

**BOARD ACTION/DISCUSSION ITEMS
OCTOBER 2011 – NOVEMBER 2011**

PRIORITY*	PROJECT/ISSUE	TYPE OF ACTION	TIMING**
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AS NEEDED

H	Update on wastewater treatment capacity evaluation/steering committee	Status Report	As needed
H	Acquisition/Growth Strategy Activities	Status Report/ Discussion/Approval	As needed
H	Boston Beer Agreement Renewal	Status Report	As needed

WITHIN 45 DAYS

M	Life Cycle Costs for Wastewater Capacity Options	Status Report	Oct (W/B)
H	Park Pump Station Improvements -Comminutor & Fuel Tank Replacements. <i>Project & Professional Services Authorizations Design Phase</i>	Approval	Oct (B)

WITHIN 75 DAYS

H	Jordan Creek Wastewater System- <i>LCA/Wal-Mart cost sharing Agreement</i>	Approval	Nov (W/B)
H	LCA WTP –Combined Heat& Power System <i>Project & Professional Services Authorizations Design Phase</i>	Approval	Nov (W/B)
H	Arcadia West-Pumping Station Modifications &System Permitting Change <i>Project & Professional Services Authorizations Design Phase</i>	Approval	Nov (W)
H	Western Weisenberg WTP (re-bid) <i>Project Authorization Construction, Contract Awards</i>	Approval	Dec (B)

10/10/11 October Workshop Meeting

10/24/11 October Board Meeting

* **H** – High
M – Medium
L – Low

** **(W)** – Workshop
(B) – Board
(W/B) - Either



LEHIGH COUNTY AUTHORITY

September 19, 2011

BOARD MEETING AGENDA

1. Call to Order
2. Review of Agenda
 - *Public Participation Sign-In Request*
3. Executive Sessions
4. Approval of Minutes
 - *August 22, 2011 Regular Meeting Minutes*
5. Public Comments
6. Action / Discussion Items

FINANCE AND ADMINISTRATION

- *Budget Amendment (Approval)*
- *Preliminary 2012-2021 Capital Plan (Approval)*
- *Personnel Study*

WATER

- *None*

WASTEWATER

- *LCA WTP- Truck Waste Receiving Station & Digester Mixer Replacement (Approval)*
7. System Operations Overview
 8. Staff Comments
 9. Solicitor's Comments
 10. Other Comments
 11. Adjournment

SEPTEMBER MEETINGS

Workshop Meeting
Board Meeting

October 10 - 12:00 pm
October 24 - 12:00 pm

PUBLIC PARTICIPATION POLICY

In accordance with Authority policy, members of the public shall record their name, address, and discussion item on the sign-in sheet at the start of each meeting; this information shall also be stated when addressing the meeting. Members of the public will be allowed 5 minutes to make comments/ask questions regarding non-agenda items, but time may be extended at the discretion of the Chair; comments/questions regarding agenda items may be addressed after the presentation of the agenda item. Members of the public may not request that specific items or language be included in the meeting minutes.

REGULAR MEETING MINUTES
August 22, 2011

The Regular Meeting of the Lehigh County Authority was called to order at 12:23 p.m. on Monday, August 22, 2011, Chairman Asa Hughes presiding. Other Members present at the commencement of the meeting were: Tom Muller, Brian Nagle, and Norma Cusick. Authority Staff present were: Aurel Arndt, Bradford Landon, Pat Mandes, Frank Leist, Douglas Young, Joseph McMahon, Liesel Adam, and Cristin Keppel.

Jeffrey Wendel from CET and Tom Devine from Stearns and Wheeler were also in attendance regarding the Wastewater Treatment Plant (WTP) Energy Study presentation. Bill Haberstroh of OMI, Inc, operator of the WTP was also in attendance.

REVIEW OF AGENDA

Mr. Arndt stated there were no additional items following the scheduled agenda.

EXECUTIVE SESSION

Mr. Arndt stated there were no executive sessions planned.

