



3 Belden Avenue, Norwalk, CT 06850 • 203-854-7810 • norwalkredevelopment.org

TO: Members, Norwalk Redevelopment Agency
FROM: John Igeneri, Chairman
DATE: January 6, 2023
RE: Regular Meeting Notice

**JANUARY 10, 2023
5:30 P.M.
REGULAR MEETING AGENDA**

The next meeting of the Norwalk Redevelopment Agency Commissioners will be held on **TUESDAY, JANUARY 10, 2023 at 5:30 p.m.** The meeting will be held as a virtual meeting via the Zoom link provided below. The meeting will also be broadcast on the Norwalk Redevelopment Agency YouTube channel: https://www.youtube.com/channel/UCHMiAZt32k6BnjaKdnUalug?view_as=subscriber.

ZOOM Meeting Link:
<https://us06web.zoom.us/j/87819590706?pwd=c2dMWnRGcEV2Q0h0Vm5USDdWRjNmQT09>

I CALL TO ORDER

II ROLL CALL

III PUBLIC PARTICIPATION

IV ADMINISTRATION

- a) Approval of Minutes
 - i) Approve the minutes of the December 13, 2022 Regular Meeting
- b) Financials
 - i) Approve Norwalk Redevelopment Agency Statement of Revenues and Expenditures for Operating Fund 100 for Year-to-Date November 30, 2022.

V BUSINESS

- a) P3 Advisory Services
 - i) Authorize Executive Director to negotiate and execute any and all agreements for P3 advisory services with Infrastructure Advisors LLC related to Webster Street Lot.
- b) Climate Action Plan

- i) Authorize Executive Director to negotiate and execute the contract for climate action plan with SLR.

VI NEW BUSINESS

VII OLD BUSINESS

VIII ADJOURNMENT

**City of Norwalk
Norwalk Redevelopment Agency
Regular meeting
Tuesday, December 13, 2022**

ATTENDANCE: John Igneri, Chairman; David Westmoreland; Lisa Cooper; Kelly Bloom; Mary Peniston

STAFF: Brian Bidolli, NRA Executive Director; Katie O'Leary, Communication Director, Eugenia Lupinski, Director of Finance

OTHER: Michael Solakian, Auditor

I. Call to Order and Welcome

Chairman Igneri called the meeting to order at 5:36.

II. Roll Call

There was a quorum present.

III. Public Comments

There were no public comments.

IV ADMINISTRATION

a) Approval of Minutes

i) Approve the minutes of the November 8, 2022 Regular Meeting

******Ms. Peniston moved to approve the minutes of November 8, 2022.**

******The motion passed unanimously.**

b) Financials

i) Approve Norwalk Redevelopment Agency Audited Financial Statements for Fiscal Year Ended June 30, 2022 to be presented by Auditor, Michael Solakian

City of Norwalk
Norwalk Redevelopment Agency
Regular Meeting
Dec 13, 2022

Mr. Solakian presented the audited financial statements. This year the audit report has changed and it is now three pages for most government entities. It includes expanded language for management's and auditor's responsibilities. For the financial statements, the change effective this year is the accounting for leases per GASB 87. In the past, when a lease payment was made, cash was spent and rent expense was recognized. However, the Standards Board felt this was not the reality of the situation. When you sign a three year lease, you make a commitment to use the asset. Therefore, an asset and a liability should be recorded for the present value of the three years of payments. At the end of June 30, 2022, the Agency had \$112,000 of an asset and \$112,000 of a liability which represents the remaining payments left on the 3 Belden Avenue lease. As the lease payments for 50 Washington Street didn't start until after June 30, 2022, this lease wasn't included but will be next year.

This is a federal single audit because CDBG expenses are over \$750,000 so more work had to be done for this type of audit than for a North Walke or 501c3 organization. No significant deficiencies or material weakness were found. Page 25 shows that almost \$1.8 million of CDBG funds were spent. Since this is over \$750,000, a single audit had to be done. If we couldn't find support for a payment or for funding from CDBG, then we would have had to report this on page 26. Sections 2 & 3 are very important because it states that there were no findings. Mr. Solakian thanked the staff for their teamwork and said he didn't have to make any adjustments to the statements. It was a very efficient process. Once this Board approves the audited financials, they will be filed with the State of CT OPM.

The Board made a point of thanking the staff for a good job,, and Mr. Bidolli thanked Ms. Lupinski in particular for her hard work. Mr. Solakian thanked everyone and left the meeting.

