

December 29, 2020

Mr. David DeAngelis
Village Manager
Village of Elm Grove
13600 Juneau Boulevard
Elm Grove, WI 53122

Re: Transportation Utility Feasibility Study

Dear Mr. DeAngelis:

Thank you for allowing Ruekert & Mielke, Inc. (R/M) the opportunity to work with the Village of Elm Grove (Elm Grove) and submit a proposal to create a transportation utility feasibility study.

R/M offers professional services in finance, engineering, regulatory experience, accounting, GIS, and more. This combination affords clients unique opportunities to create cost-saving measures and develop holistic solutions. In the case of Elm Grove, R/M can leverage its recent GIS work on behalf of the Village for MS4 permitting to save time and money in developing potential transportation-utility fees based on land-use categories. Using the recent GIS work will provide more reliable results.

I will be the project manager for this project. I have provided financial services to several municipalities and utilities for years. On a recent project, I crafted a model for the Village of Bonduel which forecasts the next twenty years for the municipality and the water and sewer utilities. The forecast includes funding for capital improvement projects which R/M helped the Village prioritize. This model provides decision makers with the financial insight needed to chart the Village's future. Few firms can couple elaborate financial modeling with deep knowledge of capital improvement planning. The Finance Team will vet its assumptions with Elm Grove's Public Works Director, Richard Paul, Jr. and Elm Grove's Village Engineer, Anthony Petersen. This process will help produce more accurate cost estimates.

Given R/M's extensive experience with regulatory agencies such as the Public Service Commission (PSC) and the Department of Natural Resources (DNR), R/M can build rate structures and credit policies which hit the mark for being both defensible and equitable. Besides designing rates for dozens of utilities, R/M has filed numerous documents with the PSC and DNR to satisfy regulatory requirements, including annual reports on the high-profile water diversion the DNR granted to the City of Racine. R/M has won contested cases for clients before the PSC, and a member of our Team for Elm Grove, Bridgot Gysbers, has written testimony for contested cases on multiple occasions.

R/M is well prepared to educate the public about this relatively new concept. From special assessments to impact fee studies, R/M has presented in public hearings and fielded tough questions from concerned citizens, so R/M is skilled at explaining challenging ideas before crowds.

Finally, R/M knows how to give municipalities the information they need to create utilities. Partnering with municipal staff, R/M has written reports which merge the community's values and priorities with our rigorous financial analysis and regulatory knowledge. R/M has produced reports and financial models for the City of Oconomowoc on transportation utilities and for the City of Watertown on storm water utilities. Please see the accompanying information on the pages that follow this letter for more information, including project descriptions, resumes, and other relevant documents.

We understand the work to include the following Scope of Services:

- Identify Elm Grove's goal(s) for its transportation system.
- Send an initial data request to Elm Grove to identify the information needed to complete the study.
- Conduct a kickoff meeting by video with Elm Grove staff to explain the data request and to begin gathering data.
- Evaluate each of the main funding options available for Elm Grove's transportation system, including the property tax levy, debt proceeds, federal and state grants and aid programs, and transportation utility fees (TUF). R/M will perform a financial analysis, as well as an appraisal of the advantages and disadvantages for each option.
- Identify and explain the funding shortfall Elm Grove is facing for its transportation system. This explanation and the subsequent analysis will incorporate data from Elm Grove's five-year capital improvement plan.
- Develop a rate structure for a TUF based on trip generation, along with mechanisms for offering credit to property owners who can demonstrate less use of the transportation system.
- Work with Elm Grove staff, residents, and community leaders to explain the rate structure and determine which credit policy is most desirable in the following manner:
 - Hold a roundtable discussion either virtually or in person with community leaders identified by Elm Grove staff to explain the rate structure and credit policy options, answer questions, and survey attendees on their preference for a credit policy (same day as public informational meeting).
 - Hold a public informational meeting either virtually or in person to explain the rate structure and credit policy options, answer questions, and survey attendees on their preference for a credit policy.
- Recommend one credit policy and explain why it appears best suited for Elm Grove.
- Evaluate and propose policies for the oversight and management of a transportation utility, accounting and billing procedures, and appeals procedures.
- Include the results of all the above to Elm Grove in a report. The report will include an explanation of what, if any, impact the TUF would have on tax levy limit.
- Present the findings of the report either in person or by video at one meeting of Elm Grove's choice and answer questions.

The work will yield a report to inform Elm Grove's decision makers on whether to create a transportation utility, and if they opt to do so, how best to create one.

We understand the Scope excludes the following:

- Attending meetings beyond those specified above.
- Independently evaluating the physical inventory of the transportation system.
- Developing a new capital improvement plan for the transportation system.

The work as described under the above scope of services will be completed in time to incorporate the report's findings into the 2022 budget cycle assuming there are no delays caused by responses to requests for data. We will complete the work above for a lump-sum fee of **\$18,800** which includes all miscellaneous, reimbursable costs.

Upon written request from the Village, we would be happy to provide additional services beyond the scope at our regular hourly rates and reimbursable expense rates in effect at the time the work is performed. Such work could include participating in meetings outside those listed in the scope.

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We appreciate the opportunity to submit this proposal and look forward to working with the Village on this project. The work will be performed according to the attached **RM Standard Terms & Conditions (Non-Engineering)** dated March 7, 2014. If you accept our proposal, please return one executed copy to our office. Should any questions arise, please feel free to contact me.

