

			Project Principal	Technical Advisor	Project Manager	Project Consultant	Project Analyst	Clerical	Total		
Task Number & Description		Key Milestone Dates	\$ 338.00	\$ 338.00	\$ 219.00	\$ 172.00	\$ 133.00	\$ 104.00	Hours	Expenses	Cost
Task 1A	Sewer - Year End Accrual Large User True-Up	Preliminary True-Up Report at FYE 2021 Close	18	9	27	21	23	2	100	\$900	\$22,818
Task 1B	Sewer - Final Annual Large User True-Up	Final True-Up Report for FYE 2020 by 5/6/2021	20	10	30	25	25	5	115	\$1,100	\$25,955
Task 1C	Sewer - Year End Accrual RR&I Large User True-Up	Preliminary True-Up Report at FYE 2021 Close	18	9	24	19	19	1	90	\$900	\$21,181
Task 1D	Sewer - Final Annual RR&I Large User True-Up	Final True-Up Report for FYE 2020 by 5/6/2021	19	10	27	22	22	5	105	\$1,100	\$24,045
Task 2A	Water Bulk/Wholesale Rates	New Rates & Report before start of FYE 2022	21	10	33	25	31	5	125	\$1,000	\$27,648
Task 2B	Reserved Capacity (Impact Fee) Rate Study	TBD	19	8	31	25	27	5	115	\$1,000	\$25,326
Task 2C	Water & Sewer Revenue Sufficiency Analysis	Price index for 2020 and 2021 by July 29, 2021	12	7	24	27	38	2	110	\$200	\$21,784
Task 2D	Miscellaneous Fees and High Strength Surcharges	TBD	18	8	36	38	33	2	135	\$200	\$28,005
Task 2E	Retail Rate Structure Analysis	TBD	15	9	28	38	60	5	155	\$200	\$29,480
Task 3	Provide Rate Model (MS Excel)	Provide at conclusion of Tasks 2C - 2E	8	5	19	27	37	4	100	\$250	\$18,786
Task 4	Billing System & Ordinance Review	TBD	6	2	14	15	21	2	60	\$0	\$11,351
Task 5	City Commission Presentations - 2 Meetings	TBD - during FYE 2022 budget & rate setting process	14	2	17	7	7	3	50	\$1,400	\$12,978
Task 6	Water & Sewer Rate Study Report (Tasks 2C, 2D, 2E)	TBD - at close of FYE 2022 budget & rate setting	6	3	12	9	6	4	40	\$300	\$8,732
Task 7	Stormwater Revenue Sufficiency Analysis & Benchmarking	TBD	21	10	29	24	37	4	125	\$900	\$27,194
Task 8	Various Financial Services (As Needed)	TBD	45	20	70	80	80	5	300	\$5,000	\$67,220
<b>Total Not-To-Exceed Cost</b>			<b>260</b>	<b>122</b>	<b>421</b>	<b>402</b>	<b>466</b>	<b>54</b>	<b>1725</b>		<b>\$372,503</b>



**City of Hollywood, Florida**  
Miscellaneous Utility Rate & Financial Services  
Project Work Plan and Cost Estimate Schedule

Project Tasks		Estimated Labor-Hours						Total Project
		Project Principal	Technical Advisor	Project Manager	Project Consultant	Project Analyst	Clerical	
		Burnham	Grau	Dykstra	Various	Various	Various	
Resources → Hourly Rates →		\$338	\$338	\$219	\$172	\$133	\$104	
<b>WORK ELEMENT I: LARGE USER ANALYSIS SERVICES</b>								
<b>Task 1A Sewer - Year End Accrual Large User True-Up</b>								
1A.1	Prepare initial data request list and detailed critical path schedule. Perform job set-up activities.	1	1	2	3	1	2	10
1A.2	Review data, prior rate calculation and true-up schedules, and large user agreement provisions.	2	1	2	2	2	0	9
1A.3	Begin update of true-up estimates using preliminary figures for year-end and most recent MS Excel calculation schedules provided by City Staff.	1	0	4	4	8	0	17
1A.4	Perform internal review and identify opportunities for revisions/updates to true-up schedules and report for consideration by City staff.	2	3	3	2	2	0	12
1A.5	Review initial analysis with City staff and identify questions as well as additional data needs.	2	0	2	2	0	0	6
1A.6	Perform adjustments, update analysis, and finalize calculations and source data references.	1	1	3	2	4	0	11
1A.7	Prepare draft true-up report for review and comment by City staff.	2	1	3	3	4	0	13
1A.8	Prepare final report based upon comments from City staff. Prepare 25 hard bound copies and distribute electronically (PDF and MS Excel).	1	1	2	1	2	0	7
1A.9	Prepare presentation and present results of large user true-up to large users at one (1) large user meeting.	6	1	6	2	0	0	15
Expenses	Printing, Binding & Shipping Expenses for Report; Travel to 1 Large User Meeting	\$350		\$350			\$200	\$900
<b>Task 1B Sewer - Final Annual Large User True-Up</b>								
1B.1	Prepare initial data request list and detailed critical path schedule. Perform job set-up activities.	2	1	3	1	1	5	13
1B.2	Review updated data for fiscal year end vs. preliminary data from accrual true-up.	3	1	4	4	4	0	16
1B.3	Begin preparation of true-up using final figures for year-end and most recent MS Excel calculation schedules provided by City staff.	1	0	4	8	8	0	21
1B.4	Perform internal review and identify opportunities for revisions/updates to true-up schedules and report for consideration by City staff.	2	3	3	2	2	0	12
1B.5	Review initial analysis with City staff and identify questions as well as additional data needs.	2	0	2	2	0	0	6
1B.6	Perform adjustments, update analysis, and finalize calculations and source data references.	1	1	3	3	4	0	12
1B.7	Prepare draft true-up report for review and comment by City staff.	2	2	3	2	4	0	13
1B.8	Prepare final report based upon comments from City staff. Prepare 25 hard bound copies and distribute electronically (PDF and MS Excel).	1	1	2	1	2	0	7