*******Mr. Westmoreland moved to approve the financial statements for the fiscal year ended Jun 30, 2022.**

*******Ms. Cooper seconded the motion.**

*******The motion passed unanimously.**

ii) Approve Norwalk Redevelopment Agency Statement of Revenues and Expenditures for Operating Fund 100 for Year-to-Date October 31, 2022

City of Norwalk
Norwalk Redevelopment Agency
Regular Meeting
Dec 13, 2022

Ms. Lupinski reported that the Operating Fund 100 had actual revenues of \$480,000 as compared to budgeted revenue of \$476,000 which resulted in a favorable variance of \$4,000. The actual expenditures were \$563,000 versus the budgeted expenditures of \$579,000 resulting in a favorable variance of \$16,000. This is due to a favorable variance of \$28,000 in personnel expenses offset by \$12,000 of an unfavorable variance in administrative expenses. Legal fees of \$30,000 were paid to Shipman for 15-17 Chestnut Street and the developer will reimburse these expenses once the LDA is signed. Mr Bidolli added that legal expenses are part of a continued negotiation of the LDA which should be approved in the next few months. The actual operating deficit was \$83,000 compared to the budgeted deficit of \$103,000, resulting in \$20,000 favorable variance.

*******Mr. Ignneri moved to approve the Operating Fund 100 for year-to-date ending Oct 31, 2022.**

*******The motion passed unanimously.**

V BUSINESS

a) 15-17 Chestnut Project update

Mr. Bidolli explained he needs authorization to sign off on a contract with AKRF to do a third party review of the report of an analysis of one-way operations put forth by the developer for the Chestnut Street. The total amount would be approximately \$8,500.

*******Ms. Cooper moved to approve a contract with AKRF for traffic analysis.**

*******Mr. Ignneri seconded the motion.**

*******The motion passed unanimously.**

VI. NEW BUSINESS

There was no new business.

VII. OLD BUSINESS

Mr. Westmoreland asked about an update on Leonard Street and Commerce. Mr. Bidolli explained that the larger development project is unattainable. A 13 unit development rehab at 25 Leonard Street is much more likely.

VIII. ADJOURNMENT

City of Norwalk
Norwalk Redevelopment Agency
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Dec 13, 2022

****** Mr. Igneri moved to adjourn the meeting
**** The motion passed unanimously.**

The meeting adjourned at 6:05.

Respectfully submitted.

Amy Chaple
Telesco Secretarial Services

Norwalk Redevelopment Agency
Explanation of Statement of Revenues & Expenditures
Year-To-Date November 30, 2022

- Operating Fund 100 had actual revenues of \$601,439 versus budgeted revenues of \$594,993 for a favorable variance of \$6,446.
- Total actual expenditures of \$695,211 versus budgeted total expenditures of \$719,034 resulted in a favorable variance of \$23,823. This is due to favorable variances in personnel expenditures of \$35,478 offset by unfavorable administrative expenses of \$11,655 mainly due to legal fees of \$37,529 paid to Shipman for 15-17 Chestnut St. These legal fees should be reimbursed to the Agency once the Land Disposition Agreement is signed.
- The actual operating deficit of \$93,772 versus a budgeted operating deficit of \$124,041 resulted in a favorable variance of \$30,269.

Norwalk Redevelopment Agency Inc.
Statement of Revenues and Expenditures - Board 2023 Rev&Exp Comparison-YTD,Budget,Prior YTD
100 - NRA Operating - Fund 100
From 7/1/2022 Through 11/30/2022
(In Whole Numbers)