Respectfully,

RUEKERT & MIELKE, INC.



Edward F. Maxwell, M.B.A., M.Ed.
Economic Consultant
emaxwell@ruekert-mielke.com

EFM:nah

Enclosure(s)

cc: Kevin Korth, Ruekert & Mielke, Inc.
Bridgot Gysbers, Ruekert & Mielke, Inc.
Anthony Petersen, P.E., Ruekert & Mielke, Inc.
Kenneth Ward, P.E., Ruekert & Mielke, Inc.
File

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CLIENT NAME:

Village of Elm Grove

By: _____

Title: _____

Date: _____

Designated Representative:

Name: _____

Title: _____

Phone Number: _____

ENGINEER:

Ruekert & Mielke, Inc.

By:  _____

Kenneth R. Ward, P.E.

Title: Vice President/Office Manager

Date: December 29, 2020

Designated Representative:

Name: Edward Maxwell

Title: Economic Consultant

Phone Number: (262)953-4162

PROFILE OF CONSULTANT FINANCIAL SERVICES



Park Impact Fee Study, Franklin, WI

Ruekert & Mielke, Inc. (R/M) partners with municipalities and companies to find and solve financial challenges. Our extensive knowledge and expert analysis help our clients succeed in spite of increasingly difficult financial constraints.

SERVICES

- Utility Assessments & Creation
- Impact fee and Special Assessment Studies
- Utility Acquisitions and Consolidations
- Wholesale Water and Sanitary Sewer Contracts and Intermunicipal Negotiations
- Water, Sanitary Sewer, and Storm Water Cost of Service and Rate Design
- Expert Witness and Strategy
- Grant Applications and Funding Strategies
- Water Loss Management and Conservation Planning
- Utility Demand and Revenue Forecasting
- Asset Management and Capital Improvement Plans

City of Racine, WI



Water & Wastewater Rates, Conservation & Water Loss Planning

City of Franklin, WI



Impact Fees & Assessments Studies, Expert Witness

"With assistance from R/M's financial team, water rate applications to the Public Service Commission have never been easier. R/M's experts have extensive financial knowledge and know how to apply it. R/M's relationships and location in Madison make working with state agencies a breeze. They successfully navigate the bureaucracy in Madison and deliver results."

— City of Racine, WI



EDWARD MAXWELL, MBA
Economic Consultant

- Bachelor of Arts in English - Lawrence University, Appleton
- Master of Business Administration - Finance & Investment Banking - Wisconsin School of Business, Madison



BRIDGOT GYSBERS
Economic Consultant

- Bachelor of Science, Business Administration, Accounting - Marian University, Fond du Lac, WI
- National Association of Regulatory Utility Commissioners (NARUC) Rate School, West Coast
- Wisconsin Public Utility Institute, Energy Utility Basics, Madison, WI

BACKGROUND AND ORGANIZATION

OUR ROLE AS YOUR ENGINEER & FINANCE CONSULTANT

Ruekert & Mielke, Inc. established its roots in 1946. Since then we have become a local leader by helping municipalities achieve balance with fiscal responsibilities, infrastructure to support daily life and the extras that make a community a desirable place to live. Our goal is to create long-term client relationships through personalized service and tailored solutions that save your community both time and money.

We offer:

- Municipal Engineering
- Construction Review and Survey
- Asset Management
- SCADA
- Environmental Services
- Financial Services
- Water and Wastewater
- GIS

Plus multiple other specialty services to complete your team.



Dedication, energy, and a tested approach has gone hand-in-hand with our ability to deliver your projects on-time and on-budget. Teamwork is what we're about in and outside of the office. It's because we firmly believe in working with you and not just for you.

This collaborative thinking is what helps us give you the best results through the right specialists and team leaders.



For more than 70 years, our reputation has continued to grow. Our offices are within driving distance of our clients and we take pride in the personal attention we can offer since our employees live, work, and play in local communities.



WAUKESHA, WI

W233 N2080 Ridgeview Parkway
Waukesha, WI 53188
262.542.5733

MADISON, WI

4001 Nakoosa Trail, Suite 200
Madison, WI 53714
608.819.2600

GREEN BAY, WI

1400 Lombardi Ave, Suite 101S
Green Bay, WI 54304
920.876.6382

KENOSHA, WI

6905 Green Bay Road, Suite 204
Kenosha, WI 53142
262.953.2650

PROJECT EXPERIENCE



CITY OF
OCONOMOWOC, WI



VILLAGE OF
BONDUEL, WI



TRANSPORTATION UTILITY FEASIBILITY STUDY

R/M created a transportation utility feasibility study for the City of Oconomowoc. By partnering with the mayor and City staff, R/M was able to align the study with the values and priorities of the community.

Based on the work R/M's engineers had done to build a Pavement Management System for the City, R/M was able to provide insight into the estimated costs that needed to be funded by a transportation utility. R/M made a financial model to determine a fee based on average number of trips for land-use category.

R/M developed a report to explain the transportation-utility concept and provide examples of the financial impact on specific parcels.

SERVICES

- Transportation Utility Study
- Pavement Management
- Financial Modeling

PROJECT TEAM

- Stan Sugden, P.E.
- Bill Mielke, P.E.