APPROVAL OF MINUTES

July 25, 2011 Regular Meeting Minutes

On a motion by Ms. Cusick, seconded by Mr. Muller, the Board unanimously approved the minutes of the July 25, 2011 Regular Meeting (4-0).

PUBLIC COMMENTS

None.

ACTION AND DISCUSSION ITEMS

Audit Service Extension (Approval)

Mr. Young explained that in 2008, Zelenkofske Axelrod, LLC was chosen as result of an RFP process for audit services, increasing their contracted cost by 1% each year. He asked that the Board extended Zelenkofske's contract for the 2011 audit and commended the firm's past work.

Mr. Nagle asked if there is a policy in place regarding number of years one auditing firm may be used.

Mr. Young explained that the Authority does not have a policy, but an RFP is issued every 5 years, and the current contracted firm is not invited to participate.

On a motion by Mr. Muller, seconded by Ms. Cusick, the Board unanimously approved extension of the auditing services contract held with Zelenkofske Axelrod, LLC (4-0).

2nd Quarter Unaudited Financial Statements (Statements) (Acceptance)

Mr. Young stated there are no major changes to the Statements at this time. Similar to the first quarter, the Other Post-employment Benefits assets will not match up until the end of the years because it is a net asset. He also noted that revenues are fairly flat because of the lack of economic and residential growth in the service areas. Mr. Young also explained that the City of Allentown Wastewater billing charges are estimated in Statements because 2009 and 2010 billing issues are still unresolved.

On a motion from Mr. Muller, seconded by Mr. Nagle, the Board unanimously accepted the 2011 2nd Quarter Financial Statements (4-0).

2011 Mid-Year Benchmarking Report

Mr. Young explained the report outlines the Authority's key and bonus benchmarks, noting that the key benchmarks must all be met before any bonus is considered for employees. He noted that there were 4 key benchmarks, but coverage and collector system information into one benchmark. Mr. Young continued, stating that Water System Bond Coverage is a required benchmark from our Bond issues, but the Authority has set the goal higher than the required goal. He also noted that power outages were added as criteria for the bonus benchmark for system outages. Mr. Young also commended employees because there have been no insurance claims to date for 2011, thus the Authority is meeting the goal for Safety. He said there have been water main breaks this year; however, all of these breaks were cast iron pipe breaks and the Authority has been working to replace all cast iron pipes throughout the system to decrease the amount of main breaks. Some discussion followed.

Water Information Items

Mr. Nagle asked for an update regarding Water item #2 regarding the Interconnection with the City of Allentown (COA).

Mr. Leist explained that the emissions testing report is still with PA-DEP.

Mr. Nagle inquired about Water item #5 regarding the Central Lehigh Division Water Model.

Mr. Leist stated the preliminary modeling is finished and fluoride levels are slightly lower than COA levels; once the interconnection is complete, most customers in the lower system will have fluoride in their water. He also noted that water hardness is at the same level and there will not be any major pressure changes to the system.

Mr. Nagle asked for an explanation of a "brief description form" as noted in Water item #7, regarding Arcadia West Pumping Station.

Mr. Leist said that operating under a Brief Description Form means that the system/modifications are designed and permitted, then it is built according to specifications, but there is no actual oversight, the Form is simply filled out and given to sanitarian to ensure proper operating. He stated that the system needs to be permitted as a Community Service System now because it will be serving Weisenberg Elementary School.

Wet Weather Optimization – Emergency Declaration (Approval)

Mr. McMahan referred to the memorandum attached to the Board Agenda. He explained that pipe cleaning services were required to clean the 4 inverted siphons on the Keck's Bridge Relief Interceptor to prevent blockage of the interceptor. The severity of the grease and grit accumulation in the pipes was unanticipated. Recognizing the potential blockage, it is requested that the board retroactively declare the situation an emergency because the cost of the cleaning exceeded \$10,000; however, the cleaning could not be avoided or held until Board action could be taken.

