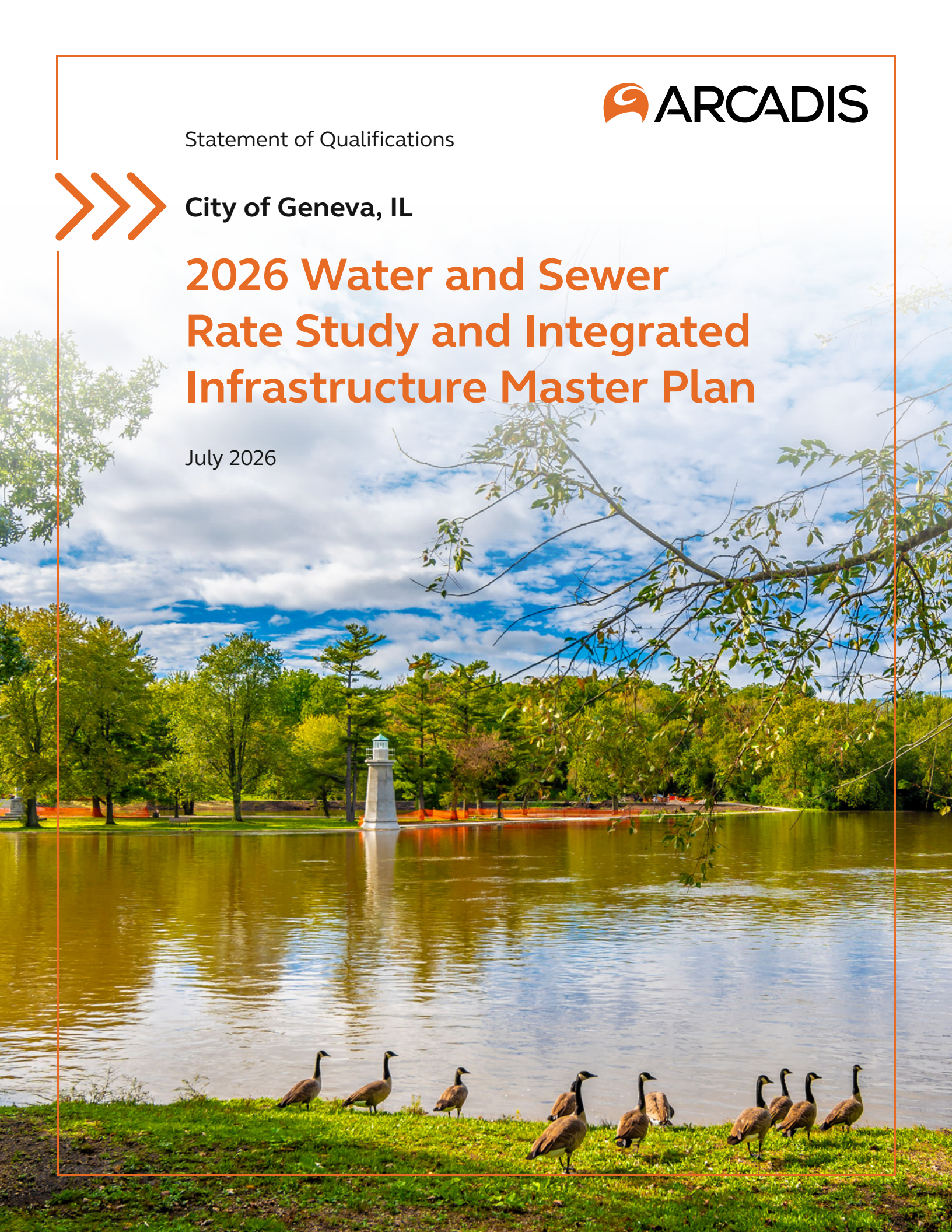
ARCADIS

Statement of Qualifications

**City of Geneva, IL**

# 2026 Water and Sewer Rate Study and Integrated Infrastructure Master Plan

July 2026



City of Geneva, Illinois
Alex Voigt, City Administrator
1800 South Street
Geneva, IL 60134
Tel: 630.232.1551
Email: avoigt@geneva.il.us

July 2, 2026

Arcadis U.S., Inc.
225 W. Wacker Dr, Suite 2015
Chicago, IL 60606
Tel: 312.917.1000
www.arcadis.com

**Re: 2026 WATER AND SEWER RATE STUDY AND INTEGRATED INFRASTRUCTURE MASTER PLAN**

Dear Mr. Voigt:

Arcadis is pleased to submit our proposal to support the City of Geneva's (City) 2026 Water and Sewer Rate Study and Integrated Infrastructure Master Plan. Geneva needs more than a rate study: an integrated, decision-ready framework that connects utility financial planning, infrastructure needs, pavement management, stormwater and drainage priorities, lifecycle asset management, and long-term capital programming into one coordinated implementation roadmap. Our approach is designed to help the City move confidently from analysis to action through these core value propositions:

**Fair, financially sustainable rates and fees—with clear customer impacts and peer context.** We will translate cost-of-service results into practical rate adjustments that balance revenue stability, customer equity, affordability, and implementation feasibility. We will quantify bill impacts across customer classes and usage levels, benchmark peer utilities, and update water and sewer connection fees using a clear, supportable methodology that can be explained to internal and external stakeholders.

**A fully integrated infrastructure master plan that turns individual plans into a coordinated capital program.** We will compile and prioritize existing water, wastewater, stormwater, transportation, pavement, and drainage needs into a single Integrated Infrastructure Master Plan that establishes a short-term Years 1–10 CIP and a long-term Years 11–30 capital roadmap. By aligning roadway reconstruction with underground utility replacement, drainage improvements, traffic operations, and lifecycle asset management, the IIMP will help Geneva reduce redundant construction, minimize community disruption, evaluate funding options, and maximize long-term infrastructure value.

Should you have any questions about our response or require additional information from us, please do not hesitate to contact us. Thank you for your time in considering Arcadis.

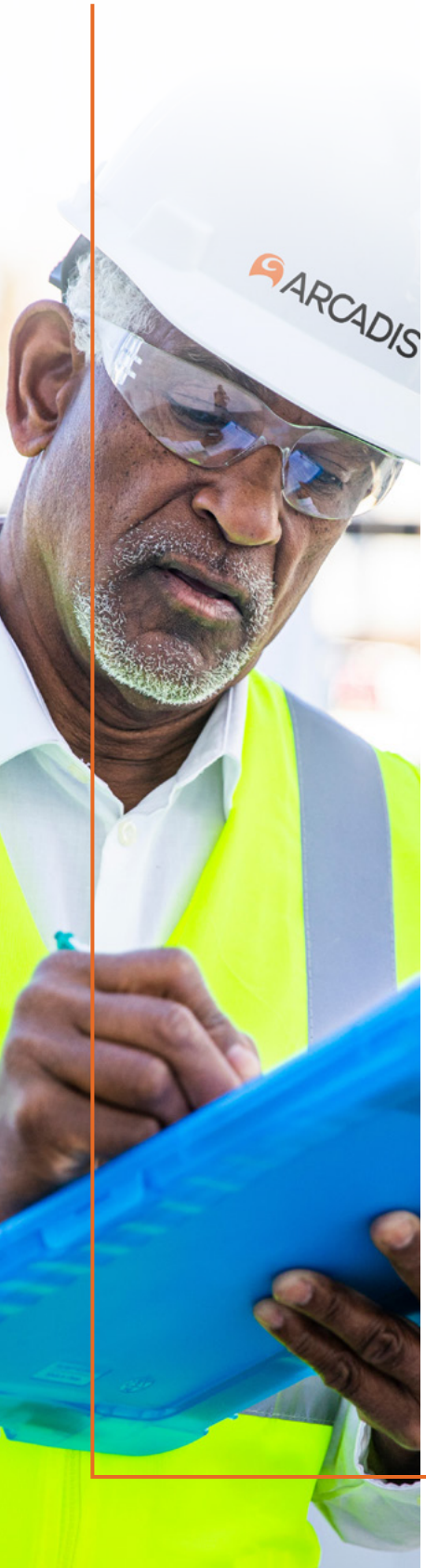
Sincerely,

Arcadis U.S., Inc.

Jeannie Krueger, PMP, MSP
Principal-in-Charge
Jeannie.Krueger@arcadis.com | ☎ 773.805.4062

Nana Ohene-Adu
Project Manager
Nana.OheneAdu@arcadis.com | ☎ 312.248.2568

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## Section 01.

# Firm Information



# 1. Firm Information

## Company Overview

Arcadis began operation in 1888, when the organization was founded in the Netherlands as an association for wasteland redevelopment. Arcadis has evolved throughout the 20th and 21st centuries, expanding its global reach and range of service offerings through strategic initiatives and targeted acquisitions. Arcadis provides top quality on-call professional engineering, stormwater management, and transportation asset management services for municipal systems, addressing the full spectrum of environmental and management issues. Stormwater, drinking water, wastewater, and utility management are core disciplines at Arcadis, representing a substantial portion of our firm's annual project work. Our experts routinely confront a wide range of utility and infrastructure challenges, applying a creative blend of proven approaches with emerging technologies which ultimately provide our clients with forward-looking sustainable resilient solutions that are technically feasible and cost-effective.

Many of our clients demonstrate a high level of trust in Arcadis by retaining us through consecutive annual service contract agreements, some spanning more than 50 years. Supported by a broad network of regional, national, and global technical specialists, our local team can efficiently staff multiple concurrent projects while remaining highly responsive to client needs on short notice. We place strong value on our local relationships and understand the importance of reliable, high-quality client service—Arcadis is a firm the City can consistently depend on.

### Corporate/Office Information

**Firm Name**
Arcadis U.S., Inc.

**Year Established**
1888

**Ownership Type**
Corporation

**Headquarters**
630 Plaza Drive, Suite 100
Highlands Ranch, CO 80129

**Local Contact**
Jeannie Krueger
☎773.805.4062
✉jeannie.krueger@arcadis.com

**Local Office Location**
225 W. Wacker Dr., Suite 2015
Chicago, IL 60606

## Current Capacity

The Arcadis Chicago-area offices include approximately 170 professionals specializing in water resources and environmental services (including stormwater, wastewater, flood management, and related water services); program and construction management and inspection; contaminated site evaluation and remediation; planning and permitting; property redevelopment; transportation planning and optimization; and transactional services. With multiple offices in the Chicago area, our team is close at hand and readily available to respond to, day-to-day project needs.

Nationwide, Arcadis employs more than 7,000 professionals across 130+ offices in the United States. Globally, Arcadis has over 34,000 employees and approximately $5 billion in gross revenues, making us one of the world's largest engineering and consulting firms active in the fields of water, infrastructure, environment, and buildings. This depth of resources provides our clients with seamless access to local, national, and global expertise from engineers, scientists, planners, management consultants, and support staff.

Arcadis U.S., Inc. is a nationally recognized consulting, design, engineering, and management services firm with a strong network of local market positions that enables us to deliver responsive, efficient, and cost-effective services to our municipal clients. Our experience includes planning and designing new distribution and transmission systems, rehabilitating aging infrastructure, and providing regulatory and compliance support for water utilities.

With over a 137-year history in environmental and water consulting and engineering, Arcadis has served municipal clients in the Chicago area and the upper Midwest since 2004, helping utilities produce and distribute high-quality drinking water safely, efficiently, and cost-effectively.




## Local Clients and Project Workload

- Metropolitan Water Reclamation District of Greater Chicago
- Cook County Build Up Cook Program Support and Resilience Planning Services
- Chicago Heights Lead Service Line Inventory
- Cicero Rate Study
- Chicago Department of Transportation Portfolio Insights Implementation
- Chicago Department of Water Management Portfolio Insights Maintenance
- Milwaukee Metropolitan Sewerage District
- City of Wheaton Risk-Based Analysis of Municipal Water Distribution Infrastructure

**With over 170 staff in our Chicago offices, we have sufficient capacity to dedicate to the City.**

## Arcadis Philosophy

Arcadis' philosophy is centered on partnering with municipalities to deliver financially sustainable, transparent, and equitable water and sewer rate solutions that reflect community values and long-term utility responsibilities. Guided by our mission to create exceptional and sustainable outcomes, we approach rate studies with a clear focus on revenue sufficiency, affordability, and defensible decision-making, helping utilities balance infrastructure investment needs with customer impacts. Our client-driven approach—where clients drive everything we do - emphasizes collaboration, clear communication, and consistency. Through this collaboration, client staff, elected officials, and the public will understand project assumptions, methodologies, and results. By embedding sustainability, transparency, and accountability into every engagement, Arcadis supports municipalities in implementing rate structures that are practical, policy-aligned, and trusted by the communities they serve.




## Team History and Integrated Infrastructure Planning

Our team has a long-standing history of supporting municipal and state clients with infrastructure planning across water and roadway assets. We have helped many water and sewer utilities with comprehensive financial planning, cost-of-service analyses, and rate studies. Over many years, the team has partnered with public agencies to help establish and maintain rate structures that are financially sustainable, equitable, and aligned with community and policy objectives. Our team has developed, reviewed and updated hydrologic and hydraulic models for water, sewer, and stormwater systems, We also have experience working with local and state departments of transportation (DOTs) to assess their pavement assets, organize their datasets and optimize project planning. Our experience spans utilities and agencies of varying size and complexity, allowing our team to tailor approaches to each municipality's operational, regulatory, and affordability considerations.

### National Water and Wastewater Experience

Arcadis' journey in the local and national water and wastewater sector is marked by a steadfast commitment to the environmental and public health. Leveraging global expertise combined with local insight, the firm has partnered with municipalities, industries, and environmental agencies to design, upgrade, and optimize water and wastewater treatment facilities that meet stringent regulatory standards and future-proof water resources.

In Cook County, Arcadis is the water infrastructure technical assistance provider for over 20 communities as part of the Build Up Cook program, contributing to non-revenue water analyses, asset management, lead service line program support, and grants and funding assistance. To date, we have secured over $100 million in principal forgiveness loans (i.e. grants) for 10 communities to replace lead lines across their system.

In Flint, Arcadis contributed to critical water quality assessments and remediation efforts that helped restore public confidence and safe drinking water amid a challenging crisis. This involvement underscored the firm's dedication to community resilience and transparent communication. Arcadis has also completed extensive water transmission planning and design work for Chicago, Columbus and Houston, expanding their systems for future demand.

### In-House Municipal Rate Study Services

Rate studies are routinely delivered by an integrated, in-house team of financial, engineering, and utility advisory professionals. This structure allows for close coordination between disciplines and maintains continuity from data development through final recommendations. Core services regularly provided include revenue sufficiency evaluations, cost-of-service analyses, and rate design for water and sewer utilities, all in accordance with American Water Works Association (AWWA) Manual M1: Principles of Water Rates, Fees, and Charges. These efforts are supported by the development of detailed financial models that incorporate operating costs, capital improvement plans, debt service, and

reserve requirements to assess both near-term and long-term financial performance. In addition, the team routinely supports customer impact and affordability analyses, including the evaluation of customer assistance programs and policy-driven rate objectives. Stakeholder engagement and communication are integral components of these studies, with in-house staff preparing technical memoranda, summary reports, and presentation materials for staff, elected officials, and the public. Benchmarking against peer utilities and industry guidance is also commonly incorporated to support rate structures that are defensible and consistent with best practices.

**Pavement Management and Master Planning**

Our approach to pavement asset management begins with establishing a robust, data-driven foundation of the existing transportation network. We compile and reconcile available historical records, maintenance activities, and prior studies with updated pavement condition assessments, leveraging industry-standard performance metrics such as Pavement Condition Index (PCI), International Roughness Index (IRI), and detailed distress identification. Where appropriate, we incorporate advanced mobile data collection technologies and automated condition assessment tools to improve consistency, coverage, and repeatability of the dataset. All collected and compiled information is subjected to a formalized quality assurance/quality control (QA/QC) process, including validation checks, anomaly resolution, and alignment with defined data dictionaries and collection standards, ensuring the dataset is reliable and suitable for analytical modeling. This process establishes a defensible baseline condition and provides clear insight into network performance trends, deterioration patterns, and areas of elevated risk.

Building on this foundation, we apply lifecycle asset management principles and performance modeling to develop optimized maintenance and rehabilitation strategies tailored to the client's service level targets, budget constraints, and long-term infrastructure goals. Using deterioration curves, treatment decision trees, and cost-effectiveness analyses, we evaluate a full spectrum of intervention strategies - from preservation treatments to major rehabilitation and reconstruction - while accounting for timing, risk, and expected performance outcomes. These strategies are translated into a prioritized, multi-year Capital Improvement Program (CIP) that balances near-term needs with long-term system preservation. The resulting program integrates lifecycle cost analysis, sustainability considerations such as recycled materials and innovative asphalt technologies, and resilience planning to support a durable, adaptable, and financially sustainable pavement management program aligned with broader infrastructure planning objectives.

Clients for our broad range of pavement management and planning services have included the Washington District of Columbia DOT, the City of Virginia Beach, Tennessee DOT, Georgia DOT, and Nevada DOT.