CLIENT CONTACT

Mark Frye
Director of Public Works
City of Oconomowoc
174 E Wisconsin Ave
Oconomowoc, WI 53066
262.569.2184
mfrye@oconomowoc-wi.gov

DYNAMIC FINANCIAL MODEL AND 20-YEAR CIP

To help the Village of Bonduel plot its course for its financial future, R/M built a dynamic financial model that forecast operations and maintenance expenses, cash flow, debt, and revenue for the municipality, the sewer utility, and the water utility.

The model incorporated a 20-year capital improvement plan for all three entities that R/M engineering created for the Village. This plan included a comprehensive plan for road work. R/M worked with Village staff and the board to create this model that could easily be updated.

The CIP was first created in 2009 and was updated again in 2014. A third 2020 update is being finalized this year.

SERVICES

- Financial Modeling
- Capital Improvement Planning
- Plan Updates

PROJECT TEAM

- Ed Maxwell, MBA
- Kevin Wagner, P.E.

CLIENT CONTACT

Barb Wickman
Village Board Member
Village of Bonduel
117 W Green Bay St
Bonduel, WI 54107
715.758.2402
villagehall@villageofbonduel.com



SERVICES

- Total Maximum Daily Load (TMDL) Master Planning
- Sustainable Design for Stormwater Management Facilities
- Stormwater Quality Modeling
- Floodplain Modeling
- Stormwater Utility Development

PROJECT TEAM

- Steven C. Wurster, P.E., CPSWQ
- Terrence R. Tavera, P.E., CFM, CPESC
- Michael T. Hallada, CISEC
- Ed Maxwell, MBA

CLIENT CONTACT

Jaynellen Holloway
City Engineer
City of Watertown
920.262.4050
jaynellenh@
CityofWatertown.org

STORMWATER MANAGEMENT MASTER PLAN AND UTILITY FEASIBILITY

R/M assisted the City of Watertown in obtaining three grants for water resources master planning. The City was funded through the Wisconsin Department of Natural Resources Urban Non-Point Source program in the amount of \$100,000 for completion of an initial city-wide stormwater management plan, \$33,000 for a stormwater utility feasibility study, and \$42,000 to develop and recommend a plan to comply with the pollutant allocations found in the Rock River TMDL Load Report.

As part of the long-term plan to address TSS and total phosphorus in the MS4, the team took a pollutant trading approach, where the City would offset pollutant loading with management measures in the upstream watershed. Surveys revealed a list of over 150 project sites with guidance on available best management practices that could be implemented.

The project included:

1. An inventory of existing conditions and system infrastructure.
2. Hydrologic/hydraulic flooding analysis for both existing and future conditions.
3. Analysis of current and future pollutant loadings using WinSLAMM.
4. Development and cost projection of a recommended stormwater management plan.

The stormwater utility study included:

1. Preparation of a stormwater needs assessment and estimated utility budget.
2. Estimation of the total number of Equivalent Runoff Units (ERUs) citywide.
3. Development and evaluation of proposed user charge structures.
4. Preparation and discussion of policy papers for each of the policy issues involved with creating a new utility.
5. An assessment of the financial, administrative, and political feasibility of a stormwater utility for the City of Watertown.

PROJECT HIGHLIGHTS

The initial two studies involved the formation of a 20-member stakeholder advisory committee consisting of elected officials, municipal staff, concerned citizens, environmental groups, Wisconsin Department of Natural Resources representatives, local business owners, and non-profit organization representatives. Watertown's Stormwater Utility currently generates more than \$1,000,000 per year in funds that are exclusively dedicated to stormwater projects. R/M has performed several rate updates since the utility creation.



SERVICES

- Water Demand Forecasting
- Contested Case Strategy and Expert Testimony

PROJECT TEAM

- Edward Maxwell, MBA
- David A. Sheard, P.E.

CLIENT CONTACT

Glen Morrow
City Engineer/Director of
Public Works
Franklin Water Utility
9229 West Loomis Road
Franklin, WI 53135
414.425.7500
gmorrow@franklinwi.gov

FRANKLIN/OAK CREEK WATER UTILITY CONTESTED PSC CASE

Striving to keep water rates down for the City of Franklin, R/M supported the City when it intervened in its wholesale water supplier's construction authorization case. Partnering with City staff and the City's attorney, R/M provided financial analysis and submitted oral and written expert testimony before the Public Service Commission in this complex contested case over the course of several years.

In 2015, the Oak Creek Water Utility applied for approval from the Wisconsin Public Service Commission to upgrade its water treatment plant and add ultraviolet disinfection. Its wholesale customer, the Franklin Water Utility, intervened, arguing that the upgrade was unnecessary. R/M worked on behalf of Franklin through a complex proceeding that lasted more than two and a half years. We reviewed Oak Creek's plans and demand forecasts, evaluated statutory criteria for project approval, and submitted oral and written expert testimony.

PROJECT HIGHLIGHT

The PSC has recently started interpreting construction approval regulations more narrowly. As part of the contested proceeding between Franklin and Oak Creek, R/M thoroughly understands how the PSC interprets its authority and how that interpretation may evolve in the future. Ultimately, the PSC sided with our client and denied the construction authorization.

TEAM MEMBERS





EDWARD F. MAXWELL

ECONOMIC CONSULTANT

Before joining R/M, he worked in private-sector finance, analyzing capital investments, forecasting expenses and revenue, and crafting department budgets. At R/M, he creates financial solutions for all clients, from municipalities to corporate businesses.