On a motion from Ms. Cusick, seconded by Mr. Muller, the Board unanimously retroactively declared an emergency for siphon pipe cleaning services for the amount of \$19,136.88 (4-0).

WTP Energy Audit Report

Ms. Mandes stated that Jeffrey Wendel of CET and Tom DeVine of Stearns and Wheeler were present to aid her in the presentation of the Energy Study (presentation attached). Phase I of the study included an economic evaluation of the excess biogas production including a comparison of selling the excess biogas to Kraft Foods or utilizing the biogas on-site at the WTP. Thereafter, Kraft indicated that they were no longer interested in purchasing the Authority's biogas due to the project not being economically feasible for them. She explained that Phase II looked at the potential for producing additional biogas as well as an evaluation of other energy improvement/energy efficiency measures, and ways to optimize digester performance. Referring to the presentation, Ms. Mandes noted the LCA package wastewater treatment plants were also evaluated in Phase III, but it does not appear from the report that any energy improvements will be cost effective at the small plants.

Ms. Mandes continued to review the presentation; looking to Messrs. Wendel and DeVine for clarification. The recommendations include the construction of a waste receiving station to convey high strength waste directly into the digesters, replacement of the digester mixers, and installation of a combined heat and power system. Some discussion followed.

SYSTEM OPERATIONS OVERVIEW

Mr. McMahon stated that water usage is currently around 9 MGD.

STAFF COMMENTS

Well Monitoring Update

Ms. Adam stated that there are two monitoring wells in place by Wells 8 and 12 and that data for the 12 month report is now being evaluated.

Mr. Leist noted that Well 8 might not be running as much because of the addition of Schantz Spring.

Ms. Adam continued, stating that the analysis by ARRO Consulting might contain some anomalies because Wells 8 and 12 came on line during the dry spell in the summer of 2010.

Mr. McMahon noted that further monitoring will most likely reveal that the Authority is taking less groundwater in the long run because of the COA interconnection. Some discussion followed.

Authority Strategic Plan Update

Mr. Arndt stated that an update for the Strategic Plan was planned for 2011. He confirmed that work has begun but is currently delayed. Mr. Arndt stated that discussions with employees have been had and he has been reviewing research studies and hopes to finish the update during the 2011 4th quarter.

SOLICITOR'S COMMENTS

None.

OTHER COMMENTS

None.

EXECUTIVE SESSION

There were no executive sessions.

ADJOURNMENT

There being no further business, the Chairman adjourned the meeting at 1:51 p.m.

Brian C. Nagle
Assistant Secretary

FINANCE & ADMINISTRATION**ACTION ITEMS****1. Budget Amendment (Approval)**

An addition to the 2011 Budget is required for an actuarial study for the Authority's Other Post-employment Benefits. Due to oversight, the study was not budgeted for 2011. Please see the attached amendment (**yellow**).

2. 2012-2021 Preliminary Capital Plan (Approval)

The Preliminary Capital Plan (Plan) is attached for review and comment for 2012-2021. After preliminary approval, the Plan will also be reviewed by the Lehigh Valley Planning Commission and presented to Lehigh County Commissioners.

DISCUSSION ITEMS**1. Personnel Study**

A personnel study was budgeted for 2011. An RFP will be issued by mid-September. The scope of work for the project is attached (**purple**).

INFORMATION ITEMS**1. Recently Purchased Investments – Certificates of Deposit (CDs)**

