



# **Santa Ynez Basin Eastern Management Area Groundwater Sustainability Agency**

**Consulting Services for Rate Consultant**

STATEMENT OF QUALIFICATIONS / AUGUST 9, 2024





August 9, 2024

Paeter Garcia, General Manager  
Santa Ynez River Water Conservation District, Improvement District No. 1  
P.O. Box 157, Santa Ynez, CA 93460

**Subject: Statement of Qualifications for Consulting Services for Rate Consultant**

Dear Paeter Garcia:

Raftelis Financial Consultants, Inc. (DBA Raftelis) is pleased to submit this proposal to assist the Santa Ynez Basin Eastern Management Area Groundwater Sustainability Agency (EMA GSA) with a GSA rate study. We appreciate the opportunity to submit this proposal, which details our project approach to meet the EMA GSA's objectives, as well as our qualifications and experience within the water utility industry.

Raftelis is a corporation established in 1993 and is based in North Carolina but with offices throughout the United States, including two in California.

We strongly believe our team would successfully complete the study and provide significant value to the EMA GSA for several reasons, including:

- Breadth of experience – We have conducted thousands of financial projects for more than 1,700+ local governments and utilities across the country, many of them similar to this study.
- Knowledge of California rate-making – Our team has worked with many utilities in California and is knowledgeable of the challenges facing utilities in California.
- Depth of resources – No firm that specializes in financial consulting for the water and wastewater industry has the staff resources we have, including financial, communications, data, and management professionals.
- Drive to succeed – Our project team will be focused on not only meeting, but exceeding, the City's expectations.

To assist the EMA GSA with this project, we have assembled a team with extensive experience and a reputation for quality service. I, Sudhir Pardiwala, P.E., will serve as the study's Project Manager, ensuring the EMA GSA's objectives are fully met. I will manage the day-to-day aspects of the project, ensuring it is within budget and on schedule, and will serve as the EMA GSA's main point of contact for the study. Theresa Jurotich, P.E., PMP will lead the consulting staff in conducting analyses and preparing deliverables for the project.

Sincerely,



**Sudhir Pardiwala, PE**, *Executive Vice President*  
P: 626.583.1894 / E: spardiwala@raftelis.com



Diversity and inclusion are an integral part of Raftelis' core values.

We are committed to doing our part to fight prejudice, racism, and discrimination by becoming more informed, disengaging with business partners that do not share this commitment, and encouraging our employees to use their skills to work toward a more just society that has no barriers to opportunity.



Raftelis is registered with the U.S. Securities and Exchange Commission (SEC) and the Municipal Securities Rulemaking Board (MSRB) as a Municipal Advisor.

Registration as a Municipal Advisor is a requirement under the Dodd-Frank Wall Street Reform and Consumer Protection Act. All firms that provide financial forecasts that include assumptions about the size, timing, and terms for possible future debt issues, as well as debt issuance support services for specific proposed bond issues, including bond feasibility studies and coverage forecasts, must be registered with the SEC and MSRB to legally provide financial opinions and advice. Raftelis' registration as a Municipal Advisor means our clients can be confident that Raftelis is fully qualified and capable of providing financial advice related to all aspects of financial planning in compliance with the applicable regulations of the SEC and the MSRB.

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## GENERAL FIRM INFORMATION



# General Firm Information

## Firm Information

**Firm Location:** 445 S. Figueroa Street, Suite 1925, Los Angeles, CA 90071 & 1 North Calle Cesar Chavez, Suite 102, Santa Barbara, CA 93103

**Number of Employees:** 213 employees, including 186 consultants

**Years in Business:** 31 years

**Proprietary Statement:** Our proposal does not contain any proprietary information.

We believe that Raftelis is the *right fit* for this project. We provide several key factors that will benefit the EMA GSA and help to make this project a success.

**RESOURCES & EXPERTISE:** Specialized and highly experienced utility rate consultants that all stakeholders can have confidence in. With more than 180 consultants, Raftelis has the largest water-industry financial and rate consulting practice in the nation. Our depth of resources will allow us to provide the EMA GSA with the technical expertise necessary to meet your objectives. In addition to having many of the industry's leading rate consultants, we also have experts in key related areas, like stakeholder engagement and data analytics, to provide additional insights as needed.

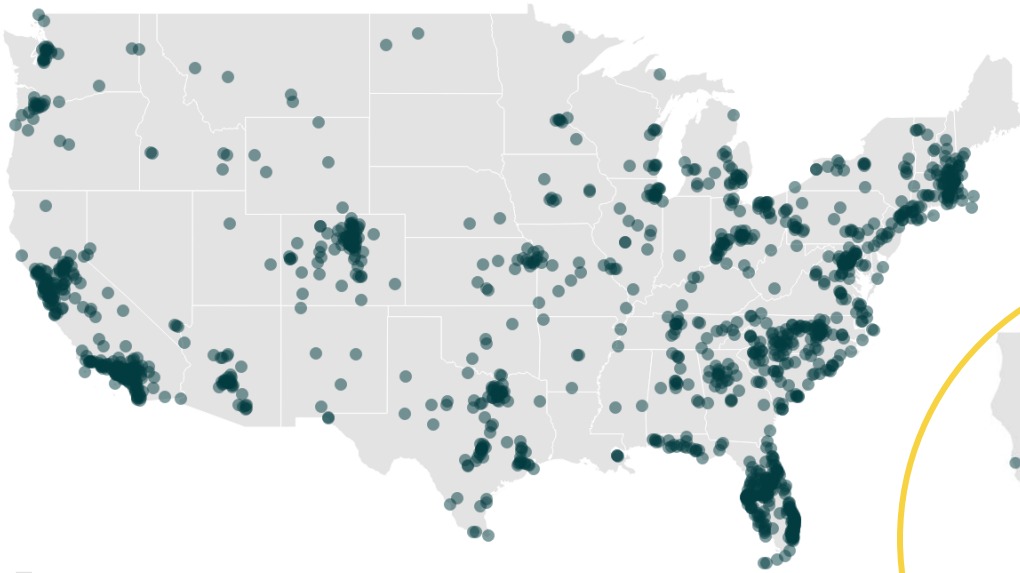
**DEFENSIBLE RECOMMENDATIONS:** Industry knowledge to ensure methodologies reflect best practices. Our senior staff is involved in shaping industry standards by chairing various committees within the American Water Works Association (AWWA) and the Water Environment Federation (WEF). Raftelis' staff members have also co-authored many industry-standard books regarding utility finance and rate setting. Being so actively involved in the industry will allow us to keep the EMA GSA informed of emerging trends and issues and to be confident that our recommendations are insightful and founded on sound industry principles. In addition, with Raftelis' registration as a Municipal Advisor, you can be confident that we are fully qualified and capable of providing financial advice related to all aspects of utility financial planning in compliance with federal regulations.

**HISTORY OF SIMILAR SUCCESSSES:** A long history of project experience to ensure successful execution. Raftelis staff has assisted 1,700+ utilities throughout the U.S. with financial and rate consulting services with wide-ranging needs and objectives. Our extensive experience will allow us to provide innovative and insightful recommendations to the EMA GSA and will provide validation for our proposed methodology ensuring that industry best practices are incorporated.

**USER-FRIENDLY MODELING:** Powerful and easy-to-use tools for ongoing financial management success. Raftelis has developed some of the most sophisticated yet user-friendly financial/rate models available in the industry. Our models are tools that allow us to examine different policy options and cost allocations and their financial/customer impacts in real time. Our models are non-proprietary and are developed with the expectation that they will be used by the client as a financial planning tool long after the project is complete.

**EXPERTS ON CALIFORNIA REGULATORY REQUIREMENTS:** This expertise will allow the EMA GSA to be confident that our recommendations take into account all of these regulatory requirements. The regulatory environment in California has become more stringent due to Proposition 218. Besides developing well-thought-out financial plans, Raftelis staff members are very knowledgeable about these regulations and have made presentations on this subject at various industry conferences. In addition, we are frequently called on to be expert witnesses regarding these regulatory matters.





RAFTELIS HAS PROVIDED FINANCIAL/  
ORGANIZATIONAL/TECHNOLOGY ASSISTANCE  
TO UTILITIES SERVING MORE THAN  
**25% OF THE U.S. POPULATION.**

**APPLICABLE EXPERIENCE**

# Applicable Experience

**RAFTELIS HAS THE MOST EXPERIENCED UTILITY FINANCIAL AND MANAGEMENT CONSULTING PRACTICE IN THE NATION.**

Our staff has assisted more than 1,700 public agencies and utilities across the U.S., including some of the largest and most complex agencies in the nation. In the past year alone, Raftelis worked on more than 1,300 financial, organizational, and/or technology consulting projects for over 700 agencies in 47 states, the District of Columbia, and Canada. Below, we have provided descriptions of projects that we have worked on that are similar in scope to EMA GSA’s project. We have included references for each of these clients and urge you to contact them to better understand our capabilities and the quality of service that we provide.

## **Madera County Groundwater Sustainability Agency CA**

**Reference:** Stephanie Anagnoson, Director, Water and Natural Resources Department  
200 West 4th Street, Suite 4200, Madera, CA 93637 / P: 559.662.8015 / E:  
stephanie.anagnoson@maderacounty.com

**Service Dates:** 2019-2020, 2021-2022

**Project Outcome:** Rates adopted in 2022

**Key Team Members:** Kevin Kostiuk

Raftelis contracted with the County of Madera in 2019 to provide fee setting services related to the Sustainable Groundwater Management Act (SGMA). The study entailed data review and data analysis, assistance with future budgeting, and fee structure evaluation. Raftelis presented at three Board of Supervisors meetings: once to elicit policy priorities, once to present preliminary fee options, and once to present final fees. The fees were adopted by the Board of Directors in November 2019 and were implemented in calendar year 2020. An additional component

to the study was website content development and communications from Raftelis Public Outreach and Communications staff. The content delivered context for SGMA and a rationale for the proposed fees.

In 2021, Raftelis was again contracted by the County GSAs to develop a long-range financial plan and fees to help implement GSP projects and management actions across the three separate subbasins managed by the County GSAs. Raftelis worked with County engineers, economists, municipal advisors, legal counsel, basin stakeholders, and the Board of Directors over the course of 18 months to develop a 20-year financial forecast which included capital facilities forecasting, financing of capital projects, water allocation forecasts, rate structure alternatives, reserve policies, and fee impacts for varying volumes of consumptive use. In June 2022, five years of fees were adopted unanimously by the Board of Directors for the Madera and Delta-Mendota subbasins. The third sub-basin, Chowchilla, was successfully protested by affected parcels.

The 2021 study also included significant outreach and communications efforts by Raftelis and our communications support staff. These efforts included dedicated stakeholder workshops, individual meetings in an “office hours” format, presentations to local agricultural organizations (including the Farm Bureau), and to disadvantaged community advocacy organizations.

## **Carpinteria Basin Groundwater Sustainability Agency CA**

**Reference:** Bob McDonald, Executive Director

1301 Santa Ynez Avenue, Carpinteria, CA 93013 / P: 805.684.2816 / E: bob@cvwd.net

**Service Dates:** 2021-2022

**Project Outcome:** Fees were unanimously adopted in June of 2022.

**Key Team Members:** Kevin Kostiuk

Raftelis was hired to evaluate fees to recover costs of the Carpinteria Basin Groundwater Sustainability Agency’s (GSA) administration and operations. The study included assisting staff with the development of a comprehensive budget and multi-year financial plan. Raftelis held multiple policy meetings with the full GSA Board and committees to evaluate funding options, fee structures, policy objectives, and proposed fees. Preliminary GSA fees were presented in April 2022 and a selection of fees was made by the full Board in May 2022. Raftelis’ role also included a liaison with the County of Santa Barbara to initiate the direct charge of the GSA fee and ensure timely submission for inclusion on the 2021-22 roll. In addition, Raftelis assisted in communications outreach efforts such as virtual and in-person community meetings, identifying key stakeholders and organizations, and the development of press releases in local publications. Fees were unanimously adopted by the Board in June 2022.

## **Montecito Groundwater Basin GSA CA**

**Reference:** Nicholas Turner, General Manager

583 San Ysidro Road, Santa Barbara, CA 93108 / P: 805.969.2271 / E: nturner@montecitowater.com

**Service Dates:** 2019-2020

**Project Outcome:** A five-year rate adoption in June of 2020.

**Key Team Members:** Kevin Kostiuk

Raftelis was hired to provide fee-setting services related to the Sustainable Groundwater Management Act (SGMA). The study included assisting staff and the prime engineering consultant to develop a financial plan for both Groundwater Sustainability Plan (GSP) funding and long-term Groundwater Sustainability Agency (GSA) funding. Since early 2019, Raftelis has held multiple policy meetings with the Montecito Groundwater Basin GSA Board and the GSA Finance Committee to evaluate funding options, prioritize policy objectives, revise financial plans, and calculate fees. Preliminary GSA fees were presented to the Finance Committee on April 1, 2020, and a selection of

fees was made by the full Board on April 14, 2020. A five-year rate adoption then followed in June 2020. Raftelis' role also included a liaison with the County of Santa Barbara to initiate the direct charge of the GSA fee and ensure timely submission for inclusion on the FY 2020-21 roll.

## **Santa Ynez River Water Conservation District CA**

**Reference:** Bill Buelow, General Manager

P.O. Box 719, Santa Ynez, CA 93460 / P: 805.693.1156 / E: bbuelow@syrwcd.com

**Service Dates:** 2021 - 2024

**Project Outcome:** Annual rates have been successfully implemented.

**Key Team Members:** Sudhir Pardiwala, Theresa Jurotich

Raftelis has been providing annual rate study updates to Santa Ynez River Water Conservation District since 2021. Raftelis created a multi-year financial plan that allowed for the determination of groundwater pumping unit rates for the next fiscal year for producers within the District. Rates are developed based on zones.





Client	Affordability Analysis & Program Development	Debt Issuance Support	Dispute Resolution	Financial & Capital Improvements Planning	Rate Case Support	Rate Design	Risk Analysis	Cost of Service	Development/Impact Fees	Stormwater Utility Development	Organizational Optimization	Water/Wastewater Utility Valuation
Irvine Unified School District		●										
Jurupa Community Services District				●		●	●	●				
Kern County Water Agency					●							
La Canada Irrigation District				●		●		●				
La Habra Heights County Water District				●		●	●	●	●			
Laguna Beach, City of				●								
Lake Valley Fire Protection District				●			●	●				
Las Virgenes Municipal Water District				●		●		●				
Leucadia Wastewater District				●		●						
Livermore, City of				●		●		●	●			
Long Beach City of	●	●		●		●		●				
Los Alamos Community Services District		●		●		●		●	●			
Los Angeles Department of Water and Power						●		●				
Los Angeles, City of Bureau of Sanitation					●							
Madera, City of		●		●								
Mammoth Community Water District				●		●		●				
Marin Municipal Water District					●							
Merced, City of				●		●		●	●			
Mesa Water District				●				●				
Metropolitan Water District of Southern California			●									
Modesto Irrigation District						●		●				
Mojave Water Agency				●		●	●					
Monterey County Water Resources Agency				●		●		●				
Monterey, City of		●		●		●	●					
Moulton Niguel Water District									●			
Municipal Water District of Orange County					●			●				
Napa Sanitation District				●		●		●				
Ojai Valley Sanitary District				●		●		●				
Olivenhain Municipal Water District				●		●	●					
Ontario Municipal Utilities Company								●				
Ontario, City of				●		●	●	●				
Orange, City of				●		●		●				
Palo Alto, City of				●		●	●	●				
Phelan Pinon Hills Community Services District	●			●		●		●	●			
Placer County Water Agency					●			●				
Pleasant Hill Recreation & Park District				●				●				
Pomona, City of				●		●		●	●			
Rainbow Municipal Water District				●		●	●	●				
Ramona Municipal Water District				●		●		●				
Rancho California Water District						●	●	●	●			
Redlands, City of				●		●	●	●	●			
Rincon del Diablo Municipal Water District				●		●		●				
Riverside Public Utilities				●		●	●	●	●			
Roseville, City of		●		●					●			
Sacramento Regional County Sanitation District						●						
Sacramento, City of				●		●		●				

Client	Affordability Analysis & Program Development	Debt Issuance Support	Dispute Resolution	Financial & Capital Improvements Planning	Rate Case Support	Rate Design	Risk Analysis	Cost of Service	Development/Impact Fees	Stormwater Utility Development	Organizational Optimization	Water/Wastewater Utility Valuation
Salton Community Services District				●				●				
San Bernardino Valley Municipal Water District						●						
San Bernardino, County of				●		●		●	●			
San Clemente, City of				●		●	●	●				
San Diego, City of Public Utilities Department		●	●	●		●	●	●	●			
San Dieguito Water District				●		●		●				
San Elijo Joint Powers Authority				●	●	●	●	●	●			
San Gabriel County Water District				●		●		●				
San Gabriel, City of				●		●		●				
San Jose, City of								●				
San Juan Capistrano, City of				●		●	●	●	●			
Santa Ana, City of								●				
Santa Barbara, City of				●		●	●	●	●			
Santa Clara Valley Water District			●	●	●							
Santa Clarita Water District		●		●		●	●	●	●			
Santa Cruz, City of				●		●	●	●				
Santa Fe Irrigation District				●		●	●	●	●			
Santa Fe Springs, City of				●		●		●				
Santa Margarita Water District				●		●	●	●				
Santa Rosa, City Attorney's Office									●			
Scotts Valley Water District		●		●		●	●	●	●			
Shafter, City of				●		●		●				
Shasta Lake, City of				●		●	●	●				
Sierra Madre, City of	●			●		●		●				
Signal Hill, City of				●		●		●				
Simi Valley, City of				●		●	●	●	●			
Sonoma, City of				●		●		●				
South Mesa Water Company				●		●	●	●				
South Pasadena, City of				●		●		●				
South San Francisco, City of				●				●				
Sunnyslope County Water District				●		●	●	●	●			
Sweetwater Authority				●		●		●				
Temescal Valley Water District				●		●		●	●			
Thousand Oaks, City of				●		●	●	●	●			
Torrance, City of				●		●		●				
Trabuco Canyon Water District				●		●		●				
Triunfo Sanitation District				●		●		●				
Tustin, City of				●		●		●				
Union Sanitary District				●		●	●	●	●			
Ventura Regional Sanitation District				●		●		●				
Ventura, City of	●	●	●	●	●	●	●	●	●			
Vista, City of				●		●		●	●			
Walnut Valley Water District				●		●		●				
Watsonville, City of	●			●		●	●	●				
West Basin Municipal Water District				●		●	●	●				
Western Municipal Water District				●		●		●	●			
Yorba Linda Water District				●		●		●				
Zone 7 Water Agency				●		●		●				

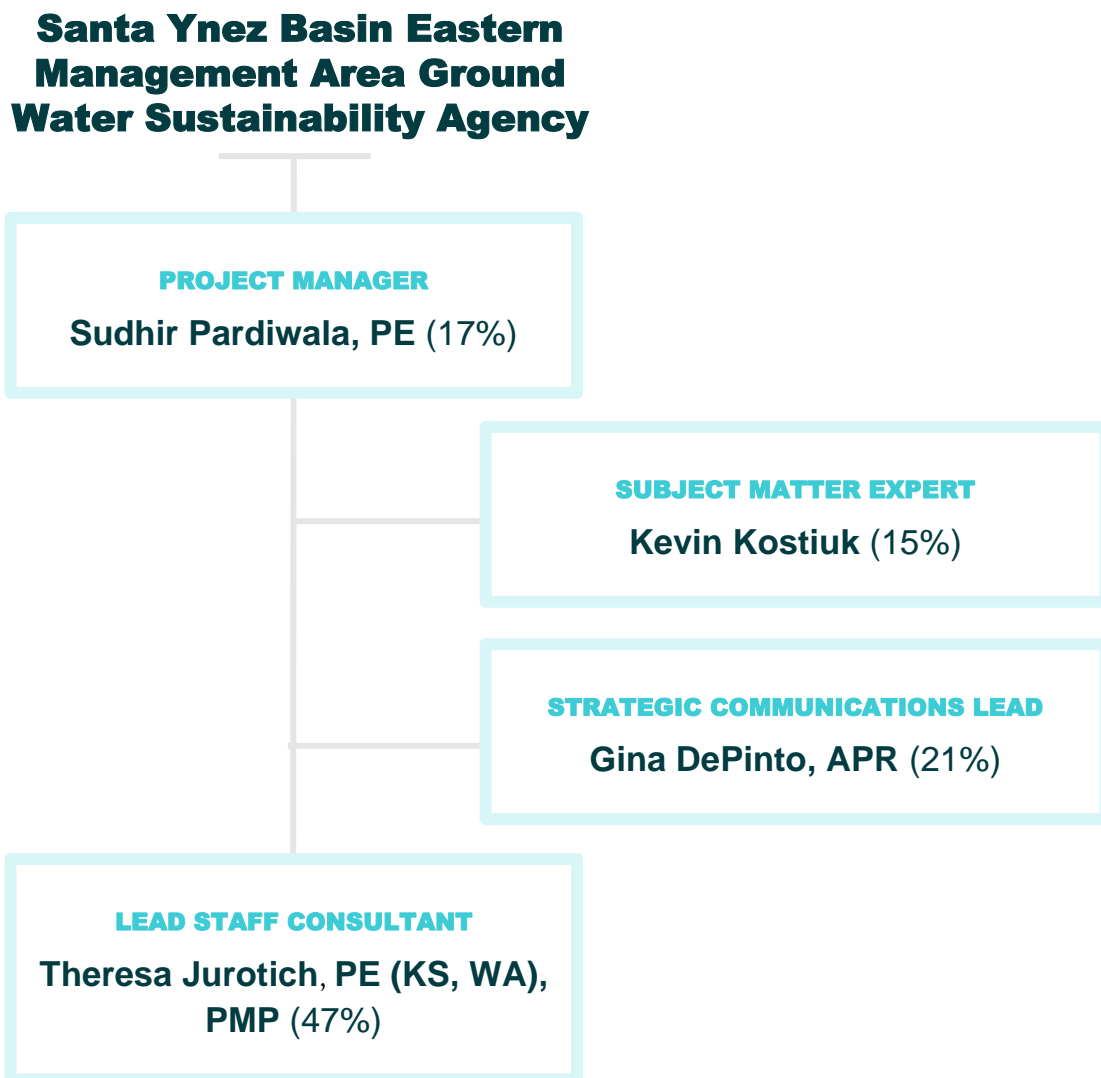
**PROJECT TEAM INFORMATION**

# Project Team Information

## OUR PROJECT TEAM POSSESSES EXTENSIVE EXPERIENCE COLLABORATING WITH OTHER GSA'S.

Our team includes senior-level professionals to provide experienced project leadership with support from talented consultant staff. This close-knit group has frequently collaborated on similar successful projects, providing the EMA GSA with confidence in our capabilities.

Here, we have included an organizational chart showing the structure of our project team. In the Appendix, we have included resumes for each of our team members as well as a description of their role on the project.



## PROJECT APPROACH

# Project Approach

We have developed the following proposed services based on our extensive experience in completing comprehensive water rate studies for other utilities while taking into account the considerations identified by the EMA GSA in its Request for Qualifications (RFQ). The approach has been tailored to address the specific objectives and concerns identified in the RFQ while maintaining those elements that we believe are essential for a successful project. We have used a similar project approach on many of our rate study projects for utilities throughout California.

## Task 1: Project Management, Kick-off Meeting, and Data Collection

### Task 1.1 – Ongoing Project Management and Quality Assurance / Quality Control Process

This task includes general administrative duties including client correspondence, billing, project documentation, and administration of the study control plan. Our Project Managers provide competent project management to ensure that all deadlines and objectives are met in a timely and efficient manner. We believe in a no-surprise approach and communicate with clients on a regular basis.

Raftelis' quality assurance/quality control (QA/QC) process ensures high quality, accurate work. The QA/QC process begins at the outset of the project when the Raftelis consulting team is assembled. For this engagement we have two layers of review: Project Manager and Technical Reviewer.

### Task 1.2 – Kickoff Meeting and Data Collection

The kick-off meeting is our due diligence to ensure that project stakeholders agree to the project's goals, approach, work plan, schedule and study priorities. A detailed data request list is submitted to the EMA GSA prior to the kick-off meeting so that the appropriate data can be assembled in the required format. Data will include annual reports, budgets, Groundwater Sustainability Plan (GSP) and other relevant data.