**Integrated Infrastructure Master Planning**

Streets are some of a city's most valuable real estate, supporting water and sewer utilities, telecom, gas, electric, and other private utilities, managing stormwater, and carrying multiple modes of surface transportation. A holistic approach to managing this infrastructure considers the most impactful way to manage a city's street network. A long-term plan to upgrade water mains may also be the best time to incorporate safety or multimodal improvements, regrade the street for better stormwater management, upgrade the fiber optic network, and make sidewalk and curb repairs. Understanding the multiple variables that affect street conditions, traffic movements, and maintained utility services means that limited funding may be spent in the most impactful manner with the least disruption to day-to-day life.

Arcadis employs our state-of-the-art capital planning and decision support platform – Enterprise Decision Analytics (EDA) – to develop program-specific and integrated capital plans, rapidly optimizing plans across multiple asset classes and at any scale.

Through this in-house, multidisciplinary approach, the team delivers master plans built on the foundation of well-grounded municipal water and sewer rate studies that are technically sound, transparent, and implementable, providing clients with the tools needed to support informed decision-making and long-term utility sustainability.

## Financial Capability

Arcadis has a long-standing record of financial stability and viability, supported by consistent revenue growth and prudent financial management. The firm's revenue has followed a steady upward trend throughout its history, reflecting an unbroken pattern of positive financial performance and resilience across varying economic conditions. Arcadis is a publicly traded company on the Euronext exchange (symbol: ARCAD) and maintains a strong financial foundation without excessive long-term debt. The firm's most recent audited financial statements confirm its sound financial position, and Arcadis has had no bankruptcy filings in the past five years. Arcadis is financially stable, viable, and fully capable of supporting this project over the full term of a contract.

### Financial Services

Our combined resources bring depth and breadth of staff and experience in financial and rate consulting services and serve many of the Nation's largest water and wastewater utilities. Our team specializes in providing financial consulting services to municipal and public utility clients. The key services we provide include:

- Bond Feasibility
- **Revenue Sufficiency**
- **Cost-of-Service**
- **Rate Design**
- **Connection Fees**
- Affordability
- Customer Assistance Programs
- Stakeholder Presentation
- Financial Performance Comparisons and Benchmarking
- Wholesale Rates and Inter-Municipal Agreements
- Miscellaneous Fee

## Regulatory Compliance and Litigation

Arcadis U.S., Inc., and its related and affiliated North American entities (collectively, "Arcadis"), has various legal proceedings pending at any given time. Such claims are disputed and not reasonably expected to be adversely determined, applicable insurance is available, and/or such claims are not reasonably expected to materially impact the financial condition or the operations of Arcadis, nor will they affect Arcadis' ability to fully perform the applicable services. These occurrences represent a nominal percentage of Arcadis' total projects at a frequency understood to be commensurate with or below industry standards for companies of similar size doing projects of similar type and volume.

***Please see attached Litigation History in the Appendix section of this proposal.***

***Certificates of insurance applicable to the proposed services are attached to the Appendix section of this proposal.***

Section 02.

# Project Personnel and Experience



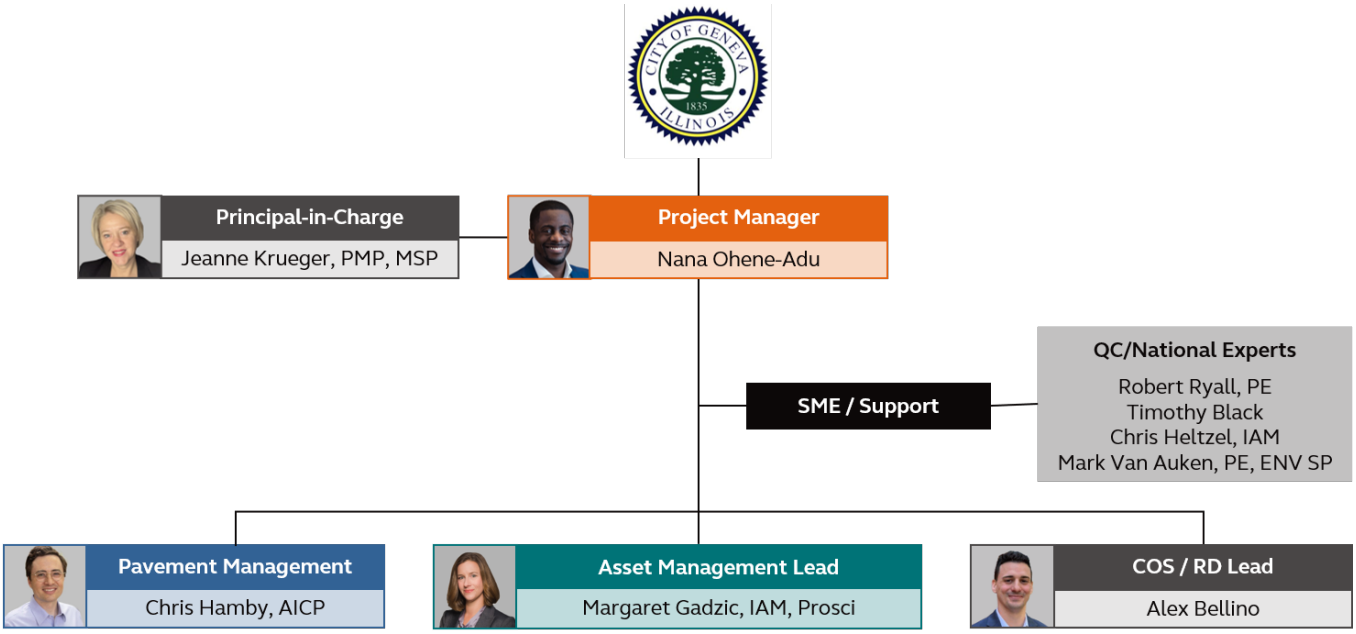
# 2. Project Personnel and Experience

This section presents our best-qualified team for this project and highlights the experience of key personnel. The organization chart below shows roles, responsibilities, and points of contact.

## Organization Chart

The organization chart highlights a proven, dedicated team with clear lines of authority and primary points of contact.

The assembly of your project team begins with a thorough understanding of the project scope of work and your needs and expectations. We have prioritized the use of local staff supported by national experts. The following organization chart describes the proposed roles of our key team members.




### Roles and Responsibilities:

- **Principal-in-Charge:** Executive oversight, QA/QC accountability, client escalation support.
- **Project Manager / Team Leader:** Day-to-day management, schedule/budget control, primary client interface, deliverable coordination.
- **Pavement Management Lead:** Pavement and roadway expertise including condition assessment, pavement management planning, lifecycle treatment strategies, prioritization of maintenance and rehabilitation needs, and coordination of roadway investments with utility and stormwater capital projects.
- **Asset Management Lead:** Water and sewer asset inventory review, condition and criticality assessment, lifecycle renewal planning, level-of-service evaluation, and integration of utility capital needs into the broader Integrated Infrastructure Master Plan (IIMP) and financial planning framework.
- **Cost of Service & Rate Design Lead:** Financial model development, Cost of Service Analysis (COSA), rate design alternatives, bill impacts.
- **QC/National Experts:** Independent technical review, methodology validation, value framework support, defensibility review.
  - For this multidisciplinary project, we will lean on a team of experts, depending on the area/asset class.

## Experience of Proposed Staff

The Arcadis team consists of professionals experienced in multi-disciplinary infrastructure planning, pavement management, water, sanitary sewer and storm sewer asset management, lifecycle renewal planning, financial planning, cost of service and rate design, customer assistance programs, and stakeholder outreach. Our capable team will deliver successful outcomes for the City - fulfilling the project requirements while enhancing the opportunities, knowledge, and capabilities for the Geneva community.

Our client contact lead will be Ms. Jeanne Krueger, from our Chicago office. Working closely with the City and Mr. Nana Ohene-Adu, Arcadis' team incorporates national rate and financial experts who will provide the City with a high level of responsiveness and accountability during the project.

***Arcadis is licensed to perform engineering services in the State of Illinois, please see our proof of licensure in the Certifications section of our proposal.***

## Key Personnel



**Availability: 25%**

**Total Years: 28**

**Office Location:** Chicago, IL

### Jeannie Krueger, PMP, MSP | Principal-in-Charge

**A West Chicago native who takes great pride in our work in the area, and having managed the prior Chicago DWM program, she understands all aspects of the project life cycle from planning through successful delivery.**

Ms. Krueger has been in the program management and program controls field for over 20 years, with consulting experience primarily in oil & gas, utility, and municipal clients. She has developed and maintained many multibillion-dollar capital budgets on large scale projects and programs both domestically and internationally throughout her career. Ms. Krueger is currently an Arcadis Program Manager and Area Leader for Illinois, Wisconsin and Minnesota.

**Build Up Cook | Cook County, IL** | Program Manager (Ongoing)
**Los Angeles Department of Water & Power** | Program Management SME (Ongoing)
**Project & Program Management Service Lead for North America & Canada** (Ongoing)

**Certifications:** PMI Project Management Professional (PMP) | Managing Successful Programmes (MSP)



**Availability: 75%**

**Total Years: 13**

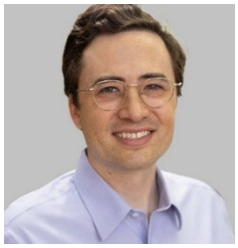
**Office Location:** Chicago, IL

## Nana Ohene-Adu | Project Manager

**A Chicago land local for the last two decades, dedicated to improving the quality of life by delivering water and wastewater projects with excellence.**

Mr. Ohene-Adu is a project manager and program controls professional with over a decade of experience delivering small to mid-size projects and managing costs and schedules on billion-dollar programs. He also brings a wide breadth of experience across funding strategy and financial modeling to capital planning and cost management. Mr. Ohene-Adu is also the U.S. Water Lead for Arcadis' Enterprise Decision Analytics (EDA) portfolio optimization platform.

**Build Up Cook | Cook County, IL** | Project Manager (Ongoing)
**Chicago Dept of Transportation PMIS** | Project Manager (Ongoing)
**EDA Lead for U.S. Water** (Ongoing)



**Availability:30%**

**Total Years: 15**

**Office Location:** Chicago, IL

## Chris Hamby, AICP | Pavement Management

Mr. Hamby brings over 15 years of experience leading large-scale transportation and capital planning programs, including oversight of New York City's $5+ billion streets capital plan. He developed and implemented a data-driven prioritization framework to guide infrastructure investments based on safety, asset condition, and equity—directly applicable to pavement and integrated infrastructure management planning. His experience includes scoping and prioritizing multi-modal corridor improvements that integrate pavement, drainage, and public realm enhancements, supported by strong coordination across agencies, funding sources, and stakeholders to optimize long-term asset performance. He also brings expertise in integrating resilience and stormwater management into street design programs, advancing holistic approaches to infrastructure planning that align transportation, environmental performance, and lifecycle investment strategies.



**Availability: 20%**

**Total Years: 19**

**Office Location:** Akron, OH

## Margaret Gadzic, IAM, Prosci | Water & Wastewater Assets Lead

Ms. Gadzic is Arcadis' national asset management practice lead and is certified by the Institute of Asset Management (IAM). She has worked on a variety of asset management, business advisory, and change management projects throughout her career. Her asset management projects have been focused on asset inventory and hierarchy, condition and risk assessment, CIP, level of service development, maturity assessments, and program documentation.

**Distribution System Optimization, City of Flint, MI** | Asset Inventory/ QA/QC
**Asset Management Program Development, City of Elkhart, IN** | Project Manager
**Asset Management Program Development, Evansville, IN** | Project Manager (Ongoing)



**Availability: 100%**

**Total Years: 12**

**Office Location:** Charlotte, NC

## Alex Bellino | Cost-of-Service and Rate Design Lead

Mr. Bellino is a principal consultant with expertise in financial and strategic planning and forecasting for water, wastewater, stormwater, sanitation and electric utilities around the country. He has extensive knowledge and experience across all phases of the utility rate-making process (revenue sufficiency analysis, cost of service, and rate design), system development fee / impact fee / miscellaneous fee analysis and development, bond feasibility studies, acquisition/valuation analysis, and developing and using interactive financial models. Mr. Bellino is also a contributor to the latest edition of the American Water Works Association (AWWA) Principles of Water Rates, Fees, and Charges industry manual of practice (M1 Manual of Water Supply Practices).

**DeKalb County, GA Department of Watershed Management (DWM)** | Senior Project Consultant (Ongoing)

## Resumes

Resumes for our proposed project team members are provided in the Appendix at the end of this proposal.

## Past Client References

| | | | |
|---|---|---|---|
| | **Vince Laoang, PE | Director of Public Works**<br>**City of Wheaton, IL**<br>303 W. Wesley St<br>Wheaton, IL<br>630.260.2113<br>Email: VLaoang@wheaton.il.us | **Maria Houser | Director Environmental Compliance, CIP and Consent Decree**<br>**DeKalb County Government**<br>Manuel J. Maloof Center \| 1300 Commerce Drive \| Decatur, GA 30030<br>Email: mvhouser@dekalbcountyga.gov<br>Web site: www.dekalbcountyga.gov<br>Office: 770.621.7244<br>Mobile: 470.633.1144 |
| | **Matt Longshore, P.E. |**<br>**Director of Public Utilities**<br>**Hanover County**<br>7516 County Complex Road<br>Hanover, VA 23069<br>Office: 804.365.6022<br>Mobile: 804.910.1767 | | |

Section 03.

# Project Approach



# 3. Project Approach



## Firm's Understanding and Approach

### 1. Purpose

The purpose of this engagement is to help the City of Geneva develop an IIMP that brings together the City's water, sewer, stormwater, transportation, financial, and capital planning needs into one coordinated decision-making framework. Rather than treating the water and sewer rate study, pavement management planning, storm and sewer improvements, lifecycle replacement needs, and capital funding strategy as separate efforts, Arcadis will help the City evaluate how these components interact and translate them into an integrated, prioritized, and financially sustainable infrastructure investment program.

Key objectives of the IIMP include:

- Integrate existing plans, studies, asset data, and capital needs across water, sanitary sewer, storm sewer, street improvement (pavement), and related infrastructure systems into a single planning framework.
- Develop a coordinated short-term and long-term Capital Improvement Program that sequences projects to align roadway work with underground utility replacement, drainage improvements, lifecycle renewal, and available funding.
- Establish a transparent basis for infrastructure investment decisions by evaluating project priority, lifecycle value, risk reduction, community disruption, affordability, and funding strategy across the full IIMP program.

The water and sewer rate study will be foundational to the IIMP because it defines the financial capacity, cost of service, revenue requirements, reserve targets, debt considerations, and customer impacts needed to support implementation. These financial analyses will be coordinated with the Pavement Management Plan, storm sewer capital improvements, water and sanitary sewer lifecycle needs, and geographic information system (GIS)-based planning tools so the City can make informed choices about what to build, when to build it, and how to fund it over the 1–10 year and 11–30 year planning horizons.

### 2. Project Management

The purpose of this task is to provide services for project management and administration. Arcadis will:

- Manage project execution including coordination of resources, implementation of quality control practices and monitoring task budgets.
- Maintain a project SharePoint site for document transfer, storage, and transmittal of digital project deliverables.
- Provide regular project status updates to the City's Project Manager.
- Lead a project kick-off to review the tasks, schedule, and roles and responsibilities of the scope of work.

### 3. Data Request and Review

Arcadis will prepare and submit a formal data request to the City. Below is a list of the anticipated data that reflects essential items for the Integrated Infrastructure Master Plan, inclusive of the Water & Sewer Rate Study, Connection Fee Model Update, Pavement Management Plan, lifecycle analyses, and additional CIP inputs. Arcadis will participate in a

one-hour call with the City to review these items. Arcadis will track items provided and update the City on items still needed through the project timeline.

### General Integrated Infrastructure Master Plan:

To support development of the IIMP, Arcadis will request and review data spanning water/wastewater, transportation, stormwater, and capital planning to incorporate all relevant plans, studies, and programs into a unified framework.

- Requested information will include, but is not limited to:
- Capital Planning and Program Data
  - Current CIP across water, wastewater, stormwater, and transportation systems (5-, 10-, and long-range plans)
  - Historical CIP delivery data, including project scopes, costs, and schedules – as they currently exist
  - Funding sources and financing strategies (bonds, grants, reserves, pay-as-you-go)
- Water, Wastewater, and Utility Planning
  - Most recent water and wastewater master plans, studies, and capacity assessments
  - Asset inventories and condition data (distribution, collection, treatment)
  - Lifecycle replacement plans and asset management data, where available
  - Lead service line replacement program and other regulatory-driven programs
- Stormwater and Drainage Planning
  - 2021 Comprehensive Drainage Study and updates, including identified drainage study areas and capital improvement needs
  - Storm sewer system mapping, asset inventory, and condition assessments
  - Flooding, inundation, and level-of-service or performance metrics
  - Stormwater funding strategies, including any existing or planned fee structures
- Transportation and Pavement Management
  - Existing Pavement Management Plan, if available, or current pavement condition data
  - Historical Street Improvement Program data, including resurfacing, reconstruction, and maintenance activities
  - Pavement condition ratings (PCI) and inspection methodologies
  - Planned roadway capital projects and coordination considerations
- Cross-Asset Coordination and Planning Inputs
  - Existing plans, studies, and recommendations across departments to be evaluated for integration into the IIMP
  - GIS data, mapping layers, and asset databases (water, sewer, stormwater, roads)
  - Project prioritization criteria, risk frameworks, or decision-making methodologies currently used by the City
  - Sustainability, resiliency, and lifecycle cost considerations incorporated into planning efforts
- Policies, Standards, and Levels of Service
  - Defined or target levels of service for infrastructure systems (utilities, roads, drainage)
  - Design standards, regulatory requirements, and compliance obligations (e.g., Municipal Separate Storm Sewer System permit requirements)

– Coordination requirements between roadway and underground infrastructure improvements

Arcadis will use these inputs to evaluate, prioritize, and integrate projects across asset classes into a coordinated short-term (Years 1–10) and long-term (Years 11–30) Capital Improvement Program aligned with the City's IIMP objectives.

