

**Utility Revenue Management Company, Inc.  
Proposal for Revenue Enhancement Study for Utilities  
2018-234-JC**

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# URM

## Utility Revenue Management

Serving Water and Wastewater Utilities Nationwide

A. Mitch Robertson  
President

August 8, 2018

CITY OF MIAMI BEACH  
PROCUREMENT DEPARTMENT  
1755 MERIDIAN AVENUE, 3rd FLOOR  
MIAMI BEACH, FL 33139

ATTN: Jason Crouch

Re: RFP #2018-234-JC – Revenue Enhancement Study for Utilities

Utility Revenue Management Company, Inc. ("URM") is pleased to submit the enclosed response (the "Response") to your Request for Proposal (the "RFP") to perform a Revenue Enhancement Study for Utilities for the City of Miami Beach, Florida ("the City").

**URM's primary business function is to assist public utilities in maximizing their billable revenues. This is achieved through the identification and correction of the many causes of billing and metering inconsistencies.**

As described in the enclosed Response, URM and its team of professionals have the requisite skills and experience in water billing and metering, customer service, accounting, engineering, utility operations, and program management to efficiently and effectively assist the City in locating, assessing and correcting metering and billing system inconsistencies, and the many causes of lost revenue.

Since our founding in 1992, URM has successfully completed 31 revenue recovery contracts and is actively involved in two current contracts. **Our revenue enhancement programs have allowed utilities across the United States to increase their billable revenues by over \$50 million annually.**

The following individuals are authorized to represent and bind the Company in any negotiations with the City:

Mr. A. Mitch Robertson  
President  
4900 Somerset Hills Ct.  
College Station, TX 77845  
888-244-4362  
704-334-5631 (fax)  
704-281-2187 (cell)  
h2ocopp@aol.com

Mr. William P. Bulloch, Jr.  
Sr. Vice-President  
99 Detering, Suite 130  
Houston, TX 77007  
713-956-1006/800-453-4349  
713-956-8004 (fax)  
713-557-3373 (cell)  
urmhou@earthlink.net

This Proposal is genuine, and not a sham or collusive, nor made in the interest or in behalf of any person not herein named; the Respondent has not directly or indirectly induced or solicited any other Respondent to put in a sham or bid, or any other person, firm or corporation to refrain from submitting a proposal; and the Respondent has not in any manner sought by collusion to secure for themselves an advantage over any other Respondent.

This **RESPONSE PACKAGE** includes, ten (10) bound copies and one (1) electronic format (CD or USB format) copies of the proposal.

Sincerely,



A. Mitch Robertson, President  
Utility Revenue Management Company, Inc.

Solicitation No: 2018-234-JC	Solicitation Title: Revenue Enhancement Study for Utilities	
Procurement Contact: Jason Crouch	Tel: 305.673.7000 x <b>6694</b>	Email: JasonCrouch@miamibeachfl.gov

### PROPOSAL CERTIFICATION, QUESTIONNAIRE & REQUIREMENTS AFFIDAVIT

**Purpose:** The purpose of this Proposal Certification, Questionnaire and Requirements Affidavit Form is to inform prospective Proposers of certain solicitation and contractual requirements, and to collect necessary information from Proposers in order that certain portions of responsiveness, responsibility and other determining factors and compliance with requirements may be evaluated. **This Proposal Certification, Questionnaire and Requirements Affidavit Form is a REQUIRED FORM that must be submitted fully completed and executed.**

#### 1. General Proposer Information.

FIRM NAME: <b>Utility Revenue Management Company, Inc.</b>	
No of Years in Business: <b>26</b>	No of Years in Business Locally:
OTHER NAME(S) PROPOSER HAS OPERATED UNDER IN THE LAST 10 YEARS: <b>None</b>	
FIRM PRIMARY ADDRESS (HEADQUARTERS): <b>99 Detering St., Suite 130</b>	
CITY: <b>Houston</b>	
STATE: <b>Texas</b>	ZIP CODE: <b>77007</b>
TELEPHONE NO.: <b>713-956-1006</b>	
TOLL FREE NO.:	
FAX NO.: <b>713-583-8965</b>	
FIRM LOCAL ADDRESS:	
CITY:	
STATE:	ZIP CODE:
PRIMARY ACCOUNT REPRESENTATIVE FOR THIS ENGAGEMENT: <b>A. Mitch Robertson</b>	
ACCOUNT REP TELEPHONE NO.: <b>704-281-2187</b>	
ACCOUNT REP TOLL FREE NO.: <b>888-244-4362</b>	
ACCOUNT REP EMAIL: <b>h2ocopp@aol.com</b>	
FEDERAL TAX IDENTIFICATION NO.: <b>76-0380051</b>	

The City reserves the right to seek additional information from Proposer or other source(s), including but not limited to: any firm or principal information, applicable licensure, resumes of relevant individuals, client information, financial information, or any information the City deems necessary to evaluate the capacity of the Proposer to perform in accordance with contract requirements.



1. **Veteran Owned Business.** Is Proposer claiming a veteran owned business status?

☐

YES

☒

NO

**SUBMITTAL REQUIREMENT:** Proposers claiming veteran owned business status shall submit a documentation proving that firm is certified as a veteran-owned business or a service-disabled veteran owned business by the State of Florida or United States federal government, as required pursuant to ordinance 2011-3748.

2. **Conflict Of Interest.** All Proposers must disclose, in their Proposal, the name(s) of any officer, director, agent, or immediate family member (spouse, parent, sibling, and child) who is also an employee of the City of Miami Beach. Further, all Proposers must disclose the name of any City employee who owns, either directly or indirectly, an interest of ten (10%) percent or more in the Proposer entity or any of its affiliates.

**SUBMITTAL REQUIREMENT:** Proposers must disclose the name(s) of any officer, director, agent, or immediate family member (spouse, parent, sibling, and child) who is also an employee of the City of Miami Beach. Proposers must also disclose the name of any City employee who owns, either directly or indirectly, an interest of ten (10%) percent or more in the Proposer entity or any of its affiliates

3. **References & Past Performance.** Proposer shall submit at least three (3) references for whom the Proposer has completed work similar in size and nature as the work referenced in solicitation.

**SUBMITTAL REQUIREMENT:** For each reference submitted, the following information is required: 1) Firm Name, 2) Contact Individual Name & Title, 3) Address, 4) Telephone, 5) Contact's Email and 6) Narrative on Scope of Services Provided.

4. **Suspension, Debarment or Contract Cancellation.** Has Proposer ever been debarred, suspended or other legal violation, or had a contract cancelled due to non-performance by any public sector agency?

☐

YES

☒

NO

**SUBMITTAL REQUIREMENT:** If answer to above is "YES," Proposer shall submit a statement detailing the reasons that led to action(s).

5. **Vendor Campaign Contributions.** Proposers are expected to be or become familiar with, the City's Campaign Finance Reform laws, as codified in Sections 2-487 through 2-490 of the City Code. Proposers shall be solely responsible for ensuring that all applicable provisions of the City's Campaign Finance Reform laws are complied with, and shall be subject to any and all sanctions, as prescribed therein, including disqualification of their Proposals, in the event of such non-compliance.

**SUBMITTAL REQUIREMENT:** Submit the names of all individuals or entities (including your sub-consultants) with a controlling financial interest as defined in solicitation. For each individual or entity with a controlling financial interest indicate whether or not each individual or entity has contributed to the campaign either directly or indirectly, of a candidate who has been elected to the office of Mayor or City Commissioner for the City of Miami Beach.

6. **Code of Business Ethics.** Pursuant to City Resolution No.2000-23879, each person or entity that seeks to do business with the City shall adopt a Code of Business Ethics ("Code") and submit that Code to the Procurement Department with its proposal/response or within five (5) days upon receipt of request. The Code shall, at a minimum, require the Proposer, to comply with all applicable governmental rules and regulations including, among others, the conflict of interest, lobbying and ethics provision of the City of Miami Beach and Miami Dade County.

**SUBMITTAL REQUIREMENT:** Proposer shall submit firm's Code of Business Ethics. In lieu of submitting Code of Business Ethics, Proposer may submit a statement indicating that it will adopt, as required in the ordinance, the City of Miami Beach Code of Ethics, available at <http://www.miamibeachfl.gov/city-hall/procurement/procurement-related-ordinance-and-procedures/>

- ~~7. **Living Wage.** Pursuant to Section 2-408 of the City of Miami Beach Code, as same may be amended from time to time, covered employees shall be paid the required living wage rates listed below:~~

- ~~1. Effective January 1, 2018, covered employees must be paid a living wage rate of no less than \$11.62 per hour with health care benefits of at least \$2.26 per hour, or a living wage rate of no less than \$13.88 per hour without health care benefits.~~
- ~~2. Effective January 1, 2019, covered employees must be paid a living wage rate of no less than \$11.70 per hour with health care benefits of at least \$2.74 per hour, or a living wage rate of no less than \$14.44 per hour without health care~~



benefits.

3. ~~Effective January 1, 2020, covered employees must be paid a living wage rate of no less than \$11.78 per hour with health care benefits of at least \$3.22 per hour, or a living wage rate of no less than \$15.00 per hour without health care benefits.~~

~~The living wage rate and health care benefits rate may, by Resolution of the City Commission be indexed annually for inflation using the Consumer Price Index for all Urban Consumers (CPI-U) Miami/Ft. Lauderdale, issued by the U.S. Department of Labor's Bureau of Labor Statistics. Notwithstanding the preceding, no annual index shall exceed three percent (3%). The City may also, by resolution, elect not to index the living wage rate in any particular year, if it determines it would not be fiscally sound to implement same (in a particular year).~~

Proposers' failure to comply with this provision shall be deemed a material breach under this proposal, under which the City may, at its sole option, immediately deem said Proposer as non responsive, and may further subject Proposer to additional penalties and fines, as provided in the City's Living Wage Ordinance, as amended. Further information on the Living Wage requirement is available at <http://www.miamibeachfl.gov/city-hall/procurement/procurement-related-ordinance-and-procedures/>

**SUBMITTAL REQUIREMENT:** No additional submittal is required. By virtue of executing this affidavit document, Proposer agrees to the living wage requirement.

8. **Equal Benefits for Employees with Spouses and Employees with Domestic Partners.** When awarding competitively solicited contracts valued at over \$100,000 whose contractors maintain 51 or more full time employees on their payrolls during 20 or more calendar work weeks, the Equal Benefits for Domestic Partners Ordinance 2005-3494 requires certain contractors doing business with the City of Miami Beach, who are awarded a contract pursuant to competitive proposals, to provide "Equal Benefits" to their employees with domestic partners, as they provide to employees with spouses. The Ordinance applies to all employees of a Contractor who work within the City limits of the City of Miami Beach, Florida; and the Contractor's employees located in the United States, but outside of the City of Miami Beach limits, who are directly performing work on the contract within the City of Miami Beach.

- A. Does your company provide or offer access to any benefits to employees with spouses or to spouses of employees?  
☒ YES ☐ NO
- B. Does your company provide or offer access to any benefits to employees with (same or opposite sex) domestic partners\* or to domestic partners of employees?  
☒ YES ☐ NO
- C. Please check all benefits that apply to your answers above and list in the "other" section any additional benefits not already specified. Note: some benefits are provided to employees because they have a spouse or domestic partner, such as bereavement leave; other benefits are provided directly to the spouse or domestic partner, such as medical insurance.

BENEFIT	Firm Provides for Employees with Spouses	Firm Provides for Employees with Domestic Partners	Firm does not Provide Benefit
Health	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Sick Leave	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Family Medical Leave	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Bereavement Leave	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	

If Proposer cannot offer a benefit to domestic partners because of reasons outside your control, (e.g., there are no insurance providers in your area willing to offer domestic partner coverage) you may be eligible for Reasonable Measures compliance. To comply on this basis, you must agree to pay a cash equivalent and submit a completed Reasonable Measures Application (attached) with all necessary documentation. Your Reasonable Measures Application will be reviewed for consideration by the City Manager, or his designee. Approval is not guaranteed and the City Manager's decision is final. Further information on the Equal Benefits requirement is available at <http://www.miamibeachfl.gov/city-hall/procurement/procurement-related-ordinance-and-procedures/>

9. **Public Entity Crimes.** Section 287.133(2)(a), Florida Statutes, as currently enacted or as amended from time to time, states that a person or affiliate who has been placed on the convicted vendor list following a conviction for a public entity crime may not submit a proposal, proposal, or reply on a contract to provide any goods or services to a public entity; may not submit a proposal, proposal, or reply on a contract with a public entity for the construction or repair of a public building or public work; may not submit proposals, proposals, or replies on leases of real property to a public entity; may not be awarded or perform work as a contractor, supplier, subcontractor, or consultant under a contract with any public entity; and may not transact business with any public entity in excess of the threshold amount provided in s. [287.017](#) for CATEGORY TWO for a period of 36 months following the date of being placed on the convicted vendor list.

**SUBMITTAL REQUIREMENT:** No additional submittal is required. By virtue of executing this affidavit document, Proposer agrees with the requirements of Section 287.133, Florida Statutes, and certifies it has not been placed on convicted vendor list.

10. **Non-Discrimination.** Pursuant to City Ordinance No.2016-3990, the City shall not enter into a contract with a business unless the business represents that it does not and will not engage in a boycott as defined in Section 2-375(a) of the City Code, including the blacklisting, divesting from, or otherwise refusing to deal with a person or entity when such action is based on race, color, national origin, religion, sex, intersexuality, gender identity, sexual orientation, marital or familial status, age or disability.

**SUBMITTAL REQUIREMENT:** No additional submittal is required. By virtue of executing this affidavit document, Proposer agrees it is and shall remain in full compliance with Section 2-375 of the City of Miami Beach City Code.


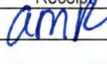




11. **Moratorium on Travel to and the Purchase of Goods or Services from North Carolina and Mississippi.** Pursuant to Resolution 2016-29375, the City of Miami Beach, Florida, prohibits official City travel to the states of North Carolina and Mississippi, as well as the purchase of goods or services sourced in North Carolina and Mississippi. Proposer shall agree that no travel shall occur on behalf of the City to North Carolina or Mississippi, nor shall any product or services it provides to the City be sourced from these states.

**SUBMITTAL REQUIREMENT:** No additional submittal is required. By virtue of executing this affidavit document, Proposer agrees it is and shall remain in full compliance with Resolution 2016-29375.