	<u>YTD Actual</u>	<u>YTD Budget</u>	<u>YTD Variance</u>	<u>Prior YTD Actual</u>	<u>Annual Budget</u>	<u>Annual Budget \$ Remaining</u>
REVENUES						
Grant Revenues						
Grants - City Positions	65,443	65,443	0	62,454	157,064	91,621
Grants - City	41,246	51,250	(10,004)	0	123,000	81,754
Grants - NRA Project Funds	227,041	227,041	0	289,162	544,898	317,857
Grants - CDBG City Neighborhoods	120,850	126,667	(5,816)	60,276	304,000	183,150
Grants - CDBG Program Admin	93,928	79,259	14,669	79,705	190,222	96,294
Grants - CDBG CV Admin	0	0	0	9,659	0	0
Grants - Other	0	7,083	(7,083)	0	17,000	17,000
Total Grant Revenues	<u>548,508</u>	<u>556,743</u>	<u>(8,235)</u>	<u>501,255</u>	<u>1,336,184</u>	<u>787,676</u>
Other Revenues						
Interest Income from Notes	36,152	35,000	1,152	35,173	84,000	47,848
Interest Income - Other	11,234	0	11,234	2,954	0	(11,234)
Miscellaneous Revenues	671	0	671	3,428	0	(671)
Rental Income	4,875	3,250	1,625	0	7,800	2,925
Total Other Revenues	<u>52,931</u>	<u>38,250</u>	<u>14,681</u>	<u>41,555</u>	<u>91,800</u>	<u>38,869</u>
Total REVENUES	<u>601,439</u>	<u>594,993</u>	<u>6,446</u>	<u>542,810</u>	<u>1,427,984</u>	<u>826,545</u>
EXPENDITURES						
Personnel						
Salaries	383,890	406,286	22,396	321,305	1,006,042	622,152
Taxes & Benefits	153,479	166,560	13,082	122,505	399,745	246,266
Total Personnel	<u>537,368</u>	<u>572,847</u>	<u>35,478</u>	<u>443,811</u>	<u>1,405,787</u>	<u>868,419</u>
Administrative Expenses						
Professional Fees - Legal	40,380	12,500	(27,880)	11,915	30,000	(10,380)
Professional Fees - Other	6,042	6,250	208	5,833	15,000	8,958
Consultants/Contracted Svcs	3,359	8,333	4,974	6,740	20,000	16,641
Occupancy	72,028	77,646	5,618	46,243	186,350	114,322
Office Expenses	11,491	11,667	176	9,739	28,000	16,509
Insurance	0	7,500	7,500	120	18,000	18,000
I.T. Expense	7,247	6,250	(997)	5,855	15,000	7,753
Training	10,262	5,625	(4,637)	2,935	13,500	3,238
Agency Marketing	6,374	8,333	1,960	9,520	20,000	13,626
Miscellaneous	660	2,083	1,423	712	5,000	4,340
Total Administrative Expenses	<u>157,842</u>	<u>146,188</u>	<u>(11,655)</u>	<u>99,612</u>	<u>350,850</u>	<u>193,008</u>
Total EXPENDITURES	<u>695,211</u>	<u>719,034</u>	<u>23,823</u>	<u>543,422</u>	<u>1,756,637</u>	<u>1,061,426</u>
NET OPERATING SURPLUS/(DEFICIT)	<u>(93,772)</u>	<u>(124,041)</u>	<u>30,269</u>	<u>(612)</u>	<u>(328,653)</u>	<u>(234,881)</u>

Norwalk Redevelopment Agency Inc.
Statement of Revenues and Expenditures
100 - NRA Operating - Fund 100
From 11/1/2022 Through 11/30/2022
(In Whole Numbers)

	<u>Month Actual</u>	<u>Month Budget</u>	<u>Month Variance</u>	<u>Prior Year Month</u>
REVENUES				
Grant Revenues				
Grants - City Positions	13,089	13,089	0	12,491
Grants - City	8,010	10,250	(2,240)	0
Grants - NRA Project Funds	45,408	45,408	0	57,832
Grants - CDBG City Neighborhoods	24,445	25,333	(889)	15,112
Grants - CDBG Program Admin	16,743	15,852	892	13,294
Grants - Other	0	1,417	(1,417)	0
Total Grant Revenues	<u>107,695</u>	<u>111,349</u>	<u>(3,653)</u>	<u>98,730</u>
Other Revenues				
Interest Income from Notes	8,012	7,000	1,012	7,033
Interest Income - Other	4,507	0	4,507	618
Miscellaneous Revenues	64	0	64	786
Rental Income	975	650	325	0
Total Other Revenues	<u>13,558</u>	<u>7,650</u>	<u>5,908</u>	<u>8,437</u>
Total REVENUES	<u>121,253</u>	<u>118,999</u>	<u>2,255</u>	<u>107,167</u>
EXPENDITURES				
Personnel				
Salaries	74,381	77,388	3,007	58,419
Taxes & Benefits	29,489	33,312	3,823	22,700
Total Personnel	<u>103,869</u>	<u>110,700</u>	<u>6,831</u>	<u>81,119</u>
Administrative Expenses				
Professional Fees - Legal	7,678	2,500	(5,178)	0
Professional Fees - Other	1,208	1,250	42	1,167
Consultants/Contracted Svcs	385	1,667	1,282	685
Occupancy	15,015	15,529	515	8,102
Office Expenses	1,721	2,333	612	2,638
Insurance	0	1,500	1,500	0
I.T. Expense	586	1,250	664	334
Training	138	1,125	988	2,285
Agency Marketing	1,766	1,667	(100)	2,825
Miscellaneous	132	417	285	132
Total Administrative Expenses	<u>28,629</u>	<u>29,238</u>	<u>609</u>	<u>18,167</u>
Total EXPENDITURES	<u>132,498</u>	<u>139,937</u>	<u>7,440</u>	<u>99,286</u>
NET OPERATING SURPLUS/(DEFICIT)	<u>(11,244)</u>	<u>(20,939)</u>	<u>9,694</u>	<u>7,881</u>



