

Cost of Service and Rate Studies

Lindsey Consulting works with communities of all sizes to develop custom cost of service and rate plans, for financing on-going utility operations and implementing capital improvement programs. The results of this analysis can be used to facilitate the equitable recovery of utility costs, accomplish policy objectives, assure revenue sufficiency, and minimize the financial impact of system operation, replacement and expansion costs on your utility customers. Work can also include participation in local involvement programs to educate and facilitate informed decision-making for staff, senior management, public officials, stakeholder groups and developing financial management policies. Similar on-going or past projects performed by Lindsey Consulting include:

- Regional Wastewater Services Financing Plan and Rate Structure Evaluation, King County Department of Metropolitan Services, WA
- Reclaimed Water Interim Rate Assistance Report, King County Department of Natural Resources and Parks, King County, WA
- Comprehensive Financial Plan, Regional and Local Connection Fee and Wastewater Rate Study, Kitsap County, WA
- City of Quincy Water, Sewer and Water Reuse Utility Municipal, Industrial and Data Center User Rates and Surcharge Analysis, City of Quincy, WA
- Alternative Rate Impacts and Capital Financing Evaluation for the Wastewater Facility Plan of the Lacey, Olympia, Tumwater, Thurston County Wastewater Partnership (LOTT), WA
- Developed and Implemented the Company's Standard Cost of Service and Rate Design
- Models for Water, Wastewater, Gas and Electric Utility Functions, EES Consulting, Inc., WA
- Sewer Rate and General Facility Charge Update, City of Blaine, WA
- Sewer System Rate and Hook Up Fee Study, Asotin County, WA
- Connection Fee and Service Area Annexation Evaluation, City of Tacoma, WA
- Sewer Feasibility Study Financial Analysis, Freeland Water and Sewer District, WA
- Funding Program Sources and Alternative Rate Impacts, Town of Friday Harbor, WA
- Financial Planning for Wastewater System Improvements, Lakehaven Sewer District, WA
- Evaluation of Surface Water Financing Options and System Development Charge Methodology, City of Federal Way, WA
- Water Rate and System Development Charge Study, Clark County, WA
- Water and Sewer Rate and Impact Fee Study, City of Sequim, WA
- Water and Sewer Rate and Connection Fee Study, City of Florence, OR
- Financing Plan, Wholesale Sewer Rate and Connection Fee Analysis, Lewis County Sewer District, WA
- System Development Charge Analysis and Interlocal Agreement Financing Evaluation, Clallam County, WA
- CSO Program Rate Impact and Implementation Schedule Evaluation, City of Port Angeles, WA



- Comprehensive Surface Water Program Financing Plan, User Charge Methodology
- Development & Rate Impact Analysis, Kitsap County, WA
- Sewer System Rate and System Development Charge Study, City of Medford, OR
- Water Rate Study, City of LaVerne, CA
- Rate Review Policy & Program Analysis for Seattle City Light and Puget Power for the
- Building Owners and Management Association, WA
- Cost of Service and Rate Design Study, Kittitas PUD, WA
- Cost of Service, Wheeling Charges and Rate Design Study, Northern Lights Cooperative, ID
- Cost of Service, Wheeling Charges and Rate Design Study, Fergus Electric Cooperative, MT
- New Utility Formation, Cost of Service Study and Regulatory Support, Centra Gas, Vancouver, Canada
- Cost of Service Review, BC Gas, Vancouver, Canada
- Electric Cost of Service Review and Regulatory Support, Municipal Light and Power, AK
- Electric Cost of Service Study, City of Anaheim, CA
- Electric Cost of Service Study, City of Phoenix, AZ

Financial Planning

Lindsey Consulting can provide financial planning and analysis for a variety of projects including developing CIP implementation plans, evaluating alternative funding sources for capital costs and on-going operations, revenue and expense forecasting, customer impact analysis, and/or special projects. Similar on-going or past projects performed by Lindsey Consulting include:

- Owners Advisor for Regional Wastewater Utility Upgrade Funding Strategy and Strategic Partnerships, Kitsap County WA, US Navy and City of Poulsbo
- Annual Utility Inspection and Financial Reporting to Support Revenue Bond Issues for King County Wastewater Treatment Division, King County WA
- Regional Water System Revenue Forecast Model Development, Peninsula Light Company, WA
- Industrial / Data Center Reuse Program Financial Management and Utility Start-Up, Funding Procurement, Partnership Agreements and Financing Plans, City of Quincy, WA
- Comprehensive Wastewater Plan Policy Development and Financing Plan, Seattle Public Utilities (SPU), Seattle WA
- Evaluation and Program Cost Impact Analysis, City of Seattle, WA
- Alternative Wastewater Capital Funding Analysis, City of Tacoma, WA
- Suquamish Wastewater System Upgrade Financing Plan, Kitsap County WA
- Lemolo Siphon Project Financing Plan Partnership Cost Sharing Evaluation, Kitsap County and City of Poulsbo WA
- Wastewater System 20-Year Financing Plan, Kitsap County, WA Cost Savings Plan for
- Municipal Treatment Energy Saving Alternatives, Washington State Dept. of Energy, WA
- Alternative Capital Cost Sharing Analysis, Town of Sultan, WA
- Tribal and Wastewater Funding Alternative Evaluation, Chehalis Tribe, WA
- Water System Avoided Cost Study, Darigold, WA