12. **Fair Chance Requirement.** Pursuant to Section 2-376 of the City Code, the City shall not enter into any contract resulting from a competitive solicitation, unless the proposer certifies in writing that the business has adopted and employs written policies, practices, and standards that are consistent with the City's Fair Chance Ordinance, set forth in Article V of Chapter 62 of the City Code ("Fair Chance Ordinance"), and which, among other things, (i) prohibits City contractors, as an employer, from inquiring about an applicant's criminal history until the applicant is given a conditional offer of employment; (ii) prohibits advertising of employment positions with a statement that an individual with a criminal record may not apply for the position, and (iii) prohibits placing a statement on an employment application that a person with a criminal record may not apply for the position.

**SUBMITTAL REQUIREMENT:** No additional submittal is required at this time. By virtue of executing this affidavit, Proposer certifies that it has adopted policies, practices and standards consistent with the City's Fair Chance Ordinance. Proposer agrees to provide the City with supporting documentation evidencing its compliance upon request. Proposer further agrees that any breach of the representations made herein shall constitute a material breach of contract, and shall entitle the City to the immediate termination for cause of the agreement, in addition to any damages that may be available at law and in equity.

13. **Acknowledgement of Addendum.** After issuance of solicitation, the City may release one or more addendum to the solicitation which may provide additional information to Proposers or alter solicitation requirements. The City will strive to reach every Proposer having received solicitation through the City's e-procurement system, PublicPurchase.com. However, Proposers are solely responsible for assuring they have received any and all addendum issued pursuant to solicitation. This Acknowledgement of Addendum section certifies that the Proposer has received all addendum released by the City pursuant to this solicitation. Failure to obtain and acknowledge receipt of all addenda may result in proposal disqualification.

Initial to Confirm Receipt		Initial to Confirm Receipt		Initial to Confirm Receipt	
	Addendum 1		Addendum 6		Addendum 11
	Addendum 2		Addendum 7		Addendum 12
	Addendum 3		Addendum 8		Addendum 13
	Addendum 4		Addendum 9		Addendum 14
	Addendum 5		Addendum 10		Addendum 15

If additional confirmation of addendum is required, submit under separate cover.



## DISCLOSURE AND DISCLAIMER SECTION

The solicitation referenced herein is being furnished to the recipient by the City of Miami Beach (the "City") for the recipient's convenience. Any action taken by the City in response to Proposals made pursuant to this solicitation, or in making any award, or in failing or refusing to make any award pursuant to such Proposals, or in cancelling awards, or in withdrawing or cancelling this solicitation, either before or after issuance of an award, shall be without any liability or obligation on the part of the City.

In its sole discretion, the City may withdraw the solicitation either before or after receiving proposals, may accept or reject proposals, and may accept proposals which deviate from the solicitation, as it deems appropriate and in its best interest. In its sole discretion, the City may determine the qualifications and acceptability of any party or parties submitting Proposals in response to this solicitation.

Following submission of a Bid or Proposal, the applicant agrees to deliver such further details, information and assurances, including financial and disclosure data, relating to the Proposal and the applicant including, without limitation, the applicant's affiliates, officers, directors, shareholders, partners and employees, as requested by the City in its discretion.

The information contained herein is provided solely for the convenience of prospective Proposers. It is the responsibility of the recipient to assure itself that information contained herein is accurate and complete. The City does not provide any assurances as to the accuracy of any information in this solicitation.

Any reliance on these contents, or on any permitted communications with City officials, shall be at the recipient's own risk. Proposers should rely exclusively on their own investigations, interpretations, and analyses. The solicitation is being provided by the City without any warranty or representation, express or implied, as to its content, its accuracy, or its completeness. No warranty or representation is made by the City or its agents that any Proposal conforming to these requirements will be selected for consideration, negotiation, or approval.

The City shall have no obligation or liability with respect to this solicitation, the selection and the award process, or whether any award will be made. Any recipient of this solicitation who responds hereto fully acknowledges all the provisions of this Disclosure and Disclaimer, is totally relying on this Disclosure and Disclaimer, and agrees to be bound by the terms hereof. Any Proposals submitted to the City pursuant to this solicitation are submitted at the sole risk and responsibility of the party submitting such Proposal.

This solicitation is made subject to correction of errors, omissions, or withdrawal from the market without notice. Information is for guidance only, and does not constitute all or any part of an agreement.

The City and all Proposers will be bound only as, if and when a Proposal (or Proposals), as same may be modified, and the applicable definitive agreements pertaining thereto, are approved and executed by the parties, and then only pursuant to the terms of the definitive agreements executed among the parties. Any response to this solicitation may be accepted or rejected by the City for any reason, or for no reason, without any resultant liability to the City.

The City is governed by the Government-in-the-Sunshine Law, and all Proposals and supporting documents shall be subject to disclosure as required by such law. All Proposals shall be submitted in sealed proposal form and shall remain confidential to the extent permitted by Florida Statutes, until the date and time selected for opening the responses. At that time, all documents received by the City shall become public records.

Proposers are expected to make all disclosures and declarations as requested in this solicitation. By submission of a Proposal, the Proposer acknowledges and agrees that the City has the right to make any inquiry or investigation it deems appropriate to substantiate or supplement information contained in the Proposal, and authorizes the release to the City of any and all information sought in such inquiry or investigation. Each Proposer certifies that the information contained in the Proposal is true, accurate and complete, to the best of its knowledge, information, and belief.

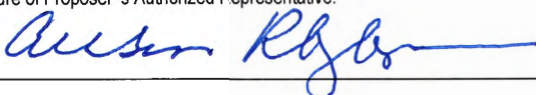
Notwithstanding the foregoing or anything contained in the solicitation, all Proposers agree that in the event of a final unappealable judgment by a court of competent jurisdiction which imposes on the City any liability arising out of this solicitation, or any response thereto, or any action or inaction by the City with respect thereto, such liability shall be limited to \$10,000.00 as agreed-upon and liquidated damages. The previous sentence, however, shall not be construed to circumvent any of the other provisions of this Disclosure and Disclaimer which imposes no liability on the City.

In the event of any differences in language between this Disclosure and Disclaimer and the balance of the solicitation, it is understood that the provisions of this Disclosure and Disclaimer shall always govern. The solicitation and any disputes arising from the solicitation shall be governed by and construed in accordance with the laws of the State of Florida.



# PROPOSER CERTIFICATION

I hereby certify that: I, as an authorized agent of the Proposer, am submitting the following information as my firm's proposal; Proposer agrees to complete and unconditional acceptance of the terms and conditions of this document, inclusive of this solicitation, all attachments, exhibits and appendices and the contents of any Addenda released hereto, and the Disclosure and Disclaimer Statement; proposer agrees to be bound to any and all specifications, terms and conditions contained in the solicitation, and any released Addenda and understand that the following are requirements of this solicitation and failure to comply will result in disqualification of proposal submitted; Proposer has not divulged, discussed, or compared the proposal with other Proposals and has not colluded with any other proposer or party to any other proposal; proposer acknowledges that all information contained herein is part of the public domain as defined by the State of Florida Sunshine and Public Records Laws; all responses, data and information contained in this proposal, inclusive of the Statement of Qualifications Certification, Questionnaire and Requirements Affidavit are true and accurate.

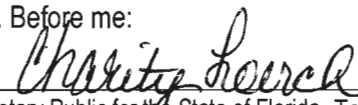
Name of Proposer's Authorized Representative: <b>A. Mitch Robertson</b>	Title of Proposer's Authorized Representative: <b>President</b>
Signature of Proposer's Authorized Representative: 	Date: <b>August 6, 2018</b>

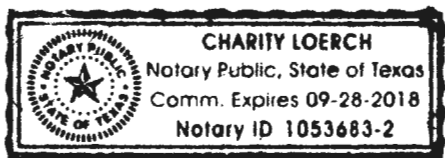
State of ~~FLORIDA~~ **TEXAS** )

County of **Harris** )

of **Utility Revenue Management**, a corporation, and that the instrument was signed in behalf of the said corporation by authority of its board of directors and acknowledged said instrument to be its voluntary act and deed. Before me:

On this 6th day of August, 2018, personally appeared before me A. Mitch Robertson who stated that ~~(s)~~he is the President

  
Notary Public for the State of ~~Florida~~ **Texas**  
My Commission Expires: 9/28/18



**QUALIFICATIONS REQUIREMENTS**  
**Proposal Certification Requiring Additional Submittal**

**2. Conflict Of Interest.** Proposers must disclose the name(s) of any officer, director, agent, or immediate family member (spouse, parent, sibling, and child) who is also an employee of the City of Miami Beach. Proposers must also disclose the name of any City employee who owns, either directly or indirectly, an interest of ten (10%) percent or more in the Proposer entity or any of its affiliates

***No officer, director, agent or immediate family member of Proposer Utility Revenue Management Company, Inc., is also an employee of the City of Miami Beach.***

**3. References & Past Performance.** Proposer shall submit at least three (3) references for whom the Proposer has completed work similar in size and nature as the work referenced in solicitation. For each reference submitted, the following information is required: 1) Firm Name, 2) Contact Individual Name & Title, 3) Address, 4) Telephone, 5) Contact's Email and 6) Narrative on Scope of Services Provided.

***References & Past Performance are included in Tab 2, Page 2-4, Similar Project Experience.***

**4. Suspension, Debarment or Contract Cancellation.** Has Proposer ever been debarred, suspended or other legal violation, or had a contract cancelled due to non-performance by any public sector agency?

***Proposer Utility Revenue Management Company, Inc. has never been debarred, suspended or other legal violation, or had a contract cancelled due to non-performance by any public sector agency.***

**5. Vendor Campaign Contributions.** Submit the names of all individuals or entities (including your sub-consultants) with a controlling financial interest as defined in solicitation. For each individual or entity with a controlling financial interest indicate whether or not each individual or entity has contributed to the campaign either directly or indirectly, of a candidate who has been elected to the office of Mayor or City Commissioner for the City of Miami Beach.

***Individuals having a controlling financial interest in Proposer, Utility Revenue Management Company, Inc., are A. Mitch Robertson, William P. Bulloch, Jr., and Thomas Klein. Neither Mr. Robertson, Mr. Bulloch, nor Mr. Klein have contributed to the campaign either directly or indirectly of a candidate who has been elected to the office of Mayor or City Commission for the City of Miami Beach.***

**6. Code of Business Ethics.** Proposer shall submit firm's Code of Business Ethics. In lieu of submitting Code of Business Ethics, Proposer may submit a statement indicating that it will adopt, as required in the ordinance, the City of Miami Beach Code of Ethics.

***Proposer, Utility Revenue Management Company, Inc., certifies that it will adopt, as required by City of Miami Beach Resolution No.2000-23879, the City of Miami Beach Code of Ethics.***



## QUALIFICATIONS REQUIREMENTS

### Minimum Qualifications Requirements

**1.3 Minimum Qualifications Requirements.** Submit verifiable information documenting compliance with the minimum qualifications requirements established in Appendix C, Minimum Requirements and Specifications.

**C1. Minimum Requirements.** The Minimum Eligibility Requirements for this solicitation are listed below. Proposer shall submit detailed verifiable information affirmatively documenting compliance with each minimum requirement. Proposers that fail to comply with minimum requirements will be deemed non-responsive and will not be considered.

1. Proposer must have been in business for at least five (5) years providing services similar to the services identified herein.

***In accordance with C1. Minimum Requirements, item 1, Utility Revenue Management Company submits its Certificate of Fact, issued by the Office of the Secretary of State of Texas reflecting an organization date of July 22, 1992, and that the entity status in the State of Texas is in existence.***

The following representative projects have been completed within the past six years

Project Description:	Revenue Enhancement/Recovery Project
Agency Name:	Charleston Water System, SC (CWS) – Public Agency
Agency Contact:	Ms. Brenda Goldstein, Director of Finance Charleston Water System 103 St. Philip Street, Charleston, South Carolina 29402 (843) 727-6977 goldsteinbn@charlestoncpw.com
Term of Engagement:	Contract Date: November 1, 2012 to October 31, 2014
Project Description:	Revenue Enhancement Review Program C0130
Agency Name:	Cobb County, Georgia (CCWS) – Public Agency
Agency Contact:	Mrs. Kathy Nguyen, Senior Project Manager Cobb County Water System 660 South Cobb Drive, Marietta, Georgia 30060 (770) 419-6244 kathy.nguyen@cobbcounty.org
Term of Engagement:	5/20/2013 to 5/20/2016
Project Description:	Revenue Enhancement Project
Agency Name:	City of Columbia, SC (COC) – Public Agency
Agency Contact:	Mr. Joseph P. Jaco, P.E., Director of Utilities 1136 Washington Street, 7th Floor Columbia, SC 29201 (803) 545-3289 jdjaco@columbiasc.net
Term of Engagement:	December 10, 2013 to Active

**QUALIFICATIONS REQUIREMENTS**  
**Minimum Qualifications Requirements**

Project Description:	Detection of Unbilled and Underbilled Water & Sewer Services
Agency Name:	Fulton County, GA (Fulton), Department of Finance—Public Agency
Agency Contact:	Mrs. Sharon Whitmore, CFO Fulton County Dept of Finance 141 Pryor St., Atlanta, GA 30303 (404) 612-8320 sharon.whitmore@fultoncountyga.gov
Term of Engagement:	06/05/2012 to 06/15/2013
Project Description:	Revenue Recover Audit, Billing Systems Services for the Divisions of Water, Power, Sewerage and Drainage
Agency Name:	The City of Columbus, Ohio Department of Public Utilities – Public Agency
Agency Contact:	Mr. Jon Lee, Assistant Director, Department of Public Utilities, Director’s Office 910 Dublin Road, 4th Floor, Columbus Ohio, 43215 jslee@columbus.gov
Term of Engagement:	February 23, 2017 to Active





## Office of the Secretary of State

### Certificate of Fact

The undersigned, as Secretary of State of Texas, does hereby certify that the document, Articles Of Incorporation for UTILITY REVENUE MANAGEMENT COMPANY, INC. (file number 123781500), a Domestic For-Profit Corporation, was filed in this office on July 22, 1992.

It is further certified that the entity status in Texas is in existence.

In testimony whereof, I have hereunto signed my name officially and caused to be impressed hereon the Seal of State at my office in Austin, Texas on August 06, 2018.