January 6, 2023

Jon Hopkins, Director of Program Development,
Norwalk Redevelopment Agency
3 Belden Avenue
Norwalk CT 06851

Subject – Agreement for Webster Street Lot Redevelopment Project Financial Analysis Services,
RFP dated 12.9.22

Dear Jonathan,

This letter confirms that Norwalk Redevelopment Agency (“you”, “client” or “NRA”) has engaged Infrastructure Advisors LLC (“we”, “us”, or “IA”), as an independent contractor, to perform the scope of services with the corresponding professional fees as stated in the attached Exhibits A (scope of work) and Exhibit B (Fees and Payment Terms) and in our proposal dated 30th December 2022 in response to your RFP dated 9th December, 2022.

1. **Your Responsibilities** – Our role is advisory only. You are responsible for all management functions and decisions relating to the Services, including evaluating and accepting the adequacy of the scope of Services in addressing your needs. You are also responsible for results achieved from using the Services. You will designate a competent member of your management to oversee the Services. You will provide accurate and complete information and reasonable assistance, and we will perform the engagement on that basis.
2. **Option to Extend Services and Term of Contract-** NRA may require continued performance of any services as an option at the rates specified in the contract. These rates may be adjusted on a yearly basis by IA. The option provision may be exercised more than once. NRA may exercise the option by written notice to IA within 30 days of contract expiration. NRA may also extend the term of this contract by written notice to IA anytime prior to contract expiration. If NRA exercises this option, the extended contract shall be considered to include this option clause as well.
3. **Confidential Information** - “Confidential Information” means non-public information that a party marks as “confidential” or that otherwise should be understood by a reasonable person

to be confidential in nature. Neither party will use or disclose any Confidential Information provided by the other party or on its behalf for any purpose other than to perform this Agreement or as required by applicable law, regulation or professional standard. Each party will protect the confidentiality of Confidential Information that each receives from the other party or on its behalf. Confidential information does not include information which (i) is rightfully known to the recipient prior to its disclosure by the disclosing party; (ii) is released by the disclosing party to any other person or entity without restriction, (iii) is independently developed by the recipient without any use of or reliance on Confidential Information, (iv) is or later becomes publicly available without violation of this Agreement or may be lawfully obtained by a party from any nonparty. Notwithstanding the foregoing, either party may disclose Confidential Information of the other to a third party as may be required by law, statute, rule or regulation, including any subpoena or other similar form or process, provided that (and without breaching any legal or regulatory requirement), the party to which the request is made provides the other party with prompt written notice thereof and, if practicable under the circumstances, allows the other party to seek a restraining order or other appropriate relief.

4. **Technical Elements** - In connection with performing the Services, IA may use certain data, modules, components, designs, utilities, subsets, objects, program listings, tools, financial models, methodologies, programs, systems, analysis frameworks, leading practices, general skills, “know-how”, and specifications (“Technical Elements”). Certain Technical Elements were owned and developed by IA prior to, or independently from, its engagement hereunder and are the sole and exclusive property of IA and IA retains all intellectual property rights thereto, and certain other Technical Elements consist of third-party works and products which IA has acquired the right to use. You have a nonexclusive, non-transferrable license to use such elements included in our deliverables for your own internal use only.