EXPERIENCE

Impact Fee Studies

Edward has created impact fee studies for utilities and municipalities. By partnering with utility and municipal staff to assess capital needs, Edward has developed impact fees to meet the demands placed on communities from new growth. Edward has drafted ordinances to codify the fees and ensure compliance with state statutory changes. These ordinances have been adopted by municipal clients as part of approving the new impact fees. Additionally, he has spoken at public hearings and before governing bodies to explain the fees in detail.

Reserve Capacity Assessment Studies

Edward has conducted Reserve Capacity Assessment studies and offered recommendations for fee schedules. Based on the study he performed for the City of Hartford sanitary sewer utility, Edward proposed several alternatives that would ensure Hartford sewer's capital expenditures for new development would be fully funded, and he provided a detailed list of advantages and disadvantages that informed decision makers.

Wastewater Cost of Service & Rate Design

Edward has analyzed cost of service and designed rates for utilities for communities ranging from the Village of Thiensville, Wisconsin, to the City of Erie, Pennsylvania. For Erie's sanitary sewer utility, Edward forecasted the cash flow and the rate increases needed to fund the increased debt service from all the infrastructure upgrades required in the next ten years.

Presentations

Edward has presented actionable recommendations to executives at numerous corporations. He presented a comprehensive real-estate portfolio strategy regarding store locations in and near malls to Starbucks. He recommended specific courses of action to American Family Insurance regarding potential venture-capital investments. Edward presented multi-million-dollar manufacturing cost-saving measures for manufacturing at both Kimberly-Clark and Springs Window Fashions.

Water Cost of Service, Rate Design, & Public Fire Protection Charges

Edward has created cost of service analysis and performed rate design for water utilities throughout Wisconsin. He has guided utilities through the process of submitting the applications with the Public

CONTACT

- 608.819.2600
- emaxwell@ruekert-mielke.com
- Madison

EDUCATION

- Bachelor of Arts in English - Lawrence University, Appleton
- Master of Business Administration - Finance & Investment Banking - Wisconsin School of Business, Madison



» MBA «
Finance & Investment Banking



EDWARD F. MAXWELL

ECONOMIC CONSULTANT



Service Commission all the way to implementing the approved rates. He has assisted utilities such as the City of Racine Water Utility in changing their method of recovering costs for public fire protection to allow municipalities flexibility to meet their needs and to ensure utilities gain revenue that suffices to cover their expenses while complying with all relevant regulations.

Stormwater Cost of Service and Rate Design

Edward has analyzed cost of service and designed rates for stormwater utilities across the state, including communities such as the City of Fitchburg and the Village of Fox Point. Partnering with municipal employees and other stakeholders, he creates cogent narratives that explain these rate designs in an accessible manner. He has presented to finance committees, committees of the whole, and city councils to advance the proposed rate structures.

Utility Financial Best Practices Review

Edward has provided comprehensive reviews of stormwater utility financial best practices. Interviewing numerous utilities throughout the state and researching industry best practices, Edward has provided key insights to clients so that they can optimize their financial practices. Most recently, he offered counsel to the City of Watertown, focusing on improving their credit policy and approach to capital expenditures.

Stormwater Credit Application Reviews

Edward has reviewed stormwater credit applications on behalf of clients such as the City of Greenfield. The applications come from developers who had installed stormwater management features in hopes of earning credit. Edward has evaluated the applications and offered detailed feedback explaining the municipality's decision to the developers, including analysis and references to the credit policy.

Ordinance Revisions

Edward has revised ordinances for municipalities to ensure compliance with law changes and to

reflect best practices. For the Village of Fox Point, he revised the storm water ordinances so that Fox Point was complying with NR 151 and had language that encouraged green infrastructure.

Valuation

Edward has valued utilities, companies, projects, and startups using several valuation methods, including discounted cash flow analysis. These valuations have informed negotiations so that clients can make smart financial decisions.

Expense Evaluation

Edward has analyzed expenses at several large corporations. At Lands' End, he performed ROI analysis on marketing vendor contracts to determine the most fiscally advantageous supplier. Edward also analyzed channel spend by geographic region to help management decide where to concentrate its marketing spend.

Capital Projects Evaluation

Edward has analyzed numerous capital projects, including equipment to revamp the largest product line at Springs Window Fashions. Using the capital asset pricing model, he determined the rate of return on these investments.

Forecasting

Edward has forecasted demand and expenses. Analyzing trends, he has forecasted demand for several products nationwide. He has forecasted expenses for departments at several corporations on line items including obsolescence, marketing, and selling.



BRIDGOT A. GYSBERS

ECONOMIC CONSULTANT

Bridgot joined Ruekert & Mielke, Inc. (R/M) in 2020 as a Economic Consultant. She has 16 years of experience which includes both municipal and investor-owned utility regulation in energy, gas, water, and sewer utilities. Bridgot has developed the revenue requirement for the majority of water rate cases that are regulated in Wisconsin along with a few where she analyzed the cost of service and designed rates. She was the lead auditor for several of the most complex investor-owned rate cases involving electric, gas, and water utilities. She comes to R/M with a wide range of experience in utility regulation. At R/M, she continues to use her background to find financial and management solutions for public utilities.