A handwritten signature in black ink, appearing to read "R. Pablos".

Rolando B. Pablos  
Secretary of State

## **EXPERIENCE & QUALIFICATIONS**

### **Qualifications of Proposing Firm**

Utility Revenue Management Company, Inc. ("URM") was founded in 1992 by A. Mitch Robertson and William P. Bulloch, Jr. with the goal of helping municipal water and wastewater utilities identify and correct the many causes of billing and metering inconsistencies in order to maximize their billable revenues. URM is a privately held Texas corporation, headquartered in Houston, Texas. Messrs. Robertson and Bulloch are the firm's only officers and directors.

#### **Company History**

URM has been in business continuously for 26 years and has been profitable since its founding in 1992. URM has successfully completed 31 revenue enhancement engagements in the United States, all with public water and wastewater utilities or special public water and wastewater utility districts.

URM has successfully provided services to 7 of the 12 largest public water and wastewater utilities in the United States.

URM's revenue enhancement programs have enabled cities, counties and public utility districts across the United States to increase their annual billable revenues by over \$50 million, or \$.5 billion per decade.

URM has generated more billable revenues for its customers than any other firm in the water and wastewater industry.

Our success has been achieved through outstanding customer service and a proven analytical methodology built around the analysis of consumption pattern and customer characteristics. This proven methodology and unparalleled staff experience have led to the ultimate identification and correction of billing inconsistencies, metering malfunctions, theft of service, active but unbilled water and wastewater service, and wastewater discrepancies.

#### **Qualifications of the Company**

URM is the leader and innovator in finding and maximizing billable revenues for its customers. URM has continuously developed and refined its program for revenue enhancements. URM's program is flexible in design and application, and it can be tailored to the specific needs and requirements of particular utilities.

URM has done more revenue enhancement contracts than any other company. No company has done as many large contracts as URM. URM has successfully fulfilled the contractual obligations of each of its engagements. URM clients will receive strong recommendations regarding our staff, our professionalism, our knowledge of the industry, and the financial results of each revenue enhancement project we have undertaken.

The process of locating and correcting problems within billing and metering systems which result in unbilled water or sewer service requires special expertise in utility operations, systems analysis, customer accounting, and usage characteristics. The URM Team brings together a unique blend of individuals whose experience and expertise qualifies them to quickly and efficiently administer this process. Team members understand and have experience with intricacies of public water and wastewater accounting and billing systems of all varieties, including legacy systems utilities. This understanding and expertise enables them to determine how and why an individual customer is billed a certain way as well as what the consumption characteristics are and subsequently whether an account is being billed properly.



## EXPERIENCE & QUALIFICATIONS

### Qualifications of Proposing Firm

URM has successfully completed 31 revenue enhancement engagements comparable to the scope of work included in this RFP. (The table of project staff and contact information is included at the back of this Section 3).

<u>City/Utility</u>	<u>Contract Year</u>	<u>Estimated Number of Accounts</u>
Jefferson Parish, LA	1993	150,000
Pittsburg, PA	1993	110,000
Atlanta, GA	1993	153,000
Irving, TX	1996	120,000
Nashville, TN	1997	174,000
Phoenix, AZ	1997	400,000*
Austin, TX	1998	200,000
San Diego, CA	1999	280,000*
Tucson, AZ	1999	220,000
Anne Arundel County, MD	2001	80,000
Washington Suburban Sanitary Commission, MD	2001	434,000*
Tampa, FL	2001	80,000
Corpus Christi, TX	2001	215,000
Baltimore City, MD	2002	430,000
Baltimore County, MD	2002	100,000
Fulton County, GA	2003	140,000
San Antonio Water System, TX	2004	344,000*
Dallas Water Utilities, TX	2004	324,000*
Charlotte Mecklenburg Utilities, NC	2006	225,000
Richmond, VA	2007	80,000
East Bay Municipal Utility District, CA	2008	379,000*
Fulton County, GA	2012	140,000
Charleston, SC	2012	108,000
Cobb County, GA	2013	174,000
Columbia, SC	2013	136,000
Columbus, OH	2017	(active)
Augusta, GA	2018	(active)

***Note: Six additional contracts were completed during this nineteen year period. Tempe, AZ, Harford County, MD, Plano, TX and St. John the Baptist Parish, LA were “add-ons” to contracts with Phoenix, Baltimore, Dallas, and Jefferson Parish respectively. In addition, two small contracts were completed with San Angelo, TX and Youngstown, OH.***

URM successfully performed revenue enhancement studies for each of the utilities listed above. Although the studies performed for each utility were similar to that contemplated by this RFP, each contract and work program were customized to meet the specific needs of each utility.

All of the above engagements were performed on a shared revenue performance basis, and completed within the contract time-frame.

**EXPERIENCE & QUALIFICATIONS**  
**Qualifications of Proposing Firm**

URM successfully located, identified, and corrected or supervised corrections of billing and metering inconsistencies, which enabled the listed utilities to collect over \$50 million annually in increased revenues.



**EXPERIENCE & QUALIFICATIONS**  
**Similar Project Experience**

The following representative projects have been completed within the past six years

Project Description: Revenue Enhancement/Recovery Project  
Agency Name: Charleston Water System, SC (CWS) – Public Agency  
Agency Contact: Ms. Brenda Goldstein, Director of Finance  
Charleston Water System  
103 St. Philip Street, Charleston, South Carolina 29402  
(843) 727-6977  
goldsteinbn@charlestoncpw.com  
Term of Engagement: Contract Date: November 1, 2012 to October 31, 2014

Project Description: Revenue Enhancement Review Program C0130  
Agency Name: Cobb County, Georgia (CCWS) – Public Agency  
Agency Contact: Mrs. Kathy Nguyen, Senior Project Manager  
Cobb County Water System  
660 South Cobb Drive, Marietta, Georgia 30060  
(770) 419-6244  
kathy.nguyen@cobbcounty.org  
Term of Engagement: 5/20/2013 to 5/20/2016

Project Description: Revenue Enhancement Project  
Agency Name: City of Columbia, SC (COC) – Public Agency  
Agency Contact: Mr. Joseph P. Jaco, P.E., Director of Utilities  
1136 Washington Street, 7th Floor  
Columbia, SC 29201  
(803) 545-3289  
jdjaco@columbiasc.net  
Term of Engagement: December 10, 2013 to Active

Project Description: Detection of Unbilled and Underbilled Water & Sewer Services  
Agency Name: Fulton County, GA (Fulton), Department of Finance– Public Agency  
Agency Contact: Mrs. Sharon Whitmore, CFO  
Fulton County Dept of Finance  
141 Pryor St., Atlanta, GA 30303  
(404) 612-8320  
sharon.whitmore@fultoncountyga.gov  
Term of Engagement: 06/05/2012 to 06/15/2013

Project Description: Revenue Recover Audit, Billing Systems Services for the Divisions of Water, Power, Sewerage and Drainage  
Agency Name: The City of Columbus, Ohio Department of Public Utilities – Public Agency  
Agency Contact: Mr. Jon Lee, Assistant Director,  
Department of Public Utilities, Director's Office  
910 Dublin Road, 4th Floor, Columbus Ohio, 43215  
jslee@columbus.gov  
Term of Engagement: February 23, 2017 to Active

**Charleston Water System, SC (CWS)****Revenue Enhancement/Recovery Project****Contract Date: November 1, 2012 to October 31, 2014**

All billing related policies and ordinances, including the business practices of CWS were evaluated. URM analyzed over 14,000 individual commercial customer accounts (approximately 13% of the CWS water customer account base of 108,000) in its Charleston/CWS office using account information obtained from the CWS CIS and conducted over 754 individual field investigations of water and wastewater customer accounts for CWS and the North Charleston Sewer District (NCSD).

**PROJECTED INCREASED REVENUE**

<b>CWS/NCSD</b>				
<b>Work Orders</b>		<b>Monthly Projected Increased Revenue</b>		
<b>Type</b>	<b>Number</b>	<b>Water</b>	<b>Sewer</b>	<b>Total</b>
Meter Repair	6	\$ 1,484.06	\$ 3,029.25	\$ 4,513.31
No Sewer	32	\$ 0.00	\$13,468.78	\$ 13,468.78
Meter/Tap Size	3	\$ 481.85	\$ 0.00	\$ 481.85
<b>Totals</b>	<b>41</b>	<b>\$ 1,965.91</b>	<b>\$16,498.03</b>	<b>\$ 18,463.94</b>

**Annual Projected Increased Revenue****\$221,567.28****CONTACT**

Ms. Brenda Goldstein  
 Director of Finance  
 Charleston Water System  
 103 St. Philip Street  
 Charleston, South Carolina 29402  
 (843) 727-6977  
 goldsteinbn@charlestoncpw.com

Mr. Kin Hill, P.E., CEO  
 (843) 727-6856

**EXPERIENCE & QUALIFICATIONS****Case Studies****Cobb County, GA (CCWS)****Revenue Enhancement Review Program C0130****Contract Date: 5/20/2013 to 5/20/2016**

URM professionals reviewed all of the 8,000 plus CCWS commercial non-single-family residential customer accounts on the Banner system (174,000 total active accounts). Of these 8,000 plus accounts, 674 (between 8% and 9%) were identified with potential increased revenue implications for further evaluation in the field, and 99 individual customer accounts (90 approved and 9 rejected, approximately 1.2%) were field verified with actual increased revenue related billing, metering or wastewater inconsistencies.

**PROJECTED INCREASED REVENUE**

<b>CCWS</b>			
<b>Work Orders</b>		<b>Monthly Increased Revenue</b>	
<b>Type</b>	<b>Number</b>	<b>Total</b>	<b>%</b>
Meter Bypass	2	\$ 4,197.29	13.34
Unit Count Correction	0		
Class Code	16	\$ 2,877.39	9.14
Cooling Tower	10	\$ 839.04	2.67
Industrial Waste Surcharges	0		
Read Meter	11	\$ 7,766.68	24.68
Meter Repair	1	\$ 4,857.11	15.44
Inaccurate Meter Data Coll.	0		
Meter Association with Sewer	0		
No Sewer	50	\$ 10,927.24	34.73
<b>TOTAL</b>		<b>\$31,464.75</b>	<b>100.00</b>

**Annual Increased Revenue****377,577.00****CONTACT**

Mrs. Kathy Nguyen  
Senior Project Manager  
COBB COUNTY WATER SYSTEM  
660 South Cobb Drive  
Marietta, Georgia 30060

Office: 770-419-6244  
kathy.nguyen@cobbcounty.org

Mr. Steve McCullers, Director  
COBB COUNTY WATER SYSTEM  
660 South Cobb Drive  
Marietta, Georgia 30060

Office: 770-423-1000  
SMcCullers@cobbcounty.org



**CITY OF COLUMBIA, SC (COC)****Revenue Enhancement Project****Contract Date: December 10, 2013 to Active**

URM was selected to perform a "Revenue Enhancement Project" for the City of Columbia (COC). COC has over 130,000 active accounts and serves over 500,000 people.

The COC/URM team analyzed 17,805 commercial accounts (out of a total 136,000 active accounts) using account information obtained from the COC Utility Billing System. URM has conducted 2,010 individual field investigations of water and wastewater customer accounts for COC over a 24-month period. Through this joint effort with the COC staff, 571 individual accounts were identified with either billing or metering inconsistencies that had increased revenue potential.

**PROJECTED INCREASED REVENUE****CONTACT**

<b>City of Columbia Utilities</b>				
<b>Work Orders</b>			<b>Monthly Increased Revenue</b>	
<b>Type</b>	<b>Number</b>	<b>%</b>	<b>Total</b>	<b>%</b>
<b>Wastewater</b>				
No Sewer w/base	3	0.53%	\$ 4,130.42	1.95%
No Sewer	212	37.13%	\$ 99,282.91	46.87%
<b>Billing</b>				
Unit Count (Sewer Base Fee)	133	23.29%	\$ 34,481.28	16.28%
Class Code	2	0.35%	\$ 852.77	0.40%
Service Type	121	21.19%	\$ 29,502.35	13.93%
New Account	2	0.35%	\$ 499.50	0.24%
Read Meter	4	0.70%	\$ 287.26	0.14%
<b>Metering</b>				
Meter Repair	89	15.59%	\$ 40,047.84	18.91%
Meter Bypass	4	0.70%	\$ 1,169.19	0.55%
Meter Bypass/Meter Off	1	0.18%	\$ 1,582.53	0.75%
TOTALS	571	100.00%	\$ 211,836.05	100.00%

Mr. Joseph P. Jaco, P.E.  
 Director of Utilities  
 City of Columbia  
 1136 Washington Street  
 7<sup>th</sup> Floor  
 Columbia, SC 29201

P.O. Box 147  
 Columbia, SC 29217

(803) 545-3289

Assistant Gertie M. Irving  
 (803) 545-3397

jdjaco@columbiasc.net

**Annual Projected Increased Revenue****\$2,542,032.60**

**FULTON COUNTY, GA (FULTON)****Detection of Unbilled and Underbilled Water & Sewer Services****For Department of Finance****Contract Date: 06/05/2012 to 06/15/2013**

URM reviewed a total of 13,390 active Fulton County commercial accounts (out of a total 140,000 accounts) on the City of Atlanta and the Fulton County billing systems in the office, and field researched 589 of those accounts that are receiving water service from the City of Atlanta and wastewater service from Fulton County. A total of 226 work orders were submitted and approved, as detailed on the chart below, resulting in a projected \$284,000 plus in potential annual increased revenue.