1B.9	Prepare presentation and present results of large user true-up to large users at one (1) large user meeting.	6	1	6	2	0	0	15
Expenses	Printing, Binding & Shipping Expenses for Report; Travel to 1 Large User Meeting	\$350		\$350			\$400	\$1,100
<b>Task 1C Sewer - Year End Accrual RR&amp;I Large User True-Up</b>								
1C.1	Prepare initial data request list and detailed critical path schedule. Perform job set-up activities.	1	1	2	1	1	1	7
1C.2	Review data, prior RR&I calculations and true-up schedules, and large user agreement provisions.	2	1	2	2	2	0	9
1C.3	Begin update of RR&I true-up estimate using preliminary figures for year-end & most recent MS Excel calculation schedules provided by City	1	0	2	4	6	0	13
1C.4	Perform internal review and identify opportunities for revisions/updates to RR&I true-up schedules and letters/report for consideration by City	2	3	3	2	2	0	12
1C.5	Review initial analysis with City staff and identify questions as well as additional data needs.	2	0	2	2	0	0	6
1C.6	Perform adjustments, update analysis, and finalize calculations and source data references.	1	1	2	2	2	0	8
1C.7	Prepare draft RR&I true-up report and large user letters for review and comment by City staff.	2	1	3	3	4	0	13
1C.8	Prepare final report and letters based upon comments from City staff. Prepare 25 hard bound copies and distribute electronically (PDF and MS	1	1	2	1	2	0	7
1C.9	Prepare presentation and present results of large user RR&I true-up to large users at one (1) large user meeting.	6	1	6	2	0	0	15
Expenses	Printing, Binding & Shipping Expenses for Report; Travel to 1 Large User Meeting	\$350		\$350			\$200	\$900
<b>Task 1D Sewer - Final Annual RR&amp;I Large User True-Up</b>								
1D.1	Prepare initial data request list and detailed critical path schedule. Perform job set-up activities.	2	1	3	1	1	5	13
1D.2	Review updated data for fiscal year end vs. preliminary data from accrual RR&I true-up.	2	1	3	3	3	0	12
1D.3	Begin update of RR&I true-up using final figures for year-end & most recent MS Excel calculation schedules provided by City staff.	1	0	3	6	6	0	16
1D.4	Perform internal review and identify opportunities for revisions/updates to RR&I true-up schedules and letters/report for consideration by City	2	3	3	2	2	0	12
1D.5	Review initial analysis with City staff and identify questions as well as additional data needs.	2	0	2	2	0	0	6
1D.6	Perform adjustments, update analysis, and finalize calculations and source data references.	1	1	2	2	4	0	10
1D.7	Prepare draft RR&I true-up report and large user letters for review and comment by City staff.	2	2	3	3	4	0	14
1D.8	Prepare final report and letters per comments from City staff. Prepare 25 hard bound copies and distribute electronically (PDF and MS Excel).	1	1	2	1	2	0	7
1D.9	Prepare presentation and present results of large user RR&I true-up to large users at one (1) large user meeting.	6	1	6	2	0	0	15
Expenses	Printing, Binding & Shipping Expenses for Report; Travel to 1 Large User Meeting	\$350		\$350			\$400	\$1,100
<b>WORK ELEMENT II: UTILITY RATE REVIEW SERVICES</b>								
<b>Task 2A Water Bulk/Wholesale Rates</b>								
2A.1	Prepare initial data request list and detailed critical path schedule. Perform job set-up activities.	2	1	3	1	1	5	13
2A.2	Review data, prior bulk rate calculations, and any associated service agreements.	3	1	4	4	4	0	16
2A.3	Update most recent MS Excel calculation schedules provided by City Staff to identify current costs of various treatment/production methods.	2	0	6	8	12	0	28
2A.4	Perform internal review and identify opportunities for revisions/updates to bulk rate calculations for consideration by City staff.	2	3	3	2	4	0	14
2A.5	Review initial analysis with City staff and identify questions as well as additional data needs.	2	0	2	2	0	0	6
2A.6	Perform adjustments, update analysis, and finalize calculations and source data references.	1	1	3	3	4	0	12
2A.7	Prepare draft bulk water rate report for review and comment by City staff.	2	2	4	2	4	0	14
2A.8	Prepare final report based upon comments from City staff.	1	1	2	1	2	0	7



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Miscellaneous Utility Rate & Financial Services  
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Project Tasks		Estimated Labor-Hours						Total Project
		Project Principal	Technical Advisor	Project Manager	Project Consultant	Project Analyst	Clerical	
		Burnham	Grau	Dykstra	Various	Various	Various	
Resources →	Hourly Rates →	\$338	\$338	\$219	\$172	\$133	\$104	
<b>WORK ELEMENT I: LARGE USER ANALYSIS SERVICES</b>								
<b>Task 1A Sewer - Year End Accrual Large User True-Up</b>								
1A.1	Prepare initial data request list and detailed critical path schedule. Perform job set-up activities.	1	1	2	3	1	2	10
1A.2	Review data, prior rate calculation and true-up schedules, and large user agreement provisions.	2	1	2	2	2	0	9
1A.3	Begin update of true-up estimates using preliminary figures for year-end and most recent MS Excel calculation schedules provided by City Staff.	1	0	4	4	8	0	17