Fund	Bank	Location	Gross Amount	Date of Purchase	Date Due	Net Rate %
LLRI CR	US Bank	Wi	187,692.66	8/18/11	5/20/13	0.700
LLRI CR	Tristate Capital Bank	Pa	246,201.08	8/18/11	7/22/13	0.800
LLRI CR	GE Capital Financial Inc.	Salt Lake City, Ut	99,000.00	8/19/11	2/19/13	0.550
WW Capac	GBC International Bank		245,000.00	8/26/11	8/27/12	0.450
WW Capac	Pacific Trust Bank		245,000.00	8/26/11	8/27/12	0.350
WW Capac	The First Bancorp (The First N.A.)		245,000.00	8/26/11	8/27/12	0.351
WW Capac	Financial Federal Savings Bank		245,000.00	8/26/11	2/19/13	0.450
LLRI CR	Goldman Sachs Bank USA	New York, NY	141,000.00	8/31/11	8/31/12	0.450
Basin Str	Goldman Sachs Bank USA	New York, NY	100,000.00	9/14/11	9/16/13	0.800
Cons Wtr (2)	Enerbank USA	Salt Lake City, Ut	240,000.00	9/21/11	1/22/13	0.350
Cons Wtr (2)	Apple Bank for Savings	Manhasset, NH	240,000.00	9/21/11	12/21/12	0.350

Fund Descriptions for Investments:

WW Capac	Wastewater Capacity
Cons Wtr (2)	Consolidated Water 2
Basin Street	Basin Street Project
LLRI CR	Little Lehigh Relief Interceptor Capital Reserves

2. Health Benefit Dividend

LCA will be receiving another \$2,350 dividend as our share of monies remaining in the Lehigh Valley Insurance Cooperative account, which dates back to the 2004 plan year.

WATER

ACTION ITEMS

1. *None.*

DISCUSSION ITEMS

1. *None.*

INFORMATION ITEMS

1. **Water Meter Replacement Project**

Phase 1 - Vanguard has submitted a revised final application for payment. They have also submitted documentation for release of the final payment that we must review.

Phase 2 - TSE, Inc. continues with replacement of approximately 3,300 aging meters, radio-read units and backflow preventers in the first two Milestone areas.

2. **Interconnection with Allentown**

Phase 1 - Connection at Schantz Spring – DEP has reviewed the emissions testing for the emergency generator engine and confirmed that the results were satisfactory.

Phase 2 - Connection to City Transmission System at 26th and Chew Streets – Livengood is working on the 12" main extension in Schantz Road and will soon begin on the 24" main near Schantz Spring. When that is completed, they will move to the connection to the City system near 26th and Chew Streets. Livengood has also completed the crossing of Cedar Creek near Haines Mill and is planning to complete the stream crossing near Ott Street before October 1. Although the City of Allentown has not yet signed the easement agreements, we are working with the City Public Works staff to occupy the easement areas, since they have been approved by the City Solicitor's office.

3. **Water Main Replacement Project 2011 – Oakland Park (UMT)**

Due to changes in the NPDES permit requirements effective as of 2011, this project will require that we complete an E&S plan for review by the Lehigh County Conservation District. Since a NPDES permit is required we anticipate a spring 2012 start date.

We are adding to the project a section of water main along Highland Court in the Clearview Manor development in LMT. This 845' section has experienced 3 main breaks in the last year and a half. Prices for survey work have been solicited and survey work for this area is expected to begin in September. As this area is not contiguous with the rest of the project, it will not need to be included in any NPDES permit submittals.

4. **Water Main Relocation Project – Slatedale**

Our water facilities on West Grant Street were successfully relocated in June. Work on Main Street has been scheduled for 2012. Our exposure, by PaDOT Agreement, is about \$25,000.

5. **CLD Water System Model**

Gannett Fleming submitted a revised model development and calibration report for our review. Comments on the model analyses report, which examines the interconnection with the City of Allentown, pressure deficiencies, fluoride and hardness concentrations, and water age, were sent to Gannett Fleming. LCA training in use of the model is scheduled for September 20 and 21.

7. Arcadia West Pumping Station Modifications

A Request for Proposals (RFP) was prepared for design, permitting and construction-related engineering services for improvements to the pumping station. The selected firm will investigate future growth and demands in the service area, design domestic and fire pumps to meet those demands, design any building improvements necessary, as well as design corrosion control, metering, additional emergency power and other improvements to the station as outlined in the RFP. The system, which currently operates under a Brief Description Form, will also be permitted as a Community Water System. Proposals will be received on October 18, 2011.