### Water & Sewer Rate Study & Connection Fee Model Update:

- Most recent fiscal year Annual Comprehensive Financial Report (draft or final for 2025 if available) and/or the associated Trial Balance.
- Number of water and sewer accounts by customer class; Number of water meters by size and customer class.
- Billing data, on a monthly or bimonthly basis, for the most recently completed fiscal year, including for each account rate code/class, meter size, monthly/bimonthly usage (depending on how the data is tracked). A key for codes/shorthand used in billing data is helpful if it can be provided.
- Projected annual account growth rates or population projections; Water consumption & Sewer flow by customer class.
- Schedule of average day, peak day, and peak hour water demands by customer class, if available, and for the total system for the last 3-5 years.
- Most recently adopted revenue and expense budgets or projections.
- Actual revenues and expenses for most recent fiscal year (2025).
- Escalation factors for expense types (e.g., Salary, Benefits, Chemical).
- Current 5- or 10-year CIP, along with the anticipated sources of funding (bond proceeds, existing reserve funds, grants, annual operating revenues, developer contributions, etc.) and business case for each of the capital projects.
- Beginning cash balance for the Water & Sewer Fund as of May 1, 2025.
- Future bond parameters, including term, interest rate, issuance cost, and month of issue.
- Outstanding bond amounts and existing debt service payment schedules.
- Fixed asset list, including asset description, year placed in service, original cost, useful life, annual depreciation, accumulated depreciation, water and sewer asset indicator, contributed assets, and major category (e.g., source, treatment, pumping, distribution, collection, metering).
- Most recent Master Plans for both water and sewer systems. If not available in the Master Plan, capacities associated with water and sewer systems for both treatment and distribution/collection.
- Any established levels of service for both water and sewer.
- Inventory of water mains (miles by size), fire hydrants by size, and private fire lines by size. Fire flow capacity requirements.
- Current water and wastewater rate schedules, including any planned increases or forthcoming methodology changes.
- Current meter replacement costs by meter size.
- Copy of Bond Ordinance that outlines the required rate covenants.
- Any changes to debt service coverage, liquidity, or pay-as-you-go funding targets.
- Most recent rate models, rate study, and connection fee study.

## 4. Current Plan & Studies Analysis

Arcadis understands that the City has existing and defined CIPs for each of its major infrastructure areas (water and wastewater, storm sewer, transportation, etc.) and is seeking support to align these plans into an Integrated Infrastructure Master Plan – with both short (year 1-10) and long (year 11-30) term CIP timelines.

Arcadis will integrate the City's existing planning efforts into a coordinated IIMP by first reviewing current CIP projects, processes, scopes, schedules, and available cost information across infrastructure areas. Working with the City, we will define consistent prioritization criteria to compare projects based on benefits, outcomes, dependencies, risks, costs, and implementation timing. After the list of capital projects is assembled and prioritization criteria are identified, the team will review the IIMP for opportunities to combine, consolidate, and/or phase projects across asset classes to create logical groupings of projects to be conducted on similar timeframes (ex: roadway and water projects). The team will work with City staff and subject matter experts to identify these coordination opportunities. This will help to maximize resources and reduce costs, inconvenience to the public, and re-work.

To support this process, Arcadis will prepare simplified Business Case Evaluations for applicable projects, using available planning-level cost, benefit, scope, and schedule information. The results will provide a consistent basis to prioritize projects within each infrastructure group and across the full IIMP portfolio, helping the City align existing CIPs into an optimized short- and long-term capital program.

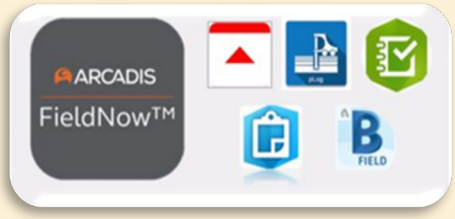
The following are the elements and areas that will be reviewed:

| AREA (Asset Class) | Items for review | Considerations |
|---|---|---|
| **Water & Sewer** | • Current Water & Wastewater CIP – list of projects and recommendations<br>• Asset condition data | • Timing – short and long term CIP in addition to schedule dependencies and consolidations<br>• Asset Condition & Performance - inventories, condition assessments, estimated useful life data<br>• Asset & System Criticality<br>• Prioritization objectives, non-negotiables, and bounds |
| **Storm Sewer** | • 2021 Comprehensive Drainage Study (WBK Engineering) & identified projects<br>• Additional Storm Sewer projects/ requirements | • Timing – short and long term CIP in addition to schedule dependencies and consolidations<br>• Asset Condition & Performance - existing condition assessments, estimated useful life data<br>• Asset & System Criticality<br>• Cost Estimates – revisit based on existing and progressing projects<br>• Prioritization objectives, non-negotiables, and bounds |
| **Transportation (Pavement)** | • Pavement Management Program – current and historical | • Data and Process digitization recommendations<br>• Condition of Operation and Maintenance activities<br>• Prioritization objectives, non-negotiables, and bounds |

Through discussion with the City, Arcadis can provide additional condition assessment services as needed – both in desktop and in person format – depending on the level of detail and extent required. The Arcadis team can use a combination of mobile data field collection tools (Field Now) with our team of experienced staff to conduct condition assessments for as needed assets – for example, those that do not have up to date condition data.

Arcadis will use the consideration of the above along with the viability of these projects, alongside the results of the rate study (see next methodology section), to then create the IIMP.

Arcadis Field Now is our mobile-enabled platform for rapid, consistent, and geo-tagged field data collection. The tool allows survey teams to capture site conditions, photographs, accessibility information, and capacity data in real time, all synced to a centralized database. With built-in quality controls and customizable survey templates, Field Now reduces errors, enables consistency across surveyors, and accelerates reporting.




## Water and Sewer Rate Study

### 4.1. Revenue Requirements Analysis

A rate revenue requirements analysis will be completed to assess the future capital funding needs of the City's water and sanitary sewer systems. This analysis will be completed using Arcadis' latest interactive financial eFORECAST model.

The revenue requirements analysis is an important first step in the Water & Sewer Rate Study, and will include:

- Estimation of the amount of future revenues expected to be recovered from existing water and sewer utility rates, fees, and other charges.
- Estimation of the current and projected future revenue requirements to satisfy the City's CIP and operations and maintenance needs, and to meet the City's fiscal requirements, including liquidity, debt service coverage, and pay-as-you-go funding targets and requirements.
- Estimation of the current and projected future non-operating revenue requirements. A major component of non-operating revenue requirements is scheduled debt service principal and interest payments associated with outstanding and anticipated debt.

Each of these considerations will be incorporated into the financial model to provide a complete picture of the City's current and future financial condition.

Any model workshops and model status updates or discussions are assumed to be conducted via virtual meetings.

### 4.2. Billing Data Analysis

Arcadis will organize, review, and summarize the City's monthly water and sewer billing data for the latest completed fiscal year.

- **Organize –** Compile and organize the raw monthly water and sewer billing data into a format that is accessible; Microsoft Excel.
- **Check for accuracy and reliability –** review datapoints such as customer count, consumption amounts, and bill calculations for accuracy. If any irregularities are identified, review and discuss with the City.
- **Summarize –** Summarize the billing data to extract the necessary components for the cost-of-service allocation and rate design.

## 4.3. Cost of Service Allocation

A cost-of-service allocation will be completed to determine the extent to which the existing rates reasonably reflect the cost of providing service to each system (water and sewer), and to each of the City's customer classes (residential, commercial, etc.).

The study will utilize the following industry-accepted cost allocation process:

- Categorization of costs into fixed and variable components.
- Allocation of cost components to system (water versus sewer) and to cost drivers.
- Distribution of costs of service requirements to customer classes such as residential, commercial, etc.
- Variable costs, those that increase or decrease with the level of service demands placed on the system, will be identified and allocated based on service demand factors (e.g. average and peak water demand).

These costs will then be assigned to users to reflect the cost impact of providing service. Fixed costs, including operating costs, debt service, billing and customer accounting, and general and administrative costs, will be identified and allocated to cost categories based on various factors relating to normal and peak capacity of the facility, and the total direct costs to operate the facility.

Once the main cost categories have been categorized into fixed and variable components, costs will be allocated to system (water versus sewer), and to cost driver. For example, water costs will be allocated to average day, maximum day, maximum hour, customer, and fire protection costs.

Following cost allocation, the costs will be distributed to customer class based on the service characteristics of each class.

Customer class costs will then be compared to revenues received from each class to determine whether water and sewer rate or rate structure changes should be made to improve fairness and equitability.

Any model workshops and model status updates or discussions are assumed to be conducted via virtual meetings.

## 4.4. Rate Design

Utilities consider a variety of factors in establishing rates, including cost allocation, customer impact, conservation of resources and ease of administration. The purpose of the rate design process is to find the balance between the need to recover sufficient revenue in a fair and equitable manner, and the need to do so within the constraints of other objectives which are unique to each utility. By understanding the types of customers served by the utility, and the general usage characteristics of those customers, a system of rates and charges can be developed that balances those many objectives while also generating sufficient revenue to fund system costs and maintain appropriate reserve and debt service coverage levels.

### Subtask 1 – Rate Design

Using the cost-of-service results, Arcadis will design rates and charges for each customer class aligned with the City's existing rate structure. The rate design will include fixed charge and commodity charge components and will be designed based on objectives defined by the City. We will review the initial rate design with City staff to confirm alignment with overall goals and policies and make adjustments as necessary.

### Subtask 2 – Proof of Revenue

We will apply the designed rates to the bill tabulation data to test revenue recovery. This is a key step in validating that the designed rates are sufficient for recovering the overall cost of operating the City water and sewer system.

### Subtask 3 – Bill Comparison

Arcadis will perform a bill comparison for both residential and commercial customers at varying usage levels and meter sizes. This is another key test to see the projected impact on customer classes. The bill comparison will provide the impact

to individual customers and can be compared to the overall percent system revenue increase. Additionally, we will prepare bill comparisons for up to fifteen (15) benchmark utilities in order to provide a comparison of the proposed rates to bills charged by other utilities.

Any model workshops and model status updates or discussions are assumed to be conducted via virtual meetings.

## 4.5. Connection Fee Model Update

### Subtask 1 – Review Existing Capital Recovery Fee Methodology and Policies

Arcadis will conduct a review of existing connection fee calculation methodology and application to new development. It is anticipated this review will include the following:

- Calculation methodology used in developing existing connection fees;
- Methodology used in applying connection fees to new development;
- Nexus approach to determining existing connection fees;
- Review of meter size method to allocating the cost burden among new connections;
- Impact of debt funding on the connection fees calculation;
- System levels of service; and
- Asset contributions.

### Subtask 2 – Identify Facility Standards

Facility standards provide a critical link in documenting the nexus between growth, the facilities required to accommodate growth, and defensible connection fees. Facility standards are used to demonstrate a reasonable relationship between new development and the need for new facilities.

Arcadis will rely primarily on our review of the City's water and sewer CIP along with input from City staff to identify the facility standards used to plan for new facilities. Typical utility standards for facility planning include average, monthly, and peak demand factors, plus treatment and pumping requirements.

### Subtask 3 – Review Facility Needs and Costs

The purpose of this subtask is to develop an understanding of the type, amount, and cost of facilities required to accommodate growth and correct deficiencies. This task will rely largely on data presented in the City's water and sewer CIP as well as discussions and interviews with City personnel. From this review, Arcadis will identify the type, amount, and cost of facilities required to accommodate growth and correct deficiencies. A critical component of this task will be distinguishing between the following:

- Facilities needed to serve growth (that can be funded by connection fees); and
- Facilities needed to correct existing deficiencies for the existing service population (that cannot be funded by connection fees).

### Subtask 4 – Connection Fee Calculations

The objective of this subtask is to provide a technically defensible connection fee calculation methodology based on documented project costs and system standards. Arcadis will generate a fee schedule to apportion facility costs and designate costs to new development based on usage criteria. The methodology is expected to use facility costs per unit of demand multiplied by level of service based on data developed in prior tasks.

### Subtask 5 – Connection Fee Comparison

To provide a basis for comparison of the new fees, Arcadis will gather available water and sewer connection fees for up to fifteen (15) comparable utilities. The connection fees of the comparable utilities will be used in comparisons with the new fees. Arcadis will document the results of the connection fees survey in a study report.

Any model workshops and model status updates or discussions are assumed to be conducted via virtual meetings.

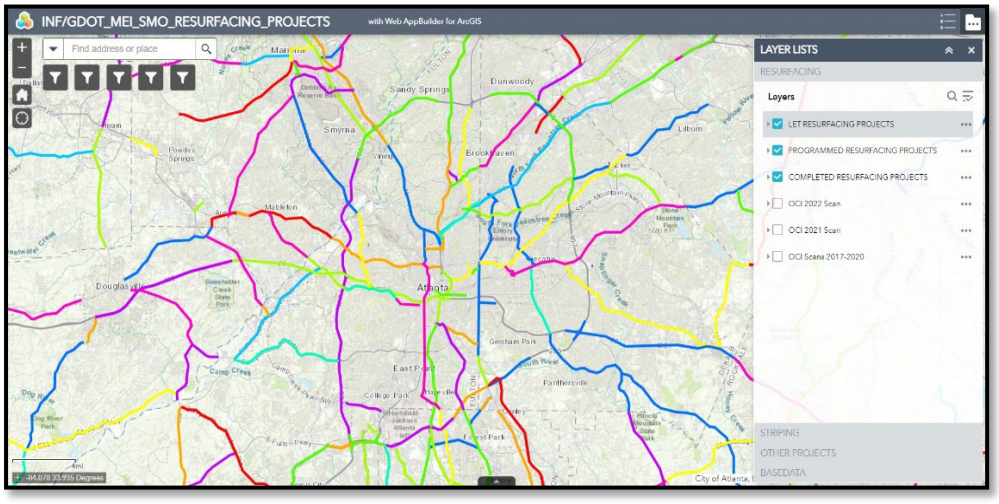
## 5. Pavement Management Plan

For the pavement management element of this scope, Arcadis will develop a comprehensive, data-driven pavement management program scaled to the City's needs and budget as the team progresses toward integrated infrastructure planning. We will begin by reviewing the City's existing resources related to pavement, including historical maintenance records, prior studies, and available condition data as described in Tasks 3 and 4. We will also interview staff responsible for current maintenance and capital program management to understand their current operations and maintenance practices, budget and project development processes, and "real world" lessons learned regarding the City's existing pavement assets.

Arcadis will then perform updated condition assessments on the City's roadways and other paved assets to gather information on the pavement condition index (PCI), International Roughness Index (IRI), and observed distress metrics. We typically work with a third party to collect this data and utilize mobile data collection technologies, where appropriate, to improve consistency and network coverage. This assessment can be conducted on 100% of the City's pavement assets or a representative portion depending on resources available. The Arcadis team then applies structured quality assurance/quality control (QA/QC) processes to validate data accuracy, resolve anomalies, such that the results are aligned with standards.

With this new data, the Arcadis team can then develop lifecycle-based strategies using deterioration modeling and treatment decision frameworks. This can be done with Arcadis resources or other software tools, depending on the City's longer-term interests and resources available. This pavement-focused modeling and analysis work will allow us to evaluate a range of maintenance and rehabilitation options, considering timing, cost, and expected performance. We will review the modeling work with the staff responsible for maintaining the roadways to account for known issues and to analyze a wide range of scenarios that represent real-life options and boots-on-the-ground ideas.

The Arcadis team can prioritize identified improvements into a pavement-focused, multi-year Capital Improvement Program (CIP) that balances short-term needs with long-term preservation and service level goals. This work will support further integration of pavement information into Tasks 7, where the team can incorporate lifecycle cost analysis and funding considerations across both pavement and water resources to support decision-making.



## 6. Plan Optimization & Frameworks

Arcadis will develop a comprehensive, data-driven integrated infrastructure master plan that has been stress-tested against multiple what-if scenarios and stakeholder scrutiny. Each step of the project will build elements of the value framework that Arcadis will use with its Enterprise Decision Analytics (EDA) software to support incremental decision-making, build decision maturity, and integrate risk, cost, and capital efficiency considerations into the IIMP recommendations.

