



# City of Central, Louisiana

## Qualifications & Proposal for City Services



May 4, 2011

Option 1

UNDERSTANDING  
A VALUABLE RESOURCE

SEVERN  
TRENT  
SERVICES

# Table of Contents

<b>A</b>	<b>Cover Letter</b> .....	<b>A-1</b>
	<b>Executive Summary</b> .....	<b>A-4</b>
<b>B</b>	<b>Contractor's Qualifications &amp; Experience</b> .....	<b>B-1</b>
	Background .....	B-1
	Financial Strength .....	B-2
	Organizational Strength .....	B-2
	Key Team Members .....	B-3
	Relevant Experience .....	B-5
	References .....	B-12
	Transition & Startup Experience .....	B-14
	Contracts .....	B-14
<b>C</b>	<b>Resumes</b> .....	<b>C-1</b>
	Management Philosophy .....	C-1
	Management Team .....	C-1
	Staffing Plan .....	C-3
	Recruiting & Staffing Continuity .....	C-4
	Resumes .....	C-6
<b>D</b>	<b>Information Technology Resources &amp; Equipment</b> .....	<b>D-1</b>
	Available Resources & Equipment .....	D-1
	Additional Resources .....	D-1
	Plan for Continuity & Uninterrupted Service .....	D-2
<b>E</b>	<b>Equipment &amp; Resources Other Than for Information Technology</b> .....	<b>E-1</b>
	Available Equipment & Resources .....	E-1
	Additional Resources .....	E-1
	Plan for Continuity & Uninterrupted Service .....	E-2
<b>F</b>	<b>Insurance &amp; Bond</b> .....	<b>F-1</b>
<b>G</b>	<b>Proposals</b> .....	<b>G-1</b>
	Capital Investment .....	G-2
	Exhibit E – Proposal Form .....	G-3
	Exhibit D – Declaration of No Conflict of Interest .....	G-4
	Evidence of Authority .....	G-5
<b>H</b>	<b>Contract</b> .....	<b>H-1</b>

The information contained in this proposal is proprietary and contains confidential information which is of significant economic value to Severn Trent Management Services. It is intended to be used only for valuation of our qualifications to provide services. It should not be duplicated, used or disclosed in whole or in part for any purpose other than to evaluate this proposal.

# Table of Contents

<b>Appendix 1 Service Delivery Approach.....</b>	<b>1-1</b>
Transition .....	1-2
Administrative Services .....	1-6
Financial Services .....	1-12
Public Works .....	1-14
Permit & Inspection Services .....	1-18
Planning & Zoning Services .....	1-20
Engineering Services .....	1-20
Stormwater Management.....	1-22
Code Enforcement Services .....	1-23
Other Available Services.....	1-24

The information contained in this proposal is proprietary and contains confidential information which is of significant economic value to Severn Trent Management Services. It is intended to be used only for valuation of our qualifications to provide services. It should not be duplicated, used or disclosed in whole or in part for any purpose other than to evaluate this proposal.



**Severn Trent Services**  
Suite 300  
580 Virginia Drive  
Fort Washington, PA 19034  
United States

T: +1 215 646 9201  
F: +1 215 283 3486

[www.severntrentservices.com](http://www.severntrentservices.com)

April 29, 2011

Mayor Shelton Solon Watts  
City of Central  
13421 Hooper Road, Suite 8  
Central, Louisiana 70818-9200

Dear Mayor Watts:

Severn Trent Services is pleased to submit this proposal to provide reliable, responsive municipal services to the City of Central.

We have had several opportunities to tour through your City and meet with several of your citizens. We are excited about this opportunity and have seen first hand that Central is **a community that cares**. To quote a bumper sticker we saw during our visit, it is clear to us that Central is **a city on the move**. Severn Trent brings the management strength and the depth of experience to be the City's partner to reach its full potential. With many years of municipal management experience, our team is committed to providing fresh ideas and innovative approaches as the City of Central continues to develop and grow. You want the best and we are committed to bringing the best team, ideas, services and management to the City.

Severn Trent pioneered the concept of contract operations for local governments with the City of Weston, Florida. Weston was an idea that grew from the establishment of a single development district. From this idea, our experienced team of Severn Trent professionals conceptualized and designed a comprehensive plan for incorporation and successfully carried out the vision of an emerging community. Severn Trent provided all municipal services to the City of Weston for 29 years.

We believe there are several key components to establishing a long-term, successful relationship with the City:

- **Developing a True Partnership** – We are committed to work diligently in harmony with the City's objectives and vision. As your partner, our goal will be helping ensure the City of Central maintains the highest quality of life and achieves its vision for growth and prosperity.
- **Transparency** – It is critical that the City has complete confidence and peace of mind related to the administration, financial and day-to-day activities of the City. Severn Trent will maintain open communications and provide the appropriate documentation so the City Council and citizens are assured the contract is being administered to the highest degree of integrity and satisfaction.
- **Smooth Transition** – To provide a seamless transition, Severn Trent has already begun to develop ideas and priorities related to meeting the City's expectations. From day one,

we will provide responsive customer service, address critical issues and focus on meeting the City's needs. Severn Trent will work closely with the current management group to ensure every item receives the appropriate attention and is completed as part of our planned transition. Our focus will be improving the level of service from the first moment we become involved through the duration of the partnership.

- **Meet and Exceed Performance Standards** – The City has developed an excellent RFP that outlines your expectations and requirements. Severn Trent is committed to meet and exceed those standards. By utilizing our proactive approach to management, the City can be assured performance standards are efficiently and effectively met throughout the term of our partnership
- **Innovation and Efficiencies** – We are not content with just meeting our responsibilities. Forward thinking in this day and time is critical to any company's or municipality's success. Technology is constantly changing and our team will be relentless in their evaluation of processes and activities in our quest for continuous improvement.
- **Customer Service** – The critical element that weaves its way through all of the components discussed above is customer service. City officials, residents and all others working with the City expect and deserve a high level of customer care. Every member of the Severn Trent team understands the importance of and will provide fully responsive customer service to the community at all times. Every individual contacting the City needs to know that someone is interested in and cares about the resolution of their issue.
- **Local Presence** – Severn Trent will establish an office within Central's city limits to house our people and equipment. We want our people to be a part of the community and experience the excitement of being part of a City on the move. We want local citizens to see our personnel eating in local restaurants and shopping in local stores. Severn Trent is committed to being an active part of your community and providing the support of a committed partner.

With more than 30 years of experience in providing management and operating services to local governments, we can ensure the services provided to the City will be timely, cost effective and of the highest quality. We encourage the City to contact the communities we serve to get first hand feedback regarding the level of service, commitment and integrity we bring. In many of those projects, Severn Trent has offered to provide capital for infrastructure improvements and system upgrades to improve process efficiencies and drive down overall operating costs. We extend this offer to the City and would look forward to discussing how we can make capital available.

Severn Trent will be the prime contractor with ultimate responsibility for meeting the City's needs. Our approach includes a local engineering firm that has extensive experience with municipalities around the state of Louisiana and with offices very close to the City of Central.



Planning and zoning services will also be provided by an experienced local firm and another subcontractor will provide information technology services. We have chosen to provide all other services with our own in-house team, believing this will afford us greater control and the ability to not just meet but exceed the expectations of the City.

The key contact person for this opportunity is:

Bob Koncar, Regional General Manager  
904-940-6044 (office) or 904-625-0593 (mobile)  
[bkoncar@severntrentms.com](mailto:bkoncar@severntrentms.com)

We would welcome the opportunity to discuss our proposal and the chance to establish a partnership with the City of Central.

Sincerely,

A handwritten signature in black ink, appearing to read "Dana A. Kaas".

Dana A. Kaas  
Vice President



## Executive Summary

Severn Trent Services is pleased to submit our qualifications and proposal to provide the full scope of municipal management services to the City of Central.



We understand Central is a *City on the Move*; growth, development and excellence are vital to your future. The City is in an enviable position. You are able to look forward, eliminate mistakes others have made and build a model community where your residents can relax, play, shop and work. A community that everyone can take pride in. A livable community providing excellent service to its residents.

Our depth of knowledge and experience, coupled with our emphasis on providing responsive professional services in a manner that is truly transparent to you, our client, makes Severn Trent the best partner for the City. We pioneered the concept of contract operations for local governments with the City of Weston, Florida. Weston was an idea that began with the establishment of a single development district and grew into a city of nearly 62,000 residents with a budget of \$107,740,000. To get there, our experienced

team of Severn Trent professionals conceptualized and designed a comprehensive plan for incorporation and successfully carried out the vision of an emerging community. Severn Trent provided all municipal services to the City of Weston for 29 years and provided customized scopes of municipal services to five other Florida municipalities in the past. More recently, we have acquired new municipal services contracts for the City of Sandy Springs, Georgia and the Town of Hillsboro Beach, Florida.

Because Severn Trent is currently conducting business in the state of Louisiana, we understand the unique challenges that Louisiana cities and communities face. Our partnership with Plaquemines Parish in southern Louisiana began in 1998 and is focused on the water and wastewater systems. We manage a staff of 80 employees at this project and, when Hurricane Katrina hit, our team of professionals continued to pump water to our customers in Belle Chase. After the storm, we worked hand and hand with the Parish Government through the recovery process, beginning with caravans from Severn Trent projects across the country bringing in much needed supplies for our employees and the community. This demonstrates our commitment to be there in each and every situation the City faces.

Our proposed pricing meets and exceeds the City's service requirements while saving the City \$ 300,000 annually over its current cost of operations. In addition to providing our pricing in the format required by the RFP, we have provided additional detail so the City can clearly identify the component costs associated with your costing structure. Our proposal includes the acquisition of new equipment that will be dedicated exclusively to the City and its operations and calls for the City to receive a share of the building permit fee revenue.



Severn Trent also recognizes the City's infrastructure is a major priority and is committed to being a proactive partner to address the cleanup and beautification of the area roadways and drainage structures. The City has tremendous natural beauty and we will play an active role in protecting and enhancing these qualities. Throughout the country and in many parts of the world, Severn Trent is responsible for critical infrastructure, thus providing us with a seasoned staff of experts available to support our projects and local teams. With one phone call, the Program Director can summon help of this team and have them on site within hours to provide valuable leadership and assistance. Moreover, this experience and

expertise is provided at no extra cost to the City or project budget.

Another important element is technology and the crucial role it plays in the growth and development of your community. We will initially implement each of the required software packages and proactively seek innovative ways to better serve the community such as:

- Implementing an interactive budgeting tool that will allow the Mayor and Council to access the budget documents, develop what-if scenarios and communicate effectively with the staff throughout the budget cycle
- Enhancing the current emergency notification system to integrate new technologies and social media outlets
- Installing web-accessed customer service software that permits citizens to log issues and comments, thus providing City officials with a clear understanding of citizen concerns and the actions taken toward resolution
- Augmenting the City's website to provide additional information to the citizens about activities and events that will help them stay informed and involved in their community
- Exploring options for interactive, web-based GIS system access for citizen's use by which they will be able to create customized maps to meet individual needs

Severn Trent shares your vision of Central as a *Community that Cares* about education and focuses on developing and creating a high quality of life. Our mission statement highlights our commitment to serving the City of Central.

*We endeavor always to deliver solutions that are right for our customers and the environment.*

*We build long-term relationships by understanding and acting on our customer's needs, delivering value and behaving with integrity in everything we do.*



We want to make a difference as your partner; to build a community that other municipalities across the country will visit to gain a fresh perspective and vision of how a city can be run.

Severn Trent's strength is management services. While we have engineers on staff, we are not an engineering company. Several of our staff are experienced City and County Managers and bring a wealth of knowledge related to the management and operations of a municipality. This sets us apart from many of our competitors, providing Severn Trent vital insight into the unique issues that cities face in their day-to-day operations.

Severn Trent's greatest asset is the team of professionals that will provide management and leadership to the project. Bob Koncar, our Regional General Manager, has more than 30 years of senior management experience in both the private and public sectors. He has award winning experience in budget and finance plus extensive experience in personnel management, land use and comprehensive planning. The core of his business is management services and his team has expertise in all facets of the business. Our processes will be transparent and we will work with the City to ensure full reporting is provided in all areas of the business, thus allowing the City to make fully informed decisions.

Severn Trent has selected H. Davis Cole & Associates to provide the required engineering services. We are confident this group will meet and exceed the expectations of the City of Central. With 11 full-time employees, HDCA has the resources necessary to provide the comprehensive City Engineering services outlined within the Request for Qualifications and Proposals without the burdensome bureaucracy of a larger firm. HDCA was founded in 2006 and has rapidly grown to be a leader in providing exceptional client services to meet the public works engineering and environmental needs of municipal, governmental and private sector through performance, quality and teamwork. The firm is client centered and is known by its established clientele as very quick in our response to their needs. A testament to this is the fact that approximately 75% of HDCA's workload is generated through repeat business from established clients. The HDCA office is located approximately 14 miles from City Hall, thus meeting the requirement of the RFP.

Severn Trent would truly like the opportunity to be a partner with the City of Central.

We believe our success speaks for itself; our clients recognize and value the quality of our services and many are in second and third contract terms. We are proud of this record but strive to continually improve our services – all day, every day – to ensure our service delivery, responsive approach and clear communication continue to lead our industry. We encourage the City and your representatives to contact any Severn Trent client as part of your evaluation of our capabilities.





## B Contractor's Qualifications & Experience

### Background

Severn Trent Services has provided contract operations services in the U.S. continuously for more than 35 years. Building upon the experience of its predecessors, which dates back to the 1970s, the company was incorporated in Texas in 1983. Since that time, Severn Trent has grown its presence in the United States and has expanded its operations through additional acquisitions and business development activities. We currently serve communities in 21 states – including Louisiana – and continue to expand into additional states each year.

Our experience includes the City of Weston, Florida, where we began providing municipal services in 1978 (a community development district at that time) in a public-private partnership that lasted for 29 years. We provided the incorporation for the City and provided all the personnel and services for the City.

In 1998, two key significant events occurred that give Severn Trent the experience and expertise to provide the highest level of service to the City of Central. This was the year we were awarded a contract to provide services to Plaquemines Parish, Louisiana. During the same year, we purchased a company, Moyer and Associates, that was the acknowledged leader in the municipal management services business. We actually introduced the concept of a private company providing full management services for municipalities and, as a result, we have a deep understanding of the issues that municipalities face in their day-to-day administrative, management and operations responsibilities. We are confident Severn Trent is the best fit for the City of Central to meet the requirements listed in the RFP.

Severn Trent Services is a member of the Severn Trent Plc group of companies. Formed in 1974 as a regional, state-owned water authority in the UK's Midlands and mid Wales region, Severn Trent provides high quality water and wastewater services to more than 3.7 million households and businesses in the watershed areas of two of Britain's greatest rivers – the Severn and the Trent, from which the company adopted its name.

Following privatization from the UK government in 1989, Severn Trent set out on a path to build a products and services business. Building the company involved acquisitions in the U.S. and UK that began in 1990 and has grown to a comprehensive portfolio of products and services. Headquartered in the United States, Severn Trent Services has operations worldwide employing more than 3,100 personnel and providing water and wastewater services to communities and industrial customers around the globe.

Combined, the Severn Trent Plc group of companies employs 9,000 people operating nearly 2,500 facilities and serving more than 20 million customers worldwide.



## Financial Strength

The Severn Trent Services organization features a number of companies across several divisions and operations worldwide with revenues totaling \$535 million as of March 2010. We are part of the Severn Trent Plc group of companies. Severn Trent Plc is a \$2.8 billion publicly traded company on the London Stock Exchange that was listed in Forbes Magazine's ranking of the world's top 2000 companies in 2009. Severn Trent Plc is recognized as an industry leader in the global marketplace and has received the following recognition:

- The only water and wastewater company to be listed on the Global 100 of the most sustainable corporations in the world, a ranking that Severn Trent Plc has held for three consecutive years. Rankings are determined by Innovest Strategic Value Advisors, a financial institutional research firm based in New York, and are based upon how effectively companies manage environmental, social and governance risks and opportunities, relative to industry peers.
- Listed on the FTSE 100 Index, a share index of the 100 most highly capitalized companies listed on the London Stock Exchange
- Listed on the Dow Jones STOXX Sustainability Index, which tracks European sustainability leaders and is comprised of the leading 20% of the Dow Jones STOXX 600 Index
- A B1 rating in the Morley Fund Management Sustainability Matrix, which ranks FTSE 100 companies according to social and environmental criteria and provides a new measure of business sustainability. Companies are measured according to business sustainability and the vision and practices of management.

## Organizational Strength

One of the unique advantages that Severn Trent brings to our clients is the depth and breadth of our experience and expertise. We have unparalleled expertise and experience in local government and fiscal management. Our management team has more than 200 years of combined experience in establishment and management of local governments. With this depth of resources in all areas of municipal management and financial services, we anticipate and resolve issues for our clients in areas that other management firms simply have no experience or expertise such as human resource management, utility operations, asset management and risk management. As such, we bring a unique set of qualifications to effectively and efficiently meet the City of Central's needs.

Our full-time employees who focus on municipal management services come from a variety of backgrounds that include:

- Certified Public Accountants
- Certified Project Management Professionals
- Engineers
- Attorneys
- Software developers
- Financial and investment advisors
- Public administrators
- Real estate developers
- Construction managers
- Government managers and leaders



## Key Team Members

Severn Trent will utilize key subcontractors that have been selected with a focus upon how to best meet the City of Central's needs.

**H. Davis Cole & Associates (HDCA)** was founded in 2006 and has rapidly grown to be a leader in providing exceptional client services to meet the public works engineering and environmental needs of municipal, governmental, and private sector through performance, quality, and teamwork. The firm's highly qualified team provides a variety of services that include design, engineering and analyses, field investigations, construction management, construction inspection, computer modeling, environmental documentation, permitting, and regulatory support. HDCA is proudly approaching completion of its fifth year of business. The company is licensed in the states of Louisiana and Mississippi with professional engineers registered in both states. Offices are located in Baton Rouge and New Orleans.

HDCA's staff members have an average of over 14 years of experience in civil and environmental engineering, all of which is in the design and construction oversight of major infrastructure projects in an engineering consulting firm setting. The primary area of expertise for the HDCA staff is in the roadway, drainage and water and wastewater arenas. The vast majority (90% or greater) of HDCA's workload has been in the federally funded capital repair sector, including program and project management, design, and eligibility assessment and inspection services. HDCA is also an equity partner of a joint venture corporation, The SBSA Group, Ltd., which is a prime contractor for a USACE IDIQ contract. HDCA is an engineering and environmental consulting firm providing the highest quality of professional services in the following principal areas to our public and private sector clients:

- Federal Emergency Management Agency (FEMA) hazard mitigation projects
- FEMA hazard mitigation plans and plan revisions
- FEMA hurricane relief and recovery administrative and project services, including technical design and FEMA eligibility assessments and inspections
- Drainage collection system and pump station design
- Roadway and bridge design
- Wastewater treatment and collection system design
- Sewer lift/pump station design
- Water treatment and distribution system design
- Land planning/real estate development
- Subdivision and general site design
- Foundation design (light commercial and residential structures)
- Structural design (light commercial and residential structures)
- Building design (commercial and residential)
- Construction inspection/quality control
- Construction/program management
- Environmental documentation/permitting (state and local, including 404 wetlands permitting)



HDCA has worked with nearly every facet of the public sector and the private industry, serving individual clients with the utmost professionalism. The personnel at HDCA possess a wide range of experience in terms of both project type and magnitude as evidenced in the resumes of key personnel. As demonstrated by noted project and federal hurricane recovery and hazard mitigation grant related experience, HDCA is professionally qualified to provide a broad array of assessment, project administration, engineering, surveying, inspection, environmental, permitting and planning support activities.

HDCA possesses significant in-house capabilities, including computer aided design and drafting (CADD) capabilities using AutoCAD, MicroStation and structural modeling utilizing the RISA-3D software package. HDCA is committed to maintaining the latest technology available to our profession to improve our ability to stay connected and accessible to our clients. This commitment extends into the production aspects of our business by using technology to improve our work efficiency and accuracy. This commitment to technology results in significant savings to the firm's clients in both the schedule and budget.

HDCA personnel have successfully managed and/or participated in a variety of projects, including U.S. Army Corps of Engineers (USACE) projects, FEMA hurricane recovery and restoration program management and engineering design projects, FEMA hazard mitigation grant program planning and engineering design projects, Louisiana Community Development Block Grant (LCDBG) program projects and general engineering design.

HDCA staff members have a history of superior performance on contracts with government, state and local agencies as well as with private industry. The firm has been routinely recognized by its governmental clients as extremely responsive and competent in the services that the firm has provided. Its personnel have a consistent track record of providing quality projects to clients within both schedule and budget. This is evidenced by long standing relationships and repeat business with clients including the City of Slidell, Plaquemines Parish and St. Bernard Parish.

**SAFEbuilt** was founded in 1992 for the sole purpose of providing building department services to local government. The firm works only with public agencies to avoid any potential for conflict of interest and is currently one of the leading providers of building department services in the country.

The primary focus of any building department is to ensure safety for the residents and businesses within a community. This requires uniquely skilled individuals with technical knowledge and a desire for the continuous training needed to keep up with the ever-changing construction industry. SAFEbuilt has outstanding employees, provide exceptional service to its clients and participate in the communities the firm serves.

**Sophicity** is a privately owned, full service network support and software development consulting firm. Providing services to municipalities and the Georgia Municipal Association since 2000, the company has a keen understanding of the particular needs, common technologies and best practices for providing IT services to municipal governments. The company's qualifications arise from its 10+ years of experience serving government and non-government clients, address the needs of each in a way that reduces cost, increases productivity and efficiency and mitigates risks.



The company's network engineering team is highly skilled in a variety of technologies. Because of Sophicity's support of other municipalities, the company is very familiar with supporting third-party vendors and systems common to cities and has working relationships with many of the vendors that municipalities use.

### Relevant Experience

Severn Trent has full spectrum of strengths that will be brought to bear in Central:

- We have proven experience providing municipal management services, most recently being selected to provide services to the City of Sandy Springs, Georgia and the Town of Hillsboro Beach, Florida.
- We have operated and maintained municipal facilities in the state of Louisiana since 1998. Because of our lengthy tenure, we have established and maintained excellent long-term working relationships with authorities at many levels.
- In the event of short-term – or even long term – emergencies impacting your community, Severn Trent has significant bench strength at the City's disposal. We have proven again and again that Severn Trent can be counted on in times of emergency.
- We have selected subcontractors for this project that complement our team and share the same commitment to service and excellence. Our engineering partner is a local company with a significant amount of experience and strength in the state of Louisiana and municipalities around the state. The firm's experience includes FEMA hazard mitigation, drainage and collection systems, roadway and bridge design, land planning/real estate development, subdivision and general site design and construction inspection and quality control.

Relevant examples of our experience are provided on the following pages.

### Plaquemines Parish, Louisiana

Severn Trent has provided reliable, responsible and cost effective services in Plaquemines Parish since 1998. We are responsible for nine wastewater and five water facilities, 160 lift stations, five booster stations, 360 miles of water lines, 157 miles of collection lines, seven water towers and three reservoirs and provides customer service and collections.

Far more than being simply a contractor, we partner with the Parish as they face challenges in the effort to provide vital services to their residents. In 2007, following a serious contamination event caused by an outside source, Parish officials approached Severn Trent looking for guidance on developing an early warning system to protect the water supply. We now have a total organic carbon detector at every finished water location linked to an alarm system that notifies directly 911 as well as our on-site operational staff. There is also an alarm at every raw water intake that notifies our staff. Severn Trent's corporate experts advised and assisted us with the development and implementation of our revised water security plan.

Severn Trent and the Parish also experienced first hand the devastation of hurricanes and the spirit that brings people together to rebuild after the storm when the



Plaquemines Parish project – with 65 employees – was hit directly by Hurricane Katrina and any progress made after that storm was undone by Hurricane Rita. As it should be, Severn Trent’s first concern was for our staff and initial efforts focused on locating all of our employees in the region. Supply caravans from our Houston office took much needed supplies to Louisiana and Human Resources representatives met with employees and addressed payroll issues to ensure our Louisiana staff received paychecks without interruption. We also helped reunite employee families that had been separated.

More than 50 Plaquemines Parish employees lost their homes – and Severn Trent staff throughout the region and across the country stepped up to make a difference. Our people collected clothing and supplies while staff from Texas and Mississippi made multiple trips into the affected area with supplies. Employees also raised more than \$16,000 for victims of Katrina and the company provided a matching donation. On a personal level, one Houston staff member took advantage of the space afforded by two additional houses on his property and hosted 18 people from four Plaquemines Parish families for three months. Another located housing for a displaced employee and his family and helped get them settled – providing transportation, locating assistance, registering for schools, etc. On a corporate level, Severn Trent responded to a plea from Common Ground Collective, a neighborhood volunteer relief organization in New Orleans, and donated disinfection equipment and chemicals to treat 60,000 gallons per day.