8. Developments

Water system construction is occurring at the following developments:

- Trexler Fields, Phases 2/3/7, 38 residential lot, UMT
- Valley West Estates, Phases 4, 5 & 6, 46 residential lots (sfd), UMT *(There has not been any construction activity at this development in over a year.)*

Water system plans are being reviewed for the following developments:

- Above & Beyond (personal care facility), 2 commercial lots, UMT
- Diocesan Pastoral Center, 2 commercial lots, 3 additional lots, & residual lot for existing cemetery, LMT
- Hamilton Crossings, 3 commercial lots, LMT
- Hickory Park Estates, 3 residential lots (sfd), UMT
- Hillview Farms, 31 residential lots (sfd), LMT/SWT
- Indian Creek Industrial Park, 6 commercial lots, UMIIT, water and sewer
- Lehigh Hills, 247 residential lots (sfa/sfd), UMT
- Morgan Hills, 40 residential lots (sfd), Water & Sewer, WeisT
- North Whitehall Commercial Center (Walmart), 5 commercial lots, NWT, water and sewer
- Rabenold Farms, 205 residential lots (sfd), (Portion south of I-78), UMT
- Rabenold Farms II, 288 apartment units and clubhouse, (Portion north of I-78), UMT
- Red Maple Acres Expansion, 29 units, LMT
- Shepherd's Corner, 1 commercial lot, LMT
- Spring Creek Properties Subdivision 1, 14 commercial and industrial lots, LMT
- Trexler Business Center, Lot 1, 1 commercial building, LMT
- Trexler Senior Living Center, 2 commercial lots, LMT *(In bankruptcy)*
- Weilers Road Twins, 82 residential lots (sfa), UMT
- West Hills Business Center, 8 industrial lots, WeisT
- Woodmere Estates, 60 residential units (sfd), UMT
- Wotring North Development, 20 residential units (sfd), UMT

WASTEWATER

ACTION ITEMS

1. **LCA WTP- Truck Waste Receiving Station & Digester Mixer Replacement** (Approval)

The WTP Energy Audit/Bioenergy Recovery Evaluation among other things recommended the construction of a Combined Heat & Power (CHP) Generating system providing approximately 300 cfms of biogas can be produced at the WTP. It is estimated that the CHP system will be capable of producing ~75% of the WTP electric power needs. Current biogas production is ~150-200 cfm and to achieve the 300cfm it will be necessary to construct a Truck Waste Receiving Station that will facilitate the introduction of high strength liquid waste directly into the digesters, thereby increasing biogas production and reducing the amount of high purity oxygen generation where the latter reduces electrical demands; and replacing the inefficient digester mixing system which will increase biogas production and reduce the amount of solids that have to be land applied where the later reduces disposal costs. We are working toward having Project and Professional Services Authorizations for the Design Phase of the project ready for presentation and approval at the Board meeting. If available, they will mailed/e-mailed under separate cover prior to the meeting.

DISCUSSION ITEMS

1. ***None.***

INFORMATION ITEMS

1. **Vera Cruz Area Sewer Project**

Work continues, with directional boring nearly complete in Vera Cruz Road, both north and south of Main Road. Directional boring is ongoing in Main Road West and just started in Main Road East. Progress was slow due to rock in the northern areas of Vera Cruz Road and limitations of PaDOT permits. The Contractor has been presented with a change order to allow open cut in these areas. Additional costs will be incorporated into existing bid items and an overall time extension of 30 days will be allowed. Substantial Completion and Final Completion, with execution of Change Order LP-One, are January 29, 2012 and March 29, 2012, respectively.

2. **Infiltration and Inflow (I&I) Program Update**

The 537 plan revisions and SCARP submitted to the DEP in March of 2010 were approved in June including the revision to Chapter 4.

The WLI Optimization Study field trials were completed in July. A workshop is scheduled to review the field study findings and the wet weather operating logic.

A meeting is scheduled with the Engineer's group to review the upcoming activities and prepare the Signatories for I & I related work.