### PLANNED MEETINGS:

- One (1) virtual kickoff meeting with EMA GSA's project manager and key staff

### DELIVERABLES:

- Data request list
- Kick-off meeting presentation
- Documentation summarizing the kick-off meeting

## Task 2: Evaluate Charge Structure Policy Workshops and Regulatory Requirements

The proposed policy discussions will be used to identify the different fee structures for evaluation. Raftelis will review up to five (5) examples of SGMA taxes, fees, rates, and/or charges adopted by other GSAs in other basins to help facilitate fee-structure policy discussions. With direction from the EMA GSA on the most important objectives, Raftelis can identify possible fee structures that can be further refined based on the available data. Raftelis has assisted numerous agencies in conducting policy and pricing objectives exercises and developing appropriate fee structures. By receiving policy direction early in the study, we garner support of the proposed fee structure(s).

Additionally, Raftelis will review and discuss with the EMA GSA and its legal counsel any regulatory requirements of the proposed fee structure related to Proposition 218 and or Proposition 26. Raftelis proposes to hold one meeting with EMA GSA staff and one separate meeting with Basin stakeholders.

#### PLANNED MEETINGS:

- One (1) policy discussion meeting with the EMA GSA staff
- One (1) policy discussion meeting with Basin stakeholders

#### DELIVERABLES:

- Presentations for discussions in Microsoft PowerPoint format

### Task 3: Budget Review and Input

Raftelis will review and provide input on the operational budget prepared by the EMA GSA. The EMA GSA will incur costs relating to implementing its approved Groundwater Sustainability Plan. Additionally, the EMA GSA may incur costs for a plan manager, administrative and legal staff, and consulting costs for professional and technical services, fee collection and customer service, among others. Raftelis will work with the GSA staff to gather all information necessary to estimate total expenses in drafting the EMA GSA budget, estimate required revenues to recover those costs, and develop the financing plan model in Task 5.

#### PLANNED MEETINGS:

- Two (2) webinars with the EMA GSA project manager

#### DELIVERABLES:

- Presentations for discussion in Microsoft PowerPoint format

### Task 4: Financial Plan Model

Raftelis will design a financial plan model with the flexibility to evaluate different scenarios- in real time- to achieve different policy objectives and/or enhance financial stability. The Dashboard, which displays key variables and results on-screen, will show the results of each scenario and facilitate discussion for quick consensus building. This has proven to be particularly useful when making presentations, allowing attendees to fully appreciate the impacts of changes instantly.

#### PLANNED MEETINGS:

- Two (2) webinars with the EMA GSA project manager to review the proposed financing plan

#### DELIVERABLES:

- Presentations for webinars, as necessary, in Microsoft PowerPoint format

### Task 5: GSP Fee Development

With input received from the policy workshops, the data available, and the development of a budget and financial plan in Tasks 3 and 4, Raftelis will design up to three (3) fee structures for evaluation. We will also obtain the EMA GSA's legal counsel's input on the applicability of Propositions 26 and 218.

#### PLANNED MEETINGS:

- Two (2) webinars with EMA GSA Staff



**DELIVERABLES:**

- Presentations for webinars if necessary in Microsoft PowerPoint format

**Task 6: Report Development**

Raftelis will develop a draft and final report for the EMA GSA financing plan and proposed fees and charges. The draft report will include an executive summary highlighting the major issues and decisions reached during financing and fee development meetings with the EMA GSA staff and stakeholders. The main body of the report will include a discussion on the EMA GSA financing plan, fee structure selection, study assumptions, and methodologies used to develop the fees.

One set of consolidated comments from the EMA GSA staff will be incorporated into the final report. Our fee estimate assumes the preparation and delivery of a draft report, and a final report if requested by the EMA GSA or if necessary to address any EMA GSA comments. The EMA GSA will provide one (1) consolidated set of comments after the delivery of the draft report. We will consider and address these comments in the final report delivered to the EMA GSA. Any additional review comment cycles beyond the one included in this scope will be subject to additional costs, which will be determined based on the extent of the revisions required. Additional services, such as further revisions or additional deliverables, will be discussed and agreed upon separately.

**PLANNED MEETINGS:**

- One (1) webinar to discuss comments and edits to the Draft Report.

**DELIVERABLES:**

- Draft and Final Report

**Task 7: Public Outreach and Public Hearing****Public Outreach**

Raftelis offers strategic communications, outreach, and community engagement expertise to support the project at any level of support, from developing a strategic communications and outreach plan, designing a robust suite of supporting communications tools and materials, to planning and facilitating community conversations. Finding opportunities to communicate the work you do and the value the EMA GSA brings can be complicated, and the ever-evolving communication landscape makes it even more complex. Strategic communication and community engagement increases community acceptance of rate changes, enhances credibility with stakeholders and policymakers, and builds awareness of the value of the service, and the need for water utility investments on behalf of the community. Raftelis' strategic communications team approaches our projects with these drivers in mind:

- Advancing an equitable approach to communication
- Seeking success measured by positive community outcomes, not outputs
- Using data to drive decision making
- Engaging community members in conversations

Our vast experience and deep understanding of how internal and external communication functions within a public agency means we are ready to kick off efforts on day one. Working closely with our financial consulting team, we'll bring insight, strategy, and expertise that can flex with your needs. Our strategic communications team has worked directly for major water agencies. As the Raftelis communications lead for this rate study, Gina DePinto, APR, has 34+ years of experience including seven years at the Orange County Water District during construction and launch of the Groundwater Replenishment System (GWRS), which helped pave the way for others to pursue indirect potable reuse for groundwater recharge and seawater intrusion.

The Raftelis Strategic Communications practice full range of services includes:

- Strategic communication planning
- Public involvement and community outreach
- Public meeting facilitation
- Graphic design and marketing materials
- Media and spokesperson training
- Risk and crisis communication
- Social media strategy
- Technical writing and content development
- Virtual engagement

#### **DELIVERABLES:**

- To be determined in collaboration with staff

#### **Task 7.1: Citizens Advisory Group Workshop and Facilitation**

Raftelis has an entire business line with experts in public engagement and public involvement to assist our clients with industry-leading best practices. An integral part of developing rates and fees is ensuring that key stakeholders are included in the process from the beginning, with the opportunity to provide meaningful input that is reflected in the final recommendation(s). Raftelis will hold a second workshop with Basin stakeholders to discuss the broader study, the EMA GSA financing plan, and the development of proposed fees. This meeting allows the community to give input to the project team and to the EMA GSA team for incorporation into the final fee proposal.

#### **PLANNED MEETINGS:**

- One (1) stakeholder workshop with Basin stakeholders and EMA GSA staff.

#### **DELIVERABLES:**

- Presentations for workshop in Microsoft PowerPoint format

#### **Task 7.2: Public Hearing**

Raftelis will present the results of the study at a public hearing presenting the results in a PowerPoint format, which will be available to the EMA GSA's project manager before the meeting. The presentation will review the rationale behind the recommendations including the overall revenue needs, rate/fee structures, and estimated customer impacts. We will be available to address any questions from the Board or the public.

#### **PLANNED MEETINGS:**

- One Public Hearing

#### **DELIVERABLES:**

- Presentation materials

#### **OPTIONAL Task 7.3: Strategic Outreach Implementation Plan**

Raftelis would develop a strategic outreach implementation plan using our research findings and input from District staff to address implementation issues and community concerns and provide strategies to successfully communicate and adopt proposed rates or fees. Clearly explaining how changes will impact customers and citing research and a stakeholder engagement process can provide the Board with more confidence in adopting proposed fees or rates.

A strategic outreach implementation plan includes the following components: situation analysis and an environmental scan of current issues that may impact customer acceptance; stakeholder identification and public participation mapping to ensure key influencers are connected to the process; special population communication needs; communication channel plan for the GSA's website, public workshops and presentations, social media platforms, press releases, etc.; message platform to explain why fees or rates are needed, how they'll be implemented, and potential impacts to customers; and community outreach tactics for key influencers such as the partner agencies, ag and business community, residents and highly impacted customer groups. Note that Raftelis also provides graphic design services that could be used to develop infographics, newsletters, web pages, etc. See OPTIONAL Task 7.4 below for more information.

#### **PLANNED MEETINGS:**

- Phone/video meetings to develop and review plan

#### **DELIVERABLES:**

- Strategic Outreach Implementation Plan

#### **OPTIONAL Task 7.4: Communication Collateral Development and Design**

Key messages developed as part of the strategic communications framework come to life when woven together into powerful communications pieces by Raftelis' strategic communicators and professional graphic designers. Visual representation of proposed changes in an easy-to-understand and accessible format significantly improves customer understanding. Raftelis will develop a suite of print and digital communications pieces. This task can include the development of a mix of infographics, fact sheets, bill stuffers, FAQs, website copy, social media content, explainer videos, news releases, etc., all in one or more languages.

#### **DELIVERABLES:**

- To be determined in collaboration with staff

**INSURANCE**

Client#: 1722483

RAFTEFIN

**ACORD**

**CERTIFICATE OF LIABILITY INSURANCE**

DATE (MM/DD/YYYY)  
1/11/2024

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer any rights to the certificate holder in lieu of such endorsement(s).

PRODUCER USI Insurance Svcs, Charlotte 6100 Fairview Road Ste 1400 Charlotte, NC 28210 800 868-8834	CONTACT NAME: Brad Christensen PHONE (A/C, No, Ext): - FAX (A/C, No): E-MAIL ADDRESS: brad.christensen@usi.com
	INSURER(S) AFFORDING COVERAGE NAIC # INSURER A : National Fire Insurance Co. of Hartford 20478 INSURER B : Continental Insurance Company 35289 INSURER C : American Casualty Company of Reading PA 20427 INSURER D : Beazley Insurance Company, Inc. 37540 INSURER E : Travelers Casualty & Surety Co. of Amer 31194 INSURER F : Continental Casualty Company 20443
INSURED Raftelis Financial Consultants, Inc. 227 West Trade Street, Ste. 1400 Charlotte, NC 28202	

COVERAGES CERTIFICATE NUMBER: REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

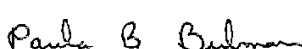
INSR LTR	TYPE OF INSURANCE	ADDL SUBR INSR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GENTL AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input checked="" type="checkbox"/> LOC OTHER:		6076000011	01/21/2024	01/21/2025	EACH OCCURRENCE \$1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$500,000 MED EXP (Any one person) \$15,000 PERSONAL & ADV INJURY \$1,000,000 GENERAL AGGREGATE \$2,000,000 PRODUCTS - COMP/OP AGG \$2,000,000 \$
F	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO OWNED AUTOS ONLY <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS NON-OWNED AUTOS ONLY		BUA6076000025	01/21/2024	01/21/2025	COMBINED SINGLE LIMIT (Ea accident) \$1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
B	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input checked="" type="checkbox"/> RETENTION \$10000		CUE6076000039	01/21/2024	01/21/2025	EACH OCCURRENCE \$5,000,000 AGGREGATE \$5,000,000 \$
C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y / N <input checked="" type="checkbox"/> N / A	WC6076305637 WC6076000042	01/21/2024 01/21/2024	01/21/2025 01/21/2025	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$1,000,000 E.L. DISEASE - EA EMPLOYEE \$1,000,000 E.L. DISEASE - POLICY LIMIT \$1,000,000
D	Cyber		W314D6240201	01/21/2024	01/21/2025	\$5,000,000 Limit
E	Crime		107207373	01/21/2024	01/21/2025	\$1,000,000 Limit
F	Professional		652071235	01/21/2024	01/21/2025	\$5,000,000 Limit

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

Certificate Holder is included as an Additional Insured with respect to General Liability, Automobile and Umbrella will follow form as per written contract. The coverage afforded to the Additional Insured is on a Primary and Non-Contributory basis for General Liability, Automobile and Umbrella if required by written contract. Waiver of Subrogation applies to General Liability, Automobile, Workers Compensation and Umbrella policies in favor of the above listed Additional Insured per written contract. A 30 day notice of (See Attached Descriptions)

CERTIFICATE HOLDER

CANCELLATION

To Whom it May Concern	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE 

CONSULTING RATES AND OTHER COSTS

# Consulting Rates and Other Costs

Project team hours and expenses will be billed on the same invoice. Expenses related to travel will be billed at cost. Additional services outside the agreed upon scope of work will be billed on a time and materials basis. Raftelis' billing rates can be found below. These rates will be in effect for calendar year 2024 and will then increase annually on January 1 by 3% unless specified otherwise by contract.

<b>POSITION</b>	<b>HOURLY BILLING RATE**</b>
<b>Chair/Chair Emeritus</b>	\$500
<b>Chief Executive Officer/President</b>	\$450
<b>Executive Vice President</b>	\$400
<b>Vice President</b>	\$360
<b>Senior Manager</b>	\$320
<b>Principal Consultant</b>	\$295
<b>Manager</b>	\$285
<b>Senior Consultant</b>	\$250
<b>Consultant</b>	\$220
<b>Creative Director</b>	\$220
<b>Associate</b>	\$185
<b>Graphic Designer</b>	\$160
<b>Analyst</b>	\$135
<b>Administration</b>	\$100
<b>Technology Charge*</b>	\$10

*\*Technology/Communications Charge: This is an hourly fee charged monthly for each hour worked on the project to recover telephone, facsimile, computer, postage/overnight delivery, conference calls, electronic/computer webinars, photocopies, etc.*

*\*\*For services related to the preparation for and participation in deposition and trials/hearings, the standard billing rates listed above will be increased by an amount up to 50 percent.*

APPENDIX: RESUMES

# Appendix: Resumes





# Sudhir Pardiwala PE

## PROJECT MANAGER Executive Vice President

### ROLE

Sudhir will manage the day-to-day aspects of the project ensuring it is within budget, on schedule, and effectively meets the EMA GSA's objectives. He will also lead the consulting staff in conducting analyses and preparing deliverables for the project. Sudhir will serve as the EMA GSA's main point of contact for the project.

### PROFILE

Sudhir has 45 years of experience in financial studies and engineering. He has extensive expertise in water and wastewater utility financial and revenue planning, valuation, and assessment engineering. He has conducted numerous water, wastewater, stormwater, and reclaimed water rate studies involving conservation, drought management, risk analysis, as well as system development fee studies, and has developed computerized models for these financial evaluations. Sudhir has assisted public agencies in reviewing and obtaining alternate sources of funding for capital improvements, including low-interest state and federal loans and grants. He has assisted several utilities with State Revolving Fund and Water Reclamation Bond loans. Sudhir authored the chapter on reclaimed water rates in the *Manual of Practice No. 27, Financing and Charges for Wastewater Systems*, published by the Water Environment Federation (WEF). He also authored a chapter entitled, "Recycled Water Rates," for the Fourth Edition of the industry guidebook, *Water and Wastewater Finance and Pricing: The Changing Landscape*. Sudhir was vice-chairman of the California-Nevada AWWA Business Management Division and Chairman of the Financial Management Committee.

### KEY PROJECT EXPERIENCE

#### **Santa Ynez River Water Conservation District (CA): Rate Study Update**

Raftelis has been providing annual rate study updates to Santa Ynez River Water Conservation District since 2021. Raftelis created a multi-year financial plan that allowed for the determination of groundwater pumping unit rates for the next fiscal year for producers within the District. Rates are developed based on zones. Sudhir is the Project Manager for the Central and Western Management Areas current GSA studies.

#### **City of Vallejo (CA): Water Financial Plan and Rate Study**

The City of Vallejo (City) engaged Raftelis to develop a financial plan for the water utility to ensure that the City would not be in technical default of its bond covenants after another consultant had completed a rate study. In short order, Raftelis prepared a Financial Plan to help the City tide over the



### Specialties

- Cost-of-service rate studies
- Conservation & drought management studies
- Economic analyses
- Water & wastewater utility cost accounting
- Valuation
- Financial & revenue planning
- Assessment engineering
- Reviewing/obtaining capital improvement funding
- Computer modeling

### Professional History

- Raftelis: Executive Vice President (2013-present); Vice President (2004-2013)
- Black & Veatch: Principal Consultant (1997-2004)
- MWH: Principal Engineer (1985-1997)
- CF Braun: Senior Engineer (1979-1985)
- PFR Engineering Systems: Research Engineer (1977-1979)

### Education

- Master of Business Administration - University of California, Los Angeles (1982)
- Master of Science in Chemical Engineering - Arizona State University (1976)
- Bachelor of Science in Chemical Engineering - Indian Institute of Technology, Bombay (1974)

### Certifications

- Series 50 Municipal Advisor Representative

### Professional Registrations

- Registered Professional Engineer, California: Civil (1988); Chemical (1981)

### Professional Memberships

- AWWA
- WEF
- California Municipal Finance Officers Association

immediate crisis and assisted with developing a Proposition 218 notice and with mailing it to over 42,000 customers and properties. Subsequently, the City again engaged Raftelis in a competitive proposal process to conduct a cost-of-service and rate study. The City has multiple service areas and financial plan and rates were determined for each area. Raftelis redefined the tiers based on the water usage patterns in the City single family class and developed uniform rates by customer class for multi-family, non-residential, raw water and construction classes. Raftelis made several presentations to a Utility Advisory Committee and supported staff in workshops with City Council. The City Council accepted our report and Raftelis assisted in drafting the Proposition 218 notice and mailing it. Raftelis also calculated rates for contract customers American Canyon and Travis Air Force Base schools.

### **City of Brentwood (CA): Water and Wastewater Rate Study**

Sudhir served as project manager for a water and wastewater rate study for the City of Brentwood (City) that involved a comprehensive review of the City's financial plan and rate structure. The City has a total of over 17,500 water and wastewater accounts. Water is supplied through two main sources: local groundwater, from the City's groundwater wells, and surface water that originates from rivers within the Sierra mountain range and flow into the Delta. Surface water is treated at the City of Brentwood Water Treatment Plant (Brentwood TP) and the Randall Bold Water Treatment Plant (RBWTP). Wastewater services are provided by the City's Wastewater Treatment Plant with a capacity to treat 5.0 million gallons of wastewater per day (MGD). The study included a comprehensive review of the City's revenue requirements and allocation methodology, a review of City's user classification, a cost-of-service analysis, and rate design for City users. The resulting rates were fair and equitable and met the fiscal needs of the City's utilities in the context of the City's overall policy objectives and were designed for simplicity of administration, cost effective implementation and ease of communication to customers. The study also included drought surcharges that vary based on the water shortage level that the City can implement as necessary to recover the revenue shortfall that occurs as a result of demand reduction during water shortage situations. Raftelis developed a user friendly model so that various scenarios could be evaluated on the fly. The City appreciated the flexibility of using this model during the course of the study. Raftelis calculated wastewater rates based on flow and strength for differ classes of customers. Raftelis assisted with the Proposition 218 notice and the public hearing. Raftelis has been retained for two rate cycles for the City.

### **City of Los Angeles (CA): Solid Waste and Wastewater**

Sudhir was project manager on studies to develop rates and rate models for solid waste and wastewater utilities. The City wanted to have a planning tool in-house to evaluate what if scenarios, impacts and determine rates for various customers. The model incorporated many user-friendly features to assist the City update rates and prepare financial plans on an annual basis. Solid waste rates included non-residential customers based on size of containers and frequency of collection. Wastewater rates to the 27 subscribing agencies discharging to the City's wastewater treatment facilities were also determined. This involved complex calculations and allocations to wastewater loadings, conveyance distance, etc. Connection or impact fees were also included in the model. User training, model documentation, regular updates and ongoing service were also included in this project.

### **City of Pasadena (CA): Solid Waste Roll-out Rate Study**

Sudhir was project manager for a study for the City to determine roll-out charges for solid waste services provided by the City. Certain customers in the City needed assistance with rolling out their containers and replacing them again. Sudhir analyzed the costs associated with this service and set up a charge for it.

Raftelis designed tiered water rates, recycled rates and wastewater rates considering Inland Empire Utilities Agency (IEUA) rates. Solid waste rates were designed to recover costs. Raftelis provided the City with a model that is used for planning purposes by the City. The City has engaged Raftelis multiple times to update these rates, optimize water sources to minimize costs.

### **City of Redlands (CA): Impact Fee Study, Non-Potable Water Fee Study, Rocky MWC, Valuation and Lease Study, Bi-Annual Rate Updates, Reclaimed Water Funding, Water and Wastewater Rate Study**

Sudhir has managed several financial projects for the City of Redlands (City) including water, wastewater and reclaimed water projects. The studies were conducted with extensive stakeholder input and multiple meetings with a Utilities Advisory Commission composed of local residents, businesses, and other interested parties. The first-rate studies involved significant rate adjustments as well as rate structure adjustments to ensure financial stability, meet debt coverage and regulatory requirements. The analysis included calculation of outside-City charges and impact fees. The City received user-friendly working rate models for future updates. Sudhir assisted the City with State Revolving Fund loans for reclaimed water and potable water. He helped them find grants for the reclaimed water project and water treatment plant upgrade. He has been assisting the City biennially with their water, wastewater and recycled water rates.

### **City of Palo Alto (CA): Water Rate Study**

Sudhir was project manager for a study for the City of Palo Alto (City) to determine the cost-of-service rates consistent with Proposition 218. The study involved review of fire service charges, booster pumping rates, strict adherence to cost-of-service principles. The study was conducted with the participation of a citizens' advisory committee. Raftelis developed a user-friendly rate model, provided City staff training on use of the model. The proposed rates were implemented July 1, 2012. Raftelis assisted The City with an update developing conservation rates with the State mandated reductions in usage.

### **City of Santa Barbara (CA): Water and Wastewater Rate Study**

Sudhir has assisted the City of Santa Barbara (City) with their water, wastewater and recycled water financial plans and cost-of-service rates studies involving rates for different customer classes including agriculture, outside City, tiered residential, commercial etc. Wastewater rates were developed for various funding sources including grants and SRF loans. The City is facing severe water supply shortages and water rates included evaluation of multiple drought stages, the rates and impacts on customers as well as funding desalination to provide adequate supplies for the City's customers. Raftelis also evaluated system capacity fees for new water and wastewater customers.

### **Olivenhain Municipal Water District (CA): Water and Wastewater Financial Planning Studies and Recycled Water Rate Study and Capacity Fee Studies**

Sudhir assisted the Olivenhain Municipal Water District (District) in conducting a water financial plan study and a recycled water rate study to determine the recycled water rates charged to customers. The water financial planning model was developed to assist the District in evaluating different financing alternatives to minimize rate impacts and ensure financial stability. The water model was effectively used in Board meetings and presentations to evaluate the impacts of various scenarios. Additionally, Raftelis calculated drought/conservation rates for different stages of cutbacks. The recycled water rate study was conducted to determine the recycled water rates charged to customers given that the District obtains recycled water from four different sources: the City of San Diego, Vallecitos Water District, Rancho Santa Fe Community Services District, and the 4S Regional Recycled Water System. The existing agreements defined the costs of different sources of recycled water to the District. To address all of those issues and concerns, Raftelis developed a recycled water financial and rate model to determine the costs of providing service and the required revenue to be collected from customers. In addition, the model is built to evaluate when the District is able to take over the 4S Regional Recycled Water System, as stated in the agreement with the developer.

### **City of Sacramento (CA): Wastewater Rate Study**

Sudhir managed a wastewater rate study to examine the charges associated with different types of residential and non-residential customers. The study included a comprehensive review of the City's revenue requirements and allocation methodology, review of City's user classification, a cost-of-service analysis, and rate design for City users. Sacramento is one of the few large Cities in the State that does not meter residential and a significant number of

non-residential customers. The strength and flow allocation to these customers was revised. The resultant rates were fair and equitable and met the fiscal needs of the City's wastewater utility in the context of the City's overall policy objectives and were designed for simplicity of administration, cost effective implementation and ease of communication to customers. Subsequently, Sudhir also completed water, wastewater and stormwater rate structuring studies for the City.

#### **City of San Diego (CA): Water, Wastewater and Reclaimed Water Rate Studies**

Sudhir conducted numerous studies for the City of San Diego (City), including a water, wastewater and reclaimed water rate study. The entire wastewater rate study was conducted with extensive stakeholder group involvement because of the changes required in the wastewater rate structure to meet regulatory requirements. In addition, Sudhir served as project manager for the City's reclaimed water rate study, impact fee studies for both water and wastewater, and a transportation charges study for agencies contributing to the City's regional wastewater facility. Sudhir also managed a water demand study which involved statistical analysis of historical water consumption to model projections based on weather, economic activity, population, inflation, etc. Sudhir evaluated the feasibility of a water budget rate structure for the City. He assisted the City with the Proposition 218 noticing and public outreach.

