

Via Electronic Mail and US Mail

6/20/2025



Danny Williams, City Manager
City of Clewiston, FL.
141 Central Avenue
Clewiston, FL. 33440

RE: Proposal for Facilities Operation and Management
Clewiston Wastewater Treatment Plant

Dear Mr. Williams:

Woodard & Curran is pleased to present our proposal for the turnkey Operation and Management (O&M) of your wastewater treatment facility in Clewiston. In an era where cities are increasingly challenged to do more with less, Woodard & Curran stands as a trusted partner in delivering efficiency, reliability, and sustainable infrastructure solutions.

Our proposal underscores our unwavering commitment to delivering exceptional service to the City of Clewiston. We recognize the vital importance of a well-managed wastewater utility to your community's health and well-being. Our dedicated and highly skilled team stands ready to ensure a seamless transition, while positioning your city's essential services to not only meet current demand but also achieve long-term technical and financial sustainability, ensuring readiness for future growth.

Key Highlights of Our Proposal:

- 1. Proven Track Record:** With a legacy of more than three decades, Woodard & Curran has consistently delivered operational excellence, won numerous awards for compliance, operations and Health & Safety, and earned the trust of our client partners across the country.
- 2. Turn-Key Approach:** Our turn-key O&M solutions encompass a comprehensive and integrated approach, ensuring that every aspect of the wastewater treatment facility's operation is seamlessly managed.
- 3. Cost-Effective Operations:** We bring a wealth of experience in implementing cost-saving measures by optimizing operations efficiently without compromising performance, compliance, or safety.
- 4. Client-Focused Service:** Our commitment to service is reflected in our client partnerships that span decades. We prioritize your unique needs and challenges to tailor our solutions accordingly. As such, we encourage you to contact any of our clients to understand how our partnership has benefited them.
- 5. Long-Term Partnership:** Our proposal is not just about being a contractor for the facility in the short term; it's a commitment to a long-term partnership with the City of Clewiston. We aim to contribute to the sustained success of your operations.



BUILDING A PARTNERSHIP WITH THE CITY OF CLEWISTON

Woodard & Curran is excited about the opportunity to build a vested long-term partnership with the City of Clewiston. Over the past 33 years, our operations business has grown to become one of the best in class with regard to our seamless integration of providing engineering, SCADA, and professional operations services. Many of the partnerships that we have established continue to exist for decades and we encourage you to contact our references to better understand the value that they have received in working with our team. The foundation for each of our operations projects is to gain a clear understanding of our clients' needs prior to proposing on project transitions. Our operations and management personnel have spent time reviewing the items of greatest importance to the City of Clewiston. From these discussions, our proposal has focused on the following items where we can deliver value above and beyond the expectations of the City:

- The City of Clewiston's management team has made it clear that controlling operating costs while maintaining compliance at the wastewater treatment plant is very important.
- The City of Clewiston is looking for a firm that has deep expertise with domestic wastewater treatment systems.
- The City of Clewiston is interested in asset and data management technology services.
- The City of Clewiston has made it clear that operating this treatment facility with a focus on personnel safety is of critical importance; and
- The City of Clewiston desires a partner who will work and train with existing staff and their engineering company, assuring a smooth transition into the new advanced facility.

Woodard & Curran's team of treatment professionals have been providing O&M, design, assessment, permitting, financing, training and start-up services relating to the development of treatment facilities for more than 33 years. Woodard & Curran has put in place first-rate technical support systems for our clients. We have incorporated technology investments into the transition plan to ensure that we will establish an asset and data management program that will be equipped to drive consistency within the areas of cost, maintenance and compliance. We understand this facility will be replaced within the next 2-3 years. Our aim is to "breath life" into the existing equipment as we prepare for transition.

Our Safety Team visited the Clewiston wastewater treatment facility on August 29, 2024, for a high-level review of the current workplace conditions and equipment, identifying several hazards and concerns. These include required handrails and decking, required NFPA & OSHA signage and training hours for staff to meet compliance regulations. Woodard & Curran will perform a much more detailed safety audit as part of our transition, once under contract. We will submit our findings to the city and collectively develop a plan to address any safety items necessary to ensure a safe working environment and meet OSHA compliance standards. Based upon our experience in assuming wastewater treatment plants, we have budgeted a minimum of \$28,000 for safety improvements, and we will present our rationale to you in the event that more funds are necessary.