3. **Wastewater Treatment Capacity**

The life cycle costs for the LCA options were completed by Malcolm Pirnie and reviewed by the LCA staff. The final report has been presented to the City for review and a meeting between the City and LCA has been scheduled for September. The cost estimates will be presented to the Board once both parties agree with the estimates.

The Project Findings report will be presented to the WLI Advisory Committee in early

September followed by the steering committee.

A steering committee meetings will be held on August 29th to update the committee on the various activities that have taken place since the committee last met. Updates will be provided on the DRBC effluent standards, cost estimates, life cycle costs, Natural Treatment and Non-Stream Discharge Wastewater Alternatives Report, and short term allocation leasing.

An RFP for completing the Act 537 Planning has been prepared by Malcolm Pirnie. It is expected that the RFP will be issued after the final Steering Committee meeting.

Talks with Coplay Whitehall and Salisbury Townships may result in the sale and/or lease of allocation. An offer must be prepared and presented to them for consideration.

4. **Arcadia West Wastewater Treatment Plant Upgrade**

Bids were received on March 17 for the General Construction, Electrical Construction and Mechanical and Plumbing Construction contracts. The General Construction bid was designed as a Base Bid with Add/Deduct Alternates. PaDEP concluded that the bid documents do not comply with PennVEST's "or-equal" policy. Although we responded with a detailed explanation, DEP will not reconsider their position. We are planning our approach to re-bidding.

5. **Northern Lehigh Wastewater System**

The project is proceeding in a number of areas:

Wastewater Treatment Plant (on a 5 acre tract at Kids Peace)

- (1) A Special Exception must be granted by the Zoning Hearing Board for the proposed property use. The hearing before the Zoning Hearing Board began on May 18, was continued on June 22, and July 7, but was not completed. The hearing will resume on September 13. Opponents of the WTP vow to oppose it every step of the way.
- (2) Work is continuing to prepare for submission of permit applications.

Barring any regulatory delays we expect to have the wastewater treatment plant operational by October 2013. The total cost of the WTP including soft costs and Kids-Peace acquisition costs is estimated at \$4.69 million.

Offsite Conveyance Facilities (OSCF)

(1) Wal-Mart's engineer, the Newton Engineering Group is proceeding with the preliminary design of the necessary conveyance facilities, which includes gravity sewers, a pump station and force main to deliver the wastewater from their proposed development and other future wastewater customers to the wastewater treatment facilities. Wal-Mart at this late date has proposed that LCA assume the responsibility of designing, permitting and constructing the OSCF, which is a change from the previous plan where Wal-Mart had the responsibility. A cost-sharing agreement is still being negotiated with Wal-Mart.

The construction cost of the conveyance facilities is estimated at \$1.354 million.

(2) An amendment to the agreement with KidsPeace is being negotiated to reflect the changed circumstances since the original agreement was signed in 2006.

6. **Park Pump Station Upgrades**

Staff is soliciting proposals from engineering firms to design, permit and place to bid two portions of the upgrades necessary at the Park Pump Station. The existing hydraulic activated comminutor is to be replaced with a new, electric comminutor. In addition, the previous underground 8,000 gallon fuel storage tank will be replaced with an above ground unit and screening wall.



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BUDGET AMENDMENT REQUEST
Budget Year - 2011

Date: 9/6/11

Type: Transfer _____
 Addition X
 Deletion _____

Requested By: _____ DY
Approved By: _____

Budget: Internal Service

Amount: \$4,150

Item(s) Requested:		Source(s) of Funds:	
Actuarial Benefits Study	\$4,150	Reimbursement of Internal Service Costs	\$4,150

Reason: We are required to have an actuarial study conducted for our Other Post-employment Benefits every 3 years to project the future benefit obligation. Due to an oversight, the study was not budgeted for 2011.

