

Scope of Work- Stormwater Fee Implementation

Task 1: Project Management

The team will meet with the City project manager and project staff to review the scope of work and discuss the schedule in detail. We will provide consistent and competent project management to ensure project success and adherence to timelines and budgets. Management responsibilities extend to general administrative duties such as client correspondence, billing, and project documentation.

Task 2: Data Development

As dictated by the stormwater fee rate structure, Raftelis will measure impervious area on all parcels identified as Non-Single Family Residential (NSFR) within City limits. All updates will be performed using the latest available aerial imagery from the Texas Natural Resources Information System (TNRIS) and the latest available parcel layer provided by the City. This dataset will be transferred to the City for ongoing use and maintenance. Raftelis will provide resources and information for the City including geoprocessing tools to assist with future impervious area updates after go-live. In the Phase I analysis, Raftelis identified approximately 250 parcels with impervious area that were flagged for measurement. Additional parcels may result from the analysis described in Task 4.

Deliverable: Impervious area polygons

Task 3: Data Maintenance and Billing Policies

Raftelis will help the City identify appropriate data maintenance and billing policies for updating stormwater fees going forward. Raftelis will provide recommendations on approaches and techniques for updating impervious data in response to issuing of new permits or C/Os, aerial imagery updates, appeals, and parcel data updates. Raftelis will also help enumerate policies for appeals, credits and discounts, providing best practices, benchmarking, and recommendations to the City to guide policy development.

Deliverable: Policy documentation

Task 4: Parcel-Account Matching

To support complete and accurate stormwater billing, Raftelis will match parcels to an appropriate utility account or account(s) using a data set of current utility accounts. Aggregations, splitting of fees, and other billing policies (determined above) are correctly applied. Raftelis will recommend the creation of new utility accounts, where necessary, to convey stormwater fees, and will work with the City to get those accounts set up.

Task 5: Rate Model Finalization

Raftelis will modify the financial rate model provided as part of Phase I. The team will replace the NSFR impervious area estimates with measurements from Task 4. The model will also include the latest parcel/account data to provide the most accurate revenue estimates. Raftelis will also incorporate any changes in costs and assumptions based on input from the City, and if appropriate, will adjust collection rates

to account for parcel to account matching discussed above. Raftelis will produce a model that will accurately reflect billings and financial impacts of final rates.

Deliverable: Final rate model

Task 6: Public Outreach

A Raftelis communications professional will draft a communications and outreach plan to communicate the need for and benefits of a new funding mechanism for stormwater management. The plan will include messages, tactics, materials, and timelines for carrying out a successful implementation based on industry best practices. Raftelis will also help develop identified materials and communications, such as FAQs, fact sheets, brochures, flyers, social media content, and bill inserts. Raftelis staff will also be present at any public meetings or stakeholder group meetings to communicate the fee, on an as-needed basis.

Deliverables: Communications plan, outreach materials

Task 7: Billing Systems Integration and Billfile Development

Raftelis will work with City staff to determine the appropriate format and specifications for the initial stormwater bill file. Raftelis will develop test cases to assist with testing of stormwater bills produced by the billing system. This will help ensure accurate and complete bill printing prior to go-live. The Raftelis team will work with City staff to ensure a method is identified for applying future updates to stormwater fees in the billing system. Based on the final rates, billing policies, billing system specifications and the linking of parcels and accounts in the City, Raftelis will prepare an initial bill file to be loaded into the City's utility billing system.

Deliverable: Stormwater bill file

Task 8: Customer Service Support

On an as-needed basis, Raftelis staff will assist the City with responding to initial information requests and appeals from customers, acting as a subject matter expert providing unbiased facts and information about the fee to educate customers and resolve requests. Where applicable, Raftelis will apply updates to the City's impervious area data in response to valid appeals.

Raftelis will also prepare sample scripts for customer service staff to use going forward. These scripts will provide paths to resolution for common customer requests and will note when appeals or inquiries should be elevated to a supervisor or subject matter expert.

Deliverable: Sample scripts, written responses to customer inquiries

Task 9: Additional Research and Support

This task covers any additional research and analysis that may occur for issues relating to stormwater fee implementation. Activities may include discussions additional peer benchmarking, meeting with the City's

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legal team on defensibility of alternative rate structures, analyzing impacts of future development, and/or analyzing capital spending and timing of capital projects.

Task 10: Meetings, Reports, and Presentations

The team will meet with City staff members on an as-needed basis for implementation support. Raftelis will revise the Feasibility Study Report to include all tasks and outcomes performed as part of fee preparation and implementation. The report will document all recommendations provided by staff regarding public outreach, billing data maintenance, billing policy, billing systems integration, and data QC. Staff will be available to present the report, respond to questions and solicit feedback at the City's discretion. The team will present materials to staff, Council, stakeholders, and the public as required to communicate information related to the stormwater fee and program.

Deliverable: Final Report; Presentations

Budget & Schedule

For the tasks described above, Raftelis proposes a total fee of \$49,000. We anticipate that the work would take place between May and September 2023, with additional support after go-live dependent on remaining project budget.