



Town of Chapel Hill

Pro Forma Business Plan – Utility-Based Stormwater Management Program

I-6 Projected Schedule and Costs

Introduction

Developing a comprehensive stormwater management program requires an in-depth analysis of the Town of Chapel Hill’s organization, structure, infrastructure, programs and staffing. It also requires a considerable public information and education effort to ensure that citizens will understand and support the program. Finally, it requires specialized expertise in data gathering and manipulation and in understanding the legal and financial aspects of developing the funding mechanism for the program. For these reasons, many municipalities choose to partner with a consultant who has the expertise to support the municipality’s implementation of a utility.

Projected Schedule

The Town of Chapel Hill can expect to spend 20 to 24 months developing a utility and in organizing the funding, structure and priorities of a comprehensive stormwater management program. The following is an overview look at the approximate timing of these efforts:

Table 1. Projected Schedule – Stormwater Utility Implementation

| | 2 0 0 2 | | | | | 2 0 0 3 | | | | | 2 0 0 4 | | | | | | | | | |
|---|---------|---|---|---|---|---------|---|---|---|---|---------|---|---|---|---|---|---|---|---|---|
| | J | A | S | O | N | D | J | F | M | A | M | J | J | A | S | O | N | D | J | F |
| Stormwater Policy Review Committee | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | | | | | | | |
| Policy Issues & Identification | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | | | | | | | |
| Rate Structure Analysis | | | | | | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | | | | | | | |
| Cost of Services Analysis | | | | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | | | | | | | |
| Data Updates and New Aerial Photography | | | | | | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | | | | | |
| Budget & Cash Flow Analysis | | | | | | | | | | | ■ | ■ | ■ | | | | | | | |
| Rate Study | | | | | | | | | | | | | | | | ■ | ■ | ■ | | |
| Ordinances | | | | | | | | | | | | | | | | | | | ■ | ■ |
| Public Information & Education | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ |
| Base Master Account File | | | | | | | | | | | | | | | | | | | ■ | ■ |
| Dates for Initial Billing & Errors Checking | | | | | | | | | | | | | | | | | | | ■ | ■ |
| Inquiry & Complaints Response Measures | | | | | | | | | | | | | | | | | | | ■ | ■ |
| Billing System Maintenance Procedure | | | | | | | | | | | | | | | | | | | ■ | ■ |
| Credit Manual | | | | | | | | | | | | | | | | | | | ■ | ■ |
| Program Implementation Assistance | | | | | | | | | | | | | | | | | | | | ■ |

Given the complexities of the project and without the benefit of initial decisions that could clarify some of the pricing for this project, Table 2 shows an estimated investment cost on the part of Chapel Hill to hire AMEC to support the Town in the development of its utility.

Table 2. Proposed Investment Cost – Stormwater Utility Development And Implementation

| Task | Task Budget |
|--|------------------|
| Administration and Management | \$ 10,000 |
| Policy Issues | 20,000 |
| Stormwater Advisory Committee | 5,000 |
| Program Issues and Priorities | 15,000 |
| Organization and Staffing | 5,000 |
| Public Involvement Program | 50,000 |
| Financial Analysis and Rate Determination | 25,000 |
| Data Update, Analysis, Master Account File | |
| -new photography | 150,000 |
| -digitize impervious areas, refine data conflicts, rate analysis | 140,000 |
| -master account file | 40,000 |
| Credit Mechanism | 15,000 |
| Program Implementation Assistance | <u>15,000</u> |
| Total Budget | <u>\$490,000</u> |

Project Leadership and Support from AMEC

The development of a successful utility-based stormwater management program incorporating NPDES Phase II while addressing critical local issues of watershed planning and stream health requires skills and experience in a range of related fields and areas. The areas involve both broad technological knowledge concerning stormwater pollutants and sources, BMPs and acceptable approaches, and the ability and experience in assessing a stormwater management program, its local needs and capabilities. We take a comprehensive approach in program assessment. AMEC is the firm that possesses all of these required skills and capabilities: We have both strong technical experience in the all aspects of stormwater management and strong business expertise in planning and managing the development of stormwater utilities, so we can quickly zero in on how to define and implement “success” for the Town of Chapel Hill.