5. **Deliverables** -

- Any conclusions, findings or recommendations in IA’s report are solely for your internal use and should not be made available to anyone other than members of your management or board of directors. Our report, findings, or recommendations may not be referred to or referenced in whole or in part or in any other manner without our prior written approval. The services and deliverables are not for a third party’s use, benefit and reliance.
- Our report will be based on facts, as we know them, estimates, assumptions and other information developed from our research of the market, knowledge of the industry and meetings with you during which we are provided with certain information. The sources of information and basis of the estimates and assumptions will be stated in the report. All direct and indirect information supplied by you, your agents and assigns concerning the engagement and the underlying properties will be assumed to be true, accurate and

complete. Information identified as supplied or prepared by others will be believed to be reliable; however, we will perform no procedures to evaluate the reliability or completeness of the information obtained.

- Our Services are advisory in nature only and we cannot predict future trends or happenings with any certainty. We cannot provide any assurance that our services will identify all issues, possibilities, omissions, or problems that might exist. You assume the responsibility for the use of, and results obtained from, our Services.
- As used in any analysis in this engagement and in our deliverables, terms such as “project”, “projections”, or “forecast,” relate to broad and generally perceived expectations of future events or market conditions. All such estimates and assumptions are inherently subject to uncertainty and variation depending on the unfolding of future events, which cannot be accurately foreseen. Consequently, we will not represent these estimates as results that will be achieved. Actual results achieved may vary materially from those presented.

6. Change Order – NRA may issue a written change order with respect to the services to be performed under this Agreement at any time before the completion of the services. NRA shall pay IA an amount for such services following the Schedule of Hourly Rates.

7. Disputes - In the event a dispute arises concerning a question of fact applicable to this Agreement, or the provision of services for the scope of work, the party initiating such dispute shall prepare a written statement detailing the facts and claims relating to such dispute to be addressed to the other party to this Agreement. NRA and IA shall, in good faith, attempt to resolve all such disputes within 14 days of receipt of such notification.

8. Governing Law - This letter and any dispute relating to the Services shall be governed by and construed, interpreted and enforced in accordance with the laws of the State of Connecticut, without giving effect to any provisions relating to conflict of laws that require the laws of another jurisdiction to apply.

9. Choice of Forum - Any disputes relating to or arising out of this Agreement shall be brought exclusively in any state or federal court sitting in Connecticut.

10. Agreement Changes- Alteration or variation of the terms of this Agreement shall not be valid unless made in writing and signed and dated by the parties. Oral representations, understandings, or writings not expressly incorporated in the Agreement are void.

11. Administration – For the purpose of administering this Agreement, NRA has designated _____, with telephone _____, email _____. IA’s designated point of contact shall be Suhrita Sen, 917 238 5468, suhrita.sen@infrastructure-advisors.com.

12. Conflict of Interest- IA shall advise NRA if any conflict of interest develops during the term of this contract, and shall work diligently with NRA to mitigate such conflicts, if any.

13. Method of Delivery - Electronic submission shall be made via email, unless otherwise requested by NRA.

14. MISCELLANEOUS -

- (a) Rights Cumulative - All of the parties' remedies herein are cumulative and in addition to all other remedies at law or in equity.
- (b) Entire Agreement - This Agreement comprises the entire agreement between the parties hereto and is effective on the date set forth above. No other agreement, representation, or understanding concerning the same has been made and no oral statement, understanding, or agreement shall affect the terms hereof.
- (c) Severability - To the best knowledge and belief of the parties, this Agreement contains no provision that is contrary to federal or state law, ruling, or regulation. If any provision of this Agreement shall conflict with any such law, ruling, or regulation, however, then such provision shall continue in effect only to the extent permissible. In the event any provision is thus inoperative, the remaining provisions shall, nevertheless, remain in full force and effect.
- (d) Succession - This Agreement shall be binding on, and inure to, the benefit of the heirs, successors, and assigns of the parties hereto.
- (e) Headings - All sections and headings are used for convenience only and do not affect construction or interpretation of this Agreement.
- (f) Exhibits - The following exhibits are attached hereto and made a part hereof:
 - Exhibit A – Scope of Work
 - Exhibit B – Contract Price and Payment Terms
- (g) Interpretation. As the context of this Agreement may require, terms in the singular shall include the plural (and vice versa) and the use of feminine, masculine or neuter genders shall include each other. Wherever the word "including" or any variation thereof, is used herein, it shall mean "including, without limitation," and shall be construed as a term of illustration, not a term of limitation. Wherever the word "or" is used herein, it shall mean "and/or."