In addition to helping our employees deal with and recover from the affects of the hurricanes, Severn Trent worked to provide water and wastewater services to residents of the affected areas. Members of our Plaquemines Parish staff took refuge at the Belle Chase water treatment plant, which has an emergency generator and was able to maintain water pressure except for a brief period during Hurricane Katrina. Additional generators were brought in to provide power for one of the wastewater plants and lift stations within that system, restoring service and compliant operations at that facility. These efforts had to be repeated after the Dalcour and Port Sulphur facilities were flooded during Hurricane Rita. Our Plaquemines Parish staff was augmented by Technical Services and other regional staff who spent weeks living in tents and helping our operations in the recovery process.

In 2009, Severn Trent implemented a new computerized maintenance management system. Our experienced staff managed a seamless transition to this program for maintenance tracking and scheduling for drinking water and wastewater operations. The software improves productivity and efficiency of maintenance with intuitive screens and easy-to-access information at a reduced cost from the previous program. In addition, training for this program was provided in-house by Severn Trent staff.

Our community outreach projects include assisting the Parish with establishing electrical and sewer service for a community center to serve residents of the Diamond Park temporary housing community. The site was the temporary community center for events sponsored by YMCA, Save the Children, Take Off (a basketball program), Emergency Communities and other organizations involved in the Diamond community.



## Celebration, Florida

Severn Trent has provided management services for the Celebration community (population: 8,500) since it was established in 1994. We have been involved with the District from its inception through the years as it has grown and evolved to its current state.

Celebration is an innovative, real town that successfully combines architecture, education, health and technology in ways that promote a strong sense of community. Celebration, conceived as a small central Florida town with pre-1940s architecture, was developed by The Celebration Company (a subsidiary of The Walt Disney Company) in northwest Osceola County, Florida.

The infrastructure includes primary and village-specific roadways and bridges, street lighting, domestic water distribution system, wastewater/sanitary sewer collection system, reuse (reclaimed) water distribution system, stormwater management facilities, drainage collection systems, off-site roadways and intersection improvements, wetland compliance and common area development.

Severn Trent provides comprehensive management services that include field management, financial reporting and accounting. We are also responsible for general fund accounting, administrative, budgetary and clerking activities. We routinely participate in community activities including funding, labor and materials for such things as the Celebration K-8 ball field construction, annual holiday lighting at Market Square Park and other field-related enhancements outside the scope of our management contract.

As the primary manager during the 2004 hurricanes, Severn Trent was responsible for following up with contractors for site cleanup and restoration and for seeking reimbursement from FEMA. Our efforts in Celebration have also included assisting the Board with the transition of consultants and with the transition from landowner-elected Supervisors to the General Election and the education process that accompanies new resident Board members being seated and serving on the Board.

Severn Trent is also responsible for the water and wastewater systems serving Celebration. To maximize service to the community, Severn Trent has in place a customer service representative dedicated to serving Celebration's water customers. We worked closely with our client to incorporate an automated meter reading system that increased efficiency, reduced the potential for error and subsequent customer complaints and reduced the previously labor intensive meter reading staff from three to one.

Maintenance is a key element to ensure the reliability of the facilities. A computerized system is utilized to manage maintenance of the mechanical components. On-site staff performs preventive and corrective maintenance and closely monitors the equipment's condition to anticipate and correct problems before they disrupt the system's process. In addition and consistent with our standard approach, Severn Trent developed an asset management system to document the condition of all equipment, prioritize according to criticality and extend the useful life of Celebration's valuable assets.



Severn Trent is currently responsible for the operation and maintenance of the collection and distribution systems, 10 lift stations, potable and reclaimed water booster pump station and alum feed station. We also provide field service, meter reading and bill printing.

### Mustang, Oklahoma

Severn Trent was selected to operate, maintain and manage Mustang's water, wastewater and public works facilities in 2001. The City Manager called on us to begin our contract early to assist with emergency repairs and cleanup after a major windstorm had caused significant damage to the City's infrastructure facilities. We were able to mobilize and respond immediately to the City Manager's request by utilizing Severn Trent management personnel and our Technical Services Group.

We were selected because of our distinguished record of accomplishment, recognized public works experience and ability to carry out successful capital improvement programs. Within the first six months of the contract, Severn Trent expanded the wastewater treatment plant by contracting and coordinating the construction and installation of a complete belt filter press and solids handling building. This improvement was funded with Severn Trent capital. Beyond that, our initial price saved the City \$150,000 per year or \$1,500,000 over the term of the 10-year contract.

Our contract includes full operation and management of the City's water and wastewater systems and Public Works Department. Our public works responsibilities include street repair, right of way and park mowing and animal control. In fact, our contract was amended in 2004 to include mowing and landscaping for Wild Horse Park Town Center and nine City parks. The wastewater system includes a 2 MGD sequencing batch reactor treatment plant, 64 miles of sewer lines and six lift stations. The 2 MGD water system includes responsibility for 11 wells, 99 miles of distribution lines and three storage tanks plus meter reading services.

In 2008, the Oklahoma WPCA recognized our Mustang operations with a Water Well System Award for excellence in safety, compliance, operations and maintenance. In 2009, a member of our staff, Animal Control Officer Kim Schmitz, received the Employee of the Month Award from the Mustang Chamber of Commerce.

Severn Trent is a member of the Mustang Chamber of Commerce and has community outreach projects that include sponsorship of the annual Independence Day fireworks show and donation to the Western Days Parade. We also contribute to the Friends of the Mustang Public Library and the Western Days pancake breakfast and provide the labor to install the downtown Christmas decorations. Finally, when Mustang citizens fell short in funding the fountain in the lake at Wild Horse Park, a Severn Trent contribution made the project possible. We also provided the windmill display and hand pump at Wild Horse Park.

Also in the spirit of true partnership, Severn Trent provided critical support to help police set up barricades at areas where water was rising to dangerous levels in the aftermath of 2007 flooding. In fact, there were three 100-year flood events in 2007.



### Port of the Islands, Florida

Severn Trent has provided management services to Port of the Islands since it was established in 1986. Port of the Islands is a resort and real estate development project situated on approximately 500 acres in southeast Collier County just outside of Naples, Florida. Primary facilities include two hotel buildings with approximately 200 rooms, an RV park, a skeet range, a marina and several low- and medium-density real estate development projects that, when completed, will include between 1,000 and 2,000 residential units.

The development is located within the boundaries of the Big Cypress National Park “area of environmental concern” and is further surrounded by vast areas of state and national parks. The development is substantially self-contained with its own on-site water, wastewater and cable television system.

Existing facilities also include a large hotel complex consisting of a main lodge with 13 guest rooms, five patio buildings with 48 guest rooms and a marina apartment building consisting of 26 apartments, located in the southern portion of the development. A second hotel is located in the northern portion of the development contains 100 rooms and meeting facilities for up to 400. Recreational facilities include a river front recreational vehicle park with 100 spaces, a boat ramp, a recreational center and support facilities, a hunt club with six fields of trap and skeet and a moving target range and a marina.

Severn Trent also operates and maintains the water and wastewater systems. We are responsible for a 0.2 MGD tertiary wastewater treatment plant, two wells and 0.4 MGD water treatment plant and collection and distribution systems. We also provide meter reading and mosquito control services. Most recently, Severn Trent assisted Port of the Islands with \$5.5 million of financing for additional infrastructure.

### Riverwood, Florida

Riverwood is a 1,265-acre master planned mixed-use community located in northwest Charlotte County. Severn Trent has provided management services to the community since it was established in 1991.

In addition to providing management services, Severn Trent also provides operation and maintenance of the wastewater treatment plant and collection and distributions system. When we assumed these responsibilities in 2003, the wastewater plant was significantly out of compliance, and major system components were inoperable. Within 30 days, Severn Trent had repaired or replaced critical mechanical and instrumentation components and brought the facility back to meeting stringent effluent reuse requirements.

### Prichard, Alabama

Prior to Severn Trent beginning operations in 2007, the Water Works and Sewer Board of the City of Prichard was operating under a strict consent order from the Alabama Department of Environmental Management (ADEM) and experiencing significant operational challenges. The Board turned to Severn Trent for operation,



maintenance and management of its two secondary wastewater treatment plants, both of which are mature facilities having seen many years of service.

Our achievements have included:

- Investing \$1,200,000 in capital and equipment improvements
- Repairing more than 200 water leaks, significantly reducing lost water from a high of 42% to a low of 13.5%
- Implementing programs to routinely test, maintain and flush all fire hydrants and to locate test and repair all water valves
- Providing an uninterrupted supply of water to the people of Prichard. In fact, only one family experienced a short-term water loss during the extreme cold in January.
- Making more than 100 sewer repairs and capping numerous abandoned sewer laterals to reduce I&I and overflows. Sanitary sewer overflows have been eliminated except during significant rain events.
- Utilizing our staff to clean sewer lines, eliminating the use of an outside contractor and reducing operating costs at least \$150,000 annually
- Adding the belt press to wastewater operations that should save at least \$450,000 annually
- Implementing new policies and procedures in the Customer Service Department to eliminate collection shortages
- Cross training employees to expand their skill sets and increase overall staffing flexibility
- Instituted our comprehensive safety policy to ensure the safety of our employees and the community we serve

The Board commissioned an independent CPA to perform an analysis of the benefits of the new contract. The findings estimated the Board will realize savings in excess of \$10 million through the initial term of the expanded partnership. In addition to the financial benefits, key performance indicators such as leakage, billing accuracy, energy and sludge reduction targets were written into our performance-based contract.

### Syracuse, Indiana

Severn Trent has provided utility management services to the Town of Syracuse since 1989. We were initially contracted to operate the Town's newly constructed wastewater treatment plant and collection system. The Town opted to expand our responsibilities to include the entire Public Works Department in 1992, at which time we created and filled the position of Public Works Director and began managing all aspects of the day-to-day operations of the Wastewater, Water and Street Departments. Our street activities include road maintenance, tree maintenance, curbside yard waste collection, snow removal, sign and light maintenance and sidewalk repairs. We also provide meter reading and customer service.

The Town of Syracuse received a safety award for 2008 from IPEP, the workers' compensation carrier. Prior to that, the wastewater treatment plant received the Indiana Water Environment Association's Municipal Safety Award in 2005 as a



result of achieving a perfect score of 100 in the annual safety assessment conducted by the IWEA.

Severn Trent implemented employee training programs and have provided administrative financial support to the Town to improve overall operations. Our partnership has yielded a number of key accomplishments that include financial management strategies and accounting principles to assist the Town in budget preparation and tracking of revenues and expenditures. We partnered with the Town to enhance the management of public works projects by developing street paving, sidewalk replacement, yard collection and street maintenance programs. In addition, we have aligned the street sign program with accepted federal standards for signage.

### Winona Lake, Indiana

Severn Trent provides contract operations and management services for Winona Lake's Department of Public Works, which includes the Town's wastewater system and park, street and sidewalk maintenance.

Severn Trent began this contract in 2002, paying particular attention to the lift stations that were inoperable due to motors and pumps not working properly. Those problems were quickly addressed and Severn Trent then concentrated on general clean up.

The wastewater system consists of eight lift stations and all lines for which we provide all maintenance. Street functions include road maintenance, snow removal, sign and light maintenance and sidewalk repairs. Park functions include mowing, trimming, trash removal, maintenance at the three Town parks.

When a local businessman donated bronze bas-reliefs called "A Timeline of Liberty" and a bronze eagle to the Town and a vendor designed and produced the bases for the plaques, Severn Trent employees oversaw the placement and the installation of the pieces. The Town's newsletter stated, "The men are employees of Severn Trent (private contractor) and this work is beyond the scope of our contract with ST but they took great pride in this project and gave over and beyond." Our Project Manager attended the Indiana Association of Cities & Towns conference where the Town received the Community Achievement Award for this project.

### Huron, California

In 2010, Severn Trent assumed responsibility for the City of Huron's water, wastewater and public works services. The project includes a 3.3 MGD surface water treatment plant, 1.2 MGD wastewater treatment plant, collection and distribution systems, meter reading, street maintenance and general public works duties. The City Manager recommended Severn Trent based upon his experience with our work in a neighboring community.

The City's population is approximately 7,000; however, during the harvest season, it is not uncommon for the population to swell to more than 10,000 people. As would be expected, flow to the wastewater treatment plant increases during the growing season and can present a challenge to operations.



### North Webster, Indiana

In 2002, Severn Trent began providing contract operations and management services for North Webster’s Department of Public Works, which includes the Town’s wastewater system and streets.

The wastewater system consists of a 0.5 MGD extended air activated sludge wastewater plant, 23 lift stations including an air vacuum section with a total of 15 miles of sewer. Street functions include road maintenance, snow removal, sign and light maintenance and sidewalk repairs.

In 2009, Severn Trent served as one of the sponsors for the North Webster Heart of the Community Charity Auction & Pontoon Raffle. Proceeds from the event support substantial remodeling to expand the North Webster Public Library.

### Austin, Texas

Severn Trent provides customized scopes of management, operations and maintenance services to utility districts throughout the Austin area. We are responsible for general management, accounting/finance, water and wastewater systems and public works.

	General Management	Accounting/ Finance	Water/ Wastewater	Public Works	Households
Bastrop County WCID #3	■				140
Burnet County WCID #1		■			New development
Fern Bluff MUD		■	■	■	1,900
Hays County MUD #4		■	■		285
Hays County MUD #6		■			New development
Hays County WCID #1		■	■	■	730
Hays County WCID #2		■		■	180
Hudson Ranch FWSD #1		■			New development
Meadows at Chandler Creek MUD	■	■		■	800
River Place MUD		■	■	■	1,000
Williamson-Travis Counties MUD #1	■	■	■	■	2,000

### References

We offer the following references for the relevant experience provided in the previous section. Annual contract values have not been included because of the public nature of this submittal and the company confidential nature of the information. Annual contract values will be provided separately upon request.



Project Name	Client Contact	Project Description
Plaquemines Parish, LA	Byron Williams Director, Public Service 504-297-5560	Operation, maintenance and management of the water and wastewater systems 76 employees
Celebration, FL	Tom Sunnarborg Chairman 407-566-8132	General management, treasury management, accounting, financial advisement, assessment roll services, records management, document management, utility management and human resources  Operation, maintenance and management of the water and wastewater systems plus meter reading, billing and customer service 18 employees
Port of the Islands, FL	Richard Ziko Chairman 239-389-3649	General management, treasury management, accounting, bond services, records management, document management, streets and facilities management, utility management and website management  Operation, maintenance and management of the water and wastewater systems plus meter reading and billing 6 employees
Riverwood, FL	Walter Powers Chairman 941-624-2353	General management, treasury management, accounting, assessment roll services, bond services, records management, document management, parks and recreation, stormwater management and streets and facilities management  Operation, maintenance and management of the water and wastewater systems plus meter reading, billing and customer service 3 employees
Prichard, AL	Russell Heidelberg Vice Chairman 251-510-0644	Operation, maintenance and management of the water and wastewater systems plus meter reading, billing and customer service 48 employees
Syracuse, IN	Julie Kline Clerk-Treasurer 574-457-3216	Management of the Public Works Department with responsibility for the water and wastewater systems, roads/streets and yard waste collection 1 employee
Mustang, OK	Mike Rutledge City Manager 405-376-4521	Operation, maintenance and management of the water and wastewater systems plus streets, parks and animal control 18 employees
Winona Lake, IN	Craig Allebach Town Manager 574-267-7581	Operation, maintenance and management of the wastewater system and public works (streets and parks) 6 employees
Huron, CA	Gerald Forde City Manager 562-472-8185	Operation, maintenance and management of the water and wastewater systems plus meter reading and public works (streets, grounds keeping, facility maintenance) 6 employees
North Webster, IN	John Scrofe Council President 574-834-7894	Operation, maintenance and management of the wastewater system plus public works (streets and parks) 5 employees
Fern Bluff MUD, TX	Patrick Savarese Board President 512-567-3728	Accounting services; operation, maintenance and management of the full water and wastewater utility system; and public works (parks) 1 employee supported by centralized operations and maintenance staff
River Place MUD, TX	Jim Casey Board President 512-346-4809	Accounting services; operation, maintenance and management of the full water and wastewater utility system; and public works (parks) 1 employee supported by centralized operations and maintenance staff
Williamson-Travis Counties MUD #1, TX	Linda Garrett Board President 512-424-1150	General management and accounting services; operation, maintenance and management of the full water and wastewater utility system ; and public works (parks) 1 employee supported by centralized operations and maintenance staff



Additional Severn Trent references are readily available upon request.

### Transition & Startup Experience

With any community or organization, there is a great deal of apprehension and concern whenever significant change occurs. Over the years, Severn Trent has been involved in hundreds of transitions. Our ultimate goal is a seamless transition, one in which:

- The services are maintained with minimal impact to the residents.
- The community has a sense of confidence and peace of mind that all facets of the process are being handled appropriately and efficiently.

Severn Trent's past experience has demonstrated our ability to provide quality services from day one, in most cases at a higher level than what was currently being provided.

In the case of the City of Central, one of the keys to a successful transition will be our commitment to hire locally as much as possible. This strategy allows us to fill positions immediately with employees that understand the local community's objective and vision.

### Contracts

Severn Trent is proud of its performance history over the past 35 years. Virtually all contracts that may have expired did so according to their terms; some were rebid and some were not, depending on the political climate and local jurisdiction. Severn Trent has never had a contract terminated for cause. However, the Town of Sahuarita, Arizona terminated our contract for convenience in 2004 and Sun 'n Lake of Sebring Improvement District, Florida and the Town of Jupiter, Florida both cancelled their contracts with Severn Trent and internalized the operations with their own staffs in 2007. Harris County MUD #167 and Fort Bend County MUD #117 opted to terminate their contracts in 2008, the former because of communication issues and the latter when the Board wanted to use the same operator as the rest of the development.



## C Resumes

### Management Philosophy

Severn Trent recognizes that each community is unique in the level required for management of its assets and services. As part of our approach, we provide a fully empowered local manager who is supported by a regional team and structured business systems. This approach offers the best of two worlds; the strength, experience and expertise of a large national organization but with a personal touch. Decisions are made locally, respectful of the community's values and goals, with the input of a comprehensive technical and managerial support system.

### Management Team

Our on-site *Program Director* will have overall management responsibility for the

entire team and ensuring our contract is fulfilled and managed to the City's satisfaction. This person will serve as the primary contact and interface with the Mayor and Council. The Program Director will be responsible for attending meetings, identifying any problem areas, proposing solutions and implementing these solutions.

The *Public Works Director* will provide the management oversight for all public works activities and staff. This person will attend meetings with the Mayor and City Council and provide feedback on issues that may arise. The Public Works Director will be responsible for implementing solutions involving any of the Public Works activities for the City.

The *Planning and Zoning Director* will provide management oversight for Central's planning and zoning activities. This person will be responsible for staff supervision and attending meetings of the City Council and Planning and Zoning Commission.

**Kenneth Cassel**, *Transition Manager*, will lead our transition and be a key liaison for our Severn Trent team. He has 36 years of experience in public and private sector positions that include municipal management and land development. His background includes city management, administration of federal regulations (NPDES, NFIP, etc.), emergency management, strategic



## Ken Cassel

### Transition Manager

**Experience:** 34 years of land development and municipal management experience

**Education:** B.S. in Business Administration, Florida International University  
M.S. in Public Administration, Florida International University

**Background:** Mr. Cassel serves as District Manager and is responsible for five community development districts. His background consists of administration of Federal Regulations (NPDES, NFIP, etc.), Strategic project planning and management, technical engineering product development and deployment, budgeting and financial tracking and process development and implementation. Insights into his management philosophy are presented below.

**Core Values:** "The Severn Trent Values statement states, 'We value high performance, hard work, honesty and teamwork. We will hold ourselves accountable to the highest standards of ethics, trust, quality and service. We will respect and always strive to do what is right for our customers, employees, suppliers, community and the environment.' I consider it a privilege to be a part of a company with these values. My commitment to each client and customer is that we will work to ensure that these values are a part of our daily processes."

**Employee Development:** "Employees are a company's most valuable asset. Providing employees with proper training, tools, performance standards and flexibility to do their jobs enables each individual to make important contributions. Our employees are allowed to grow personally while enhancing the Severn Trent's overall performance which benefits realized by our clients."

**Public-Private Partnerships:** "I believe public-private partnerships have proven to be one of the most beneficial business concepts developed for governmental management. The contract operator actually becomes a part of the community with a vested interest in the sustainability of the community. Not only has it proven to save valuable dollars for partner communities, it has increased the productivity and efficiency of the services delivered."



**Bob Koncar**  
Regional General Manager

**Experience:** 33 years of public-private management experience

**Education:** B.A. in Social Work, University of West Florida  
M.S. in Public Administration, University of West Florida

**Background:** Mr. Koncar has the overall responsibility for services provided to community development districts, municipalities and community associations in the Southeast. His background includes serving as a consultant for public and private organizations in the areas of finance, operations and special projects. Insights into his management philosophy are presented below.

**Customer System:** "I am a believer in developing systematic approaches to ensure services are delivered in a consistent and reliable fashion. This is critical to maintaining environmental compliance and safety while reducing the cost of operations and overall expense to the client. At the same time, I also believe that the unique requirements of each customer must be considered when applying systems and procedures. 'Cookie cutter' approaches simply do not work very well in a service business so I encourage my managers to develop and suggest alternatives where it makes sense. This may be as simple as customizing a report to better suit the client's needs or it may be a change to a standard operating procedure. As long as our controls are in place to assure quality, I think customized systems can help foster goodwill and satisfaction among our customers."

**Meeting Customer Expectations:** "In the competitive contract operations business, it does not take long to learn that meeting and exceeding customer expectations is critical to keeping clients. This is a service business and, by definition, customer service is personalized and local. Customer service cannot be automated and cannot be created through corporate mergers and acquisitions. So when it comes to customer service, I try to keep it simple: Do what we said we were going to do and treat our customers with the respect they deserve. If we focus on these simple objectives, I think we can build a lasting partnership."

project planning and management, technical engineering product development and deployment, budgeting and financial tracking and process development and implementation. Mr. Cassel holds a bachelor's degree in business administration and a master's degree in public administration.

**Bob Koncar**, *Regional General Manager*, will have ultimate responsibility for the project's performance and customer satisfaction. He will provide general oversight for the City's project on an ongoing basis and have the overall responsibility for ensuring the Central project is succeeding in every way He brings more than 30 years of senior management experience from both the private and public sectors. He has been recognized by the International City County Management Association as a Credentialed Manager, has served as a County Administrator and City Administrator in Florida and Alabama and has a Masters Degree in Public Administration. Mr. Koncar holds a general oversight and management role with responsibility for ensuring contract compliance and appropriate customer service levels.

**Stephen Bloom**, *Accounting Manager*, leads the Management Services accounting staff and is responsible for all areas related to accounting functions and financial reporting including preparation and coordination of annual budgets

and audited financial statements. He also coordinates the banking and investment activities as well as hiring, training, and supervision of accounting personnel. Mr. Bloom holds bachelors degrees in finance and management and has more than 12 years of accounting and finance experience with a background that includes managing financial services provided to multiple municipal organizations.

**Kim Prenter**, *Records Administration Manager*, leads our recording administration divisions that are responsible for transcription and documentation related to all Board meetings, elections and related administrative, records management and governmental compliance for communities across the state. She has more than 14 years of operational management, business development and team leadership experience including six years in a leadership role with a leading records management firm.