All projects, execution/implementation projections, and potential uncertainties will be input directly into EDA, enabling the team to visualize the impacts of different scenarios on demand, capacity, and investment needs. Rigorous data analysis with clear, transparent process will build consensus and confidence early, giving City stakeholders a view of the possible iterations of the IIMP. We will articulate your value framework, leveraging our decision support platform to advance decision-making maturity throughout the project.

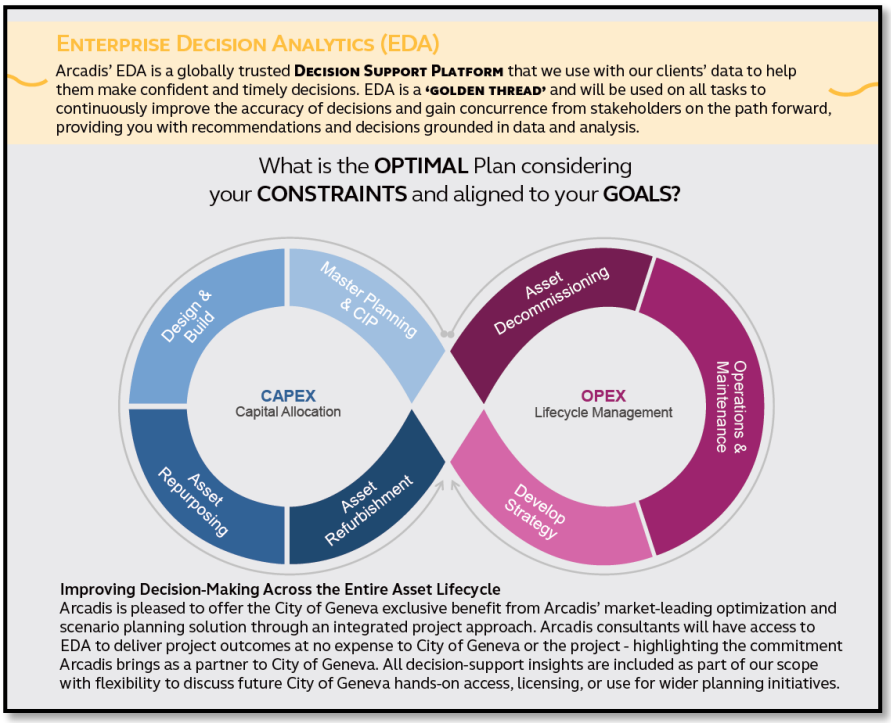
Arcadis will deploy EDA scenario dashboards in workshops, allowing stakeholders to interactively review and adjust assumptions, explore the impact and trade-offs of their inputs, and collaboratively select preferred alternatives where needed. The optimal strategies and investment areas to realize the capital and resource efficiency will be visualized for the City stakeholders- showing various scenarios to allow for easier and more productive decision making. This will allow the City's IIMP to be comprehensive, adaptable, and actionable, but also transparent, defensible, and aligned with the City's objectives.

An IIMP that recognizes the various scenarios and competing objectives will balance and realize the vision of capital efficiency, disruption minimization, and construction optimization. It will incrementally identify the improvements and order of projects to cost effectively make the system more resilient and reliable with each step in the plan. The plan will break projects into cost effective scopes that can be planned and funded to reduce bonding and funding thus reducing rate impacts to the community. The City+Arcadis team partnership will provide a plan that the City can execute for the next 30 years while increasing the Level of Service to member communities while looking to the future of the region

For the City, we will leverage EDA to deliver:

- Optimized Program Decision-Making using advanced scenario testing, rapid trade-off analysis, and robust, evidence-driven prioritization and plan creation
- Stakeholder Alignment with interactive scenario modeling and clear visual communication to facilitate transparent, informed decision-making among diverse stakeholders.
- Efficient Delivery Models as EDA's optimization capabilities reduce alignment timelines and grounds program decisions with best-in-class analytics, not static rankings.

In addition to the IIMP report (see next section), the City will receive an interactive dashboard in Power BI and



accompanying Excel files with optimized plans, outlining key metrics and scenario performance. Arcadis will also deliver Excel-based inputs and outputs for all EDA deliverables, allowing access and use of insights for further use.

## 7. Reports and Presentations

We will prepare a technical report that provides an overview of our analysis and results of the rate study, comprehensive IIMP, pavement management plan, as well as short- and long-term CIPs. We will submit brief memoranda for each section of this project (associated with the report elements above), in order to provide cohesive and complete documentation of the work. The memoranda will also include any additional guidance and frameworks for any future IIMP/CIP considerations. We will submit a draft of the report to the City for review. Upon receipt of comments, we will revise as appropriate and submit the final report to the City.

- Project Schedule with milestones and memoranda included
- Pavement Management Program deliverables scaled to meet the City's needs and budget:
  - Pavement condition data (PCI, IRI, visual assessment)
  - Pavement management system implementation
  - Results of deterioration modeling and scenario analysis
  - Pavement Management Plan
- Draft IIMP Report – Preparation of a draft report summarizing the following:
  - Analysis of Water, Wastewater, Storm Sewer CIPs
  - Pavement Management Plan Summary
  - Water and Sewer Rate Study – inclusive of discussion of the revenue requirements, cash flow forecast, comparison of alternate rate designs and the proposed rate structure and impact, analysis of fees, and funding strategies

Note: The draft report will be submitted to the City electronically (PDF). The City will provide one set of comprehensive comments for the draft report. Arcadis will review comments with City management; address and incorporate.

- Final IIMP Report – Prepare Final Report for the City. The final report will be submitted to the City electronically (PDF).

Additional collateral included in the final delivery of this project includes:

- Plan Power BI and Excel – Plan Optimization collateral along with inputs and outputs
- Rate Study Excel – analysis and model outputs
- Draft Presentation – Preparation of a draft presentation summarizing the Water & Sewer Rate Study and Connection Fee Study results. Review the draft presentation with City management; address and incorporate comments.
- Final Presentation – Prepare a final leadership presentation for use in meetings with City leadership.

## 8. Meetings

As part of this engagement, Arcadis anticipates the need for up to nine (9) meetings with the City project team and key stakeholders during the course of the project. Each meeting is assumed to be no longer than 2 hours in duration. In addition to these meetings, Arcadis will provide as-needed supplemental consultations with City staff. Consultations are assumed to be held virtually with the City. Meeting materials will be developed based on the presentation and report previously discussed.

- One (1) A project kick-off meeting with City Staff.
- Six (6) additional meetings including:
  - ✓ Five (5) planning meetings and/or workshops
  - ✓ One (1) meeting to review preliminary report
- Two (2) evening presentation to the City Council and/or Committee of the Whole City Council

# Resumes



# Jeannie Krueger, PMP, MSP

## Principal-in-Charge

Jeannie Krueger has over 28 years of experience in program management, construction oversight and program controls, with consulting experience primarily in water, stormwater, wastewater, oil & gas, and power clients. As part of her role in providing program management services for the City of Chicago Department of Water Management and Cook County, she oversaw large scale projects in a complex environment. Jeannie is also a funding expert and understands the impact funding sources can have on projects for her clients. She has a talent for developing relationships with both clients and her team to navigate difficult situations, while achieving desired results.

Jeannie serves as the Resilience Water service lead the Global Project and Program Management Cross-Global Business Area, collaborating with colleagues around the world to identify and grow a project and program management business in the United States and implement standard operating procedures as a tool for the ANA practice.

### Education/Qualifications

- MBA, Business Administration with Concentration in Finance, Keller Graduate School of Management, 2017

### Years of Experience

Total – 28
With Arcadis – 11

### Professional Registration/ Certifications

- Project Management Professional (PMP)
- Managing Successful Programmes (MSP)

### Professional Associations

- AWWA
- WEF
- PMI
- WateReuse

### Office Location

Chicago, IL

### Relevant Experience

**Pure Water Los Angeles Gap Analysis**
Los Angeles Department of Water & Power, Los Angeles, CA

Project manager leading gap analysis/readiness assessment for LADWP's Pure Water LA program, identifying key organizational and technical readiness to support successful delivery of a major advanced recycled water infrastructure. Providing actionable recommendations to strengthen program management and readiness.

**Build Up Cook Program**
Cook County Bureau of Asset Management, Chicago, IL

Program Manager. Assisting Cook County Bureau of Asset Management to secure Bipartisan Infrastructure Law funding for 13 underserved municipalities. The team also collaborated with Cook County to provide a list of immediate water and stormwater projects as well as capacity building for the county to assist with existing ARPA funds for 26 municipalities.

**Department of Water Management PMO**
City of Chicago Department of Water Management, Cook County, IL

Deputy Program Manager. Provided services as part of the CTR PMO for DWM. Oversaw large scale projects, including water main construction, professional

services for sewer and facilities projects, water quality engineering and analysis, and facilities project management. Also responsible for developing and maintaining DWM's 10-year capital improvement plan and headed the city's grant and loan program, securing $1 billion in state revolving funds for the department.

**CDOT Portfolio Insights Deployment**

Chicago Department of Transportation, Chicago, IL

Project Executive. CDOT is implementing Arcadis' Portfolio Insights to replace all existing systems within the 2nd largest DOT in the United States. This is a 3-year, $4 million implementation which will eliminate outdated, stand-alone systems as well as Excel spreadsheets. Role includes client relationship development and interface.



# Nana Ohene-Adu

## Project Manager

Mr. Ohene-Adu is a project manager and program controls professional with over 13 years of experience delivering small mid-size projects and managing costs and schedules on billion-dollar programs. He also brings a wide breadth of experience across funding strategy and financial modeling to capital planning and cost management. He excels in budget and cost management; contract management; funding tracking, disbursements and reporting; and developing controls solutions. Mr. Ohene-Adu is also the US Water Lead for Arcadis' Enterprise Decision Analytics (EDA) portfolio optimization platform.

### Education/Qualifications

- MS, Civil Engineering, Northwestern University, 2013
- BS, Civil Engineering, Northwestern University, 2013

### Years of Experience

Total – 13
With Arcadis – 2

### Professional Associations

- American Water Works Association (AWWA)

### Office Location

Chicago, IL

### Relevant Experience

**Build Up Cook Municipal Water Infrastructure Technical Assistance**
Cook County, IL

Project management and cost management for capacity building and construction management services related to water infrastructure capital projects. Funding support facilitating Illinois State Revolving Fund (SRF) grant writing for disadvantaged communities to fund much-needed LSLR programs. Also developed the framework and model to inform the 10-year funding strategy, project prioritization and positioning for the Build Up Cook program to pursue and secure project funding for target municipalities. The transformational program is aimed at addressing critical infrastructure needs within Cook County, successfully deploying $147 for every $1 in technical assistance dollars invested by the County in assisting its neediest municipalities.

**Chicago Department of Transportation Project Controls**
Chicago Department of Transportation, Chicago, IL

Program Controls Specialist for development and implementation of CDOT's new Enterprise Portfolio System. Responsible for providing oversight to product development schedule and recovering schedule delays by 25%. Established cost controls to enable accurate forecasting and cost management, reducing cost overruns on the project by 66%.

**Buffalo Sewer Authority Project Controls Systems Architect**
Buffalo Sewer Authority, Buffalo, NY

Systems Architect for development of Project Management Information System to support Program Management Office. Clarified document management protocols, refined project schedule templates and schedule management standard operating

procedures, and built data frameworks and custom dashboards to improve visibility on project schedules and program health.

**Department of Water Management Program Controls**
Chicago Water Department, Chicago, IL

Program Controls Supervisor for management of the Chicago Water Department's 10-year CIP. Oversight on all program schedules; supervision of all cost analysts in processing contractor invoices; budget management and SRF loan disbursements; development and tracking of program KPI's; and maintenance of project controls systems and data. Documented and streamlined 60% of controls tasks to facilitate knowledge transfer and work product accuracy.

**Public Building Commission of Chicago Cost Management**
Public Building Commission of Chicago, Chicago, IL

Budget and cost management on $95 million program for the Public Building Commission of Chicago. Managed blended cost and scheduling reporting on the program. Developed billing analysis model to facilitate improved reporting insights and robust forecasting.



## Education/Qualifications

- MS, City and Regional Planning, Pratt Institute, 2014
- BA, Studio Art History, Oberlin College, 2008

## Years of Experience

Total – 15
With Arcadis – 2

## Professional Registration/ Certifications

- American Institute of Certified Planners (AICP)

## Office Location

Chicago, IL

# Chris Hamby, AICP

## Pavement Management

Mr. Hamby leads Transportation Planning for the eastern US within Arcadis' Mobility Advisory practice. Prior to his role with Arcadis, he worked for the New York City Department of Transportation (NYC DOT) for 11 years, eight of them as Director of Capital Planning, prioritizing, programming, and implementing a $5 billion ten-year capital plan focused on street safety, public realm improvements, sustainability, and resilience. He supervised a team that scoped dozens of streets capital projects, including major pedestrian safety, bike and bus mobility, stormwater management, and resiliency improvements, as well as the agency's Green Infrastructure unit. While at NYC DOT, he oversaw strategic planning and coordination with a wide variety of city, state, and federal agencies, and led long-term transportation planning on over a dozen major comprehensive area-wide rezoning studies over two mayoral administrations.

### Relevant Experience

**New York City Cloudburst Program**
New York City Department of Transportation, New York, NY
(NYC DOT) Led the agency's green infrastructure, stormwater, and sustainability team, working closely with the city's Department of Environmental Protection to create more resilient neighborhoods. Developed holistic programs that effectively managed stormwater flooding across agency jurisdictions and programs, scoping projects that achieved multiple agency transportation, resilience, and quality of life goals.

**Off-Hour Delivery Program**
New York City Department of Transportation, New York, NY
Project Manager. Leads a team of planners and freight mobility experts to develop, plan, and implement a first-of-its-kind incentive program to encourage freight deliveries in the off-hours across New York City. Scope includes program design, technical advisory, stakeholder engagement, and outreach.

**Future of Fifth Public Realm Plan**
New York City Economic Development Corporation, New York, NY
Project Manager. Supported an interdisciplinary design and planning team developing schematic design for a unified public realm and transportation plan for one of the world's most iconic streets. Balanced often competing priorities of multiple public and private stakeholders including the Business Improvement Districts, public and private utility operations, the New York City Police.

Department, and New York City Hall. The project included detailed utility analysis, sustainable practices including green infrastructure, safety and public realm improvements, and traffic planning

**Future of Fifth Public Realm Plan**

New York City Economic Development Corporation, New York, NY

Project Manager. Supported an interdisciplinary design and planning team developing schematic design for a unified public realm and transportation plan for one of the world's most iconic streets. Balanced often competing priorities of multiple public and private stakeholders including the Business Improvement Districts, public and private utility operations, the New York City Police Department, and New York City Hall. The project included detailed utility analysis, sustainable practices including green infrastructure, safety and public realm improvements, and traffic planning.

**Lower South Transportation and Resilience Study**

City of Philadelphia, Philadelphia, PA

Technical Advisor. Provides advisory services on transportation and long-term capital planning to the City of Philadelphia Office of Transportation and Infrastructure Systems in planning and coordinating among a diverse variety of major stakeholders and transportation needs in the Lower South area.

**Path to the Cap Study**

Chicago Central Area Committee, Chicago, IL

Technical advisor for street and bridge design guidance on conceptual highway capping locations throughout Chicago. Collaborated with a multi-disciplinary, multi-firm team to provide clear policy, financial, and engineering guidance to stakeholders in Chicago interested in improving neighborhood connections across major highways.

**Brooklyn Navy Yard Open Space Improvement Plan**

NYC Mayor's Office of Management and Budget, New York, NY

Technical advisor for street design, cycling guidelines, and safety improvements for a visioning plan for the Brooklyn Navy Yard, an over 200-acre waterfront urban manufacturing and innovation hub. The vision plan includes redesigning the yard's streets to improve safety and circulation, especially around freight movements and loading needs, new public gathering spaces, resiliency improvements, and safe and comfortable cycling facilities.

**New York City Grants Support**

Office of the Deputy Mayor for Operations, New York, NY

Grant project manager/subject matter expert providing technical advisory and grant-writing support for a variety of programs and projects as part of Arcadis' national funding practice, which has helped bring over $400 million to the City of New York. Delivered high-quality, winning applications for Environmental Protection Agency (EPA), New York State, and U.S. Department of Transportation (USDOT) programs for multiple city agencies.

**Hudson Tunnel Project**

Gateway Development Commission, New York, NY

Environmental planner supporting the delivery of the "most urgent infrastructure project in the United States" by providing technical writing services for federal environmental approval processes. Analysis included real estate and acquisition modifications as well as alternative construction methods, maintenance and protection of traffic, impacts to natural resources, and long-term operating impacts.

**Thriving Communities, Detroit**

The Ray/U.S. Department of Transportation, Detroit, MI

Community lead providing technical assistance to the City of Detroit as part of the USDOT's Thriving Communities program. Assisted in planning and implementation support, including state and local collaboration opportunities, on the city's ongoing Southwest Detroit Truck Plan initiative as well as advisory services on relevant grant opportunities and application support.

