

**Wood Environment & Infrastructure Solutions, Inc.**

5845 NW 158th Street

Miami Lakes, FL 33014

**Consultant Project Proposal  
Stormwater Utility Rate Update**

August 29, 2019

Dear Mr. Santos:

Wood Environment & Infrastructure Solutions, Inc. (Wood) proposes to provide the services identified below for study and update of the Town of Miami Lakes' (Town) Stormwater Utility rate structure.

**I. General**

The following scope of work sets forth the workflow for the Town's stormwater utility rate study, which includes a review of current services, development of a future cost forecast, a review of financial policies that impact the rate analysis, development of a public communications plan, and participation in appropriate public hearing for the amendment to current ordinances and resolutions.

**Scope of Work**

**Task 1. Current Program Cost.** Wood will work staff to capture and assess existing program details and costs using current source documents, such as budgets, capital investment plans, master plans, and existing ordinances, along with interviews of appropriate staff. The result of this task is a detailed existing cost of service, in spreadsheet format, used to prepare the future program financial forecast along with a summary report on the current service program. We will consider up to three scenarios driven by timing and cost impacts, to finalize the future program and develop the costs.

Deliverables: Cost of Service and Current Services Program Memorandum

**Task 2. Future Program Services.** Building upon the Current Program analysis, through the initial interviews of Town staff, Wood will capture program goals and priorities to identify Town leadership interests and priorities to set long-range goals; identify program gaps, project future level of service; and develop forecast cost estimates. At this stage, a cost of service model is reviewed with Town staff, including finance/budget staff as well as others outside of public works who may have a stake in the program or funding.

Deliverables: Future Service Program, with Priorities and Forecast Cost Memorandum

**Task 3. Program and Financial Policies.** Wood will work with appropriate staff to review current user fee policies that impact finance, legal and workflow to ensure that all appropriate controls and funding tools are considered and addressed. Historical experience of the Town program is important along with Town long-term financing policies. The final cost model and rate analysis will be based on those policies.

Deliverables: Policy Summary Memorandum

**Task 4. Rate Analysis.** Wood will develop a rate model, building from the future program financial model, incorporating financial rate policies, to establish recommended rates using an Equivalent

Residential rate structure where each residential (single family detached and multi-family) unit are charged one billing unit and all non-residential developed properties are charged based on impervious area. The current rate structure will not be changed. We will compare potential rates to those in neighboring communities, but a detailed benchmarking of programs is not part of the scope of this cost proposal. The rate model will compile current and future costs from Task 1 and Task 2, as the basis for rate analysis. We will perform a 10-year program plan with the rate structure analysis, but management of the rate is dependent on the Town policy. We will be available to discuss whether the Town wants the rate to be stable over time or flexible as the program costs change over time.

**Task 5. Public Involvement.** Public understanding is important in making changes to local government programs and funding. A public education process will be prepared in coordination with Town staff to identify opportunities to reinforce support for an increase in stormwater rates, establishing the connection between solutions and financial resource. This step includes potential workshops with elected officials and key stakeholders, facilitated by Wood and including Town staff to provide historical context and priorities for the future. Wood provides facilitation of and participation in public stakeholder meetings. A presentation will be prepared in coordination with staff for briefing Town leadership and the public.

Deliverables:

- Public Outreach Plan Memorandum;
- Participation at two public meetings of key stakeholders
- Brief Town staff for Town Council meeting
- Presentation in draft and final for briefings

**Task 6. Ordinance Preparation.** Wood will provide the technical support to the Town Attorney in the preparation of the rate adoption ordinance, including identification of amendments to current ordinance structure necessary to address priorities and changes in funding. It is our understanding that Town Attorney will prepare the ordinance and Wood will provide assistance as required.

Deliverables: Draft of changes to current ordinance language for use by Town Attorney

**Task 7. Public Hearing.** Wood financial specialist attends a public hearing for the adoption of the ordinance that incorporates a change in rates that is based on the financial program and rate model.

Deliverables: Attendance by the Wood financial specialist at the first public hearing for adoption of the ordinance that incorporates changes in policy, structure, and/or stormwater rates.