**Mike Callegari**, *Senior Area Manager*, is responsible for managing utility operations, maintenance and customer service in Louisiana. Currently based in Plaquemines Parish, Louisiana, he has more than 27 years of water and wastewater system operations, maintenance and management experience and is responsible for managing and supporting projects in Louisiana. His background also includes serving



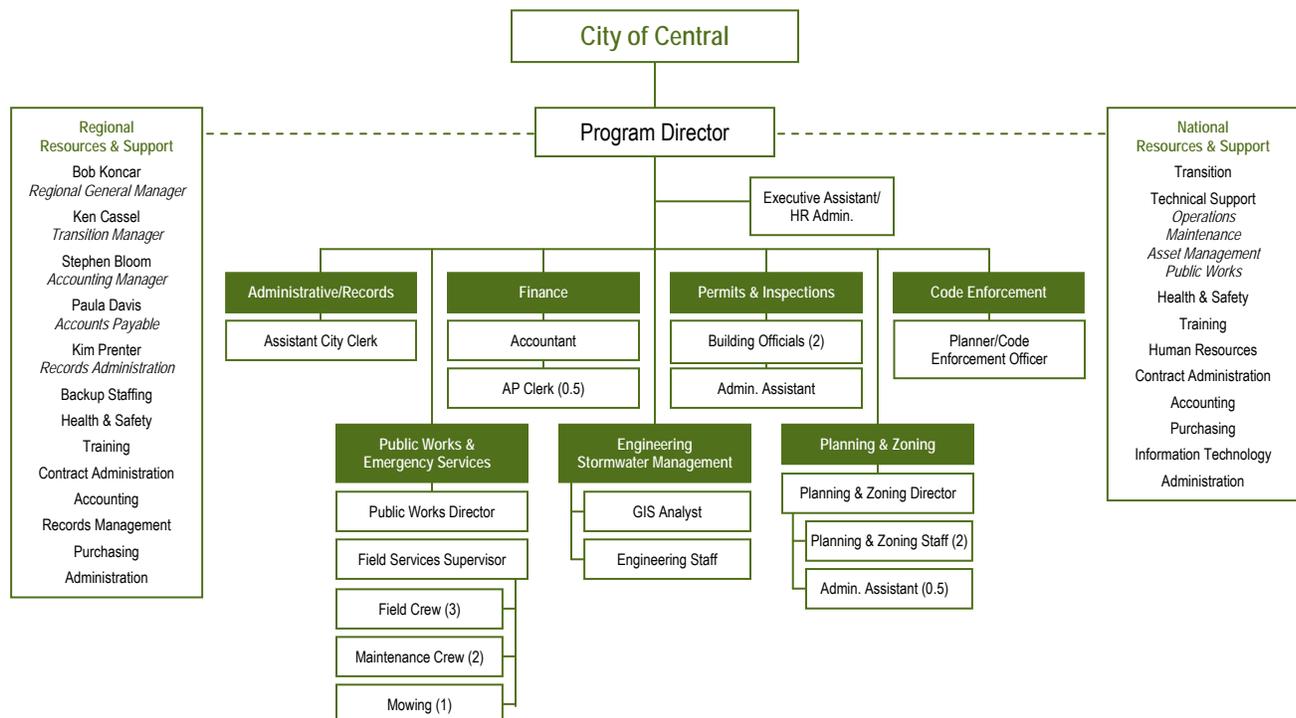
as an area manager with responsibility for overseeing operations for multiple municipal utility districts Mr. Callegari holds a B.S. in forestry and wildlife management from Louisiana State University and has attended numerous water and wastewater courses through the Texas A&M University Engineering Extension Service. He holds Louisiana Class IV Wastewater, Class IV Collection System, Class IV Water Production and Class IV Distribution System certifications.

Clint Houseworth, *Public Works Specialist*, has nearly 15 years of public works, utility and municipal services management. His public works experience includes managing street maintenance and construction, storm sewer maintenance and construction, sidewalk improvements, signage, snow and ice removal, public tree maintenance and use of public rights-of-way. He holds a B.S. in environmental studies and applications.

### Staffing Plan

Based upon our experience and understanding of the requirements within the RFP and the current staffing levels, we proposed the following staff to meet the City’s needs. We will make every effort to interview the current staff to minimize the learning curve and maintain continuity of service for the City. This process will include input from the City. Wherever a replacement is required, we will seek local talent first followed by an expanded search for qualified candidates.

HDCA will provide one person to be designated as Central’s City Engineer. This individual will be a licensed professional civil engineer who will dedicate at least eight hours a week to the work of the City of Central. As the single responsible point-of-contact for engineering issues within the City, this individual will be present for all necessary City Council meetings, Planning & Zoning Commission meetings, etc.





To support the City Engineer, HDCA will designate one individual as the Assistant City Engineer. This individual, a college graduate holding at least a bachelor's degree in civil engineering, will work under the direct guidance of the City Engineer and provide at least 16 hours per week to the work of the City of Central.

Other HDCA support staff will be available to perform more routine tasks such as construction inspections, GIS services and general recordkeeping. These include:

- Construction Inspectors
- CAD/GIS Technicians
- Administrative personnel

We believe this approach will provide the City of Central with a flexible and economical solution to its City Engineering needs. By using qualified support and paraprofessionals for the more routine City Engineering tasks, ours is a properly scaled and economical approach to provide the engineering services required under this RFP.

### Recruiting & Staffing Continuity

It is Severn Trent's policy to compensate all employees on a fair, equitable basis and to recognize demonstrated performance and contribution to the successful operation of the organization. Our compensation policy is structured to:

- Attract and retain competent and effective employees
- Provide employees with compensation opportunities that are related to their responsibilities, skills and accomplishments
- Provide incentives for improved performance
- Maintain an effective organization designed to meet current and future business needs

Severn Trent's policy is to promote qualified individuals from within the company. If an employee asks to be considered for promotion to an open position, he/she will be given preference over applicants from outside if they are equally or better qualified. When a job vacancy occurs, employees are encouraged to utilize the job posting process to formally apply for a vacant position. The goal of job postings is to ensure that all employees are made aware of and have the opportunity to apply for open positions. All regular part-time and full-time employees with six or more months of continuous service and who have a satisfactory performance and attendance record are eligible to apply for posted openings. Voluntary transfers between geographic locations are also possible.

To fill vacancies, Severn Trent stays in contact with trade schools as a source of potential employees. We also have an employee referral program in which existing employees are financially rewarded for referring new employees to the company.

Severn Trent's hiring process includes interviews by at least two people and checking of references. All applicants who are being considered for hiring are subject to drug testing. Investigation into criminal backgrounds, education, Social Security number



and the like will take place as appropriate for a given position. Motor vehicle records will also be accessed for those who will be driving company vehicles.

Once hired, employees participate in on-the-job training and are often paired with another employee to learn the site-specific skills needed to successfully perform in their new positions.



## Resumes



# **BOB KONCAR**

## ***Regional General Manager***

### **Severn Trent Services**

#### ***Summary***

Mr. Koncar brings extensive public-private management experience in his role as Regional General Manager. He has county and city management experience in Florida and Alabama, which has provided an excellent foundation for his role as Regional General Manager for Severn Trent Management Services. Mr. Koncar has also served as a consultant to public and private organizations in the areas of finance, operations and special projects. He has award winning experience in budget and finance, as well as extensive experience in personnel management, land use and comprehensive planning. In addition, his experience in overseeing complex construction projects makes him a highly valuable resource to the community development districts he serves.

#### ***Education/Training***

B.A. in Social Work, University of West Florida, 1977

Masters in Public Administration, University of West Florida, 1979

#### ***Certifications***

Credentialed Manager, International City County Management Association (currently inactive)

#### ***Professional Affiliations***

International City County Management Association

Florida City County Management Association

Committee for the Development of 9J 5 Administrative Rules for Implementation of Growth Management Act

Phi Alpha Honor Society for Public Administration

#### ***Specific Experience***

*Regional General Manager, Severn Trent Services, St. Augustine, Florida (2007 – Present)*

Overall management and oversight responsibility for services provided to community development districts, municipalities and community associations in the Southeast. Leads a staff of more than 80 district management, finance and records management professionals at offices throughout Florida, Georgia and the Southeastern United States.

*District Manager, Severn Trent Services, Jacksonville, Florida (2005 – 2007)*

Responsible for providing professional services to the community development districts and homeowner associations located in the Jacksonville/St. Augustine area.

*Capital Projects Strike Team Leader, Martin County, Florida (2004 – 2005)*

Highly successful in the implementation of a capital projects construction program including work on local government projects and within special districts.

*Interim Division Administrator [Assistant County Manager] Osceola County, Florida (2003 – 2004)*

Responsible for the supervision and management of four departments within a large complex organization with a \$530,000,000 annual budget and 2,100 employees; conducted law enforcement staffing pattern analysis that resulted in \$750,000 in savings over proposed staffing pattern; identified a \$5,000,000 surplus in the workers compensation fund through trend analysis.

*County Administrator, Baldwin County, Alabama (2001 – 2002)*

Responsible for the management of a complex organization with a \$95,000,000 annual budget and 750 employees; developed a strategic planning process to identify organizational goals, establish budget priorities and formulate an annual work plan to accomplish goals. Worked with major credit rating agencies to upgrade the County's credit rating and thus saved hundreds of thousands of dollars in interest expenses. Developed plan for accomplishing needed road improvement program that saved the County millions of dollars over the original proposal.

*Consulting Manager (2000 – 2001)*

As Interim Budget Director for Flagler County, responsibilities included the development of the County's annual budget and supervision of budget personnel.

As Interim Community Services Director for Martin County, responsibilities included the management of four departments and all personnel.

*County Administrator, DeSoto County, Florida (1995 – 1999)*

In his role for a \$20,000,000 local government organization with 135 employees, responsible for the oversight of all County departments and development and implementation of the County's annual budget. Created and established highly effective program measures system that statistically reduced services into measurable units; this system generated annual recurring savings of \$300,000 in one area alone. Formulated a turnaround plan that enabled the organization to retain a major asset rather than selling it as recommended by the County's consultant.

*Managing Consultant, Private Industrial Council and Others (1994 – 1995)*

Developed a regional jobs program for the Panhandle area that included job placement functions, training, benefit provision and "one stop" convenience for clients.

*County Administrator and Assistant County Administrator for Escambia County, Florida (1985 – 1994)*

In his role for a large complex local government organization with a \$209,000,000 annual budget and 1,100 employees serving 275,000 residents, developed and implemented innovative financial solutions for large complex organization that eliminated a \$4,500,000 budget deficit and an \$8,000,000 budget shortfall without increasing revenue. (Inducted into national professional honor society for this accomplishment.) Worked with other officials to establish a public/private economic development organization that created 1,300 jobs in 13 months and saved an additional 400 jobs from potential elimination. Initiated financial management review that resulted in the restructuring of long- and short-term debt that reduced overall debt by \$20,000,000 and annual debt service payments by \$650,000. Served as the Acting Building Official and restructured the organization and its functions to upgrade its capabilities and increase efficiency of operations. Helped author the County's first comprehensive plan, first wetlands protection ordinance and first airport zoning ordinance while serving as the Interim County Planner. The new system brought the County into full compliance with the permitting requirements of the Growth Management Act. Established the County's first investigative process for sexual harassment complaints and initiated the first county wide anti sexual harassment training and non discrimination training programs. Developed and implemented a "one stop" permitting function which allowed residents and commercial interests to come to one location to obtain all necessary County permits and approvals.

*Administrative Assistant to Mayor and City Commission City of Valparaiso, Florida (1978 – 1985)*

Responsible for a wide range of special projects including large public works projects. Served on multi-jurisdictional construction board that constructed a regional sewer plant facility serving 100,000 residents and later served on the operational board as President. Developed financial analysis of the City's finances that led to the acquisition of low interest loans that saved the City \$1,000,000 in interest expenses for infrastructure projects. Developed one of the first evaluation and appraisal reports for a comprehensive plan in the State of Florida. Served on the 14-member Committee that authored the implementation rules [Florida Administrative Code 9J-5] for the Growth Management Act in the State of Florida. Served on the Ethics and Personnel Committee for the Florida League of Cities. Completed an operational audit of all City functions and developed a reorganization plan that improved efficiency and operational effectiveness.



# KENNETH G. CASSEL

***District Manager***  
**Severn Trent Services**

## ***Summary***

Mr. Cassel has 34 years of experience in private and public sectors including municipal management, land development and contracting. His background includes administration of Federal Regulations (NPDES, NFIP, etc.), emergency management, strategic project planning and management, technical engineering product development and deployment, budgeting and financial tracking and process development and implementation.

## ***Education/Training***

B.S. in Business Administration, Florida International University

M.S. in Public Administration, Florida International University

## ***Professional Affiliations***

International City Managers Association, 1999-2002

Florida City and County Management Association, 1996-2002

Dade City/County Management Association

- President, 1997-1998
- Vice President, 1996-1997
- Secretary/Treasurer, 1995-1996

American Water Works Association, 1983-1999

Florida Association of Stormwater Utilities, 1994-1999

Biscayne Bay Aquatic Preserve Policy Advisory Committee, 1984-1986

- Chairman, 1986

Dade County Solid Waste Recycling Task Force, 1989-1994

## ***Specific Experience***

*District Manager, Severn Trent Services, Coral Springs, Florida (2008 – Present)*

Provides District Manager functions to five community development districts in Southeast Florida. Attends and records all Board meetings and provides the Board of Supervisors with meaningful dialogue on issues before them for action. Identifies significant policies including analysis of policy implementation with an administrative and financial impact statement and anticipated affect on the District. Prepares District budgets and implement budget directives. Prepares and coordinates insurance services, independent auditor services and other services as needed. Provides all required annual disclosure information to the local government in the county in which the District resides (such as public facilities report, designation of registered office and registered agent, public meeting schedule and audited financial statement). Ensures compliance with Florida Statutes (annual financial audit, annual financial report, public depositor report, proposed budget, district map and amendments, public facilities report, registered agent and registered office and regular public meeting schedule).

*Land Development Manager, Lennar Carolinas LLC (2004-2007)*

Managed development projects with budgets ranging from \$5 million to \$14 million. Responsibilities included infrastructure, staffing and subcontracting development; budgeting, project bidding, financial tracking and contract administration; asset and evaluation management; acquisition/due diligence; and leading and coordinating engineering professionals and multiple subcontracts. Managed a production pipeline of approximately 1,500 home sites for the greater Charleston area. Managed contract takedowns from third party developers and internal transfers from land division to homebuilding as well as monitoring pending acquisitions.

*Project Director, Housing Trust Group of Florida LLC (2001-2003)*

Managed development projects ranging from 150 units to 400 units for each location with budgets ranging between \$9 million and \$15 million. Responsibilities included coordinating engineering professionals; developing building

specifications and site plans and acquiring government permitting; securing necessary approvals (ACOE, FDEP, SFWMD, SJWMD, cities and counties); budgeting and financial tracking; project planning timelines; administering contracts and subcontracts; and invoice tracking, approval and payment. Achievements included creating a project manual designed to improve efficiency and effectiveness and function as a training and post analysis tool.

*Assistant City Manager, City of Homestead, FL (1999-2001)*

Responsible for four departments with a combined budget of approximately \$41 million: Electric Utility (a 60-megawatt electric utility), Water/Wastewater Department (an 8.2-MGD water utility and a 3.5-MGD wastewater utility), Public Works Department and Parks and Recreation. Achievements included initiating participation in the National Flood Insurance Program's Community Rating System, reviewing and recommending changes to land development regulations, developing a strategy for positioning the City and its electric utility in the face of deregulation, and initiating and managing revisions and updates to the hurricane preparation plan.

*Assistant Town Manager, Town of Bay Harbor Islands, FL (1991-1999)*

Responsible for Water and Wastewater Utility, Public Works, Public Transportation and Toll Road departments. Responsibilities included administering NPDES, NFIP, NFIPCRS and LMS programs; administering a MS4 stormwater utility; administering the Clean Water Act and serving as disaster/recovery administrator. Achievements included serving as one of two lead proffers in editing and drafting Miami-Dade County's Volume Sewer Customer Ordinance in response to an EPA consent decree, initiating and implementing the establishment of a municipal stormwater utility (MS4) and drafting the town's Local Mitigation Strategy (LMS) planning document. Proposed a geographical information system (GIS) to manage the Town's infrastructure; then researched, selected and implemented the system. Initiated participation in and administered the National Flood Insurance Program Community Rating System (CRS). Wrote Bay Harbor Islands' proposal for Miami-Dade County's Neighborhood Parks Bond Program and presented it to the County's committee for funding. Upon funding approval, administered construction contract for two neighborhood passive parks.

*Director of Public Works, Town of Bay Harbor Islands, FL (1983-1991)*

Responsible for the control, operation, budgeting and purchasing of the Public Works Department which included Streets & Parkways, Water/Wastewater, Solid Waste, Public Transportation, Broad Causeway Toll Facilities and the Bascule Bridge with a combined annual budget of \$6.2 million. Additional responsibilities included management of infrastructure projects, utility plan review, comprehensive master land planning, union negotiations and intergovernmental relations. Achievements included restructuring and organizing the work force to increase productivity; drafting operational policy manual for the Public Works Department including toll plaza and bridge operations; initiating development of computer modeling for the wastewater collection system and implementing its utilization during building plan review process; writing, implementing and administering Bay Harbor Islands' recycling program; serving as Project Manager for Broad Causeway Toll Plaza and road renovation project that included state-of-the-art computerized toll collection equipment; and managing the installation of four miles of a potable water system (including restoration) under budget and on time.

*Part Owner/Manager, James M. Anderson, Inc., Miami, FL (1978-1983)*

Responsible for all aspects of the engineering concrete contracting company operating in Miami-Dade and Broward Counties. Eliminated previously accrued indebtedness within five years. Served clients that included the Town of Bay Harbor Islands, Coral Ridge Construction and H. L. Edwards Construction.

*Owner/President/Manager, J. V. Hisey Inc., Miami, FL (1974-1978)*

Responsible for administrative planning and oversight of all aspects of the company, sales, project estimating and scheduling, managing crews and office staff, quality control and customer satisfaction for the specialty flooring company.

# STEPHEN J. BLOOM

**Accounting Manager**  
**Severn Trent Services**



## **Summary**

Mr. Bloom has more than 12 years of accounting and finance experience and a background that includes managing financial services provided to multiple municipal organizations.

## **Education/Training**

B.S. in Finance, Florida Atlantic University, Boca Raton, Florida

B.S. in Management, Florida Atlantic University, Boca Raton, Florida

CPA Candidate

## **Specific Experience**

*Accounting Manager, Severn Trent Services, Coral Springs, Florida (2007 – Present)*

Responsible for all areas relating to accounting functions and financial reporting including preparation and coordination of annual budgets and audited financial statements for more than 70 communities. Coordinates the banking and investment activities for over \$85 million in public funds. Researches and resolves financial issues raised by Auditors, District Managers, and District Board members. Responsible for hiring and training of accounting personnel and for supervising accounting staff in meeting reporting standards in accordance with GASB & GAAP as well as ensuring that all state, federal and bond compliance filing deadlines are met.

*Financial Accountant, Severn Trent Services, Coral Springs, Florida (2006-2007)*

Responsible for supervising all accounts receivable and payable activities. Reconciled general ledger and managed the monthly closing processes. Prepared and analyzed monthly financial statements. Interpreted and investigated sales margins and operating variances. Tracked and analyzed capital expenditures. Prepared annual budgets and quarterly estimates. Established standard costs for new products and assisted in annual costing revaluation. Developed custom queries and reports to analyze financial data more efficiently. Prepared government and corporate tax packages. Supported and supervised international and domestic facilities. Implemented and trained accounting department on new ERP software.

*Senior Accountant, Cooper Electronic Technologies, Boynton Beach, Florida (1998-2004)*

Responsible for supervising all accounts receivable and payable activities. Reconciled general ledger and managed of monthly closing processes. Prepared and analyzed monthly financial statements. Interpreted and investigated sales margins and operating variances. Tracked and analyzed capital expenditures. Prepared annual budgets and quarterly estimates. Established standard costs for new products and assisted in annual costing revaluation. Developed custom queries and reports to analyze financial data more efficiently. Prepared government and corporate tax packages. Supported and supervised international and domestic facilities. Developed an Access database to monitor and control worldwide fixed assets. Implemented and trained accounting department on new ERP software. Worked with international facilities to transition their accounting systems and procedures.



# **KIM PRENTER**

**Records Administration Manager  
Severn Trent Services**

## **Summary**

Ms. Prenter has more than 14 years of operational management, business development and team leadership with recognized excellence in customer relationship management and business development. Her background includes increasing business revenues while simultaneously maintaining high levels of productivity and high employee morale. She has a proven ability to analyze and develop sound solutions to difficult challenges, is proficient in use of business operations software and has strong experience with financial forecasting, P&Ls, and meeting the bottom line.

## **Education/Training**

B.A. in Political Science, University of Hawaii, Oahu, Hawaii

Dale Carnegie Management Training

Franklin Covey Focus

## **Certifications & Licenses**

Licensed Notary, State of Florida

## **Specific Experience**

*Records Administration Manager, Severn Trent Services, Coral Springs, Florida (2007 - Present)*

Responsible for the oversight and management of recording administration divisions for the Coral Springs and Orlando offices consisting of 20+ employees responsible for the transcription and documentation related to all Board of Supervisor meetings and related administrative, records management and governmental compliances for District accounts across the state.

*Owner/Operator, Squared Away Errand Solutions (2007)*

Overall responsibility for P&L, operations, sales, marketing, and development of all employees of the personal and lifestyle management company established to provide balance and assist with the personal needs of busy professionals. Ensured compliance with all federal state and corporate regulatory requirements. Developed business plan, marketing plan with 5 year projections, annual financial forecast based on current year's expectations and the ability to develop strategic business requirements. Established and developed new client base through networking and marketing. Oversaw operation and ensured business continuity.

*Vice President of Operations/General Manager, ArchivesOne, Inc. (2001-2007)*

Overall responsibility for P&L, operations, customer service, sales, marketing and all employee-related actions (hiring, firing, salaries, etc.) at the premier records management company that maintains the care and custody of business records for turnaround to client as needed. Supervised 39 employees operating three separate facilities totaling more than 110, 000 square feet and storing millions of customer records on behalf of over 750 clients. Ensured compliance with all federal, state and corporate regulatory requirements. Manage monthly revenues of over \$400,000 and developed annual financial plan based on current year's development and future projections. Developed and implemented disaster recovery plans that allowed business to continue functioning the day after Hurricanes Wilma, Katrina, Francis and Jean.

*Branch Manager, Navy Federal Credit Union, Fajardo Puerto Rico (2000-2001)*

Responsible for supervising 14 employees and for recruiting, hiring, development, evaluations, discipline and terminations. Ensured accuracy of daily transactions for teller teams and the loan officers. Maintained strict adherence and compliance to security and banking regulations, ensuring that the branch was always prepared for an audit and resulting in 99% compliance. Developed relationship opportunities within the community that included weekly budget training for new recruits, networking with local businesses and attendance to monthly base functions. Responsible for monthly reporting to higher headquarters and federal agencies. Responsible for procurement and installation of commercial generator and renovation of branch after a hurricane caused power outages and interrupted business for five days.

*Branch Manager, Associates Financial Services San Diego, California, (1993- 1998)*

Responsible for supervising, developing and evaluating four employees. Also responsible for collection efforts, reducing delinquency from 6.5% to 2.5%, reducing liquidation and increasing branch profitability. Increased in branch portfolio from \$500,000 to \$1.5 million annual revenues. Assisted in the development of training manual for company pilot program for real estate lending program. Implemented the new manual and was responsible for the initial team development of the trainees.



# MICHAEL J. CALLEGARI

**Senior Area Manager  
Severn Trent Services**

## **Summary of Experience**

Mr. Callegari has approximately 30 years of water and wastewater system operations, maintenance and management experience. He is currently responsible for the managing the multiple water and wastewater systems that serve Plaquemines Parish, Louisiana. His background also includes serving as an area manager with responsibility for overseeing operations for multiple municipal utility districts.

## **Education**

B.S. in Forestry and Wildlife Management, Louisiana State University

Water and Wastewater Courses, Texas A&M University Engineering Extension Service

## **Certifications & Licenses**

Class IV Water Production Certification, Louisiana

Class IV Wastewater Certification, Tennessee

Class IV Distribution System Certification, Louisiana

Grade II Collection System Certification, Tennessee

Class IV Wastewater Certification, Louisiana

Class IV Water Certification, Tennessee

Class IV Collection System Certification, Louisiana

Grade II Distribution System Certification, Tennessee

## **Professional Affiliations**

American Water Works Association

Louisiana Rural Water Association

Southeast Section of the Louisiana Conference on Water, Wastewater and Industrial Wastes

## **Specific Experience**

*Senior Area Manager, Severn Trent Services, Plaquemines Parish, LA*

Oversees 80 employees and is responsible for managing the operation and maintenance of the water and wastewater systems that serve approximately 28,000 customers in Plaquemines Parish. Approximately 3.1 billion gallons of water are treated each year at the Parish's five water treatment facilities (5-, 3-, 2-, 1- and 1 MGD plants) and approximately 1.9 billion gallons of wastewater are treated each year at the Parish's 10 different wastewater treatment facilities (3-, 2.5-, 1-, 1 MGD plants plus four package plants and two oxidation ponds). The contract also includes 150 lift stations, five booster stations, 360 miles of water lines, 157 miles of collection lines, seven water towers and three reservoirs.

*Area Manager, Severn Trent Services, Houston, TX*

Supervised the operation of water and wastewater systems of municipal utility districts. Responsibilities included liaison with District Boards of Directors, developers, engineers, attorneys, contractors, state agencies and customers. He oversaw water and sewer line maintenance and construction, operations of sanitary lift stations and water and wastewater treatment plants, budget preparation, special studies (water and sewer plants and systems, water and sewer rates, PM programs, etc.) and coordination with billing, quality control, special maintenance, accounting and other departments that provide support to the office. He also oversaw commercial taps and inspection departments.

*Inspection Supervisor, Severn Trent Services*

Inspected sanitary sewer taps, sanitary sewer lines and potable water lines during construction; coordinated sanitary taps, coordination of commercial water taps, vaults and meters; operating hydra-jet equipment. Responsible for the administration of the inspection department and coordination of all commercial projects, which entails interacting with general contractors, plumbing contractors, district engineers, district attorneys and developers. Responsibilities also included personnel development for the operation of the hydra-jet equipment; studies of cost effectiveness of the hydra-jet equipment and studies of cost effectiveness of commercial water and sewer taps (including review of construction drawings and development of tap fees) and development of district tap sales.