1A.4	Perform internal review and identify opportunities for revisions/updates to true-up schedules and report for consideration by City staff.	2	3	3	2	2	0	12
1A.5	Review initial analysis with City staff and identify questions as well as additional data needs.	2	0	2	2	0	0	6
1A.6	Perform adjustments, update analysis, and finalize calculations and source data references.	1	1	3	2	4	0	11
1A.7	Prepare draft true-up report for review and comment by City staff.	2	1	3	3	4	0	13
1A.8	Prepare final report based upon comments from City staff. Prepare 25 hard bound copies and distribute electronically (PDF and MS Excel).	1	1	2	1	2	0	7
1A.9	Prepare presentation and present results of large user true-up to large users at one (1) large user meeting.	6	1	6	2	0	0	15
Expenses	Printing, Binding & Shipping Expenses for Report; Travel to 1 Large User Meeting	\$350		\$350			\$200	\$900
<b>Task 1B Sewer - Final Annual Large User True-Up</b>								
1B.1	Prepare initial data request list and detailed critical path schedule. Perform job set-up activities.	2	1	3	1	1	5	13
1B.2	Review updated data for fiscal year end vs. preliminary data from accrual true-up.	3	1	4	4	4	0	16
1B.3	Begin preparation of true-up using final figures for year-end and most recent MS Excel calculation schedules provided by City staff.	1	0	4	8	8	0	21
1B.4	Perform internal review and identify opportunities for revisions/updates to true-up schedules and report for consideration by City staff.	2	3	3	2	2	0	12
1B.5	Review initial analysis with City staff and identify questions as well as additional data needs.	2	0	2	2	0	0	6
1B.6	Perform adjustments, update analysis, and finalize calculations and source data references.	1	1	3	3	4	0	12
2A.9	Prepare presentation and present results of bulk rate analysis to City Commission at one (1) meeting.	6	1	6	2	0	0	15
Expenses	Printing, Binding & Shipping Expenses for Report; Travel to 1 Commission Meeting	\$350		\$350			\$300	\$1,000
<b>Task 2B Reserved Capacity (Impact Fee) Rate Study</b>								
2B.1	Prepare initial data request list and detailed critical path schedule. Perform job set-up activities.	2	1	3	1	1	5	13
2B.2	Review data, prior reserved capacity fee calculations/studies, and relevant ordinances/resolutions.	2	1	4	4	4	0	15
2B.3	Populate capacity fee module with fixed assets, capital improvement program, level of service, capacity, and debt information.	1	0	4	6	8	0	19
2B.4	Perform internal review and calculate initial results under alternative methodologies.	2	2	3	2	4	0	13
2B.5	Review initial analysis with City staff and identify questions as well as additional data needs.	2	0	2	2	0	0	6
2B.6	Perform adjustments, update analysis, and finalize calculations and source data references.	1	1	3	3	4	0	12
2B.7	Prepare draft reserved capacity rate report for review and comment by City staff.	2	1	4	3	4	0	14
2B.8	Prepare final report based upon comments from City staff.	1	1	2	2	2	0	8
2B.9	Prepare presentation and present results of reserved capacity rate analysis to City Commission at one (1) meeting.	6	1	6	2	0	0	15
Expenses	Printing, Binding & Shipping Expenses for Report; Travel to 1 Commission Meeting	\$350		\$350			\$300	\$1,000
<b>Task 2C Water &amp; Sewer Revenue Sufficiency Analysis</b>								
2C.1	Prepare customer and demand analyses for each service to determine projected growth, trends in usage patterns, identify peak demands and the demands placed on the system, and total projected customers, equivalent residential connections/units, and usage.	2	1	3	1	1	1	9
2C.2	Input financial and billing data into a financial planning model, run the model, and produce preliminary output, including a five-year and ten-year financial management program and 30-year forecast that will include the following: <ul style="list-style-type: none"><li>o Rate Revenue Adjustments for 5-year and 10-year projection periods, including price indexing and other increases, as necessary.</li><li>o Examination of historical and projected expenses (operating, capital improvement and capital equipment) and revenue requirements</li><li>o Capital Improvements Program and Capital Financing Plan<ul style="list-style-type: none"><li>- Project listing by year, including integration of specific scenarios as required</li><li>- Alternative funding sources for capital projects</li><li>- Development of a capital financing plan, including identification of timing and amount of borrowing requirements</li></ul></li><li>- Assist in determining the appropriate priority to meet organization objectives while reducing the debt financing required and related rates.</li><li>-</li><li>o Borrowing Program<ul style="list-style-type: none"><li>- Borrowing required (by source) to fund CIP projects not funded by other sources to include but not necessarily be limited to revenue bonds, State or other programs or bank loans</li><li>- Timing of bond issue(s)/loan(s) to provide required borrowed funds</li><li>- Annual debt service of bond issue(s)/loan(s)</li></ul></li><li>o Revenue Sufficiency Analysis, including Cash Flows<ul style="list-style-type: none"><li>- Annual revenue projections, include a breakdown of revenues from sale of services, capital fees, and other revenues</li><li>- Annual operations and maintenance expense projections</li><li>- All other annual revenue requirements such as renewal and replacement, minor capital, transfers to other funds, current debt service/loan payments, replenishment of reserves, etc.</li></ul></li><li>o Sources and Uses of Funds Analysis<ul style="list-style-type: none"><li>- Beginning and ending funds balances by fund by year (Bonds, RRI, SRC, WRC, Grants, Operating, Rate Stabilization, etc.)</li></ul></li></ul>	0	0	4	8	16	1	29