#### **City of Beverly Hills (CA): Water and Wastewater Rate Studies and Capacity Fees**

Sudhir served as project manager for Raftelis' engagement with the City of Beverly Hills (City) water and wastewater rate studies. Raftelis was engaged by the City to develop a rate and financial planning model that would be used to evaluate alternative rate structures and to provide more detailed forecasts to assist in the preparation of updating rates in future years. Raftelis modeled numerous alternative rate structures and reviewed customer and revenue impacts before recommending that the City modify its current three tiered rate structure to include a fourth tier that targets large irrigation usage. In addition, Raftelis recommended that the costs of service based on flow and strength. Raftelis continues to provide biennial updates to the City model so that rates may be projected in future years.

#### **Ventura County Water and Sanitation District (CA): Water Cost-of-Service and Rate Study**

Ventura County Water and Sanitation District engaged Raftelis to conduct a comprehensive water cost-of-service and rate study for four of the County's Water Districts. Sudhir directed a comprehensive review of each District's revenue requirements and customer classifications and led the development of a rate model containing a cost-of-service analysis and rate design. Sudhir and his team helped identify a rate structure and rates which were simplified, ensured sufficient revenue for operational and capital expenses and reserve requirements for each District and were defensible under California's rate setting regulations, such as Proposition 218. Sudhir ensured the results met each District's objectives and included the feedback of the District Citizens Advisory Committee. Sudhir helped coordinate the development of online bill calculators to help customers estimate the impacts of proposed changes. Sudhir also directed a thorough review of the District's connection fees, miscellaneous fees, and rules and regulations and provided recommendations for improvements to meet best practices and improve operations.

#### **City of Ventura (CA): Water, Wastewater, and Recycled Water Cost-of-Service and Rate Study**

Sudhir served as project manager for a water, wastewater, and recycled water cost-of-service and rate study for the City of Ventura (City). The City had not updated its rate structure in 20 years. Additionally, the City was under a cease-and-desist order that required the City to carry out improvements estimated at more than \$55 million, and which the City wanted to start funding to mitigate impacts. The goal of the study was to develop conservation-oriented rates consistent with cost-of-service to recover adequate revenues to pay for necessary capital improvements, meet debt service coverage requirements, as well as maintaining sufficient reserve requirements. The study included a comprehensive review of the City's revenue requirements and allocation methodology, review of the City's user classification, usage patterns, a cost-of-service analysis, and rate design for City users. Raftelis

developed long-range financial plans so that the water and wastewater utilities could be financially stable and save costs in the long run. We also assisted the City with developing different water and wastewater rate alternatives with various scenarios as well as calculating outside-city rates. The study was conducted with several meetings and input from stakeholders comprised of customers within the City. Raftelis educated the Citizen Advisory Committee on the basics of rates, cost allocations, and rate design to obtain their buy-in through the use of the dashboards in the rate models we developed for them to demonstrate the impacts of various revenue adjustments on the long-term financial stability of the enterprises. Raftelis also developed a schedule for funding a major wastewater program required by environmental groups. Recommended rates were implemented for two years in July 2012. Raftelis updated rates for the City in 2014 and provided water drought rates.

#### **Goleta West Sanitary District (CA): Financial Planning Study, Rate Study, Annexation/Connection/Miscellaneous Fee Study, Reserves Policy Development**

Sudhir has been Goleta West Sanitary District's (District) financial consultant for over more than 15 years. During that time he has assisted the District with financial planning, development and financing their replacement and refurbishment program, developing a rate structure, annexation fees, connection fees, miscellaneous fees, reserves policy development, and other financial issues. The District charges customers on the tax roll. Raftelis developed the data to be included on the tax roll and the District now manages it.

#### **City of Los Angeles (CA): Water, Wastewater Rate Studies and Wheeling Charge Review**

Sudhir was project manager on studies to develop rates and rate models for solid waste, water and wastewater utilities. The City of Los Angeles (City) wanted to have a planning tool in-house to evaluate what if scenarios, impacts and determine rates for various customers. The model incorporated many user-friendly features to assist the City update rates and prepare financial plans on an annual basis. Solid waste rates included non-residential customers based on size of containers and frequency of collection. Wastewater rates to the 27 subscribing agencies discharging to the City's wastewater treatment facilities were also determined. This involved complex calculations and allocations to wastewater loadings, conveyance distance, etc. Connection or impact fees were also included in the model. User training, model documentation, regular updates and ongoing service were also included in this project.

Sudhir also served as project manager on a wheeling charges study for the Los Angeles Department of Water and Power. The City was interested in determining the appropriate charges to be levied on various customers that may wish to use the extra capacity in the City's system from the Los Angeles Aqueduct to the distribution network-to transfer water.

#### **City of Pasadena (CA): Water and Wastewater Rate Study**

Sudhir was project manager for a study for the City of Pasadena (City) to determine roll-out charges for solid waste services provided by the City. Certain customers in the City needed assistance with rolling out their containers and replacing them again. Sudhir analyzed the costs associated with this service and set up a charge for it.

#### **Vallejo Flood and Wastewater District (CA): Wastewater Rate and Connection Fee Study**

Raftelis assisted the Vallejo Flood and Wastewater District (District) with a comprehensive wastewater rate and connection fee study (Study). The District an independent special district that collects, treats, and disposes of wastewater for 38,000 accounts in the City of Vallejo with a service area that covers 36 square miles and includes one wastewater treatment plant and 36 wastewater pump stations. The existing sewer rate structure comprised of flat rates for all residential customers, including single and multi-family residences. For commercial customers, rates were based on both flow and sewage strength. The District was moving over to a service charge to be levied on the property tax roll. Raftelis was called in to assist with this study after another consultant's study was found to be unacceptable to the District. As part of the study, Raftelis thoroughly examined the District's revenue streams, cost structure, analyzed customer data, and developed an equitable rate structure that met both Proposition 218

requirements and the District's goals and objectives. An important part of the study was the evaluation of the commercial customer classifications to ensure that customers were accurately categorized by strength and assessed the appropriate rates. Raftelis also created a user-friendly model so that various scenarios could be evaluated on the fly. Additionally, Raftelis also reviewed and updated the District's connection fees. Upon completion of the rates calculation, Raftelis assisted the District in a comprehensive public outreach campaign to obtain customers buy-in, which was crucial in the successful implementation of the proposed rates for fiscal year 2019.

### **City and County of San Francisco (CA): Water, Wastewater Rate Study and Stormwater Incentives For Low Impact Development**

The City and County of San Francisco (City) conducts water, wastewater and stormwater studies every five years to ensure that charges are consistent with cost-of-service and conforms with the City's Propositions. Sudhir served as project manager for two cycles of rate studies for the City. The City has a combined wastewater and stormwater system and costs for stormwater are integrated with wastewater. The City was engaging in a multi-billion dollar capital improvement program that would have significant impact on rates. The City has unique microclimates and Raftelis analyzed the water usage characteristics of single family and multi-family users to develop a rate structure that would provide incentives for conservation. Raftelis evaluated incentives to encourage low impact development, reviewed stormwater practices to provide credits for best management practices to reduce stormwater generation. Raftelis performed an overhead cost allocation study consistent with federal requirements of OMB Circular A-87 to assign costs appropriately to different departments in order to obtain federal reimbursement for projects that are eligible for federal assistance.

### **Napa Sanitation District (CA): Recycled Water Rate Study**

Sudhir was project manager for a recycled water rate study for the District. The District was required to restrict summer discharge of its wastewater into the river. The District had made improvements to its treatment plant to produce recycled water and provided incentives to recycled water customers to use the water. Agreements with customers were to end within a couple of years and the District wanted to enlarge the recycled water facilities and enroll new customers into the recycled water program. The District wanted to review the economics of the improvements and determine the impacts resulting from implementing new recycled water rates. Raftelis developed a financial and rate model that considered the new customers and revised rates and the impact of providing discounted rates on wastewater customers. The District held meeting with the recycled water users and obtained input on issues of concern to them. Raftelis provided support to the District and evaluated the results of the surveys conducted to define the rates.

### **City of Henderson (NV): Water and Wastewater Financial Assessment**

Sudhir served as project manager for the engagement with the City of Henderson (City). In Phase I, Raftelis assisted the City in conducting a water and wastewater financial assessment. Raftelis developed a financial vision which will ultimately shape the utilities for the next 10 years. As part of our conceptual design process, Raftelis recommended several alternative rate philosophies to be evaluated as part of Phase II. The Model was also developed to evaluate certain rate philosophies and user charge structure modifications focused on improving the equitable recovery of costs from different user classes, legal defensibility of the rates and system development charges, revenue predictability, and conservation incentives. Raftelis developed an allocation or budget for different meter sizes to ensure that the tiered rates set up would fairly collect revenues from customers. Raftelis updated the City's financial plan by participating in the City's rate implementation process. This included presentations of final findings and recommendations to City Council and the Citizen's Advisory Committee.

### **City of North Las Vegas (NV): Water and Wastewater Rates Study**

Sudhir was the project manager for the water and sewer financial planning and rate study conducted for the City of North Las Vegas (City). At the time, the City had experienced rapid growth and had a significant amount of capital



projects including construction of their own treatment plant. The City faced many financial challenges at a time when there were signs of a slowing economy. Raftelis conducted a multi-year financial plan that examined various customer growth, capital funding, and rate revenue assumptions. Raftelis prepared rate models for both water and wastewater and trained City staff on their use. The models provided dashboards for ease of use and decision making.

### **Clark County Water Reclamation District (NV): Cost-of-Service Study**

Sudhir was project manager for a cost-of-service study for the Clark County Water Reclamation District (District) to help evaluate the current system of rates and charges to ensure that users were being charged appropriately. The District has not updated its rate structure system for many years and the current system based on fixture units is believed to need restructuring. Raftelis managed the sampling and wastewater flow monitoring from different types of users to determine the definition of an equivalent dwelling unit and the flows from different types of users. There are multiple outreach meetings with member agencies and interested stakeholders to educate them on the process and to obtain buy-in.

### **City of Portland (OR): Retail and Wholesale Water Rates Model**

The City of Portland (City) wanted a financial planning and rate model to determine rates for its wholesale and retail customers. Sudhir served as project manager for this study. The City provided wholesale water to 19 agencies under old agreements that were expiring soon. The City was finalizing long-term agreements with explicit terms on rate setting. The City wanted to develop rates consistent with the new agreement for the wholesale agencies, review rate structure alternatives for its retail customers, review impacts and provide flexibility for planning for the next 20 years.

The City's existing retail rate structure consisted of an increasing 3-tier rate structure for all customers with fixed tiers for single-family customers and tiers based on the average usage in the preceding 12-month period for the remaining customers. The current retail rates applied to all classes and did not take into account peaking which factors can vary significantly from class to class. Raftelis developed alternative rate structure options for retail customers and explored the creation of more classes to increase equity and fairness and encourage conservation. Alternative rate structures included uniform volume rates, seasonal rates, increasing and "V" or "U" shaped block rates, and a range of individualized block rates with cutoffs based on average account usage, seasonal usage, or customer characteristics. Raftelis provided the City with the computer model and provided training and a manual in the user of the model.

In 2012, Sudhir managed a bond feasibility study for the City's Bureau of Environmental Services. The City needed to issue bonds for several hundred million dollars to meet regulatory requirements related to its wastewater and stormwater systems. Raftelis met with City staff and reviewed the CIP, business processes, rates and rate setting procedures, and provided a certificate of parity showing that the City could meet its coverage requirements under the current rates so that the City could sell bonds with a good rating.

### **City of Tacoma (WA): 2008 Business Planning Assistance and Financial Model**

Sudhir was project manager for a study to develop financial plans and rate models for the City of Tacoma's (City) Environmental Services including wastewater, surface water and solid waste utilities. The study involved development of user friendly financial and rate planning models that would allow the City to update rates on an annual basis, quickly make changes, and review rates. The model also provided capability to compare the status of the CIP, and actual revenues and expenses against budgets on a month-by-month basis. To make this process easy, the model was integrated with the City's SAP and E Builder system. The financial plan and rates were reviewed

with input from the City's Environmental Services Commission. Raftelis turned over the models to the City, provided training and computer manuals in the use of the models.

Sudhir also provided financial planning models to the City's water utility, which included user-friendly features and benchmarking tools to maximize improvements in operations and management.

### **City of Ontario (CA): Water, Wastewater and Solid Waste Rate Study**

Sudhir served as project manager on multiple water, wastewater and solid waste rate studies. The study included a comprehensive review of the City of Ontario's (City) revenue requirements and allocation methodology, review of user classifications, a cost-of-service analysis, and rate design for City users.

### **PROJECT LIST**

- City of Anaheim (CA) - Water rate study
- City of Atwater (CA) - Water and wastewater rate study
- City of Banning (CA) - Recycled water revenue program
- Beaumont Cherry Valley Water District (CA) - Water rate and connection fee study
- Casitas Municipal Water District - Water rate study
- Castroville Water District (CA) - Water and wastewater rate study
- City of Beverly Hills (CA) - Asset replacement study, connection fee study, conservation rate study, valuation and development of replacement program and asset inventory, and water rate study and update
- City of Brea (CA) - Water rate study, connection fees and related fees and charges study
- City of Brentwood (CA) - Water and wastewater rate study
- City of Buena Vista (CA) - Water and wastewater rate study
- City of Burbank (CA) - Bond feasibility study, reclaimed water study, and water and wastewater rate study
- City of Carlsbad (CA) - Asset replacement study and water, wastewater and reclaimed water revenue program
- City of Chino (CA) - Valuation study and water rate study
- City of Chowchilla (CA) - Water and wastewater rates study
- Clark County Water Reclamation District (NV) - Cost-of-service study
- City of Cloverdale (CA) - Water and wastewater connection fees and rate study
- City of Corona (CA) - Water and wastewater rate study
- El Toro Water District (CA) - Water budget and wastewater rate studies and connection fees
- City of Encinitas (CA) - Water and wastewater rate study
- City of Escondido (CA) - Valuation study, water and wastewater rate study
- City of Glendora (CA) - Water and wastewater financial planning and rate study
- Goleta Water District (CA) - Water and wastewater rates and connection fees studies, asset management, and financing plan
- City of Henderson (NV) - Water and wastewater rate study
- La Canada Irrigation District - Water rate study
- La Crescenta Water District - Water and wastewater rate study
- City of Livingston (CA) - Water, wastewater and solid waste rates study and litigation support
- City of Los Angeles (CA) - Wheeling charge review
- Los Angeles Department of Water and Power (CA) - Water rate study and wheeling charge review
- City of Madera (CA) - Water and wastewater rate study
- Mammoth Community Water District (CA) - Water and wastewater rate study
- Metropolitan Wastewater Joint Powers Authority (CA) - Wastewater valuation study and capacity valuation study
- Napa Valley Sanitation District (CA) - State revolving fund loan assistance

- City of North Las Vegas (NV) - Water and wastewater rates study and model
- Ojai Valley Sanitary District - Wastewater rate study
- Olivenhain Municipal Water District (CA) - Water and wastewater financial planning studies and recycled water rate study
- City of Ontario (CA) - Water, wastewater and solid waste rate study
- Palmdale Water District (CA) - Water budget rate study
- City of Palo Alto (CA) - Water rate study
- Portland Water Bureau (OR) - Retail and wholesale water rates model
- City of Poway (CA) - Wastewater rate structure analysis
- Ramona Municipal Water District (CA) - Water rate study
- Rainbow Municipal Water District (CA) - Water, wastewater rate and capacity fee studies
- City of Redlands (CA) - Impact fee study, non-potable water fee study, rocky mwc, valuation and lease study, bi-annual rate updates, reclaimed water funding, and water and wastewater rate study
- City of Rialto (CA) - SRF funding and water and wastewater rate study
- County of San Bernardino (CA) - Water and wastewater rate study and connection fees
- City of San Diego (CA) - Recycled water rate study, valuation study, and water and wastewater financial plan, rate and connection fees study, litigation support
- San Diego County Water Authority (CA) - Capacity valuation, rate analysis, valuation study, and wheeling charge study
- City of San Fernando (CA) - Water and wastewater rates study
- City of San Francisco (CA) - Water, wastewater rate study and stormwater incentives for low impact development
- San Geronio Pass Water Agency (CA) - Financing plan
- City of San Jose (CA) - Sewer service related fees and charges
- City of San Luis Obispo (CA) - Stormwater financial feasibility study
- City of Santa Barbara (CA) - Water and wastewater rate study
- City of Santa Fe springs - Water rate study
- Santa Fe Irrigation District (CA) - Wastewater treatment plant cost evaluation, water connection fees study, and water rate study and update
- City of Santa Monica (CA) - Wastewater rate study
- City of Scottsdale (AZ) - Impact fee study
- City of South Pasadena (CA) - Water and wastewater rate study
- City of Springfield (OR) - Wastewater rates model
- Sweetwater Authority (CA) - Water rate study
- Tacoma Public Utilities (WA) - 2008 Business planning assistance and financial model
- City of Upland (CA) - Valuation study
- City of Vallejo (CA) - Water financial plan
- Valley County Water District (CA) - Water rate study
- Ventura County Water and Sanitation Department (CA) - Water Cost-of-Service and Rate Study
- Town of Windsor (CA) - Impact fee review, state revolving fund loan application assistance, water and wastewater connection fees and rates study, and water and water reclamation rate studies

# Kevin Kostiuik

## SUBJECT MATTER EXPERT Senior Manager



### ROLE

Kevin will provide input and guidance as a Subject Matter Expert for the project.

### PROFILE

Kevin has a background in environmental economics and policy and possesses extensive analytical skills. His expertise lies in water resources management, environmental economics, environmental policy, and federal water supply and flood control policy. Kevin is a past member of the American Water Works Association (AWWA) Young Professionals (YP). He has authored articles on potable reuse in Journal AWWA discussing the treatment, financing structures, and pricing of treated water at advanced purification treatment plants; an article on municipal water demand pattern changes during the California State-wide drought of 2012-2017; and an article on proactive financial planning in times of drought for California Society of Municipal Finance Officers (CSMFO) Magazine. Kevin has presented an evaluation of the conceptual CustomerSelect rate model for Soquel Creek Water District at the AWWA Utility Management Conference.

### KEY PROJECT EXPERIENCE

#### **Borrego Valley Groundwater Sustainability Agency (CA): Financial Plan Study**

Raftelis was contracted by the Borrego Valley Groundwater Sustainability Agency (Agency) to develop a financial planning model and fee options for the new entity as mandated by the Sustainable Groundwater Management Act (SGMA). Tasks included working with the core project team to develop policy options for fee structuring and various fee recovery mechanisms. Project deliverables included a financing plan memorandum, an Excel-based financial plan Model, operating and administrative budget creation, and a user manual for the Excel Model. The deliverables were used in the submission of the Groundwater Sustainability Plan (GSP) to the State Department of Water Resources (DWR) in 2019.

#### **Santa Cruz Mid-County Groundwater Agency (CA): Funding Criteria Evaluation**

Raftelis was contracted by the Agency to evaluate funding criteria for Santa Cruz Mid-County Groundwater Sustainability Agency (GSA) fees and calculate preliminary fees. Kevin served as the project manager. Raftelis conducted multiple meetings and webinars with County staff and the Advisory Committee to produce a financial budget for management activities, discuss fee structure options, and develop a pricing objectives exercise for the GSA Board. The project culminated with fee analysis and production of a White Paper to assist the Agency in navigating their financing plan as part of the GSP submittal process, as well as recovering costs of management over the long term. The project is complete as of May 2019.

#### **Borrego Water District (CA): Water Rate Study**

Raftelis contracted with the Borrego Water District (District) to evaluate the impact of county growth projections as well as the Sustainable Groundwater Management Act (SGMA) of 2014. Kevin utilized the existing financial plan

### Specialties

- Water & Drought rate design
- Water budget rate structures
- Utility cost-of-service
- Sustainable Groundwater Management Act
- Data analysis
- Environmental policy analysis

### Professional History

- Raftelis: Senior Manager (2023-present); Manager (2020-2022); Senior Consultant (2014-2019); Consultant (2014-2015)
- Turner New Zealand, Inc.: Director of Operations (2009-2012); Accounting Manager (2007-2009)
- Lesley, Thomas, Schwarz & Postma, Inc.: Staff Accountant (2007)

### Education

- Master of Environmental Management - Duke University (2014)
- Bachelor of Arts in Business-Economics & History - University of California, Santa Barbara (2006)

model, water supply analyses provided by other District consultants, and assumptions on land acquisitions to determine the effect of SGMA on long term water rates. The Borrego Groundwater Basin is critically over drafted, and users will need to decrease water production significantly to achieve sustainable yield by 2040. This will require the District to reduce per capita water use and acquire production credits within the basin by fallowing agricultural land. Kevin estimated water rates in each year through 2040 incorporating assumptions on groundwater production, market values of land in the basin, debt financing, and water source alternatives.

In 2017 Kevin examined the affordability of water rates charged to the District's customers. The assessment analyzed both existing and future rates and affordability under the SGMA scenario identified in 2016. The affordability assessment relied upon the SGMA Impact Assessment and corresponding demand projections, basin yield assumptions, financing assumptions, and projected rates to the year 2040. The project allowed the District to understand affordability of existing rates and water allocation and to estimate the affordability impacts of SGMA compliance in the Borrego Groundwater Basin over the long term.

### **City of Hayward (CA): Water Rate Structures, Financial Planning, and Water Cost-of-Service**

Raftelis assisted the City with reviewing water rate structures, financial planning, and water cost-of-service. The City serves an urban retail base with very low per capita demands and has a relatively large share of low-income customers. Raftelis assisted the City of Hayward (City) with a comprehensive water cost-of-service and rate study in 2021. Kevin served as the project manager for this engagement, which involved developing a 10-year financial plan, a two-year rate proposal, a water rate model, and a technical report (or administrative record). The City receives 100% of its water supply from the San Francisco Public Utilities Commission (SFPUC); the increasing costs of purchasing water from SFPUC is often unpredictable. The key drivers in the financial plan included developing a reserve policy which mitigated the risk of volatile SFPUC costs and minimizing the financial impact to customers to the greatest extent possible. Additionally, Raftelis recommended a simplified rate structure based on a detailed cost-of-service allocation. The proposed rate structure helped improve equity among customer classes, provided affordability for low water users, and enhanced customer understanding. The water rates were successfully approved and implemented by City Council.

### **Crescenta Valley Water District (CA): Water and Sewer Financial Plan and Rate Study**

Kevin developed a combined water and sewer financial plan and rate model for the Crescenta Valley Water District (District) in 2016. The cost-of-service and rate study included several workshops with the District Board which culminated in structural changes to the District's existing water and sewer rate structures. In addition to the tiered water rate structure, which was ultimately adopted, Kevin developed a water budget rate model for evaluation by District staff and the District Board.

Prior to the cost-of-service and rate study, Kevin performed an economic analysis for the District to determine the feasibility of offsetting imported water supply with the production of local groundwater. Kevin created a customized model for the District to use under different scenarios of capital requirements, lease options, and contract lengths. As part of the study, he reviewed the District's prior consultant's work, determined internal rate of returns, calculated the net present value of district savings, and determined the cost at which the District should lease water rights for groundwater production.

### **East Valley Water District (CA): Budget-Based Water Rate Study**

Raftelis contracted with East Valley Water District (District) in 2014 to develop budget-based rates to replace the District's existing uniform rate structure. Kevin assisted the District with design and implementation of budget-based water rates for their 23,000 accounts including residential, commercial and irrigation customers. The study

included creation of a long-term financial plan and full cost-of-service study for the water enterprise. Kevin developed the 10-year financial plan model, rate model, and water budget model for the District. Kevin worked closely with the District's finance, IT, and, billing departments in the early stages to analyze customer account level data including monthly use. He also worked with the District's GIS and other outside consultants to develop the water budget model using irrigable landscape area, customer class, assessor parcel number (APN), etc. for construction of indoor and outdoor allocations, or budgets.

The project incorporated significant public outreach whereby Raftelis led meetings with ratepayers to receive input, provide study updates, and answer questions of the public. The ratepayer meetings assisted adoption of the new rate structure and implementation. The rate structure that the Board adopted allows for the most precise, scientific and equitable design of rate structures, tailored specifically to an individual account.

### **Goleta Water District (CA): Water Cost-of-Service Study**

Kevin completed a full water cost-of-service study for the Goleta Water District (District) which included design of inclining tiered rates for their single-family residential class, as well as agricultural rates for two classes.

Complexities in customer classes' access to District water supplies, interruptions during times of drought, and benefit (or lack thereof) from treatment made the analysis unique and challenging. The study included development of a long-term financial plan model, rate model, and corresponding bill impacts.