**PROJECTED INCREASED REVENUE****CONTACT**

<b>FULTON</b>			
<b>Work Orders</b>		<b>Monthly Increased Revenue</b>	
<b>Type</b>	<b>Number</b>	<b>Total</b>	<b>%</b>
Meter Bypass	2	\$ 76.21	0.32%
Meter Repair	4	\$ 1,460.21	6.17%
No Sewer	220	\$ 22,148.40	93.51%
<b>TOTAL</b>	<b>226</b>	<b>\$ 23,684.83</b>	<b>100.00%</b>

Mrs. Sharon Whitmore, CFO  
 Fulton County Dept of Finance  
 141 Pryor St.  
 Atlanta, GA 30303  
 404-612-8320

[sharon.whitmore@fultoncountyga.gov](mailto:sharon.whitmore@fultoncountyga.gov)

**Annual Increased Revenue****\$284,217.96**

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**COLUMBUS, OHIO**

**The City of Columbus, Ohio Department of Public Utilities**

**Contract Date: February 6, 2017**

**Project Start-Up: February 23, 2017**

**Project Term: 36 months**

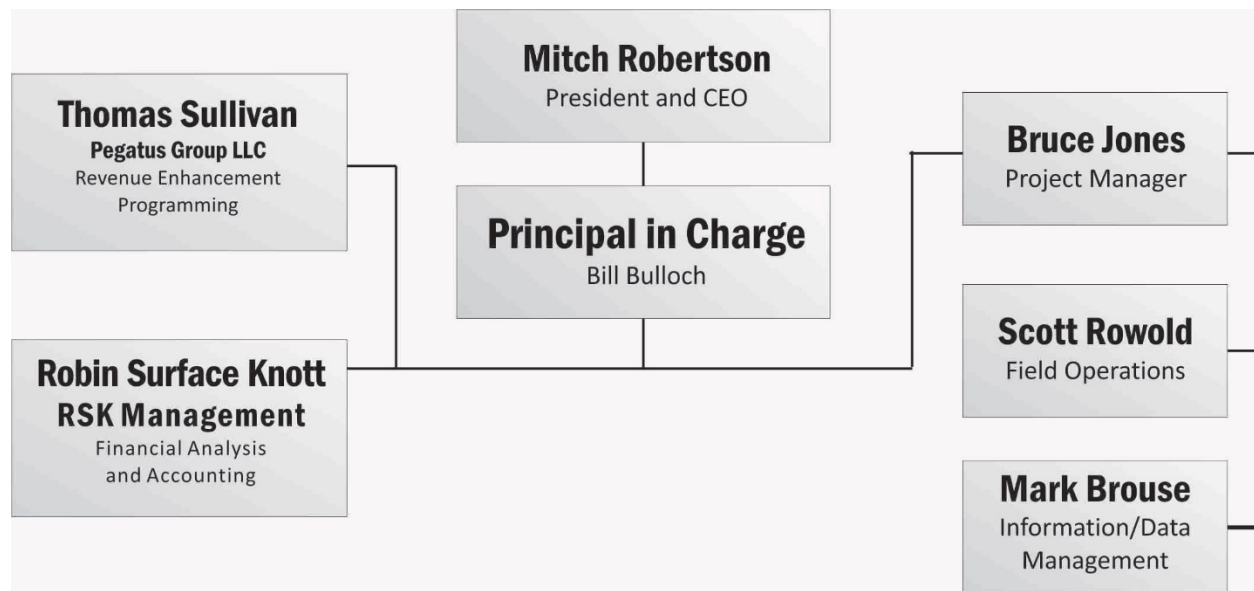
Scope of Work: Revenue Recover Audit, Billing Systems Services for the Divisions of Water, Power, Sewerage and Drainage. Director's Office, Fiscal Section

275,723 active customer accounts, 27,000 commercial accounts

Project Manager: Ms. Tamara (Tammy) Carter, Management Analyst II  
910 Dublin Road, Columbus, OH 43215  
Direct: 614-645-5166  
Cell: 614-302-3757  
"Carter, Tamara R." TRCarter@columbus.gov  
www.columbus.gov

Contract Administrator: Mr. Jon Lee, Assistant Director,  
Department of Public Utilities, Director's Office  
910 Dublin Road, 4<sup>th</sup> Floor, Columbus Ohio, 43215  
jslee@columbus.gov

Qualifications, Experience, References and Availability of Key Staff



**William P. Bulloch, Jr., P.E., D.WRE, - Principal-in-Charge**

Mr. Bulloch, Senior Vice President of URM, has 40 years of public and private water and wastewater utility experience including seven years executive experience leading municipal water and wastewater utilities. He is a registered professional engineer in the State of Texas (#65385), and holds Bachelor's and Masters of Science Degrees in Civil Engineering from the University of Texas at Austin. He has held the position of Director of Water and Wastewater for the City of Austin, Texas, and Assistant Director of Public Utilities for the City of Houston, Texas where he was responsible for water production, water quality and customer service.

Mr. Bulloch has policy, operational, planning and financial management experience, both leading and consulting with water and sewer utilities. Specifically, he has developed impact fee systems and financial management policies in Austin and consulted on the same in Atlanta, Georgia; Las Cruces, New Mexico; Georgetown, Texas; and Winter Haven, Florida. He has developed and implemented fire line programs, billing and collection system policies, cost participation policies for new development and redevelopment, and policies concerning water not returned to the wastewater system. He has also developed a format for water and wastewater capital improvement programs concerning projects that: 1) serve new developments; 2) solve system deficiencies; 3) provide system reliability; 4) meet regulatory requirements; and 5) meet water quality needs.

Mr. Bulloch will oversee the technical activities of the Program. Mr. Bulloch will also assist in contract administration, provide technical assistance and quality assurance as well as provide periodic management briefings. He will be personally involved in the review of the City's Customer Service policies, procedures and business practices.



## **EXPERIENCE & QUALIFICATIONS**

### **Qualifications of Proposer Team**

#### **Mr. A. Mitch Robertson - Company Liaison with the City**

Mr. Robertson, President, assembled URM's management team and helped develop its concept for locating unbilled water on a shared-revenue basis. Mr. Robertson has marketed and implemented URM's program nationwide, and extensively on the East Coast.

He has personally been involved in evaluating individual account characteristics on all of URM's engagements on a selective basis, reviewing those accounts where there may be questions concerning potential billing or metering inconsistencies.

Mr. Robertson holds a Bachelor of Business Administration from Texas A&M University, and has been involved in utility revenue enhancement contracts of this scope and nature for over 24 years.

He will be responsible for developing a working relationship with URM and the City in order to ensure that URM has access to the City billing system, and will facilitate the correction of problems on the billing system and in the field so that the City will realize the maximum increased revenue from the project.

#### **Scott L. Rowold –Project Manager and Billing System Evaluation Specialist**

Mr. Rowold has over 28 years of experience in this business. He specializes in wastewater discrepancies, cooling tower operations and the evaluation of consumption pattern characteristics of customer accounts served by large meters three inches and above, their land use relationships, and service implications. He has performed special studies concerning metering characteristics for several of URM's past clients. He previously was Project Manager on ten (10) URM Revenue Enhancement Projects: Phoenix, San Diego, Tampa, Fulton County, Dallas, Plano, Richmond, East Bay Municipal District (EBMUD), Charleston and most recently Columbus Ohio Public Utilities.

**Mr. Rowold, as Project Manager, will spend approximately 50% of his time on the Program on-site.**

#### **Bruce Jones –Assistant Project Manager**

Mr. Jones, URM's Vice President of Operations and Project Manager, has over 30 years' experience in billing and metering systems analysis for both the public and private sector, emphasizing the research of unbilled or underbilled utility service and the identification, documentation and capture of the revenue associated with these problems. His work in this field has generated annual revenue increases and cost mitigation decreases of over \$30 million.

Mr. Jones has been involved in the analysis of billing systems, water meters and metering systems since 1982. His experience includes leading or participating in revenue enhancement contracts for over 24 years starting in Houston, Texas, in 1989 and most recently Charlotte-Mecklenburg Utilities, North Carolina. He has participated in all 30 of URM's engagements starting with Jefferson Parish in 1993. His work on billing and metering system inconsistencies and their correction involves the analysis of over 2,000,000 active accounts and the field evaluation or testing of over 25,000 meters one inch and above.

Based on his experience, Mr. Jones is uniquely qualified, as detailed above to lead the day to day operations of this engagement should URM be selected. Mr. Jones served as Project Manager (in addition to his responsibilities as Vice President of Operations) in Atlanta, Austin, Tucson, Nashville, Washington Suburban Sanitary Commission (WSSC), San Antonio, Fulton County and most recently Augusta, Georgia.

## **EXPERIENCE & QUALIFICATIONS**

### **Qualifications of Proposer Team**

**Mr. Jones, as Assistant Project Manager, will spend approximately 90% of his time on the Program on-site.**

#### **Mark A. Brouse – Chief Technology Officer**

Mr. Brouse has over 28 years' experience in evaluating billing and metering inconsistencies in the office and field beginning in New Orleans in 1991, and has served as project manager for the Pittsburg, Youngstown, Anne Arundel County and Baltimore City revenue enhancement contracts. Since that time Mr. Brouse has assumed the role of Chief Technology Officer for URM, responsible for evaluating consumption pattern and metering characteristics on all URM projects in support of the Project Managers. He maintains a data base of all projects, including an index of all accounts evaluated by land use type and meter size, and the type of inconsistency associated with each account. He also maintains a data base of all accounts reviewed (by land use type and meter size) where there were no billing or metering inconsistencies.

**Mr. Brouse, as Chief Technology Officer, will spend approximately 50% of his time on the Program.**

#### **Mr. Tom Sullivan – Revenue Enhancement Programming (Subcontractor)**

Mr. Sullivan, Operating Partner for the Pegatus Group, LLC, has designed and implemented Work Order generation and Increased Revenue tracking and reporting systems on an exclusive basis for URM starting with the City of Austin in 1998 and each subsequent engagement.

As each utility is unique in its billing and customer information system design and use, Mr. Sullivan designs programs tailored for use in analyzing consumption pattern and customer characteristics for each engagement.

#### **Robin Surface Knott – Finance and Administration (DBE Subcontractor)**

Robin Surface Knott has over 19 years' experience in corporate planning, finance and administration. Ms. Knott facilitates the finance and administration functions of URM and **provides all financial related support activities necessary for the successful day to day operations of URM.** Ms. Knott has 18 years' experience in HUB / DBE compliance documentation and reporting. Robin Surface Knott, dba RSK Management and Consulting is a certified disadvantaged business enterprise in the states of Texas and California. Knott holds a Bachelor of Science in Business Management.

**Resumes of team members and subcontractors who will be directly working on the project are detailed on the following pages:**

**WILLIAM P. BULLOCH, P.E., D.WRE**  
**99 DETERING ST., SUITE 130 · HOUSTON, TX 77007**

OFC: (713) 956-1006 · CELL: (713) 557-3373 · URMHOU@EARTHLINK.NET

### **SUMMARY OF QUALIFICATIONS**

- *Over forty years of policy, planning, management and operations experience in the public and private sector dealing with complex service delivery and development issues.*
- *Planned, designed, and implemented new programs and procedures to improve the efficiency, reliability and reduce the cost of delivery of utility service and advanced emergency pre-hospital care to the public.*
- *Successfully managed the planning, design, approval, and implementation of over 120 million dollars of major infrastructure projects in Texas.*
- *Created and operated eight municipal utility districts in central Texas.*
- *Created, owned and operated two private utility systems in central Texas.*
- *To date, consulted over 30 water and wastewater utilities nationwide concerning financial management of their billing and metering systems.*

### **PROFESSIONAL EXPERIENCE**

**UTILITY REVENUE MANAGEMENT COMPANY, INC.**

**1992-PRESENT**

*Senior Vice President*

**CITY OF HOUSTON, TEXAS**

**1988-1992**

*Assistant Director, Public Utilities Department*

*Water Production, Water Quality*

*Water Customer Service Divisions*

**MANAGEMENT CONSULTANT**

**1987-1988**

*James Duncan & Associates*

*Bill R. Langford & Associates*

*S. A. Garza Engineers, Inc.*

*Enviroquip, Ltd.,*

**NASH PHILLIPS/COPUS, INC.**

**1982-1987**

*Vice President, Land Management*

**CITY OF AUSTIN, TEXAS**

**1972-1982**

*Director, Water and Wastewater Department*

*Director, Emergency Medical Services Department*

*Assistant Director, Urban Transportation Department*

*Transportation Engineer, Urban Transportation Department*

**RESUME OF WILLIAM P. BULLOCH, CONT'D**

**ACCOMPLISHMENTS**

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- Chaired Land Use Task Group for the Austin Plan Master Planning Process.
- Managed first neighborhood-based transportation planning process for Austin, Texas.
- Reduced bad debt of Public Utilities Department by 50%.
- Increased Public Utilities Department collections to over 99.0%.
- Reduced utility bill complaints by over 30%.
- Developed and implemented the first water conservation program in Austin, and planned a community based retrofit program in Houston.
- Returned water and sewer utility connections to the private sector, saving over 25% per connection.
- Developed a comprehensive lift and pump station preventative maintenance program that reduced equipment failure by over 50%, and reduced utility electric costs through implementation of a coordinated pump operation program.
- Responsible for total reorganization of two major City of Austin line departments, and two City of Houston, Public Utilities Department Divisions.
- Developed a business plan for the 5<sup>th</sup> largest manufacturer of water and sewer process equipment in the United States, with revenues of \$12 million annually.
- Developed and managed top EMS system in the United States.
- Reduced the cost of EMS stations by 75% through joint use of existing Fire Stations.
- Developed first comprehensive station location computer model in the United States by integrating existing transportation and maximal coverage health care models. By utilizing this tool, coverage was maximized, and stations, equipment and personnel were minimized.
- Planned and received approval of over 120 million dollars for major utility construction in the greater Austin area.
- Started a successful Utility Consulting firm, now in business for over twenty-four years.

**EDUCATION**

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M.S. Engineering, University of Texas at Austin, 1973  
B.S.C.E. with Honors, University of Texas at Austin, 1971

**PAPERS\PUBLICATIONS**

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**"An Innovative Enterprise for Public Transportation in Austin: A Proposal"** – Bulloch, Cooper, Klastorin, Lorenc, Zlatkovich. May 1971.

**"Driver-Vehicle Characteristics in Traffic Simulation" (Master's Thesis)** – William P. Bulloch, Jr. August 1973.

**"MoPac Environmental Design Study"** – William P. Bulloch, Jr., City of Austin; Karen Alschuler, SOM; Steve Lockwood, AMV. December 1976.

**"Analysis of Emergency Medical Services in Austin, Texas. Volume 1: Results"** – William P. Bulloch, Jr., City of Austin; Dr. David Eaton, LBJ School of Public Affairs, The University of Texas at Austin. 1980.

## RESUME OF WILLIAM P. BULLOCH, CONT'D

PAPERS\PUBLICATIONS (CONT.)

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**"Needs Assessment and Strategic Plan for the City of Houston Water System: 1991 to 2001"** (Internal Planning Document) – William P. Bulloch, Jr., Marsha Slaughter, Kathlie Sheu, The City of Houston, Public Utilities Department. January 1991.