We are pleased to have the opportunity to provide services to NRA. If you have any questions about this letter, please discuss them with Suhrita Sen at 917 238 5468. If the Services and the terms outlined in this letter are acceptable, please sign one copy of this letter in the space provided and return it to the undersigned. You agree that we may use your name in experience citations and references.

Very truly yours,

Infrastructure Advisors LLC

By: _____
Title: Principal

Date:

ACKNOWLEDGED AND AGREED:
Norwalk Redevelopment Agency

Name of official

Signature

Title and Date



Estimated Cost

The following cost proposal is based on our best estimate of the effort involved to accomplish our understanding of the City's goals and objectives. Additionally, we have provided the estimated overall cost of our "Core Scope" proposal, as well as the estimated costs of each "Possible Add-On" Task. We would be more than pleased to work with the City to refine the scope of work and associated fees as appropriate.

Task	SLR %	KER %	Total Fee	SLR Fee	KER Fee	Total Hours	SLR Hrs	KER Hrs	SLR TEAM					KERAMIDA TEAM				
									SME	JP	NS	HB	EM	NM	AG	AC		
Task 1: Project Management			\$22,900	\$18,280	\$4,620	130	96	34										
1.1 Kickoff Meeting	82%	18%	\$2,860	\$2,340	\$520	16	12	4	3	14	69	5	5	4	30	0	0	0
1.2 Progress Meetings	84%	16%	\$8,038	\$6,738	\$1,300	46	36	10	0	6	24	3	3	0	10	0	0	
1.3 Project Management	77%	23%	\$12,002	\$9,202	\$2,800	68	48	20	3	6	35	2	2	4	16	0	0	
Task 2: Data Collection and Literature Review			\$10,792	\$8,252	\$2,540	72	54	18	0	2	8	24	20	4	14	0	0	
2.1 Data Collection and Literature Review	76%	24%	\$10,792	\$8,252	\$2,540	72	54	18	0	2	8	24	20	4	14	0	0	
Task 3: Municipal Engagement			\$12,582	\$11,182	\$1,400	76	66	10	4	4	24	20	14	2	8	0	0	
3.1 Municipal Stakeholder Project Kickoff Meeting	94%	6%	\$4,664	\$4,404	\$260	27	25	2	0	1	16	0	8	0	2	0	0	
3.2 Municipal Stakeholder Questionnaire	82%	18%	\$4,962	\$4,082	\$880	30	24	6	4	2	4	8	6	2	4	0	0	
3.3 Municipal Engagement Summary of Findings	91%	9%	\$2,956	\$2,696	\$260	19	17	2	0	1	4	12	0	0	2	0	0	
Task 4: Gap Analysis			\$19,068	\$13,948	\$5,120	120	86	34	4	4	22	24	32	6	24	4	4	
4.1 Gap Analysis	60%	40%	\$7,016	\$4,176	\$2,840	42	24	18	4	2	6	6	6	6	10	2	2	
4.2 Public Engagement: Gap Analysis	87%	13%	\$3,976	\$3,456	\$520	25	21	4	0	1	8	2	10	0	4	0	0	
4.3 Gap Analysis Report	78%	22%	\$8,076	\$6,316	\$1,760	53	41	12	0	1	8	16	16	0	10	2	2	
Task 5: Develop Consolidated List of Municipal Actions			\$12,236	\$9,596	\$2,640	75	57	18	0	9	16	12	20	6	12	0	0	
5.1 Develop Consolidated List of Municipal Actions	74%	26%	\$8,260	\$6,140	\$2,120	50	36	14	0	8	8	10	10	6	8	0	0	
5.2 Public Engagement: Consolidated List of Municipal Actions	87%	13%	\$3,976	\$3,456	\$520	25	21	4	0	1	8	2	10	0	4	0	0	
Task 6: Municipal Implementation Workshop			\$20,362	\$17,002	\$3,360	122	100	22	6	12	28	26	28	6	14	2	2	
6.1 Action Team Identification	100%	0%	\$2,498	\$2,498	\$0	14	14	0	0	4	4	6	0	0	0	0	0	
6.2 Draft Department Implementation Plans	77%	23%	\$5,344	\$4,104	\$1,240	30	22	8	6	4	4	8	0	4	4	0	0	
6.3 Implementation Workshop with City Department Leads and Elected Officials	83%	17%	\$12,520	\$10,400	\$2,120	78	64	14	0	4	20	12	28	2	10	2	2	
Task 7: Sustainability and Resilience Roadmap			\$32,128	\$25,608	\$6,520	193	149	44	12	17	44	34	42	12	30	2	2	
7.1 Prepare Preliminary Roadmap Framework	69%	31%	\$6,560	\$4,540	\$2,020	36	22	14	4	8	10	0	0	4	10	0	0	
7.2 Rapid Feasibility Analysis	60%	40%	\$5,620	\$3,400	\$2,220	30	16	14	8	4	4	0	0	4	8	2	2	
7.3 Draft Roadmap for Municipal Review	88%	12%	\$10,632	\$9,392	\$1,240	68	60	8	0	2	14	22	22	4	4	0	0	
7.4 Final Roadmap	90%	10%	\$5,340	\$4,820	\$520	34	30	4	0	2	8	10	10	0	4	0	0	
7.5 Public Engagement: Final Roadmap	87%	13%	\$3,976	\$3,456	\$520	25	21	4	0	1	8	2	10	0	4	0	0	
TOTAL			\$130,068	\$103,868	\$26,200	788	608	180	29	62	211	145	161	40	132	8	8	
				79.9%	20.1%				\$6,380	\$13,640	\$40,090	\$20,735	\$23,023	\$7,200	\$17,160	\$1,840		