**St. George Ferry Terminal Bike and Pedestrian Access Study**

New York City Economic Development Corporation, New York, NY

Project Manager. Leads a team delivering public realm and bike/pedestrian improvements adjacent to Staten Island's most important transit hub, facilitating sustainable transportation along the major redevelopments taking place along the North Shore. Coordinates operational, maintenance, and design trade-off needs between multiple public stakeholders.



### Education/Qualifications

- MS, Organizational Leadership, Mercy College, 2005
- BS, Mechanical Engineering, University of Dayton, 2000

### Years of Experience

Total – 19
With Arcadis – 13

### Professional Registration/ Certifications

- Institute of Asset Management (IAM) Certificate
- Prosci Change Management Practitioner

### Professional Associations

- AWWA
- Ohio AWWA AM Committee Member
- IAM Great Lakes Branch Co-Chair

### Office Location

Akron, OH

# Margaret Gadzic, IAM, Prosci

## Asset Management Lead

Ms. Gadzic is Arcadis' national asset management practice lead and is certified by the Institute of Asset Management (IAM). She has worked on a variety of asset management, business advisory, and change management projects throughout her career. Her asset management projects have been focused on asset inventory and hierarchy, condition and risk assessment, CIP, level of service development, maturity assessments, and program documentation. Ms. Gadzic has authored many Asset Management Plans (AMPs) and SAMPs in alignment with state regulations and best practices. She has performed several asset management maturity assessments and prepared roadmap documentation to guide program improvement. She is a Certified Prosci Change Management Practitioner and is passionate about including the people side of change in asset management program implementations.

## Relevant Experience

### Asset Management Program Services

DeKalb County DWM, Decatur, GA

Performed an asset management gap analysis including interviews, IAM SAM+ maturity assessment, document and data review. Prepared improvement initiatives and prioritized into a 5-year roadmap. Creation of steering team and work teams and recommendations for additional AM positions. Prepared SAMP and currently drafting linear AMPs.

### Asset Management Program Development

Beaufort Jasper Water and Sewer Authority, Okatie, SC

Multi-year support for development and implementation of BJWSA's AM program for linear and vertical assets. Facilitated many methodology workshops related to asset definition, hierarchy, condition and risk assessment, levels of service, AM roles and responsibilities, and governance. Developed several standard operating procedures to enable AM practices within the organization and prepared a SAMP and updates to the implementation roadmap. Assisted in development of two AMPs – for water mains and sewer mains. Performed several facility conditions and risk assessments for water and wastewater treatment and pumping facilities.

### Asset Management Program Development

Evansville Water and Sewer Utility, Evansville, IN

Tasked with creating methodology guidelines to document decisions made at client workshops and assist with development of AMP documentation for linear and facilities assets. Prepared asset definition standard operating procedure and add-modify-retire flow charts for vertical assets. Prepared Strategic Asset

Management – Gap Assessment (SAM-GAP) assessment materials and moderated SAM-GAP assessment workshop and scoring. Performed gap assessment results analysis and wrote summary memo. Prepared project prioritization MS Forms survey to aid EWSU in obtaining staff feedback on project prioritization categories and weightings

**Asset Management Program Advisor**

New York State Dept of Conservation (NYSDEC), Albany, NY

Arcadis is serving as program advisor for NYSDEC Asset Management Program to guide ten engineering firms and twenty-seven municipalities in the development of their AM programs for thirty facilities. Prepared and conducted training eight training modules based on the NYS AM Guide and Toolbox materials. Developed quizzes to measure competency and training certificates. Prepared enhancements to the AM Guide and Toolbox materials. Ongoing QAQC review of AM submittals from firms for AM Toolboxes related to AM maturity assessment, AM team, program mission and vision, levels of service, and AM Report. Prepared project documents including Technical Support Plan and QAQC Plan.

**Asset Management Consulting Services**

SUEZ North America, Paramus, NJ

Conducted collaborative workshops to introduce asset management concepts and best practices and develop SUEZ risk assessment methodology for water and wastewater assets. Workshop topics included: asset attributes, definition, and hierarchy; risk assessment, levels of service, and capital planning. Developed final methodology documents including standard operating procedures and a draft SAMP. Performed a stakeholder analysis and developed a communication plan to assist SUEZ in the roll-out of program documents.

**Asset Management Project**

U.S. International Boundary and Water Commission, El Paso, TX

Strategic Roadmap (SAMP) Lead. Performed an asset management gap analysis including staff interviews, Institute of Asset Management Self-Assessment Methodology Plus (IAM SAM+) maturity assessment, document and data review. Prepared improvement initiatives and prioritized into a multi-year roadmap. Creation of Steering Team and Work Teams and recommendations for additional AM positions. Developed a SAMP to create a framework for AMPs. Provided Change Management Support. Assisted with gaining consensus to finalize capital project prioritization factors and business case evaluation template to be used to score capital projects.

**Asset Management Maturity Assessment and Pilot Condition and Risk Assessment Task Orders**

San Antonio Water System, San Antonio TX

Maturity Assessment Task Lead and Methodology Development Lead. Performed a detailed asset management maturity assessment including 11 detailed staff interviews, IAM SAM+ maturity assessment, document and data review. Created customized interview strategy and questions and documented results in technical memorandum with high-level recommendations. Provided organizational review, update to Steering Team charter, and provided recommendations for additional AM positions/roles to organization. Developing organization-wide asset hierarchy, definition, and attributes guidelines to support pilot condition and risk assessment effort.

**Asset Management Plan Development**

Middlesex County Utilities Authority, Sayreville, NJ

Reviewed documents and data to support the development of the Wastewater and Solid Waste AMPs. Developed the Solid Waste AMP documentation, including inventory, hierarchy, and condition; level of service; critical assets, life-cycle costing, long-term funding strategy and implementation. Level of service measures and KPIs were defined for the Solid Waste and Wastewater Divisions. Existing spreadsheets, O&M manuals, one-line diagrams, and site drawings were reviewed to develop a comprehensive asset inventory. A desktop condition assessment was performed to estimate physical condition and performance condition, CoF, and redundancy was determined through interviews. Asset risk was calculated, and multiple capital planning scenarios were developed to maintain system risk at an appropriate level. Lastly, a long-term funding strategy was developed.



# Alexander Bellino

## Cost-of-Service and Rate Design Lead

Mr. Bellino is a senior management consultant with expertise in financial and strategic planning and forecasting for water, wastewater, stormwater, sanitation and electric utilities around the country. He has extensive knowledge and experience across all phases of the utility rate-making process (revenue sufficiency analysis, cost of service, and rate design), system development fee / impact fee / miscellaneous fee analysis and development, bond feasibility studies, acquisition/valuation analysis, and developing and using interactive financial models. Mr. Bellino is also a contributor to the latest edition of the American Water Works Association (AWWA) Principles of Water Rates, Fees, and Charges industry manual of practice (M1 Manual of Water Supply Practices).

### Education/Qualifications

- MS, International Business with a Concentration, Finance University of Florida, 2015
- BS, Finance, University of Florida, 2014

### Years of Experience

Total – 12
With Arcadis – 6

### Professional Registration/ Certifications

- Long-Term Financial Plan Development
- Cost of Service, Cost Allocation & Rate Studies
- Development of Impact Fees
- Development of Capital Finance Plans
- Bond Feasibility Reports & State Loan Applications
- System & Property Valuation and Analysis

### Office Location

Charlotte, NC

### Relevant Experience

**Utilities Rate Study (Water & Sewer)**
Hanover County Public Utilities, Hanover, VA

Served as the Certified Project Manager and Project Consultant for the engagement. Evaluated future capital funding needs for the County's water and sanitary sewer systems over a five- to ten-year planning horizon. Conducted a cost-of-service analysis to evaluate revenue sufficiency and allocate costs equitably among customers. Developed and recommended water and sewer rate adjustments to support funding requirements and align with the County's rate-setting objectives.

**Water and Sewer Revenue Sufficiency Evaluation**
County of DeKalb, GA

Served as project consultant for DeKalb County, Georgia's second largest water and sewer utility, facilitating financial planning workshops to develop a five-year funding plan for the Department of Watershed Management's $1.3 billion capital program. Utilized an interactive financial planning model alongside structured workshops with representatives from finance, engineering, and operations to define a practical and balanced approach to meeting capital needs. Built consensus among stakeholders and developed a "best fit" funding strategy. Following project completion, presented the plan and results to the County CEO, who expanded the role to include communicating findings and supporting presentations to the Board of Commissioners using the financial planning model.

**Water and Sewer Cost of Service Study**
City of Virginia Beach, Virginia Beach, VA.

Served as Project Consultant, providing ongoing rate and financial advisory services for the City. Developed financial plans, cost-of-service analyses, and rate design studies that aligned water and sewer rates with service costs and supported equitable cost allocation among customer classes. Conducted bond feasibility studies to support the issuance of water revenue bonds for the City's water and sewer capital program. Performed water true-up evaluations related to the purchase of treated water from the City of Norfolk, reviewing rate base, rate of return, and O&M expenses under the intermunicipal agreement. Identified opportunities that reduced costs owed to the City of Norfolk by more than $3 million.

**Water and Sewer Cost of Service Study**
Harford County, MD

Served as the Certified Project Manager and Project Consultant for this engagement, developing a five-year rate schedule to support the system's forecasted operating and capital needs. Analyzed future capital funding requirements for the County's water and sanitary sewer systems over the next six fiscal years (FY2025–FY2030). Performed a cost-of-service analysis to evaluate revenue requirements and distribute costs equitably among customer classes. Recommended water and sewer rate adjustments to support funding needs and align with the County's rate-setting objectives.

**Water and Sewer Cost-of-Service & Impact Fee Study**
Washington Suburban Sanitary Commission (WSSC Water), MD

Served as the Project Consultant for this engagement and completed the revenue sufficiency analysis portion of the study which was used to establish the revenue requirements that feed into the cost-of-service portion of the study. He also assisted in the completion of a retail and wholesale cost of service analysis using industry accepted methods while considering the capacity reserved for the use of wholesale customers. This methodology assigned the revenue requirements into base costs (i.e., costs associated with average daily demands), capacity costs (i.e., costs associated with providing capacity to meet peak demands), and other cost driver categories. These costs were then further allocated to retail and wholesale customer classes based on their respective service requirements. Developed the rate design using the completed revenue sufficiency and cost-of-service analyses. Incorporated WSSC Water's objectives and key considerations to support equitable cost allocation and utility revenue recovery.



# Robert Ryall, PE

## QC/National Expert

Mr. Ryall is a nationally recognized consultant with expertise in financial and strategic planning for water and wastewater utilities around the country. He has assisted with over $2 billion in water and wastewater financing and has extensive experience in utility ratemaking, impact fees, bond feasibility studies and acquisition/valuation analysis, and the development and use of interactive financial models. In addition to his financial experience, He is a Professional Engineer in the State of Florida and has been involved in many strategic planning studies for water and wastewater utilities, including master plans, capacity analysis, consolidation studies and asset management-related engagements.

Mr. Ryall is a contributor to industry manuals of practice and is a frequent speaker at regional and national water events including the Utility Management Conference, American Water Works Association (AWWA) Annual Conference, Florida Section AWWA Conference and Florida Water Resources Conference. He recently founded the Finance and Rates Committee within the AWWA Florida Section.

### Education/Qualifications

- MBA, Wake Forest University, 2002
- BS, Environmental Engineering, University of Central Florida, 1998

### Years of Experience

Total – 28
With Arcadis – 9

### Professional Registrations/ Certifications

- Professional Engineer - FL Professional Affiliations
- American Water Works Association (AWWA) American Water Works Association (AWWA) - Active Member Rate
- Water Environment Federation

### Office Location

Orlando, FL

### Relevant Experience

**Review of Rate Structure and Customer Assistance Program**
District of Columbia Water, Washington DC

Led an independent review of DC Water's rate structure and customer assistance programs. The engagement included preparing an Independent Review of DC Water's cost of service approach, water and sewer rate structure, and customer assistance programs. The primary objective of the engagement was to provide DC Water an independent review and provide recommendations for improving the cost-of-service approach used to develop the existing rate structure, and to provide options to improve customer assistant programs. The results of the engagement provided DC Water information used to help continue to provide rate equity and long-term financial sustainability. The engagements also included a benchmarking survey of the Nation's largest water and sewer utilities.

**Rate and Cost of Service Study**
Washington Suburban Sanitary Commission (WSSC), Laurel, MD

Served as the Technical and Project Manager for a comprehensive water and wastewater rate and cost-of-service study. The engagement included the development of a comprehensive funding plan to support WSSC Water's $7-billion capital program. The comprehensive funding plan was developed using our modelling tool, eForecast, which was delivered to WSSC Water for their use. The.

cost-of-service portion of the study was completed to industry standards developed by the AWWA and Water Environment Federation. Rate design was conducted with a range of objectives including revenue recovery, rate equity, affordability, and customer understanding.

**Water and Sewer Revenue Sufficiency Evaluation**
Dekalb County Department of Watershed Management, GA

DeKalb County's second largest water and sewer utility, engaged to complete a series of financial planning workshops to develop a five-year plan for funding the Department of Watershed Management's $2.7-billion capital program. The results of the revenue sufficiency evaluation were used to help secure $265 million in Water Infrastructure Finance and Innovation Authority (WIFIA) low interest funding. Arcadis is next reviewing DeKalb County's water and sewer rates to explore options to achieve rate revenue increases forecasted as part of the revenue sufficiency evaluation.

**Connection Charge and Miscellaneous Fees**
North Miami Beach (NMB) Water, North Miami Beach, FL

Prepared a review of NMB Water's water and sewer connection charges as well as miscellaneous. Connection charges for the system we developed using the "average cost" methodology, incorporating the cost of both NMB Water's existing system and planned expansions. Incorporated a debt service credit into the connection fees to prevent duplication of expansion-related costs for new customers. Developed miscellaneous fees primarily on a time-and-material basis and conducted a regional benchmarking analysis to identify and support fee updates.

**Rate and Cost of Service Services**
Miami-Dade Water and Sewer Department, FL

Serves as Project Manager for this engagement, which involves a comprehensive water and sewer cost-of-service and rate study for both retail and wholesale customers. MDWASD is the largest water system in Florida and serves approximately 2 million customers. MDWASD has more than 3,600 miles of sewage pipes, a service area of 341 square miles and 954 pump stations. This engagement includes the development of cost-based rates for MDWASD's 15 water and 13 sewer wholesale customers. Developed annual wholesale customer rates, including an annual true-up and rate calculations for the preceding year. Collaborated with MDWASD and wholesale customers to communicate the methodology and process used to develop cost-based rates.

**Expert Witness – Fire Service Rates (Ongoing)**
Confidential Client (top 15 Municipal Statistical Area)

Retained to provide expert testimony relative to fire service rates. Testimony focused on the opinion of reasonableness of the cost-of-service analysis supporting the City's fire service rates. As part of this effort, relied on his experience with large utilities and industry leadership in establishing water and sewer rates

**Advanced Meter Infrastructure (AMI) Opt-Out Fee**
WSSC Water, Laurel, MD

During the process of converting customer meter reading to an automated AMI system, WSSC Water requested Arcadis prepare an opt-out fee. For various reasons, including health concerns, safety, security, and privacy, a small number of customers will elect to Opt-Out of WSSC Water's AMI program. The opt-out fee focused on costs associated with reading opt-out customer meters manually and recovering this cost in a monthly fee to these customers; the opt-out fee.

**Large User Rate Evaluation**
City of Hollywood, FL

Led efforts to complete an evaluation of the City's 2019 Large User True-up, 2021 Large User Rate Estimate, and the Route Relay Interlocking calculations. The project included a detailed review of large user agreements as well as evaluating the City's existing model used in the rate development.

**Water and Sewer Cost of Service Study**
City of Virginia Beach, VA.

Completed several cost-of-service evaluations and rate, fee, and charge assessments to assist the City of Virginia Beach generate sufficient revenues to pay for upcoming water and sewer capital improvement and operation and maintenance programs. The projects included completing revenue sufficiency analyses to determine the City's

future cash flow needs, cost of service evaluations to determine the cost responsibility of the City's customers, and rate structure evaluations to identify water and sewer rate structures that were closely aligned with the cost of providing service.

**Water and Sewer Rate and Cost of Service Study**
Harford County, Bel Air, MD.

Completed a rate and cost of service evaluation of the County's water and sewer rates. The engagement included preparation of a 5-year schedule of rates and fees including cost of service-based charges for wholesale customers. As part of the engagement, had also led the development of a financial plan for the Department of Public Works water and sewer system. The plan identified future funding needs to properly fund the County's capital improvement program.



# Timothy Black

## QC/National Expert

Mr. Black has more than 22 years of asset management experience with Departments of Transportation (DOTs) and local municipalities. He is focused on delivering proactive, innovative, and data driven solutions in a traditionally reactionary industry. He led the implementation of Deighton's dTIMS Pavement Management software at the Georgia Department of Transportation (GDOT), guiding the department through the creation of decision trees, degradation curves, budget scenarios, and mapping out their business processes. He has led stakeholder engagement sessions and user training workshops to guide clients through the transition and drive program success. Understanding the full asset life cycle, he has utilized Enterprise Asset Management software from Lucity and Agile Assets to assist clients with life cycle maintenance and risk prioritization. He also brings knowledge and experience with process automation to minimize time spent on rote tasks. He has worked directly with Application Developers to implement and deploy both custom and out of the box web applications. Some of these applications are currently being used across our client base to track maintenance work orders, monitor the contract life cycle, manage a comprehensive statewide restriping program, and facilitate real time data collection.