CONTACT

- 608.819.2600
- bgysbers@ruekert-mielke.com
- Madison

EDUCATION

- Bachelor of Science, Business Administration, Accounting - Marian University, Fond du Lac, WI
- National Association of Regulatory Utility Commissioners (NARUC) Rate School, West Coast
- Wisconsin Public Utility Institute, Energy Utility Basics, Madison, WI

16+

» years «
experience

EXPERIENCE

Water Rate Case Applications

An application must be filed with the PSCW before a public utility can raise its rates. Bridgot managed the water rate case application request program. She sent out water rate case application requests and responded to application inquiries. In coordination with Information Technology at the PSCW, she made programming adjustments to the water rate case application on an as needed basis. This added additional efficiencies in the water rate case application process.

Initial Screening of Water Rate Case Applications

PSCW has an initial screening process for water rate case applications. This mechanism was implemented to ensure “clean” PSCW water rate case application filings from utilities which in turn expedites the rate case process. Bridgot has performed the initial screenings of these water rate case applications on an as needed basis.

Water and Electric Municipal Revenue Requirement

Bridgot has 16 years of experience in developing the revenue requirement for both municipal water and electric utilities in Wisconsin. Bridgot has been involved in some of the most highly complex municipal water revenue requirements, which included Milwaukee, Madison, and Waukesha. Each of these were disputed cases which appeared before the Public Service Commission of Wisconsin (PSCW) for Final Decision. In her role as Commission staff witness, her focus was on the revenue requirement, where she prepared testimony, drafted briefing memorandums, briefed Commissioners on issues in the case, and was involved in the preparation of the Final Order and Decision.

Investor-Owned Utilities Revenue Requirement

Bridgot developed the revenue requirement for the most highly complex investor-owned utilities in Wisconsin, which included Madison Gas and Electric Company (MG&E) and Northern States Power Company (NSP). She also reviewed water revenues and electric net investment rate base for several Superior Water, Light and Power Company (SWLP) rate cases. Each of these investor-owned utility cases was disputed and appeared before the PSCW for Final Decision. In her role as lead auditor, her focus was on the revenue requirement where she also developed the audit program, coordinated audit with Commission staff, summarized findings and conclusions,



BRIDGOT A. GYSBERS ECONOMIC CONSULTANT

EXPERIENCE (CONT.)

and communicated those findings with the Company and Commission staff. In addition, as Commission staff witness, she also prepared the notice of proceeding, testimony, briefing memorandum, decision matrix, and Order and Final Decision.

Water, Electric, and Gas PSCW Commission Staff Expert Witness

Bridgot served as PSCW Commission staff expert witness in several disputed rate proceedings which included Milwaukee, Madison, and Waukesha along with Madison Gas and Electric Company (MG&E), Northern States Power Company (NSP), and Superior Water, Light and Power Company (SWLP). She filed testimony which focused on the revenue requirement. The revenue requirement included a review of net investment rate base, revenues, and expenses. For each of these areas she reviewed the reasonableness of the utility projections for the test year.

Impact Fees and Alternative Funding Mechanisms

The water rate application at the PSCW identifies those municipalities that have adopted and have implemented impact fees and other capital recovery mechanisms. In 2018, Bridgot developed a process at the PSCW for the review of impact fees to provide accounting guidance on the disclosure of those assets funded by impact fees for water rate case applications and PSCW annual reports.

Sewer Revenue Requirement

Bridgot developed the sewer revenue requirement for Plymouth Utilities prior to de-regulation which occurred in 2014. Sewer rate case filings are more infrequent, as there are only 3 sewer utilities that remain regulated with the PSCW.

Water Cost of Service Study and Rate Design

Bridgot has analyzed the cost of service and designed rates in several water municipalities in Wisconsin, which included facilitating discussions to explain the need for rate changes and impact it will have on customers.

Water Simplified Rate Case Filings

The simple rate case mechanism is to allow municipal water and sewer utilities to receive an inflationary level of rate increase with minimal effort and no rate hearing requirement. Bridgot reviewed and analyzed

approximately 40 simplified water rate increases annually. She also presented to various groups in the industry on this simple rate case mechanism and provided support on an as needed basis.

Electric and Gas Investor-Owned and Municipal Affiliated Interest Agreements

Bridgot was the lead auditor who managed and processed the majority of the electric and gas affiliated interest and/or intermunicipal agreements that were filed with the Public Service Commission (PSCW) from 2014 through 2017. In her role, she prepared the Notice of Investigation (NOI), analyzed the terms of the agreement along with other expert PSCW Commission staff and prepared Commission memo and Order and Final Decision. The majority of the agreements that she reviewed were filed by either WEC Energy Group (WEC) and Wisconsin Power and Light (WP&L) of varying complexities.

Investor-Owned Holding Company Audit

Bridgot was the lead auditor that managed the holding company program at the PSCW from 2014 through 2017. The holding companies that she audited included Alliant Energy Corporation and Madison Gas and Electric Company. For each of these audits, Bridgot developed the audit program, summarized findings and conclusions, communicated findings with Company personnel, and finalized PSCW Commission staff findings in a letter to the Company.