## **II. Schedule of Work – Time for Performance**

Consultant will submit the deliverable and perform the Services as stated in the table below:

(add additional pages as needed)

<b>Schedule of Deliverables</b>			
<b>Task, Sub-Task or Activity ID #</b>	<b>Major Task, Sub-Task Activity, or Deliverable</b>	<b>Duration (specify weeks or calendar)</b>	<b>Delivery (cumulative weeks or calendar days)</b>

Task 1	Current Service Cost and Program Report	3 weeks	Week 4
Task 2	Future Program and Forecast Model	3 weeks	Week 8
Task 3	Policy Review and Summary	2 weeks	Week 11
Task 4	Rate Analysis	3 weeks	Week 15
Task 5	Public Involvement Plan – delivered with Task 1	1 week	Week 4
	Two public meetings – key stakeholders	1 day each	To be scheduled
	Briefing of Town Council	1 day	To be scheduled
	Presentation for public meetings	2 days	To be scheduled
Task 6	Ordinance Preparation Support	4 weeks	Week 20
Task 7	Public Hearing	2 days	To be scheduled

### III. Compensation

Consultant shall perform the Work detailed in this Proposal for a lump sum not to exceed fee of **\$40,255.80** (Forty thousand, two hundred and fifty-five dollars and 80 cents). The Consultant will be paid based on a fixed fee basis. The Town shall not be liable for any fee, cost, expense or reimbursable expense or other compensation beyond this amount unless approved in a supplemental Work Order. The fee may include an allowance for Reimbursable Expenses required in connection with the Work, in an amount not to exceed that stated in the table below. Reimbursable Expenses will be used and compensated for in accordance with the Agreement and must conform to the limitations of Florida Statutes § 112.061.

The following is a summary of the method and amount of compensation to be paid for each Task or Activity as identified in Section I above.

Schedule of Deliverables			
Task, Sub-Task or Activity ID #	Major Task, Sub-Task Activity, or Deliverable	Fee Amount	Fee Basis
Task 1	Current Program	\$ 5,347.60	
Task 2	Future Program	\$ 5,498.40	
Task 3	Program and Financial Policies	\$ 2,047.40	
Task 4	Rate Analysis	\$ 7,215.20	
Task 5	Public Involvement	\$ 7,772.00	
Task 6	Ordinance Preparation	\$ 2,389.60	
Task 7	Public Hearing	\$ 5,382.40	
Task 8	Administration	\$ 603.20	
	<i>Subtotal – Professional Fees</i>	\$ 36,255.80	Fixed Fee
	<i>Allowance for Reimbursable Expenses</i>	\$ 4,000.00	Fixed Fee
	<i>TOTAL</i>	\$ 40,255.80	<b>Fixed Fee</b>

#### **IV. Exclusions from Basic Services**

##### Assumptions

Our proposal is based on the following assumptions:

- The rate basis, ERU and impervious area for non-residential properties, will not be changed.
- Town will coordinate public meetings, logistics, meeting location, announcements.
- Town will coordinate internal meetings with key staff in finance and operations to finalize program review and long-range forecast.
- Town will provide budget, historical revenue data, financial factors/policies background documents.
- Reimbursable expenses include travel for utility specialist responsible for rate development
- Additional public meetings not identified in the scope will require a change in Task Order Scope and costs.

#### **V. Town Furnished Documents & Data**

- Budgets
- Financial policies
- Background on stormwater services
- Organizational charts

#### **VI. Additional Services**

The Town may include an allowance account under the approved Work Order for Additional Services that may be requested by the Town, which will be used at the sole discretion of the Town.

##### Name of Consultant



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Signature

Ashok Aitharaju/Project Manager

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Name/Title

August 29, 2019

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Date

**Town of Miami Lakes\***

Dept. Approval: \_\_\_\_\_  
Signature

\_\_\_\_\_  
Name/Title

Procurement: \_\_\_\_\_  
Signature

\_\_\_\_\_  
Procurement Manager

Town Manager: \_\_\_\_\_  
Signature

\_\_\_\_\_  
Town Manager

Work Order No.: \_\_\_\_\_  
(Assigned by the Town upon approval, if applicable)

\*The Town may at its sole discretion approve this Work Order Proposal by signing below of the Town may issue a separate Work Order for the Services.