### Education/Qualifications

- BA, Religion and Philosophy, Berry College, 2002
- Masters of Geographic Information Systems (GIS), Penn State University, 2016

### Years of Experience

Total – 22
With Arcadis – 22

### Office Location

Atlanta, GA

### Relevant Experience

**Asset and Pavement Management Consulting Services**

City of Virginia Beach, VA

Served as Asset Management Lead, providing consulting services for the City of Virginia Beach, Virginia. Focused on supporting the City's pavement management program for a network of approximately 1,900 centerline miles. Defined scope and deliverables for a pavement scanning contract and assisted in the vendor selection process. Performed detailed data analysis and quality control following the completion of scanning to support proper evaluation and final acceptance of deliverables. Provided technical guidance on the initial configuration and data migration into the City's Cartegraph system

**Pavement Condition Assessment**

City of Atlanta, GA

Served as a Pavement Data Analyst for a street condition assessment covering all City-maintained streets, totaling approximately 1,600 centerline miles. Developed a risk-based model to prioritize potential projects for funding through a bond referendum. Performed data analysis and generated reports and visualizations to support decision-making by city staff and presentations to the

public. Provided current pavement condition data to enable informed decisions aligned with the City's asset management initiatives. Following the condition assessment, developed logical project extents and prioritization criteria. Established criteria based on pavement condition index (PCI), recommended rehabilitation actions, resurfacing cost estimates, and project benefit of deferral.

**Maintenance Engineering and Inspection (MEI) On-Call**

Georgia Department of Transportation, GA

Asset Management Lead providing asset management Served as Asset Management Lead, providing consulting services across multiple tasks under the contract. Led the implementation and maintenance of the dTIMS pavement management system and conducted funding scenario analyses over a ten-year horizon to support budgeting and project selection. Led a team delivering data services, including trend analysis, degradation modeling, decision-tree development, and data quality control, to inform decision-making for an annual budget of approximately $400 million.

Managed lifecycle support for the long-line striping program under the MEI program, which operated with an annual budget of approximately $25 million. Applied retro reflectivity values within a decision matrix to guide project timing and coordinated, packaged, and monitored work activities throughout project execution.

Developed a comprehensive guardrail program to inventory, inspect, and maintain assets statewide. Completed detailed inspections of end treatments and rails, capturing data on damage, installation issues, and compliance requirements. Designed a dedicated application to record guardrail strikes, link them to the asset inventory, and package repair and replacement work. Analyzed strike data to track repair progress, identify high-risk locations, support cost recovery, and evaluate safety improvements.

Supported the implementation of the Maintenance Rating Program (MRP), including conducting approximately 25,000 annual roadside asset inspections. Reviewed business processes and designed a web-based system to manage Invitations to Bid, RMR, and Quick Response projects statewide. Oversaw a team of GIS and data analysts in developing and maintaining Power BI dashboards and reports to support maintenance KPIs and compliance with the Transportation Asset Management Plan (TAMP)..

**Cyclomedia/Arcadis Road Surface Analysis Pilot**

Ward 7, Washington, D.C., District Department of Transportation (DDOT)

Asset Management Consultant on Ward 7 Road Surface Analysis (RSA) pilot project for Washington, D.C. DDOT. The project evaluated 201 miles of roadway and applied the RSA toolset to produce a deliverable output of condition data utilizing American Society for Testing and Materials (ASTM) standards. Provided consulting and data analysis services to aide in the optimization and calibration of the RSA toolset. Pavement subject matter expertise was also provided to assist in the documentation and communication of the final output to the client. The success of the pilot program has led to the award of a future project to complete the additional 1, 775 miles of DDOT's network.

**Laredo Striping Management System**

Laredo District, Texas Department of Transportation

Project manager overseeing the development of a customized web application utilizing ESRI Experience Builder for full life-cycle management of striping. Application was built directly on TxDOT's hosted environment. TxDOT is able to utilize the tools built to make data driven decisions for timing of long line striping projects and budgetary requirements throughout the Laredo District. Laredo staff were trained to fully utilize and update the tools on their own.



# Chris Heltzel, IAM

## QC/National Expert

Mr. Heltzel specializes in information management supporting water and sewer utility asset management. He has 37 years of experience managing IT projects, including implementations of Geographic Information System (GIS), Computer-Aided Design and Drafting (CADD), hydraulic modeling, Computerized Maintenance Management System (CMMS), financial and customer information systems (FIS & CIS) and condition assessment software. Chris is the architect of the Arcadis Rehabilitation and Replacement Planning System capital improvement planning application using risk-based prioritization for horizontal (piping) and vertical (facility) assets. Chris has used these technologies to help over one hundred different utilities effectively manage their information.

### Education/Qualifications

- MA, Engineering Technology Kent State University, 1987
- BS, Aerospace Engineer Kent State University, 1986

### Years of Experience

Total – 37
With Arcadis – 26

### Professional Registrations/ Certifications

- Asset Management – Institute of Asset Management

### Office Location

Akron, OH

### Relevant Experience

**Strategic GIS Support Services**

Great Lakes Water Authority (GLWA), Detroit, MI

Served as project manager for this project, providing programmatic support through a strategic plan and system enhancements. Developed the strategic plan by incorporating feedback from the GLWA GIS team and stakeholders to outline a roadmap for advancing the GIS program. Conducted a system enhancement activity, including reviewing and recommending updates to both the database environment and the ArcGIS Enterprise environment. Provided software and hardware recommendations and supported implementation throughout the enhancement process. Delivered support for spatial data improvement, system integrations, and on-site services to supplement GLWA's internal GIS efforts. These activities enabled the GLWA GIS program to accelerate progress toward its goals.

**Strategic Asset Management (SAM) Program and Capital Programming Support**

City of Chicago, Chicago, IL

Led the risk-based replacement plan modeling effort for the City's asbestos cement watermains. Prioritized water main replacement using triple bottom line factors—economic, social, and environmental—to assess consequence of failure and likelihood of failure for each pipe. Calculated likelihood of failure using historic break data input into the Linear Extended Yule Process (LEYP) statistical model to produce deterioration curves. Performed field condition assessments to determine remaining wall thickness across various pipe sizes and locations.

Compiled this data, along with the AC pipe inventory and replacement cost criteria, into the Rehabilitation and Replacement Planning System tool to develop funding scenarios. Evaluated how different funding levels would impact system-wide break rates and risk. Selected the required funding level to achieve desired service levels and grouped pipes into preliminary projects for implementation over a 20-year period. Prepared business cases for each project, outlining costs and the corresponding reductions in break rate and risk.

**Water Main Replacement Capital Improvement Program (CIP)**

Greater Cincinnati Water Works (GCWW), Cincinnati, OH

Served as project manager and technical lead overseeing the development of asset management criteria for risk-based water main replacement planning. Evaluated data from the Maximo CMMS, Esri GIS, and InfoWater hydraulic model and used it, where appropriate, as input for risk assessment and replacement planning. Defined risk as the product of consequence of failure (CoF) and likelihood of failure (LoF) and established scoring methodologies for both. Based LoF scores on a combination of physical condition and operational performance factors. Applied desktop analysis methods—including break rate regression analysis, Linear Extended Yule Process (LEYP) analysis, and PIPEiD® data—to develop pipe cohorts with similar structural degradation patterns over time. Assessed performance condition using hydraulic criteria such as velocity, head loss, and fire flow requirements. Evaluated CoF by considering economic, social, and environmental impacts. Prioritized high-risk water mains for replacement, along with assets with the highest LoF. Defined replacement costs and developed 20-year funding scenarios to determine the budget required to maintain or improve risk and system-wide condition. Used this long-term funding strategy to identify short-term projects for bid and construction.

**Large Diameter Pipeline Evaluation and Replacement Program**

Jacksonville Electric Authority, Jacksonville, FL

Served as the technical lead for configuring a risk-based capital improvement plan that prioritized the rehabilitation and replacement of sanitary gravity and force mains, as well as water transmission mains. Assigned consequence of failure scores to piping assets based on triple bottom line factors, including economic, social, and environmental impacts. Combined estimated useful life deterioration curves with nondestructive testing results to determine current and future likelihood of failure using a scale from 1 (low) to 5 (high). Developed 30-year budget scenarios to illustrate the funding required to achieve targeted risk and condition service levels.

**Asset Management and CIP Planning Services**

The Metropolitan District, Hartford, CT

Served as the data management leader for the capital improvement planning tasks within this asset management project. This task used the Arcadis renewal and replacement planning system (RRPS) to develop a risk-based capital plan for The Metropolitan District (MDC) water distribution and wastewater collection systems. Overall consequence of failure scores were assigned to every pipe asset based on environmental, social, and economic (tipple bottom line) factors. The likelihood of failure was based on water main break history and sewer pipeline assessment certification program (PACP) scores. The break data and PACP scores were used to group assets into cohort, or groups of pipes having similar structural degradation. Degradation curves were developed for each cohort and pipes were assigned an estimated useful life. The likelihood of failure could then be predicted into the future. A 40-year projection was produced to show how the likelihood of failure and risk would change under different capital funding scenarios. Installed the RRPS software at MDC and provided training to the asset management team, so the molding process could be repeated as needed.

**Asset Management Program**

City of Austin Water Utility, Austin, TX

Conducted a detailed review of Austin Water Utilities' Geographic Information System GIS and Computerized Maintenance Management Systems CMMS to determine if changes are necessary to effectively support the Asset Management Program. Recommendations were provided to refine the asset hierarchy and to develop more consistent work codes and direct asset associations for

accurate reporting. The next phase of the asset management project includes a CMMS pilot implementation to test and refine the updated CMMS asset hierarchy.

**Asset Management Plan**

Lee County, Fort Myers, FL

Led the information management component of the project, including a review of the Geographic Information System (GIS) and Computerized Maintenance Management Systems (CMMS). Provided technical support for the QA/QC of sewer video inspection data and its integration into the utilities GIS. Extracted and utilized existing asset information from these systems to support the asset management plan. Developed and presented recommendations to enhance the GIS and better support ongoing asset management activities. Identified deficiencies in the existing CMMS platforms and established a procurement process to select a new system aligned with the department's asset management needs. Supported the preparation of the Request for Proposal (RFP), evaluated vendor solutions, and contributed to the final system selection to meet LCU requirements.

**Asset Management & Master Planning**

Evansville Water and Sewer Utility, Evansville, IN

Served as the technical lead for the development of the Evansville Water and Sewer Utility (EWSU) asset management plan for water distribution and wastewater collection facilities and linear infrastructure. Utilized existing Esri ArcGIS, Cityworks CMMS, and Granite Net CCTV inspection data, along with a facilities inventory, condition assessment, and hydraulic modeling, to identify and evaluate all capital assets. Defined and assigned likelihood of failure (LoF) and consequence of failure (CoF) ratings and used these to calculate risk scores. Applied the results to prioritize asset rehabilitation and replacement to achieve and maintain defined service levels.



## Education/Qualifications

- BS, Civil Engineering, Michigan State University, 1989

## Years of Experience

Total – 37
With Arcadis – 14

## Professional Registration/ Certifications

- Professional Engineer – OH # 59876, NC, MI, VA (pending)
- Certified Professional in Municipal Stormwater Management
- Envision Sustainability Professional Credential

## Office Location

Cary, NC

# Mark Van Auken, PE, ENV SP

**QC/National Expert**

Mr. Van Auken joined Arcadis in 2012 and serves as national Stormwater Practice Leader, where he helps develop and lead stormwater work. He has 37 years' experience in the analysis, design, and construction phases of a variety of stormwater, wastewater, water, and solid waste related projects. He specializes in municipal stormwater management, with experience leading National Pollutant Discharge Elimination System (NPDES) Storm Water Phase I and II permitting related projects for 20+ Municipal Separate Storm Sewer System (MS4) communities in ten states. His stormwater expertise includes flow monitoring, sampling, modeling, permitting, design, green infrastructure, funding, maintenance, program management and risk-based asset management. Mr. VanAuken is a frequent speaker on webinars and at conferences throughout the country, having made more than 70 presentations on subjects ranging from stormwater utility management to green infrastructure maintenance. He is an Envision Sustainability Professional and provides oversight on sustainability options for stormwater and green infrastructure projects for the firm. He is also a Certified Professional in Municipal Stormwater Management, past chair of Water Environment Federation's (WEF) Stormwater Innovation & Technology focus group and a member of Water Online's Water Intelligence Panel.

### Relevant Experience

**Major Drainage Capital Improvement Program (CIP) Program Management Services**

City of Fayetteville, NC

Program Manager for the City's Major Drainage CIP Program including management of planning, design and construction of nine major drainage improvement projects to alleviate flooding in residential/semi-urban areas throughout the city.

**Blounts Creek Watershed Master Plan**

City of Fayetteville, NC

Technical advisor for a detailed H&H analysis, stream inspection, problem area identification, flood risk reduction assessment, and development of holistic green and gray solutions that provide resilience, mitigate flowing and improve livability for the local community. Provided guidance on development, funding and costing of prioritized capital improvements. Recommended projects are currently in design.

**Blounts Creek Stream Enhancement**

City of Fayetteville, NC

Technical Advisor and City liaison for development of conceptual & detailed design

and construction services for 4,000 lineal feet of stream enhancement in an urbanized area of downtown Fayetteville. The project includes floodplain benching and increased storage as part of a $21+ million bridge replacement and stream restoration project to mitigate flooding and improve livability for local residents. Led funding team that secured Federal Emergency Management Agency Building Resilient Infrastructure and Communities (FEMA) BRIC and Golden LEAF grants totaling almost $18 million.

**Watershed Management Program for MS4 and TMDL Compliance**

Chesterfield County, VA

Project Manager for a study to improve water quality in the Midlothian Drainage District and integrate with countywide MS4 permit and Total Maximum Daily Load (TMDL) compliance requirements. Tasks included stormwater asset inventory, condition and performance assessment, water quality problem area identification, and development of a Water Quality Plan including prioritization and proposed concept plans for water quality improvement activities.

**Stormwater Master Plan**

City of Houston, TX

Technical advisor that helped develop the initial scope of work and provided guidance on modeling and potential stormwater system improvements. Project consisted of detailed modelling of the City stormwater networks within the San Jacinto, Clear Creek, Armand Bayou, Luce Bayou and IAH (Greens Bayou) watersheds using InfoWorks ICM. The project included: data collection, hydrologic model development, hydraulic model development and validation.

**Stormwater Cost of Service Study**

City of Virginia Beach – Department of Public Works, Stormwater Division, Virginia Beach, VA

Technical Consultant for the review/update of an existing stormwater utility. Directing ERU and credit program evaluation and using WEF scorecard analysis to review SW Utility components, goals and criteria concerning functional, revenue and management elements of the program.

**Stormwater Asset Management Program**

City of Virginia Beach – Department of Public Works, Stormwater Division, VA

Stormwater Task Lead for development of a risk-based asset management program that address all City stormwater program assets including vertical assets such as stormwater pump stations and gates, and linear assets including storm sewers, culverts, manholes, ditches, streams, green infrastructure and manufactured treatment devices.

**Stormwater Master Plan**

City of Sebastian Stormwater Division, FL

Technical Advisor/Planning Lead responsible for developing a programmatic approach to addressing flooding problems and the current significant and costly backlog of stormwater capital improvement and system rehabilitation projects while also anticipating future needs, water quality considerations and integration with local mitigation strategies and floodplain management requirements.

**MS4 Program Services**

City of Lynchburg Department of Water Resources, Lynchburg, VA

Technical Consultant for developing a digital system to assist the City with data collection, analysis, and reporting for stormwater assets. The focus of the project is on providing support for the City's MS4 Permit compliance activities concerning SOPs and SWPPPs.

**MS4 Program Services**

City of Portsmouth, VA

Technical Consultant for review and update of SWPPPs for high priority facilities identified in the City's MS4 program, training of City staff for SCM inspections, development of Annual Reports, negotiation of a new permit, and other MS4 program services.

**Stormwater Master Plan**

DeKalb County, Decatur, GA

Technical Advisor/Planning Lead responsible for stormwater system CIP and maintenance analysis and recommendations as well as Master Plan development. The project is identifying drainage issues within the County that need additional study, developing a uniform set of criteria to prioritize solutions, identifying impacts of improvements on downstream communities, supporting a

change in fee structure, and providing guidance on how problems should be addressed in the future.

**Green Infrastructure Master Plan**

City of Richmond, VA

Technical Advisor for development of a GI site selection model and Master Plan report that identifies preferred locations for siting GI on publicly owned (city) property in three target watersheds in the city. The model is adaptable to changing conditions and criteria and will allow for cost-effective identification of the parcels/areas that can provide the greatest stormwater volume reduction and increase green space.