**"Lake Houston Sedimentation Study"** – Kathlie Suyn Jeng, the City of Houston; Jerry Rogers, The University of Houston; William P. Bulloch, Jr., the City of Houston. April 1991.

**"Houston Intercontinental Airport Water Service Area System Analysis"** – Kathlie Suyn Jeng, the City of Houston; Jerry Rogers, The University of Houston; William P. Bulloch, Jr., the City of Houston. June 1991.

**"City of Houston Subsidence Zone Four Proposed Conversion Feasibility Study"** - Kathlie Suyn Jeng, the City of Houston; Jerry Rogers, The University of Houston; William P. Bulloch, Jr., the City of Houston. June 1991.

**"Feasibility of Surface Water Supply for City of Houston Subsidence Zones 5 and 6"** - Kathlie Suyn Jeng, the City of Houston; Jerry Rogers, The University of Houston; William P. Bulloch, Jr., the City of Houston. June 1991.

**"Utility Financial Growth Management Study for Las Cruces, New Mexico"** – Jim Duncan, Kirk Bishop, James Duncan and Associates; Mickey Fishbeck, Rimrock Consulting; William P. Bulloch, Jr., Utility Revenue Management Company, Inc. August 1993.

**"Revenue Enhancement for Water and Wastewater Systems"** Proceedings of the Session. – Edited by Jerry Rogers, ASCE, The University of Houston; William P. Bulloch, Jr., Utility Revenue Management Company, Inc. October 1994.

**"Managing Apparent Losses In Water Utilities In the United States"**; Presented in the Workshop "Water Loss for Customer Service" at the AWWA Customer Service Conference on March 13, 2005 in Baltimore, Maryland.

**"Apparent Loss Experience in Public Utilities In the United States 1993 to 2003"**; Presented at the ACE 2005 AWWA Annual Conference and Exposition, San Francisco, California, June 12-16, 2005.

**"Understanding the Role of the Customer Billing System in Consumption and Revenue Management"**; Presented in the Workshop "The ABCs of Apparent Loss Control and Revenue Protection for Water Utilities" at the AWWA DSS Conference on September 18, 2005 in Tampa, Florida.

## RESUME OF WILLIAM P. BULLOCH, CONT'D

**"Billing and Metering Inconsistencies in Utility Customer Service Operation in the United States, Causes of Revenue Loss and Their Solutions"**; Presented at the 2006 AWWA Customer Service Conference on March 21, 2006 in Portland, Oregon.

**"Understanding the Role of Customer Billing and Metering Systems in Consumption and Revenue Management in Public Utilities in the United States"**; Presented at the ACE 2006 AWWA Annual Conference and Exposition, San Antonio, Texas, June 12, 2006.



**RESUME OF WILLIAM P. BULLOCH, CONT'D**

**“Water and Revenue Loss Due to Theft of Service, Causes and Their Solutions, and Backflow Preventer Operations Overview In the United States”**, Presented at the 2007 Western States Utility Theft Association Conference on August 16, 2007 in Las Vegas, Nevada.

**“Billing Systems: Apparent Loss and Revenue Recovery”**; Mrs. Kathy Nguyen, Senior Project Manager, Cobb County Water System, Mr. John H. Van Arsdell, Vice President, M.E. Simpson Company, Mr. William Bulloch, Principal, Utility Revenue Management; Presented in the Sunday Workshop, **“Water Loss Control, From Audits to Action”**, at ACE 2016 AWWA Annual Conference and Exposition on June 19, 2016, Chicago, Illinois.

**AWARDS/APPOINTMENTS/ORGANIZATIONS**

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- The Institute of Management Science-1984; Management Science Achievement Award
- The Association of American Geographers – 1985 Citation Award for “The Use of Quantitative Geographical Techniques to Select Ambulance Stations in Austin, Texas”
- Phi Kappa Phi, Tau Beta Pi, Chi Epsilon, UT Goodfellow
- Registered Professional Engineer, Texas #65385
- American Water Works Association (AWWA), Customer Service Committee, Water Loss Control Committee
- Diplomate, Water Resources Engineer (D.WRE), The American Academy of Water Resources Engineers (AAWRE)
- American Society of Civil Engineers (ASCE), Environment and Water Resources Institute, Urban Drainage Committee, History and Heritage Committee
- Co-Chair of 2011 Houston Diversity Summit

**BUSINESS REFERENCES**

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**San Antonio Water System (SAWS), TX – 344,000 accounts**

**Contact:** Mr. Alan E. Williams  
Former Director of Field Operations  
Customer Service  
San Antonio Water System  
2800 U.S. Hwy. 281 North  
San Antonio, Texas 78212  
(210) 857-4870

**RESUME OF WILLIAM P. BULLOCH, CONT'D**

**Washington Suburban Sanitary Commission, MD – 434,000 accounts**

**Contact:** Ms. Laura A. Swisher  
Associate Counsel II  
Office of the General Counsel  
14501 Sweitzer Lane  
Laurel, MD 20707  
(301) 206-8153  
lswisher@wsscwater.com

**Charleston Water Systems – 108,000 accounts**

**Contact:** Ms. Brenda Goldstein  
Director of Finance  
Charleston Water Systems  
103 St. Philip Street  
Charleston, South Carolina 29402  
(843) 727-6977  
goldsteinbn@charlestoncpw.com

A . M I T C H R O B E R T S O N

4900 SOMERSET HILLS CT. • COLLEGE STATION, TX 77845  
HOME: (979) 703-1518 • CELL: (704) 281-2187 • AMROBERTSON@URMCO.COM

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**SUMMARY OF QUALIFICATIONS**

*Results-oriented executive with CEO, Executive Marketing and senior staff experience. Major strengths include:*

- Managing medium size, diverse organizations.
- Motivating people and building high performance teams.
- Promoting smooth labor relations.
- Accomplishing smooth transitions in Privatization projects.
- Interacting and public relations with governmental agencies.
- Succeeding even with constantly changing priorities.

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**PROFESSIONAL EXPERIENCE**

**PRESIDENT, CEO - UTILITY REVENUE MANAGEMENT COMPANY, INC.** **1992- Present**  
Houston, Texas office

**UNIVERSAL SERVICES CO., INC.** **1987-1992**  
***Vice President/Marketing***

- Coordinate and direct sales and marketing functions for wholly owned subsidiary of an American Stock Exchange Company.
- Direct appropriate action on major marketing programs including trade shows.
- Monitor sales statistics, quota attainment, budgeting, service levels, quality and market share to assess group performance for \$28 M company.
- Provide technical assistance in new service programs and acquisition studies.
- Coordinate activities necessary for continued development of new customers and new markets.
- Developed and started Universal Federal Services with a \$12 M base.
- Developed operating concept and designed marketing program for Water Company of America, a wholly owned subsidiary, to increase revenues for cities by locating unaccounted for water.

**AIR CARGO EXPRESS** **1979-1985**  
***Owner-Chief Executive Officer***

- Started exclusive ground transportation contract for 26 scheduled airlines at DFW Airport in Dallas/Fort Worth.
- Customer Relations as well as all administrative duties.
- IATA agent for General Motors de Mexico with responsibilities for all international freight both incoming and outgoing.
- Responsible for customs clearance and documentation.
- Operated a bonded warehouse within the free trade zone.
- Handled over 1,000 airfreight shipments daily.
- Became the second largest airline ground transportation contractor in U.S.

**Resume of A. MITCH ROBERTSON****METROPOLITAN CONTRACT SERVICES****1972-1978*****Executive Vice-President***

- Responsible for all marketing and customer relations.
- While at Metropolitan, we expanded the business into 19 states and increased revenues from \$750,000 to \$13 M in the home delivery business by securing contracts with Montgomery Ward, Sears, Burdines, May Co., Robinson's and other Affiliated Dry Good stores.

**EDUCATION**

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Texas A&M University  
Bachelor of Business Administration, 1971

**AFFILIATIONS AND ACTIVITIES**

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- Past President Air Cargo Association at DFW Airport
- Served as member of advisory board to Dallas/Ft. Worth Regional Airport
- Member of International Air Transportation Association
- Chairman of Aviation Committee for the Irving, Texas Chamber of Commerce
- Past Officer of Downtown Merchants Association, San Angelo, Texas
- Member of the National Privatization Council
- OSHA certified in supervision procedures and practices for Asbestos Abatement
- Member of American Water Works Association
- Member of Parents Council - University of North Carolina
- Texas A&M Lettermen's Association
- Texas A&M Former Students Association
- Texas A&M Century Council

**BUSINESS REFERENCES**

---

**Washington Suburban Sanitary Commission, MD – 434,000 accounts**

**Contact:** Ms. Laura A. Swisher  
Associate Counsel II  
Office of the General Counsel  
14501 Sweitzer Lane  
Laurel, MD 20707  
(301) 206-8153  
lswishe@wsscwater.com

**Resume of A. MITCH ROBERTSON**

**Charlotte Mecklenburg Utilities, NC – 225,000 accounts**

**Contact:** Mr. Mickey Hicks  
Business Finance Director (Retired)  
Charlotte-Mecklenburg Utilities  
5100 Brookshire Blvd  
Charlotte, NC 28216  
(704) 641-6894  
mhicks28@carolinarr.com

**Charleston Water Systems – 108,000 accounts**

**Contact:** Brenda Goldstein  
Director of Finance  
Charleston Water Systems  
103 St. Philip Street  
Charleston, South Carolina 29402  
(843) 727-6977  
goldsteinbn@charlestoncpw.com



**BRUCE JONES**

419 KING STREET · CENTER, TX 75935  
HOME: (936) 591-9677 · CELL: (210) 887-9477

**PROFESSIONAL EXPERIENCE**

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**UTILITY REVENUE MANAGEMENT COMPANY, INC.**  
***Vice President of Operations***

**1992-Present**

*Directly responsible for direction of revenue enhancement programs for the firm's Jefferson and St. John the Baptist Parishes, LA; Atlanta, GA; Irving and Austin, TX; Tucson, AZ; San Antonio, TX; Washington Suburban Sanitary Commission (WSSC), MD; Charlotte Mecklenburg Utilities, NC; Columbia, S.C., the firm's second engagement with Fulton County, GA. and Augusta GA. In this capacity, developed an audit strategy for each engagement, initiated startup of each operation, and implemented procedures to ensure quality assurance for the work associated with each audit. Mr. Jones is also responsible for hiring and training staff and interfacing with public officials, contractors and the general public. Mr. Jones is currently supporting the Augusta GA. engagement.*

*Responsible for day to day Company Operations*

**WATER COMPANY OF AMERICA\ENERGY RESOURCES MANAGEMENT**  
***Project Coordinator***

**1988-1991**

*Performed unbilled water study in Houston, TX and New Orleans, LA. Responsible for setting up operations, coordinating field crews, evaluation of field reports, training field personnel, overseeing all repairs, coordinating daily dealings with City project manager, reviewing invoices to and from subcontractors, reviewing and reworking engineering studies in Houston, installation of 2" and smaller domestic water meters, fire line inspections, inspection of large meter bypasses, safety programs, reviewing customer account data bases to determine which accounts needed to be field researched and recommending all corrective action.*

**ENERGY RESOURCES MANAGEMENT**  
***Sewer Credits Specialist***

**1987-1988**

*Inspected and installed submeters on cooling towers, lawn sprinklers, ice machines, laundry rooms and fountains for the purpose of obtaining sewer credits. Recorded and furnished cities with domestic meter reads versus submeters to determine the amount of credit customers should receive.*

**WATER & WATTS**  
***Shared Program Coordinator***

**1983-1987**

*Field researched apartment complexes and community properties for internal and external water leaks. Performed unit-by-unit inspection for leaks. Responsible for crews performing repairs, scheduling, parts inventory and quality control of work, analysis of how much water was saved, day-to-day interaction with owners/tenants. Handled implementation of contract with HUD in Houston, TX and Birmingham, AL. Made unit-by-unit inspections and repairs of leaks of any kind and was responsible for three crews in each city.*

**RESUME OF BRUCE JONES, CONT'D****DCI, INC.****1982-1983*****Operations Specialist/Installer***

Installed water saving devices (flow restrictors) in large apartment complexes and hotels. Performed daily flow tests on water meters of all types and sizes to determine the amount of water savings. Responsible for coordinating and scheduling of field crews.

**BUSINESS REFERENCES**

---

**Contact:** Mr. Mickey Hicks  
Business Finance Director (Retired)  
Charlotte-Mecklenburg Utilities  
5100 Brookshire Blvd  
Charlotte, NC 28216  
(704) 641-6894

**San Antonio Water System (SAWS), TX – 344,000 accounts**

**Contact:** Mr. Alan E. Williams  
Director, Field Operations  
Customer Service  
San Antonio Water System  
2800 U.S. Hwy. 281 North  
San Antonio, Texas 78212  
(210) 857-4870

**SCOTT L. ROWOLD**

221 TOLEDO TRAIL · SHELBYVILLE, TEXAS 75974

HOME: (936) 368-7201 · CELL: (936) 332-6680

**PROFESSIONAL EXPERIENCE**

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**UTILITY REVENUE MANAGEMENT COMPANY, INC.****1993-Present***Senior Operations Manager (Atlanta, Phoenix, San Diego, Tampa, Fulton County, Dallas, Plano, Richmond, East Bay MUD, Charleston, Columbus)**Field Technician (Jefferson and St. John the Baptist Parishes, LA)*

Evaluated water consumption pattern data of all commercial and industrial accounts in order to identify billing and metering inconsistencies. Based on these evaluations, determined which of these accounts should be field investigated and conducted detailed field investigations to document. Responsible for submitting proposed corrective action for individual customer accounts where there was documented revenue loss. *Mr. Rowold is presently supporting the Columbus Ohio engagement.*

**WATER COMPANY OF AMERICA****1989-1991***Field Technician*

*As field technician in City of Houston, investigated all commercial accounts for unbilled and underbilled revenues. Performed field investigations as part of the engineering study, which evaluated the accuracy of City of Houston's system for giving evaporation or sewer credits. Mr. Rowold was the Field Technician for the contract in New Orleans for the Sewerage and Water Board. Responsible for reviewing accounts in billing system to determine which needed to be field investigated. He also trained personnel in procedures used in finding accounts that were utilizing sewer services but were not being charged.*

**ENERGY RESOURCES MANAGEMENT****1987-1989***Meter Installer*

Installed water meters on cooling towers, lawn systems and industries for the purpose of obtaining evaporation or sewer credit from City utility department. Installed water-conserving fixtures to reduce water and sewer costs in apartments. Also located and repaired all types of leaks on property.