To achieve the District's demand reduction targets as outlined in their Drought Management Plan, the District wished to explore drought rates/drought surcharges to curb demand. Ultimately, Kevin developed three options of revenue neutral drought surcharges for the Board's consideration. These various options ranged from targeted surcharges on an inter and intra-class basis, to a surcharge applied to non-drought commodity rates, to a uniform commodity surcharge irrespective of customer class or use. The proposed rates and drought surcharges were adopted and implemented July 1, 2015.

### **City of Redlands (CA): Water and Sewer Financial Plan Study**

Kevin updated prior financial plans developed by Raftelis for the City of Redlands (City) for their water and sewer enterprises. The update included building in more flexibility to the model for ease of use and for future updates, as well as, making the model dashboards more user friendly.

The state-wide drought in California called for a mandatory 25% reduction for all water service agencies in the state. The City's target was to reduce residential consumption by 35%. Kevin assisted the City in design and implementation of drought surcharges to achieve a 35% reduction and to recover lost revenue from reduced water sales.

Additional work for the City included updating the City's Storm Drain Impact Fee and miscellaneous fee for National Pollutant Discharge Elimination System (NPDES) inspections as part of the MS4 permit requirement. The storm drain fee had not been reevaluated in 20 years. Additionally, the City had recently completed a Storm Drain Master Plan which called for \$83 million in improvements to system deficiencies. Kevin developed a methodology to retain the existing impact fee structure while updating the fee paid by different land use classes.

In 2015 and 2016 Kevin developed a water budget rate model for the City to evaluate a new rate structure. The model integrated with the existing water financial plan model and designed parallel water budget rates for consideration by City staff and the Council.

### **City of Camarillo (CA): Rate Consulting Services**

Raftelis has provided rate consulting services to the City of Camarillo (City) for the past seven years with Kevin serving as lead analyst the past three years. In the current rate cycle Kevin serves as project manager. The City adopts rates on a two-year cycle and the most recent study included rebuilding long term financial plan models, revising the wastewater utility's rate structure, and performing a cost-of-service analysis for the sewer utility. Kevin has made presentations to the City Manager, City's Utility Committee, and City Council in consecutive years. Kevin successfully presented rates to City Council in December 2016, November 2017, and November 2018.

During the height of the most recent state-wide drought, the City contracted with Raftelis to evaluate emergency drought rates as a conservation and revenue recovery tool. Kevin adapted the existing financial plan model and developed multiple scenarios based upon the City's water supply condition stages. Kevin developed drought rates utilizing the City's financial plan at each stage and estimating water reductions. The rates were not adopted prior to the end of the state-wide drought however the drought tool is available for quick implementation should drought conditions return. Raftelis is currently contracted with the City for another two-year rate and capacity fee study for 2019 with Kevin as project manager.

### **City of Tustin (CA): Financial Plan Study**

Raftelis contracted with the City of Tustin (City) to develop a 10-year financial plan and evaluate a budget-based rate structure for its customers. Kevin worked extensively with City staff, Raftelis' data services team, and outside consultants of the City to develop the water budget allocation and rate model for the City's approximately 14,000 customer accounts. As part of the model build, data from GIS consultants had to be organized and validated for each of the City customers' parcels. Raftelis' data services team worked internally to ensure matches between assessor's data and GIS data for integration to the water budget model. Rates and customer impacts have been presented to City staff and a public outreach campaign is being devised in anticipation of the council workshop. The project is ongoing.

### **Placer County Water Agency (CA): Water System Evaluation, Cost Allocation Study**

In 2015 Placer County Water Agency (PCWA) contracted with Raftelis to evaluate its water system. PCWA provides retail and wholesale water service to treated water and raw water users throughout western Placer County. In Phase I of the project Kevin evaluated the current system's four service zones and numerous service classes and customer classes. Raftelis then provided recommendations to consolidate and simplify the water system organization and structure. In Phase II Raftelis performed a cost allocation study between the four proposed classes of service to identify the cost of providing service to these distinct users. Phase III consisted of performing cost-of-service analyses for PCWA's four service classes and developing corresponding rates. The study was completed in October 2017 with new organization, rate structures, and associated rates implemented January 1, 2018.

Additional to the water system evaluation and cost-of-service study, Kevin developed a water budget model for PCWA's internal use. The water budget model allows PCWA to examine their Single Family Residential (SFR) customer's usage patterns relative to efficiency standards, climate, and account level characteristics. The model will aid in water management and give insight into water demand pattern changes with the Agency's new rate structure and rates.

### **Mammoth Community Water District (CA): Financial Plan Study; Cost-of-Service Study**

Raftelis provided the Mammoth Community Water District (District) with a 10-year financial plan model for both the water and wastewater enterprises, as well as performing a cost-of-service analysis for the water enterprise. The district carries out operating and capital activities that are indirectly assigned to the two enterprises. Kevin worked with District staff to carry out a cost allocation study to distribute administrative costs appropriately. Raftelis



recommended changes to the water rate structure as part of the study to simplify the rates and make them more legally defensible.

The study took place at the height of the statewide drought and as part of the project Kevin developed drought rates for the District to implement in times of mandatory conservation or water supply shortage. Being an agency with a large seasonal population Raftelis worked with staff to determine the most appropriate and effective means of charging the drought rates. Kevin designed drought rates for each stage of the District's water conservation plan, effective on the meter-based fixed charge of a customer's bill. This ensured that every connection in the water system shared in the burden caused by the drought, irrespective of water use. Raftelis also evaluated existing capacity fees for both enterprises. This task is ongoing. The water rates, wastewater rates, and drought rates were adopted and implemented January 2016.

In 2018 the District again contracted with Raftelis to conduct a wastewater cost-of-service and rate study as well as a capacity fee study for both utilities. Raftelis developed updated water and wastewater capacity fees which meet the District's financial and policy objectives. Capacity are scheduled for adoption in Summer 2019. The cost-of-service study is ongoing.

#### **Soquel Creek Water District (CA): Financial Plan and Rate Study**

The Soquel Creek Water District (District) contracted with Raftelis in 2017 to evaluate a novel rate structure for its ratepayers. Kevin participated in several workshops with the District's citizen Water Rates Advisory Committee and Board of Directors to develop of policy framework for the rate structure and conduct pricing objectives exercises with both groups. Kevin developed a report for the District which informed the rate design in 2018.

In 2018 Raftelis contracted with the District for a long-term financing plan and rate study. Kevin served as the assistant project manager and oversaw the model creation for the financial plan, tiered rate model, and CustomerSelect rate model. The District adopted our recommended three years of rates in February 2019.

#### **Summerland Sanitary District (CA): Cost-of-Service and Rate Study**

Raftelis contracted with the Summerland Sanitary District (District) in 2016 to perform a cost-of-service and rate study for wastewater services. The study included a 10 year financial plan model, cost-of-service analysis, and review of the existing equivalency definitions for the District's user classes. Additional work included adoption of a formal financial reserves policy to ensure long term fiscal health as well as updates and additions to the District's miscellaneous fee schedule. Kevin served as project manager and lead analyst for the project and held several meetings with District staff, the Finance Committee, and the Board of Directors. Five years of rates were adopted in December 2017.

#### **Monterey County Water Resources Agency (CA): New Source Water Evaluation**

In 2017, Kevin performed a cost analysis and evaluation of new source waters from recycled water for its coastal agricultural users. Recycled water production from the several sources will require new infrastructure, treatment, and maintenance. Kevin built an electronic model which incorporated different climate scenarios, costs of capital, operating, maintenance, and treatment, and the water available from all sources under different weather conditions and water rights. The project is ongoing with a series of meetings with the Agency's agricultural customers, County Board of Supervisors, and stakeholder agencies.

#### **City of Buenaventura (Ventura): Financial Plan Study**

Raftelis developed long-range financial plans so that the water and wastewater utilities could be financially stable and save costs in the long run. Raftelis also assisted the City of Buenaventura (City) with developing different water

and wastewater rate alternatives with various scenarios based upon estimated water sales and capital improvement plan (CIP) funding. The study is being conducted with several meetings and input from stakeholders comprised of customers within the City. Raftelis educates the Water Commission on the basics of rates, cost allocations, and rate design to obtain their buy-in using the dashboards in the rate models that were developed. This allows us to demonstrate the impacts of various revenue adjustments on the long-term financial stability of the enterprises. As of May 2019 the studies are ongoing.

#### **City of Riverside (CA): Elevation Fee Credit Study**

Kevin completed a study for the City of Riverside (City) to determine the value of an elevation fee credit for present and future customers in a special district. The project required calculation of asset replacement values for infrastructure serving the special district, specific to booster capacity, and within the context of a historical assessment. The findings from the study were used to defend the City's move to assess its elevation fee schedule.

#### **City of Simi Valley (CA): Financial Plan Study**

The City of Simi Valley (City) had last raised sewer rates in fiscal year 2008-2009 and was facing a backlog of sewer system improvements and repair and replacement. Kevin updated the existing sewer financial plan with recent data, as well as updated the cost-of-service analysis. As part of the study, tier definitions were changed for non-residential customers to reduce the base charge on small users without impacting revenue recovery. Working with City staff, and with presentations to City management, Raftelis assisted in getting Council authorization for proposition 218 notices of a rate increase to the City's customers. The revenue increases will allow the City to commence the public works department's capital improvement schedule while maintaining reserve funds at target levels.

#### **City of Corona (CA): Financial Plan and Rate Study**

Kevin assisted the City of Corona (City) in updating its financial plans for the water and reclaimed water enterprises. The study included performing cost-of-service analyses for both utilities and updating the water budget rate structure. In addition, Kevin developed a framework and corresponding rates for contract reclaimed water customers.

#### **City of San Jose (CA): Cost-of-Service and Rate Study**

Raftelis contracted with the City in 2016 to perform a cost-of-service and rate study for the City's water enterprise. The study included creation of a 10 year financial plan model, cost-of-service analysis, and redesign of the City's water rate structures. Kevin as lead analyst developed the financial plan model and worked closely with City staff to incorporate the City's budgetary information as part of the planning exercise. Additionally, Kevin worked with the City's water resources manager and water system engineer to identify future supply and demand in each of the City's different service areas, with differentiated water rates for each area. At the conclusion of the study Kevin held a session to train staff on use of the electronic financial plan model. The project was completed in 2017.

#### **City of Henderson (NV): Financial Plan and Rate Study**

Kevin created water and wastewater rate and financial planning models for the City of Henderson (City) as well as updated their water and sewer system development charges. The project created a combined model for the water and sewer enterprises which incorporated finance department reporting tools. The combined model allows the utility (water and sewer) to be viewed as a one, with impacts and reporting available to the user. The models will be used over the next 10 years to calculate water and wastewater rates as well as to create annual financial statements.

#### **City of Raleigh Public Utilities Department- American Rivers (NC): Water Supply Evaluation**

Kevin served as project leader for a study of alternatives to meet Raleigh's long term water supply shortfall. The project examined four options in extending the life of the existing federal reservoir, thereby postponing capital

expenditures on a new raw water supply. Results were delivered to city staff, their consultants and the United States Army Corps of Engineers.

### **Lower Cape Fear Water Quality Trading Program - The Nature Conservancy (NC)**

To reduce nutrient loading and decrease utility costs, The Nature Conservancy proposed a Water Fund to improve water quality through improved agricultural practices on private landholdings in the watershed. Kevin was in charge of researching comparable programs and providing options for a financial mechanism and governance approach between various stakeholders in the region including utilities, agriculture, environmental organizations and community groups.

### **PROJECT LIST**

- Antelope Valley (CA) - East Kern Water Agency
- Citrus Heights Water District (CA) - Groundwater supply analysis
- Coastside County Water District (CA) - Water rate study
- Elsinore Valley Municipal Water District (CA) - Drought surcharge study
- La Canada Irrigation District (CA) - Water cost-of-service and rate study
- City of Lancaster (CA) - Wastewater cost-of-service study
- Madera County Groundwater Sustainability Agencies (CA)
- Montecito Basin Groundwater Sustainability Agency (CA)
- City of Torrance (CA) - Wastewater cost-of-service and rate study
- Triunfo Sanitation District (CA) - Water rate study
- Ventura County Waterworks District No. 8 Simi Valley (CA)

# Gina DePinto APR

## STRATEGIC COMMUNICATIONS LEAD Manager

### ROLE

Gina will manage the day-to-day aspects of outreach and communications ensuring efforts are within budget, on schedule, and effectively meets the EMA GSA's objectives.

### PROFILE

Gina is an award-winning and accredited public relations professional with more than 34 years of experience and leadership in crisis communications, community outreach, advocacy, stakeholder engagement, marketing, and media relations in the public and private sectors. Gina's leadership experience includes communications program management for \$2 billion in public transportation and water infrastructure projects, including the Port of Long Beach Gerald Desmond Bridge Replacement Project and the Orange County Groundwater Replenishment System. The GWRS has been covered by international media including National Geographic, Wall Street Journal, New York Times, BBC, CNN, and NPR to name a few. Prior to joining Raftelis, Gina served the residents of Santa Barbara County as the first executive Communications Manager in the county government's 171-year history. She advised the County Executive Team on strategic communications programs, crisis communication, media relations, issues management, internal communications, branding and culture change. During her tenure, the County Emergency Operations Center was activated 19 times and included two federally declared disasters, a global pandemic, two mass casualty incidents, and a \$2M embezzlement in the Public Works Department. Born and raised in Phoenix, Arizona, DePinto served as a public information officer for the City of Phoenix, public relations director for Farnam Companies, Inc., and coordinated publicity for Olympic and World Champion figure skater Dorothy Hamill prior to relocating to California. Gina has a bachelor's degree in organizational communication from Arizona State University, is accredited in public relations from the Public Relations Society of America (PRSA) and holds certificates in Public Participation from the International Association for Public Participation (IAP2). Gina is currently a member of the California Association of Public Information Officials (CAPIO), PRSA, and the Municipal Management Association of Southern California (MMASC).

### KEY PROJECT EXPERIENCE

#### **Carpinteria Groundwater Sustainability Agency (GSA) (CA): Rate Study Communications and Engagement**

Gina provided strategic guidance to the Carpinteria Groundwater Sustainability Agency (CGSA) Executive Director in support of establishing a groundwater users sustainability fee. The CGSA was formed in 2020 after the groundwater



### Specialties

- Strategic communications planning
- Crisis & risk communications
- Reputation management
- Stakeholder engagement
- Media relations & media training
- Development & oversight of earned social and paid media
- Writing, copyediting, script writing
- Collateral development and art direction
- Branding and marketing
- Public speaking

### Professional History

- Raftelis: Manager, Strategic Communications (2022-present)
- County of Santa Barbara: Communications Manager (2016-2022)
- Westbound Communications: Account Director (2013-2016)
- Orange County Water District: Communications Specialist (2006-2013)
- Bylines Public Relations & Marketing: Owner/Principle (1996-2006)
- Farnam Companies: Public Relations Director (2000-2003)
- City of Phoenix: Public Information Officer (1998-2000)
- Martz Goldwater Public Relations: Senior Account Executive (1996-1997)
- Dorothy Hamill's Ice Capades: Marketing Manager & Publicist (1993-1995)

### Education

- Accredited in Public Relations – PRSA (2013)
- Bachelor of Arts in Organizational Communication - Arizona State University (1987)

### Professional Memberships

- Public Relations Society of America
- California Association of Public Information Officials
- Municipal Management Association of Southern California

basin was designated a high priority by the state Department of Water Resources under the Sustainable Groundwater Management Act (SGMA). Without the ability to collect rates or fees, the CGSA was operating on loans from the Carpinteria Valley Water District for two years. Gina developed and executed an engagement plan to guide outreach activities for the fee study. The tactics included an engagement plan with a master message platform; bilingual website content, fact sheet, video, and social media content; direct mail; and a series of community meetings and Board presentations. As recommended in Raftelis' Fee Study Report, the CGSA Board of Directors approved a groundwater fee assessed beginning with FY 2022-23.

### **Orange County Water District (CA): Groundwater Contamination Outreach**

Orange County's groundwater is the source of 75 percent of the drinking water for 2.4 million people. After levels of volatile organic chemicals and perchlorate were detected in groundwater wells exceeding the max loads allowed by the California Department of Public Health, the Orange County Water District (OCWD) initiated the South Basin Groundwater Protection Program to construct six monitoring wells to measure the direction and speed of the migrating contamination. Gina developed and managed the construction outreach plan to address impact mitigation measures, build support from municipal leaders, and assure residents that their drinking water was safe. Outreach tactics included messaging, materials, face-to-face communication, and community meetings with maps, pictures, visuals, and access to subject matter experts. The successful outreach program achieved 100% support of the program from all municipal partners and no public opposition.

### **City of Seal Beach (CA): Water and Sewer Rate Study Communications and Outreach**

As the strategic communications project manager, Gina is leading public outreach efforts for the City including development of a rate study website, and producing an outreach implementation plan, FAQs, custom videos, a calendar of events and public meetings, and the Proposition 218 Notice. To inform and engage residents and customers, Gina has facilitated informational webinars, community meetings, and open houses. In February 2024, the City Council voted to delay adopting new rates for further study and review, and while the City considers adding a tax measure on the 2024 General Election ballot.

### **County of Marin (CA): Communications Audit and Development of Strategic Communications Plan**

Gina is currently under contract to lead a comprehensive review and assessment of the County of Marin's communication program and resources. The County of Marin selected Raftelis to develop and implement a comprehensive, cohesive, organization-wide strategic communications plan to increase engagement with its communities and help staff share the County's story to build trust, understanding, and support for the County's programs, policies, and Board priorities. The plan will include an inclusive strategy for internal communications and articulate a vision for the County's outreach and engagement efforts across diverse and multi-lingual communities, define key roles and responsibilities, and propose a realistic implementation plan that informs appropriate resource allocation. Currently, the research phase is underway and includes a communications assessment, internal and external stakeholder interviews, benchmark interviews, and focus groups with the executive team, department leaders, middle managers, and staff tasked with centralized and department-specific communications.

### **City of West Sacramento (CA): Water, Sewer, and Solid Waste Rate Study Communications and Outreach**

Raftelis was hired to build stakeholder awareness of and support for the City's water, sewer, and solid waste rate study. Gina was the architect of the strategic communications plan that included detailed analysis of key stakeholders, messages designed to communicate complex concepts in a clear and concise manner, and print, digital, and video tools designed to raise awareness and support for the changes. The City has a significant community of Russian speakers, so materials were produced in English, Spanish, and Russian. Gina produced a

custom explainer video in three languages to communicate how rates are developed, particularly within the framework of California Proposition 218 laws.

### **City of Calistoga (CA): Water and Sewer Rate Study Communications and Outreach**

In 2022, the City hired Raftelis to conduct its latest water and sewer rate study, which was expected to face opposition. Rates were already the highest in the region because Calistoga is a small town of only 5,000 people whose rates must cover the cost of having significant and aging capital utility systems – economies of scale. Gina developed and executed an engagement plan to guide outreach activities for the rate study. The tactics included an engagement plan with a master message platform; bilingual website content, fact sheet, video, and social media content; direct mail; and a series of community meetings and Council presentations. The outreach began 18 months before the City Council successfully adopted new rates in December 2023.

### **City of Carson (CA): Strategic Communications and Marketing Plans**

Raftelis was contracted to develop a citywide communication plan, event center marketing plan, and design new branding and wayfinding signage. To develop the plans, Gina conducted stakeholder interviews, a benchmark study, communications audit, and developed an event center customer survey. To date, the City Council has not adopted the new branding.

### **Santa Barbara County (CA): Crisis Communications and Disaster Response**

Over nearly six years as the Communications Manager for the County of Santa Barbara, Gina led communications for 19 extended emergencies including two federally declared disasters, a global pandemic, and two mass casualty incidents. In her first three months on the job, the county experienced two wildfires. To better serve the public, Gina initiated custom bilingual emergency messaging and social media across all communication channels, which is now the standard in California. Back-to-back wildfire and debris flow disasters that killed 23 people in Montecito necessitated staffing the Joint Information Center for seven continuous months to issue bilingual public information on preparedness, recovery and rebuilding, and support a 16-month Local Assistance Center and long-term Recovery Strategic Plan for the area.

### **Santa Barbara County (CA): Crisis Communication Messaging and Media Training**

Gina developed a crisis communication plan, key messaging, Q&A, and media spokesperson training to guide the County of Santa Barbara (County) through a \$40 million pension rebalance and \$2 million embezzlement in the Public Works Department. For the pension rebalance, 4,600 employees were engaged through a series of face-to-face meetings with the executive and budget teams to address questions and concerns. The pension rebalance program ultimately led the County to embark on a 5-year transformation initiative and strategic plan called Renew 2022. Following the embezzlement, process improvements were implemented, and Gina developed messaging and collateral for a whistleblower program overseen by the County Auditor's Office.

### **Santa Barbara County (CA): Corporate Strategic Planning**

In 2017, the County of Santa Barbara embarked on a five-year initiative to transform how the County government does its work. The Renew 2022 initiative originated with an internal strategic organizational plan in 2015, followed by the Budget Rebalance effort in 2016, which was intended to address significant pension cost increases. Renew '22 sought to build the County's capacity for innovation and continuous improvement through organizational transformation. Gina developed a comprehensive communications and engagement plan, master messaging platform, fact sheets, video presentations, employee and public presentations, employee feedback surveys, logo development and branding guide, and four sessions of a one-day custom leadership development seminar scripted by Gina that was offered to 300 middle managers.

### **Santa Barbara County (CA): Stakeholder Engagement Program**

Recreational cannabis was overwhelmingly approved by voters in California, yet it remains a controversial and divisive land use, water, agriculture, and environmental issue. Gina led proactive and transparent outreach to ensure all stakeholders were engaged throughout the ongoing development of the County of Santa Barbara permitting and licensing ordinance that included more than 100 public meetings. A separate process followed to allow, permit and license a limited number of cannabis retail storefront operations. Gina developed an outreach program to address the challenge of creating a fair and legal process for retail storefront operators to apply for a license while also ensuring the community had every opportunity to provide input and address questions and concerns about security, traffic, parking, odor, and proximity to schools, daycare, and youth sports. In-person community meetings were replaced with virtual meetings in mid-2020 due to the pandemic at a time when using Zoom was new, uncomfortable, and seen as a barrier to participation. Tactics included interactive maps, bilingual videotaped presentations available on the website ahead of the virtual meetings, FAQs, a Zoom how-to guide, videos of the recordings, and a community survey. This outreach program was recognized by the California State Association of Counties (CSAC) with an Infrastructure Challenge Award, one of only 21 selected out of 433 entries.

### **Orange County (CA): Infrastructure Outreach and Communications For Water Reuse Project**

Gina led communications and outreach for the world's largest advanced water purification system for potable reuse. While Orange County's Groundwater Replenishment System (GWRS) is one of the most celebrated civil engineering and water reuse projects in the world, its success is equally recognized for the robust strategic public engagement and outreach program. In the early 2000s, public opposition had prevented or shuttered similar water reuse projects in Los Angeles and San Diego, but Orange County's system earned the public's trust and overwhelming support. The strategic communications plan included a support letter campaign, citizens advisory group, multicultural outreach, media outreach, speaker's bureau, and facility tour program with technology demonstrations and water tasting. To date, the GWRS has never been publicly opposed. Initially producing 70 million gallons of purified water per day in 2012, the GWRS final expansion will increase capacity from 100 MGD to 130 MGD, enough to secure water reliability for more than 1 million people.

### **Port of Long Beach (CA): Infrastructure Outreach and Communications**

Gina led a team of six practitioners to design and manage the communication strategy for the \$1.8 billion Port of Long Beach Gerald Desmond Bridge Replacement Project, one of the largest and most significant highway infrastructure projects in California. Roughly 15 percent of the nation's waterborne cargo is trucked over it, and the bridge is a critical access route for commuters between the Port of Long Beach (Port), downtown Long Beach and surrounding communities. The work included the development of a content-rich website and mobile application to provide traffic conditions, construction updates, links to social media and live cameras, and weekly bilingual audio reports to deliver hands-free updates to professional truck drivers and commuters. Within months of launching, the app was featured as a successful communications case study in PR Week magazine.

### **Orange County (CA): Water Education and Outreach Program Development**

While leading strategic communications at the Orange County Water District (OCWD), Gina was engaged with planning and directing content, and engaging partners and sponsors for several signature events to engage generational audiences about regional and state water resources and supplies, water efficiency, and environmental sustainability. Key partners and sponsors included The Walt Disney Company, National Geographic, Wyland Foundation, UC Irvine, UCLA, NASA JPL, USGS, National Water Research Institute, California Department of Water Resources, and others to support events like the annual O.C. Water Summit, Children's Water Education Festival, and the Groundwater Adventure Tour.