**City of Hollywood, Florida**  
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Project Tasks		Estimated Labor-Hours						Total Project
		Project Principal	Technical Advisor	Project Manager	Project Consultant	Project Analyst	Clerical	
		Burnham	Grau	Dykstra	Various	Various	Various	
Resources → Hourly Rates →		\$338	\$338	\$219	\$172	\$133	\$104	
WORK ELEMENT I: LARGE USER ANALYSIS SERVICES								
Task 1A Sewer - Year End Accrual Large User True-Up								
1A.1	Prepare initial data request list and detailed critical path schedule. Perform job set-up activities.	1	1	2	3	1	2	10
1A.2	Review data, prior rate calculation and true-up schedules, and large user agreement provisions.	2	1	2	2	2	0	9
1A.3	Begin update of true-up estimates using preliminary figures for year-end and most recent MS Excel calculation schedules provided by City Staff.	1	0	4	4	8	0	17
1A.4	Perform internal review and identify opportunities for revisions/updates to true-up schedules and report for consideration by City staff.	2	3	3	2	2	0	12
1A.5	Review initial analysis with City staff and identify questions as well as additional data needs.	2	0	2	2	0	0	6
1A.6	Perform adjustments, update analysis, and finalize calculations and source data references.	1	1	3	2	4	0	11
1A.7	Prepare draft true-up report for review and comment by City staff.	2	1	3	3	4	0	13
1A.8	Prepare final report based upon comments from City staff. Prepare 25 hard bound copies and distribute electronically (PDF and MS Excel).	1	1	2	1	2	0	7
1A.9	Prepare presentation and present results of large user true-up to large users at one (1) large user meeting.	6	1	6	2	0	0	15
Expenses	Printing, Binding & Shipping Expenses for Report; Travel to 1 Large User Meeting	\$350		\$350			\$200	\$900
Task 1B Sewer - Final Annual Large User True-Up								
1B.1	Prepare initial data request list and detailed critical path schedule. Perform job set-up activities.	2	1	3	1	1	5	13
1B.2	Review updated data for fiscal year end vs. preliminary data from accrual true-up.	3	1	4	4	4	0	16
1B.3	Begin preparation of true-up using final figures for year-end and most recent MS Excel calculation schedules provided by City staff.	1	0	4	8	8	0	21
1B.4	Perform internal review and identify opportunities for revisions/updates to true-up schedules and report for consideration by City staff.	2	3	3	2	2	0	12
1B.5	Review initial analysis with City staff and identify questions as well as additional data needs.	2	0	2	2	0	0	6
1B.6	Perform adjustments, update analysis, and finalize calculations and source data references.	1	1	3	3	4	0	12
2C.3	Review the current policies for various reserve requirements and provide specific recommendations for reserve types/levels based upon assessment of circumstances, data, and risks. Collect formal reserve policy documentation of other systems for reference by City staff, and provide draft policy language for recommended reserves.	2	1	4	2	2	0	11
2C.4	Make adjustments to the models as required in order to simulate the utility's current and/or specific financial dynamics.	0	0	2	3	6	0	11
2C.5	Perform quality control review and make required adjustments, reconcile to prior studies/forecasts, and prepare alternative scenarios.	3	3	3	3	3	0	15
2C.6	Prepare for and review results with City staff during web-based interactive work session.	3	0	3	3	3	0	12
2C.7	Make adjustments per input prior sub-task and distribute workbook of assumptions, inputs, and preliminary results for staff review.	0	1	2	3	3	0	9
2C.8	Prepare for and meet with City staff in web-based interactive work session to review adjusted results.	2	0	2	2	2	0	8
2C.9	Perform adjustments per input from City staff and determine plan of rate adjustments and revenue requirements for the test year for rate making.	0	1	1	2	2	0	6
Expenses	Printing & Data Management/Storage Costs	\$0		\$0			\$200	\$200
Task 2D Miscellaneous Fees and High Strength Surcharges								
2D.1	Review list of identified current and potential new misc. service fees with City staff and adjust as required.	1	0	2	4	2	1	10
2D.2	Conduct phone interviews with City staff to identify task specific information for use in populating computational templates, including: <ul style="list-style-type: none"><li>Time in labor hours to accomplish a given task.</li><li>Parts &amp; materials and associated costs associated with each task.</li><li>Equipment used to accomplish each task</li></ul>	0	0	8	8	0	1	17