*Field Inspector, Severn Trent Services*

Responsible for inspecting water, sanitary sewer and storm sewer lines for both residential and commercial buildings, making sanitary sewer taps into district sewer mains; supervising the installation of meter vaults and large water meters for commercial projects; preparing monthly inspection reports for sanitary sewers; issuing and accounting for all temporary (transient) water meters and operating the hydra-jet equipment.



# CLINTON W. HOUSEWORTH

**Process Specialist**  
**Severn Trent Services**

## **Summary**

Mr. Houseworth has nearly 15 years of experience in public works, utility and municipal services management. Background includes operation of various wastewater processes including activated sludge extended aeration, sequencing batch reactors (SBRs) and facultative lagoon systems. Utility experience also includes operation and maintenance of potable water treatment facilities and collection and distribution systems. Street Department experience includes managing street maintenance and construction, storm sewer maintenance and construction, sidewalk improvements, signage, snow and ice removal, public tree maintenance and use of public rights-of-way. His projects have received awards recognizing plant safety, laboratory excellence and annual reports.

## **Education/Training**

B.S. in Environmental Studies and Applications, Michigan State University, East Lansing, Michigan

Operation of Wastewater Treatment Plants, California State University, Sacramento, California

Advanced Waste Treatment, California State University, Sacramento, California

## **Certifications & Licenses**

Class III Wastewater Operator Certificate, Indiana

Class WT3 Water Operator Certificate, Indiana

Class DSL Water Operator Certificate, Indiana

## **Professional Affiliations**

Indiana Water Environment Association

Indiana Street Commissioners Association

American Water Works Association

## **Specific Experience**

### *Process Specialist, Severn Trent Services (2008 – Present)*

Provides technical support for existing clients and develops programs for effective operations for potential clients. Activities include process troubleshooting and optimization, operating procedures, regulatory compliance, customer service and project transition. Also provides develops technical solutions and the associated pricing for proposals.

### *Public Works Director, Severn Trent Services, Syracuse, IN (2001 – 2008)*

Responsible for the day-to-day management of the Wastewater, Water and Street Departments. Responsibilities included a 1 MGD conventional activated sludge wastewater treatment plant with UV disinfection, 0.648 MGD potable water treatment plant utilizing pressure and multi-media filtration, three wells, 20 pump stations, collection and distribution systems, meter reading, customer service and streets. Provided support in the development of long-term planning strategies for capital improvement projects, departmental operations and administrative and personnel goals. Assisted in the management of a \$6,500,000 water improvement construction project that included construction of a new 2.3 MGD pressure filtration plant and a 0.5-MG elevated water storage tank.

### *Public Works Director, Severn Trent Services, Marcellus, MI (1998 – 2001)*

Responsible for the day-to-day management of a 0.12 MGD lagoon wastewater treatment plant, 0.36 MGD pressure filtration water treatment plant, two wells, two pump stations, collection and distribution systems, meter reading, customer service, street maintenance and storm sewers. Provided support in the development of long-term planning strategies for capital improvement projects, departmental operations and administrative and personnel goals.

**H. DAVIS COLE, P.E.**  
**Principal Engineer**  
**H. Davis Cole & Associates, LLC**



**Summary**

Mr. Cole has over a decade of experience working with varied types of civil engineering projects, including wastewater, drainage, water, structural, and transportation. He is the founder of H. Davis Cole & Associates, created in 2006 after serving several years with international, national and local engineering firms. Mr. Cole has served the metro area for the past decade, providing civil and environmental engineering services to municipal clients throughout the region.

**Education**

BSCE, 1998, Civil & Environmental Engineering, Louisiana State University

**Active Registration**

2002, Civil Engineer, Louisiana, No. 30219

2004, Professional Engineer, Mississippi, No. 16658

**Experience**

**Hazard Mitigation Grant Programs and FEMA Hurricane Recovery and Restoration Projects**

**City of Tallulah Drainage Redirection Project (Harlem Street Area to Brushy Bayou), City of Tallulah, Louisiana.**

HDCA is serving as the consulting engineer for the design of drainage improvements to the Harlem Street area of Tallulah, an area suffering from repetitive flooding. As part of this FEMA-HMGP funded project, HDCA has prepared a hydrology and hydraulics study and is responsible for preparation of preliminary and final design of a new drainage ditch to redirect drainage in the area beneath US Highway 80 to Brushy Bayou. Based on the results of the H&H Study, HDCA is assisting the client in seeking additional funding for further improvements. Mr. Cole is serving as Principal Engineer, responsible for coordination with FEMA and the HMGP.

**Hurricane Shutters for Popich Building, Plaquemines Parish, Louisiana.** HDCA served as the Design Engineer for this project which involved the installation of removable storm panels at the Plaquemines Parish Government Building. Services included development of plans & specifications, development of renderings of the installed panels, and construction administration. The project was funded through FEMA Hazard Mitigation Funding.

**Hurricane Recovery Administrative & Program Management, St. Bernard Parish, Louisiana.** Mr. Cole served as a Program Manager and provided administrative and technical services for FEMA-funded and EDA-funded projects in St. Bernard Parish. Mr. Cole's duties and involvement specifically included the wastewater treatment facilities consolidation and interim repairs to the water treatment plant. Mr. Cole was also involved in the preliminary design of rehabilitation measures for the 92 sewer lift stations damaged by Hurricane Katrina. As one of the early team members, Mr. Cole's duties included development of standard front end bidding documents and graphical standards, development of standard technical specifications for multiple projects requiring installation of similar equipment, completing the conceptual design and bid documentation for repair or replacement projects, assisting in the procurement of architectural/engineering services through development of requests for qualifications and review of the final selection, preparation and/or review of architectural/engineering invoices and final design documents, review/approval of bid tabulations and recommendations, oversight of monthly construction progress meetings, and processing of pay requests and change orders.

Mr. Cole's duties also included coordination with FEMA and State agency hurricane recovery officials, scope alignment reviews of FEMA project worksheets, identification and determination of potentially uncaptured damages, oversight and preparation, and packaging of documentation for Project Worksheet versions, and development and implementation of hazard mitigation proposals for review and approval by FEMA.

**FEMA Hurricane Recovery and Restoration – Biloxi Infrastructure Repair, Biloxi, Mississippi.** A team consisting of HDCA and Thompson Engineering was selected to provide administrative and technical services for FEMA related projects in the City of Biloxi, Mississippi. Projects involved in the program included various types of roadway, water distribution, sewage collection and storm drainage systems; and sewer lift stations. The Infrastructure Repair Program includes all projects necessary for the repair and/or replacement of approximately 426,000 linear feet of sewer main, 485,000 linear feet of water main, 48 sewer lift stations, 320,000 linear feet of storm drainage, and 100 miles of street paving.

Consultant services include, but are not limited to, preparation of standard front end bidding documents and graphical standards; coordinating with utility companies and permitting agencies; preparation of permits as required; developing

standard technical specifications; completing the conceptual design and bid documentation for repair or replacement projects; completing final design and bid documentation; reviewing and approving of contractor invoices; preparation and/or reviewing and approving bid tabulations and recommendations; overseeing monthly construction progress meetings, pay requests and periodic change orders; and providing limited resident project representative services including the submittal of necessary as-builts. Other duties include assisting the Program Manager, as required, with activities such as coordination with FEMA and State agency hurricane recovery officials; performing scoping reviews of FEMA Project Worksheets; identification and eligibility determinations of potentially uncaptured damages; oversight, preparation and packaging of documentation for Project Worksheet versions; and development and implementation of hazard mitigation proposals for review and approval by FEMA.

**Hazard Mitigation Plan Update - Louisiana Planning Pilot Grant Program (LPPGP), Tensas Parish, Louisiana.**

Under the Louisiana Planning Pilot Grant Program (LPPGP), HDCA, along with Bryant Hammett & Associates, LLC, provided hazard mitigation planning services resulting in an update to the Action Plan contained within the Parish's existing Plan. HDCA scoped hazard mitigation measures for 16 sewer lift stations in Tensas Parish.

**Hazard Mitigation Plan Update - Louisiana Planning Pilot Grant Program (LPPGP), Concordia Parish, Louisiana.**

Under the Louisiana Planning Pilot Grant Program (LPPGP), HDCA, along with Bryant Hammett & Associates, LLC, provided hazard mitigation planning services resulting in an update to the Action Plan contained within the Parish's existing Plan.

**Sewer Pump Station Rehabilitation Package No. 11, St. Bernard Parish Government, St. Bernard Parish, Louisiana.**

Responsible for the design, bidding, and construction administration for the rehabilitation of 12 sewer pump stations damaged by Hurricane Katrina including the replacement of pumps and control panels along with the implementation of various Hazard Mitigation measures. The design of this project was completed within a two week period and was successfully bid and awarded (\$2.2 M construction cost). Also responsible for reviewing the associated FEMA Project Worksheets for scope and FEMA funding eligibility and preparation of the final bid documentation. Mr. Cole served as Principal Engineer/Client Services Manager for this project.

**Hurricane Protection Office, U.S. Army Corps of Engineers, New Orleans District, Louisiana.** HDCA provided staff for the USACE Hurricane Protection Office in services related to rehabilitation and restoration of drainage pump stations throughout Jefferson and St. Bernard Parishes. Mr. Cole oversaw staff extension services as Principal Engineer.

### **Structural**

**Clarifier Tank Foundation, Occidental Chemical Corporation & WesTech Engineering, Taft, Louisiana.** HDCA prepared construction documents for the construction of a pile – supported, reinforced concrete foundation for a clarifier tank. Unique to this project was the re-analysis of the existing foundation. HDCA determined that the existing piles could be reused. HDCA also provided the design of new “adjusting cans” for the foundation.

**New Community Center, St. Patrick's Catholic Church, Ferriday, Louisiana.** Conceptual and detailed design of all elements of a new 3,600 square foot community center, which included classrooms, a kitchen, restrooms, and a gathering hall. ADA compliance and permitting and inspection by the Louisiana State Fire Marshall's Office were required for the project. Mr. Cole prepared all design elements, including structural, foundation, HVAC, plumbing, and electrical design; obtained necessary permits; and assisted with bidding and periodic construction inspection. The construction cost of the project was approximately \$300,000.

**Rapid Evaluation Safety Assessment of Residential Structures, St. Bernard Parish Department of Community Development, Chalmette, Louisiana.** Subsequent to Hurricane Katrina which devastated St. Bernard Parish with Category 3 winds and also inundated 100% of all residential structures with flood waters, St. Bernard Parish implemented a Rapid Evaluation Safety Assessment Program for all residential structures within the Parish. The purpose of this program was to rapidly assess the structural integrity of all of the Parish's residential structures for the purpose of advising homeowners as to the safety and structural soundness of their residence. Using the ATC-45 Rapid Evaluation Safety Assessment Form, formulated by the Applied Technology Council, Mr. Cole lead a team of 12 inspectors over a two (2) week period during which over 1,500 residences were assessed. For this project, Mr. Cole acted as the Principal Engineer and Project Manager.

**K-Area Nuclear Material Storage (KAMS) Facility, United States Department of Energy - Savannah River Site, Aiken, South Carolina.** Mr. Cole designed extensive structural modifications to convert an existing nuclear reactor facility to store weapons grade plutonium transferred to the Savannah River Site from the Rocky Flats Environmental Technology Site. Specifically, Mr. Cole designed reinforced concrete radiation shield walls, physical security barriers and improvements, and security personnel facilities. All structures were design for seismic conditions. Mr. Cole also provided engineering support during the construction phase of this design/build project.

**Anaerobic Digester No. 1 Mixing and Heating System Building, City of Slidell Department of Pubic Utilities, Slidell, Louisiana.** As part of a larger project to restore the mechanical and electrical systems at the Terrace Avenue Wastewater Treatment Plant, Mr. Cole designed a new building (approximately 1,500 square feet x 20 feet tall) to house a new mixing and heating system for Anaerobic Digester No. 1. The building was constructed of a reinforced concrete frame (columns and

beams) with infill walls of reinforced cinder blocks. The building was constructed as a free span structure to minimize conflicts with the complex mechanical systems that it housed. The roof structural system was constructed using pre-stressed, pre-cast concrete hollow core panels. The foundation was a reinforced concrete slab with spread footings for the column foundations. The roofing system was a built-up type bituminous roofing with parapet walls and a stainless steel gutter system for drainage. The approximate cost of the structure was \$50,000. Mr. Cole was responsible for the design of all elements.

**Poland Avenue Wharf/Cruise Terminal, New Orleans, Louisiana.** Responsible for water, sewer, and drainage utilities design as well as traffic and parking plans for the proposed Poland Avenue Cruise Terminal.

### LCDBG-Funded Projects

**Yscloskey Ice House, St. Bernard Parish, Louisiana.** HDCA has been selected to provide engineering and architectural services for the renovation/reconstruction of the old Yscloskey Ice House. Services include development of a cost opinion for renovation of the existing ice house and construction of a new ice house. The project is funded through Fisheries Improvements CDBG grants. Mr. Cole is serving as Client Services Manager/Technical Advisor.

**Plaquemines Parish Oyster Conveyors, Plaquemines Parish, Louisiana.** Services include site improvements, electrical, and structural work pertaining to the installation of oyster conveyors at four docks owned by the parish. The project is funded by CDBG grants. HDCA is serving as a sub-consultant, providing technical and administrative support.

### EDA-Funded Projects

**Jean Lafitte Sewer Force Main Program Management, St. Bernard Parish, Louisiana.** Mr. Cole served as Program Manager for this EDA-funded project which included the installation of a 16 inch diameter force main along Jean Lafitte Parkway in Chalmette, Louisiana. The force main runs along Jean Lafitte Parkway for its entire length. The \$1.7 M project was funded through EDA grants as part of the Sewer Consolidation Program, managed by Mr. Cole.

### Transportation

**US Highway 61 and Kansas City Southern Railway Bridges over the Comite River Diversion Canal; U.S. Army Corps of Engineers, New Orleans District – East Baton Rouge Parish, Louisiana.** The SBSA Group, Ltd. (an HDCA Joint Venture Company) has been tasked with the design of two bridges along the proposed Comite River Diversion Canal. One bridge will provide a crossing for US Highway 61 over the canal and the other bridge will provide a crossing for the Kansas City Southern Railway over the canal. Both bridges will be located in northern East Baton Rouge Parish, Louisiana. HDCA is acting as the Joint Venture Task Order Manager, with Mr. Cole serving as Task Order Manager. The project also includes the relocation of local roadways to tie into the new highway alignment, relocation of numerous utilities throughout the proposed corridor, installation of a temporary “shoofly” bypass track for the KCSRR and a temporary four-lane highway detour road for US 61 during construction.

**Willswood Lane Roadway Improvements, Jefferson Parish Department of Streets, Jefferson, Louisiana.** This project involved the design of an addition of a third turning lane to this roadway. Also included were redesign of the roadway drainage systems, redesign of a railroad crossing, and permitting and coordinating with the railroad and various utilities. The construction cost opinion for the project was \$1.9 M. Mr. Cole served as the Principal Engineer.

**Lapalco Boulevard Overlay – Belle Chasse Highway to Wall Boulevard, Jefferson Parish Department of Streets, Jefferson, Louisiana.** Mr. Cole served as the Principal Engineer for the construction phase of this project. This project involved roadway improvements, in accordance with DOTD standards, for a 0.6 mile 4-lane segment of Lapalco Boulevard. Included in the project were pavement repairs, addition and adjustment of drainage structures, curb and gutter replacements, and approach slab replacements. Provision and oversight of DOTD Certified Inspectors was also within the scope of the project. The project construction cost was \$1.1 M.

**Lapalco Boulevard Overlay – Wall Boulevard to Timberlane Drive – Jefferson Parish Department of Streets, Jefferson, Louisiana.** Mr. Cole served as the Principal Engineer for the design phase of this project. This project involves the design of roadway improvements, in accordance with LADOTD standards, for a 0.5 mile long, 4-lane segment of Lapalco Boulevard including pavement repairs, addition and adjustment of drainage structures, curb and gutter replacements, and approach slab replacements. The construction cost opinion was \$1.8 M.

**Lapalco Boulevard Overlay – Bayou Fatma to Brooklyn Avenue, Jefferson Parish Department of Streets, Jefferson, Louisiana.** Mr. Cole served as the Principal Engineer for the design phase of this project which involves the design of roadway improvements, in accordance with LADOTD standards, for a 0.3 mile long, 4-lane segment of Lapalco Boulevard including: pavement repairs, addition and adjustment of drainage structures, and curb and gutter replacements. The construction cost opinion was \$1.7 M.

**Veterans Boulevard Improvements – Loyola Drive to the St. Charles Parish Line, City of Kenner Department of Public Works, Kenner, Louisiana.** Mr. Cole served as the Senior Project Manager for evaluation and study phase of this project which involved the addition of two additional travel lanes to create a divided boulevard roadway and reconstruction of the existing two-lane roadway. Included with the project are drainage improvements, construction of a 4-lane highway bridge, and water and sewer utilities relocations. The construction cost opinion for the project was \$4.0 M.

**Seventh Street Resurfacing Project, City of Slidell, Louisiana.** HDCA was selected to provide engineering services for the resurfacing of Seventh Street from Gause Boulevard to Fremaux Avenue. Services include preparation of budgetary analysis for various resurfacing alternatives and preparation of plans and specifications for the selected option. HDCA has provided technical support for funding negotiations and will also provide services related to drainage improvements. Mr. Cole is serving as Principal Engineer/Technical Advisor.

### **Water Supply, Treatment and Distribution**

**St. Bernard Water Treatment Plant, St. Bernard Parish, Louisiana.** Includes complete mechanical and electrical reconstruction and expansion of 12 MGD surface water treatment plant. HDCA is serving as a subcontractor to BKI and is responsible for site and drainage design. Mr. Cole is serving as Principal Engineer/Client Services Manager. This \$30 M project is funded by CDBG funds.

**West Bank Water Treatment Plant Filter Upgrade, Jefferson Parish Department of Water, Marrero, Louisiana.** This project involved the replacement of existing sand media with a dual media (sand and anthracite), replacement of existing ceramic underdrains with plastic underdrains, replacement of filter-wash troughs, extension of filter gullet walls, and removal and replacement of the existing surface backwash system with a new air-scour backwash system at a 30-MGD surface water treatment plant. Also included was integration of the new filter backwash control system into the existing plant SCADA system. Mr. Cole served as the Project Engineer during the construction phase of the project.

**Water Well Disinfection Alternatives Feasibility Study, City of Slidell Department of Public Utilities, Slidell, Louisiana.** Mr. Cole, as Project Engineer, prepared a report that evaluated six alternatives for disinfection of the City's groundwater. Alternatives were evaluated based on several criteria: capital costs, life-cycle costs, safety, and required maintenance.

**Water Well No. 9, City of Slidell Department of Public Utilities, Slidell, Louisiana.** The project involved design, bid, and construction management services for a new 1,500 GPM, 2,000-foot deep groundwater well, standby generator system, chlorination system, and SCADA control system. Mr. Cole served as Project Manager for the duration of the project.

**Northshore Boulevard Utilities Extension, City of Slidell Department of Public Utilities, Slidell, Louisiana.** This project served to extend the water and sewer utilities along a major roadway in the City of Slidell, Louisiana. Facilities included a new sewer pump station and force main, water and sewer line extensions, jack-and-bore installation of water and sewer lines beneath Interstate 12, and a provision of a SCADA control system for control of water distribution. The facilities were provided to accommodate a new shopping center development along Northshore Boulevard at I-12. Mr. Cole served as the Project Manager for the project during the design, permitting, bidding, and construction phases of the project.

**Jackson County Water Treatment Plant, Jackson County, Mississippi.** This project involved designing chemical feed systems, an ozone system, and a filtration system for a new 7 mgd water treatment plant in Jackson County, Mississippi. As Project Engineer, Mr. Cole designed sodium hypochlorite, aqueous ammonia, zinc orthophosphate, sodium bisulfite, and anionic polymer feed systems for the treatment plant.

### **Wastewater Treatment and Collection**

**Terrebonne Parish Lift Station Rehabilitation (Bobbie Lou, Brittany, and Elysian), Terrebonne Parish, Louisiana.** HDCA has been selected by Terrebonne Parish Consolidated Government (TPCG) to provide design services related to the complete reconstruction of three sewer lift stations in Houma. HDCA is preparing preliminary design report, as well as plans and specifications for the project, which includes the conversion of these self-priming stations to submersible stations. Mr. Cole is serving as Technical Advisor.

**Preliminary Design of Sewer Lift Stations (Parish-Wide), Department of Public Works, St. Bernard Parish, Chalmette, Louisiana.** HDCA prepared the preliminary design and determination of hazard mitigation measures for 92 sewer lift stations throughout St. Bernard Parish. The stations were damaged as a result of Hurricane Katrina. Using damage assessments and the FEMA Project Worksheets, along with a pre-storm pump station inventory, HDCA prepared hydraulic calculations required to determine pump station system curves and design points. HDCA also prepared standard specifications for St. Bernard Parish Lift Stations. These specifications include pumps, valves, protective coatings, pipe and fittings, control panels, and Supervisory Control and Data Acquisition (SCADA) hardware.

**Lecompte Wastewater Treatment Plant Repairs, Town of Lecompte, Louisiana.** Renovation of treatment pond to include floating covers, trickling filters, and polishing reactors to meet more stringent discharge requirements. Also included Infiltration/Inflow work (including complete rehabilitation of three sewer lift stations) to reduce loads on pond. Project funded through USDA Rural Utilities Service Grants. Mr. Cole served as Project Manager/Engineer.

**Marrero Wastewater Treatment Plant Consolidated Expansion, Jefferson Parish Department of Sewerage, Jefferson, Louisiana.** Mr. Cole served as the Project Engineer on this project that involved designing a \$17 M, 4.85 million gallon per day expansion to a wastewater treatment plant located on the West Bank of Jefferson Parish in the community of Marrero, Louisiana. Additional process units were designed including a trickling filter, solids contact basin,

and primary and secondary clarifiers. Extensive modifications to the existing headworks, including new mechanical barscreens and a vortex grit removal system as well as a headworks bypass line, were, designed as part of the proposed expansion.

**Wastewater Treatment Consolidation Project, City of Kenner Department of Public Works, Kenner, Louisiana.**

Design of mechanical, process, electrical, and instrumentation systems required to expand the City of Kenner's Wastewater Treatment Plant No. 3A to an Average Daily Flow capacity of 13.83 million gallons per day from its then-current average daily flow capacity of 4.95 million gallons per day. The project cost approximately \$9 M. After completion, the City transferred flow from two smaller plants to the expanded plant and, therefore, consolidated wastewater treatment within the city. Mr. Cole served as the Project Manager for the design of the mechanical, process, electrical, and instrumentation systems.

**Violet Wastewater Treatment Plant Transfer Pump Station, St. Bernard Parish Water and Sewer Division, Chalmette, Louisiana.**

As a component of the overall consolidation plan for the wastewater treatment facilities throughout St. Bernard Parish, a pump station is required to transfer wastewater flows from the Violet Wastewater Treatment Plant (WWTP) service area to the consolidated Munster WWTP. For this, Mr. Cole prepared the Preliminary Design Report (PDR) which defined all design parameters for the proposed station and established a construction budget of \$3.0 M. The proposed station will make use of the existing influent pump station structure at the Violet WWTP, while all mechanical components including the existing pumps, valves, and controls will be replaced to accommodate the new design flows. The design flows are 6.2 million gallons per day (Average Daily Flow) and 20 million gallons per day (Peak Hourly Flow). Pump configurations considered were dry-pit submersible, wet-pit submersible, vertical turbine solids handling, and extended shaft non-clog pumps (wet-pit / dry-pit). Mr. Cole served as the Principal Engineer and Project Manager for the project.

**Riverbend Oxidation Pond Closure Project, St. Bernard Parish Water and Sewer Division, Chalmette, Louisiana.**

Due to regulatory compliance issues at the Riverbend Oxidation Pond, the Parish of St. Bernard began the process of closing the oxidation pond and transferring its flow to an existing mechanical treatment plant, the Munster Wastewater Treatment Plant. To accomplish this, a new pump station and force main was designed to pump flow from the oxidation pond to the Munster Wastewater Treatment Plant. Due to permitting requirements (404 Wetlands and Section 10 Navigable Waterways Permits) and to speed the construction process, the project was divided into three (3) phases. Phase 1 involved the installation of the force main in the areas where subdivision development had already occurred and 404 Wetlands Permits were not required. Phase 2 involved the installation of the sewer pumping station at the Riverbend Oxidation Pond along with conversion of the oxidation pond into a wet weather detention facility. Finally, Phase 3 involved the installation of the remainder of the force main in the wetlands areas. Construction of Phase 1 has been completed. Design of Phase 2 and Phase 3 was approximately 60% complete. Due to Hurricane Katrina, the project was delayed. However, the project will continue under the Parish's plans to consolidate wastewater treatment throughout the entire Parish. The cost opinion for the project is \$4.0 M for all phases. Mr. Cole served as the Principal Engineer and Project Manager for the project.