### **Orange County (CA): Strategic Media Relations for Groundwater Replenishment System**

Gina led media relations for Orange County's Groundwater Replenishment System (GWRS) interfacing with national and international broadcast, print, and online journalists. As the world's largest water reuse project of its kind, the GWRS was covered extensively by broadcast and print media including The Wall Street Journal, New York Times, Time, National Geographic, USA Today, The Economist, Der Spiegel (Germany), Christian Science Monitor, Discovery Channel, CNN, NBC News, and NPR. The GWRS was also featured in the water documentary, "Last Call at the Oasis," and is featured in the K-8 educational book series called "Going Blue" produced by Philippe Cousteau and EarthEcho International.

### **Soquel Creek Water District (CA): Strategic Communications and Citizen Advisory Committee Facilitation**

For many years, the Soquel Creek Water District capital expenditures, water reliability projects, and rates have been at best, a source of opposition, and at worst, legally contested. In 2023, under extreme inflationary pressures, Raftelis was hired to update the Financial Plan, thoroughly review the cost of service, develop and implement a robust strategic communications plan, and facilitate an ad-hoc Water Rates Advisory Committee comprised of two Board members and citizen volunteers. Input and feedback from the Committee was helpful to Board deliberations and informed rate study scenarios. The strategies and tactics included messaging, website content, editorials, press releases, custom explainer videos, social media, bill stuffers, weekly and monthly newsletter content, open houses, a webinar, and an informative Proposition 218 public notice designed in a way that customers want to read. Ultimately, the Board successfully implemented new rates in February 2024.

### **WaterOne (KS): Media Training**

WaterOne is an independent public water utility covering 17 cities and 272 square miles in Johnson County, Kansas. Customers consistently give W1 high marks with an average overall customer satisfaction rating of 90 percent for water quality, reliability, customer service, and for its responsive, friendly, professional staff. However, trust and credibility the agency enjoys today can be lost in a hot minute as a result of an unexpected crisis. When an organization finds itself in the midst of an unexpected crisis or has major news to share, PR training and media relations knowledge can come in handy. Media training helps spokespeople improve their communication skills, including how to articulate their message clearly and concisely, how to engage with the media effectively, and how to handle difficult questions or scenarios. Potential issues on the agency's radar include PFAS, lead action levels, boil-water incidents, and cyber security. With these and other scenarios in mind, Gina conducted a half-day spokesperson media training with off and on-camera guidance. Participants learned how to prepare messaging, think in soundbites, and hook, bridge, and flag. She then filmed them so they could apply what they learned in mock, on-camera interviews, and facilitated a team coaching session while reviewing the videos.

### **Canton Township (MI): Communications Assessment**

Gina conducted a comprehensive review and assessment of Canton Township's approach to communications and outreach to assure it was reaching constituents efficiently and with timely information while successfully achieving the Township's mission. The assessment included a comprehensive, systematic, and customized review of the communication program through an environmental scan, in-depth materials review, internal and external stakeholder interviews, a public survey, focus groups, and benchmark interviews. The final assessment underscored efforts that are working well and provided many easy-to-implement recommendations.

## **PRESENTATIONS**

- "Business Communications," County of Santa Barbara Employee University training and development curriculum (2019)

- “Elevate Your Leadership Communication Strategies,” County of Santa Barbara Leadership Certificate Program curriculum (2018)
- “Front Line Crisis Communications: Are You Prepared?” 2019 Public Relations Society of America Western District Conference, Phoenix, Ariz.
- “Emergency Communications: Technical Solutions, Political Risks, Community Information and Lessons Learned” (panelist), 2019 League of California Cities City Manager Conference, San Diego, Calif.
- “Emergency Situations and Crisis Plans for PEG Channels” (panelist), National Association of Telecommunications Officers and Advisors (NATOA), Webinar
- “Communication Tools and Methods During Times of Crisis,” 2018 California Association of Public Information Officials (CAPIO) Annual Conference, Santa Rosa, Calif.
- “California’s Year of Wildfires” (panelist), 2018 California Association of Public Information Officials (CAPIO) Annual Conference, Santa Rosa, Calif.
- “Emergency Communications and the Joint Information Center” (panelist), 2018 Summer Session, Municipal Managers Association of Southern California (MMASC), Pasadena, Calif.
- “Natural Disasters” panelist “Santa Barbara County Thomas Fire and 1/9 Montecito Debris Flow Communications,” 2018 National Information Officers Association (NIOA) Annual Conference, Clearwater Beach, Fla.

## PUBLICATIONS

- “Customer Satisfaction Plunges As Rates Rise; What the Latest J.D. Power Study Report Tell Us and What You Can Do About It,” Think Tank, Raftelis, June 2022
- “Alisal Fire – Flood After Fire Threat Preparations,” consumer preparedness article, October 17, 2021
- “Behind the Scenes with the Emergency Public Information Communicators (EPIC),” guest editorial, Santa Barbara Noozhawk, April 13, 2017
- “Environmental Law Practice Grows,” guest editorial, Arizona Capitol Times, March 28, 1997
- “Build Brand Equity: A Race to the Finish,” guest editorial, Equestrian Retailer (B2B), September 2003
- “A New Way to Behave,” contributed feature article, Pet Business (B2B), February 2003

# Theresa Jurotich PE (KS, WA), PMP

## LEAD STAFF CONSULTANT Manager



### ROLE

Theresa will serve as the Lead Consultant and will work at the direction of Sudhir in conducting analyses and preparing deliverables for the project.

### PROFILE

Theresa has 25 years of experience in the water and wastewater industries and in the energy industry, split between traditional and alternative technologies. She is skilled in leading asset management projects, feasibility studies and economic analyses (including development of pro forma model inputs) for water and wastewater system capital improvement projects, as well as a variety of traditional and renewable energy technologies. Theresa routinely performs water and wastewater rate studies, including investigating alternative rate structures, conducting utility-basis evaluations of outside-city rates, and bond financing feasibility studies. Her Asset Management efforts include leading the development of asset management strategies, training users on how to collect asset data and use asset management tools, performing gap assessments, and designing likelihood and consequence of failure definitions and risk scoring protocols.

### RATE STUDY / FINANCIAL PROJECT EXPERIENCE

#### Santa Ynez River Water Conservation District (CA): Financial Plan and Rate Study

In 2022, 2023, and 2024 Theresa created and updated a multi-year financial plan that allowed for the determination of groundwater pumping unit rates for the next fiscal year for producers within the District. The cost-of-service analysis indicated that cost differentials currently did not exist; therefore, a uniform rate for all producer types was developed.

#### Central Contra Costa Sanitation District (CA): Wastewater Rate Study

Theresa updated the wastewater rate model with the latest financial information to test whether or not the scheduled revenue adjustments were still sufficient to cover costs and meet reserve and coverage requirements. She also updated the model's design to simplify inputs and remove items that were no longer needed.

#### City of Atwater (CA): Water and Wastewater Rate Study

Theresa is managing and performing the water and wastewater rate study for the City of Atwater. She built the financial plan and rate models for both enterprises. One area of concern was ensuring sufficient wastewater revenues to cover existing debt coverage requirements. She presented results to the City Council.

### Specialties

- Financial planning
- Cost-of-service and rate structure studies
- System development charge studies
- Asset management and risk assessment

### Professional History

- Raftelis: Manager (2021 – Present)
- CDM Smith: Project Manager & Senior Consultant (2007 – 2021)
- Det Norske Veritas (formerly Global Energy Concepts): Engineer/Consultant (2003 – 2007)
- Black & Veatch: Engineer/Consultant (1996 – 2001)

### Education

- Bachelor of Science in Mechanical Engineering – University of Missouri – Columbia (1996)
- Bachelor of Arts in English – University of Missouri – Columbia (1996)
- Master of Science in Science and Technology Studies – Virginia Polytechnic and State University (2003)

### Certifications

- PE – Kansas
- PE – Washington
- PMP
- Series 50 Municipal Advisor Representative

### Professional Memberships

- AWWA: Pacific Northwest Section
- WEF: Pacific Northwest Section
- Project Management Institute
- Institute of Asset Management
- American Society of Adaptation Professionals

### **San Lorenzo Valley Water District (CA): Water and Wastewater Rate Study**

Theresa managed the water and wastewater cost-of-service rate study for the San Lorenzo Valley Water District (SLVWD). She and her team worked with SLVWD staff to develop and refine inputs. She presented a Rates 101 / rate structure objectives workshop for the SLVWD Board. Throughout the process, interim meetings were held with committees and the Board to get their input and/or direction. Rates were adopted in February 2024.

### **City of Sebastopol (CA): Water and Wastewater Rate Study**

Theresa is managing the water and wastewater cost-of-service rate study for the City of Sebastopol (City). The City is interested in exploring alternative rate structures for both water and wastewater. Theresa and her team are working with City staff to develop and refine inputs.

### **San Benito County Water District (CA): Water Rate Study**

From 2021 - 2023, Theresa managed a water rate study for San Benito County Water District (SBCWD). The SBCWD has a unique water system driven by allocations of purchased water, groundwater sources, and maintaining adequate water reserves in storage. The study developed a longer term financial plan to capture planned major capital improvements that will come from the pending water master plan, as well as updating the cost allocating methodology.

### **Mesa Water District (CA): Water Rate Study**

Mesa Water District (District) prides itself on the fact that it is no longer dependent on imported water. For the District's FY23 – FY27 rate setting period, Theresa developed the financial plan, cost-of-service and rate setting model to support the District's update to its water and recycled water rates in a few months during a fast-paced rate study. She summarized the work in the nexus report.

### **City of Lincoln (CA): Water, Wastewater, and Solid Waste Rate Study**

Between 2022 – 2023 Theresa is managing the water, wastewater, and solid waste rate study for Lincoln. She also lead the water and wastewater rate studies. Lincoln is facing significant capital programs and historic drawdowns on reserves, leading to the need for significant increase in rate-based revenue to cover costs, meet reserve targets, and continue providing the desired level of service. This project also included developing community outreach meeting content, an explainer video, and Proposition 218 notices.

### **City of Chino (CA): Water and Wastewater Rate Study**

From 2022-2023 Raftelis provided a financial plan, cost-of-service, and rate study for the City's water and sewer enterprises. Theresa finalized the analyses and wrote the report.

### **City of Brentwood (CA): Water and Wastewater Rate Study**

From 2022-2023 Raftelis provided a financial plan, cost-of-service, and rate study for the City's water and sewer enterprises. The City has groundwater quality issues that may impact the mix of water supply sources. Theresa finalized the water analysis, conducted the sewer analyses, and wrote the report.

### **City of Huntington Beach (CA): Water Rate Study**

Between 2022 – 2023 Theresa managed the water rate study for Huntington Beach. She is also leading the analysis and update to the prior model.

### **Florin Resource Conservation District / Elk Grove Water District (CA): Water Rate Study**

Between 2022 – 2023 Theresa managed the water rate study for the District. She is also leading the analysis and update to the prior model. She makes presentations to a community advisory committee for their input on plans as

well as to educate on the rate setting process and need for revenue adjustments. She also presents findings and recommendations to the Board.

### **East Orange County Water District (CA): Wholesale and Retail Water Rate Study, Wastewater Rate Study**

From 2021 – 2023 Raftelis performed a wholesale water, retail water and sewer rate study incorporating financial plans, cost-of-service (water) and recommended rates. Theresa served as the assistant project manager as well as updated the model as inputs were refined, presenting results and recommendations to the Board, and writing the report.

### **City of Camarillo/ Camarillo Sanitation District (CA): Water and Wastewater Rate Study, Capacity Fees**

Raftelis is performing a water and wastewater rate study for the City of Camarillo/ Camarillo Sanitation District. Theresa is serving as assistant project manager and performing the capacity fee updates for water and sewer.

### **Otay Water District (CA): Water Rate Study**

In 2021 and 2022, Raftelis performed a water rate study that will eventually incorporate the data from AMI meters to support tiered rates. Theresa provided quality assurance/ quality control for this project.

### **Sunnyslope County Water District (CA): Water and Wastewater Rate Study**

From 2022-2023 Raftelis provided a financial plan, cost-of-service, and rate study for the District's water and sewer enterprises. Raftelis incorporated pass-through costs so that the District won't have to cover cost overruns if the water purchase costs are higher due to third-part rate increases.

### **Santa Ana Watershed Project Authority (SAWPA) (CA): Brine Line Reserve Policy Review**

In 2021 and 2022, Raftelis reviewed the reserve policies related to SAWPA's Inland Empire Brine Line. Theresa focused on the capital-related reserve policies including developing minimum levels and maximum targets incorporating the results from a recent risk analysis.

### **City of Tacoma (WA): Wastewater, Surface Water, & Solid Waste Rate Study**

Theresa is managing the project and updating the wastewater, surface water, and solid waste rate model functionality on an as-needed basis. The models are designed such that the City of Tacoma can perform annual updates to the models.

### **County of Maui – Department of Environmental Management (HI): Wastewater Financial Plan, Cost-of-service and Rate Study**

Theresa managed the wastewater model functionality update and FY 2025 rate study. The model needs to be updated to work in a 64-bit system. Additionally, it has been several years since the cost allocations have been reviewed. Theresa reviewed the cost allocations in light of current industry standards. She will also recommend an allocation framework given possible permitting requirements and potential new industrial customers that may or may not pretreat wastewater before it enters the County's system. Raftelis updated the model inputs and developed wastewater rates for FY 2025. In 2013 – 2014, Theresa managed and updated the County of Maui's cashflow, cost-of-service and rate setting model. The update included adding a financial planning dashboard, updating the input structure to better match the format of source data, review and update of allocation factors, and updated mass balance.

### **NEW Water (WI): Wastewater Cost-of-Service Allocation Studies, Rate Studies, Business Risk Analysis**

Theresa managed and updated the cost allocation procedure to reflect the current plant asset inventory, incorporate the acquisition of a neighboring facility, and apply the allocations to the current budget to support rate development. Following work on regularly updating the cost allocation procedure and inputs to the cost-of-service model continues as the design and construction of a new solids process, R2E2, proceeds and additional facilities are replaced. She has performed this work since 2007.

### **City of Glendale (AZ): Water and Wastewater Cost-of-Service Analysis and Rate Setting**

In 2021, Theresa performed the water and wastewater cost-of-service analysis and rate setting for the City of Glendale (Glendale). Work entailed updating the existing model with new information from Glendale, working directly with the client to refine assumptions, and summarizing the recommended water and wastewater rates in a report.

### **City of Littleton (CO): Wastewater and Stormwater Rate Study**

In 2021, Theresa built wastewater and stormwater rate models to develop financial plans for each enterprise, a cost-of-service analysis for the wastewater enterprise, and updated rates for both enterprises. A major challenge was getting accurate water data from all the water purveyors that supply water to the wastewater customers served by Littleton.

### **City of Lockwood (MT): Water and Wastewater System Development Charges**

In 2021, Theresa helped update the impact fee for the Lockwood Water and Sewer District (District) as part of a system development fee advisory committee, as required by Montana Code Annotated, to review and refine proposed water and sewer system development fees. The sewer utility has been recently installed with effluent being conveyed to the City of Billings wastewater treatment plant for treatment and disposal. Previously water customers had individual septic systems and there are many such systems still in place, which will be connected to the District's sewer system as drain fields fail and/or through future phases of the sewer system expansion. The District will also be conveying pre-treated wastewater flows to the City of Billings generated by ExxonMobil at a refinery adjacent to the District service area and Raftelis assisted the District during the contracting phases as well as development of the one-time system development fee to be assessed to ExxonMobil upon connection to the District's system.

### **Board of Water Supply City and County of Honolulu (HI): Water Financial Plan, Cost-of-Service, Rate Studies, System Facilities Charge**

Between 2017 and 2021 Theresa conducted a water rate study starting with developing revenue requirements as part of a larger Master Plan effort for the Board of Water Supply. The work included a ten-year financial plan, cost-of-service analysis, rate structure evaluation, and 5-year rate setting period. Work included monthly Stakeholder Advisory Group meetings where financial policies, level of capital improvement program, cost-of-service and alternative rate structures were discussed. Theresa also prepared a long range (30-year) financial planning document covering a similar period to the Water Master Plan. Theresa trained key financial staff at the BWS on the use of the financial planning, cost-of-service and rate setting model. Theresa also updated the water system facilities charges and managed and performed an update to the Long Range Financial Plan to address the current financial status and test pandemic-related impacts to the cashflow.

### **Village of Sauget (IL): Wastewater Financial Plan, Cost-of-service and Rate Studies**

Since 2008, Theresa has annually managed and evaluated the current cost-of-service for the American Bottoms Regional Wastewater Treatment Facility to determine if a rate adjustment is needed for the next fiscal year. The analysis includes updating the rate model with the latest operations and maintenance, debt service, reserve fund,

and customer information as well as projecting industrial customer flows. Every two years, Theresa conducts a deep-dive into the strengths received at the treatment plant from industrial customers.

### **City of Kansas City (MO): Water and Wastewater Financial Plan, Cost-of-Service and Rate Studies, Water and Wastewater Bond Feasibility Studies**

Between 2010 and 2021, Theresa has managed and conducted several rate studies for updating water and wastewater rates for the City of Kansas City. The studies include a 5-year financial plan as well as cost-of-service rate setting using the utility-basis for wholesale customers. Theresa created new water and wastewater rate models and user manuals, which include a financial planning dashboard as well as updates to how information is input into the model based on how the information is provided in source documents. In 2011 – 2012, Theresa also performed bond feasibility studies for the sale of \$82,605,000 in wastewater revenue bonds issued in November 2011 and \$47,725,000 in water revenue bonds issued in February 2012 on behalf of the City of Kansas City, Missouri to support their capital improvement program. This work entailed reviewing the city's rate and debt models, independently verifying cash flows, and accessing the city's ability to meet reserve requirements and minimum debt service coverage ratios.

### **USAID (Jordan): Water Infrastructure Project Financial Analysis**

Between 2019 – 2020, Theresa conducted the financial analysis of wastewater treatment plant and effluent reuse options for wastewater treatment at two locations in Jordan. Results of the analysis are documented in reports. Based on review of each project's initial engineering, financial and economic results, the client chose a desired mix of wastewater treatment and effluent reuse. A revised analysis was conducted for this option.

### **City of Minneapolis (MN): Regional Water Billing Analysis Tool**

In 2016, Theresa developed a water rate assessment tool and decision-making toolbox for utility managers to access at a high level whether or not the current rate structure meets the goals and objectives of the utility, as well as if the necessary data is available to create alternative rate structures.

### **City of Council Bluffs (IA): Wastewater Financial Plan, Cost-of-Service and Rate Study**

In 2014 – 2015, Theresa completed a financial plan and cost-of-service study for the wastewater department of the City of Council Bluffs. A cost-of-service study had last been completed by the city in 2000 but not implemented. The financial plan developed a 5 year plan for getting the wastewater department to be a stand-alone enterprise. The cost-of-service study developed a 5-year phase in plan to move back to cost-of-service based rates.

### **City of Klamath Falls (OR): Wastewater Economic Assessment and Rate Study, Facility Plan**

Between 2013 – 2014, Theresa performed a rate study following upon the Facility Plan economic assessment. The study incorporates examining the timing of capital improvement projects and how those projects are funded (bonds, cash, revenue rate increases). The iterative process seeks to optimize the capital improvement program while keeping rate increases in check. Theresa also developed system development charges for the city. In 2009, Theresa developed financial plans for two proposed alternative facility plans for the City of Klamath Fall's sewer treatment plant. The evaluation included determining the feasibility of the plans using the Environmental Protection Agency's affordability guidelines.

### **NAVFAC (US): Hazardous Waste Rates; Risk Assessment Data Collection and Scoring; Preventative Maintenance**

Between 2014 – 2015, Theresa worked with a team to collect data from Navy bases to convert the hazardous waste operations from general fund to navy working capital fund. She has developed a template for data collection and calculation of rate components. The second phase of the project will review the process and make recommendations for how best collect data and update rates on an annual basis. Between 2014 – 2016, Theresa also trained NAVFAC



personnel on how to collect utility asset information for electrical generation, transmission and distribution systems; water supply, transmission, treatment, and distribution systems; and wastewater collection and treatment systems—the type of information to collect, and how to determine if an asset was to be collected. Once the database at each site was updated, team members performed a risk assessment. Visited sites to train personnel on how to conduct the risk assessment on the collected assets, as well as how to build projects to fix critical items. Led refresh training on the risk tool for some of the Navy bases. Between 2019 – 2020, Theresa supported the Pacific Northwest Naval bases with identifying appropriate job plans and frequency for its utility assets, as well preventative maintenance routing. Theresa also uploaded/modified job plans, created routes and entered preventative maintenance plans in Maximo. Between 2018 – 2021, Theresa also managed a project to write a manual in a wiki environment for a proprietary software as well as write scripts and produce demonstration videos.

### **City of Springfield (MA): Water and Wastewater Bond Triennial Study**

Between 2014 – 2015, Theresa lead the study, which required personnel to visit the water and wastewater treatment facilities, assess the condition of those facilities, and opine on the adequacy of operations and maintenance as well as the capital program to keep the facility in good operating condition. Theresa also conducted the financial review of the water and wastewater enterprises, which focused on the adequacy of budgeted operations and maintenance versus actual costs and the ability to continue making debt service coverage ratios.

## **ASSET MANAGEMENT PROJECT EXPERIENCE**

### **City of Hillsboro (OR): Asset Management Strategic Plan and Implementation**

In 2021 and 2022, Theresa managed the City of Hillsboro’s (Hillsboro) asset management strategy implementation study. The focus of the study is to assess the current level of asset management business processes for each department compared to a desired level of asset management maturity. Once current processes are known and understood, Raftelis is developing an asset management framework for the City that will work across all departments (e.g., fire, public works, library). The goal is to provide the City with a framework and culture that supports the City’s asset management strategy and that can be conducted as a matter of day-to-day business by City staff.

### **Camino Real Regional Utility Authority (NM): Asset Management Plan Wastewater Collection System**

Between 2020 – 2021, Theresa managed an asset management plan study covering CRRUA’s wastewater collection system. The plan focused on creating a simple excel-based asset listing from various sources, developing definitions and standardized scoring for likelihood and consequence of failure, and the risk calculation. For high risk assets, mitigations and budget-level costs were developed.

### **NEW Water (WI): Business Risk Analysis**

Between 2019 – 2020, Theresa managed the effort to review the Top 20 non-asset business risks (e.g., financial, communications, operations, environmental, regulatory) developed by each department within New Water. The review addressed any potential risks that may have been missed and best ways to identify the Top 20 risks. Once the list of Top 20 was finalized, subject matter experts developed mitigations strategies and key performance indicators for the top risks. Theresa also served as the financial subject matter expert. All risks, scores, mitigations and key performance indicators were placed into a web-based tool for periodic update by NEW Water staff (at least annually) to track progress on implementing mitigations and measuring the success or lack thereof for those mitigations by reporting on the key performance indicators. The tool also allows for new risks to be added and for scores to be updated. The tool also identifies the staff with lead responsibility for tracking a particular high risk.

### **NAVFAC (US): Hazardous Waste Rates; Risk Assessment Data Collection and Scoring; Preventative Maintenance Job Plans, Routing, and Maximo Entry; Software Wiki Manual And Demonstration Videos**

Between 2014 – 2016, Theresa also trained NAVFAC personnel on how to collect utility asset information for electrical generation, transmission and distribution systems; water supply, transmission, treatment, and distribution systems; and wastewater collection and treatment systems—the type of information to collect, and how to determine if an asset was to be collected. Once the database at each site was updated, team members performed a risk assessment. Visited sites to train personnel on how to conduct the risk assessment on the collected assets, as well as how to build projects to fix critical items. Led refresh training on the risk tool for some of the Navy bases. Between 2019 – 2020, Theresa supported the Pacific Northwest Naval bases with identifying appropriate job plans and frequency for its utility assets, as well preventative maintenance routing. Theresa also uploaded/modified job plans, created routes, and entered preventative maintenance plans in Maximo. Between 2018 – 2021, Theresa also managed a project to write a manual in a wiki environment for a proprietary software as well as write scripts and produce demonstration videos.

### **City of Fort Smith (AR): GIS/CMMS Data Reconciliation Facilitator**

In 2019, Theresa facilitated the reconciliation of data between what is in Fort Smith’s CMMS and GIS databases for sewer assets as part of a consent decree. She is reviewing and tracking process and facilitating discussion of complex reconciliation issues during weekly calls. She is also developing the order of next steps for final data reconciliation for each individual asset that needs reconciliation. The order is important as changing or deleting a manhole will leave any pipe segments linked to that manhole without an end. Similarly, if you are adding manholes, those need to be added before the pipe segment can be moved to that manhole.