2D.3	Populate all cost computation templates with data collected from interviews and quantify cost to utility for providing each service.	0	0	2	3	6	0	11
2D.4	Review completed cost computation templates with project team and adjust as required.	1	2	2	3	2	0	10
2D.5	Obtain and review all plant loading and flow information and perform a mass balance calculation vs. billing data by customer class.	1	0	2	2	2	0	7
2D.6	Allocate costs of wastewater treatment to system parameters (preliminary, primary, secondary, filtration, disinfection, biosolids, etc.).	3	1	3	2	3	0	12
2D.7	Allocate costs of each parameter to Flow, BOD, and TSS.	2	1	2	1	2	0	8
2D.8	Calculate updated surcharges using current cost of service and unit cost data, and identify opportunities to simplify fee schedule.	2	1	4	3	2	0	12
2D.9	Internal quality control review of results with consulting team, and performance of adjustments as required.	3	3	3	3	3	0	15
2D.10	Prepare for and review results with City staff during web-based interactive work session.	3	0	3	3	3	0	12
2D.11	Make adjustments based upon input from City staff in the prior sub-task and distribute workbook of preliminary results.	0	0	2	3	4	0	9
2D.12	Prepare for and meet with City staff in web-based interactive work session to review adjusted results.	2	0	2	2	2	0	8
2D.13	Perform adjustments based upon City staff input and finalize alternative rate and fee structure options.	0	0	1	1	2	0	4
Expenses	Printing & Data Management/Storage Costs	\$0		\$0			\$200	\$200
Task 2E Retail Rate Structure Analysis								
2E.1	Compare water and sewer rates with other similarly sized utilities, and certain surrounding utilities in Broward, Palm Beach, and Dade Counties.	1	1	2	3	12	5	24
2E.2	Conduct a diagnostic analysis of the current retail water and wastewater rate structures for all customer classes to identify strengths and weaknesses in terms of but not limited to the following criteria: <ul style="list-style-type: none"><li>Compliance with legal precedent and generally accepted industry practices and trends (national and local).</li><li>Fair and equitable distribution of costs to customers in proportion to the benefit received and/or demand placed on the system.</li><li>Consistency with policies and management objectives regarding such things as affordability, conservation, economic development, etc.</li><li>Fiscal stability/risk of the utility.</li><li>Ease of administration and understanding to City staff and customers.</li><li>Special fees for establishing reserves, debt service recovery, contributions to other funds, and other specific cost requirements</li></ul>	2	1	3	1	1	0	8



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Project Tasks		Estimated Labor-Hours						Total Project
		Project Principal	Technical Advisor	Project Manager	Project Consultant	Project Analyst	Clerical	
		Burnham	Grau	Dykstra	Various	Various	Various	
Resources → Hourly Rates →		\$338	\$338	\$219	\$172	\$133	\$104	
<b>WORK ELEMENT I: LARGE USER ANALYSIS SERVICES</b>								
<b>Task 1A Sewer - Year End Accrual Large User True-Up</b>								
1A.1	Prepare initial data request list and detailed critical path schedule. Perform job set-up activities.	1	1	2	3	1	2	10
1A.2	Review data, prior rate calculation and true-up schedules, and large user agreement provisions.	2	1	2	2	2	0	9
1A.3	Begin update of true-up estimates using preliminary figures for year-end and most recent MS Excel calculation schedules provided by City Staff.	1	0	4	4	8	0	17
1A.4	Perform internal review and identify opportunities for revisions/updates to true-up schedules and report for consideration by City staff.	2	3	3	2	2	0	12
1A.5	Review initial analysis with City staff and identify questions as well as additional data needs.	2	0	2	2	0	0	6
1A.6	Perform adjustments, update analysis, and finalize calculations and source data references.	1	1	3	2	4	0	11
1A.7	Prepare draft true-up report for review and comment by City staff.	2	1	3	3	4	0	13
1A.8	Prepare final report based upon comments from City staff. Prepare 25 hard bound copies and distribute electronically (PDF and MS Excel).	1	1	2	1	2	0	7
1A.9	Prepare presentation and present results of large user true-up to large users at one (1) large user meeting.	6	1	6	2	0	0	15
Expenses	Printing, Binding & Shipping Expenses for Report; Travel to 1 Large User Meeting	\$350		\$350			\$200	\$900
<b>Task 1B Sewer - Final Annual Large User True-Up</b>								
1B.1	Prepare initial data request list and detailed critical path schedule. Perform job set-up activities.	2	1	3	1	1	5	13
1B.2	Review updated data for fiscal year end vs. preliminary data from accrual true-up.	3	1	4	4	4	0	16
1B.3	Begin preparation of true-up using final figures for year-end and most recent MS Excel calculation schedules provided by City staff.	1	0	4	8	8	0	21
1B.4	Perform internal review and identify opportunities for revisions/updates to true-up schedules and report for consideration by City staff.	2	3	3	2	2	0	12
