

Scope of Services

Hamilton County is considering the implementation of an impervious surface fee that would fund Consent Decree and other stormwater costs in an equitable manner. The fee is, at this time, in a conceptual stage and though community support for the idea is strong, the County requires the development of a workplan to provide the framework for an implementation effort. This scope covers the development of a workplan for analyzing and implementing a fee. The delivered workplan will provide the work elements, timeline and key milestones, and estimate of resources required to implement a fee. Work elements will include the communications strategy for the effort.

Scope of Work

This engagement will comprise several major tasks: project management, Task Force and Stakeholder group work, work elements analysis and development, timeline development, estimate of resources needed, and documentation and presentation.

Task 1: Project management

Raftelis will provide project management for the engagement including scope, schedule and budget control, and regular communication and progress reporting to the County. Activities will include regular calls with the County project manager and other participants as needed, monthly invoices, written progress reports as requested.

Task 2: Task Force and Stakeholder Group Facilitation and Management

Raftelis will work with the County to lead and manage the two groups convened by the Hamilton County Board of Commissioners to develop a recommendation on the impervious surface fee. Specifically, Raftelis will develop the roadmap for the groups' work together, develop the preparatory and follow up meeting materials for each group, and lead the group discussions together with County staff. Raftelis will also develop the work products from these groups including summary memoranda and process and recommendations documentation.

It is envisioned that the Task Force would have 3-4 initial meetings and several follow up meetings during the Stakeholder process. The Stakeholders would have 4-6 meetings, some of them joint meetings with the Task Force.

Task 3: Work Elements Analysis and Development

Raftelis will develop the elements of the workplan under this task. From our experience and from our understanding of the Hamilton County circumstances, we believe the following work elements should be developed:

- Program – tasks needed to identify and formalize the program provided, that is, services provided and paid for by the fee
- Rate structure – tasks needed to identify the optimal rate structure for the fee
- Finance – tasks need to establish the financial plan for the program and fee and to complete the cost of service and rate studies
- Data and systems – tasks needed to prepare data and systems to support billing a fee
- Legal and cooperation – tasks needed to ensure a legal fee and establish any inter- and intra-jurisdiction co-operation, participation, service provision and related matters
- Communication – tasks needed to execute an effective communication plan with a wide variety of stakeholders to the fee

To develop the work elements, Raftelis will work with Hamilton County and other agency staff as needed to gather information about circumstances that influence the complexity and mechanics of implementing a fee. Raftelis will schedule and conduct meetings or interviews with pertinent staff (and others as needed) to develop an understanding of resources, gaps, barriers or limitations (and their opposites – work done to

date and momentum gained) that influence the work that would be required to implement a fee. Raftelis will also request various data needed to assess the work needed. These data might include things like financial, billing, IT system specification, staffing and GIS data. We propose that we would gather the data in an intensive on-site two day period, with interviews and observation to maximize efficiency.

Raftelis will analyze the information and data gathered and will develop a narrative approach to implementing the fee, by work element, that describes the current state of affairs as well as the anticipated tasks and sequencing involved in implementing the fee.

Task 4: Timeline Development

Raftelis will develop the timeline to implement the workplan. The timeline will include sequencing of work elements, duration of tasks, and major milestones. It is anticipated that some elements may be assigned a range of estimated durations owing to incomplete information or unknown dependencies. Thus, the timeline may include a best, probable and worst case total duration for the workplan.

Task 5: Resource Requirements Estimation

Raftelis will estimate the resources needed to implement the workplan. Resources are primarily expected to be people hours, but may include others. Raftelis will work with staff to determine logical portions of the workplan that may be expected to be completed by staff versus consultants. The staff hours will be enumerated and consultant hours will be enumerated and costed out.

Task 6: Documentation and Presentation

Raftelis will deliver the work elements narrative, timeline and resources estimate as the workplan for fee implementation. Raftelis will deliver a draft workplan, receive staff comments, and deliver a revised workplan for the County's use. As requested, Raftelis will support staff with a presentation related to the workplan.