Draft Reports to the Legislature on Wisconsin Investor-Owned Utilities

Wis. Stats. § 196.795(7)(ar) and Wis. Stats. § 13.171(2) require that the PSCW submit to the Legislature a report that summarizes the impact that each holding company system has on our Wisconsin utilities. This report is due and filed with the Legislature every 2 years. Bridgot prepared the report in coordination with the feedback received from our Wisconsin utilities. She also presented the report to the PSCW and finalized the version of the report that was sent to the Legislature.

Water Utility and Investor-Owned Utility Acquisitions

Bridgot was involved in the acquisition of Integrys by Wisconsin Energy Corporation to form WEC Energy Group in 2014. In her role as PSCW Commission staff, she was involved in the development of the data requests along with developing an issues list for the Commission.



BRIDGOT A. GYSBERS

ECONOMIC CONSULTANT



EXPERIENCE (CONT.)

PSCW WEGS and IOUS Annual Reporting Program

Pursuant to Wis. Stats. § 196.07, every utility shall file with the PSCW an annual report that is due on or before April 1 annually. Bridgot oversaw this program for approximately 12 years. She responded to utility accounting and PSCW program-related inquiries. In addition, she was involved in the annual report review process along with ensuring utilities file timely annual reports with the PSCW.

Regulatory Accounting Changes

PSCW receives inquiries on changes to generally accepted accounting principles (GAAP) and the impact that has had on PSCW utility accounting. Bridgot has responded to these utility inquiries by providing the proper accounting treatment from the PSCW perspective.

PSCW Uniform System of Accounts and Utility Reference Manual Update

The PSCW has established an accounting framework for utilities to use in reporting financial information. The accounting framework that is used for municipal and investor-owned utilities is the Uniform System of Accounts. In addition, the Water Utility Reference Manual is also used by water and sewer utilities as a supplement to the Uniform System of Accounts. Bridgot oversaw and provided accounting input that led to various updates of both the Uniform System of Accounts and Utility Reference Manual.

Municipal Clerk and Treasurer Institute. Some of the topics covered include PSC annual reports, rate case process, varying topics as part of the revenue requirement, funding mechanisms, construction authorization and continuing property records, conservation and record retention.

- Attended the National Association of Regulatory Utility Commissioners (NARUC) Subcommittee on Accounting and Finance in 2015. Bridgot provided feedback from Wisconsin to this committee on a per request basis.
- Presented at American Water Works Association annual conference in 2013 on the re-design of a compliance program that was being developed in Wisconsin. At this conference, Bridgot also was part of a panel discussion with others to discuss small systems and funding mechanisms available to water utilities.

SELECTED PUBLICATIONS

- Served as a member of American Water Works Association (AWWA) and Wisconsin American Water Works Association (WIAWWA). Bridgot has been involved with the IT & Security Committee, Small Systems Committee, and Finance Committee of WIAWWA.
- Contributions made to Wisconsin American Water Works Association and Wisconsin Rural Water Association newsletters on an as needed basis.
- Presented and participated in panel discussion to various groups, which includes American Water Works Association, Wisconsin American Water Works Association, Wisconsin Rural Water Association, League of Wisconsin Municipalities, Municipal Electric Utilities of Wisconsin, and

ANTHONY D. PETERSEN, P.E.

SENIOR PROJECT MANAGER, Waukesha Location
apetersen@ruekert-mielke.com

PROFILE

Andy has worked on several municipal improvement and school site projects since he started with Ruekert & Mielke, Inc (R/M) in 2001. His experience includes managing projects through planning, design and construction phases. Andy has successfully completed projects that include elements such as site grading, erosion control, traffic control, water main extensions, sanitary sewer extensions, sanitary force mains, storm water collection and detention facilities, hydraulic modeling, parking lots, pavements, pavement markings and site restoration.

EDUCATION

- B.S. Civil Engineering
- Iowa State University

REGISTRATIONS & AFFILIATIONS

- Professional Engineer- WI & IA
- WASBO Service Affiliate Member
- CDT - Construction Document Technologies
- National Society of Professional Engineers
- Metro Chapter of Wisconsin Society of Professional Engineers
 - Former President
- American Council of Engineering Companies

EXPERIENCE

Urban Streets

Design and Construction Phase Services for Full Reconstruction Projects: Village of Kewaskum, City of Waukesha, City of Pewaukee, City of Greenfield

Rural Roads

Design and Construction Phase Services for Pulverize and Overlay Projects: City of Pewaukee, Village of Kewaskum, City of Franklin, Town of Merton

Bridges

Design, Construction, and Inspection Projects: Town of Norway, Village of Elm Grove, Town of Merton

Multiple Utility Extension/Relay with Street or Road Reconstruction

Design and Construction Phase Services for Public Improvement Projects: Village of Kewaskum, City of Greenfield, City of Waukesha

Sanitary Sewer Collection System

Design and Construction Phase Services for Public Improvement Projects: Village of Kewaskum, City of Pewaukee, City of Franklin, City of Waukesha

Sanitary Sewer Evaluation Study: Village of Kewaskum

Service Area Expansion/Capacity Study: Village of Kewaskum, City of Franklin, City of Port Washington, City of Pewaukee

Storm Water

Storm Water Management Plan: Village of Kewaskum, School District of New Berlin

Design and Construction Phase Services for Collection Systems: Village of Kewaskum, City of Waukesha, City of Greenfield, City of Pewaukee, Village of Elm Grove

Design and Construction Phase Services for Storm Water Management Facilities: Village of Kewaskum, School District of New Berlin

Water Main Distribution System

Design and Construction Phase Services for Public Improvement Projects: Village of Kewaskum, City of Pewaukee, City of Greenfield, Village of Elm Grove

ANTHONY D. PETERSEN, P.E.