1B.5	Review initial analysis with City staff and identify questions as well as additional data needs.	2	0	2	2	0	0	6
1B.6	Perform adjustments, update analysis, and finalize calculations and source data references.	1	1	3	3	4	0	12
2E.3	Input all budgeted operating and capital cost requirements associated with the provision of water and sewer service into cost allocation model.	0	0	1	2	3	0	6
2E.4	Allocate costs to each service (water and sewer) based upon appropriate allocation criteria, and then to fixed and variable categories.	2	1	3	4	6	0	16
2E.5	Create and populate tables/summaries of cost allocation results versus current revenues for each service.	0	0	1	2	4	0	7
2E.6	Load billing history data into our FAMS rate model, create a bill frequency analysis, and perform revenue test to ensure accuracy of data.	1	1	4	8	12	0	26
2E.7	Run the model and prepare alternative rate structures that reflect the following considerations:	1	0	2	3	4	0	10
2E.8	Prepare a customer impact analysis to compare alternative water and sewer rates for each customer class to existing rates.	0	0	1	2	3	0	6
2E.9	Perform internal review of results to make adjustments and prepare final scenarios for review with City staff.	3	4	3	3	4	0	17
2E.10	Prepare for and review results with City staff during web-based interactive work session.	3	0	3	3	3	0	12
2E.11	Make adjustments based upon input from City staff in the prior sub-task and distribute workbook of preliminary results	0	1	2	3	4	0	10
2E.12	Prepare for and meet with City staff in web-based interactive work session to review adjusted results.	2	0	2	2	2	0	8
2E.13	Perform adjustments based upon City staff input and finalize alternative rate structure options.	0	0	1	2	2	0	5
Expenses	Printing & Data Management/Storage Costs	\$0		\$0			\$200	\$200
<b>Task 3 Provide Rate Model (MS Excel)</b>								
3.1	Prepare data import, reporting, and key performance indicator customizations for items such as debt coverage, reserves and rating agency	2	1	3	4	6	0	16
3.2	Prepare customized usage/non-disclosure agreement and user manual for the model developed and used in Tasks 2C, 2D, and 2E.	2	1	3	6	8	4	24
3.3	Prepare for and provide on-site model training with City staff to ensure future beneficial use of the model.	0	0	6	6	6	0	18
3.4	Make adjustments to model and/or user manual, as necessary, based upon training session, and deliver final model to City.	1	1	2	3	4	0	11
3.5	Develop user interface and platform for cloud-based version of model.	1	0	2	3	6	0	12
3.6	Prepare specific data import/export, reporting, and key performance indicator customizations.	1	1	1	2	3	0	8
3.7	Prepare user manual and perform on-line training session for cloud-based platform and user interface to ensure beneficial use by City staff.	1	1	2	3	4	0	11
Expenses	Printing, Binding & Shipping Expenses for User Manuals	\$0		\$0			\$250	\$250
<b>Task 4 Billing System &amp; Ordinance Review</b>								
4.1	Review existing billing practices and make recommendations for areas of improvement, including additional information to enhance future rate	2	0	3	2	2	0	9
4.2	Assist with billing system testing of potential rate structure modifications.	1	1	2	4	6	0	14
4.3	Create reports that link to billing system to analyze billing data. Create user manuals and train City staff to update reports.	2	1	6	8	12	1	30
4.4	Provide assistance to develop rate ordinance revisions to adopt multi-year rate structure. This would include providing the rate schedules.	1	0	3	1	1	1	7
Expenses	N/A	\$0		\$0			\$0	\$0
<b>Task 5 City Commission Presentations - 2 Meetings</b>								
5.1	Prepare a PowerPoint presentation to present the results of Tasks 2C, 2D, and 2E to City Commission.	3	1	4	2	2	2	14
5.2	Review the draft presentation with the City Manager and perform final adjustments.	2	0	3	2	1	1	9
5.3	Present the results of the Study to the City Commission in one workshop/meeting.	4	0	4	0	0	0	8
5.4	Prepare additional scenarios and/or make adjustments to analysis based upon City Commission input.	1	1	2	3	4	0	11
5.5	Attend one public hearing for consideration of adoption of the recommended rates.	4	0	4	0	0	0	8
Expenses	Travel to 2 City Commission Meetings	\$700		\$700			\$0	\$1,400



**City of Hollywood, Florida**  
Miscellaneous Utility Rate & Financial Services  
Project Work Plan and Cost Estimate Schedule

Project Tasks		Estimated Labor-Hours						Total Project
		Project Principal	Technical Advisor	Project Manager	Project Consultant	Project Analyst	Clerical	
		Burnham	Grau	Dykstra	Various	Various	Various	
Resources → Hourly Rates →		\$338	\$338	\$219	\$172	\$133	\$104	
<b>WORK ELEMENT I: LARGE USER ANALYSIS SERVICES</b>								
<b>Task 1A Sewer - Year End Accrual Large User True-Up</b>								
1A.1	Prepare initial data request list and detailed critical path schedule. Perform job set-up activities.	1	1	2	3	1	2	10
1A.2	Review data, prior rate calculation and true-up schedules, and large user agreement provisions.	2	1	2	2	2	0	9