# Appendix.



# Litigation History

ARCADIS

Updated Q4 2025

The following is a summary of the requested litigation for the preceding ten years. Such claims are disputed and not reasonably expected to be adversely determined, applicable insurance is available, and/or such claims are not reasonably expected to materially impact the financial condition or the operations of Arcadis.

**Litigation Ten-Year History: Arcadis U.S., Inc. and All Affiliates**

| Plaintiff | Defendant (Arcadis Affiliate) | Date Suit Filed | Nature of Incident | Type of Claim | Jurisdiction | Business Line | Government Claim (Y/N) | Resolution 1 = Case Ongoing 2 = Dismissal 3 = Resolved/Settled 4 = Judgment 5 = N/A |
|---|---|---|---|---|---|---|---|---|
| Longo-En Tech De Puerto Rico, LLC | Arcadis Caribe, PSC | Aug-25 | Contractor alleges it was improperly defaulted and terminated on Vega Baja Truck Sewer project | Prof. Liability | San Juan | Water | N | 1 |
| Ilidio Duarte | Arcadis of New York, Inc. | Jul-25 | Plaintiff claiming personal injury on project site | General Liability | Bronx Cnty, NY | Water | N | 1 |
| Longo-En Tech De Puerto Rico, LLC | Arcadis Caribe, PSC | Jul-25 | Contractor alleges it was improperly defaulted and terminated on Los Angeles and Loiza projects | Prof. Liability | San Juan | Water | N | 1 |
| Cuellar/Parra | Arcadis U.S., Inc. | Apr-25 | The estate of Victor Parra alleges wrongful death claims. | Prof. Liability | Cobb County, GA | Mobility | N | 1 |
| Narendra and Bela Desai | Arcadis U.S., Inc. | Mar-25 | Plaintiff N. Besai is claiming personal injury for a trip and fall. Plaintiff B. Besai is filing a loss of consortium claim. | General Liability | Los Angeles Cnty, CA | Env | N | 1 |
| Mora, Aristoteles | Arcadis of New York, Inc. | Mar-25 | Plaintiff claiming personal injury near project site due to trip and fall. | General Liability | Bronx Cnty, NY | Water | N | 1 |
| Tsai et al. | Arcadis U.S., Inc. | Feb-25 | Plaintiffs claiming damages related to work performed at East Palestine,OH derailment of Norfolk Southern Railway Company. | Prof. Liability | Cuyahoga Co., OH | Env | N | 1 |
| Hickman et al. | Arcadis U.S., Inc. | Feb-25 | Plaintiffs claiming damages related to work performed at East Palestine,OH derailment of Norfolk Southern Railway Company. | Prof. Liability | Franklin Co., OH | Env | N | 1 |
| Taylor et al. | Arcadis U.S., Inc. | Feb-25 | Plaintiffs claiming damages related to work performed at East Palestine,OH derailment of Norfolk Southern Railway Company. | Prof. Liability | Franklin Co., OH | Env | N | 1 |
| Schuller Contractors, Inc. | Arcadis U.S., Inc. | Jan-25 | Plaintiff claim personal injury due to negligent traffic pattern direction in construction zone. | Prof. Liability | Orange Cnty, FL | Water | N | 1 |
| Kessler, Jayne | Arcadis U.S., Inc. (FKA The Rise Group, LLC) | Nov-24 | Plaintiff claims personal injury at project site. | General Liability | Cook County, IL | Places | N | 2 |
| Pollard, Angela | Arcadis U.S., Inc. | Aug-24 | Plaintiff claiming damages for negligence on performance of indoor assessment. | Prof. Liability | Dallas, TX | Env | N | 1 |
| Caycedo, Juan | Arcadis Inc. | May-24 | Former employee of IBI seeks injunctive relief from post-employment restrictions, allegedly due to Arcadis Inc.'s breach of contract. | Breach of Contract | Delaware | Env | N | 1 |
| CPL Architects, Engineers, Landscape Architect, D.P.C. | Arcadis U.S., Inc. | Apr-24 | Plaintiff claiming breach of contract. | Prof. Liability | Gwinnett | Mobility | N | 3 |
| Belanger, David | Arcadis U.S., Inc. | Jan-24 | Plaintiff claims personal injury for failure to maintain safe work area. | General Liability | Juneau, AK | Places | N | 1 |
| Wil-O's Seafood LLC | Arcadis U.S., Inc. | Feb-24 | Plaintiff claiming damages due to flawed water testing methodology. | Prof. Liability | Iberville Parish, LA | Env | N | 1 |
| Everett, et al. | Arcadis U.S., Inc. | Jan-24 | Plaintiff claiming discrimination and retaliation arising out of GDOT District 7 MEI contract. | Other | N. District Atlanta | Mobility | N | 3 |
| Walbridge | Arcadis G&M of North Carolina, Inc. | Jan-24 | Plaintiff alleges project did not meet design requirements and claiming damages for redesign. | Prof. Liability | TBD | Places | N | 3 |
| Sicilian, Paul | Arcadis U.S., Inc. / Elevated Solutions JV | Nov-23 | Plaintiff claiming personal injury caused by exposure to epoxy. | General Liability | Cook County, IL | Mobility | N | 1 |
| Hiestand | Arcadis U.S., Inc. / Elevated Solutions JV | Aug-23 | Plaintiff claims personal injury for failure to maintain safe work area. | General Liability | Cook County, IL | Mobility | N | 3 |
| Robert Rivers | Arcadis CE | Jun-23 | Plaintiff claiming personal injury at project site due to trip and fall. | General Liability | New York | Water | N | 1 |
| Arcadis U.S., Inc. | USACE NDNODS | Apr-23 | Appeal before Armed Services Board of Contract Appeals of COFD's decision denying Plaintiff's claim regarding differing site conditions/cardinal change under Contract Order No. WD912DR18F0689 | Appeal | ASBCA | Env | Y | 1 |
| Jean, Javon | Arcadis U.S., Inc. | Feb-23 | Plaintiff claiming personal injury at property allegedly owned by Arcadis in NY. Arcadis does not own the property. Subsequent third party action filed by Defendant Alliance Energy against Arcadis seeking indemnification and defense. | General Liability | Kings Cnty, NY | --- | N | 1 |
| Melito Construction (Stop & Shop) | Arcadis of NY, Inc. | Jan-23 | Third party complaint seeking indemnification and defense due to allegations of personal injury on job site. | General Liability | New York | Env | N | 1 |
| Dulcio, Mark | Arcadis U.S., Inc. | Jan-23 | Plaintiff is alleging violations of Federal, State and Local laws and seeking damages. | Prof. Liability | Fed. Dist. Ct. - S.D. Fla. | Env | N | 3 |
| Garnett, Brian | Arcadis U.S., Inc. | Aug-22 | Plaintiff alleges insufficient surveying services provided by Chesapeake Bay Site Solutions, Inc. owned by former Arcadis employee | Prof. Liability | Virginia Beach, VA | Water | N | 2 |
| Griffin, et al. | Arcadis U.S., Inc. | Aug-22 | Plaintiff alleges breach of fiduciary duty, interference with contract, implied contractual indemnity, and unfair competition. | Other | Los Angeles Cnty, CA | Places | N | 1 |
| Hyland, Kevin | Arcadis U.S., Inc. | Jun-22 | Plaintiff alleges personal injury at project site | General Liability | Mahoning County, OH | Water | N | 3 |
| Asif, Mahmood | Arcadis Canada Inc. | Apr-22 | Plaintiff claiming personal injury at project site | General Liability | Canada | | N | 1 |
| Tompkins | Arcadis U.S., Inc. | Apr-22 | Plaintiff alleges negligence at project site resulting in serious injury | Prof. Liability | Allen Cnty, IN | Water | N | 1 |
| Ayala-Hinkle, Prince | Arcadis U.S., Inc. | Apr-22 | Plaintiff alleges negligence at project site resulting in physical, mental, and emotional well-being | Prof. Liability | Sacramento Cnty, CA | Env | N | 2 |
| Commonwealth Edison | Arcadis U.S., Inc. | Feb-22 | Plaintiff filed claim for damages due to utility strike | General Liability | Cook County, IL | Env | N | 3 |
| Tucker, Jerry | Arcadis U.S., Inc. | Nov-21 | Plaintiff alleges personal injury due to trip and fall at Hillairy Avenue project site | General Liability | Morris Cnty, NJ | Env | N | 3 |
| BHC | Arcadis U.S., Inc. / Arcadis CE | Nov-21 | Plaintiff claim is for damages and injunctive relief alleging Defendants were substantial factors causing and/or contributing to the Woolsey Fire in 2018 | Prof. Liability | Los Angeles Cnty, CA | Env | N | 2 |
| Brice Environmental Services Corp. | Arcadis U.S., Inc. | Sep-21 | Plaintiff claims Arcadis' use of soil washing technology infringed on patent. | Other | USDC AK | Env | N | 3 |
| AG3 Group, LLC | Arcadis U.S., Inc. | Sep-21 | Alleged cyber incident claiming Arcadis systems were compromised causing misdirected wire transfer. | Other | Bexar | Water | N | 3 |
| Edgewater Pearl Cond Assoc. | Arcadis U.S., Inc. | Aug-21 | Plaintiff alleges negligence in consulting related to contamination of soils | General Liability | Bergen Cnty, NJ | Env | N | 1 |
| Greenberg, Solomon | Arcadis U.S., Inc. | Jul-21 | Plaintiff alleges injury due to trip and fall | General Liability | Palm Beach Cnty, FL | Infra | N | 2 |
| B.L. Harbert Int'l, LLC | Arcadis U.S., Inc. | Jul-21 | Plaintiff alleges refusal to amend contract due to change orders impacting contract price and completion date | Breach of Contract | Jefferson Cnty, AL | Infra | N | 2 |
| NYCDEP | Arcadis of NY / AECOM JV | Jun-11 | Plaintiff alleges damages due to schedule delays, breach of contract and design errors | Breach of Contract | New York, NY | Water | N` | 1 |
| Cameron et al. | Arcadis U.S., Inc. / Arcadis G&M of NC | Jun-21 | Plaintiffs as employees of the City of Durham's Waste Management Department alleged exposure to hazardous levels of arsenic and lead | Prof. Liability | Durham, NC | Env | N | 3 |
| Davis, Andrew | Arcadis U.S., Inc. | May-21 | Software development ownership litigation | Other | Austin, TX | Env | N | 3 |
| Aguirre, Jacquelyn | Arcadis U.S., Inc. | Apr-21 | Plaintiff alleges wrongful death due to failure to maintain premises in a safe condition | Prof. Liability | Fresno, CA | Infra | N | 2 |
| Helwig, Tonya | Arcadis U.S., Inc. | Apr-21 | Plaintiff alleges a personal injury due to a slip and fall | General Liability | Philadelphia, PA | Env | N | 3 |
| Bagley | Arcadis U.S., Inc. | Feb-21 | The estate of Justin Bagley alleges wrongful death claims | General Liability | Clayton County, GA | Infra | N | 3 |
| Gonzalez | CTR Joint Venture | Dec-20 | Plaintiff alleges personal injury as a result of a fall from bicycle in construction zone | General Liability | Cook County, IL | Water | N | 3 |
| Gallagher | Arcadis U.S., Inc. | Oct-20 | Plaintiff alleges personal injury due to failure to maintain premises in a safe condition | General Liability | San Diego, CA | Infra | N | 3 |
| Perez | Arcadis U.S., Inc. / Arcadis CE | Oct-20 | Plaintiff alleges failure to maintain premises in a safe condition. | General Liability | New York, NY | Water | N | 3 |
| Hunter/Patterson | Arcadis U.S., Inc. | Sep-20 | Plaintiff alleges negligence against Arcadis, as GDOT's contractor, regarding incident related to automobile accident | Prof. Liability | Fulton Cnty, GA | Infra | N | 3 |
| City of San Diego | Arcadis U.S., Inc. | Aug-20 | Third party complaint claiming contribution and indemnification in connection with underlying personal injury claim (Heather Myers v The City of San Diego) | General Liability | San Diego, CA | Infra | N | 3 |
| K.K. Machine Co., Inc. | Arcadis U.S., Inc. | Jul-20 | Plaintiff claims negligence resulting in structural damages to business property during adjacent sewer project | Prof. Liability | Queens Cnty, NY | Water | N | 1 |
| Arcadis Canada Inc. | Atria Development Corp. | Mar-20 | Statement of Claims filed for payment of invoices | Breach of Contract | Ontario | --- | N | 3 |
| Stryker Demolition | Arcadis U.S., Inc. | Mar-20 | Plaintiff claims breach of contract and unjust enrichment | Breach of Contract | DE | Env | N | 3 |

ARCADIS

Updated Q4 2025

The following is a summary of the requested litigation for the preceding ten years. Such claims are disputed and not reasonably expected to be adversely determined, applicable insurance is available, and/or such claims are not reasonably expected to materially impact the financial condition or the operations of Arcadis.