MANAGEMENT AND TRANSITION PLAN

Woodard & Curran proposes a full-time staff of (2) supported by our Operations and Maintenance Specialists. Our support staff are skilled mechanics and cross trained in treatment processes and required process control laboratory analysis. The two wastewater plant staff will



be dedicated to the Clewiston facility with personnel always on call. The plant will be staffed on weekends as required by FDEP. The ideal staffing levels will be re-evaluated as the plant reaches our process goals, SCADA/technologies are implemented, and as we better understand the regulatory needs. The current staff will be offered a position at the plant which will be part of ongoing discussions with the City of Clewiston. If necessary, Woodard & Curran has several internal candidates that are qualified and can provide oversight and support of the project for interim periods. Woodard & Curran has full-time staff in our Human Resources and Recruiting departments to assist with recruiting new hires if or when required

TECHNICAL APPROACH

Woodard & Curran has in-depth extensive experience in providing O&M services at wastewater treatment systems. For example, we have been operating Water CONSERV II, a wastewater reuse distribution system for the City of Orlando and Orange County, since 1998 and have not only met compliance goals but reduced operating costs as well. With our deep understanding of wastewater treatment, we can emphasize the following technical issues as part of our startup and transition plan for the City of Clewiston.

Overall Project Goals

- Safety and compliance will be the highest priority of the operations team.
- Ensure Woodard & Curran seamlessly integrates into the City of Clewiston's team to ensure business continuity and that environmental compliance goals are achieved.
- Provide enhanced safety training to W&C and City personnel to ensure the system is operated and maintained in a safe and reliable manner.
- Investigate opportunities for cost savings for the City of Clewiston in areas such as chemical usage and power consumption in stabilizing rates.
- Perform and track predictive, preventive, and corrective maintenance as part of an overall Asset Management Program reducing costly surprises.
- Respect and represent the City of Clewiston community responsibilities.
- Provide process enhancements through optimization efforts and an established Capital Improvement Plan, where needed, which will help reduce long-term operational costs to the City of Clewiston; and
- Provide long-term cost predictability and environmental compliance.

Goals for the First 90 days

- Establishing a smooth transition process that begins with onboarding current staff, assessing their respective skill sets and determine their roles and responsibilities. We will also actively recruit new staff if required.
- Evaluate vendor recommended operational procedures and identify steps to implement the integration of systems for improved data collection and management including on-line instrumentation.
- Establish preventive maintenance procedures to include the implementation of computerized programs for management of equipment and facility assets.
- Coordinate the Woodard & Curran company technical staff required to implement management programs including health and safety, training, Hach WIMS operations and permit compliance database, Computerized Maintenance Management (CMMS) program, and the Workday human resource management software; and



- Perform a detailed analysis of each unit process and develop a strategy on what changes could be made to make each process more efficient utilizing the full capacity of each without compromising regulatory standards. The goal of this effort will be to reduce operating costs.

Project Quality Standards

Woodard & Curran's project quality standards are implemented at each of our projects to ensure consistent and complete delivery of the requested services. The components of the Woodard & Curran's standards are summarized as follows:

- Health and Safety program implemented at each project to ensure that employees and visitors are protected.
- Required Health & Safety on boarding and training is conducted for staff to meet both W&C and OSHA standards.
- Maintenance programs that focus on preventive, predictive, and corrective maintenance utilizing computerized systems, including CMMS, support from Woodard & Curran O&M specialists, use of qualified subcontractors, and training programs for project and city staff.
- Implement O&M technologies such as smartphones, tablets and software programs including Hach WIMS, CMMS, Power BI, and doFORMS.
- Cyber security and physical security audits are conducted.
- Establish the communications protocol, including daily, weekly, and monthly meetings and reports, between Woodard & Curran and the City of Clewiston.
- Establish standards of plant housekeeping and develop a schedule for routine cleaning and painting.