**Northshore Mall Pump Station and Force Main Project, City of Slidell Department of Public Utilities, Slidell, Louisiana.**

Under this project, an approximately 2.8 mile, 8 inch diameter sewer force main and associated sewer pump station were constructed to transport wastewater from the Northshore Square Mall WWTP to the main City of Slidell sewer collection system. As a result, the small package WWTP will be demolished. The force main was constructed entirely of high density polyethylene (HDPE) piping with fusion welded joints. Where the pipeline crossed roadways and railroad lines, portions of the pipeline were installed via horizontal directional drilling (HDD) methods. The sewer pump station utilized duplex submersible pumps with redundant pump control systems to increase station reliability. Mr. Cole, as the Project Manager, provided design, permitting, bid, and construction administration services for this project.

**City of Slidell Sanitary Sewer Model, Slidell, Louisiana.** Using existing GIS shape files of the City's sanitary sewer collection system, H. Davis Cole led a project team in the development and calibration of a computerized hydraulic model of the sanitary sewer system. The model was created using the Hydroworks modeling package and included all sewer lines 12" in diameter and greater as well as all sewer lift stations. The model was calibrated through a city-wide flow monitoring program which helped correlate rainfall with increased sanitary sewer flows, thereby quantifying the City's infiltration problem.

**Crawfish Town USA Wastewater Treatment Plant Certification, Henderson, Louisiana.** Mr. Cole completed a Louisiana Department of Health and Hospitals (LDHH) Design Summary Package and design review for a proposed mechanical wastewater treatment package plant to replace an existing pond at a restaurant. Mr. Cole reviewed the design for compliance with applicable requirements of the Louisiana State Sanitary Code.

**Sewer Lift Station L12-3 Rehabilitation, Jefferson Parish, Louisiana.** HDCA was recently selected to provide engineering analysis and design of rehabilitation measures and/or alternatives for flow re-routing or a new lift station for this lift station located on the west bank of Jefferson Parish. HDCA will provide preliminary design alternatives and design for the chosen alternative for this fast-track, high priority sewer lift station project.

## Drainage

**Mechanical Bar Screen Cleaners & Platform Project, City of Slidell, Louisiana.** HDCA was recently selected to perform design engineering and construction administration for the installation of automated bar screen cleaners at the City Barn Drainage Pump Station. HDCA will be responsible for the mechanical and electrical design of the cleaners, as well as foundations for the equipment and the construction of a concrete work deck. This hazard mitigation project is funded by HMGP funds.

**Clearview Parkway / Earhart Expressway Interchange and Surrounding Areas Drainage Study, Jefferson Parish Department of Drainage, Jefferson, Louisiana.** Mr. Cole, as Principal Engineer, oversaw the hydraulic modeling and engineering activities associated with this significant hydraulic evaluation effort aimed at solving recurring flooding issues associated with the Clearview Parkway/Earhart Expressway Interchange and the surrounding Elmwood area. For this, a hydraulic model was developed using PCSWMM modeling software for the approximate 70 acre drainage basin. Using the hydraulic model, many alternatives aimed at relieving the recurring flooding problems were evaluated. Recommendations included a series of stormwater detention ponds within the interchange, a new 300 cubic foot per second drainage pumping station, and major improvements to St. Peter's Ditch all totaling approximately \$30 M.

**City Barn Floodgate Replacement Project, City of Slidell, Louisiana.** HDCA personnel are currently involved in the City of Slidell's flood gate replacement project. The project involves the replacement of three 72 in x 72 in cast iron flood gates. The two-phase project consists of a procurement phase for which HDCA prepared procurement documents and specifications. The procurement phase was successfully let and bid. HDCA personnel also prepared contract documents and specifications for the installation phase, which consists of dewatering of the site, installation of the new cast-iron slide gate assemblies, motor actuators, and installation of 3-phase power and control facilities to the new gate assemblies. Following this phase, HDCA prepared plans and specifications for the installation of a diesel generator and platform at the site.

**Larose to Golden Meadow Hurricane Protection, U.S. Army Corps of Engineers, New Orleans District, Louisiana.** HDCA served as an equity partner of a joint venture corporation, The SBSA Group, Ltd., which was Prime Contractor for a USACE IDIQ contract. The SBSA Group was authorized to perform services involved in a USACE-assigned task order for a hurricane protection project, which was part of the Larose to Golden Meadow Hurricane Protection Project in LaFourche Parish; HDCA was responsible for project management and civil engineering tasks on portions of the issued task orders. The projects of interest included the Intracoastal Floodwall & Gate Structures, South Lafourche Crawfish Farm Pump Station and Floodwall, Pump Station #4, Loop T-Wall and Sheet pile Wall, Texaco Dock Floodwall & Gate Structure, Golden Meadow Pump Station, Floodwall & Gate Structure, Pump Station #1, and Pump Station #2 and Bason's Marina Access Road. Services included preparation of an Engineering Alternatives Report (EAR) for the selected sites; performing an analysis of existing structures; developing design alternatives and preliminary cost estimates for what is required to stabilize the protection at its existing elevation as well as to the authorized levels; review of existing documentation pertaining to the sites, and; providing detailed engineering and design (E&D) consisting of various design data as well as investigations and information for the EAR. The EAR included detailed geotechnical analysis and design and a structural analysis and design of the project's components for the existing and authorized elevations.

**Peter's Road Drainage Study, Regional Planning Commission for Jefferson, Orleans, Plaquemines, St. Bernard and St. Tammany Parishes, New Orleans, Louisiana.** The proposed widening of Peter's Road (located on the West Bank of Jefferson Parish, near the community of Harvey, Louisiana) prompted the Regional Planning Commission (RPC) to commission a comprehensive drainage study of the surrounding area to determine the impacts that the proposed roadway widening would have on the drainage patterns of the areas surrounding the roadway. To accomplish this task, a team of consultants was selected to conduct the drainage study. Mr. Cole was tasked with the development of a hydraulic model of the area using PCSWMM modeling software. Using the hydraulic model, drainage hydrographs were developed for the purpose of determining the adequacy of existing and proposed drainage systems along the roadway. Mr. Cole served as the Project Manager for this effort.

**Evaluation of Canal No. 10, Jefferson Parish Department of Drainage, Jefferson, Louisiana.** For this effort, a hydraulic and physical evaluation of Canal No. 10 located in the northern portion of Kenner, Louisiana was conducted. Specifically, slope stability of the existing canal banks and hydraulic capacity of the existing canal were assessed. Given these parameters, recommendations were made to restore the canal to its required hydraulic capacity while stabilizing areas where slope stability was an issue.

**Old Norco Pump Station Improvements, St. Charles Parish Department of Public Works, Luling, Louisiana.** This project consisted of the replacing the existing 125 cubic foot per second pump at the pumping station and providing a secondary containment structure around the diesel fuel storage tank at the facility. The 125 cfs pump was replaced with an axial flow type vertical pump driven by an existing diesel drive via a right angle gear drive, which was also replaced with the pump. The secondary containment structure was designed of reinforced concrete with ship ladders provided for operator access. Mr. Cole served as the Project Engineer for the design phase of this project.

**Almedia Road Drainage Pump Station, St. Charles Parish Department of Public Works, Luling, Louisiana.** Mr. Cole, as Project Engineer, prepared the Preliminary Design Memorandum for this proposed new 100 cfs drainage pump station. For this, Mr. Cole assisted with hydraulic calculations, site design and station layout, coordinated with adjacent

property owners, and coordinated subconsultant services such as structural engineering, geotechnical engineering, and land surveying.

**Rehabilitation of North & South Florrisant Drainage Pump Stations, St. Bernard Parish, Louisiana.** Design and determination of hazard mitigation measures for drainage pump stations damaged by Hurricane Katrina. The North Florrisant DPS has a capacity of 25 cfs and the South Florrisant DPS has a capacity of 68 cfs. Coordination with FEMA for determination of eligible scope of work and hazard mitigation measures. Mr. Cole served as Principal Engineer/Project Manager.

# HAROLD “BUSTER” C. LYONS, JR., P.E.

*Senior Project Engineer/Project Manager*

H. Davis Cole & Associates, LLC



## **Summary**

Mr. Lyons has over 15 years of experience providing Program Management, Project Management, Project Design, and Environmental Planning and Permitting Services for the New Orleans, Louisiana area. Services have been provided for a variety of project types including Roadways/Transportation Facilities; Water/Sewerage Facilities; Stormwater/Drainage Facilities; Environmental Planning/Permitting Documentation Preparation, and; Recreational Parks & Complexes/Bicycle/Pedestrian Facilities. Mr. Lyons has been involved in a variety of sewer projects and assessments; projects have included sewer force mains, gravity lines, lift stations, and wetlands assimilation projects.

## **Education**

Master of Business Administration, 2002, University of New Orleans

Bachelor of Science, 1993, Civil Engineering, Louisiana State University

## **Active Registration**

Registered Professional Engineer, Louisiana, No. 28223

Registered Professional Engineer, Mississippi, No. 17822

Registered Professional Engineer, Ohio, No. 71660

## **Experience**

### **Roadways / Transportation Facilities**

**FHWA / LADOTD Submerged Roads PMC, South Louisiana (5 Parishes).** Served as deputy program manager during the initial stages of the South Louisiana Submerged Roads Program. Major phases and associated tasks for the comprehensive program included Program Administration and Coordination Phase including overall program administration, development of program management and other manuals, and overall program level coordination with multiple agencies, utilities and subconsultants; Program Controls Phase including internal accounting, contract administration, and scheduling system activities; Pre-Construction Phase including administrative and activity scheduling, field services, development and review of damage inspection reports, environmental approval process tasks, development of a design manual, design phase coordination and input with multiple designers, project scheduling, design/bid documentation review activities and bid proposal tasks; Construction Management Phase including construction management services, contractor coordination, claims, and utility conflicts and coordination activities; and Public Information & Outreach Program Phase including community outreach and coordination, public involvement meetings, publicity programs, mobile field office, and information and presentation development activities.

**Program Management Services for FEMA-Funded Canal Crossing Repairs, St. Bernard Parish, Louisiana.** HDCA personnel are serving as Program Managers for the Parish-wide repair of Katrina-damaged canal crossings throughout St. Bernard Parish. Projects include repairs to over 50 canal crossings and include feasibility and eligibility determinations of the conversion from culverts to bridges. Preliminary construction cost estimates range from \$1 M to \$5 M.

**Magazine Streetscape, National World War II Museum, New Orleans, Louisiana.** Assisted in the design and plan preparation for the Magazine Streetscape project adjacent to the future National WWII Museum in the City of New Orleans along Magazine Street from St. Joseph Street to Calliope Street. Project consisted of the general civil design for roadway improvements, landscaping, hardscaping, and utility relocation.

**City of Mandeville Street Repair Projects (annually from 1993 to 2005).** The program included design and overseeing various projects including the pulverization, cement stabilization, and/or repaving of selected streets; minor and major drainage improvements including urban type (subsurface) and rural type (open ditch); and the relocation of existing water and sewer mains.

**Hyman Drive Roadway/Drainage, New Orleans, Louisiana.** Assisted with the design and plan preparation for the Hyman Drive roadway/drainage project in the City of New Orleans. The project consisted of upgrading the drainage system along Hyman Drive and Adolph Street from Morris Place to Public Belt Railroad Ditch in accordance with the 7th Ward Master Plan and associated roadway replacement.

**Hampson Street (Carrollton-Broadway), New Orleans, Louisiana.** Assisted with the design and plan preparation for the Hampson Street (Carrollton-Broadway) project in the City of New Orleans. The project included the replacement of approximately 2,372 lf of roadway. Other tasks included the design of the associated drainage, sewer and water line improvements.

**US Highway 190 – Fremaux Road (DOTD), Slidell, Louisiana.** Assisted with the design and plan preparation per DOTD criteria (metric) for 4,200 lf of concrete roadway for US 190 Highway in Slidell between Broadmore Avenue and the I-10 frontage roads. Design included highway roadway superelevation, pavement design and major and minor drainage systems. The roadway was widened from an existing two-lane roadway to a five-lanes urban section consisting of four travel lanes and a two-way left turn lane for 2,500 lf and a four-lane divided roadway for 1,700 lf. Also included required drainage maps for both urban and rural sections of the project. A roadway design program, “Roadcalc”, was utilized to determine a design road alignment.

**US Highway 190 – Junction 433-US 11 (DOTD), Slidell, Louisiana.** Assisted with the design and plan preparation per DOTD criteria for a four mile road project near Slidell. The project included converting an existing two-lane roadway to a four-lane rural section for one mile and a five-lane urban section for three miles. Tasks included an alignment study, widening the existing roadway, minor and major intersections, two 180-foot long slab span bridges, and design of a subsurface drainage system to tie into the existing drainage system. Also included required drainage maps for both urban and rural sections of the project. A roadway design program, “Roadcalc”, was utilized to determine a design road alignment.

**Esplanade Avenue/Galvez Street, New Orleans, Louisiana.** Assisted with the design and plan preparation for the Esplanade Avenue/Galvez Street project in the City of New Orleans. The project included the replacement of approximately 7,657 lf of roadway. Other tasks involved the design of the associated drainage, sewer and water line improvements.

**Seventh Street Resurfacing Project, City of Slidell, Louisiana.** HDCA was selected to provide engineering services for the resurfacing of Seventh Street from Gause Boulevard to Fremaux Avenue. Services include preparation of budgetary analysis for various resurfacing alternatives and preparation of plans and specifications for the selected option. HDCA has provided technical support for funding negotiations and will also provide services related to drainage improvements.

**City of Mandeville Bicycle and Pedestrian Pathways, Mandeville, Louisiana.** Assisted with the design and plan preparation for the Mandeville Bicycle and Pedestrian Pathways. The project consisted of designing 6,000 LF of concrete sidewalks, 7,000 LF of 10 foot wide asphalt bike path for the City of Mandeville and elevated timber pathways. This project was funded through the DOTD Transportation Enhancement Program.

**New River Trail, Gonzales, Louisiana.** Responsible for the design and plan preparation for the of a 10 foot wide asphaltic concrete bicycle/pedestrian path along the New River from LA Highway 44 (Burnside Road) to the Gonzales City limits.

**Lafitte Bicycle/Pedestrian Path, Town of Jean Lafitte, Louisiana.** Responsible for the design and plan preparation for approximately 17,000 lf of a 10 foot wide asphaltic concrete bicycle/pedestrian path along LA Highway 45.

**Tammany Trace Pedestrian Tunnel, St. Tammany Parish / City of Mandeville, Louisiana.** Assisted in the design and plan preparation of a concrete bicycle/pedestrian tunnel under Highway 190 in the City of Mandeville. Design included a concrete con-span tunnel, concrete wing wall approach ramps, waterproof treatment, major drainage crossings, and detour road.

### Site Design

**Alario Center, Jefferson Parish, Louisiana.** Responsible for coordination and design of various components of the Alario Center site in Jefferson Parish including a multi-phase gymnasium and baseball complex. Tasks included overseeing and designing the infrastructure for the site including drainage, waterlines, sewer mains, a sewer lift station, roadways, parking lots, and other associated components.

**Sports Complex-Stable Drive, Jefferson Parish, Louisiana.** Assisted with the design and plan preparation for the Sports Complex-Stable Drive project in Jefferson Parish. The project included improving and extending the existing access roadway between Hickory/Dickory Avenue to the proposed West Access Road via the Old Hickory Avenue and Stable Drive. Other improvements involved a right turn lane from south bound Hickory Avenue onto Old Hickory Avenue, a right turn lane from north bound Old Hickory Avenue onto Dickory Avenue, the rehabilitation of 600 feet of the Old Hickory Avenue, the rehabilitation of 800 feet of Stable Drive, the overlay of 500 feet of Stable Drive, the extension of 350 feet of Stable Drive and West Access Road from Stable Drive to West Loop Road.

**Recreational Parks & Complexes/Bicycle/Pedestrian Facilities, LaSalle Tract Sports Complex, Jefferson Parish, Louisiana.** Coordinated and designed the development of the various components of the LaSalle Tract Sports Complex in Jefferson Parish. Project included developments of the overall park site including jogging paths, softball and soccer fields, a concession stand / press box, and other amenities; New Orleans Zephyr’s Stadium site including drainage, waterlines, sewer mains, a sewer lift station, roadways, parking lots, and other associated components; and the New Orleans Saints Training Facility including drainage, waterlines, sewer mains, roadways, and parking lot. Also required was the necessary coordination with Jefferson Parish officials, the Superdome Commission, various consultants, and various utility companies.

**Bayou Segnette Commercial Harbor, Jefferson Parish, Louisiana.** Assisted with the design and plan preparation for the infrastructure and utilities for Bayou Segnette Commercial Harbor. Associated infrastructure items included a concrete boat launch/ramp, timber dock and walkway, access roadway and parking area, and service area containing service crane and fueling station and utilities included a water system to supply potable water and fire protection including mains, fire hydrants and associated appurtenances, a sanitary sewerage system including mains, grinder pump and associated appurtenances for harbor master residence and public restroom facilities, and site drainage system including culverts and inlets.

**Naval Research Park Site Design, Plan Preparation and Traffic Study, New Orleans, Louisiana.** Responsible for assisting in the site design, plan preparation and traffic study for the naval research park on the old Pontchartrain Beach site now owned and operated by the University of New Orleans and managed by the Office of Facility Planning and Control. Associated infrastructure items included access roadways, parking facilities, drainage system, water system to supply potable water and fire protection, sanitary sewer system, lighting system, landscaping and other associated components and amenities.

**City of Mandeville Fishing Pier, Mandeville, Louisiana.** Responsible for overseeing the design and plan preparation for the infrastructure and utilities required for a timber fishing pier and walkways over Lake Pontchartrain in the City of Mandeville. Additional associated infrastructure items included an asphaltic access roadway and parking area, and pavilion and utilities included a water system to supply potable water including mains, hose bibs for the pier and associated appurtenances and site drainage system including culverts and inlets.

### **Water Supply, Treatment and Distribution**

**Water System Projects (Various), St. Tammany Parish / City of Mandeville, Louisiana.** Responsible for the coordination of ongoing separate water projects including distribution lines, an elevated tank, water wells, telemetry control system, fire hydrant replacement, and other water related projects designed by other consultants for the City of Mandeville. The individual projects serve as the primary water distribution system for the City and instrumental to the viability of the overall distribution system.

**University of New Orleans Research Park Waterline, New Orleans, Louisiana.** Responsible for the design and plan preparation for the installation of new water distribution main and the necessary appurtenances required to achieve the required water pressure needed to meet the fire flow and potable water demands for the research park development.

**City of Mandeville Water Distribution System, Mandeville, Louisiana.** Responsible for the program management of a multi-phase water distribution improvement program for the City of Mandeville. The comprehensive study addressed the current and long-term needs of the water distribution system. A water model of the system was developed to assist in the analysis and identify the needed improvements. The model is updated on a regular basis and used to verify actual field results and to determine future needed improvements. The overall program also involved the preparation of a report for Council and City review.

**Water Distribution System Model, City of Mandeville, Louisiana.** Responsible for updating and overseeing the water distribution system model for the City of Mandeville. The work includes periodically analyzing the water distribution system including an elevated tank, water wells, pump capacities, fire flow and potable water demands, and distribution system.

**City of Mandeville Water Wells No. 6 & 7, Mandeville, Louisiana.** Responsible for overseeing the design and plan preparation for two new water wells in the City of Mandeville. The project included the drilling of two underground wells each capable of supplying between 1,600 and 2,300 gallons per minute of water and the required suitable facilities to enclose the wells.

**Fire Hydrant Upgrade, City of Mandeville, Louisiana.** City of Mandeville / Responsible for the design and plan preparation for the upgrade of deficient fire hydrants in the City of Mandeville as identified by the appropriate State agencies. The project consisted of analyzing the fire demand/flow at existing hydrants using a computer based water model and field tests and replacing the substandard hydrants.

### **Wastewater Collection and Treatment**

**LaSalle Park Sports Complex Sewer and Water Improvements, Jefferson Parish, Louisiana.** Mr. Lyons assisted in the design and plan preparation for various utility projects for the development of the LaSalle Park Sports Complex in Jefferson Parish. Projects included the construction of an approximately 6,900 lf of water mains, 11,700 lf of sewer force mains, 1,600 lf of sewer gravity mains, a duplex lift station with prime centrifugal pumps, a triplex lift station with vertical centrifugal pumps and the modification of an existing duplex lift station.

**Algiers Collection System Evaluation Study, Sewerage and Water Board of New Orleans, Louisiana.** Assisted, as a partner with Brown and Caldwell, in the data management and field investigation supervision services for New Orleans Sewerage and Water Board Algiers Collection System Evaluation Study project on the west bank of the Mississippi River. Primary project tasks included the performance of independent evaluations of each basin to identify structural defects and infiltration/inflow sources, coordination of the associated field activities, providing support services to insure that the field activities were conducted in accordance with the S&WB CSES standards, reviewing forms containing the obtained field data for accuracy and completeness, and entering the data into the City database.

**Lake Windward Inflow and Infiltration Reduction Project, Fulton County, Georgia.** Assisted, as a partner with Southeast Pipe Survey, Inc., in providing design/build services for the Lake Windward Inflow and Infiltration Reduction Project for Fulton County, Georgia. Tasks included analysis of the field investigation data, reviewing CCTV inspection results to identify potential I/I locations, analyzing collected flow monitor data, selecting locations for new temporary and permanent flow monitors for the collection of data, and developing work orders for recommended system repairs.

**Fremaux Road Utility Relocation (US 190 Business), St. Tammany Parish, Louisiana.** Assisted in the design and plan preparation for the relocation of utilities, including sewer force mains and water lines. Relocation of the existing utilities was designed in anticipation of the DOTD widening project of Fremaux Road in St. Tammany Parish.

**North Causeway Sewerage Improvement Project, St. Tammany, Louisiana.** Responsible for the design and plan preparation for needed sewer improvements along North Causeway Boulevard. Included a new centralized lift station, gravity collection system, and force mains.

**Morrison Road Sewage Force Main Construction Phase Engineering, New Orleans, Louisiana.** Project Engineer for construction phase engineering support for replacement of the Morrison Road Sewerage Force Main. Project included the evaluation of 5.2 miles of force main ranging in size from 24" in diameter to 42" in diameter. An evaluation report was developed and recommendations were provided for the rehabilitation and placement of deteriorating sections of the pipe line.

**Town of Jean Lafitte Sewerage Program, Lafitte, Louisiana.** Assisted in the design and plan preparation for various sewerage projects in the Town of Jean Lafitte. The overall program included the development of a facility plan for the Lafitte area south of the Wagner Bridge. Projects included various collection and treatment facilities throughout the program area. Design consisted of calculating flows and sizing lift stations, force mains and gravity lines. Other tasks involved coordinating the right-of-way and construction acquisition requirements.

**Sewer Lift Station & Collection System, City of Mandeville, Louisiana.** Responsible for overseeing the rehabilitation of existing sewer lift stations and collection system throughout the City of Mandeville. Tasks include analyzing wet wells, pump capacities, associated telemetry system, and overall collection system to determine necessary repairs and/or upgrades.

#### **Hazard Mitigation Grant Programs and Fema Hurricane Recovery and Restoration Projects**

**Hurricane Recovery Administrative and Program Management, St. Bernard Parish, Louisiana.** Mr. Lyons is serving as a Program Manager and is currently providing administrative and technical services for FEMA and EDA-funded projects in St. Bernard Parish. While serving as a program manager, Mr. Lyons has been involved in a wide-ranging array of projects including rehabilitation and restoration of parish-wide submerged roads (\$100 M), renovation of the Parish Civic Center, restoration of street signs, and restoration of street lights. Mr. Lyons was also initially responsible for the reconstruction of the Parish animal shelter and rehabilitation of Parish-wide canal crossings. Mr. Lyons' duties also included coordination with FEMA, FHWA, and State agency hurricane recovery officials, scope alignment reviews of FEMA project worksheets, identification and determination of potentially uncaptured damages, oversight, preparation, and packaging of documentation for Project Worksheet versions, and development and implementation of hazard mitigation proposals for review and approval by FEMA.

**FEMA Hurricane Damage Assessment / Inspection, St. Bernard Parish, Louisiana.** Selected by the Parish to serve as one of the first responders to assist in the life safety assessments and damage inspections following Hurricanes Gustav and Ike in St. Bernard Parish, Louisiana. Potentially damaged structures, infrastructure, and facilities were identified and the associated rehabilitation costs estimated.