**BUSINESS REFERENCES**

---

**East Bay Municipal Utility District, CA -- 379,000 accounts**

**Contact:** Mrs. Regina Cullado  
Customer Services Manager  
East Bay Municipal Utility District  
375 Eleventh St.  
Oakland, CA 94607-4240  
(510) 287-0651  
[rcullado@ebmud.com](mailto:rcullado@ebmud.com)

**RESUME OF SCOTT ROWOLD, CONT'D**

**San Antonio Water System (SAWS), TX – 344,000 accounts**

**Contact:** Mr. Alan E. Williams  
Director, Field Operations  
Customer Service  
San Antonio Water System  
2800 U.S. Hwy. 281 North  
San Antonio, Texas 78212  
(210) 233-3756

**Charleston Water Systems – 108,000 accounts**

**Contact:** Brenda Goldstein  
Director of Finance  
Charleston Water Systems  
103 St. Philip Street  
Charleston, South Carolina 29402  
(843) 727-6977  
goldsteinbn@charlestoncpw.com

## MARK A. BROUSE

263 CR 2690 • SHELBYVILLE, TX 75973  
HOME: 936-368-2554 • CELL: 423-488-1355

PROFESSIONAL EXPERIENCE

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**UTILITY REVENUE MANAGEMENT COMPANY, INC.****1993-Present***Chief Technology Officer**Project Manager (Pittsburgh, Nashville, Youngstown, and Baltimore)**Field Technician (Jefferson and St. John the Baptist Parishes, LA, Atlanta)*

*Developed and implemented field investigation procedures. Hired and trained field crews. Evaluated each City's computer billing database to determine which accounts needed to be field investigated. Coordinated the replacement and/or repair of water meters. Mr. Brouse works out of URM's Texas office.*

**WATER COMPANY OF AMERICA****1990-1993***Field Technician*

*Implemented field investigation procedures. Evaluated each City's computer billing database to determine which accounts needed to be field investigated.*

**OSMOSE WOOD PRESERVING, INC.****1987-1990***Field Inspection Foreman, New Jersey*

Implemented contracts sold to New Jersey utility companies. Responsible for the preparation and inspection of utility poles for chemical treatment. Hired and trained crews in the safe application of pesticides and fungicides. Prepared daily payroll expenses. Maintained company trucks and gas powered tools.

EDUCATION AND TRAINING

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Osmose Field Training Program and New Jersey Pesticide Licensing Exams, Core 7B and E

Internship at Nature Center of Lee County, FL - Management of Nature Center and Properties

Special Project: Controlled Cutting and Spraying of Non-Native Trees

A.A.S., Forestry Technology, Michigan Technological University, 1983



**T H O M A S C . S U L L I V A N**

PO BOX 104 • SHELBYVILLE, TX 78573-0104  
PHONE 936-368-7170 • E-MAIL FURMPLAY@AOL.COM

**PROFESSIONAL EXPERIENCE**

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**June 1998 to Present**  
**President**

**Halcyon Technical Services, Inc.**  
**Center , TX**

- Custom software creation for municipal and private utility auditing
- Technical supervision of custom software implementation
- Contracts serviced in twenty-three (23) cities nationally

**May 1995 to September 2000**  
**Tax Credit Consultant**

**ESG Consultants, Inc.**  
**Houston, TX**

- Evaluation and preparation of low-income housing tax credit applications
- Acquisition of construction, bridge and permanent loan financing
- Preparation of applications for state and federal grant monies

**August 1997 to September 2000**  
**Information Technology Director**

**Utility Revenue Management Co., Inc.**  
**Houston, TX**

- Supervision and administration of computer systems and networks
- Design and construction of desktop computers
- Graphic design and formatting of marketing materials

**June 1987 to July 1989**  
**Senior Maintenance Mechanic**

**Photocircuits Atlanta**  
**Peachtree City, GA**

- Maintenance of printed circuit board production equipment
- Design and fabrication of test equipment

**April 1986 to May 1987**  
**Senior Meteorologist**

**Ford Aerospace**  
**Newport Beach, CA**

- Calibration and repair of test equipment
- Quality assurance inspector
- Maintenance of technical publication library

**MILITARY EXPERIENCE**

---

**August 1990 to August 1994**  
**Avionics Technician**

**United States Marine Corps**  
**El Toro, CA**

- \*Maintenance of mobile avionic facilities in support of Operation Desert Storm
- \* Testing and repair of automatic test sets in support of F/A-18A Hornet aircraft
- \* Administrative Chief, Centralized Billeting Office

## EXPERIENCE & QUALIFICATIONS

### Team Resumes

#### RESUME OF THOMAS C. SULLIVAN, CONT'D

**April 1986 to January 1988**

**Avionics Technician**

**United States Marine Corps Reserve**

**El Toro, CA / Carrollton, GA**

- \* Maintenance and repair of radar equipment in support of RF-4B Phantom aircraft
- \* Quality assurance inspector
- \* Technical publication librarian

**January 1982 to April 1986**

**Avionics Technician**

**United States Marine Corps**

**El Toro, CA**

- \* Maintenance and repair of radar equipment in support of RF-4B Phantom aircraft
- \* Maintenance and repair of electronic countermeasure equipment in support of F/A-18A Hornet aircraft
- \* Technical publication librarian
- \* Quality assurance inspector

#### PERSONAL AWARDS RECEIVED

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- \* Navy Achievement Medal
- \* Certificates of Appreciation
- \* Good Conduct Medals

#### EDUCATION

---

**December 2003**

**BS Electrical Engineering with Honors**

**Georgia Institute of Technology**

**Atlanta, GA**

**ROBIN SURFACE KNOTT**

1401 ANNE AVENUE • HUMBLE, TEXAS 77338  
PHONE 713.410.8898 • E-MAIL RKNOTT@RSKMANAGEMENT.COM

**SUMMARY OF QUALIFICATIONS**

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Over 17 years' experience in corporate planning including facilitating the annual budget process; analysis, reforecast and presentation of ongoing operating results; establishment of financial hurdles and initiatives; and development of strategic and financial analyses necessary for a broad range of business development planning.

**PROFESSIONAL EXPERIENCE**

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**RSK Management and Consulting, Houston, TX****1999 – Present*****Sole Proprietor – Business Consultant***

Facilitate the finance and administration functions of small to mid-sized business clients, including guidance in formulating policies, managing daily operations, and planning the use of materials and human resources, as well as the development of strategic and financial analysis necessary for business development planning. Evaluate business investment opportunities for client companies, including real estate transactions, business acquisitions and joint venture opportunities.

**Hollyhills Development, Inc., Los Angeles, CA****2006 - 2008*****Vice President, Asset Strategies***

Responsible for development of long term strategic plan, including working with management to establish financial hurdles and initiatives, including cash flow initiatives, return on investment, participation interests, and investment program scenarios Interim CFO with oversight of accounting operations for Hollyhills and affiliated entities. Responsible for directing and implementing a wide-scale intercompany reconciliation initiative and establishment of accounting controls and procedures and cash management initiatives. Develop pro forma and cash flow analyses for various development opportunities as well as audit and reporting on current investment portfolio, including land development, timeshare, golf and resort operations.

**The Keystone Group, Inc., Houston, TX****1999 - 2005*****Director, Finance and Administration***

Responsible for development of long-term strategic plan, including working with management to establish financial hurdles and initiatives, including cash flow initiatives, return on investment, participation interests, and investment program scenarios Coordinate development of \$120 million Keystone Real Estate Investment Trust (KREATE) investment program, including the planning and development, identification and evaluation of properties, debt and equity placement and the tracking and reporting of all business leads to optimize revenue, facilitate margin retention and achieve company growth objectives. Develop pro forma and cash flow analyses for various development opportunities, including acquisitions, construction, sale-leaseback, lease with option to purchase, and capital lease. Development experience includes commercial and government office buildings, master-planned resident golf-course communities, and acreage development.

**RESUME OF ROBIN SURFACE KNOTT, CONT'D**

**Seagull Energy Corporation, Houston, TX**  
***Senior Analyst - Corporate Planning & Development***

**1991-1999**

Responsible for property acquisition analyses including comparison of various financial indicators to established financial hurdles Coordinate specific functions of corporate planning and reporting including the development of company-wide G&A budget, the development of budget model to integrate G&A and operating budgets for 80 departments, including interdepartmental allocations, GOE/LOE allocations, the preparation of monthly budget variance analysis and revised forecast for Operating Schedules, Balance Sheet and Cash Flows and monthly report to Board of Directors as well as development of budget presentation for Board meetings

**EDUCATION**

---

1996 - LeTourneau University, 3.96/4.0 GPA  
*Bachelor Science - Business Management*

**LICENSE AND CERTIFICATIONS**

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WBE / DBE / HUB, State of Texas  
WBE / DBE, State of California

Proposers are required to provide the following information regarding approach and methodology in the proposal submission:

**3.1** Submit detailed information addressing how Proposer will achieve each portion of the scope of services outlined in Appendix C, Minimum Requirements and Specifications, for Revenue Enhancement Study for City Utilities.

### ***SCOPE OF WORK***

The City water metering devices, meter readers, meter reading equipment, billing staff, and billing equipment comprise the "communication link" between the City and each of its water customers. Since each customer has instant access to utility service, he or she communicates the need for services to the City by merely turning the faucet. The customer also measures quality of service by the product's look and taste, and whether the water volume and pressure from the faucet is perceived to be adequate.

Conversely, the City accounts for services rendered by reading the customer's water meter, and submitting a bill for these services in direct response to the customer's demand. The quality of this communication system is measured by the customer in terms of meter reading accuracy, equipment operation reliability, programming logic soundness, and timely, accurate utility bills.

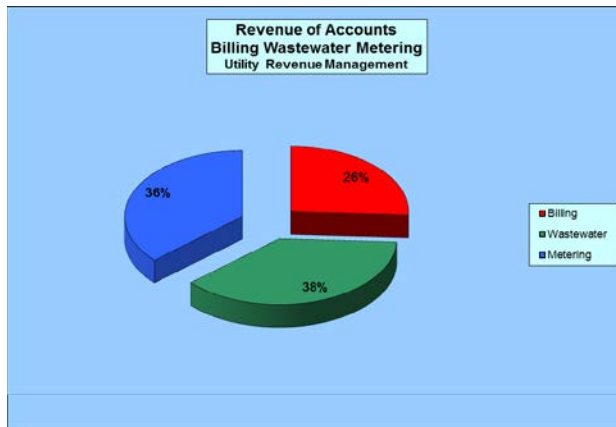
Most of the interaction between the City and its customers is favorable. A small percentage of the time, however, communication fails in some way, and all or part of the water delivered to the customer is not billed or paid for. Generally, this breakdown in communication is caused by meter malfunction, incorrect account billing information, meter read error or customer theft through illegal connections or meter tampering. Water service which is delivered and not billed for these reasons can account for as much as 5% to 10% of all water pumped into the system.

URM views the "communication link" – the billing and metering staff, as well as the physical and technological components - from a systems perspective and has previously identified and documented revenue enhancement opportunities in the following broad areas:

1. Billing Related Inconsistencies
2. Wastewater Discrepancies
3. Meter Related Malfunctions (Including Theft of Service and Unmetered Fire lines)

The three (3) revenue enhancement opportunities listed above are interrelated, just as is the service delivery system. For example, water metering malfunctions can lead to meter reading errors, which in turn can lead to incorrect data entry, incorrect billings, and remittance system difficulties due to an inaccurate bill.

## APPROACH AND METHODOLOGY



In order to accurately quantify all unbilled, underbilled or misbilled revenue of all **billing-based City of Miami Beach customers, URM will identify all Billing Inconsistencies, Wastewater Discrepancies, and Metering Malfunctions** as described in detail on the following pages.

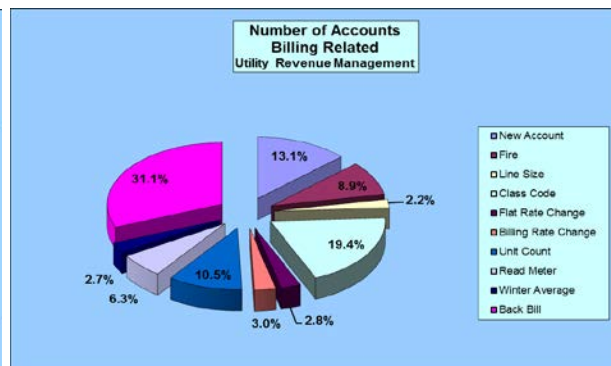
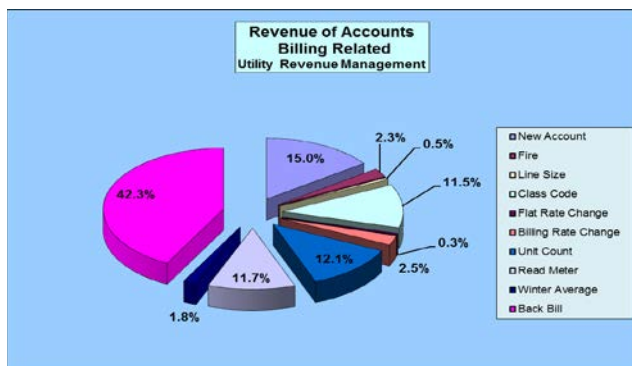
### Billing-Related Inconsistencies (Including Unbilled and Under-Billed Service)

**Billing-related inconsistencies** have comprised approximately 28% of all revenue enhancement

opportunities and 26% of all projected increased revenue over the last 26 years.

Although wastewater and surcharge discrepancies could be categorized as billing-related inconsistencies, the significance of their occurrences warrant listing them as a separate analytical area and are not a part of this analysis.

Generally, billing-related inconsistencies occur because billing information is provided incorrectly by the customer, either by accident or intentionally, erroneously omitted or incorrectly entered during account setup or modification, or altered during software and/or hardware modification or conversion. Incorrect billing information includes such items as new (lost) accounts, fire service, line size, customer classification (class code), rate schedule, unit count (number of apartment units), winter average and back bills (which is a result of the other inconsistencies where utilities do back bill).