### **City of Eklutna (AK): Asset Management Plan**

Between 2016 – 2017, Theresa wrote the asset management plan for the Eklutna Water Treatment Facility in conjunction with its Facility Plan. The plan addresses both process and non-process infrastructure in light of the assets’ ability to meet current and forthcoming regulatory requirements, compliance with current and applicable codes and operational concerns. The plan focuses on identifying high-risk assets and prioritizes risk mitigation. After initial scores were assigned based on condition assessment and review of work orders, the scores were reviewed and refined with facility staff.

## **PROJECT LIST**

- City of Chino (CA) – water and wastewater rate study
- City of Brentwood (CA) – water and wastewater rate study
- City of Lincoln (CA) – water, wastewater, and solid waste rate study
- City of Sonoma (CA) – water rate study
- San Lorenzo Valley Water District (CA) – water and wastewater rate study
- City of Sebastopol (CA) – water and wastewater rate study
- City of Tacoma (WA) – wastewater, stormwater, and solid waste rate study
- City of Huntington Beach (CA) – water rate study
- Florin Resource Conservation District / Elk Grove Water District (CA) – water rate study
- Sunnyslope County Water District (CA) – water and wastewater rate study
- Santa Ynez River Water Conservation District (CA) – financial plan and rate study
- City of Hillsboro (OR) – asset management strategic plan and implementation
- Mesa Water District (CA) – water rate study
- San Benito County Water District (CA) – water rate study
- Santa Ana Watershed Project Authority (CA) – brine line reserve policy review
- Otay Water District – water rate study

- East Orange County Water District – wholesale and retail water rate study, wastewater rate study
- NEW Water (WI) – wastewater cost-of-service allocation studies, rate studies, business risk analysis
- City of Glendale (AZ) – water and wastewater cost-of-service analysis and rate setting.
- City of Littleton (CO) – wastewater and stormwater rate study
- City of Lockwood (MT) – water and wastewater system development charges
- Board of Water Supply City and County of Honolulu (HI) – water financial plan, cost-of-service, rate studies, and system facilities charge
- City of Kansas City (MO) – water and wastewater financial plan, cost-of-service and rate studies, water and wastewater bond feasibility studies
- Village of Sauget (IL) – wastewater financial plan, cost-of-service and rate studies
- City of Minneapolis (MN) – regional water billing analysis tool
- Council Bluffs (IA) – wastewater financial plan, cost-of-service and rate study
- County of Maui (HI) – wastewater financial plan, cost-of-service and rate study
- City of Gallup (NM) – water financial plan and rate schedule
- Department of the Navy (WA) – wastewater feasibility study
- City of Billings (MT) – water and wastewater rate studies
- City of Evanston (IL) – wholesale water rate study
- City of Bloomington (IL) – water rate restructuring study
- City of Peralta (NM) – collection system cost recuperation
- City of Hammond (IL) – water financial plan and rate study.
- City of Tacoma (WA) – water system development charges
- Louisville Water Company (KY) – water rate study, water bond feasibility study, annual inspection report
- City of Indianapolis (IN) – water rate restructuring study
- City of Klamath Falls (OR) – wastewater economic assessment and rate study, facility plan
- City of Camarillo (CA) – water rate study, capacity fees
- City of Coachella (CA) – water and wastewater system development fees and miscellaneous service fees
- City of El Cajon (CA) – wastewater rate study
- City of Glendale (CA) – water rate structure study
- City of Goleta (CA) – water rate study
- City of Inglewood (CA) – water and sewer financial plan and rate study
- City of Pasadena (CA) – capital and stewardship charges
- Santa Clarita Water Division (CA) – water rate study
- City of Vallejo (CA) – stormwater rate evaluation
- New York City Water Board (NY) – water conservation rate structure benchmarking
- City of Rochester (NH) – leachate surcharge study
- City of Brockton (MA) – water rate evaluation
- NAVFAC (US) – hazardous waste rates; risk assessment data collection and scoring; preventative maintenance job plans, routing, and Maximo entry; software wiki manual and demonstration videos
- City of Springfield (MA) – water and wastewater bond triennial study
- City of San Diego (CA) – bond feasibility study
- Massachusetts Water Resources Authority (MA) – bond feasibility study
- USAID (Jordan) – water infrastructure project financial analysis
- City of Fort Smith (AR) – GIS/CMMS data reconciliation facilitator
- City of Eklutna (AK) – asset management plan
- Colorado Springs Utilities (CO) – condition assessment model
- Camino Real Regional Utilities Authority (NM) – asset management plan wastewater collection system
- Bureau of Reclamation (OR) – alternative energy analysis
- Marion County (OR) – financial analysis of waste-to-energy facility

- Spokane Regional Solid Waste System (WA) – assessment of a solid waste system
- King County (WA) – assessment of beneficial use of digester gas
- City of Encina (CA) – electric tariff determination for on-site generation
- City of Detroit (MI) – peak load study
- South Bayside Authority (CA) – wind energy feasibility study
- City of Edmonton (Canada) – biogas energy evaluation
- Confidential Client – development of commercial terms and templates for a build-operate-transfer project.
- City of Park City (UT) – supporting purchase of mothballed water treatment plant
- Environmental Protection Agency (US) – technical report review
- City of Austin (TX) – financial analysis of construction costs and timing scenarios
- Sammamish Plateau (WA) – cost optimization model and handbook for optimizing mix of groundwater and purchased water
- City of Modesto (CA) – peer review of storm water O&M cost allocation
- City of Dallas (TX) – bid review and contract negotiation support
- Catawba County (NC) – feasibility study of upgrade versus new sludge handling facility
- City of Salt Lake City (UT) – landfill RFP preparation

## **PUBLICATIONS**

- “Principles of Water Rates, Fees, and Charges”, Seventh Edition, 2017
- “Financing and Charges for Wastewater Systems”, Fourth Edition, 2018

## **PRESENTATIONS**

- “Getting Started with Asset Management”, California Water Environment Association, 2019
- “Don’t Get Behind! Keep Up With Your Revenue Needs,” California-Nevada Regional AWWA Conference, Spring 2013
- “Developing Water Tariffs for a Sustainable Future,” Utility Management Conference, 2012
- “Developing Water Tariffs for a Sustainable Future,” Arab Water Week, 2010

Wednesday, August 7, 2024

**Submitted via Email and HARD MAIL 20 PAGES**

pgarcia@syrwd.org

Paeter Garcia, General Manager  
Santa Ynez River Water Conservation District, Improvement District No.1  
P.O. Box 157, 3622 Sagunto Street  
Santa Ynez, CA 93460

**Re: Statement of Qualifications for Rate Consultant Services**

Dear Mr. Garcia:

**SCI Consulting Group** and GSI Water Solutions, Inc. (collectively referred to as the SCI Team) offer unparalleled expertise in detailed data analysis, fee analysis, and rate setting for public agencies under the mandates of the Sustainable Groundwater Management Act ("SGMA"), including compliance with Propositions 26 and 218. As such, we are pleased to submit our Statement of Qualifications ("SOQ") to serve as the Rate Consultant for the Santa Ynez Basin Eastern Management Area Groundwater Sustainability Agency ("GSA").

SCI was founded in 1985 and is the State's top firm in revenue enhancement services for public agencies, establishing new revenues for their resource and infrastructure service and capital improvement needs. In fact, we are currently developing or have developed and implemented revenue mechanisms in support of groundwater sustainability for nine separate basins in California. GSI staff have provided extensive hydrogeological consulting services in Santa Barbara County. GSI is intimately familiar with the hydrogeology of the Santa Ynez Basin, having supported the development of the GSP and having completed Santa Ynez EMA Annual Reports.

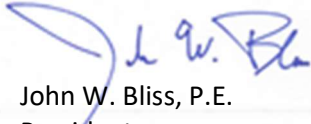
The SCI Team is uniquely qualified to provide the GSA with the highest quality consulting services for the proposed tasks, as detailed in the following section, because of our:

- Direct experience with all aspects of GSP implementation funding;
- Direct experience with public agency engagement and funding analysis and strategy;
- Direct experience with groundwater data analysis, including in the Santa Ynez basin;
- Considerable success with fee, assessment, and tax implementation (over 140 California successes);
- Propositions 13, 26, and 218 expertise; and
- Specific groundwater sustainability community outreach expertise

SCI has successfully provided consulting and revenue engineering services to public agencies in Santa Barbara County, including the City of Santa Barbara and the Mosquito and Vector Management District of Santa Barbara County.

Thank you for considering our qualifications for this important project. If you have any questions or require additional information, please do not hesitate to contact me. I can be reached at 707-430-4300 and [john.bliss@sci-cg.com](mailto:john.bliss@sci-cg.com).

Sincerely,

A handwritten signature in blue ink, appearing to read "John W. Bliss". The signature is stylized and written over a light blue rectangular background.

John W. Bliss, P.E.  
President

cc: Ryan Aston, SCI Consulting Group  
Tim Nicely, GSI

## SCI TEAM QUALIFICATIONS AND EXPERIENCE

**SCIConsultingGroup** is a privately-owned California Chapter S corporation headquartered in Fairfield, California, with over 39 years of expertise in assisting public agencies in California with planning, justifying, and successfully establishing new revenues for their service and capital improvement needs and objectives and managing special assessment levies. SCI has a staff of 20 employees and over 200 current city, county, special district, and school district clients.



SCI possesses extensive assessment, tax, and fee engineering, and formation expertise, including polling and outreach, particularly for balloted agency-wide assessments in politically challenging areas. The principals at SCI are acknowledged experts on these public financing mechanisms and were involved with the development of the cleanup legislation for Proposition 218.

SCI has developed and implemented more revenue mechanisms for flood control and storm drainage than all other firms in California and has emerged as the leader in revenue for groundwater sustainability.

### FUNDING FOR IMPLEMENTATION OF GROUNDWATER SUSTAINABILITY PLANS

- Butte Valley GSA (Siskiyou County)
- Cosumnes Groundwater Authority (Sacramento and Amador Counties, ongoing)
- East Turlock Subbasin GSA (Merced and Stanislaus Counties, ongoing)
- Los Osos Basin Management Committee (San Luis Obispo County)
- Napa County GSA (Napa County, ongoing)
- Paso Basin Cooperative Committee (San Luis Obispo County, ongoing)
- Petaluma Valley GSA (Sonoma County)
- Santa Rosa Plain GSA (Sonoma County)
- Scott Valley GSA (Siskiyou County)
- Shasta Valley GSA (Siskiyou County)
- Sierra Valley Groundwater Management District GSA (Sierra County)
- Sonoma Valley GSA (Sonoma County)
- Ukiah Valley Basin GSA (Mendocino County)

### OTHER RECENT WATER-RELATED RATE STUDIES (STORM DRAINAGE AND FLOOD CONTROL)

- City of Alameda
- City of Berkeley
- City of Cupertino
- City of Davis
- City of Los Altos
- City of San Mateo
- Reclamation Districts 150, 536, 551, 755 1600, 2059, 2098, 2103 and 2107

SCI has successfully implemented over 300 fees, assessments, and taxes since the inception of Proposition 218 and is undisputedly the State's leader in the planning, polling, engineering, implementation, and associated community outreach for balloted special assessments. Throughout



the process of designing and establishing new Proposition 13, 26, and 218-compliant fees and benefit assessments and working on these projects with many of the leading specialized attorneys in the State, we have gained unparalleled legal and Proposition 13, 26, and 218 compliance expertise. SCI is frequently invited to present on and discuss Proposition 26 and 218 issues by industry and professional associations.

SCI has extensive experience in developing funding strategies for GSP implementation. In working with GSAs across the State during GSP development, we developed Funding Options Technical Memoranda tailored specifically to GSA needs, community preferences, and basin conditions. This process included analysis of financial needs, revenue projections, and property characteristics relevant to revenue generation. Our work with Ukiah Valley GSA yielded several viable options for GSP implementation funding, including methodologies tailored specifically to concerns of the agricultural community related to variability in groundwater use year-to-year. In working with three GSAs in Siskiyou County, we developed several funding pathways that reflected the GSA Board's consideration of both Basin-wide funding mechanisms and agricultural-specific rate structures. Similar efforts were made for Sierra Valley GSA. These Memoranda were included as attachments in the respective GSA's GSPs.

SCI recently established fee programs for the Santa Rosa Plain, Sonoma Valley, and Petaluma Valley GSAs. During this process, extensive work was done to determine the optimal approach in terms of revenue goals, methodology approach, and fee structure. Over the course of this work, various approaches were vetted, refined, and tailored to Board, GSA staff, and community feedback. Consideration of various methodologies, several funding mechanism types, and various related policies provided the basis for utilizing a combination of actual and estimated groundwater use to create parcel-specific databases that informed the rate structures. These Fee Studies were used to establish Water Code § 10730-compliant regulatory fee programs in each basin beginning with fiscal year 2022-23. This process included six community meetings, numerous Board and Advisory Committee presentations, and close collaboration with GSA staff. The coordination required for the implementation of these projects in accordance with feedback from the Boards, Staff, Advisory Committees, and the public was a key element of the successful adoption of these fee programs.

SCI routinely works with large data sets, analyzing and processing property-related data, managing over 13 million parcels in dBase data sets, including nearly all 58 California County Assessors data. SCI has developed numerous complex data sets, relational and flat files with complex table schema. Our firm uses Microsoft Office, Microsoft Teams, Microsoft Visual FoxPro (with proprietary programs), ArcGIS, and proprietary SQL server-based applications.

SCI has developed robust, Proposition 218-complaint Property Related Fee Studies for the water infrastructure (primarily storm drainage) for the Cities of Alameda, Berkeley, Cupertino, Davis, Del Mar, Los Altos, and San Mateo, and the Town of Moraga over the last five years - more than all other firms in the State, combined. These Fee Studies require an in-depth cost-of-service analysis, long-range budgets including administrations, operations, maintenance, and capital improvements, and strict adherence to Proposition 218 and the associated judicial decisions. Similarly, SCI has developed robust Proposition 218-complaint Engineer's Reports in support of special assessments for flood control agencies through the Central Valley and Bay Area cities. SCI's rate studies for storm drainage and flood control are now the standard of the industry and are referred to in legal decisions (including the recent Broad Beach decision in Malibu).

Our team understands that the general public's lack of understanding of groundwater sustainability and associated critical infrastructure exacerbates the funding challenge. Traditional political approaches likely will not work. Accordingly, the SCI team proposes a unique, "hands-on" strategic approach that begins with the development of initial messaging and branding, followed by direct engagement with local stakeholders and the broader community, refinement of the messaging and branding, and finally, effective and authentic community outreach.

**GSI Water Solutions, Inc.** is a specialized groundwater and water resources consulting firm founded in 2000 that helps clients develop and manage groundwater supplies to ensure the long-term sustainability and reliability of this valuable resource. GSI's groundwater professionals have worked closely with clients in Santa Barbara County on a variety of hydrogeologic projects for many years, including leading the development of the Santa Ynez Eastern Management Area GSP. GSI also brings a talented bench of data management and GIS/mapping professionals.



SCI will serve as the prime contractor, and GSI will subcontract with SCI.

## RELEVANT SCI TEAM PROJECTS

### Sonoma Valley, Petaluma Valley, and Santa Rosa Plain GSAs

SCI

The Sonoma Valley, Petaluma Valley, and Santa Rosa Plain groundwater sustainability agencies collaborated to update their databases and explore funding mechanisms for their groundwater sustainability plans.

The project was divided into two parts. The first part, Rural Community Engagement Strategies, and Revenue Recommendations, involved community outreach through surveys and focus groups to understand funding preferences for sustainable groundwater management. The SCI Team then prepared Funding Options Technical Memorandums for each basin, aligning agency needs with community preferences. The second part, Data Review, Fee Analysis, and Rate Setting Services, included analyzing various funding options using parcel-specific data, conducting community meetings, developing groundwater usage datasets, and creating fee studies.

The SCI Team reviewed statewide fee studies and a 2019 Fee Study Report for the Santa Rosa Plain GSA to determine the best approaches. The SCI Team worked closely with agency staff, advisory committees, boards, and stakeholders, ensuring community preferences and data viability for fee and rate development. Since September 2021, the team has made over 40 PowerPoint presentations for these clients.

While the initial project was completed in July 2022, SCI has continued to provide support to all three GSAs in the form of annual levy administration services each year and a Rate and Fee Study update in spring 2024.

**Client Contact:** Andy Rodgers, Administrator  
Santa Rosa Plain GSA  
2235 Mercury Way, Suite 105  
Santa Rosa, CA 95407  
(707) 243-8555 | [arodgers@santarosaplaingroundwater.org](mailto:arodgers@santarosaplaingroundwater.org)

Bill Keene, Administrator  
Sonoma Valley GSA  
2235 Mercury Way, Suite 105  
Santa Rosa, CA 95407  
(707) 524-8378 | [administrator@sonomavalleygroundwater.org](mailto:administrator@sonomavalleygroundwater.org)

Sandi Potter, Administrator  
Petaluma Valley GSA  
2235 Mercury Way, Suite 105  
Santa Rosa, CA 95407  
(707) 524-8378 | [administrator@petalumavalleygroundwater.org](mailto:administrator@petalumavalleygroundwater.org)

**Time Period:** Initial contract: 02/22 – 05/23; continued support: 01/24 – present

**Project Team:** John Bliss and Ryan Aston (SCI)

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## East Turlock Subbasin Groundwater Sustainability Agency

SCI

In July 2023, the East Turlock Subbasin Groundwater Sustainability Agency engaged SCI to develop a funding mechanism in support of GSP implementation. Initial work included a comprehensive review of funding needs, legal frameworks, and community perspective. During the course of this analysis, it was determined that the implementation of two separate funding mechanisms would be optimal for the GSA.

In fall 2023, SCI developed a robust Engineer's Report in support of a Proposition 218 benefit assessment to support the GSA's operational budget. SCI conducted an assessment balloting from January – March, at which point the assessment passed, with over 80% weighted support from property owners. The assessment was implemented by the GSA Board in Spring 2024.

SCI is currently developing a cost-of-service study in support of the GSA's projects and management actions planned in the Turlock Subbasin GSP.

**Client Contact:** **Mike Tietze, General Manager**  
East Turlock Subbasin GSA  
731 East Yosemite Avenue, Suite B  
Merced, CA  
(916) 200-9038 | mtietze@formationenv.com

**Time Period:** Initial contract: 06/23 through 04/24; second phase: 06/24 – present

**Project Team:** John Bliss and Ryan Aston (SCI)

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## Los Osos Area Subbasin

SCI

Beginning in 2021, the Los Osos Basin Management Committee engaged SCI to develop an analysis of funding options to support groundwater management in the Subbasin. These efforts led to the creation of a Funding Options Technical Memorandum, tailored to the specific needs of Los Osos as an adjudicated subbasin.

SCI led several Board workshops to gather feedback from the Committee and the public on funding structures. This interactive approach allowed for substantive input, which SCI used to refine the recommendations. Comprehensive review of legal constraints was also utilized to refine options within the framework of Los Osos' adjudication.

**Client Contact:** **Dan Heibel, Executive Director**  
Los Osos Basin Management Committee  
2122 9th Street, #106  
Baywood-Los Osos, CA  
(805) 459-8489 | danheibel@ConfluenceES.com

**Time Period:** 12/21 – 07/22

**Project Team:** John Bliss and Ryan Aston (SCI)

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## Butte Valley, Shasta Valley, and Scott River Valley GSAs

SCI

Beginning in 2018, SCI worked with the Butte Valley, Shasta Valley, and Scott River Valley GSAs in Siskiyou County to develop a cost-effective plan for groundwater sustainability in compliance with SGMA requirements. These efforts led to the creation of a Funding Options Technical Memorandum,

which included recommendations related to Water Code § 10730 and § 10730.2, Propositions 26 and 218, and other SGMA requirements. Revenue projections and potential generation were developed to illustrate specific rate structures. A tailored community outreach approach was implemented to prepare the GSAs for fee implementation.

SCI participated in several Board workshops to gather feedback from the GSA Board and the public on funding structures. This interactive approach allowed for substantive input, which SCI used to refine the recommendations. The resulting Memorandum was included as an appendix to each GSP, all of which were successfully submitted to the Department of Water Resources in January 2022.

In Spring 2024, Siskiyou County engaged SCI to develop Rate and Fee Studies, provide economic analysis, and develop community engagement strategies for Butte Valley, Shasta Valley, and Scott Valley GSAs. This work is currently underway.

**Client Contact:** Matt Parker, Natural Resources Specialist  
Butte Valley, Shasta Valley, and Scot River Valley GSAs  
1312 Fairlane Road, Suite 1  
Yreka, CA 96097  
(888) 854-2000 ext. 8005 | mparker@co.siskiyou.ca.us

**Time Period:** Initial contract: 03/21 – 12/22; second phase: 02/24 – present.

**Project Team:** John Bliss, Alex Flink, and Ryan Aston (SCI)

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## County of San Luis Obispo

## SCI, GSI

GSI developed the first four annual reports for the Paso Robles Subbasin Groundwater Sustainability Plan (GSP). This work includes reviewing, compiling, and analyzing data on groundwater elevations, extractions, water usage, precipitation, and changes in groundwater storage. GSI prepares draft and final reports for submission to the California Department of Water Resources.

In March 2024, the SCI Team (including GSI) was hired by the County of San Luis Obispo to conduct a cost of service analysis and provide related services to the Paso Basin Cooperative Committee (“PBCC”). The Team is in the process of developing a cost-of-service study in support of Paso Basin GSP implementation. Initial work has included the development of a database in support of revenue generation, stakeholder engagement, and refinement of cost projections. The SCI Team continues to work closely with staff and legal counsel from PBCC member agencies, with work expected to be completed in early 2025.

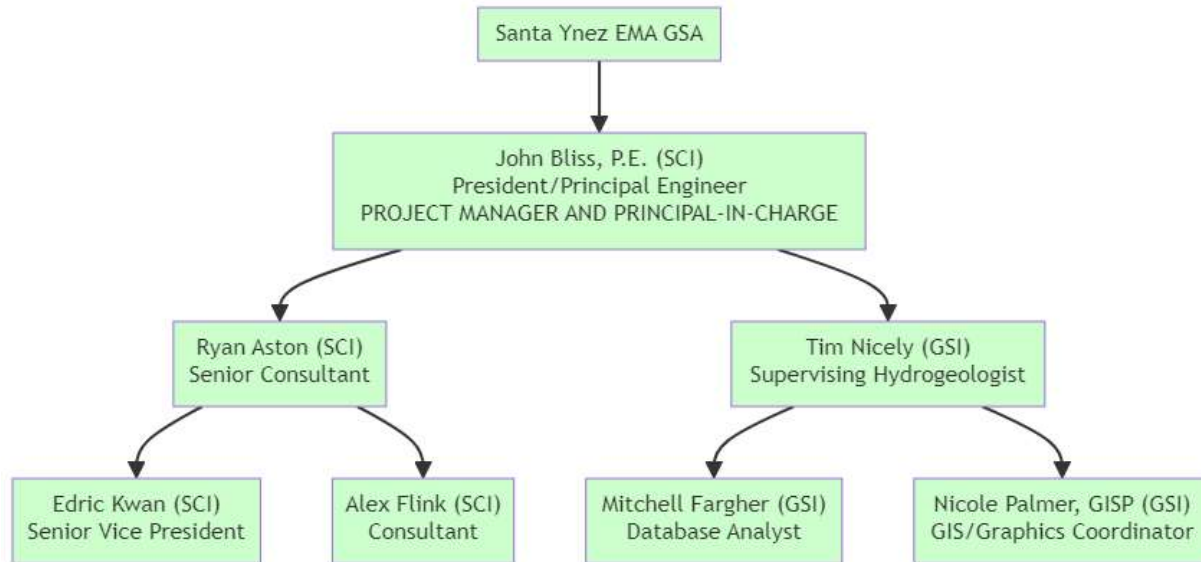
**Client Contact:** Blaine Reely, Groundwater Sustainability Director  
County of San Luis Obispo  
1055 Monterey Street, STE D430  
San Luis Obispo, CA 93408  
(805) 781-4206 | breely@co.slo.ca.us

**Time Period:** 05/24 – present

**Project Team:** Ryan Aston, John Bliss, and Alex Flink (SCI)  
Nate Page (GSI)

## PROJECT TEAM

SCI and GSI have assembled a well-rounded team that strives to optimize the strength of our respective staff members. GSI provides groundwater sustainability expertise, and SCI provides funding expertise. We believe our complementary skill sets would address the Santa Ynez EMA's needs related to the Scope of Services. The proposed organization chart for our project team is shown below, followed by the biographies of the team members.