**Litigation Ten-Year History: Arcadis U.S., Inc. and All Affiliates**

| Plaintiff | Defendant (Arcadis Affiliate) | Date Suit Filed | Nature of Incident | Type of Claim | Jurisdiction | Business Line | Government Claim (Y/N) | Resolution<br>1 = Case Ongoing<br>2 = Dismissal<br>3 = Resolved/Settled<br>4 = Judgment<br>5 = N/A |
|---|---|---|---|---|---|---|---|---|
| Posley, Donetia | Arcadis U.S., Inc. | Mar-20 | Plaintiff claims negligence against Arcadis as engineer of record regarding incident related to automobile accident | Prof. Liability | Duval County, FL | Infra | N | 3 |
| Johnson, Robert | Arcadis of NY Inc. | Feb-20 | Plaintiff filed suit against the City of New York for personal injury and Arcadis is now a separately named Defendant | General Liability | Queens Cnty, NY | Env | N | 3 |
| City of Chicago | The Rise Group and Arcadis US | Feb-20 | Client's 3rd party claim for contribution in underlying claim against client for negligence (Hernandez v. CTR JV) | General Liability | Cook Cnty, IL | Water | N | 3 |
| Burnham, Jacoba | Arcadis CE; Arcadis FieldTech Solutions | Dec-19 | Plaintiff claims negligence resulting in structural damages to residence during Woolsey Fire remediation | General Liability | Los Angeles Cnty, CA | Env | N | 3 |
| O.K. Auto Sale, Inc. | Arcadis of Michigan. LLC | Dec-19 | Plaintiff claiming unjust enrichment and interference with business due to non-removal of groundwater pump shed | Prof. Liability | Ingham County, MI | Env | N | 2 |
| P.F. Moon Co., Inc. | Arcadis U.S., Inc. | Aug-19 | Third party complaint claiming professional negligence and breach of contract causing monetary damages | Breach of Contract | Hamilton County, TN | Water | N | 1 |
| Arcadis U.S., Inc. | HNTB Corp. | Jun-19 | Claim filed seeking damages against Defendant related to non-performance of obligations under a design subcontract agreement | Breach of Contract/ Prof. Liability | St. Bernard Parish, LA | Water | N | 1 |
| Beazer East, Inc. | Arcadis U.S., Inc. | May-19 | Professional negligence claim related to remediation site | Prof. Liability | Allegheny | Env | N | 3 |
| PIKA-Pirnie JV, LLC | U.S. Army Corp of Engineers | May-19 | Appeal before Armed Services Board of Contract Appeals of government's final decision denying Plaintiff's claim regarding work performed under contract W912DY-10-D-0025 | Appeal | ASBCA | Env | Y | 3 |
| Lobar, Inc. | Arcadis U.S., Inc. | Feb-19 | Third-party joinder complaint filed against Arcadis design defects as an additional Defendant by York County Solid Waste and Refuse Authority | Prof. Liability | York County, PA | Water | N | 1 |
| Corbett, Michael Patrick | Arcadis U.S., Inc. | Feb-19 | Plaintiff alleges personal injury in connection with his work at Croton Water Treatment Plant | General Liability | New York, NY | Water | N | 2 |
| Vaba, Kenneth | Arcadis U.S., Inc. / Arcadis NY, Inc. | Feb-19 | Personal injury for failure to maintain premises in a safe condition | General Liability | Queens Cnty, NY | Infra | N | 3 |
| Carter, James Lee | Arcadis U.S., Inc. | Feb-19 | Plaintiff alleges personal injury as a result of a fall on the sidewalk of the premises known as 90 Barclay Street, New York, New York 10007 and/or 140 West Street, New York, New York 10007. | General Liability | New York Cnty, NY | Water | N | 3 |
| Javier, Cristobal | Arcadis U.S., Inc. | Sep-18 | Plaintiff alleged personal injury in connection with employment with JVN Restoration Inc., an Arcadis subcontractor | General Liability | Bronx Cnty, NY | Env | N | 3 |
| Rivera, Jackelyn and Gilberto | Arcadis U.S., Inc. | Jul-18 | Plaintiffs allege negligence in connection with CM services | Prof. Liability | Broward Cnty, FL | Infra | N | 3 |
| Bitsky, Lisa and Thomas | Arcadis U.S., Inc. | Apr-18 | Plaintiffs allege personal injury in connection with slip/trip and fall | General Liability | Cook Cnty, IL | Water | N | 3 |
| Popel, Shulamit | Arcadis U.S., Inc. | Mar-18 | Plaintiff alleges negligence in connection with roadway in construction zone | General Liability | Cook Cnty, IL | Infra | N | 3 |
| Arcadis Canada Inc. | Ritepro Corporation | Mar-18 | Collection matter | Breach of Contract | Quebec | Env | N | 3 |
| Woodbranch Cowtown Parking | Callison RTKL and Arcadis US | Feb-18 | Plaintiff alleges breach of contract and negligence in connection with parking garage plans | Breach of Contract/ Prof. Liability | Tarrant Cnty, TX | Water | N | 3 |
| Boud, James | Arcadis U.S., Inc. | Feb-18 | Plaintiff alleges personal injury in connection with performance of his work | General Liability | Richmond Cnty, NY | Water | N | 3 |
| Lecain, Judith and Richard | Arcadis U.S., Inc. | Jan-18 | Plaintiff alleges negligence in connection with intersection design | Prof. Liability | Chatham Cnty, GA | Infra | N | 3 |
| Flavius, Devon | Arcadis of NY, Arcadis CE, and Arcadis US | Dec-17 | Plaintiff alleges personal injury in connection with performance of his work | General Liability | Orange Cnty, NY | Water | N | 3 |
| Newport National/Cornerstone LLC | Arcadis U.S., Inc. | Nov-17 | Lease dispute | Breach of Contract | San Diego, CA | Corp | N | 3 |
| Black, Daniel | Arcadis of NY | Oct-17 | Plaintiff alleges injuries related to fall at construction site | General Liability | Kings Cnty, NY | Water | N | 2 |
| Boonton Investors, LLC and Garden Commercial Properties | Arcadis U.S., Inc. | Oct-17 | Third-party complaint for premise liability and contribution and indemnification in connection with underlying personal injury claim (Edward Larson v. Boonton Investors, LLC, et al.) | General Liability | Morris Cnty, NJ | Env | N | 3 |
| Grimsley, Rosemary | Arcadis U.S., Inc. | Oct-17 | Plaintiff alleges negligence in connection with placement of a concrete barrier in a construction zone | Prof. Liability | Desoto Parish, LA | Infra | N | 3 |
| Arcadis U.S., Inc. | Steadfast Insurance | Sep-17 | Insurance coverage claim for failure to pay amounts owed under an environmental cost cap policy | Breach of Contract | Westchester Cnty, NY | Env | N | 3 |
| Arocena, Hector | Malcolm Pirnie | Mar-17 | Plaintiff alleges unsafe and hazardous conditions at project site related to injury | General Liability | Bronx Cnty, NY | Water | N | 2 |
| Barsky, Alla | The Rise Group | Mar-17 | Plaintiff alleges negligence in connection with roadway and bicycle lane in construction zone | General Liability | Cook Cnty, IL | Water | N | 3 |
| O'Brien, James | Malcolm Pirnie | Feb-17 | Plaintiff alleges unsafe and hazardous conditions at project site related to slip and fall injury | General Liability | Dutchess Cnty, NY | Water | N | 3 |
| City of Newark | Malcolm Pirnie and Arcadis US | Feb-17 | Client's 3rd party claim for indemnification in underlying claim against client in connection with denial of change order request (Scafar Contracting v. City of Newark) | Prof. Liability | Essex Cnty, NJ | Water | N | 5 |
| City of New York | Malcolm Pirnie | Jan-17 | Breach of contract and design defects related to private wastewater treatment plant upgrades | Prof. Liability | New York Cnty, NY | Water | N | 3 |
| Weckbecker, Charles | Malcolm Pirnie | Sep-16 | Plaintiff alleges unsafe and hazardous conditions at project site related to slip and fall injury | General Liability | Nassau Cnty, NY | Water | N | 3 |
| Chambliss | Arcadis U.S., Inc. | Aug-16 | Breach of contract and negligence claims related to drilling services | Breach of Contract | Broward Cnty, FL | Env | N | 3 |
| Kelly, Russell and Paula | Arcadis U.S., Inc. | Aug-16 | Taking of property and reverse condemnation claims due to location of sewer pump station adjacent to plaintiffs' home | Prof. Liability | Baton Rouge, LA | Water | N | 5 |
| Glenmont Arlington Kendall | Arcadis G&M (BHR) | Jul-16 | Plaintiff alleges defect in project design and construction | Prof. Liability | Duval Cnty, FL | Bldgs | N | 3 |
| Crawford Labs | Arcadis U.S., Inc. | Jun-16 | Dispute over contract structure and pricing | Breach of Contract | Arbitration - IL | Env | N | 3 |
| Visionary Integration Professionals | Arcadis U.S., Inc. | Dec-15 | Breach of services agreement - collection | Breach of Contract | Douglas Cnty, CO | Corp | N | 3 |
| Hayes, Bradley Steven | Arcadis U.S., Inc. | Oct-15 | Plaintiff alleged that family members suffered fatal illnesses on property that was contaminated by toxic metals; alleged a number of defendants, including Arcadis, responsible | Prof. Liability | USDC - ED KY | Env | N | 2 |
| Visionary Integration Professionals | Arcadis U.S., Inc. | Sep-15 | Breach of services agreement - collection | Breach of Contract | Hillsborough Cnty, IL | Corp | N | 3 |
| Yonkers Contracting | Arcadis U.S., Inc. and Malcom Pirnie | Sep-15 | Breach of contract claims against client and others, including Arcadis and Malcolm Pirnie, related to delays and disruptions of project causing monetary damages | Breach of Contract/Prof. Liability | Westchester Cnty, NY | Water | N | 5 |
| City of Chicago | The Rise Group and Arcadis U.S., Inc. | Sep-15 | Client's 3rd party claim for contribution in underlying claim against client for negligence (Young v. CTR) | Prof. Liability | Cook Cnty, IL | Infra | N | 3 |
| Rodriguez, Antonio | Arcadis U.S., Inc. | Jul-15 | Personal injury to employee of 3rd party contractor at project site | General Liability | Middlesex Cnty, NJ | Env | N | 2 |
| Enviro-Equipment | Arcadis U.S., Inc. | Jul-15 | Breach of rental agreement - collection | Breach of Contract | Wake Cnty, NC | Env | N | 3 |
| Honneycutt, Leo Baxter | Arcadis U.S., Inc. | Jun-15 | Taking of property and reverse condemnation due to location of sewer pump station behind plaintiffs' home | Prof. Liability | Baton Rouge, LA | Water | N | 3 |
| Interstate Home Loan | Arcadis U.S., Inc. | May-15 | Breach of contract claim against client and negligence claim against Arcadis related to environmental easement | Prof. Liability | Suffolk Cnty, NY | Env | N | 2 |

# Certificates

# State of Illinois

## Department of Financial and Professional Regulation

### Division of Professional Regulation

LICENSE NO.
184.001091-0006
062.051484

The person, firm, or corporation whose name appears on this certificate has complied with the provisions of the Illinois Statutes and/or rules and regulations and is hereby authorized to engage in the activity as indicated below:

EXPIRES:
04/30/2027

DESIGN FIRM - PROF/STRUCT ENGINEER

ARCADIS US INC
LEGAL DEPT
110 WEST FAYETTE ST SUITE 300
SYRACUSE, NY 13202

MARIO TRETO, JR.
SECRETARY

CAMILE LINDSAY
DIRECTOR

The official status of this license can be verified at IDFPR.illinois.gov

20172345

# CERTIFICATE OF LIABILITY INSURANCE

DATE(MM/DD/YYYY)
05/27/2026

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

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

Holder Identifier :

**PRODUCER**
Aon Risk Insurance Services West, Inc.
Denver CO Office
200 Clayton Street, Suite 800
Denver CO 80206 USA

**CONTACT NAME:**
**PHONE (A/C. No. Ext):** (866) 283-7122 **FAX (A/C. No.):** (800) 363-0105
**E-MAIL ADDRESS:**

| INSURER(S) AFFORDING COVERAGE | | NAIC # |
|---|---|---|
| INSURER A: | Indian Harbor Insurance Company | 36940 |
| INSURER B: | | |
| INSURER C: | | |
| INSURER D: | | |
| INSURER E: | | |
| INSURER F: | | |

**INSURED**
Arcadis Professional Services
(USA) Inc.
421 Fayetteville St Suite 1609
Raleigh NC 27601 USA

**COVERAGES** **CERTIFICATE NUMBER:** 570120201366 **REVISION NUMBER:**

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

Limits shown are as requested

| INSR LTR | TYPE OF INSURANCE | ADDL INSD | SUBR WVD | POLICY NUMBER | POLICY EFF (MM/DD/YYYY) | POLICY EXP (MM/DD/YYYY) | LIMITS | |
|---|---|---|---|---|---|---|---|---|
| | COMMERCIAL GENERAL LIABILITY | | | | | | EACH OCCURRENCE | |
| | ☐ CLAIMS-MADE ☐ OCCUR | | | | | | DAMAGE TO RENTED PREMISES (Ea occurrence) | |
| | | | | | | | MED EXP (Any one person) | |
| | | | | | | | PERSONAL & ADV INJURY | |
| | GEN'L AGGREGATE LIMIT APPLIES PER: | | | | | | GENERAL AGGREGATE | |
| | ☐ POLICY ☐ PRO-JECT ☐ LOC | | | | | | PRODUCTS - COMP/OP AGG | |
| | OTHER: | | | | | | | |
| | AUTOMOBILE LIABILITY | | | | | | COMBINED SINGLE LIMIT (Ea accident) | |
| | ☐ ANY AUTO | | | | | | BODILY INJURY ( Per person) | |
| | ☐ OWNED AUTOS ONLY ☐ SCHEDULED AUTOS | | | | | | BODILY INJURY (Per accident) | |
| | ☐ HIRED AUTOS ONLY ☐ NON-OWNED AUTOS ONLY | | | | | | PROPERTY DAMAGE (Per accident) | |
| | | | | | | | | |
| | ☐ UMBRELLA LIAB ☐ OCCUR | | | | | | EACH OCCURRENCE | |
| | ☐ EXCESS LIAB ☐ CLAIMS-MADE | | | | | | AGGREGATE | |
| | ☐ DED ☐ RETENTION | | | | | | | |
| | WORKERS COMPENSATION AND EMPLOYERS' LIABILITY Y / N | | | | | | ☐ PER STATUTE ☐ OTH-ER | |
| | ANY PROPRIETOR / PARTNER / EXECUTIVE OFFICER/MEMBER EXCLUDED? ☐ N / A | | | | | | E.L. EACH ACCIDENT | |
| | (Mandatory in NH) | | | | | | E.L. DISEASE-EA EMPLOYEE | |
| | If yes, describe under DESCRIPTION OF OPERATIONS below | | | | | | E.L. DISEASE-POLICY LIMIT | |
| A | Contractors Pollution Liabili | | | US00101061EO26A<br>Claims Made Prof-Poll Lia<br>SIR applies per policy terms & conditions | 06/01/2026 | 06/01/2027 | Each Claim<br>Annual Aggregate | $5,000,000<br>$5,000,000 |

Certificate No : 570120201366

**DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)**

Re. Evidence of Insurance:.

**CERTIFICATE HOLDER**

Arcadis Professional Services (USA) Inc.
421 Fayetteville St, Suite 1609
Raleigh NC 27601 USA

**CANCELLATION**

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

**AUTHORIZED REPRESENTATIVE**

Aon Risk Insurance Services West, Inc.

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# CERTIFICATE OF LIABILITY INSURANCE

DATE(MM/DD/YYYY) 05/18/2026

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**PRODUCER**
Aon Risk Insurance Services West, Inc.
Denver CO Office
200 Clayton Street, Suite 800
Denver CO 80206 USA

**CONTACT NAME:**
**PHONE (A/C. No. Ext):** (866) 283-7122 **FAX (A/C. No.):** 800-363-0105
**E-MAIL ADDRESS:**

| INSURER(S) AFFORDING COVERAGE | | NAIC # |
|---|---|---|
| INSURER A: | Endurance American Insurance Company | 10641 |
| INSURER B: | Hartford Fire Insurance Co. | 19682 |
| INSURER C: | Hartford Underwriters Insurance Company | 30104 |
| INSURER D: | Property & Casualty Ins Co of Hartford | 34690 |
| INSURER E: | Twin City Fire Insurance Company | 29459 |
| INSURER F: | Hartford Casualty Insurance Co | 29424 |

**INSURED**
Arcadis U.S., Inc.
630 Plaza Drive
Suite 200
Highlands Ranch CO 80129 USA

**COVERAGES** **CERTIFICATE NUMBER:** 570120009748 **REVISION NUMBER:**

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

**Limits shown are as requested**

| INSR LTR | TYPE OF INSURANCE | ADDL INSD | SUBR WVD | POLICY NUMBER | POLICY EFF (MM/DD/YYYY) | POLICY EXP (MM/DD/YYYY) | LIMITS | |
|---|---|---|---|---|---|---|---|---|
| B | X **COMMERCIAL GENERAL LIABILITY**<br>CLAIMS-MADE X OCCUR<br>GEN'L AGGREGATE LIMIT APPLIES PER:<br>POLICY X PRO-JECT X LOC<br>OTHER: | | | 20ECSOL5969<br>SIR applies per policy terms & conditions | 06/01/2026 | 06/01/2027 | EACH OCCURRENCE<br>DAMAGE TO RENTED PREMISES (Ea occurrence)<br>MED EXP (Any one person)<br>PERSONAL & ADV INJURY<br>GENERAL AGGREGATE<br>PRODUCTS - COMP/OP AGG | $1,000,000<br>$1,000,000<br>$10,000<br>$1,000,000<br>$2,000,000<br>$2,000,000 |
| B<br>C | **AUTOMOBILE LIABILITY**<br>X ANY AUTO<br>OWNED AUTOS ONLY<br>HIRED AUTOS ONLY<br>SCHEDULED AUTOS<br>NON-OWNED AUTOS ONLY | | | 20 UEN OL5968<br>AOS<br>20 UEN OL5973<br>HI | 06/01/2026<br>06/01/2026 | 06/01/2027<br>06/01/2027 | COMBINED SINGLE LIMIT (Ea accident)<br>BODILY INJURY ( Per person)<br>BODILY INJURY (Per accident)<br>PROPERTY DAMAGE (Per accident) | $1,000,000 |
| F | X **UMBRELLA LIAB** X OCCUR<br>**EXCESS LIAB** CLAIMS-MADE<br>DED X RETENTION $10,000 | | | 20XHUOL5972 | 06/01/2026 | 06/01/2027 | EACH OCCURRENCE<br>AGGREGATE | $5,000,000<br>$5,000,000 |
| D<br>E | **WORKERS COMPENSATION AND EMPLOYERS' LIABILITY**<br>ANY PROPRIETOR / PARTNER / EXECUTIVE OFFICER/MEMBER EXCLUDED? Y/N: N<br>**(Mandatory in NH)**<br>If yes, describe under DESCRIPTION OF OPERATIONS below | N / A | | 20WNOL5971<br>AOS<br>20WBROL5970<br>MA, WI | 06/01/2026<br>06/01/2026 | 06/01/2027<br>06/01/2027 | X PER STATUTE OTH-ER<br>E.L. EACH ACCIDENT<br>E.L. DISEASE-EA EMPLOYEE<br>E.L. DISEASE-POLICY LIMIT | <br>$1,000,000<br>$1,000,000<br>$1,000,000 |
| G | Contractors Pollution Liability | | | US00101061EO26A<br>Claims Made Prof-Poll Lia<br>SIR applies per policy terms & conditions | 06/01/2026 | 06/01/2027 | Each Claim<br>Annual Aggregate | $5,000,000<br>$5,000,000 |

**DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)**

For Professional Liability and Pollution Liability coverage, the Aggregate Limit is the total insurance available for claims presented within the policy period for all operations of the insured. The Limit will be reduced by payments of indemnity and expense. Evidence of Insurance.

**CERTIFICATE HOLDER**

Arcadis U.S., Inc.
630 Plaza Drive, Suite 200
Highlands Ranch CO 80129 USA

**CANCELLATION**

**SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.**

**AUTHORIZED REPRESENTATIVE**

Aon Risk Insurance Services West Inc.

**Holder Identifier :**

**Certificate No :** 570120009748

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# About Arcadis

Arcadis is the leading global design and consultancy firm for natural and built assets. Applying our deep market sector insights and collective design, consultancy, engineering, project and management services we work in partnership with our clients to deliver exceptional and sustainable outcomes throughout the lifecycle of their natural and built assets. We are more than 34,000 people, active in over 30 countries that generate over $5 billion in revenues. We support UN-Habitat with knowledge and expertise to improve the quality of life in rapidly growing cities around the world.

www.arcadis.com

***Helping our clients in their quest to become Fit-for-Future.***

*Utilities must plan for unprecedented scenarios while navigating a changing workforce, but where should leaders focus?*

*Use the QR code below to explore the five fundamentals of becoming a fit-for-future water utility and the common thread that unites them.*

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Forbes 2026 AMERICA'S BEST EMPLOYERS FOR ENGINEERS POWERED BY statista

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