**New Accounts (Active-but-Unbilled Customer Accounts):** Active-but-unbilled customer accounts are those accounts that have been dropped from or were never entered into the billing system. Over 26 years, URM has identified 284 active utility customers who were not on the billing system of various utilities.

**Fire Lines and Fire Service, including Unmetered Firelines:** Many businesses and industries are required by local and state fire codes and their insurance carriers to maintain fire systems to protect their real estate, real estate improvements, and equipment and inventories. Relevant information about fire lines and service for new construction or for reconstruction often fails to reach the utility's customer database from the Fire Marshall and/or field inspection. Consequently, these customers are either charged incorrectly or not at all.



## APPROACH AND METHODOLOGY

URM staff will analyze the fire lines of all City of Miami Beach customers. Those fire lines suspected of being used for domestic service will be metered using ultrasonic equipment or parallel metering to determine the exact level of monthly usage, if any, and documentation prepared and presented to City Customer Service for correct billing and consideration of backbilling the customer for this unmetered domestic wastewater usage. This recommendation will be based on the time water service has been available and how long the building(s) have been in use. URM has experience locating fire lines of all types and unmetered fire lines being used for domestic service.

**Line Size.** Many utilities have individual user charges, in addition to volume charges, tied to the size of the water line that connects the water main to the customer's water meter. These line sizes can be recorded incorrectly in the field and transferred to the billing system, or correct line size information from the field can be entered into the billing system incorrectly during the data entry process.

**Customer Classification.** Customer classification can change because of re-zoning and demolition or new construction and/or renovation at a particular location without changes in ownership, the meter, or the customer's billing information. Many times these actions are not communicated to customer service for modification.

**Rate Schedule.** As previously discussed, individual accounts may be incorrectly billed due to system software or hardware changes or mistakes in data entry.

**Number of Apartment Units.** Some utilities bill apartment complexes for service based upon the number of apartment units served by each water meter at the complex. If an inappropriate number of units is recorded on the billing system, the actual fee for services rendered through a particular meter at the complex may be too low. This situation can arise when changes to the billing system are not made in accordance with demolition of one land use and construction of a new one (in this case, apartments), demolition and construction of a new complex with a different number of units, change in the number of existing apartment units through remodeling, or zoning change (e.g., from single-family to multi-family) with corresponding modification of the existing structure to multi-units.

**Read Meter (Meter-Reading Errors).** Meter reading errors or inconsistencies often result in unbilled or underbilled water and wastewater usage. Meter-reading inconsistencies include faulty reads, estimated reads, and meter skips, which are often caused by locked gates, trash, parked cars, dogs, water, and other obstacles which block the meter reader's access to meters.

While human error is somewhat controlled by the accuracy of the hand-held meter-reading devices or other remote systems, meter readers can still, by accident or intentionally, enter a wrong read from a meter that is functioning properly.

AMR/AMI technology is subject to programming errors, battery and wiring issues, and faulty installation that can lead to incorrect meter readings.

**Properties with Multiple Meters.** All accounts with multiple meters will be evaluated for proper meter allocation. Based on consumption pattern analysis of individual accounts, field investigations will be conducted (if warranted) to determine if there are meters that are serving a particular property but are not on the billing system or are being billed to a different account.

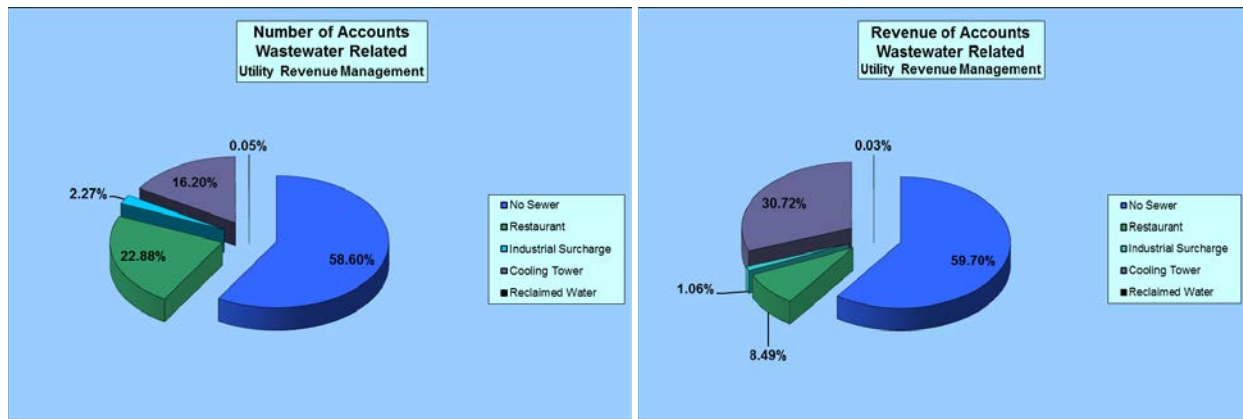
**If account and meter inconsistencies are discovered and documented, modifications to the customer's**

account and utility bill for water and wastewater service will be recommended as a part of this process using adopted Customer Service policies.

All special billing functions and classes such as wholesale customers and all other revenue-related functions of the billing system are reviewed (e.g., adjustments to customer bills, capital recovery charges, connection fees, capital surcharges) by URM to identify any other potential billing inconsistencies associated with individual accounts.

### Wastewater Discrepancies

Wastewater Discrepancies comprised approximately 52% of all revenue enhancement opportunities and 38% of all projected increased revenue over the last 26 years.



Wastewater Discrepancies are related to individual customers receiving sewer service but not being billed for that service, restaurant and industrial surcharges being incorrectly assessed on accounts with high strength waste (compared to a typical single family residential customer), incorrectly granting credits for water used in cooling tower operation that is being returned to the wastewater system, and reclaimed water customers.

**No Sewer.** Detailed field investigations will be performed on each water-only account that could be a City wastewater customer to ensure that there are no connections to the sewer system. If there are connections, that fact will be verified in the field, documented, and recommendations made that the customer be requested to pay for the service using adopted City Customer Service policies.

All accounts with multiple meters will be evaluated for proper meter allocation. Based on consumption pattern analysis of individual accounts, field investigations will be conducted (if warranted) to determine if there are meters in the field that are serving a particular property, but are not on the billing system, or are being billed to a different account and/or do not have a wastewater charge attached to them.

If account and meter inconsistencies are discovered and documented, modifications to the customer's account and utility bill for water and resulting increased sewer service will be recommended by account as a part of this process using adopted City Customer Service policies.

## APPROACH AND METHODOLOGY

**Restaurant and Industrial Waste Surcharge.** The 1972 Clean Water Act detailed requirements for on-site treatment of high-and extra-strength waste from business and industry in order to protect the public sewer systems from damage and operational upsets.

All industrial surcharge accounts will be evaluated, comparing all surcharge accounts and their surcharge factors with the information concerning industrial surcharge accounts on the billing system. This process will reveal inconsistencies in surcharge factors being used on the same account, resulting in revenue loss to City.

Businesses and industries are also reviewed for consistency with the pretreatment ordinance, and where it appears that the facility should be receiving a surcharge, recommendations are made (with appropriate documentation) for inclusion in the program.

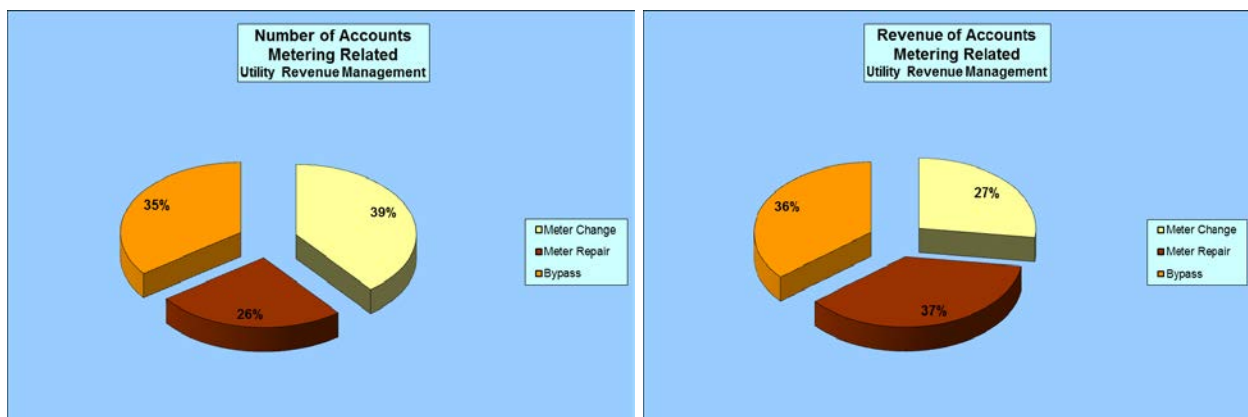
**Cooling Tower Operations.** Some utilities grant wastewater credits for cooling tower operation where evaporation is estimated for water that is not returned to the sewer system. If granted, all wastewater evaporation credits will be evaluated to ensure that the customer is not being undercharged for wastewater service.

**Reclaimed Water.** Many utilities now provide treated wastewater to customers for specialized functions. If reclaimed water is provided, URM will ensure that it is being billed correctly.

### Meter-Related Malfunctions

Meter malfunctions include being “stuck,” faulty valves, broken registers, slow running due to age and normal wear and tear, and, in the case of large meters, bypasses either malfunctioning, being accidentally left open, or being intentionally opened.

Although meter malfunctions represent only 20% of all revenue enhancement opportunities identified by URM over the last 26 years, this category has accounted for approximately 36% of the projected revenue increase.



When automatic meter reading (“AMR”) technology is in place, meters can malfunction because the AMR metering element is often faulty or due to incorrect wiring or programming, or the battery needs replacing.

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Meter malfunctions are resolved through testing, repairing, or replacing meters, rewiring or replacing AMR remotes, replacing batteries and repairing or closing and locking large meter bypasses.

Through individual account consumption pattern evaluation and field inspection, URM, working with the appropriate City Customer Service and staff, will identify metering related malfunctions and will communicate the need for corrective action to said staff.

Meter Management programs will also be reviewed in light of maximization of revenue to the City.

**Theft of Service.** Through the analysis of individual consumption patterns, correlated with land use and meter type (not brand) and size, accounts with inexplicably low consumption patterns are identified. Low consumption can be a result of meter malfunctions, meter tampering, illegal connections to the utility system, or a change in usage patterns. Once the consumption pattern analysis is complete, accounts identified as having low consumption patterns undergo an in-depth field evaluation to search for illegal connections to the system. Illegal connections can be a result of tapping unmetered fire lines, bypassing existing metering devices, tying into fire hydrant leads or the fire hydrant itself, or illegally tapping into the distribution system.

Theft of water service can also occur when individuals deliberately tamper with the meter in any of the following ways:

- Opening the bypass valve on large meters, allowing water to flow through the bypass line around the meter, with little or no flow registering on the meter;
- Burying the meter so it cannot be found or read;
- Damaging the meter so it does not register water flow correctly;
- Parking vehicles or other equipment over the meter so it cannot be accessed;
- Installing a physical bypass to enable part or all of the water service to the property to go around rather than through the meter;
- Periodically reversing the register on the meter to make it run in reverse; or
- Illegally using fire hydrants.

Thirty-five percent (35%) of all meter-related increased revenue enhancement opportunities identified by URM over the last 26 years involved closing and locking bypasses. These open bypasses were discovered in the field as a result of the identification of consumption pattern irregularities in the office on an account-by-account basis.

**Fire Lines and Fire Service, including Unmetered Firelines.** Many businesses and industries are required by local and state fire codes and their insurance carriers to maintain fire systems to protect their real estate, real estate improvements, and equipment and inventories. Relevant information about fire lines and service for new construction or for reconstruction often fails to reach the utility's customer database from the Fire Marshall and/or field inspection. Consequently, these customers are either charged incorrectly or not at all.

URM staff will analyze the fire lines of all Commercial City customers. Those fire lines suspected of being used for domestic service will be metered using ultrasonic equipment or parallel metering to determine the exact level of monthly usage, if any, and documentation prepared and presented to City Customer Service for consideration of correct billing and backbilling the customer for this unmetered domestic wastewater usage. This recommendation will be based on the time water service has been available and

## APPROACH AND METHODOLOGY

how long the building(s) have been in use. URM has experience locating fire lines of all types and unmetered fire lines being used for domestic service.

Because of the locations of firelines in apartment complexes, building complexes, and industrial applications, there is always the opportunity for their abuse. Existing utility records are used as a base to develop a comprehensive listing of fire lines. Alternatives are developed for those fire lines where it is determined that there is non-fire use.

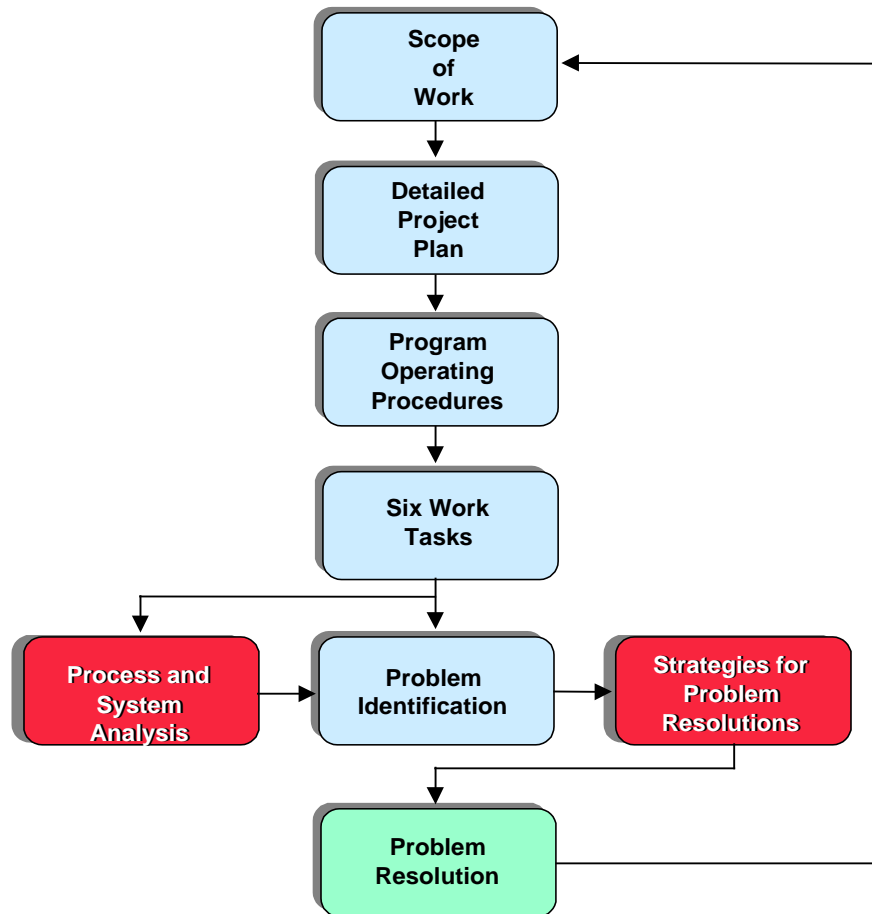
### **Review of Customer Service Business Practices**

URM will review the City's customer service standards as they relate to the proper billing of its Water, Wastewater, Stormwater and Electric customers and provide recommendations to improve their proper billing as appropriate

**URM will not duplicate the ongoing efforts of City Customer Service as that would be a waste of both the City and URM time and resources.**

URM utilizes a multi-step process to plan, organize, execute, and manage a program such as this “Revenue Recovery Audit - Billing System Services Project” program (“Program”). The following discussion details the process typical in a URM Revenue Enhancement Program. The process is illustrated in the Figure below.