**John Bliss, P.E., SCI President, License No. C52091**

**SCI**

john.bliss@sci-cg.com

<https://www.linkedin.com/in/john-bliss-9687456/>



John Bliss, a professional engineer and President of SCI specializes in fee and assessment engineering, special and general benefit analysis, crafting legally compliant, robust Engineer's Reports, assessment administration, cost estimating and budgeting, database design and implementation, regulatory compliance, and revenue measure formations. He has 20 years of experience in this field of expertise. Moreover, John is a recognized expert assessment engineer and Proposition 218 compliance specialist who has served as an expert witness and technical City. He has also worked with most of the leading Proposition 218 specialized attorneys in the State, which has further expanded his professional and technical expertise.

During his tenure at SCI, John has served as the responsible Assessment Engineer on over 300 Fee Studies and Engineer's Reports for new or increased fees and assessments, comprising more post-Proposition 218 new assessment engineering than any other assessment engineer in the State. John graduated from Brown University with a Bachelor of Science Degree in Engineering and holds a master's degree in civil engineering from the University of California, Berkeley, where he was a

Regent's Scholar. He is a licensed Professional Civil Engineer in the State of California and is a LEED-accredited professional.

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**Ryan Aston, Senior Consultant**

**SCI**

ryan.aston@sci-cg.com

<https://www.linkedin.com/in/ryan-aston-h/>



Ryan Aston leads SCI's groundwater sustainability funding practice and has over ten years of experience in data analysis and customer service. He specializes in the planning and implementation of revenue mechanisms for groundwater management, which includes analysis and development of funding options, identification of viable methodologies, and analysis of parcel attributes that contribute to mutually beneficial funding solutions. He also contributes to polling and community outreach in an effort to better understand the community perspective relating to public agency services and revenue mechanisms.

Ryan has emerged as one of the State's top thought leaders and policy experts on funding groundwater sustainability and has presented at the GSA Governing Board and Community Meetings and annual conferences. He also works closely with the SCI team to assist in public opinion research and Proposition 218-compliant fees, taxes, and benefit assessments. Ryan has worked with cities, counties, and special districts on a variety of different projects. He earned his Bachelor of Arts degree in Politics from the University of California, Santa Cruz, with emphases in political economy and municipal government.

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**Edric Kwan, P.E., Vice President, License No. C62829**

**SCI**

edric.kwan@sci-cg.com

<https://www.linkedin.com/in/edric-kwan-b6458064/>



Edric Kwan has 25 years of experience serving the public works industry. His last 20 years have been in the public sector, with 13 of those years in public works director and city engineer roles for the County of Alameda, the Cities of Richmond and Martinez, and the Town of Moraga. His firsthand experience relating to the financial challenges of maintaining public infrastructure, including dealing with costly emergency infrastructure failures, led him to join SCI in 2022 to assist other agencies with getting their revenue needs met. His specialty is community engagement, including initial messaging and branding, followed by direct engagement with local stakeholders and the broader community, refinement of the messaging and branding, and finally, effective and authentic community outreach through developing public opinion surveys and educational outreach materials and conducting public presentations.

Edric is a licensed Civil Engineer and has a Bachelor of Science degree in Civil Engineering from the University of California at Berkeley.

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### Alexander Flink, Consultant

alex.flink@sci-cg.com

<https://www.linkedin.com/in/alexanderflink/>



Alex Flink, our newest Consultant at SCI, strengthens our groundwater sustainability revenue services team. He will focus on developing and implementing revenue mechanisms for Groundwater Sustainability Agencies to fund their Groundwater Sustainability Plans as required by the Sustainable Groundwater Management Act. This California law, enacted in 2014, aims to manage and sustainably regulate the State's groundwater resources to combat overdrafts and depletion.

With over 20 years of experience in the environmental field, Alex brings extensive knowledge and expertise. He graduated with a bachelor's degree in environmental science from Evergreen State College in Olympia. His career spans managing multi-million-dollar projects for federal agencies and successfully leading his own consulting firms in environmental remediation. Alex's passion for environmental sustainability and his extensive experience in environmental investigations make him a valuable addition to our team.

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### Tim Nicely, PG, CHg, Supervising Hydrogeologist

GSI

tnicely@gsiws.com

<https://www.linkedin.com/in/timnicely/>



Tim Nicely, with GSI, has 25 years of experience helping clients in California to manage water resources. His expertise includes all aspects of hydrogeology and geology related to groundwater supply, groundwater basin analysis, and water resource management. Tim's experience includes managing and strategizing projects related to analyzing regional groundwater basins and groundwater quality studies; assessing seawater intrusion, desalination intake options, and surface water/groundwater studies; calculating perennial yield and basin water balance components; designing and overseeing construction of wellfields and monitoring wells; designing pumping tests and analyzing data; evaluating aquifer recharge options; and groundwater modeling.

**GSP Development, Eastern Management Area GSA, Santa Barbara County.** Tim served as the technical lead for the development of a GSP for the EMA GSA and continues to serve in the implementation of the plan. There are several complex issues in this basin that must be resolved, including potential interconnection of basin aquifers with the Santa Ynez River, complex structural geology and boundaries to flow, assessing underflow to downstream subbasins, and balancing water supply needs of various stakeholders (i.e., farmers, ranchers, grape growers, tribal governments, and domestic water users). Tim led the development of the hydrogeologic conceptual model, water budget, and monitoring networks sections.

**Santa Ynez River Valley Groundwater Basin, Well Permit Reviews, Santa Barbara County.** In support of achieving sustainable groundwater management, Tim reviews all well permit applications for new and replacement wells within the basin's three management areas. The permit reviews are required by the California governor's Executive Order N-7-22, to ensure that any new or replacement wells will not decrease the likelihood of achieving sustainability goals within this basin.



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**Mitchell Fargher, Database Analyst****GSI**

mfargher@gsiws.com

<https://www.linkedin.com/in/mitchellfargher/>

Mitchell Fargher has nine years of experience. He supports GSI's complex projects through data visualization, processing, and management. He has a strong background in software and data analysis. He is experienced with a variety of data tools, languages, and methodologies. He is experienced in writing SQL queries and writing code with Python and R, as well as a range of tools for cleaning, organizing, and analyzing data. Mitchell leads GSI's data management and database development efforts for a range of groundwater projects in California and creates databases that feed into Enterprise GIS to support mapping and GIS efforts. His work has helped to improve data management and reporting efficiency and accuracy.

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**Nicole Palmer, GISP GIS/Graphics Coordinator****GSI**

npalmer@gsiws.com



Nicole Palmer has 15 years of experience and is GSI's lead geographic information system (GIS)/graphics specialist. She creates and manages spatial data, geodatabases, and maps that add critical context and powerful storytelling elements to our work. Nicole also provides graphic design services to create data visualization, conceptual drawings, infographics, graphs, charts, cross sections, well designs, posters, site schematics, and public outreach materials. She is proficient in ArcGIS, ArcPRO, ArcGIS Online, Enterprise, Field Maps, Adobe Illustrator, InDesign, Photoshop, and Grapher.

**GIS Support for GSP Development, Eastern Management Area GSA, Santa Barbara County.** Nicole supported the development of maps and geologic cross sections for the Santa Ynez GSP, which contained about 125 maps and figures. The GSP was submitted to the California Department of Water Resources ahead of the deadline in January 2022 and approved in January 2024.

## PROJECT APPROACH

Based on the GSA's Request for Qualifications Project Scope, and the necessary technical analysis, we propose the following Work Plan divided into the following primary tasks. Our approach is designed to provide comprehensive services that minimize the GSA's time and resource expenditure by adhering to solid project management principles. We ensure all project deliverables will be of the highest quality, legally defensible, and delivered on time and within budget.

### **Task 1: Project Initiation, Review of Other GSA Funding Approaches, Data Collection, and Evaluation**

The SCI Team will initiate discussions with GSA staff to establish clear communication protocols, project goals, timelines, and deliverables. We will also identify key data sources and additional information necessary for the project. In part, our review will focus on the Santa Ynez EMA GSP and the current budget and implementation plan, with particular emphasis on elements critical to developing a robust fee structure. This includes analyzing parcel attributes, groundwater usage patterns, and the availability of data essential for shaping a funding mechanism. Additionally, we will review meeting summaries on proposed fee mechanisms to understand the GSAs' perspectives, including preferences, concerns, and needs.

The SCI Team will assess the information provided by the GSAs during the kick-off meeting and examine existing databases. Following this review, we will collaborate with GSA staff to identify additional needs and enhancements that could improve database utility. Based on feedback from the GSA and stakeholders, we will recommend updates or improvements to the existing databases.

Using a comprehensive understanding of available funding pathways in support of groundwater management, the SCI Team will review funding approaches used by GSAs across the State, leveraging a portfolio of experience gained from our previous work. Our approach will ensure consideration of relevant Water Code Sections (particularly 10730 and 10730.2) and Propositions 218 and 26, optimal revenue generation, equitable distribution of revenue burdens among ratepayers, administrative simplicity, legal defensibility, and clarity.

#### **Task Deliverable(s):**

- GSA funding options PowerPoint summary presentation.

### **Task 2: Evaluate and Recommend Funding Alternatives**

The SCI Team will evaluate a variety of potential funding structures, considering both short- and long-term funding needs as well as any administrative, operations and maintenance and capital costs. In addition to the rigorous review of both Water Code § 10730 (Proposition 26) and Water Code § 10730.2 (Proposition 218) approaches – which are the most common way to fund GSA activities, The SCI Team may also evaluate alternative pathways, such as special taxes, benefit assessments, and other non-balloted fees and revenues.

The SCI Team is familiar with various groundwater fee methodologies and cost allocation structures, providing a breadth of viable options pertaining to GSP implementation funding. EMA GSA's preliminary budget and methodology data will be utilized to illustrate preliminary rate scenarios for various funding options.

Each potential funding option will be studied and evaluated along with important attributes such as potential revenue generation, political viability, legal rigor, sustainability, legislative factors, costs of implementation and administration, future reliability, timeline, and compatibility with other funding mechanisms. This task will provide the GSA with all options, including balloted (fees, assessments or special taxes) and non-balloted options.

Effectively communicating the options available to EMA GSA will be crucial to gathering input from staff, Basin stakeholders, and the public. The SCI Team will develop a PowerPoint Recommendations Summary Presentation to illustrate these options, highlighting their advantages and potential challenges. This presentation will serve as the basis for a workshop which will help the GSA determine the optimal approach. Proving first a staff-level and a Board-level workshop will help to refine the approach. An interactive format will facilitate ample discussion, addressing questions and concerns related to timing, methodology, and other aspects of funding mechanism implementation.

The workshop will review relevant funding pathways as determined by the initial process, including fees prescribed in Water Code §§ 10730 and 10730.2, methodology structures, and other pertinent funding aspects. As part of this review, The SCI Team will evaluate and make recommendations regarding funding sources, including non-balloted options that may more effectively cover administrative costs. The SCI Team has developed similar presentations across the State, helping GSAs gauge optimal funding mechanisms based on their specific needs and perspectives.

**Task Deliverable(s):**

- PowerPoint Recommendations Summary Presentation.
- Preliminary Rate Scenarios – Spreadsheet & PowerPoint level.
- Management of a staff-level workshop.
- Management of a Board-level workshop.

**Task 3: Review and Provide Input on Budgets**

The SCI Team will collaborate with GSA staff to review and provide input the GSA’s annual and multi-year budgets. These budgets will likely encompass all costs related to GSP implementation in the Santa Ynez EMA, including administrative and project costs. We will assess current funding sources, including contributions from member GSAs and grant funds, and evaluate their feasibility for continued use. This analysis will help ensure that all revenue needs are accounted for throughout the fee program period. Additionally, we will identify potential cash flow issues related to revenue and expenditure projections on an annual basis. By the end of this task, The SCI Team and GSA staff will have established a solid financial strategy for the Santa Ynez EMA, which, while subject to adjustments, will form the basis for developing the fee.

**Task Deliverable(s):**

- Recommendation for development of a five-year budget incorporating all relevant GSA Costs.

**Task 4: Coordinate with Key Stakeholders**

Per required scope, The SCI Team will coordinate with the EMA Executive Director, EMA Board of Directors, staff from the EMA member agencies, the EMA Citizens Advisory Group, and representatives from the Western and Central Management Areas.

The SCI Team will provide interagency support to the EMA, member agencies and any other relevant agencies involved in the management of the Santa Ynez Basin. This support may include, but is not limited to, identifying common needs or goals, analysis of mutually beneficial approaches to fee implementation, communications support, and consideration of enhanced cooperation between entities. The SCI Team has extensive experience working with public agencies, including those organized through MOUs and JPAs.

The SCI Team will also coordinate with other parties as needed, including the Santa Barbara County Assessor's Office. SCI is familiar with various County requirements related to fee and assessment implementation and the importance of coordinating with specific Counties to ensure all procedural requirements are met.

**Task Deliverable(s):**

- Coordination with Key Stakeholders.

**Task 5: Prepare Draft and Final Rate Study**

Task 5a: Development of a Database in Support of a Rate Study

In support of the Rate Study, The SCI Team will update or develop a comprehensive parcel-specific database for the Basin. This database will integrate existing attributes from the raw County Assessor's database and may incorporate (as needed) new data such as geographic information on ET readings, groundwater usage estimates, agricultural characteristics, land use factors, and other relevant attributes for revenue generation. We will analyze this data and incorporate fee amounts accordingly. Our experience includes developing similar databases for the East Turlock Subbasin GSA, Cosumnes Groundwater Authority, Sonoma County GSAs, and others. The database development will continue throughout the project, ensuring alignment with the fee methodology approach.

**Task Deliverable(s):**

- Robust property-specific database of pertinent revenue generation characteristics.

Task 5b: Analysis of Cost Components and Groundwater User Categories

Informed by analysis in previous tasks, The SCI Team will conduct a thorough analysis of all cost components associated with GSP implementation, including administrative, operational, and project-specific costs. Requirements set forth by Water Code Sections 10730 and 10730.2 will help to inform this analysis. Recognizing that some costs might be distributed among all groundwater users while others may benefit specific user classes or Basin parcels, our initial analysis will inform the categorization of these costs.

The SCI Team will review groundwater user categories within the Santa Ynez EMA in support of establishing appropriate allocation of costs across various types of groundwater use. Patterns of groundwater use may be analyzed in order to identify an approach to classification of customer classes across various use types, including agricultural, rural, commercial, industrial, and urban or municipal extractors. The SCI Team will work with the GSA to develop recommendations for the categorization of customer classes. This analysis will inform the process of determining an appropriate allocation of costs across various groundwater users.

#### Task 5c: Development and Evaluation of Cost-Of-Service or Benefit Analysis

Building on the findings from previous tasks regarding cost components and user/extractor classes, The SCI Team will conduct a comprehensive cost-of-service or benefit analysis to allocate costs among groundwater users equitably. This analysis will encompass services provided by the GSA, potentially including agency administration, operations, groundwater extraction measurement, basin monitoring and reporting, planning, public outreach, program development and implementation, capital projects, and debt service.

A significant part of this task involves using parcel attributes and corresponding groundwater attributes developed in previous tasks to establish the nexus between these attributes and the fee structure. This analysis will involve multiple layers of statistical work and a well-reasoned rationale for the resulting nexus. Developing the memorandum is an iterative process, interwoven with early stakeholder outreach and tailored to fit the Basin's specific situation. The SCI Team will present these fiscal plans, data reviews and analyses, and various fee scenarios to Staff and legal counsel in at least one review session. Issues uncovered during the review will be highlighted, and remedies suggested. Depending on the iterative path chosen, new scenarios may be presented to internal (and possibly selected external) stakeholders to refine the rate structure and incorporate community priorities.

#### **Task Deliverable(s)**

- Facilitation of cost-of-service or benefit analysis review session.

#### Task 5e: Prepare Draft and Final Rate Study

Once the GSA has determined the optimal fee program, The SCI Team will prepare a comprehensive Rate Study. This document will detail the proposed programs and improvements to be funded, along with the basis for calculating the proposed fee or charge. The development of this memorandum will incorporate substantial feedback from the GSA staff and other stakeholders. Ensuring compliance with all relevant legal requirements, including (most likely) Water Code §§ 10730 and 10730.2, Proposition 26, and Proposition 218, will be a primary focus.

The report will also cover considerations related to the fee methodology, appeal processes, and alternative revenue enhancement options. If relevant, it will justify potential offsets for surface water rights or recycled water use, establishing a framework for cost allocation at the parcel level. This process will build on data gathered in previous tasks, including parcel data, community priorities, budgets, cost estimates, and multi-year pro forma for all services and improvements.

Based on our research in previous tasks, input from GSA staff and other stakeholders, and our extensive experience with similar projects, The SCI Team will prepare and present materials summarizing findings from this draft Rate Study. This presentation will include a thorough evaluation of the foundation of a funding mechanism in support of GSP implementation. Feedback will be solicited in support of final refinement of the fee methodology.

Following this presentation, The SCI Team will prepare the Final Rate Study that meets the requirements of Articles XIIC and XIID of the California Constitution (Propositions 26 and 218), the Government Code, the Water Code, and other relevant code sections. The SCI Team will prepare and present materials summarizing findings from this final Rate Study. The report will be reviewed and signed by John Bliss, P.E., a registered Civil Engineer with extensive experience in this field. The report

will include a detailed description of the proposed fee structure for the programs and improvements, future capital and facility improvement needs, a detailed cost estimate, the rationale for fee apportionment, calculation of the specific proposed fee amount for each parcel in the subbasin, necessary maps or diagrams, and other relevant elements.

#### **Task Deliverable(s)**

- Preliminary Rate Study staff review session.
- Draft Rate Study and supporting PowerPoint presentation.
- Final Rate Study and supporting PowerPoint presentation.

#### **Task 5f: Funding Mechanism Implementation Support**

Upon finalizing the Rate Study, The SCI Team will facilitate the necessary approval processes as needed, including Water Code § 10730 Proposition 26 and Water Code § 10730.2 Proposition 218 approvals. We will prepare draft resolutions for these processes and coordinate with the Board for their consideration.

#### **Task Deliverable(s)**

- Draft resolutions or ordinances as needed.

#### **Task 6 – Help Organize, Participate, Present, etc. in Support of Public Outreach**

The SCI Team will present all our work product to staff, elected officials, stakeholders and the broader community as well as in public forums as needed.

To be clear, The SCI Team emphasizes the importance of incorporating the community's voice early and consistently in the process, defined in two phases:

1. **Listening Phase:** Early concepts for system needs and revenue mechanisms are presented to trusted stakeholders for input and feedback. This helps the GSA broaden its perspective and develop a work product responsive to community priorities. It also allows the GSA to create a robust messaging program to engage the broader community better.
2. **Education Phase:** After the GSA Board has approved the rate structure and GSP implementation goals, this phase focuses on developing the rate structure and message components.

The SCI Team will assist with public informational and educational outreach strategies and property owner informational services. Our outreach efforts, continuing throughout the funding mechanism proceedings, include tasks to ensure property owners are well-informed about the funding mechanism's implementation and the proposed services/improvements before the mailing of ballots. This work involves developing a community-focused PowerPoint presentation highlighting relevant funding options and participating in a community workshop to gather public input.

The SCI Team understands the need for basic message components to be simple, clear, transparent, and well-supported with detailed information. Credibility is paramount in this outreach.

The SCI Team will carefully evaluate and develop potential communication infrastructure. Working with GSA staff and other stakeholders, we will coordinate existing communication infrastructure,

including stakeholder contacts, print media, website, social media, print publications, neighborhood groups, and newsletters. We will prioritize and integrate these methods as appropriate.

The development of messaging and supporting information is an iterative process involving agency staff, The SCI Team, and the public. Throughout this process, The SCI Team will analyze and refine messaging associated with sustainable groundwater management.

#### **Task Deliverable(s)**

- Draft messaging documents, updated as needed (website content, FAQ, fact sheet, handouts, PowerPoint, adaptable messaging).
- Curation of stakeholders list.
- Community-focused PowerPoint presentation.
- Participation in a community workshop.

## **GENERAL ADMINISTRATIVE INFORMATION**

**Proprietary Statement.** SCI Consulting Group declares that this submittal does not contain any proprietary or confidential information. SCI Consulting Group further declares that any future interviews will not contain any proprietary or confidential information.

**Insurance.** SCI carries professional Errors and Omissions insurance in the amount of \$2 million per occurrence and \$2 million aggregate. SCI carries general liability insurance in the amount of \$2 million per occurrence and \$4 million aggregate.

**Employment Policies.** SCI Consulting Group ensures compliance with all civil rights laws and other related statutes. SCI does not and shall not discriminate against any employee in the workplace, against any applicant for such employment, or against any other person because of race, religion, sex, color, national origin, handicap, age, or any other arbitrary basis.

**Conflict of Interest Statements.** SCI has no known past, ongoing, or potential conflicts of interest for working with the GSA, performing the Scope of Work, or any other service for this Project.

**Independent Contractor.** If selected, SCI shall perform all services included in this SOQ as an independent contractor.

**Indemnification.** Pursuant to California Civil Code Section 2782.8, SCI will defend and indemnify the GSA for claims that arise out of, pertain to, or relate to the negligence, recklessness, or willful misconduct of the SCI in the performance of the work.

**Cancellation.** The GSA or SCI may end the engagement without cause with reasonable written notice. In the event that the engagement is canceled, payment shall still be due for all work performed, including any portion of a task, by SCI through the date of the notification of cancellation.

**HOURLY BILLING RATES AND INCIDENTAL COSTS**

The SCI Team hourly billing rates are provided below.

Customary incidental expenses, including travel, lodging, printing, postage, data, or other out-of-pocket costs, shall be billed at actual cost plus 10%. Mileage expenses shall be billed at the IRS-approved rate.

It is anticipated that SCI’s efforts to identify optimal funding pathways and establish the basis for a funding mechanism in support of GSP implementation will comprise approximately 80% of the scope of work. GSI’s support related to analysis of groundwater use and groundwater management funding needs for the GSA are expected to comprise approximately 20% of the scope pf work. While these preliminary estimates may be adjusted based on further discussion, they represent the most probable workload balance between team members.



<b>Title</b>	<b>Rate</b>
President	\$306
Senior Vice President	\$287
Senior Assessment Engineer	\$287
Vice President	\$267
Director	\$234
Senior Consultant	\$217
Consultant	\$184
Project Analyst	\$139
Software Developer	\$273
GIS Staff	\$150
Research Assistant	\$95
Support Staff	\$78



<b>Title</b>	<b>Rate</b>
Principal	\$250–\$360
Supervising	\$210–\$320
Managing	\$170–\$230
Consulting	\$150–\$190
Project	\$140–\$170
Staff	\$120–\$160
GIS/Graphics/Database	\$130–\$185
Editor/Documents	\$130–\$155
Administration	\$95–\$120



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**Water Resources Economics, LLC**



**REQUEST FOR QUALIFICATIONS (RFQ)  
FOR CONSULTING SERVICES FOR RATE CONSULTANT**

**SANTA YNEZ BASIN EASTERN MANAGEMENT AREA  
GROUNDWATER SUSTAINABILITY AGENCY**

**Due Date: August 9, 2024**

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**GSA Rate Study**  
*Santa Ynez Basin Eastern Management Area GSA*

August 8, 2024

Paeter Garcia  
Santa Ynez River Water Conservation District, Improvement District No.1  
P.O. Box 157  
Santa Ynez, CA 93460

**Subject: Santa Ynez Basin Eastern Management Area GSA Rate Study**

Dear Mr. Garcia,

Water Resources Economics, LLC (WRE) is pleased to submit this proposal to the Santa Ynez Basin Eastern Management Area Groundwater Sustainability Agency (EMA GSA) to conduct a Water Rate Study. The EMA GSA is seeking a consultant that is an expert in conducting water rate and fee studies in California and that understands the challenges that agencies face in adopting rates.

I have conducted hundreds of utility rate studies over the last 25 years throughout California, and my expertise is in developing rates that can withstand different financial and legal challenges. I will serve as Project Manager and will work in tandem with Nancy Phan, our Project Analyst. Nancy has over eight years of rate consulting experience and has conducted over 80 rate studies along the West Coast.

We understand the various technical, political, and regulatory standards associated with designing water rates and have assisted many similar agencies with successfully implementing rates that comply with Proposition 218 requirements.

I am authorized to negotiate and execute contracts on behalf of WRE. If you have any questions, please contact me using the information below. We appreciate the opportunity to submit our proposal, and it would be our pleasure to assist the EMA GSA on this important project.