SENIOR PROJECT MANAGER, Waukesha Location
apetersen@ruekert-mielke.com

EXPERIENCE *(continued)*

Business Park Development

Planning Phase Services: City of Franklin,
Kenosha County

Tax Incremental Districts

Village of Kewaskum

Pedestrian Paths

Construction Phase Services: Village of Elm
Grove

Municipal Engineer

Village of Elm Grove, Village of Kewaskum, Town
of Merton

School Site Services

**Planning Design and Construction Phase
Services for School Site Projects:** Pewaukee High
School, Horizon Elementary School, North Lake
School, West Middle/High School, Eisenhower
Middle/High School, Elmwood Elementary School,
Poplar Creek Elementary School, Ronald Reagan
Elementary School

Development

Plat and Certified Survey Map Review: Village of
Kewaskum, Village of Elm Grove, Town of Merton

Grading Plan Review: Village of Kewaskum, Town
of Merton, City of Pewaukee, Village of Elm Grove

Utility Service Plan Review: Village of Elm Grove,
Village of Kewaskum, Town of Merton, City of
Pewaukee, City of Beloit

Paving Plan Review: Village of Elm Grove, Village
of Kewaskum, Town of Merton, City of Pewaukee

Storm Water Management Plan Review: Village
of Kewaskum, Town of Merton

Construction Phase Administration: Village of
Kewaskum, Town of Merton, City of Pewaukee

DEBBIE L. ANDERSON, GISP

GIS ANALYST, Waukesha Location
danderson@ruekert-mielke.com • 262.542.5733

PROFILE

Debbie joined Ruekert & Mielke, Inc. (R/M) in 1994 and is primarily responsible for supervising and managing parcel mapping projects. She is highly experienced with ESRI, Autodesk, and GenaWare software products. Debbie is also responsible for reviewing the parcel map products, developing user manuals for staff and clients, and for insuring that proper quality control procedures are followed and documented. Debbie gained work experience with the Southeastern Wisconsin Regional Planning Commission (SEWRPC), including years as a lead GIS operator.

EDUCATION

- B.S. Geography
-University of Wisconsin, Whitewater
- Continuing Professional Development Course- AutoCAD, ESRI & Visual Basic

REGISTRATIONS & AFFILIATIONS

- Wisconsin Land Information Association (WLIA)
- Geographic Information Systems Professional (GISP)

EXPERIENCE

GIS Utility Maps

City of Oconomowoc, WI & Waukesha County

In coordination with the City of Oconomowoc and Ruekert & Mielke, Inc. (R/M), the GIS and Civil departments worked together to gather as-built plans and drawings to maintain the City GIS Utility maps. R/M also worked with Waukesha County to acquire the most current parcel and address data to keep the City's website up-to-date.

Map Creation/Maintenance

City of Oconomowoc, Village of Elm Grove, Village of Huntley, Village of Merton

Utility Maintenance

City of Oconomowoc, Village of Grafton, City of Racine Water Utility, City of Middleton, Village of Hartland, Village of Waunakee

Parcel Maintenance

Ozaukee County, City of Middleton

GIS Data Conversion and Implementation

Palos Park-IL, City of Middleton, City of Racine Water Utility

Cadastral Map Conversion

Grant County

Data Adjustments to Survey Data

City of Pewaukee, Village of Huntley, Village of Fox Point

STANDARD TERMS AND CONDITIONS

Ruekert & Mielke, Inc. Standard Terms and Conditions (Non-Engineering Services)

Effective March 7, 2014

A. Standards of Performance

The standard of care for all professional engineering and related services performed or furnished by Engineer under this Agreement will be the care and skill ordinarily used by members of the subject profession practicing under similar circumstances at the same time and in the same locality. Engineer makes no warranties, express or implied, under this Agreement or otherwise, in connection with any services performed or furnished by Engineer.

B. Authorized Representative

With the execution of this Agreement, Engineer and Owner shall designate specific individuals to act as Engineer's and Owner's representatives with respect to the services to be performed or furnished by Engineer and duties and responsibilities of Owner under this Agreement. Such individuals shall have authority to transmit instructions, receive information, and render decisions relative to the Assignment on behalf of the respective party whom the individual represents.

C. Payments to Engineer

Invoices will be prepared in accordance with Engineer's standard invoicing practices and will be submitted to Owner by Engineer monthly, unless otherwise agreed. Invoices are due and payable within 30 days of receipt. If Owner fails to make any payment due Engineer for services and expenses within 30 days after receipt of Engineer's invoice therefore, the amounts due Engineer will be increased at the rate of 1.0% per month (or the maximum rate of interest permitted by law, if less) from said thirtieth day. In addition, Engineer may, after giving seven days written notice to Owner, suspend services under this Agreement until Engineer has been paid in full all amounts due for services, expenses, and other related charges.