### PROGRAM OVERVIEW



At the beginning of the Program, URM’s project manager, key company officials and staff will meet with City officials to discuss the procedures and objectives of the Program, as well as data access to implement the Program, reporting requirements, required documentation, and access to and support by City’s staff.

### Detailed Project Plan

At the outset of the Program, URM, along with the City officials, will develop a Detailed Project Plan. The Plan will include how the Program is to be conducted, the analytical procedures to be used in identifying and documenting the potential recovered revenue, the measures to correct unbilled or underbilled water and wastewater service and the individual tasks to be performed in executing the Program. An outline of

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URM's and the City's responsibilities will be based on the Scope of Work contained in the RFP and this URM RFP response.

### **Program Operating Procedures**

The URM team's program management of all account-related information is an integral step in the process designed to identify unbilled, underbilled or misbilled revenue enhancement opportunities. URM will analyze consumption patterns of individual accounts and determine, based on staff experience and the URM database developed over the last 26 years, whether an account shows a potential loss in revenue, along with the potential causes of that loss.

Additionally, URM will conduct a field study, which includes the verification of the number of meters utility related systems serving an individual property, regardless of the number of accounts associated with that property. This process requires a thorough knowledge and understanding of land use types and their appropriate water and wastewater services, meter sizing, meter types, size and occupancy of the structure(s), water dependent products produced on site, and general knowledge of the user.

URM will conduct individual on/off tests and detailed utility field property evaluations to identify all of the following: (1) illegal connections; (2) malfunctioning meters; (3) unbilled meters [lost accounts]; and (4) incorrectly billed property.

**Six Work Tasks:** URM has identified six work tasks that must be completed for the Program to be successful. The six work tasks are listed below:

1. Review all accounts by meter size.
2. Analyze potential revenue enhancement opportunities by user type.
3. Review special account classifications.
4. Review all credits given on utility bills.
5. Group identified problem accounts by geographic area and field investigate.
6. Cross-reference property tax roll and building permit information with customer accounts.

### **Process/System Analysis**

The results of the six work tasks listed above provide the building blocks for the detailed correction of unbilled, underbilled or misbilled water and wastewater services and associated revenue losses and quantify:

1. Causes of unbilled and underbilled water and wastewater-services.
2. Number and type of accounts affected.
3. Loss in gallons (estimated).
4. Calculations of estimated amount of water and wastewater revenue loss.
5. Recommended specific corrective action.

### **Local Business Involvement**

The nature of URM's business and this RFP is to contract with local firms to provide certain services required to facilitate the contract and meet URM's local operating needs. During the contract period, URM will maintain a presence in the City and will utilize local small business vendors to maintain our operation, to include working facilities, vehicles, supplies and everyday operational needs.

### **Subcontractors and Vendors**

URM operates on a daily basis in partnership with two firms.

The Pegatus Group, LLC, is a technology firm specializing in the development of unique programs for the analysis of data contained on public water and wastewater utility billing systems. The Pegatus Group

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provides these services on an exclusive basis to URM. The two Principals in URM are also partners in this firm.

RSK Management and Consulting, a Disadvantaged/Women's Business Enterprise (D/WBE), based in Houston, Texas, is a financial management firm which provides all financial related support activities necessary for the successful day to day operations of URM.

### Preliminary Schedule with Major Milestones

WORK TASK/DELIVERABLE	MONTH									
	2	4	6	8	10	12	14	16	18	
Notice to Proceed										
Develop Detailed Project Plan										
Review all Accounts by Meter Size										
Review all Accts by User/Land Use Type										
Review all Special Accts Class.										
Review all Credits Given on Utility Bills										
Field Investigate Tasks 1-4										
Cross-Reference Accounts										
Account Monitoring										
Final Report / Project Completion										

### The City Responsibilities

The City will be responsible to provide two terminal remote access to account data for URM to execute the study as outlined herein. The City will be requested to assign a Project Manager to work with the URM Project Manager during the conduct of the Study. The City Project Manager will receive, review, and approve or reject the Work Orders submitted by URM on a weekly basis, as well as review and approve the monthly payable. All communications with the Augusta Utilities Department will be through the Project Manager.

URM will be responsible for all account analysis, field investigations, research report development and submission, payable development, documentation and submission, and all other investigative activities associated the Study.

URM will submit a monthly payable for payment under the terms of the contract to be reviewed by the County Project Manager and others as appropriate.

### URM Self-Performance

URM staff will conduct all aspects of the revenue enhancement study, to include: evaluation of all billing and metering related data contained on the billing system, interpreting consumption pattern information contained on the billing system, conducting field investigations of individual properties and accounts to validate loss in revenue as a result of incorrect billing codes or metering malfunctions, dye testing individual properties and accounts to validate that they indeed are connected to the City's wastewater collection system, preparing specific recommendations for correction of billing or metering malfunctions



associated with individual customer accounts and preparing projections of potential increased revenue associated with these corrective actions, preparing briefing documents concerning the progress and results of the study.

### **Procedures for Project Meetings, Submittal Review and Owners Expectations**

The primary deliverables of the Revenue Enhancement and Recovery Project are the ultimate modifications to the City's utility billing and metering systems that will increase the billable revenue for the services provided by the City. As part of its deliverables, URM submits documentation, briefings, and scheduled written reports to the City as follows:

**1) The Detailed Project Plan** - At the outset of the Program, URM's Principal-in-Charge and Project Manager will develop a Detailed Project Plan in cooperation with the City Project Team. The Plan will act as a blueprint for the conduct of the Program, will be based on the Scope of Work contained in the RFP and the URM response, and will be updated and refined on a quarterly basis based on the actual results of the Program and the proposed quarterly briefings.

**2) Individual Account Analysis, Documentation, and Increased Revenue Projection** – Documentation of URM's field investigations and recommended courses of action to increase revenue will be submitted to the City in the form of a Work Order. Each Work Order will contain URM's estimate of increased revenue for that particular account. These Work Orders will be submitted by individual account on a weekly basis.

**3) The Final Briefing Document** - URM will submit its final written report to the City at the conclusion of the Program. The Final Report will include the specific results of the Program, an assessment of billing and metering practices, and an estimate of annual revenue loss. The Report will detail causes of inaccurate billing and water metering, an analysis of corrective actions, and a discussion of recommended actions for reducing future unbilled or under billed revenue.

**4) Weekly and Monthly Account List** - Each week, URM shall provide to the City a complete list of all accounts which were researched the previous week and which were identified as having increased revenue potential, and for which a Work Order is being submitted. This report will serve as the documentation for the monthly Increased Revenue Status Report, upon which URM will base its monthly payable statements.

**5) Monthly Payable** - URM will submit a monthly Payable, which will be the basis for any payments due URM by the City. The Payable will include the prior month's collection of customer invoices which represent previously corrected accounts and resulted in increased revenue to the City. The Payable will be customized to meet the requirements of the City, but at a minimum will include account number, revenue generating type (i.e., incorrect account classification, meter repair or replacement, etc.), amount invoiced and a calculation of URM's participation in any increased revenues.

**6) Management Briefings** - Three times a year, or more often as required, URM will provide the City Project Manager an Executive Management Briefing. The written, face-to-face briefing will include a Work Order Summary with a breakdown of activity by revenue generating type (e.g., no sewer, meter read error, meter replacement, open bypass, new accounts, etc.). URM will discuss the findings of the Program to date, overall status of the Program, and future efforts remaining under the contract.

## APPENDIX D REVENUE PROPOSAL FORM


**Failure to submit the Revenue Proposal Form, in its entirety and fully executed, by the deadline established for the receipt of proposals will result in proposal being deemed non-responsive and being rejected.**

Proposer affirms that the Proposed Revenue Sharing Rates stated on the Revenue Proposal Form are inclusive of all costs borne by the Proposer relating to the scope of the project; and Proposer affirms that no claim will be made on account of any increase in research costs, wages, material prices, delivery delays, taxes, insurance, cost indexes or on any other account.

The Revenue Proposal Form shall be completed mechanically or, if manually, in ink. **Revenue Proposal Form completed in pencil shall be deemed non-responsive.** All corrections on the Revenue Proposal Form shall be initialed.

	Description	Proposed Revenue Sharing Rate to the City	Gross Savings (*for calculation purposes only)	Net Revenue to the City
1.	Revenue Share for Cost Savings Realized by the City as a Result of the Revenue Enhancement Study/Recovery	<u>50</u> %	\$100,000*	\$ <u>50,000</u>
2.	Revenue Share for Cost Savings/Avoidance/Efficiencies Realized by the City as a Result of Recommendations for Future Efficiencies	<u>50</u> %	\$100,000*	\$ <u>50,000</u>
<b><sup>1</sup>Total Net Revenue to the City*</b>				<b>\$ <u>100,000</u></b>

<sup>1</sup>Basis for Allocation of Revenue Points.

Bidder's Affirmation	
Company:	Utility Revenue Management Company, Inc.
Authorized Representative:	A. Mitch Robertson
Address:	99 Detering St., Suite 130
Telephone:	713-956-1006
Email:	h2ocopp@aol.com
Authorized Representative's Signature:	

### Fee or Compensation

Utility Revenue Management is aware of the restricted budgets that Utilities are held to each year. A project such as this has no guarantee that the revenue stream created will exceed the costs associated with finding this stream. Instead of burdening the City Budget, Utility Revenue Management chooses to bear all the risk and burden of costs to complete this project and offer a win/win situation for the City. **If increased revenues are not collected, the City pays no monies to the Consultant, but still has the benefits of a review requested.**

URM will implement its program for a total price (which is to include all costs for providing the required goods or services) of **Fifty Percent (50%)** of increased revenues (as defined below) generated by URM which are actually collected (not estimated or projected) by the City for a period of **forty-eight (48) months of all increased revenues collected, including backbills or catch-up reads** beginning with the first full month of billing after the correction has been accomplished. Further, URM will assume and bear all start-up costs, as well as all ongoing costs associated with its Program, except for the hardware, installation, testing and related service costs associated with the repair, replacement and/or installation and calibration of meters.

### **UNLESS THE CITY COLLECTS INCREASED REVENUES THAT URM HAS GENERATED, URM IS OWED NOTHING.**

Since at no time will the City be obligated to pay URM out of any funds other than increased revenues produced by URM and collected by the City, URM's program will cost the City absolutely nothing in the traditional sense (other than a small commitment of the City's staff time). In fact, through the implementation of its program, not only will URM generate "new funds" out of which URM is to be paid its fee, [since at the present time such new funds are "lost" or not available to the City], but URM will also be creating a new source of revenues for the City. Of course, the size (or amount) of this new source of revenues will depend, in large measure, on the skill, training and experience of the members of URM's management/ professional staff team, which, as discussed throughout this Proposal, are unparalleled in this highly specialized industry.

As used above, increased revenues means the difference between the average amount billed to a customer account for the 12-month period immediately preceding the action taken (or caused to be taken) by URM and the amount billed to such account after such action has been taken.

URM's methodology and the detailed step by step explanation of the process to be employed by URM in order to identify and document customer accounts which will be used as a basis to calculate URM's compensation and to track actual increased revenues collected during the Program, is included in the Increased Revenue Calculation below.

### **Increased Revenue Calculation**

The following is a detailed step-by-step explanation of the process to be followed to identify and document customer accounts, which will be used as a basis to calculate compensation and to track actual increased revenue collections during the participation period.

### FIELD INVESTIGATION

Through individual account analysis in the office on the CIS and subsequent field investigation, URM's technicians and staff will determine if certain irregularities are causing revenue loss. Once this is determined, URM will document the find by producing a field investigation report and work order.

A base monthly average for that account will be computed by averaging a maximum of the twelve (12) months previous to the find. Estimated increased revenue will be computed by taking the base monthly average and comparing it to the projected billing after the correction is completed. If sufficient increased revenues are available for recovery, **then and only then** will a Work Order be generated and submitted to the the City Project Manager for review and approval. This Work Order will include a unique tracking number, as well as the estimated cost, if any, of the correction.

When the Work Order is approved, the work will be completed. Once the first full billing cycle has occurred after the correction has been accomplished, the billing amount will be compared to the base monthly average established prior to the correction. Any amount that exceeds the base average will be deemed increased revenues and upon collection of said amount will be split between URM and the City according to the agreed upon percentage. We understand that there may be exceptions to this process, but we have always been able to recognize them when they occur and make adjustments by mutual agreement of both parties.

#### Example:

Assuming the following facts:

- 1) A contract is executed in September 2018. Account No. 1 is discovered in October, 2018 approved in November 2018 and the correction is completed in December 2018. The first full month of billing after the correction, wherein URM would participate in the increased revenue, would be January 2019. URM would be entitled to its share of the increased revenue for the following forty-eight (48) months only.
- 2) If the base monthly charge is \$100.00 per month calculated before the correction, and then after the correction, the monthly charge is \$150.00 for the next one month, then URM would participate in 50% of the \$50.00 increased revenue for that month. If the monthly charge is less than the base of \$100.00, **then URM receives nothing that month.**