1A.3	Begin update of true-up estimates using preliminary figures for year-end and most recent MS Excel calculation schedules provided by City Staff.	1	0	4	4	8	0	17
1A.4	Perform internal review and identify opportunities for revisions/updates to true-up schedules and report for consideration by City staff.	2	3	3	2	2	0	12
1A.5	Review initial analysis with City staff and identify questions as well as additional data needs.	2	0	2	2	0	0	6
1A.6	Perform adjustments, update analysis, and finalize calculations and source data references.	1	1	3	2	4	0	11
1A.7	Prepare draft true-up report for review and comment by City staff.	2	1	3	3	4	0	13
1A.8	Prepare final report based upon comments from City staff. Prepare 25 hard bound copies and distribute electronically (PDF and MS Excel).	1	1	2	1	2	0	7
1A.9	Prepare presentation and present results of large user true-up to large users at one (1) large user meeting.	6	1	6	2	0	0	15
Expenses	Printing, Binding & Shipping Expenses for Report; Travel to 1 Large User Meeting	\$350		\$350			\$200	\$900
<b>Task 1B Sewer - Final Annual Large User True-Up</b>								
1B.1	Prepare initial data request list and detailed critical path schedule. Perform job set-up activities.	2	1	3	1	1	5	13
1B.2	Review updated data for fiscal year end vs. preliminary data from accrual true-up.	3	1	4	4	4	0	16
1B.3	Begin preparation of true-up using final figures for year-end and most recent MS Excel calculation schedules provided by City staff.	1	0	4	8	8	0	21
1B.4	Perform internal review and identify opportunities for revisions/updates to true-up schedules and report for consideration by City staff.	2	3	3	2	2	0	12
1B.5	Review initial analysis with City staff and identify questions as well as additional data needs.	2	0	2	2	0	0	6
1B.6	Perform adjustments, update analysis, and finalize calculations and source data references.	1	1	3	3	4	0	12
<b>Task 6 Water &amp; Sewer Rate Study Report (Tasks 2C, 2D, 2E)</b>								
6.1	Prepare a Draft Report to document the results of the Tasks 2C, 2D, and 2E.	4	2	8	6	4	3	27
6.2	Make adjustments based upon input from City staff and prepare the Final Report.	2	1	4	3	2	1	13
Expenses	Printing & Binding Expenses for Report	\$0		\$0			\$300	\$300
<b>WORK ELEMENT III: STORMWATER RATE ANALYSIS</b>								
<b>Task 7 Stormwater Revenue Sufficiency Analysis &amp; Benchmarking</b>								
7.1	Prepare customer analysis to develop projection of customers/ERUs by class. Input financial and billing data into a financial planning model, run the model, and produce preliminary output, including a five-year and ten-year financial program and 30-year forecast that will include the o Rate Revenue Adjustments for 5-year and 10-year projection periods, including price indexing and other increases, as necessary. o Examination of historical and projected expenses (operating, capital improvement and capital equipment) and revenue requirements o Capital Improvements Program and Capital Financing Plan - Project listing by year, including integration of specific scenarios as required - Alternative funding sources for capital projects - Development of a capital financing plan, including identification of timing and amount of borrowing requirements Assist in determining the appropriate priority to meet organization objectives while reducing the debt financing required and related rates. - o Borrowing Program - Borrowing required (by source) to fund CIP projects not funded by other sources to include but not necessarily be limited to revenue bonds, State or other programs or bank loans - Timing of bond issue(s)/loan(s) to provide required borrowed funds - Annual debt service of bond issue(s)/loan(s) o Revenue Sufficiency Analysis, including Cash Flows - Annual revenue projections, include a breakdown of revenues from sale of services, capital fees, and other revenues - Annual operations and maintenance expense projections - All other annual revenue requirements such as renewal and replacement, minor capital, transfers to other funds, current debt service/loan payments, replenishment of reserves, etc. o Sources and Uses of Funds Analysis - Beginning and ending funds balances by fund by year	2	1	4	6	16	0	29
7.2	Review the current policies for various reserve requirements and provide specific recommendations for reserve types/levels based upon assessment of circumstances, data, and risks. Collect formal reserve policy documentation of other systems for reference by City staff, and provide draft policy language for recommended reserves.	1	1	2	1	1	0	6
7.3	Compare stormwater rates with other similarly sized systems, and certain surrounding communities in Broward, Palm Beach, and Dade	1	1	2	3	8	4	19