Task	SLR %	KER %	Total Fee	SLR Fee	KER Fee	Total Hours	SLR Hrs	KER Hrs	SLR TEAM					KERAMIDA TEAM				
									SME	JP	NS	HB	EM	NM	AG	AC		
Task 1: Project Management																		
Project Story Map Website	88%	12%	\$5,154	\$4,534	\$620	32	28	4	1	1	8	10	8	2	2	0	0	0
Municipal Meeting Attendance	84%	16%	\$6,368	\$5,328	\$1,040	40	32	8	0	0	16	0	16	0	8	0	0	
Task 2: Data Collection and Literature Review																		
Benchmarking Analysis	14%	86%	\$8,320	\$1,200	\$7,120	50	6	44	0	2	4	0	0	20	20	4	4	
GHG Inventory	7%	93%	\$16,440	\$1,200	\$15,240	94	6	88	0	2	4	0	0	60	20	8	8	
Task 3: Municipal Engagement																		
Stakeholder Interviews	87%	13%	\$8,014	\$6,934	\$1,080	46	40	6	0	6	16	10	8	2	2	2	2	
Task 4: Gap Analysis																		
CAP Analysis	12%	88%	\$8,480	\$980	\$7,500	55	5	50	0	1	4	0	0	16	32	2	2	
Task 5: Develop Consolidated List of Municipal Actions																		
Develop GHG Mitigation Matrix	12%	88%	\$8,480	\$980	\$7,500	55	5	50	0	1	4	0	0	16	32	2	2	
Task 6: Municipal Implementation Workshop																		
No Task 6 Add-Ons																		
Task 7: Sustainability and Resilience Roadmap																		
Concept Designs	100%	0%	\$8,780	\$8,780	\$0	41	41	0	32	1	8	0	0	0	0	0	0	
Grant Proposals	100%	0%	\$5,504	\$5,504	\$0	30	30	0	2	4	16	0	8	0	0	0	0	
Legislative Approval and Adoption	56%	44%	\$2,820	\$1,580	\$1,240	16	8	8	0	2	6	0	0	0	6	2	2	
ADD ON: Task 8: Municipal Capacity Building			\$33,276	\$27,176	\$6,100	198	158	40	0	18	68	48	24	10	26	4	4	
8.1 Municipal Training	80%	20%	\$6,304	\$5,064	\$1,240	36	28	8	0	4	16	8	0	4	4	0	0	
8.2 Public and Stakeholder Education Curriculum	81%	19%	\$9,052	\$7,352	\$1,700	54	44	10	0	4	16	16	8	4	4	2	2	
8.3 Municipal Planning Framework Integration Crosswalks	86%	14%	\$7,616	\$6,536	\$1,080	48	42	6	0	2	8	16	16	2	2	2	2	
8.4 Administrative Capacity Development	78%	22%	\$4,772	\$3,732	\$1,040	28	20	8	0	4	12	4	0	0	8	0	0	
8.5 Stakeholder Focus Groups	81%	19%	\$5,532	\$4,492	\$1,040	32	24	8	0	4	16	4	0	0	8	0	0	
MAXIMUM TOTAL ADD ON			\$134,284	\$70,944	\$63,340	786	398	388	35	41	174	68	80	190	164	34	4	