**St. Bernard Parish Civic Center Renovation Program Management, Chalmette, St. Bernard Parish, Louisiana.** The St. Bernard Civic Center is located at the intersection of West Judge Perez and Jean Lafitte, adjacent to the Parish Government complex. The Civic Center is comprised of two separated components, a full-service auditorium and ballroom. An accelerated, fast-tracked construction schedule was used to achieve the desired construction time frame of approximately 200 days and the renovation cost managed to meet the budgetary constraints. Prior to the civic center renovation project, the services of several other contractors were secured to perform required environmental, selective demolition, and miscellaneous work items. The services of these contractors were secured through purchase orders, letter bids, and/or construction contracts.

**New Orleans Sewerage and Water Board Force Main Assessment, New Orleans, Louisiana.** Responsible for the coordination and management of an assessment / evaluation project for sewer main systems owned and operated by the New Orleans Sewerage and Water Board as part of the Parish immediate post-hurricane recovery program. The wastewater force main system consisted of approximately 80 miles of pipeline ranging in size from 24" to 72" in diameter. Project work included a physical investigation of force main right-of-way, valves and access manholes; development of recommendations for additional internal investigation and line conditions; preparation of a damage assessment report to summarize the findings resulting from the physical and/or CCTV inspections performed; and the development of recommendations for additional internal investigations and the required rehabilitation of the damaged mains.

**FEMA Project Redhouse, New Orleans, Louisiana.** Assisted in the structural assessments performed on structures damaged in the Parish of New Orleans following the aftermath of Hurricane Katrina. The tasks also included the performance of field safety inspections and structural adequacy analyses of local bridges in other area municipalities.

**FEMA Assistance Centers, Louisiana.** Provided program management and engineering support for the performance of site assessments and permitting processes for the establishment of FEMA housing assistance centers throughout the State of Louisiana. Site assessment tasks included reviewing unoccupied facilities for life safety issues and ADA compliance. Reports were provided to summarize comments on issues discovered and make recommendations on needed modifications based on the architectural assessment. Other tasks included the preparation of the necessary plans and permit applications in accordance with federal, state, and local codes and reviewing agency guidelines to obtain Certificates of Occupancy.

**FEMA Transitional Housing Sites and Facilities Project, Louisiana (Statewide).** Provided engineering and project management services in support of the FEMA Housing Program in response to the Hurricane Katrina disaster to provide "temporary or transient" housing facilities for the displaced persons. Managed a team of environmental specialists, construction management personnel and architects/engineers to assist in the effort to assess locations and design temporary housing facilities for people displaced as a result of the hurricane. Other duties included overseeing the site design and contractor evaluation and selection process, development of an evaluation and design process to provide temporary communities to provide basic living accommodations consistent with temporary housing standards in the most expeditious means possible, and analyzing and reviewing bid proposals and site design submittals (engineering plans and technical specifications) for compliance with all governmental normal codes and permit requirements.

### **Stormwater / Drainage Facilities**

**City of Mandeville Interior Master Drainage Plan, Mandeville, Louisiana.** Responsible for the program management of a City-wide drainage improvement program for the City of Mandeville. The comprehensive study included preparation of a comprehensive drainage plan/report and the associated drainage design. Design aspects involved utilizing the Rational Method for the required stormwater runoff flows for both major outfalls and minor drainage roadway systems throughout the City. Resulting projects included drainage improvements from as small as 12-inch drainage culverts to large Con-span structures. The resulting report and studies are utilized by the City to assist in verifying other proposed drainage improvements for upcoming developments in the City.

**Drainage Projects (Various), Southeastern Louisiana.** Responsible for the design and plan preparation for several major drainage projects including highway and railroad jack and bore projects; drainage canal outfalls including slope paving, wing walls, and erosion control measures; and drainage canals including earthen, "U"- channel, box culverts, sheeting, etc. sections throughout the Town of Jean Lafitte, City of Mandeville, St. Tammany Parish, Jefferson Parish, and St. Charles Parish. Projects included borings under US Highway 190, Earhart Boulevard, LA Highway 45, US Highway 51 (Airline) and several railroads and required drainage improvements to several major canals including Hoey, Fleming, Gardere, Weyerauch, Heebe, Whitney and Soniat.

### **Environmental**

**City of Mandeville Aquatic Ecosystem / Wetlands Assimilation, Mandeville, Louisiana.** Assisted with the coordination and design for the preparation of the bid documents for the City of Mandeville Aquatic Ecosystem / Wetland Assimilation project. Project consisted of upgrading the existing wastewater treatment plant and the construction of the discharge structure and piping system for wetland assimilation of the discharged wastewater effluent. The unique biological wastewater treatment system and wetland assimilation process was designed in order to impede saltwater intrusion and inhibit coastal erosion. 2.5 miles of force main was constructed to disburse treated effluent into 1.7 square miles of uninhabited wetland adjacent to the western border of the City of Mandeville.



## D Information Technology Resources & Equipment

### Available Resources & Equipment

		Currently Owned	To be Acquired	Dedicated to the City	Shared Resources
Software	GBA Master Series		■	■	
	Tyler Incode		■	■	
	Accela software package		■	■	
	Stormwater Permit Software (MS4)		■	■	
	Microsoft Windows XP Professional		■	■	
	Microsoft Office 2007 Professional		■	■	
	ESRI GIS software		■	■	
	Adobe Acrobat 8 Professional		■	■	
	Open Text eDocs		■	■	
	Scribe		■	■	
	TRUMBA event calendar software		■	■	
Hardware	Desktop workstations (10)		■	■	
	Laptops (5)		■	■	
	PC battery backups (10)		■	■	
	Local printers (10)		■	■	
	Network printers (2)		■	■	
	Servers for network applications (10)		■	■	
	Firewall and VPN		■	■	
	Networking hardware		■	■	

### Additional Resources

Our approach related to information technology resources includes a professional contractor that will provide support for all of the systems required in the RFP. This group will install and maintain the systems.

Beyond this, Severn Trent has offices located throughout the country, maximizing our flexibility to utilize other locations in the case of a catastrophic event. We currently have in place the personnel and software that will allow us to keep the City services operating if an emergency occurs.

With the different locations also comes certified and trained people that can support the office in the City of Central if an overload occurs due to a heavy work period.



### Plan for Continuity & Uninterrupted Service

Severn Trent has its own internal information technology group that we can draw upon if the support group that we are working with reorganizes or terminates. This group has staff at multiple locations across the country, the largest teams in Houston, Texas and Colmar, Pennsylvania.



## E Equipment & Resources Other Than for Information Technology

### Available Equipment & Resources

		Currently Owned	To be Acquired	Dedicated to the City	Shared Resources
Office Equipment	VoIP cloud-based phone system		■	■	
	Fax machines (3)		■	■	
	Flatbed feed scanner		■	■	
	Binding machine		■	■	
	Back-up generator for municipal complex		■	■	
	Copier with scanner		■	■	
	Copier with scanner , color		■	■	
	Postage meter		■	■	
	Cell phones (9)		■	■	
	All other office furniture, supplies & equipment		■	■	
Public Works Equipment	Pickup trucks (4)		■	■	
	Heavy duty dump truck		■	■	
	Track hoe		■	■	
	Skid steer loader		■	■	
	Large capacity dump capable truck		■	■	
	Trailer		■	■	
	Miscellaneous hand tools		■	■	
Mowing Equipment	Tractor with cab		■	■	
	Versa Series 20' or 23' boom unit (1)		■	■	
	Flail-axe brush cutter attachment, 48'		■	■	
	Rotary grass mower		■	■	
	Heavy duty commercial zero turn mower		■	■	
	Trailer for commercial mower		■	■	
	Pickup		■	■	

### Additional Resources

Because of its size and presence in the state and the region, Severn Trent can provide supplemental services utilizing company personnel that are not specifically dedicated to the project. We have offices throughout the region – including Plaquemines Parish, Louisiana; Houston, Texas, Prichard, Alabama; and McComb and Clinton Mississippi – with personnel that can support our team in the City of Central. We can bring in additional personnel from our project in Plaquemines Parish to assist with any type of exception project that may need to be addressed in the City of Central.



We will utilize personnel from this project to provide cross training and safety training for our staff in Central.

In addition, our team of management services personnel located in Florida can provide support during heavy work periods or emergency and catastrophic situations. Management services specialists based in Coral Springs, Florida will monitor the financial, accounting and records management aspects of our operations in the City and provide assistance as needed. Senior personnel from Coral Springs will also visit our Central operations periodically to review procedures and provide training.

Finally, we can also bring in personnel from other Severn Trent locations in the region and across the country – technical assistance, public works, financial and accounting, records management – as needed to meet the City’s requirements.

During emergencies such as Hurricane Katrina and Rita, Severn Trent teams from around the country responded and supported our Plaquemines Parish project. The benefit of contracting with Severn Trent is the number of people and support services that can be provided when the City faces critical issues. We are committed to ensuring the needs of the City and your residents are met during the many issues that the City may face.

### Plan for Continuity & Uninterrupted Service

One of the first items we will address during the transition will be an emergency preparedness plan that outlines the processes and procedures during any emergency that we may face. During our lengthy history and in places like Plaquemines Parish and Houston, we have demonstrated our commitment to our projects in the face of serious emergency situations. Time and time again, our people have gone above and beyond to ensure the continuity of service. Planning in advance is critical to this process. Severn Trent has chosen to utilize some contracted services for this proposal; however, we have in place throughout the company the people, equipment and expertise to provide reliable continuous service should any of these providers terminate their contract. We will have no problem providing all of these services with our own personnel if it becomes necessary.

Our emergency response plan will include the following aspects:

- Key personnel (Program Manager, Public Works Director and Field Services Supervisor), will be on call for any emergencies.
- Once an emergency is identified, we will dispatch a crew to stabilize the situation and ensure that the area in question is safe until a permanent solution can be put in place.
- In the case of public works emergencies, we will work with the Engineer and other personnel as needed to identify the correct remedy and resolve the matter.
- For emergencies that involve non-public works aspects of the City’s operation, our on-site staff will assess the problem and determine the type of assistance that will be needed.
- We will bring in additional resources from our other operations if needed, including personnel from our Plaquemines Parish project, our Houston operations and other personnel and resources that may be needed.



## F Insurance & Bond

Severn Trent carries more than adequate levels of insurance and can easily comply with insurance coverage requirements. Evidence of insurance is provided on the following page.

The company is also well prepared to provide a performance bond or other security instrument acceptable to the City. A letter from our surety indicating our ability to secure the performance bond is provided at the end of this section.



# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)  
04/20/2011

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an **ADDITIONAL INSURED**, the policy(ies) must be endorsed. If **SUBROGATION IS WAIVED**, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER  Willis of Pennsylvania, Inc. 26 Century Blvd. P. O. Box 305191 Nashville, TN 37230-5191	CONTACT NAME:		
	PHONE (A/C, NO, EXT):	877-945-7378	FAX (A/C, NO): 888-467-2378
	E-MAIL ADDRESS:	certificates@willis.com	
	INSURER(S) AFFORDING COVERAGE		NAIC #
INSURED  Severn Trent Environmental Services, Inc. 16337 Park Row Houston, TX 77084	INSURER A:	AXA Insurance Company	33022-001
	INSURER B:	Travelers Property Casualty Company of Am	25674-009
	INSURER C:	The Travelers Indemnity Company of Americ	25666-002
	INSURER D:	Travelers Property Casualty Company of Am	25674-008
	INSURER E:		
	INSURER F:		

**COVERAGES**

CERTIFICATE NUMBER: 15846715

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN. THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADD'L INSRD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	GENERAL LIABILITY <input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR			PCS00106610	7/1/2010	7/1/2011	EACH OCCURRENCE \$ 2,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 5,000 PERSONAL & ADV INJURY \$ 2,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000
B	AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS			TJCAP823K1819TIL10	3/31/2010	7/1/2011	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
A	UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input checked="" type="checkbox"/> RETENTION \$ 10,000			XS00106710	7/1/2010	7/1/2011	EACH OCCURRENCE \$ 5,000,000 AGGREGATE \$ 5,000,000
C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY			AOS TC2KUB823K179A10	3/31/2010	7/1/2011	<input checked="" type="checkbox"/> WC STATUTORY LIMITS <input type="checkbox"/> OTHER
B	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)	Y/N	N/A	* TRJUB823K180710 *	3/31/2010	7/1/2011	E.L. EACH ACCIDENT \$ 1,000,000
D	If yes, describe under DESCRIPTION OF OPERATIONS below			TC2KUB823K179A10CA	3/31/2010	7/1/2011	E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
A	Professional E & O			PCS00106610	7/1/2010	7/1/2011	\$5,000,000 Limit Per Claim \$5,000,000 Aggregate

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach Acord 101, Additional Remarks Schedule, if more space is required)

\* Covered States are MA, AZ, WI

Waiver of Subrogation applies with respects to General Liability policy, where required by contract, and permitted by law.

**CERTIFICATE HOLDER****CANCELLATION**

Evidence of Insurance :	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE  

The Insurance Company of the State of Pennsylvania  
175 Water Street  
New York, NY 10038

May 4, 2011

City of Central  
13421 Hooper Road, Suite 8  
Central, LA 70818-9200

**Re: Severn Trent Environmental Services Inc.  
City Services (Municipal Management Services)**

To Whom It May Concern:

We understand that Severn Trent Environmental Services, Inc. (hereinafter Severn Trent) is tendering for work, in respect to the above captioned project, and they have asked us to provide confirmation of available bonding capacity.

We confirm that Severn Trent has completed projects of a similar size and scope and that they have bonding capacity available up to an aggregate value in excess of \$100 million, subject to our usual underwriting criteria and procedures.

This letter is not a commitment to provide the required bonds for the captioned project. It is agreed and understood that the execution of any final bonds will be subject to: an acceptable review by the surety of the tender specifications, contract terms, and bond forms; confirmation of project financing; the contractor's financial position at the time the bonds are requested and the availability of adequate reinsurance.

You understand, of course, that any arrangement for final bonds is a matter between Severn Trent and ourselves and we assume no liability to third parties or to you if for any reason we do not execute said bonds.

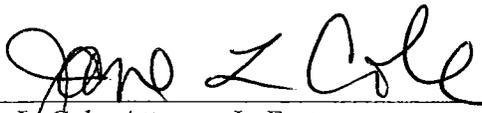
Please treat this letter as confidential between our companies.

This prequalification letter will be valid for ninety [90] days from the issuance date hereof.

If we can provide any further assurances or assistance, please do not hesitate to call upon us.

Sincerely,

**The Insurance Company of the State of Pennsylvania**

By:   
Jane L. Cole, Attorney-In-Fact

/JLC  
Attachment

cc: Mr. Robert Ostrander  
Severn Trent Environmental Services, Inc.

Ms. Karin Lockett  
Chartis

**POWER OF ATTORNEY**

The Insurance Company of the State of Pennsylvania  
Principal Bond Office: 175 Water Street, New York, NY 10038

Power No. 26725

No. 01-B-03386

**KNOW ALL MEN BY THESE PRESENTS:**

That The Insurance company of the State of Pennsylvania, a Pennsylvania corporation, does hereby appoint

---Wendy Lee Wadkins, Jane L. Cole, Christopher F. Mulvaney,  
Mark V. Niemeyer, Thomas C. Curtiss, Jr., Wendysue Ash: of Radnor, Pennsylvania---

its true and lawful Attorney(s)-in-Fact, with full authority to execute on its behalf bonds, undertakings, recognizances and other contracts of indemnity and writings obligatory in the nature thereof, issued in the course of its business, and to bind the respective company thereby.

IN WITNESS WHEREOF, The Insurance Company of the State of Pennsylvania has executed these presents

this 15th day of June, 2010.



*Anthony Romano*

Anthony Romano, Vice President

STATE OF NEW YORK )  
COUNTY OF NEW YORK ) ss.

On this 15th day of June, 2010, before me came the above named officer of The Insurance Company of the State of Pennsylvania, to me personally known to be the individual and officer described herein, and acknowledged that he executed the foregoing instrument and affixed the seals of said corporation thereto by authority of his office.

*Juliana E. Hallenbeck*

**JULIANA HALLENBECK**  
Notary Public - State of New York  
No. 01HA8125871  
Qualified in Bronx County  
My Commission Expires April 18, 2013

**CERTIFICATE**

Excerpts of Resolutions adopted by the Boards of Directors of The Insurance Company of the State of Pennsylvania, on May 18, 1976:

"RESOLVED, that the Chairman of the Board, the President, or any Vice President be, and hereby is, authorized to appoint Attorneys-in-Fact to represent and act for and on behalf of the Company to execute bonds, undertakings, recognizances and other contracts of indemnity and writings obligatory in the nature thereof, and to attach thereto the corporate seal of the Company, in the transaction of its surety business;

"RESOLVED, that the signatures and attestations of such officers and the seal of the Company may be affixed to any such Power of Attorney or to any certificate relating thereto by facsimile, and any such Power of Attorney or certificate bearing such facsimile signatures or facsimile seal shall be valid and binding upon the Company when so affixed with respect to any bond, undertaking, recognizance and other contract of indemnity and writing obligatory in the nature thereof;

"RESOLVED, that any such Attorney-in-Fact delivering a secretarial certification that the foregoing resolutions still be in effect may insert in such certification the date thereof, said date to be not later than the date of delivery thereof by such Attorney-in-Fact."

I, Andrew Holland, Secretary of The Insurance Company of the State of Pennsylvania, do hereby certify that the foregoing excerpts of Resolutions adopted by the Boards of Directors of this corporation, and the Power of Attorney issued pursuant thereto, are true and correct, and that both the Resolutions and the Powers of Attorney are in full force and effect.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the facsimile seal of the corporation.

this 4th day of May, 2011



*Andrew N. Holland*

Andrew Holland, Secretary



## G Proposals

Severn Trent has provided pricing on the City’s Proposal Form, located on the page following this section. In the spirit of partnership and our commitment to transparency, we offer the following pricing detail:

Contract Components	Year 1	Year 2	Year 3	Year 4	Year 5	Total*
Personnel Costs	\$1,098,223	\$1,136,661	\$1,176,444	\$1,217,619	\$1,260,236	\$5,889,183
Subcontractor Costs	\$394,340	\$408,142	\$422,427	\$437,212	\$452,514	\$2,114,635
Public Works Costs	\$524,846	\$543,216	\$562,228	\$581,906	\$602,273	\$2,814,469
IT Costs	\$265,063	\$274,340	\$283,942	\$293,880	\$304,166	\$1,421,391
Office Costs	\$347,483	\$359,645	\$372,232	\$385,261	\$398,745	\$1,863,366
Support Services	\$120,982	\$125,216	\$129,599	\$134,135	\$138,830	\$648,762
Management Fee	\$485,459	\$502,451	\$520,036	\$538,238	\$557,076	\$2,603,260
Transitional Costs	\$61,512	-	-	-	-	\$61,512
Base Contract Fee	\$3,297,908	\$3,349,671	\$3,466,908	\$3,588,251	\$3,713,839	\$17,416,578
Building Fees (80% of fees**)	\$240,000	\$248,400	\$257,094	\$266,092	\$275,406	\$1,286,992
<b>Total Contract Fees</b>	<b>\$3,537,908</b>	<b>\$3,598,071</b>	<b>\$3,724,002</b>	<b>\$3,854,343</b>	<b>\$3,989,245</b>	<b>\$18,703,570</b>

\* Includes annual increase of 3.5%

\*\* Assumes annual growth of 3.5%

Our pricing is valid for 90 days and is based upon the following assumptions:

- In addition to Severn Trent staff that will be dedicated to the project, we will utilize select subcontractors to provide the necessary services required under the Request for Proposals,
- We have include escalators in the contract pricing to ensure we properly cover the cost of employee benefit increases, potential increases in the cost of supplies and materials required under the contract and employee pay increases.
- We have identified equipment we will utilize to provide the various services, all of which will be exclusively dedicated to the City of Central project. This will allow us to better service the citizens.
- In addition to the City’s pricing form, we have provided a summary of our pricing that identifies the components included in our pricing structure to give the City to better understanding of how our pricing proposal was developed.

Severn Trent remains willing to discuss our pricing and negotiate. Our negotiations on pricing are straightforward and transparent, as are any required negotiations on the scope of services.

All prices quoted in this proposal are subject to the execution of a mutually acceptable service agreement.



### Capital Investment

Severn Trent can fund – and has funded – capital improvements upon our clients’ request. Regardless of who funds the improvements, we will be City’s partner to maximize the useful life of your valuable assets.

As part of our standard practice, we will proactively seek improvements that could benefit the City in terms of cost effectiveness and efficiency.

## Exhibit E

### PROPOSAL FORM

OPTION 1	PERIOD	AMOUNT
<b>ALL SERVICES IN RFQ&amp;P</b>	<b>YEAR 1</b>	\$3,537,908
	<b>YEAR 2</b>	\$3,598,071
	<b>YEAR 3</b>	\$3,724,002
	<b>YEAR 4</b>	\$3,854,343
	<b>YEAR 5</b>	\$3,989,245
<b>DRAINAGE MAINTENANCE</b> – Excavation Per Mile in addition to amount of off-road drainage required in Scope of Services.		\$2,475
<b>DRAINAGE MAINTENANCE</b> – Cleaning Per Mile in addition to amount of off-road drainage required in Scope of Services.		\$1,050
Basic Labor for additional services per hour (Equivalent 4-man crew hourly rate, during normal working hours*)		\$165
After-hour/Emergency Labor for additional services per hour (Equivalent 4-man crew hourly rate, outside of normal working hours*)		\$265

\*Normal working hours are 8 hours per day on weekdays, excluding holidays.

OPTION 2	PERIOD	AMOUNT
<b>ALL SERVICES IN RFQ&amp;P EXCEPT:</b>  § 3.1 <b>DRAINAGE MAINTENANCE</b> § 3.2 <b>GRASS CUTTING AND WEED CONTROL</b> § 3.3 <b>LITTER CONTROL</b> § 3.5 <b>ROADWAY REPAIRS</b>	<b>YEAR 1</b>	\$2,930,859
	<b>YEAR 2</b>	\$2,969,774
	<b>YEAR 3</b>	\$3,073,716
	<b>YEAR 4</b>	\$3,181,297
	<b>YEAR 5</b>	\$3,292,641

**Exhibit D**

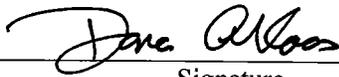
**Declaration of No Conflict of Interest**

Severn Trent Environmental Services, Inc. (name of company) declares that Respondent has no Conflict of Interest with the City of Central, Louisiana for the services contemplated being delivered via public-private partnership with the City.

No individual with an ownership interest in any entity to perform compensated services is an immediate family member of any City employee or elected official.

No individual with an ownership interest in any entity to perform compensated services has a business relationship with any City employee or elected official.

If during this selection process, Respondent discovers a conflict of interest, Respondent agrees to immediately disclose such information in writing to City.



Signature

Dana A. Kaas

Printed name

April 26, 2011

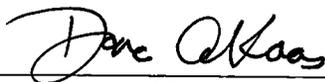
Date

**Disclosure and Request for Waiver**

**(If not applicable, enter "N/A" in the line below)**

Severn Trent Environmental Services, Inc. (name of company) declares that we may have a real or perceived Conflict of Interest with the City of Central for the services contemplated being delivered via public-private partnership with the City. Respondent requests City to grant a waiver for this situation. (Insert explanation of situation—add extra page if necessary)

N/A



Signature

Dana A. Kaas

Printed name

April 26, 2011

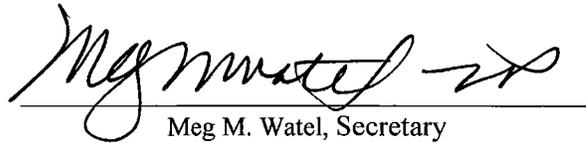
Date

CERTIFICATE OF AUTHORIZATION

I, Meg M. Watel, do hereby certify that I am the Secretary of Severn Trent Environmental Services, Inc., a Corporation duly organized and existing under and by virtue of the laws of the State of Texas; that I have custody of the records of such Corporation; and that as of the date of this certification, Dana A. Kaas is an Officer authorized to execute and deliver in the name and on behalf of the Corporation all documents, letters, certificates and other instruments which have been executed by such Officer on behalf of the Corporation in connection with the Corporation's Proposal to the City of Central, Louisiana delivered in response to the City's Request for Qualifications and Proposals for City Services.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the Corporate Seal of such Corporation this 27<sup>th</sup> day of April 2011.

(Corporate  
Seal)



Meg M. Watel, Secretary



## H Contract

Severn Trent has reviewed the Sample Contract and identified a few items we would hope to negotiate including contract term, limiting contractor liability, mutual exclusion of consequential damages, contractor indemnification and provisions for default and termination. Based upon our experience and knowledge of standard industry practices, we are confident these issues can be resolved through open dialogue during contract development.

A well balanced and carefully drafted and negotiated service agreement is at the heart of a successful public-private partnership. History demonstrates that at the foundation of every successful public-private partnership is a service agreement that:

- Clearly and succinctly defines the scope of work and the parties' respective contractual rights and obligations
- Fairly and efficiently allocates risks among the public and private partners
- Ensures the provision of quality service by setting objective, measurable and achievable performance standards
- Includes provisions that are designed to ease project administration and to foster regular communications between the parties
- Provides an efficient framework for addressing changes that will inevitably occur during the term of the agreement

All prices quoted in this proposal are subject to the execution of a mutually acceptable service agreement.