# TOWN OF MIAMI LAKES

## Consultant Fee Proposal Worksheet

Consultant Name: Wood Environment & Infrastructure Solutions, Inc.

Contract No.:

Date: 8/29/2019

Work Order No: If not applicable enter N/A

Project:

Project No.:

Description: Stormwater Utility Rate Restudy

	STAFF CLASSIFICATION																	
Job Classification Assigned Staff Approved Rate	Principal Elizabeth Treadway		Project Manager Ashok Aitharaju		Senior Engineer David Bulova		Engineer 2 JP Miller								Staff Hours	Salary	Average	
	Rate:	\$72.00	Rate:	\$52.00	Rate:	\$52.00	Rate:	\$46.00	Rate:		Rate:		Rate:		By	Cost By	Rate Per	
	Task	Man Hours	Cost/ Task	Man hours	Cost/ Task	Man hours	Cost/ Task	Man hours	Cost/ Task	Man hours	Cost/ Task	Man hours	Cost/ Task	Man hours	Cost/ Task	Task	Task	Task
1 Current Services Program Report (Cost of Service)	20	\$ 1,440.00	3	\$ 156.00	3	\$ 156.00	2	\$ 92.00							28	\$1,844	\$65.86	
2 Future Services Program Report and Forecast	20	\$ 1,440.00	4	\$ 208.00	3	\$ 156.00	2	\$ 92.00							29	\$1,896	\$65.38	
3 Policy Review and Summary	8	\$ 576.00	2	\$ 78.00	1	\$ 52.00		\$ -							11	\$706	\$67.24	
4 Rate Analysis	28	\$ 2,016.00	2	\$ 104.00		\$ -	8	\$ 368.00							38	\$2,488	\$65.47	
5 Public Outreach Plan and Meetings	30	\$ 2,160.00	8	\$ 416.00	2	\$ 104.00		\$ -							40	\$2,680	\$67.00	
6 Ordinance Draft and Review Support	6	\$ 432.00	2	\$ 104.00	2	\$ 104.00	4	\$ 184.00							14	\$824	\$58.86	
7 Public Hearings	20	\$ 1,440.00	6	\$ 312.00	2	\$ 104.00		\$ -							28	\$1,856	\$66.29	
8 Task Management			4	\$ 208.00											4	\$208	\$52.00	
9																		
10																		
11																		
12																		
13																		
14																		
15																		
16																		
17																		
18																		
19																		
Total Staff Hours	132		31		13		16								192			
Total Staff Cost		\$9,504.00		\$1,586.00		\$676.00		\$736.00								\$12,502.00	\$65.28	
Total % of Work by Position	68.9%		15.9%		6.8%		8.4%											

Note: Fee for the Principal(s) of the firm are not to be included above as the multiplier is not applicable to their hours. The fee is to be shown below and entered as a separately

Estimate of Principal's Fee

Total hours / hour = \$ -

### Notes:

1. This sheet is to be used by Prime Consultant to calculate the Grand Total Fee and one is to be used for each Subconsultant
2. Manually enter fee from each subconsultant. Unused subconsultant rows may be hidden
3. Where applicable the basis for work activity descriptions shall be the FICE/FDOT Standard Scope and Staff Hour Estimation Handbook.
4. Enter the multiplier value in the field after the word "multiplier" Maximum of 2 decimal points.

Consultant Fee Proposal Form rev. 01/02/2015

Project Financial Specialist Travel from TN

1 - SUBTOTAL ESTIMATED FEE: multiplier 2.90

Subconsultant: Sub 1

Subconsultant: Sub 2

Subconsultant: Sub 3

Subconsultant: Sub 4

Principal's Fee (Name of Principal)

2 - SUBTOTAL ESTIMATED FEE:

Geotechnical Field/Lab Testing:

Survey Fee (or Survey Crew Fee):

Other Misc. Fee: Enter Fee Description

3 - SUBTOTAL ESTIMATED FEE:

Additional Services (Allowance)

Reimbursables (Allowance) Travel and Expenses

GRAND TOTAL ESTIMATED FEE:

\$36,255.80

\$ -

\$36,255.80

\$36,255.80

\$4,000.00

\$40,255.80