BUDGET

As described more completely in our Agreement, Woodard & Curran's budget includes all labor (direct and indirect) and project expenses associated with the management of the treatment facility, excluding those costs paid by the City of Clewiston (also defined in the Agreement). We propose this as a "cost plus fixed fee" arrangement, so our accounting is transparent, and our books are "open" for your review at any time.

We will investigate all potential cost-saving opportunities, including innovative technologies and the utilization of SCADA enhancements to reduce costs and deliver a financial return to the City of Clewiston. As your utility partner, Woodard & Curran offers turnkey solutions (i.e., design, construction, and financing), that will allow for the necessary changes to improve facility operation, achieve stability and reduce operating costs.

The total estimated cost includes operating costs (excluding sludge disposal), overhead charges and a fixed fee of 8%. The transition costs to assume operating responsibilities are amortized over a five-year period and are included in the total fee. Some of the highlights included with our fee and value-added services as your wastewater utility operations & management partner include.

- \$52,185 for Health & Safety investments
- \$10,200 for QA / QC improvements with sampling program
- \$27,630 for maintenance and compliance program implementation
- \$49,000 for immediate, routine maintenance at the facility



- 976 hours of annual technical, management and labor support for staff
- W&C's incentive programs for our employees include.
 - Annual performance bonus
 - Annual H&S performance bonus
 - License & certification advancement bonuses
 - On-call pager pay stipend
 - Technical / Creative solutions bonus

Woodard & Curran will review the electrical, and chemical usage at the Plant and explore opportunities to provide savings in the annual expenditures. Our operations team has an established history of working tirelessly for our clients to control the total costs of operations, regardless of where the responsibility for each line item's expense lies.

TERMS AND CONDITIONS

The work will be performed according to the attached Terms & Conditions of the Operations & Maintenance Agreement between Woodard & Curran, Inc. and the City of Clewiston.

WHY WOODARD & CURRAN?

Our stellar compliance record and in-depth understanding of the regulatory landscape positions us as a valuable partner for your community. We recognize the challenges faced by such communities when dealing with local and state regulatory authorities. Drawing from our wealth of experience, we are well-equipped to navigate these complexities and contribute significantly to the success of your city facility.

At Woodard & Curran, we approach facility management from an owner's perspective, ensuring the highest standards of safety, compliance and asset management. Our commitment extends to optimizing operational efficiency to achieve cost-effectiveness without compromising performance. By selecting Woodard & Curran for your project, you are choosing a partner dedicated to meticulous planning, execution and a positive relationship.

Woodard & Curran's resources can be leveraged to bring immediate and tangible value to the City of Clewiston. Our reputation for delivering significant value to our partners can be confirmed by contacting any of our clients. We strongly encourage you to reach out to our clients at Conserv II, Starke, LaBelle, and Groveland to better understand how we partner with them to maintain compliance, reduce operating costs and effective communications and capital planning.

We recognize that transitioning a wastewater treatment facility may seem to be a daunting task. We believe that the right way to forge a partnership with the City of Clewiston is by getting in the door and getting caught doing such a good job that you ask us to do more. This has been the guiding principle by which our entire firm has grown, and we ask that you give us an opportunity to deliver the value that proves it.

We greatly appreciate this opportunity to offer you O&M services. Please feel free to contact me at 508-878-5852 or proux@woodardcurran.com if you have any questions regarding this proposal or require any further information.



Sincerely,
Woodard & Curran, Inc.

A handwritten signature in blue ink, appearing to read 'Paul Roux', on a light-colored rectangular background.

Paul Roux
National Growth Support Manager

Enclosure(s)

Cc: Paul Adams, Jay Sheehan, Ryan Watson

The parties hereto have executed this Agreement by their duly authorized agents as of the date indicated below.

AUTHORIZATION BY:

WOODARD & CURRAN, INC.

CITY OF CLEWISTON, FLORIDA

_____ Signature	_____ Date
_____ Name (printed)	
_____ Title	

_____ Signature	_____ Date
_____ Name (printed)	
_____ Title	