In the case of the Chapel Hill, we have an additional strength to bring to bear: we have been privileged to consult in earlier stages of your stormwater management program, we know the depth of the work that has already been accomplished, and we understand many of the specific needs of your community. We are familiar with the challenges and stresses the Town faces in the light of continued population growth and the Town’s desire to maintain quality of life. We recognize that the stormwater issues with Chapel Hill include stream health, watershed planning, development controls, and other regulatory issues such as TMDLs.

We believe this pro forma business plan is the basis for successful development of a utility, leading to the goal of an effective comprehensive stormwater program. We have included in the plan the key actions of direction setting, program layout and QA/QC. This strategy provides the Town of Chapel Hill with the highest-level thinking in terms of strategy and action planning for implementation of the stormwater utility.

Should the Town of Chapel Hill determine that it will go forward with a stormwater utility or that it wants help with development of the comprehensive stormwater management program, the same AMEC personnel who have been involved and are knowledgeable about Chapel Hill will continue to lead the project. These individuals have specific experience and expertise in each key component of the project defined by the Town of Chapel Hill. The team is locally based and is backed up by more than 50 other water resources professional at AMEC.

AMEC's water resources professionals that will have assigned duties to this project have assisted over 100 local governments with their stormwater programs. Our depth of expertise with municipal stormwater programs is unparalleled, with experienced staff at all levels. Our municipal stormwater relationships include ongoing experience with communities that are similar in size to Chapel Hill (e.g., James City County, VA, Rocky Mount, NC and others).

As a sample and partial list of clients, AMEC's water resources professionals are now, or have been, key stormwater consultants for the municipal stormwater needs of the following communities:

- ◆ City of Raleigh, NC
- ◆ City of Charlotte, NC
- ◆ Winston-Salem, NC
- ◆ City of Greensboro, NC
- ◆ City of Winterville, NC
- ◆ City of Hickory, NC
- ◆ City of Fayetteville, NC
- ◆ City of Durham, NC
- ◆ Cumberland County, NC
- ◆ Mecklenburg County, NC
- ◆ City of Atlanta, GA
- ◆ Fulton County, GA
- ◆ City of Gainesville, GA
- ◆ Columbia County, GA
- ◆ City of East Point, GA
- ◆ City of Griffin, GA
- ◆ Gwinnett County, GA
- ◆ Rockdale County, GA
- ◆ Davidson County, TN
- ◆ City of Maryville, TN
- ◆ MTAS, Univ. of TN
- ◆ City of Knoxville, TN
- ◆ Knox County, TN
- ◆ City of Nashville, TN
- ◆ City of Clarksville, TN
- ◆ City of Johnson City, TN
- ◆ City of Memphis, TN
- ◆ City of Decatur, GA
- ◆ Atlanta Regional Commission, GA
- ◆ Cobb County, GA
- ◆ City of Louisville, KY
- ◆ Fayette County, KY
- ◆ Beaufort County, SC
- ◆ Richland County, SC
- ◆ Georgetown County, SC
- ◆ City of Columbia, SC
- ◆ Horry County, SC
- ◆ City of Greenville, SC
- ◆ City of Huntsville, AL
- ◆ City of Madison, AL
- ◆ City of Huntington, WV
- ◆ City of Columbus, OH
- ◆ City of Philadelphia, PA
- ◆ City of Anderson, IN
- ◆ City of Indianapolis, IN
- ◆ Arapahoe County, CO
- ◆ City of Sparks, NV
- ◆ City of Reno, NV
- ◆ Washoe County, NV
- ◆ City of Dallas, TX
- ◆ City of Billings, MT
- ◆ City of Edmond, OK
- ◆ City of Roanoke, VA
- ◆ Chesterfield County, VA

In addition, AMEC Earth & Environmental is working with 52 North Carolina communities for NPDES Phase II and 50 communities in Indiana for NPDES compliance through their NPDES CD training program.

In the end, we believe that you hire individuals...not firms. We believe you will not find a more qualified team of individuals in the Southeast to help you make your stormwater management program a success.