer equivalents, over which the cost basis is to be allocated. This includes an analysis of existing customers, planned growth in the customer base, and system capacity. This task will be accomplished through both discussion with City staff along with the projections contained in the Comprehensive Plan.
- d. **Calculate Schedule of Charges** – Calculate the maximum allowable GFC per equivalent residential unit (ERU) and develop a proposed schedule of charges.

Task Six –Schedule of Water Rates:

This task will develop a schedule of rates to achieve total system cost recovery, while promoting the City’s pricing objectives and ensuring revenue stability.

- a. Rate structure changes have not been requested, therefore, rate recommendations will be limited to changing the level of the fixed and variable charges. In essence, the overall rate adjustments identified will be applied equally to each rate component (fixed charge and variable charge equally). Any request to provide rate structure changes (e.g. different fixed costs, conservation based rates, different percentage adjustments to different rate components) are outside this initial scoping effort. Rate structure changes require analysis of customer statistics and bill frequencies in order to ensure a proper rate design and collection of revenues.
- b. The overall rate adjustments identified by the operating forecast will be used to calculate the average bill impacts for a sample set of customers.
- c. Provide a rate comparison for up to five (5) comparable communities.

Task Seven –Meetings/Presentations:

Prepare for and facilitate on-site meetings with the City study team and/or City Council to review findings, conclusions, and recommendations. Following this review, FCS GROUP will revise the analyses, as appropriate, and finalize recommendations.

- a. Meet with City staff in up to five (5) meetings to review interim study results, obtain edits/changes from direction received, discuss sensitivity analyses, meet with Comprehensive Planning consultant to discuss capital projects, finalize results and recommendations to take forward to Council, Planning Board and Public.
- b. Presentations/meetings with City Council/Planning Board in up to five (5) meetings to review results, conclusions and obtain policy direction and feedback. The meeting content and schedule will be confirmed once the project begins.
- c. Attendance at two (2) open house meetings with the public.

KEY PERSONNEL

FCS GROUP’s consultants possess both the depth and breadth of related experience to bring forth innovative yet practical solutions for the City. Our study team is composed of individuals who specialize in financial planning and rate studies for municipal utilities. Descriptions of our key team members are provided below.

Overall quality assurance and accuracy will be led by John Ghilarducci, Principal. As principal-in-charge of our study team, he will be responsible for executing the professional services agreement with the City. John will work closely with our project manager to ensure effective schedule and cost controls are in place and be ultimately responsible for the

performance of the FCS GROUP team. John will be available to provide technical advice and direction for the project and to share his expertise and experience providing technical services as needed.

John Ghilarducci is a firm principal and shareholder with 19 years of professional experience. He has a broad knowledge of public policy and finance and has performed hundreds of rate studies for water, wastewater, stormwater, transportation and parks systems. He has a thorough understanding of the institutional issues and options underlying the formation of utilities and the design of supporting rate and charge structures.

Managing the day-to-day work efforts of our Project Team and communicating directly with the City will be Angie Sanchez Virnoche. As our project manager, she will be responsible for the ongoing execution and completion of our work plan, matching our work and deliverables with the City's needs, goals, schedule, and project budget. As the author of this proposal, she will continue to be actively involved in the study and fully conversant in our progress, findings, and recommendations. Angie will lead our onsite data collection efforts, direct the development of our technical models, provide senior-level financial analysis, review progress and work products with City staff, lead our documentation efforts, and take the primary role in presenting findings to the City Council.

Angie is a senior project manager with FCS GROUP with nearly 15 years of experience providing financial services in a variety of capacities for water, sewer, stormwater, solid waste and electric utilities. Her project work includes multi-year financial planning, cost-of-service studies, rate design restructuring, capital/infrastructure planning, funding alternatives, cost benefit analyses, reserve analysis, and community education and involvement.

Brian Rice, senior analyst, will work closely with Ms. Sanchez to provide support on the technical analysis. Brian Rice is a senior analyst at FCS GROUP with a focus on utility rate, finance and planning studies, as well as performance auditing and measurement. His experience base also includes analyzing financial and legal information to determine compliance with Federal and State laws.

Both Angie and Brian successfully worked with the City on the recently completed Sewer Utility Rate and GFC Study.

Schedule

FCS GROUP is prepared to commence work on this project given approval from the City. The City has requested that the technical analysis be completed by the end of June. Completion of the public involvement process may not occur until the September to December 2008 timeframe. We believe we can meet this schedule so long as both parties work together to ensure a timely response to data requests, data is of sufficient quality to use in the analysis, ability to schedule meetings in a timely manner, and the ability of the City to provide policy direction for the study to move forward at key study milestones. We will make every effort to ensure a schedule that meets the City's needs.

BUDGET

The total proposed level of effort to complete the water utility rate study is detailed below. Our normal billing practice is to bill based on time and materials actually expended, not to exceed the total budget. It is FCS GROUP's policy not to bill for direct expenses, including normal levels of travel. The budgets therefore include only charges for labor.

Task	Consultant Hours				Total Estimated Hours	Labor Budget
	Principal Ghiarducci	Study Manager Sanchez	Analyst Various	Admin. Support		
<i>Hourly Billing Rates:</i>	\$195	\$170	\$120	\$80		
Task 1 - Data Collection	-	-	2	1	3	\$300
Task 2 - Fiscal Policy Evaluation	-	2	8	-	10	1,300
Task 3 - Capital Financial Planning Analysis	2	8	16	-	26	3,670
Task 4 - Multi-Year Operating Forecast	2	16	40	-	58	7,910
Task 5 - General Facility Charge Update	2	12	35	-	49	6,630
Task 6 - Schedule of Rates (rate comparison)	2	6	16	-	24	3,330
Subtotal Technical Analysis	8	44	117	1	170	23,140
Task 7 - Meetings/Presentations						
- Project Meetings (5 budgeted)	-	15	20	4	39	5,190
- City Council/Planning Board Presentations (5 budgeted)	-	32	12	4	48	7,120
- Open House/Public Participation Meetings (2 budgeted)	-	16	8	4	28	3,920
Total All	8	107	157	13	285	\$39,370

The project fees have been listed by each major task. This will provide the City with greater flexibility to develop a scope of services that meets any budget constraints. The scope of services for the rate study has assumed the following public meetings; five (5) Council/Planning Board meetings/workshops and two (2) open houses. Additional meetings requested by the City will be billed on time and materials. All portions of this proposal can be expanded or reduced to meet the City's needs.