D. Ownership and Reuse of Documents

All documents prepared or furnished by Engineer pursuant to this Agreement are instruments of service, and Engineer shall retain an ownership and property interest therein (including the copyright and the right of reuse at the discretion of the Engineer) whether or not the Project is completed. Engineer grants Owner a limited license to use the documents on the Project, extensions of the Project, and for related uses of the Owner, subject to receipt by Engineer of full payment due and owing for all services relating to preparation of the documents. Such limited license shall not create any rights in third parties. Reuse of any documents pertaining to this Agreement by Owner shall be at Owner's sole risk; and Owner agrees to indemnify, defend, and hold Engineer harmless from all claims, damages, and expenses including reasonable attorney's fees arising out of such reuse of documents by Owner or by others acting through Owner.

E. Owner Provided Information

Engineer shall have the right to rely on the accuracy of any information provided by Owner. Engineer will not review this information for accuracy.

F. Permits and Approvals

It is the responsibility of the Owner to obtain all necessary permits and approvals for the Project. Engineer will assist the Owner as mutually agreed to in writing.

G. Limit of Liability

To the fullest extent permitted by law, the total liability, in the aggregate, of Engineer and Engineer's officers, directors, partners, employees, agents, and consultants, or any of them to Owner and anyone claiming by, through, or under Owner, for any and all injuries, losses, damages and expenses, whatsoever arising out of, resulting from, or in any way related to this Agreement from any cause or causes including but not limited to the negligence, professional errors or omissions, strict liability or breach of contract or warranty, express or implied, of Engineer or Engineer's officers, directors, partners, employees, agents, and consultants, or any of them, shall not exceed the total amount of \$2,000,000.

H. Insurance

Engineer will maintain insurance coverage for Workers' Compensation, General Liability, and Automobile Liability and will provide certificates of insurance to Owner upon request.

I. Termination of Contract

Either party may at any time terminate this Agreement with 7 days written notice for cause in the event of substantial failure by the other party to perform in accordance with the terms hereof through no fault of the terminating party. Owner may terminate this Agreement for convenience with 30 days written notice, or the Project may be suspended by Owner with 30 days written notice. In the event of suspension or cancellation for convenience by Owner, Owner shall pay to Engineer all amounts owing to Engineer under this Agreement, for all work performed up to the effective date of notice.

J. Indemnification and Allocation of Risk

1. To the fullest extent permitted by law, Engineer shall indemnify and hold harmless Owner, Owner's officers, directors, partners, and employees from and against costs, losses, and damages (including but not limited to reasonable fees and charges of engineers, architects, attorneys, and other professionals, and reasonable court or arbitration or other dispute resolution costs) caused solely by the negligent acts or omissions of Engineer or Engineer's officers, directors, partners, employees, and consultants in the performance of Engineer's services under this Agreement.

2. To the fullest extent permitted by law, Owner shall indemnify and hold harmless Engineer, Engineer's officers, directors, partners, employees, and consultants from and against costs, losses, and damages (including but not limited to reasonable fees and charges of engineers, architects, attorneys, and other professionals, and reasonable court or arbitration or other dispute resolution costs) caused solely by the negligent acts or omissions of Owner or Owner's officers, directors, partners, employees, and consultants with respect to this Agreement.

3. To the fullest extent permitted by law, Engineer's total liability to Owner and anyone claiming by, through, or under Owner for any injuries, losses, damages and expenses caused in part by the negligence of Engineer and in part by the negligence of Owner or any other negligent entity or individual, shall not exceed the percentage share that Engineer's negligence bears to the total negligence of Owner, Engineer, and all other negligent entities and individuals.

4. The indemnification provision of paragraph J.1. is subject to and limited by the provisions agreed to by Owner and Engineer in paragraph G. "Limit of Liability," of this Agreement.

K. Independent Contractor

All duties and responsibilities undertaken pursuant to this Agreement will be for the sole and exclusive benefit of Owner and Engineer and not for the benefit of any other party. Nothing contained in this Agreement shall create a contractual relationship with or a cause of action in favor of a third party against either Owner or the Engineer. Engineer's services under this Agreement are being performed solely for the Owner's benefit, and no other entity shall have any claim against Engineer because of this Agreement or the performance or nonperformance of services hereunder. Owner agrees to include a provision in all contracts with contractors and other entities involved in this Project to carry out the intent of this paragraph.

L. Force Majure

Engineer shall not be liable for any loss or damage due to failure or delay in rendering any service called for under this Agreement resulting from any cause beyond Engineer's reasonable control.

M. Severability and Waiver of Provisions

Any provision or part of the Agreement held to be void or unenforceable under any Laws or Regulations shall be deemed stricken, and all remaining provisions shall continue to be valid and binding upon Owner and Engineer, who agree that the Agreement shall be reformed to replace such stricken provision or part thereof with a valid and enforceable provision that comes as close as possible to expressing the intention of the stricken provision. Non-enforcement of any provision by either party shall not constitute a waiver of that provision, nor shall it affect the enforceability of that provision or of the remainder of this Agreement.

N. Dispute Resolution

Owner and Engineer agree that they shall first submit any and all unsettled claims, counterclaims, disputes, and other matters in questions between them arising out or relating to this Agreement or the breach thereof ("disputes") to mediation as a condition precedent to litigation.

O. Public Records

Engineer agrees to comply with the requirements of Wisconsin Statutes Sections 19.32 to 19.39 and Sections 19.81 to 19.98 – Wisconsin Public Records Law and Open Meetings Law.

END OF DOCUMENT