

## **Attachment 1**

### **Durham County Stormwater Program Planning and Funding Project – Implementation Phase Scope of Services.**

#### Task 1 – Project Kickoff and Administration

WK Dickson will manage the project in a manner so as to be responsive to the needs and schedule of the County. Specific efforts include the following:

- Oversee the Team relative to ensuring budget, schedule, and conformance to the project scope;
- Provide a minimum of two project contacts for the County throughout the project;
- Prepare and update project schedule throughout the duration of the project;
- Prepare and submit monthly progress reports via emails;
- Answer project-related questions on a regular basis via phone calls and email;
- Attend project kickoff meetings. Additional progress meetings will be as specified in the tasks below.

#### Task 2 – Program and Service Offering

The WK Dickson Team will update the program needs and cost ranges based on the current regulatory climate, updated cost data, and updated nutrient loading for Stage 1 of the Falls Nutrient Rules. Specific efforts include the following:

- Complete regulatory review and update requirements and implementation dates. WK Dickson will contact NCDEQ as part of this effort to have most current information regarding implementation of the Falls and Jordan Rules. The Team will also review updates from the NC Policy Collaboratory and incorporate most recent data and research as appropriate.
- Determine level of service for County program.
- Prepare overview of likely nutrient crediting strategies to meet obligations of Falls Lake Stage 1 nutrient removal requirements.
- Update estimated nutrient removal costs.
- Refine cost of service established including but not limited to: Utility formation, planning, capital projects for nutrient reduction, operation, maintenance, equipment, staffing, billing, design, permitting, and land acquisition.
- Update estimated long term implementation costs for Falls Lake Stage 2 and Jordan Lake Stage 2 utilizing best available cost information. Specific nutrient crediting strategies will not be developed for Falls Lake Stage 2 and Jordan Lake Stage 2 given the uncertainty in the final requirements and implementation timeline.
- Prepare program needs chapter of final report.
- Two progress meetings are included in this task.

### Task 3 – Ratemaking and Financial Plan

The WK Dickson Team will develop a final rate structure, rates, and a five-year financial plan detailing planned expenditures, revenues from rates, and fund balances and reserves. Specific efforts include the following:

- An open source financial planning model will be developed in MS Excel
- The financial planning model will allow County staff to contemplate debt financed capital projects and model the implications of debt on rates, the pace of capital spending, and fund balances and reserves. However, it is not anticipated that the County would debt finance capital projects during the first five years of the stormwater fee.
- The rates and financial planning model will be developed to take into account revenue reductions from a modest stormwater fee credits program if desired by the County, and as a part of this task the Team will document at a high-level the credits program envisioned. The details of administering such a credits program, other than rate and revenue implications, will be developed by the County.
- No more than two rate structures will be evaluated for a final choice by the County, and the reporting and financial planning model will be built around the specific chosen rate structure.
- Prepare ratemaking chapter in final report including: final rates and rate structure, high-level overview of credits program, five-year detailed financial plan in MS Excel suitable for County's ongoing use.
- Two progress meetings are included in this task.

### Task 4 – Governance

The project team will take the lead and work with County staff in support to develop draft enterprise fund and rate ordinances that the County's legal staff will review and help to finalize and get codified establishing the utility and its rate structure and rates. Specific efforts include the following:

- Develop draft enterprise fund and rate ordinance.
- Attend a maximum of three (3) County Commissioner's or senior staff meetings to discuss enterprise fund and rate ordinance.
- Modify ordinance based on comments from County staff, attorneys, and commissioners.
- Develop governance chapter in final report.

### Task 5 – Data, Systems, and Processes

The project team will assist the County in developing processes for data measurement, analysis and maintenance. Specific efforts include the following:

- The County will develop impervious area data for the non-residential properties in the unincorporated County, ultimately creating parcel polygons of impervious areas that fall on parcels that will not be flat-rate billed under the utility rate structure. From the feasibility study the estimated total number of such parcels is believed to be about 1,600. The project team will participate by holding an advisory meeting on how to capture the features (near the beginning of the project), and by reviewing the finished product and providing comments for quality control. This will not be a parcel-by-parcel review but instead a high-level review.

- The County will develop processes for maintaining impervious area and billing data over time as subdivision, recombination, construction, demolition, annexation, and property transfers occur which would impact accurate stormwater billing. The project team will assist by (1) providing protocols developed for similar clients to use as a starting point, (2) participating in two meetings to lay out the high-level plan, and (3) reviewing all material developed by the County and providing feedback and editorial comments to help make the processes as appropriate as possible.
- The County will decide who within the County will provide front-line and detailed customer service regarding the stormwater fee and will develop training materials and train these staff in advance of the stormwater bills being sent out. The project team will assist by (1) providing protocols developed for similar clients to use as a starting point, and (2) reviewing all material developed by the County and providing feedback and editorial comments to help make the training as appropriate as possible. The consultants will also attend and participate in the training.
- Attend a maximum of four meetings as follows and described above: (1) Data capture advisory meeting (2, 3) Processes for data maintenance (4) Staff training for detailed customer service.
- Prepare customer service and data maintenance chapter of the final report.

#### Task 6 – Customer Outreach

The County will take the lead in developing customer outreach materials, and scheduling and holding various outreach meetings. The project team will support this effort in the following ways:

- Participate in an outreach planning meeting with staff.
- Develop Public Involvement Plan (PIP).
- Provide example outreach materials used in similar jurisdictions.
- Providing one technical staffer from the project team to attend up to six (6) total public, targeted, or drop-in meetings with citizens and also including attendance of our outreach subconsultant Inga Kennedy at each of these same meetings. She will assist in facilitating these meetings, will develop minutes of these meetings, and will participate in a debriefing call after each meeting. Lead responsibility for meeting planning and preparation will be by the County.
- Prepare outreach chapter in final report.

## Task 7 – Post Go-Live Support

The project team will provide a maximum of three (3) months of support immediately following the stormwater bills being sent to customers. Support may include billing disputes, messaging, tax system interface issues, financial planning, or other utility related efforts. Support will be limited to a total consultant effort level of \$16,010.

Deliverables for this task are variable and will be at the client's preference.