## Appendix 1 Service Delivery Approach

Severn Trent has developed a comprehensive approach to providing the requested city services. Founded upon our municipal management experience and expertise, our approach also includes key subcontractors selected with a focus upon how to best meet the City of Central's needs.

- **Administrative Services** – Severn Trent will provide a well trained and experienced administrative support team that will ensure complete coverage to all departments as listed within the Scope of Services. Additionally, our team will include Sophicity, experts in providing network and IT maintenance services to municipalities nationwide.
- **Financial Services** – Severn Trent will utilize our exceptional depth, experience and strong work flow processes to perform all of the required financial and accounting functions for the City as outlined in the scope of services. In addition to our on-site staff, Severn Trent will utilize our extensive back office to provide additional support and flexibility helpful during peak times in the accounting cycle. For example, additional support will be available for activities such as audit and budget preparation. Our staff is committed to maintaining effective internal control policies and providing a high level of service to the City while preventing fraud and adhering to all state and federal statutes. With this level of service, the Mayor and City Council can focus on the business of the City and feel comfortable that the accounting activities behind the scenes run as smooth as clockwork.
- **Public Works** – Severn Trent provides public works to many clients and understands the importance of addressing highly visible issues such as streets and ditches. We also understand the importance of providing responsive customer service to achieve customer satisfaction. With this in mind, Severn Trent has chosen to perform the majority of the public works services with its own in-house staff. In addition to purchasing and providing nearly all of the equipment, which will be dedicated to the City and used to provide the most effective and responsive services, we will provide a staff of eight full-time personnel dedicated to meeting the public works requirements. Our staff will be responsible for removal of non-conforming signs, ditch and litter cleanup, right-of-way maintenance, tree trimming, vegetation removal and performing minor repairs plus overseeing subcontractors for striping, asphalt patching and tree trimming.. These employees will be located at an office within the City limits so they will be able to respond within minutes. They will also have specific daily responsibilities to ensure their time is being utilized wisely.
- **Permit and Inspection Services** – Utilizing our experienced management team and our selected subcontractor, we will perform all the necessary functions of the Building Department as outlined within the RFP. Our focus is to have a user friendly, performance-oriented Building Department while maintaining compliance with all applicable codes.
- **Planning and Zoning Services** – Our management team has significant experience managing planning and zoning processes. In addition, we will utilize our engineering partner to provide some of the planning and zoning functions under the direction of Severn Trent managers.



- **Engineering Services** – Severn Trent is working with a local engineering firm, H. Davis Cole & Associates, to provide the required engineering services requested in the RFP. We are confident this firm brings the local knowledge and expertise needed to provide the City with high quality engineering services.
- **Stormwater Management** – HDCA will provide the services related to stormwater management. The Severn Trent and HDCA team will develop and implement an aggressive review and inspection strategy that will include review of stormwater management best practices and review of these measures in the field. We will also focus on the required minimum control measures of the Municipal Separate Storm Sewer Systems (MS4) requirements, which include public outreach related to the Clean Water Act, detection and elimination of illicit discharges, construction site runoff control, post construction site runoff control and pollution control and good housekeeping.. Our team will assist the City with compliance with the Clean Water Act and associated federal and state regulations.
- **Code Enforcement Services** – Code enforcement will be provided utilizing a combination of Severn Trent staff and the subcontractor for building inspections services. We believe this approach allows us to manage and control the process while utilizing the expertise of others.

### Transition

Severn Trent’s quality management approach commences with a transition planning session that will be conducted with the Mayor and key City staff to establish project goals. The outcome will be a clear understanding of Central’s vision and values, which will then establish the direction around which we will align the City’s business processes and systems. We will establish formal and informal reporting systems to keep the City informed of our progress toward meeting these goals.

We will also conduct periodic internal audits of key operational components as part of our support services program to further analyze our performance. These reviews – performed by regional management and corporate support staff – help our local managers analyze their current performance, identify areas for improvement and provide opportunities to recognize and reward successes.



Because the Council is scheduled to take action on the Selection Committee’s recommendation on May 19 and the transition period will begin shortly thereafter on June 1, we will respond quickly and effectively to ensure everything is completed by the July 1 contract start. Toward that end, Ken Cassel will serve as our Transition Manager. His many years of experience as a



local government manager will be key to Severn Trent’s successful transition.

Our recruiting efforts will begin in advance of the transition to ensure we meet the deadlines established in the Request for Proposals. Because we understand the benefit of retaining existing personnel, current staff will be encouraged to participate in the recruitment process.

We will begin the transition process with a Career Day to interview local candidates for positions required under the contract. We will hire as many personnel locally as possible, including the key Program Director, Public Works Director and Planning and Zoning Director positions if appropriately qualified personnel are found.

We will also host a meet and greet event for City Council and staff to meet candidates for the Director positions. Rather than simply filling the positions without any City input, this will give the Council and staff the opportunity to participate in the selection process.

May 19	Selection and notice to proceed
May 25-26	Career Day to interview local candidates for contract positions Begin implementing Severn Trent systems Establish and begin setting up Severn Trent offices within Central city limits
May 27	Meet and greet event for the City Council and staff to meet candidates for the Program Director, Public Works Director positions and Planning and Zoning Director
June 1	Contract executed and formal transition begins
June 1	Insurance and bonds provided to the City
June 3	Human resource paperwork and background checks for selected personnel completed, start dates established
June 6-7	Meet with the current contractor to establish a checklist for the transition to Severn Trent. Topics to include any personnel to be transitioned, transition of existing data, list of outstanding issues to be addressed and any other issues that may arise.
June 10	Offices completely established with networking, internet, phone and fax services in place All required IT systems in place for testing All required software loaded and tested to ensure full functionality Remote connections and email available to the Mayor, City Council and identified City staff Written transition progress report provided to the Mayor and City Council, to be included on the June 14 Council meeting agenda
June 14	Transition Manager, Program Director, Public Works Director and Planning and Zoning Director attend the City Council meeting
June 17	Program Director, Public Works Director and Planning and Zoning Director plus the Regional General Manager and Transition Manager meet with the Mayor to establish regular meeting schedule and discuss any outstanding issues related to the transition or the implementation of the contract requirements
June 23	Planning and Zoning Director attends the Board of Adjustment meeting
June 24	Transition Manager, Program Director, Public Works Director and Planning and Zoning Director meet with the Mayor and selected staff to provide a progress report on the transition and identify any outstanding issues Meet with current contractor to resolve any outstanding issues related to the transition, including data and personnel transfer
June 28	Final report to the Mayor and City Council on the transition of services Severn Trent
July 1	Contract begins



## Employee Programs

We want the City to understand the importance we place on our greatest asset – the employees who provide the services to each of our clients and their customers on a daily basis. Severn Trent will hire as many people from the local community as possible, people who care and support the values of the company and City of Central. Hiring and maintaining a staff of well qualified employees requires an employment package that promotes their growth, health and welfare. We have put in place a great employment package that is outlined below.

Our standard employee benefits program consists of:

- 10 paid holidays
- Vacation accrued at an annual rate of:
  - 1-5 years           80 hours (10 days)
  - 5-15 years       120 hours (15 days)
  - 15+ years       160 hours (20 days)
- Sick leave – Eight days per year, 70 days maximum accrual
- Short-term disability – 14-day elimination, 65% or 80% coverage, 13-week benefit
- Long-term disability – 90-day elimination, 60% coverage
- Insurance
  - Medical (including vision benefits)
  - Dental
  - Prescription drug
  - Flexible spending accounts
  - Life insurance including basic (2x), AD&D, supplemental life and dependent life
- 401(k) Plan – Deferral on a pre-tax basis from 1-100% of salary up to \$16,500 (\$22,000 for employees over 50) and on an after-tax basis from 1-15%. Severn Trent matches 50% up to 6% of an employee's contribution to the plan and utilizes a vesting schedule for the match of 20% per year, resulting in 100% vesting after five years.
- Employee development – Tuition reimbursement of up to \$1,000 per year for job-related classes and seminars and up to \$3,000 per year for job-related courses at an accredited institution. Severn Trent also offers certification bonuses and increases.
- Other – Paid time off for bereavement, jury duty, military leave; uniforms provided for most hourly employees
- Employee seniority – Recognition of employee's seniority at the facility with the previous contractor and/or previous time with the City prior to contract operations

## *Training*

At Severn Trent, we recognize that much of the success of the company rests on the skills and commitment of our most valuable resource – our people. This is why, at every level, training and developing our employees is seen as central to the health



and growth of our organization. Training is a tool that enables employees to sharpen existing expertise and gain new skills that will help them develop personally and professionally and contribute to increased productivity, higher standards and improved client service.

It is essential that accounting staff stay abreast of all new and future changes in accounting standards. Severn Trent also believes it vital that more than one person can perform each of the accounting tasks in case of emergency. Our approach also includes training staff on the roles of other departments, providing a broader picture of the City's objectives and goals and how they individually and as a department can contribute.

We encourage every employee to take the opportunities to develop and increase his/her effectiveness either through on-the-job training, in-house or external specialized courses, correspondence courses and/or professional and management certifications. Severn Trent provides each employee up to \$1,000 per year for job-related classes and seminars and up to \$3,000 per year for accredited job-related college courses.

We will also provide webinar training seminars for all Severn Trent employees working at the City. These will cover a broad range of topics and ensure all employees receive the most effective training on an ongoing basis. Additionally, we will be providing onsite training in selected areas for all personnel

### *Safety Training*

Severn Trent is committed to the safety of its employees and of those in the communities it serves. As a result, we will begin our ongoing safety training for all employees once the base contract period begins on July 1. Our safety professionals will be in the City of Central for the initial training and periodically during the course of the project. We will also utilize safety personnel from our Plaquemines Parish operation for safety training functions.

Severn Trent is constantly keeping up-to-date with new safety legislation and developing appropriate training initiatives. Our knowledge base is continuously examined to ensure that each of our operations has the advantages of knowledge and experience gained both within the United States and through our worldwide operating companies.



## Administrative Services

### Capital Program Administration

Severn Trent will work with the designated City representative to assist in developing a capital improvement program for the City, as well as assist in obtaining funds and/or financing as required. We will provide recommendations on the best ways to implement, monitor and report on the approved capital program and related financing.

Because of our familiarity with the financial industry, Severn Trent enjoys relationships with a vast number of commercial lenders, trustees, investment bankers, bond counsel firms, insurers and credit rating agencies. Having these essential relationships allows us to bring a depth of understanding required when financing complex capital programs while also ensuring actions taken are in the best interest of the City.

### Forecasting & Policy Implementation

Severn Trent will assist the City in preparing and presenting the annual detailed financial forecasts as well as examining, researching and reporting on future trends that will impact the City. In addition, we will assist the City in preparing the policies and procedures to implement and monitor the City Council's directives. Finally, Severn Trent will prepare status reports for the City on the progress of the public policy initiatives and coordinate with other public agencies as required.

### Contract Administration

Severn Trent's on-site staff will assist the City in negotiating contracts with third party vendors. Implicit in the negotiation process, our role will be to assist with analyzing and make recommendations to the City Council on the cost-benefits of a contract and its ability to meet the City's needs. We will then administer the contract to ensure adherence to the terms and conditions. Severn Trent will maintain all records relating to the contracts to ensure the appropriate Louisiana Statutes are met. Additionally, our Program Director will coordinate all services provided by Severn Trent and our subcontractors.



Severn Trent will implement and maintain a contract review team to systematically review and track all contracts to determine how well they are meeting the City's needs and the terms and conditions of the contract. Contract review is an integral part of the procurement process that ensures the City receives full value. If this review and analysis of contracts is lax, problems with contractor performance, cost overruns, unnecessarily complicated processes and delays in receiving goods



and services will likely occur. In our experience, this approach to contract review has positively impacted our clients' bottom line in terms of cost savings and efficiencies.

### Communications & Public Relations

At the inception of the contract, we will review all policies and procedures related to the operation of the City. This will include the current crisis communication plans and the emergency plans and policies. As part of our ongoing management of the contract, these plans will be reviewed on an annual basis.

### *Customer Service Response*

We recognize our staff members will be the face of the City. Their interaction with the public is an important element in residents' overall satisfaction with the City. If residents sense a commitment to providing the best service, they will value customer service. A continuous and ongoing training program for employees at all levels to constantly improve customer service, learn from previous outcomes and fully utilize the feedback received from the customers is an integral part of our commitment to customer service.

At Severn Trent, we fully understand the necessity of prompt, accurate responses to inquiries from City staff and residents. As standard practice, we will direct all inquiries to the individual best equipped to respond to the particular inquiry. We know that the end user, the resident, is the final judge of how well we provide services. Our focus on a team approach ensures that everyone is aware of the big picture (no question is left un-answered) and that the end users needs are met. Our customer service program is designed to guarantee customers can communicate their concerns to us and be confident we will resolve them in a timely and professional manner.

We will establish an initial target of same day response for initial call back to the inquirer. We will develop a matrix for routing the inquiries to the appropriate individual and/or department and track the call from inception to completion to ensure a resolution has been achieved. Speed of service delivery can often be improved through increased efficiencies and operating procedures. We emphasize the importance of minimizing the time a resident waits for service.

We will implement several additional means of receiving inquiries and complaints. These include e-mail, customer complaint tracking system and an emergency contact system for after hour emergencies.

### Digitalization of Public Records

In addition to maintaining hard copies of City records, Severn Trent will place records created during our contract period into digital format. The digitized records will be maintained in accordance with the applicable statutes. Records created prior to our contract period and not in a digital format will be addressed as a separate contract outside of the scope of this RFP.



Each department will have an individual responsible for maintaining the City records within that department. After being trained by Severn Trent’s Records Manager, the individual will box records, inventory and input them into the records management database provided by the City of Central for departmental use.

The Assistant City Clerk will maintain the database based on the retrieval needs of each department. Fields will be utilized to ensure appropriate descriptions and retention periods are captured for ease of research, accessibility and removal as required for destruction requests once retention periods have been met.

Fulfillment of open records requests will be handled by the Assistant City Clerk in conjunction with the individual assigned records responsibilities in each department. A tracking sheet will be created and a copy of the requested record will be made and distributed to the requestor. The tracking sheet will be utilized to ensure fulfillment of request and return of document to original location. We will ensure that the City’s fee schedule is followed and the appropriate fees forwarded to the City.

Retention periods will be reviewed annually by the individual assigned the records responsibility, the department head and the Assistant City Clerk. Upon review and sign off of items to be destroyed, the City Clerk will have final review and sign off. A final validation of the inventory against the box labels will be performed to ensure only the proper boxes are being destroyed.

The Assistant City Clerk will train each department’s assigned records person to acquaint them with the appropriate forms, Louisiana state records handling requirements and database administration.

Storage & Central Location of Records

Severn Trent will implement a three-pronged record management system to effectively manage all departmental records for the City of Central. This approach will allow for cost effective retention of current and existing records established prior to the existence of the Severn Trent Contract with the City of Central.

The Assistant City Clerk will then work with a liaison from each department to ensure all retrieval and storage needs are met. A well defined records management system promotes the sharing of information and collaborative work between all staff through the ease of retrieval in utilizing three methods.

- Hard copy records management
- Off-site document storage
- Scanning and electronic storage



**Kim Prenter**  
Records Administration Manager

**Experience:** 14 years of experience in operational management, business development and team leadership with recognized excellence in customer relationship management and business development

**Education:** B.A. in Political Science, University of Hawaii  
Dale Carnegie Management Training  
Franklin Covey Focus

**Background:** Ms. Prenter is responsible for the oversight and management of recording administration divisions for the Coral Springs and Orlando offices consisting of 20+ employees. Her background includes increasing business revenues while simultaneously maintaining high levels of productivity and high employee morale. Insights into her management philosophy are presented below.

**Severn Trent Credibility:** "Severn Trent expects the most from its managers and employees in terms of business standards and on a personal level as well. Our business has been steered by these standards and all of the policies we must follow. To me, the most important are integrity and honesty and a sincere caring for each client. Severn Trent business methods and actions are honorable. I sleep well every night."

**Philosophy:** "I strongly believe that what is good for the client is ultimately good for the company. Strong customer service skills are crucial to the success of the company – and the internal customer is as critical as the external customer. I strongly encourage all members of our team to subscribe to 'Treat others with the same respect and care as you desire to receive.' I want each person to be excited about the opportunity to serve and enjoy their work experience."



Severn Trent also utilizes off-site document storage. The Assistant City Clerk will coordinate initial off-site storage and retrieval of documents being stored at the off-site facility. Hardcopy documents will be sent off site based upon space limitations that will be established for each department. Each department's off-site storage will be based upon the individual department's recordkeeping requirements.

Finally, Severn Trent recommends scanning of all current City records into electronic database software. The software we currently use allows for security settings to be placed on each file to prevent unauthorized editing or manipulation of the files, thus ensuring the integrity of the document. It allows the retrieval of documents using multiple search methods including document name, document number, document content, file type, author or assigned retention. This system assigns retention categories and retention periods, established according to State of Louisiana law and City policy, to ensure documents are not discarded before they have met their state mandated retention. Use of a shared database will further increase departmental productivity.

### Mass Communication

Severn Trent understands the importance of communicating to residents of the community. We will comply with sections 1.4.5 through 1.4.7 of the RFP, utilizing the following forms of communication to ensure the City's message reaches residents:

- Website
- Local newspaper
- Local radio
- Emergency alert phone system and web blast
- Twitter
- Facebook

### Interactive City Website

Severn Trent will migrate the City's current website content to our IT subcontractor's web hosting system. This approach provides many advantages as we will be able to update information easily and quickly without the need of a specialist. The web servers are protected with firewalls, anti-virus protection and 24/7/365 monitoring. The web servers are covered with a full disaster recovery system.

We will establish an internet-based application that will allow electronic filing of application for permits and other City services via City's website and facsimile. In addition, we will implement a credit card program to allow the public to pay online with a surcharge for credit use as established by the City Council.

### Departmental Support

Within our staffing plan, we will have fully trained and experienced personnel to provide administrative and clerical support for all City functions as outlined in section 1.5 of the RFP.

Severn Trent will begin the process of codifying the City's ordinances, as they have not been codified to this point. The initial codification will require a thorough review



and research to ensure that all outdated ordinances have been replaced accordingly with their updated versions. Upon completion of the initial codification, an update on a quarterly basis will begin. The codified ordinances will also be posted on the City website for ease of accessibility.

### Information Technology, Website Maintenance & Technology Support

Through the utilization of one of our strategic subcontractors, we will provide all the services as outlined in Sections 1.6.1 through 1.6.11 of the RFP to ensure the City's networking infrastructure functions properly. Our team will:

- Implement, install and maintain the communications and network systems including software, hardware and cabling
- Maintain a centralized domain network
- Configure and maintain a system to provide data security with nightly backups and off-site storage to mitigate potential issues
- Set up computer workstations and computers with associated integration
- Provide email accounts and internet access to employees, all of which will be archived
- Maintain an application server to provide access for City staff
- Facilitate transfer of data and records from federal, state and local entities as necessary
- Maintain a database for occupational licenses, business licenses and community development functions.
- Host the City website that will be updated weekly and include:
  - Statistics
  - History department and facility descriptions
  - Non-interactive GIS data
  - Schedules of agenda and minutes
  - City codes and ordinances
  - Pictures, videos images, links

We will begin the process of implementing an online payment system to allow residents to pay their business license. Allowing residents to pay online eliminates the need for residents to deliver or mail paper items, expediting the time it takes for payments to enter the collection stream and with less effort than through traditional methods. Online payments for revenue collection offers residents an alternative to making payments at their convenience 24 hours a day, seven days a week through a variety of convenient electronic options including debit cards, major credit cards and electronic check. Cities using an electronic bill payment solution improve their recordkeeping while saving time and costs. Overall, automating the payment collection and posting processes reduces errors and results in improved efficiencies.

### Geographic Information System (GIS)

Severn Trent, with its strategic subcontractors, will maintain the City's current GIS maps in accordance with the requirements outlined in RFP sections 1.7.1 through 1.7.3.



Severn Trent's strategic subcontractor, HDCA, has a variety of experience in the maintenance and addition of information to existing GIS systems for local municipal clients. Specifically, HDCA is currently involved in the final stages of developing a comprehensive master plan for Plaquemines Parish Government. HDCA's chief task in this endeavor was to update and manipulate the existing Plaquemines Parish GIS system as needed to develop the comprehensive plan elements for infrastructure and properties owned by the Parish. HDCA also has experience in the update of the sewer layers of the St. Bernard Parish GIS system to reflect changes made during FEMA-funded recovery projects following Hurricane Katrina.

HDCA maintains current licenses for the use of ESRI ArcView GIS software and maintains two full-time staff members that are highly skilled in the use of various GIS software packages. HDCA is a Corporate Member of URISA – The Association for GIS Professionals, which demonstrates the firm's commitment to the field of GIS maintenance and development.

For the City of Central, the Severn Trent team will maintain all GIS information for City and maintain existing maps and the necessary documentation for the maintenance, retrieval, reproduction and storage of the GIS information. GIS information will include mapping of water and sewer lines and all infrastructure within the City. GIS information will be updated at least monthly.

Core elements of the GIS database will be in place to allow City staff to store and access GIS files and data. The Severn Trent team will provide up-to-date GIS-related information and/or data in response to requests and needs of City personnel and publish current GIS maps on City website in PDF for citizens' use.

Finally, the Severn Trent team will develop and maintain the existing and future City address list and database for use by City and Severn Trent's employees and team members, the City of Baton Rouge and Parish of East Baton Rouge and the State Department of Revenue to help the City with obtaining local and shared revenues and other uses. The database will include house numbers.

The Severn Trent team believes that, by utilizing the full functionality of the various database systems that are currently used by the City, the information required to maintain a current and sustainable GIS system can be captured within the GIS system. The GIS system can be interfaced with the GBA Master Series system utilized by the Public Works Department to capture information from work orders. This will also form the GIS system to contain data related to line repair locations, lining cleaning locations and areas where work orders have been generated. The GIS system will then be able to tell public officials and citizens where, when and what work has been done by the Public Works Department. The mapping of areas that generate frequent work order requests will also help the City identify capital projects that, if funded, would alleviate recurrent work orders. In addition to taking advantage of the powerful systems that are already in place, the Severn Trent team will also continuously conduct "windshield" surveys of the City throughout their daily routines and record any noticeable changes that would require an update to the GIS.



## Financial Services

Severn Trent will utilize our on-site and support staff to fulfill all of the scope of services outlined below. We will follow all of the City's procedures and maintain the records as required by state law and City ordinances, the City's Director of Finance, the City's auditors and policies established by City for management of City funds. Our team will support and assist the Director of Finance with all finance functions including coordination with local, state and federal agencies.

## Fund Accounting

Severn Trent will maintain a fund accounting system in accordance with Governmental Accounting Standards Board (GASB) and Generally Accepted Accounting Principles (GAAP) and prepare and distribute monthly management reports and other financial reports as required by applicable law.

Severn Trent will utilize Tyler Incode, a state-of-the-art accounting software, to manage the City's finances. Tyler provides a secure environment for financial data with built-in checks and balances to keep entries from being misclassified and minimize errors in financial statements. Severn Trent has extensive experience in implementing various accounting software systems and will provide ongoing training and support to ensure the financial team is maximizing the potential of this powerful tool.

## Monthly Financial Statements

Severn Trent will meet with key City personnel to develop customized management and financial reports to ensure transparency and provide the necessary feedback to monitor and control their progress against the City's objectives and goals. We will distribute the monthly financial statements no later than 25 days following the last day of the month.

## Revenue Collection & Accounts Receivable

Severn Trent will administer and maintain the existing procedures and processes to coordinate, track and report on the billing and collection of all revenue sources including but not limited to franchise fees, business licenses, alcoholic beverage licenses, franchises, and other taxes and fees lawfully enacted by the City. Our team will make recommendation to the City on alternative approaches to collect revenue due to the City.

## Purchase Order/Accounts Payable

Severn Trent will maintain and administer the purchase order and accounts payable system to ensure timely payment to City vendors. Our team will develop formal authorization guidelines and budget controls to ensure only approved invoices are processed. Severn Trent will create monthly reports and check registers to document and track all payments processed. We will ensure there are proper segregation of duties to prevent fraud.



### Fixed Asset Accounting

Our accounting staff will record, monitor and track all assets purchased, constructed, donated or conveyed to the City. Severn Trent will work in conjunction with engineers to inventory all City property in accordance with GASB and City policies.

### Grant Accounting

Severn Trent will assist with grant accounting, tracking and maintaining of all required records.

### Budgeting

Severn Trent considers the annual budget to be an important tool for the City, a document that establishes a roadmap for the City's short- and long-term objectives and goals for future growth. To assist in this important process, Severn Trent will maintain a comprehensive and coordinated plan to manage the budget process in accordance with the Louisiana Local Government Budget Act (LGBA). Our team will be involved from start to finish in the process including the initial submission of the budget to the Mayor and department managers, all required meetings and hearings and any necessary amendments. This process will include preparation of all required materials and reports in any form as directed by the City.