7.4	Conduct a diagnostic analysis of the current rate structure to identify strengths and weaknesses in terms of but not limited to the following o Compliance with legal precedent and generally accepted industry practices and trends (national and local). o Fair and equitable distribution of costs to customers in proportion to the benefit received and/or demand placed on the system. o Consistency with policies and management objectives regarding such things as affordability, conservation, economic development, etc. o Fiscal stability/risk of the utility. o Ease of administration and understanding to City staff and customers. o Special fees for establishing reserves, debt service recovery, contributions to other funds, and other specific cost requirements	2	1	3	1	1	0	8
7.5	Perform quality control review and make required adjustments, reconcile to prior studies/forecasts, and prepare alternative scenarios.	3	3	3	3	3	0	15

Project Tasks		Estimated Labor-Hours						Total Project
		Project Principal Burnham	Technical Advisor Gru	Project Manager Dykstra	Project Consultant Various	Project Analyst Various	Clerical	
							Various	
Resources → Hourly Rates →		\$338	\$338	\$219	\$172	\$133	\$104	
<b>WORK ELEMENT I: LARGE USER ANALYSIS SERVICES</b>								
<b>Task 1A Sewer - Year End Accrual Large User True-Up</b>								
1A.1	Prepare initial data request list and detailed critical path schedule. Perform job set-up activities.	1	1	2	3	1	2	10
1A.2	Review data, prior rate calculation and true-up schedules, and large user agreement provisions.	2	1	2	2	2	0	9
1A.3	Begin update of true-up estimates using preliminary figures for year-end and most recent MS Excel calculation schedules provided by City Staff.	1	0	4	4	8	0	17
1A.4	Perform internal review and identify opportunities for revisions/updates to true-up schedules and report for consideration by City staff.	2	3	3	2	2	0	12
1A.5	Review initial analysis with City staff and identify questions as well as additional data needs.	2	0	2	2	0	0	6
1A.6	Perform adjustments, update analysis, and finalize calculations and source data references.	1	1	3	2	4	0	11
1A.7	Prepare draft true-up report for review and comment by City staff.	2	1	3	3	4	0	13
1A.8	Prepare final report based upon comments from City staff. Prepare 25 hard bound copies and distribute electronically (PDF and MS Excel).	1	1	2	1	2	0	7
1A.9	Prepare presentation and present results of large user true-up to large users at one (1) large user meeting.	6	1	6	2	0	0	15
Expenses	Printing, Binding & Shipping Expenses for Report; Travel to 1 Large User Meeting	\$350		\$350			\$200	\$900
<b>Task 1B Sewer - Final Annual Large User True-Up</b>								
1B.1	Prepare initial data request list and detailed critical path schedule. Perform job set-up activities.	2	1	3	1	1	5	13
1B.2	Review updated data for fiscal year end vs. preliminary data from accrual true-up.	3	1	4	4	4	0	16
1B.3	Begin preparation of true-up using final figures for year-end and most recent MS Excel calculation schedules provided by City staff.	1	0	4	8	8	0	21
1B.4	Perform internal review and identify opportunities for revisions/updates to true-up schedules and report for consideration by City staff.	2	3	3	2	2	0	12
1B.5	Review initial analysis with City staff and identify questions as well as additional data needs.	2	0	2	2	0	0	6
1B.6	Perform adjustments, update analysis, and finalize calculations and source data references.	1	1	3	3	4	0	12
7.6	Prepare for and review results with City staff during web-based interactive work session.	3	0	3	3	3	0	12
7.7	Make adjustments per input from prior and prepare draft stormwater rate report for review and comment by City staff.	2	1	4	3	4	0	14
7.8	Prepare final report based upon comments from City staff.	1	1	2	2	1	0	7
7.9	Prepare presentation and present results of stormwater rate analysis to City Commission at one (1) meeting.	6	1	6	2	0	0	15
Expenses	Printing, Binding & Shipping Expenses for Report; Travel to 1 Commission Meeting	\$350		\$350			\$200	\$900
<b>WORK ELEMENT IV: OTHER SERVICES</b>								
<b>Task 8 Various Financial Services (As Needed)</b>								
8.1	Provide Bond Feasibility reports or other reports required for the issuance of new debt as requested.			At Hourly Rates as Required				0
8.2	Participate in periodic meetings and formal presentations including progress reviews, Commission presentations & public hearings as needed.			At Hourly Rates as Required				0
8.3	Analysis, spreadsheet or cloud-based tool development, reports, and general consulting related to utility rate and financial matters and Large User issues (including agreement interpretation & termination fee analysis/calculations).			At Hourly Rates as Required				0
8.4	Additional work necessary to assist the Department of Public Utilities in maintaining sufficient revenues to continue operation of the City's			At Hourly Rates as Required				0
8.5	Technical support, data storage, IT costs, toggle & scenario updates, quality control, and assistance performing analysis for any cloud-based			At Hourly Rates as Required				0
Total Estimated Labor Hours		215	102	351	322	386	49	1,425
Total Estimated Consulting Fee		\$72,670	\$34,476	\$76,869	\$55,384	\$51,338	\$5,096	\$295,833
Total Estimated Expenses								\$9,450
<b>Total Not to Exceed Fee</b>								<b>\$305,283</b>