- Wastewater System Avoided Cost Study, City of La Center, WA
- New Electric Utility Formation Project Analysis and Regulatory Review, City of San Marcos, CA
- New Water Utility Formation Project Analysis, Truckee Meadow Water Authority, NV
- Financial Planning, Shelton Storm Water Drainage Utility, City of Shelton, WA
- Financial Planning for Wastewater System Improvements, City of Mercer Island, WA
- Financial Planning for Wastewater System Improvements, City of Blaine, WA
- Financial Planning for Wastewater System Improvements, City of Sedro Woolley, WA
- Electric Utility Merger & Acquisition Assistance, UtiliCorp, Calgary, Canada
- CSO Program Financial Capability Assessment, City of Sweet Home, OR

Operations Analysis

Lindsey Consulting conducts comparative evaluations of operating costs and service levels, user rates, capital program costs and/or other system specific issues to determine the competitiveness of utility operations and costs compared to other utilities. Similar on-going or past projects performed by Lindsey Consulting include:

- National Billing System Cost Survey, City of Tacoma, WA
- Benchmarking Study of Operations and Financing, City of Tacoma, WA
- Benchmarking Study of Operations and Financing in Local Communities, Kitsap County, WA
- Annual Facilities Inspection and Financial Audit, King County Finance Department, Seattle, WA
- Regional Wastewater Services Plan Operations and Rates Benchmarking Study, King County Department of Metropolitan Services, Seattle, WA

Municipal Bond Studies

Lindsey Consulting offers engineering related planning documents for bond issues. Activities include Parity Certificates and Feasibility Studies required to issue revenue bonds. Analysis includes evaluating system revenues, expenditures, utility operations and capital program scheduling and financing to provide recommendations to support municipal bond sales and secure or maintain favorable bond ratings and lower borrowing rates. Activities also include making presentations to bond rating agencies. Many projects are multi-year, recurring assignments. Similar on-going or past projects performed by Lindsey Consulting include:

- General Obligation and Revenue Bond Feasibility Studies and Parity Statements, King County Department of Natural Resources, Water Quality Program, WA

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- Certificates of Participation Feasibility Study and Coverage Report, Kern County Water Agency, Bakersfield, CA
- Revenue Bond Feasibility Studies and Bond Parity Statements, City of Tacoma, WA
- Revenue Bond Feasibility Studies and Bond Parity Statements, City of Everett, WA
- Revenue Bond Feasibility Studies and Bond Parity Certificate, Kitsap County, WA
- Revenue Bond Feasibility Studies and Bond Parity Certificate, Clark County, WA
- Revenue Bond Feasibility Studies and Bond Parity Certificate, City of Sequim, WA
- Revenue Bond Feasibility Studies and Bond Parity Certificate, Fulton County, GA
- Revenue Bond Feasibility Study, City of Lompoc, CA
- Revenue Bond Parity Certificate, City of Quincy, WA

Government Funding Procurement

Lindsey Consulting has helped clients secure hundreds of millions of dollars, in low cost or no cost, project funding from government funding programs. Services include acting as a liaison between funding agencies and local communities and completing funding applications. Lindsey Consulting has secured funding from the Washington Department of Ecology (Ecology) State Revolving Fund (SRF), Centennial Clean Water Fund (CCWF), State and Tribal Assistance Grants (STAG), Community Economic Revitalization Board (CERB), Community Development Block Grant (CDBG), US Bureau of Reclamation (USBR) WaterSmart Grants, US Rural Development (USDA RD) Water and Waste Grant, WA Dept. of Commerce state grants, Defense Community Infrastructure Program (DCIP), Defense Community Compatibility Account (DCCA) and/or Public Works Trust Fund / Board (PWTF/PWB) for the following clients:

- Kitsap County, WA
- Clallam County, WA
- City of Quincy, WA
- City of Poulsbo, WA
- Chehalis Tribe, WA
- City of Blaine, WA
- City of Sedro Woolley, WA
- City of Federal Way, WA
- City of Packwood, WA
- City of Port Angeles, WA
- Alderwood Water and Wastewater District, WA
- Freeland Water and Sewer District, WA

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- Town of Friday Harbor, WA
- Town of Sultan, WA

Also served as a WA Department of Commerce Tribal Energy Efficiency Grant reviewer.