### Annual Financial Statements

Severn Trent will assist the City's Director of Finance and City's Auditor to prepare the annual Comprehensive Annual Financial Report (CAFR) in accordance with GAAP.

At the inception of the contract, we will create an audit review team to review the past three years of audit reports and develop an action plan to address any identified issues. This action plan will ensure the City follows up in a systematic and timely manner to ensure resolution of all findings and/or suggestions described in the audit report.

### Purchasing

Severn Trent will assist in the implementation of approved purchasing policies and procedures for the City in compliance with applicable City ordinances, state laws and rules and regulations in the selection of vendors. We will participate in cooperative purchasing when in the best interest of the City and as directed by the City.

Our team will prepare requests for qualifications and/or proposals as directed by the City to be distributed to potential vendors and suppliers for services in accordance with applicable procurement policies and procedures and state law. We will obtain quotes and prepare bid documents for procurement of supplies in accordance with Louisiana law and as directed by the City.

Because of our depth and experience, Severn Trent has developed an extensive



network of vendors allowing us to provide enhanced purchasing power and maximum economic value to the City.

### Public Works

Public Works is one of the more visible components of the many City functions. Severn Trent understands these services are performed under the watchful eye of the general public and the public perception of how they are being served is as important as completing the actual maintenance activities themselves.

Our personnel and subcontractors will be required to conduct themselves in a manner that is acceptable at all times for public viewing. All personnel and subcontractors will be required to dress appropriately, utilize personal protective equipment, show a dedication to quality and project the attitude of a motivated worker. A positive representation of the City of Central will be a main priority for each worker and enforced by the Severn Trent management team.

Severn Trent understands the City of Central wants to continually improve upon delivering its public works services. We will improve upon current performance with greater attention to detail, quality and quantities of the work performed in care of the Public Works infrastructure and its systems. Severn Trent is prepared to meet this challenge and fully agrees that the City of Central must elevate the level of services provided in Public Works to meet the demands of a growing community.

The Public Works area of responsibility is critical in that it addresses issues critical to the public safety of the City residents and visitors. Severn Trent is strongly committed to the safety and well being of our employees and the people we serve. The condition of roads, roadway shoulders, bridges, sidewalks, medians and other infrastructure play a major part in the safety of the community as they are utilized for their intended purpose. Along with creating a potential hazard, poorly maintained roads and related infrastructure are an aggravation to the City residents. Any infrastructure condition identified to be a safety concern will receive the highest priority within our repair schedules.

Severn Trent's approach to Public Works maintenance for the City of Central will begin with a review of the assets currently listed in the computerized maintenance management system (CMMS, GBA Master Series). It is imperative that the system includes all assets to be maintained to ensure proper maintenance tasks and schedules are created for each item. We will perform an audit of the existing asset inventory utilizing the existing baseline data and establish updates as we find necessary. We will prepare an initial conditions report with photographs that document each asset's condition and define deficiencies. The inventory update will include signals, street signs, bridges, sidewalks, roads, curb and gutter, catch basins, piping, drainage ditches and rights-of-way.

Once the asset inventory update is complete, we will define maintenance tasks for each asset and assign a schedule to all activities. The maintenance schedules will then be organized by dividing the City into multiple geographical maintenance districts. While the boundaries need to be determined, we anticipate six to eight maintenance districts. The districts will help organize all our maintenance activities and will give



us the ability to communicate effectively to the public regarding when work is scheduled to take place in their immediate vicinity. This organized approach to City-wide maintenance also ensures each part of the City receiving adequate attention even though certain areas are more heavily weighted with infrastructure than others.

Severn Trent will utilize a combination of in-house personnel and subcontractors to carry out all maintenance activities listed in the scope of the RFP. Curb cut and utility work permits will be administered from the Public Works office. The Public Works office will coordinate with all local utilities for construction-related work within rights-of-way and respond to citizen requests concerning construction projects.

The CMMS will be utilized to create work orders and track all maintenance and repair activities. All public inquiries for maintenance work will be logged into the CMMS with appropriate action taken in a timely manner. All public maintenance and repair requests will be properly documented in the CMMS, to include what action was taken and the timeliness of the response.

Severn Trent will supply vehicles and equipment necessary to offer sufficient operation of the Public Works Department including pickup trucks, dump trucks, trailers, mowers, hot mix asphalt patching equipment, ditch cleaning equipment (excavator), street sign installation equipment, right of way clearing and debris removal equipment (skid steer loader) and various machine hydraulic attachments. We will provide local appropriate storage and maintenance of all vehicles and equipment.

### Drainage Maintenance

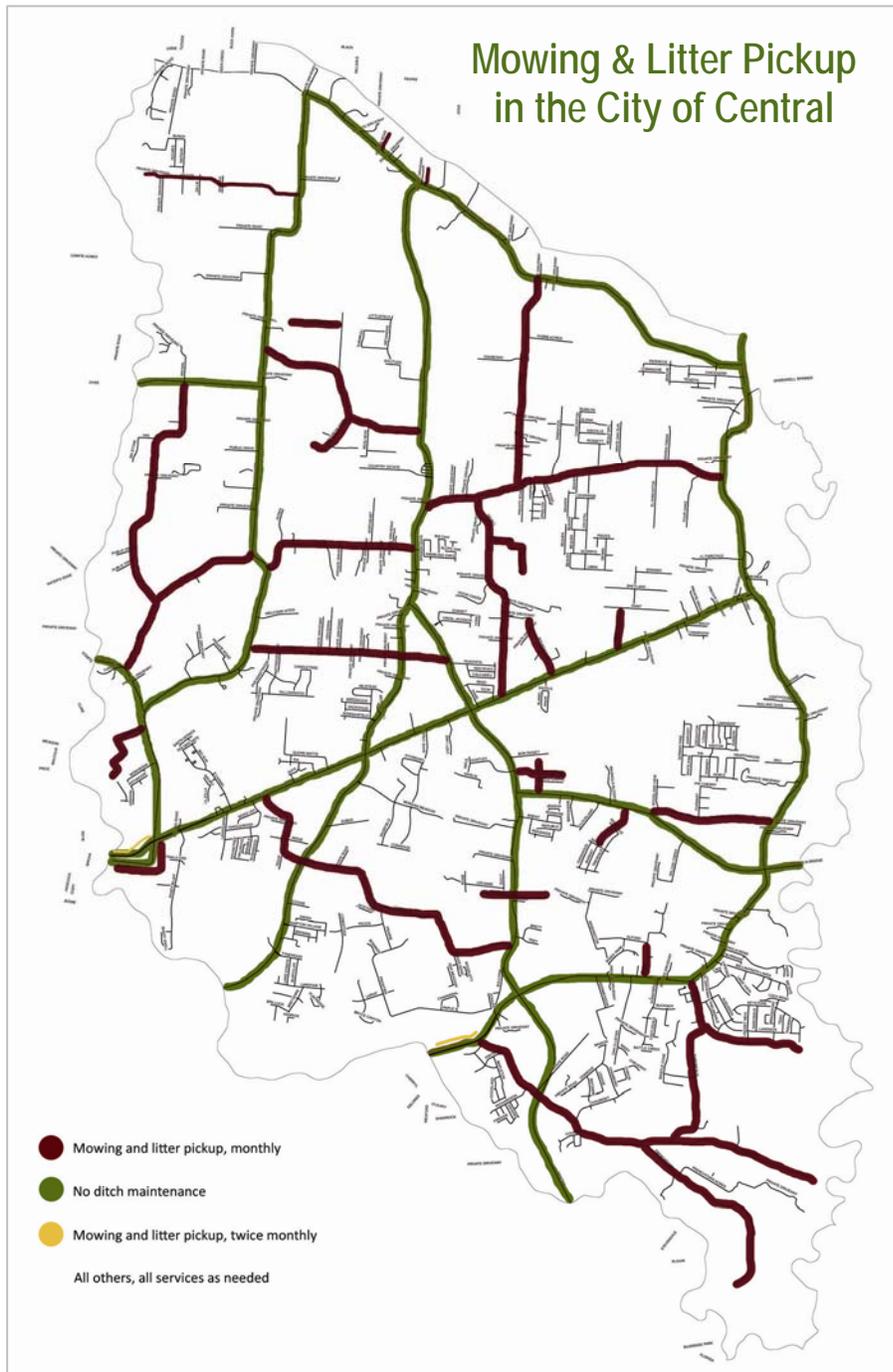
Severn Trent will assess all City drainage ditches, culverts, and catch basins and design and implement an appropriate schedule for cleaning and repairs. All drainage areas will be routinely inspected for both condition and performance. We are prepared to perform all drainage maintenance activities listed in the scope of services.

- Ditch excavation/cleaning and reestablishing grade for flow control
- Removing solids and debris from catch basins and ditches
- Catch basin and box culvert repair and replacement
- Erosion control materials
- Pipe cleaning

Severn Trent will respond to public inquiries regarding drainage issues and requests for maintenance and repair work. We will work closely with requesters to resolve any problems and create satisfactory solutions within the means available to the drainage system. Work in response to public requests will be performed in a timely manner and balanced with the prescheduled maintenance activities.

### Grass Cutting & Weed Control

Severn Trent will utilize a variety of mowers – rotary mowers, flail mowers, telescopic boom mowers, commercial mowers, etc. – to match the many conditions present in the field to meet the City’s mowing needs. All areas will be combed for litter prior to mowing and everything collected will be properly disposed. During our



site visits, we observed a large amount of debris in the street rights-of-way that will require a significant initial effort to remove before mowing. A greater effort will also be applied in the first year to right-of-way shrubbery and fallen tree limb cleanup in order improve the areas for more efficient mowing.

Areas along roadways and City rights-of-way not designated for mowing will be inspected regularly for litter and debris. All material will be collected as needed and properly disposed (in accordance to the scope in the RFP).

#### Bridge Assessment & Minor Repairs

The Public Works Engineering Department will complete all bridge inspections. Repairs will be recommended by a licensed engineer and completed by either in-house staff or a construction subcontractor. All bridge inspection and maintenance work will be logged into the CMMS program. Minor repairs to bridges such as guardrail damage can be completed with in-house staff while larger repairs will be outsourced.

#### Roadway Repairs

Severn Trent will provide maintenance for the City's estimated 275 miles of roadway. Roadway preventive maintenance and repairs will be managed through the use of the GBA Master Software computer maintenance management system. All requests from the general public regarding roadway conditions and maintenance will be addressed in a timely manner with every effort being made to accommodate them.



If for some reason a request is not feasible within the scope of our services or within the City's best interest, we will formally respond to the citizen with a clear explanation of the situation. All public inquires for roadway repairs will be logged into the work order database and included in reports to the City.

Severn Trent will maintain local supplies of aggregate materials for use in non-roadway patching and erosion control. Our local stockpile of materials will allow our in-house staff to provide rapid corrective response to any deteriorating roadway conditions.

Hot mix asphalt pothole patching will be completed through the direct local purchase of the material for application from the bed of a dump truck and/or through the use of a batch type trailer-mounted hot mix asphalt unit.

Non-capital repairs to curbs, sidewalks, catch basins, etc. will be completed by Severn Trent staff with assistance from subcontractors as needed.

### Roadway Striping

Roadway striping will be performed by a professional striping company under the guidelines listed in the RFP and service agreement. The areas for striping will be prioritized each year based on need with traffic safety and overall condition as the primary decision factors. We will consult with the City for agreement to the proposed striping sections prior to completing the work.

### Sign Maintenance & Traffic Signals

Sign and traffic signal maintenance and replacement will be completed under the guidelines established in the latest approved edition of the Manual of Uniform Traffic Control Devices (MUTCD). Our staff will proactively inspect signage condition for fading, vandalism, leaning or damage that necessitates repair or replacement. The City's existing flashing warning beacons and all school zone signals will be kept in good working order.

Severn Trent will maintain a local inventory of the most common traffic control signs and the associated posts and hardware within the City. With this approach, we will be able to quickly replace a roadway sign that is damaged (during a traffic accident, due to vandalism, etc.) from our inventory stock versus placing an order and waiting for delivery.

A stock of temporary signage will also be kept onsite for use by the 24-hour on-call person. If a traffic control sign is damaged after normal working hours, it is common for the on-call person to mitigate the situation utilizing a temporary sign with a new permanent post driven into the ground after any underground utilities are located and when additional personnel are available to assist with the installation during normal business hours.



### Special Services

Severn Trent's goal is always to get involved and be active participants in the community. Assisting the City with special services such as hanging banners and decorations for special events is a way for us to become involved in community events beyond the core scope of our services. We often find ways to donate both resources and money to participate in local community activities. An example would be to support the local little league organization or help with a City-organized household hazardous waste pickup event.

### 24-Hour On-Call & Emergency Services

Severn Trent will always have a Public Works employee on call outside normal business hours. On-call responsibility will rotate among employees and the on-call person will receive a duty phone to carry at all times during his/her rotation. The on-call Public Works employee will be the first to respond to any after-hours emergency and, after the initial assessment of the situation, additional employees can be brought in to assist as necessary.

Severn Trent will work with local agencies and private contractors to prepare a plan for providing emergency and catastrophic response services associated with emergency services demands for repairing City assets and infrastructure, clearing roads, sanding streets and removing debris from roadways and drainage basins.

### Permit & Inspection Services

We fully understand that the Building Department is an integral part of the City's growth and development plan. The effectiveness and efficiency of this vital department can either make or break the City's vision for the future. As part of the effort of continuity and effectiveness, we will utilize the subcontractor that established and conducted the Building Department from January 2008 to September 2010 (when the current prime contractor decided to self provide the services). Our goal is a customer-friendly department that provides information to help individuals applying for permits to fully understand the process and its requirements while, at the same time, keeping the system as simple as possible. To this end, we will continually work to ensure our counter personnel provide the correct information in an informative and friendly manner.



We will continue the existing working relationship with the Planning and Zoning Commission, Board of Adjustments, Construction Board of Appeals, Fire Department, State Fire Marshall, East Baton Rouge Parish and Louisiana Department of Health. We will look for ways to continually improve these working relationships with these and other agencies so that the City benefits from a smooth permitting and regulatory process.



As part of the transition process, Severn Trent and SAFEbuilt will develop a transparent process that minimizes any impact on existing permits or plan reviews in process. Clear and precise communication between all parties is essential to the successful transition. We will outline clear roles, evaluate the current processes, look for ways to improve the process and monitor all transition activities to ensure a smooth change from the current provider to Severn Trent’s team.

Our ICC-certified building inspectors will ensure there is compliance with all applicable codes including the International Building Code, International Residential Code, Uniform Development Code, Louisiana law and City ordinances.

We anticipate the ability to perform electronic plan reviews as well as paper processes as we get set up and provide the Building Department services. We will also place satisfaction surveys on the City’s website in order to gauge the effectiveness of this department.

Finally, we will implement ways for residents to apply and pay online for permits. This system and process will be tied into the overall accounting system in order to clearly track all revenue from the building department and its proper allocation and distribution. Permits will be issued by fax, in person or electronically.

### Plan Review Turn-Around Times

This is the -most important metric for measuring the efficiency of the plan review process. We are able to commit to the following not-to-exceed plan review schedule:

Plan Review Type	First Comments	Second Comments
Residential projects	5 working days or less	5 working days or less
Multi-family projects	10 working days or less*	5 working days or less
Small commercial projects (< \$2 million in valuation)	10 working days or less*	5 working days or less
Large commercial projects (\$2 million to \$20 million in valuation)	20 working days or less*	10 working days or less
Commercial projects with valuation exceeding \$20 million	30 working days or less*	10 working days or less

\* Obtain State Fire Marshal review letter within same time period

Severn Trent’s management personnel have the necessary experience in hazard mitigation and natural disasters to ensure the Building Department continues to function in an appropriate manner before, during and after such an event. Some of the natural disasters that our staff has been involved with include Hurricanes Katrina, Rita, Andrew, Wilma and Ike plus other regional storms and events.

### Inspections

We will perform all inspections within the following timeframes:

- All inspection requests made prior to 8:30 a.m. will be performed on the same day.
- Any inspection request made after 8:30 a.m. will be inspected on the next business day.



## Planning & Zoning Services

Severn Trent understands the importance of well managed, planned growth and aggressive economic development. Severn Trent personnel and the firm of H. Davis Cole & Associates will work diligently with the City Planner, economic development consultant and the Planning and Zoning Commission to ensure a smooth transition from the current contractor. We will establish a professional working relationship between all parties and will provide the Planning and Zoning functions as outlined in sections 5.1 through 5.11 of the RFP.

The planning and zoning activities will include preparation of all agenda packages, attendance at meetings, making digital audio recordings, transcribing of minutes and general management of the planning and zoning services. We will provide information regarding zoning regulation to the public and City staff via the City's website as part of the communication plan.

In conjunction with the Planning and Zoning Commission, we will review development codes and recommend appropriate changes in codes, policies and procedures. As part of the GIS system, we will maintain the planning and zoning information in the database including the addressing system for the City. We will also develop, implement, manage and conduct the Board of Adjustment activities for the City.

## Engineering Services

### Floodplain Management

East Baton Rouge City-Parish Government and the City of Central participate in the National Flood Insurance Program (NFIP), which makes federally-backed flood insurance available for all buildings, whether they are in a floodplain or not. Flood insurance covers direct losses caused by surface flooding, including a river flowing over its banks, a lake or ocean storm and local drainage problems.

HDCA's licensed civil engineers will provide floodplain management services needs that include:

- Process flood information requests. Citizens could request a floodplain determination of their property by providing a legal description and/or property survey of the property in question.
- Determine base flood elevations for all proposed structures
- Review, approve and maintain database records of all flood elevation certificates
- If requested, recommend land use (zoning) adjustments based on proper planning and employment of techniques to control and reduce flood damages for a rational way to balance the advantages and disadvantages of human settlement on flood plains. These adjustments are the key to sound flood plain management.
- Provide technical guidance to citizens interested in mitigating flooding by physical means such as flood-proofing construction methods and/or structure elevation



- Provide guidance, as appropriate, to the Mayor and City Council on changing requirements for participation in the NFIP

### Community Rating System

The NFIP Community Rating System (CRS) is a voluntary incentive program that recognizes and encourages community floodplain management activities that exceed the minimum NFIP requirements. As a result, flood insurance premium rates are discounted to reflect the reduced flood risk resulting from the community actions meeting the three goals of the CRS:

- Reduce flood losses
- Facilitate accurate insurance rating
- Promote the awareness of flood insurance

CRS-participating communities' flood insurance premium rates are discounted in increments of 5%. (A Class 1 community would receive a 45% premium discount while a Class 9 community would receive a 5% discount. A Class 10 is not participating in the CRS and receives no discount.) The CRS classes for local communities are based on 18 creditable activities, organized under four categories:

- Public information
- Mapping and regulations
- Flood damage reduction
- Flood preparedness

HDCA will assist the City of Central with its continued participation in the CRS program by:

- Maintaining records of CRS activities to meet compliance regulations
- Coordinating with FEMA for community assistance visits and annual reporting to maintain and improve the City's CRS rating and ultimately maintain or increase the CRS discount for its citizens
- Providing general engineering support for activities within the CRS program that contribute to maintaining or improving its CRS rating and, consequently, the CRS discount available to its citizens

### Construction Plan Review & Approval

HDCA's engineers and support personnel are experienced in providing engineering services from the "other side" of the permit counter. The firm's proposed lead engineer, Harold "Buster" Lyons, P.E., performed construction plan review and approval activities on behalf of the City of Mandeville, Louisiana throughout the 1990s and early 2000s as part of a local engineering firm that acted as the City Engineer. He and a support team of technicians and administrative personnel will efficiently administer the City of Central's construction plan review and approval process including the following activities:

- Review and approve preliminary construction plans
  - Make initial site visits prior to the pre-application meetings
  - Advise applicants concerning impact of proposed development on drainage, traffic and sewer
  - Attend Development Review Committee meetings
- Review drainage impact study and water quality impact studies



- Prepare reports of compliance for inclusion in recommendations to the Planning and Zoning Commission
- Review and approve final construction documents
- Coordinate and facilitate a pre-construction conference between Department of Public Works, contractors and developers

To organize and streamline this process, HDCA will implement a document control system through which all documents related to the construction plan review and approval process will be digitized and made available for access by any interested party that has been approved for access. HDCA will also develop informational packets for distribution to landowners or developers that may be interested in building within the City of Central. These informational packets will explain the construction plan review and approval process in an easy to follow manner. Finally, HDCA will implement a tracking system through which the progress of a proposed development is tracked through the construction plan review and approval process. Access to this tracking system will be made available to the City Council and Mayor along with other designated individuals so they can track a proposed development through the construction plan review and approval process.

### Approval & Inspection of All Land Development

HDCA will integrate the approval and inspection of all land development activities within the City of Central into the construction plan review and approval process. By integrating these closely aligned activities into the overall construction plan review and approval process, the City will have a single process that property owners and developers will need to be familiar with. This will also allow the document control and tracking tools developed and utilized for the construction plan review and approval process to be utilized for the approval and inspection of land development within the City of Central.

The following items will be integrated into the construction plan review and approval process:

- Issue land disturbance permits and inspect earthwork disturbances
- Issue tree removal permits and perform site inspections

HDCA maintains a staff of three full-time experienced construction inspectors that are experts in the field of utility construction and land development. This staff will ensure site inspection activities are conducted in a timely fashion so that construction progress is not impeded by the construction inspection process.

### Stormwater Management

A major modern responsibility of a municipality is the oversight of stormwater pollution management and controls. In concert with the requirements of the Environmental Protection Agency and Louisiana Department of Environmental Quality (LDEQ), which was made a partnering agency with EPA in 1996, the Severn Trent-HDCA team will assist the City of Central in preparation, implementation and administration of a comprehensive management program to further the City's efforts



to comply with these ever-tightening requirements. Our philosophy is two-fold and will revolve around the following components.

- **Define and Implement Required Stormwater Management Plan** – Immediately, our team will define and implement a comprehensive stormwater management plan for the City of Central, which will add a stormwater management component to the permitting process and include the addition of state-required permits as a part of the City permitting process. Additionally, this will include the development of a standard stormwater management policy that will be required as a part of all private and municipal projects within the City of Central. We will focus on the required minimum control measures of the Municipal Separate Storm Sewer Systems (MS4) requirements, which include public outreach related to the Clean Water Act, detection and elimination of illicit discharges, construction site runoff control, post-construction site runoff control and pollution control and good housekeeping. This process will include the development of measurable goals (or benchmarks) by which the plan will be reviewed and adjusted in compliance with EPA and LDEQ requirements. Examples of these goals include tracking implementation over time and tracking of environmental improvement. We will also tailor the plan to address specific water quality issues in the City of Central, protection of significant water resources and expansion of current municipal activities and priorities.
- **Develop an Aggressive Review and Inspection Strategy** – The implementation of a comprehensive stormwater management plan will require review and inspection to ensure its overall effectiveness. Accordingly, our team will develop and implement an aggressive review and inspection strategy that will include review of proposed stormwater management best practices and review of these measures in the field.

The best practices implemented under our team's proposal will seek for comprehensive compliance with all state and federal regulations, and will be evolved as these requirements change. We stand committed to implementing state-of-the-art practices in this field.

### Code Enforcement Services

Severn Trent staff and a certified code enforcement officer supplied by SAFEbuilt will perform all of the code enforcement functions outlined in the scope of services. This approach allows Severn Trent to ensure the consistent enforcement of applicable codes and City goals.

We will develop, implement and maintain processes for enforcement of construction codes, building regulations, zoning ordinances, land use restrictions and sign ordinances. We will do everything possible to secure voluntary compliance with the applicable codes; however, if that is not achievable, we will issue and document violation notices to individuals or entities who fail to comply with the codes and ordinances. Severn Trent will also provide the necessary documentation and testimony at enforcement hearings and any necessary litigation.



Our initial focus will be on the following areas:

- Property conditions
- Abandoned vehicles
- Land use
- Signs
- Fences
- Unlicensed vehicles
- Noxious weeds
- General nuisances

Severn Trent will provide performance and status reports to keep the City updated on outstanding issues and compliance rates.

### Other Available Services

Severn Trent offers other services that are outside the scope of services as defined in the City's RFP. We would welcome the opportunity to discuss expanding the scope and negotiate appropriate pricing.

### Payroll Administration

Severn Trent has extensive experience with developing and maintaining municipal payroll systems in accordance with applicable state and federal requirements, as well as with implementing and administering City-defined benefits contribution plans and other comprehensive employee compensation and benefit programs. In addition, our team can create and implement a tracking system for all sick, personal and vacation time. All policies and procedures will meet the requirements of the Health Insurance Portability and Accountability Act (HIPAA).

### Records Conversion

Records created prior to our contract period and not in a digital format can be addressed as a separate project based on the City's needs.