Scope of Services

Lehigh County Authority 2011 Personnel Study

Scope of Work

1. Develop and conduct a salary survey to revise, as needed, the existing pay classification plan. The Authority will assist in describing benchmark positions for the survey and will provide a list of entities to survey. In addition, we expect the consultant to utilize other published surveys to further support recommendations and the pay classification plan.
2. As part of the new pay classification plan, the Authority is considering consolidating (pay broad banding) several job positions such as Maintenance Tech I, II and III. Determining an appropriate salary range spread will be required. The Consultant will be expected to provide feedback on the pros and cons of such consolidation.
3. Assist the Authority in developing a one-page benefits survey and compile results.
4. In a 2000 Personnel Study, the Authority updated all job descriptions to be compliant with Federal Regulation. For new positions hired in the past several years, the job descriptions have been developed using a knowledge, skills and abilities format as found at onetonline.org. The Consultant should review the new job descriptions to determine legal compliance and offer recommendations for revising existing descriptions or developing future job descriptions.
5. Review the Authority's evaluation process and forms and make recommendations for how best to tie evaluations to job descriptions and to minimize subjectivity.
6. The Authority currently uses a merit system to adjust salaries. The merit pool percentage to base salary is developed annually on market survey of local entities. Salary ranges are increased at a level lower than the merit pool to allow for some upward movement within the salary range. However, with 20% of employees at the top of their range, little or no salary increase is available for those employees. Consultant should provide a list of options to consider as an alternative to alleviate this issue, if any, and comment on the benefits and appropriateness of such options.
7. The Authority currently has an incentive bonus plan based on achieving established benchmarks, but desires to have a consultant survey and provide detailed information on other incentive programs being utilized.
8. Prepare 5 copies of a draft report and meet with the Authority personnel committee to review and discuss findings, content and recommendations included in the report. It is expected that periodic updates on project status will be provided by the consultant based on discussions with LCA staff.
9. Prepare 13 copies of a final written report including an executive summary which highlights the major findings and recommendations. Items 1 through 7 need to be addressed as part of the report. The consultant will be expected to attend an Authority board meeting to present and summarize recommendations resulting from the study and answer questions.
10. Provide an electronic version of the final report in Microsoft Word.

CONTENT OF PROPOSAL

The Proposal must include the following data:

1. A cover letter describing the company and including: the corporate name, number of full-time employees, address and telephone number of corporate headquarters, and the office where the Study will be managed. The name of one individual must be set forth who will be the primary contact with the Authority.
2. A detailed index of the contents of the proposal.
3. A description of the approach to be used in gathering the required information.
4. A list of references for whom, similar studies were conducted during the past five years. The reference listing should describe the type of study conducted, name of firm for which the work was done, project dollar value, contact person and phone number. A sample of a report for a similar effort is desired.
5. Any assistance required of Authority personnel and information expected to be provided by the Authority should be outlined.
6. Any changes to the study outline, which the proposer believes would enhance the Study's value.
7. A Study schedule and timetable.
8. Manpower capabilities, including the names of professionals who will be assigned to the Study. Resumes outlining the educational backgrounds, professional affiliations and relevant work experience are required. A tabulation showing the individual(s) to be responsible for each work item and the estimated hours to be spent by such individual on each work item.
9. A statement of the company's financial capacity and resources to undertake the engagement.
10. A copy of the company's annual report for the past two years, or that of the company's parent company. If the company is privately held, proof of financial stability shall be provided.
11. A cost proposal for the services to be performed, including all expenses and an estimated payment schedule. In accordance with the General Conditions, the cost proposal shall be submitted in a separate envelope. The cost may be submitted as a lump sum fee or, alternatively, be based upon actual time and expenses incurred with a not-to-exceed cap.
12. A copy of any contract, which the proposer plans to use for this Study. If no proposed contract is submitted, LCA will prepare the contract.

Optional Services

Proposer is encouraged to submit suggestions for other improvements to the Authority's compensation practices, which will enhance employee satisfaction, motivation and performance. These efforts and their associated costs will be considered only in the final selection decision to the extent that there is not a clear selection based upon the criteria outlined above.