Sincerely,



Sanjay Gaur, President  
Water Resources Economics, LLC  
10830 Pickford Way  
Culver City, CA 90230  
[sgaur@water-economics.com](mailto:sgaur@water-economics.com) / 213-327-4405

**GSA Rate Study**

*Santa Ynez Basin Eastern Management Area GSA*

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## **STATEMENT OF QUALIFICATIONS**

### **Company Overview**

Water Resources Economics, LLC (WRE) is a limited liability company formed in 2021 and is located at 10830 Pickford Way, Culver City, CA 90230. WRE is a micro-business consisting of five team members that specializes in conducting financial planning, cost-of-service rate studies, and connection fee studies for water and wastewater utilities in California. Our goal as a firm is to communicate and promote the value of water service. Sanjay Gaur, the proposed Project Manager, has successfully assisted over 100 water and wastewater agencies in California with financial planning and rate-setting consulting engagements for over 25 years. Nancy Phan, the proposed Lead Analyst, has assisted agencies in California and Washington with over 80 water, sewer, stormwater, and solid waste rate studies and connection fee studies for over eight years. Hannah Phan and/or Charles Diamond will assist Nancy as analysts.

### **Experience and Qualifications**

Our proposed project team has extensive experience conducting wastewater rate studies and connection fee studies in California. We understand the regulatory, political, and financial constraints that most agencies face when adopting new rates. Sanjay Gaur has extensive experience facilitating and presenting at in-person public meetings with elected officials at all stages of the rate-setting process. This includes customer outreach sessions, rate workshops with elected officials, and public hearings to comply with Proposition 218 requirements. Nancy Phan has experience in distilling complex, technical concepts into easy-to-understand presentations, financial and rate models, and reports. Our approach puts the client first: we prioritize clear and effective communication with EMA GSA staff, elected officials, and the public throughout the rate study process. We take great pride in our high-quality work and in our ability to help agencies navigate a changing utility rate landscape.

**GSA Rate Study**

*Santa Ynez Basin Eastern Management Area GSA*

## **GENERAL ADMINISTRATIVE INFORMATION**

### **Proprietary Statement**

Nothing contained in this proposal or subsequent interview (if applicable) is proprietary to our firm.

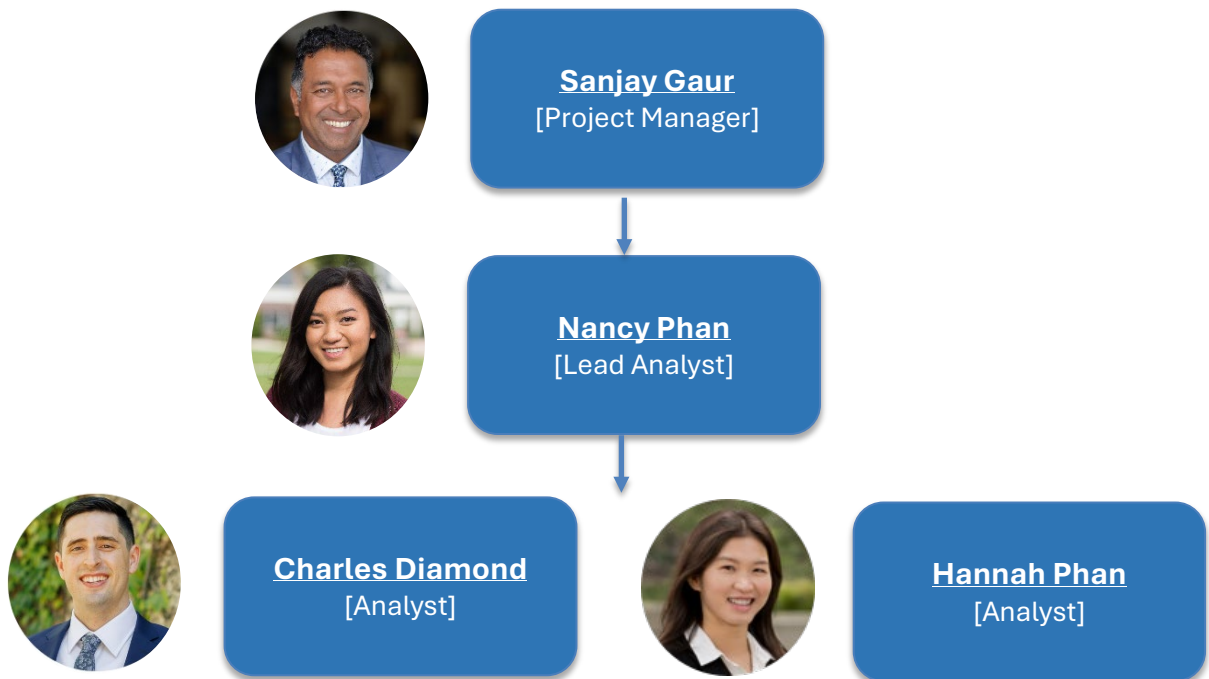
### **Insurance**

WRE will be able to obtain professional liability insurance for this engagement and will provide proof of insurance at the time of contract signing.

## PROJECT MANAGER AND TEAM

### Project Staffing

Our proposed project team for this engagement consists of four team members. Sanjay will serve as Project Manager, Nancy will serve as Lead Analyst, and Charles and/or Hannah will assist Nancy as analysts. Our team is small by design: we can work efficiently and provide a high-touch client experience to ensure a successful study for the EMA GSA.



### Sanjay Gaur, Project Manager

**Key Tasks:** Serve as main contact for EMA GSA staff, manage project schedule and budget, lead project tasks and analyses, review and evaluate project deliverables, ensure successful execution of scope of work

**Statement of Qualifications:** Sanjay has more than 25 years of financial and rate consulting experience with water and wastewater utilities and has served as a consultant to more than 100 agencies in California, Arizona, Nevada, and the Caribbean. He has provided his insight into utility rate and conservation-related matters through articles in *Journal AWWA* and other publications and served as an expert source on rates development quoted in the *Los Angeles Times* and *New York Times*. He has co-authored several industry guides, including AWWA’s *Manual M1 Principles of Water Rates, Fees and Charges, 7th Edition*; AWWA’s *Water Rates, Fees, and the Legal*

## **GSA Rate Study**

### ***Santa Ynez Basin Eastern Management Area GSA***

*Environment, Second Edition*; and *Water and Wastewater Finance and Pricing: The Changing Landscape*. He is a member of AWWA's Rates and Charges Committee. Sanjay was a Peace Corps volunteer in Bulgaria. He holds a master's degree in Applied Economics from UC Santa Cruz and a Master in Public Administration - International Development from the Kennedy School of Government, Harvard University.

## **Nancy Phan, Lead Analyst**

**Key Tasks:** Perform financial and rate analyses, collect and analyze data, work with Project Manager to complete project tasks

**Statement of Qualifications:** Nancy has over eight years of utility rate and financial consulting experience, working with water, wastewater, stormwater, and solid waste utilities primarily along the West Coast. She has assisted agencies on over 80 rate studies throughout her career and specializes in distilling technical concepts into sophisticated, yet easy-to-understand financial and rate models, stakeholder presentations, and technical reports. She has been published in the *Journal AWWA* ("The Power of Data to Improve Water Efficiency and Conservation") and has presented at and organized several conferences, including the AWWA/WEF Young Professionals Summit, the Pacific Water Conference, and the Washington Association of Sewer & Water Districts Conference. She holds a Bachelor of Arts degree in Business Economics from UC Irvine.

## **Charles Diamond, Analyst**

**Key Tasks:** Perform financial and rate analyses, and collect and analyze data as necessary

**Statement of Qualifications:** Charles has more than seven years of financial and rate consulting experience with water and wastewater utilities and has served as a consultant to more than 35 agencies in California. He has a passion for water management in California and has presented at multiple conferences, including the California Water Policy Conference and the AWWA California-Nevada Section Annual Fall Conference. Before he began his consulting career, Charles worked for The Nature Conservancy in California. He holds a Bachelor of Science degree in Environmental Economics and Policy from UC Berkeley and a Master of Environmental Science and Management degree in Water Resources Management from UC Santa Barbara.

## **Hannah Phan, Analyst**

**Key Tasks:** Perform financial and rate analyses, and collect and analyze data as necessary

**Statement of Qualifications:** Hannah has more than 17 years of financial and rate consulting experience, working with over 50 water, wastewater, recycled water, and solid waste utilities. She is passionate about creating customized financial and rate models that best meet the needs of



## **GSA Rate Study**

### ***Santa Ynez Basin Eastern Management Area GSA***

each individual agency. She has presented study findings and results at numerous public meetings and attended several AWWA and WEF conferences throughout her career. Hannah holds a Master of Business Administration in Finance degree and a Bachelor of Science degree in International Business from CSU Los Angeles.

## **GSA Rate Study**

*Santa Ynez Basin Eastern Management Area GSA*

# **EXPERIENCE AND REFERENCES**

### **SANTA ROSA PLAIN GROUNDWATER SUSTAINABILITY AGENCY**

2235 Mercury Way, Suite 105  
Santa Rosa, CA 95407

Reference(s):

Andy Rodgers, GSA Administrator  
[arodgers@santarosaplainingroundwater.org](mailto:arodgers@santarosaplainingroundwater.org)  
(707) 243-8555

Contract Amount: \$150,000

Sanjay worked with the Santa Rosa Plain GSA to conduct a GSA rate study, which included the development of a financial plan to determine appropriate funding mechanisms, an outreach plan, and proposed rates and charges for the GSA. The GSA considered regulatory fees, service fees, continued member agency contributions, and parcel taxes as potential funding mechanisms. The GSA opted for a fee based on estimated groundwater use. The outreach program involved several meetings with key stakeholders, including the Board, an Advisory Committee, and community meetings.

### **MADERA COUNTY GROUNDWATER SUSTAINABILITY AGENCY**

200 W. Fourth Street  
Madera, CA 93637

Reference(s):

Stephanie Anagnoson, Director of Water and Natural Resources  
[stephanie.anagnoson@maderacounty.com](mailto:stephanie.anagnoson@maderacounty.com)  
(559) 675-7703 x 2265

Contract Amount: \$200,000

Sanjay and Nancy assisted the Madera County GSA with a GSA rate study and groundwater sustainability fee studies. A key component of the study was the development of the County GSA budget to determine the costs associated with administering the GSP and the costs associated with groundwater projects and programs. The County GSA adopted an administrative fee (groundwater sustainability fee) and an additional groundwater rate to fund programs and projects related to groundwater sustainability. Costs were allocated based on irrigated acreage, which was a measure of groundwater demand within the subbasins. The study process involved

## **GSA Rate Study**

### ***Santa Ynez Basin Eastern Management Area GSA***

multiple meetings with key stakeholders and the development of administrative records to document the rate study results.

#### **CARPINTERIA VALLEY WATER DISTRICT/GROUNDWATER SUSTAINABILITY AGENCY**

375 11th Street  
Oakland, CA 94607

#### Reference(s):

Bob McDonald, General Manager

[bob@cvwd.net](mailto:bob@cvwd.net)

805-684-2816 Ext 123

Contract Amount: \$60,000

Sanjay and Nancy assisted the Carpinteria Valley Water District/Carpinteria GSA with a GSA rate study and with water rate studies. Both rate studies involved developing a multi-year financial plan to project future costs, proposed rates based on Proposition 218 requirements, and an administrative record to document the process. The GSA study involved analyzing District data to determine the acreage overlying the groundwater basin, which would be charged the GSA fee as a part of the study. The fee structures that were considered in the study included a flat charge by parcel, a flat charge by non-de minimis parcels, a per parcel fee based on acreage, a per parcel fee based on irrigated acreage, a fee based on estimated groundwater extraction, and a fee based on net groundwater extraction. The selected approach was a per parcel fee based on acreage.

## **WORK PLAN AND APPROACH**

### Scope of Work

#### **TASK 1: PROJECT MANAGEMENT AND INITIATION**

##### Project Kick-off

A successful project starts with an organized and effective kick-off meeting. WRE will conduct a virtual kick-off to review the financial, legal, and political landscape of rates and to define the GSA's goals and challenges. Prior to the meeting, we will provide a data request list describing data items needed to conduct the study. Topics to be discussed during the kick-off meeting include the scope of work, the project schedule, GSA funding options, project roles and responsibilities, data items, and any other concerns that GSA staff may have.

##### Project Management

WRE's project team has extensive experience guiding the rate study process successfully from start to finish. Sanjay Gaur, as Project Manager, will be ultimately accountable for the successful execution of the scope of work. Our project management approach stresses the importance of clearly defining project roles, expectations, and responsibilities at or before the kickoff meeting. Additionally, we believe that establishing frequent and open communication between GSA staff and the WRE project team via phone, email, and/or meetings is critical. To adhere to the project schedule, the WRE team will work to schedule meetings with GSA staff well in advance of the target meeting date.

##### Quality Assurance Process

We pride ourselves on accurate, high-quality work, and we achieve this through a rigorous quality assurance process. Each project has multiple checkpoints to ensure the accuracy and validity of the data, technical analyses, and methodologies we use to develop the GSA's project deliverables.

##### **Meetings:**

- One virtual kick-off meeting with GSA staff

##### **Deliverables:**

- Data request list; kickoff meeting presentation; kickoff meeting minutes

#### **TASK 2: GSA BUDGET REVIEW AND FINANCIAL PLAN**

##### GSA Budget Review

WRE will work closely with GSA staff to review the GSA's multi-year budget during the financial planning period and provide input where necessary. Typically, GSA budgets consist of both

**GSA Rate Study**  
*Santa Ynez Basin Eastern Management Area GSA*

administrative costs and groundwater-related costs. Categorizing these budget items will assist in latter portions of the study to determine the cost requirements for different types of fees.

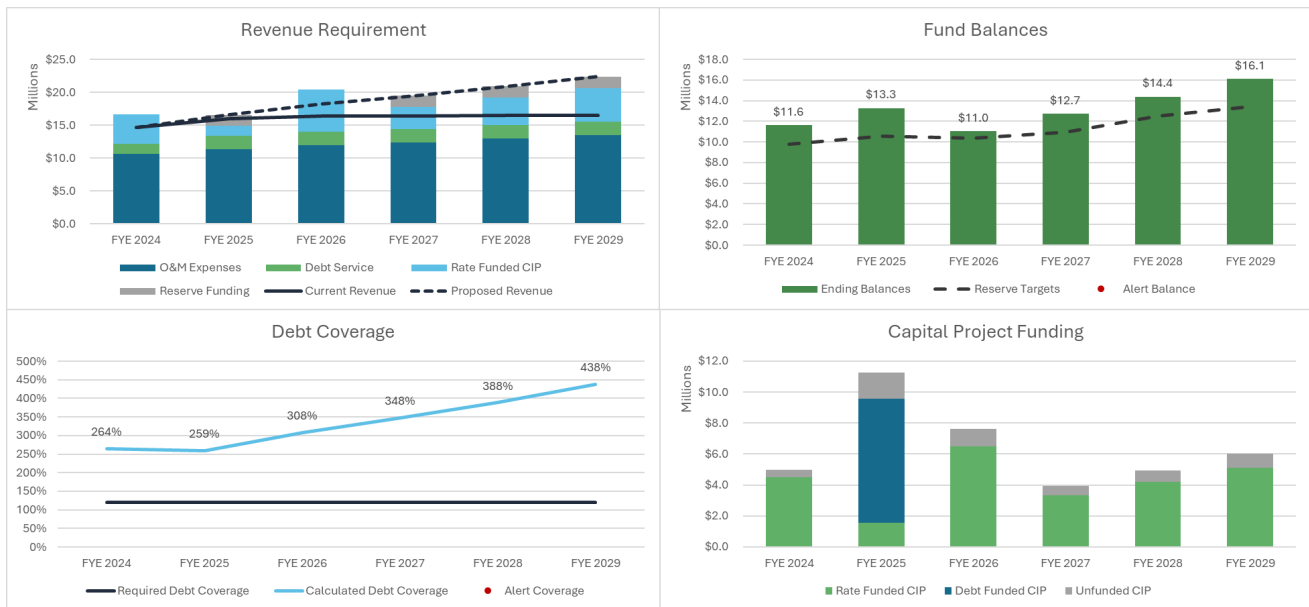
Long-Range Financial Plan

WRE will also develop a long-range financial plan for the GSA in order to determine the rate revenue requirement to sustain the GSA over a 10-year period. We will recommend a reserve policy based on industry standards, which will allow the GSA to build up adequate reserves over time that mitigate risks associated with operational cost changes, CIP spending, emergencies, etc.

Financial Model and Dashboard Functionality

WRE understands the importance of developing a user-friendly, transparent, and flexible Excel-based model that EMA GSA staff can use for future financial planning. Our financial model will be custom-built for the GSA’s needs and will include a financial plan dashboard. The dashboard is an effective tool to visually assess how each assumption or scenario impacts the financial plan and is instrumental in the decision-making process. The dashboard can:

- Change various assumptions such as CIP spending, changes in GSA spending, etc.
- Flag errors and problematic results such as not meeting target reserves, etc.
- Perform sensitivity analyses and various “what-if” scenarios, so that impacts can be viewed instantaneously with built-in screen graphics



**Meetings:**

- Up to two virtual meetings with GSA staff

## **GSA Rate Study**

### *Santa Ynez Basin Eastern Management Area GSA*

#### ***Deliverables:***

- Financial plan model

### **TASK 3: GSA RATE/TAX/FEE EVALUATION**

#### GSA Rate and Fee Survey

WRE will conduct a rate and fee survey for up to five other neighboring GSAs. This survey will provide information on the funding mechanisms other GSAs utilize for their operations (rates, fees, taxes, etc.) and the cost impact to customers in other regions.

#### GSA Rate and Fee Evaluation

After conducting the rate and fee survey, WRE will work closely with the GSA to evaluate various options for funding mechanisms. Typically, GSAs will adopt rates and fees in two phases. The first phase is an administrative fee, which recovers administrative costs associated with running the GSA rather than any capital or groundwater-related costs. The second phase is adding a groundwater assessment fee to the administrative fee in the first phase to recover operating and capital costs for groundwater sustainability, well mitigation, groundwater recharge, etc.

#### GSA Rate and Fee Calculation

The final step is to calculate the GSA rates and fees that best meet the GSA's needs regarding funding mechanism and methodology. Taxes require voter approval and can be challenging to adopt. Rates and fees are under Proposition 218 or 26 and have procedural requirements related to the adoption process.

#### ***Meetings:***

- Up to two virtual meetings with GSA staff

#### ***Deliverables:***

- Rate/fee survey for up to five other GSAs; GSA rate and fee calculation

### **TASK 4: DRAFT AND FINAL REPORT PREPARATION**

#### Administrative Record

The rate study report will serve as the GSA's administrative record, which is a requirement of Proposition 218 (if the GSA decides to adopt a rate or fee that falls under Proposition 218). An administrative record is a technical document that describes the assumptions, methodologies, results, cost allocations, and calculations that are used to develop the proposed GSA rates and

## **GSA Rate Study**

### ***Santa Ynez Basin Eastern Management Area GSA***

fees. WRE's reports are highly detailed and provide a clear nexus between the costs of the GSA and the rates charged to customers.

#### Draft and Final Reports

WRE will draft a detailed rate study report that presents the proposed wastewater rate development process. The report will highlight the major issues and decisions reached during the rate study and will provide detailed explanations of the financial plan projections, proposed rate and fee structures, and proposed rate and fee calculations. GSA staff and legal counsel will review and provide input on the draft report, which WRE will incorporate into a final report version. If necessary, WRE will schedule one virtual meeting with GSA staff and legal counsel to discuss comments and feedback on the draft report.

#### **Meetings:**

- One virtual meeting with GSA staff

#### **Deliverables:**

- Draft and final report versions in Microsoft Word and/or PDF format

## **TASK 5: PUBLIC OUTREACH CAMPAIGN**

#### Public Outreach Program

WRE will work closely with GSA staff to develop a public outreach program, which will include virtual and/or in-person meetings with community members to solicit feedback and educate customers on SGMA and the EMA GSA. The first step of creating a successful and effective public outreach program is to assess the GSA's current relationship with its community and identify the communities that the GSA can form a relationship with. WRE will discuss with GSA staff and solicit feedback about the issues that are important to the customers within the GSA service area, which will inform the structure and strategy of the public outreach program.

#### Public Outreach Workshops

After developing the public outreach program with GSA staff, WRE will conduct several public outreach workshops throughout the rate and fee study process to educate customers, encourage buy-in of key decisions, solicit feedback on important issues, and communicate the impacts of the proposed rates and fees. These workshops can be either virtual or in-person (or a combination of the two); WRE recommends at least two in-person workshops for this task. The feedback received during each of the workshops will help inform the rate and fee study results and will determine the most effective strategies to communicate with customers throughout the study process.

#### **Meetings:**

- Up to three in-person public workshops; up to three virtual meetings with GSA staff

## **GSA Rate Study**

### *Santa Ynez Basin Eastern Management Area GSA*

#### ***Deliverables:***

- Public outreach campaign; presentation materials; memorandum on results of public workshops

## **TASK 6: STAKEHOLDER MEETINGS AND PUBLIC HEARING**

### Stakeholder Meetings

WRE will facilitate meetings and coordinate with the EMA Executive Director, EMA Board of Directors, staff from the EMA member agencies, the EMA Citizens Advisory Group, and representatives from the Western and Central Management Areas throughout the study process. WRE will present at up to two in-person stakeholder meetings and up to two virtual stakeholder meetings. WRE will prepare presentations for all meetings, which can include preliminary results, proposed rates and fees, etc.

### Public Hearing

WRE will attend an in-person Public Hearing, during which the goal is for the EMA Board to adopt the proposed wastewater rates. WRE will prepare a presentation and assist GSA staff with presenting a summary of the GSA rate study results. We will be available to answer any questions from the EMA Board or the public that may arise during the meeting. In addition, WRE will provide guidance as requested on how to conduct and facilitate the Public Hearing based on best practices and past experiences with other agencies in California.

#### ***Meetings:***

- Up to two in-person stakeholder meetings; up to two virtual stakeholder meetings; one in-person Public Hearing

#### ***Deliverables:***

- Presentation materials



## GSA Rate Study

### Santa Ynez Basin Eastern Management Area GSA

## FEES

WRE's schedule of fees for this engagement is shown below. The direct expense rates are for in-person meetings requested by the EMA GSA to complete the negotiated scope of work. Project meetings can also be conducted virtually via Microsoft Teams or Zoom, which would incur costs for hourly personnel rates but not direct expense rates. WRE does not have a markup charged for each fee classification.

Fee Type	Personnel/Purpose	Fee
Hourly Rate	Sanjay Gaur	\$325/hr
Hourly Rate	Nancy Phan, Hannah Phan, Charles Diamond	\$210/hr
Direct Expense Rates	Travel, meals, lodging, etc. for in-person meetings	\$1,000/person per meeting

## RESUMES

### Resume – Sanjay Gaur, President

#### TECHNICAL SPECIALTIES

- Financial analysis
- Cost of service studies
- Conservation rate structure design
- Connection fee studies
- Public outreach
- Proposition 218 rates

#### PROFESSIONAL HISTORY

- **Water Resources Economics, LLC**, President (2021-present)
- **Raftelis Financial Consultants, Inc.**, Vice President (2015-2021); Senior Manager (2012-2014); Manager (2009-2012)
- **Red Oak Consulting**, Division of Malcolm Pirnie (2007-2009)
- **MuniFinancial** (2005-2006)
- **A & N Technical Services**, (1999–2003)
- **United States Peace Corps**, Bulgaria (1995-1997)

#### EDUCATION

- Master in Public Administration - International Development, Kennedy School of Government - Harvard University (2003)
- Master of Science, Applied Economics - University of California, Santa Cruz (1994)
- Bachelor of Arts, Economics and Environmental Studies - University of California, Santa Cruz (1992)

#### PROJECT EXPERIENCE

- **Alameda County Water District (CA)** - Financial Plan Study and Annual Updates, Conservation Tiered Rate Feasibility Analysis, Drought Rate Study, Water Cost of Service and Rate Study, and other Ad-hoc Support
- **Amador Water District (CA)** – Water and Wastewater Rate Study
- **American Water Company (CA)** - Water Rate Study
- **City of Buckeye (AZ)** – Water Rate Study and Capacity fee
- **Borrego Water District (CA)** – Financial Planning Study, Groundwater Sustainability Plan, Water Rate Study, and Basin Management Evaluation
- **City of Calexico (CA)** - Water and Sewer Rate Study
- **City of Camarillo (CA)** – Water and Wastewater Rate Study, Financial Plan Study, and Cost of Service Study,
- **Carpinteria Sanitary District (CA)** – Sewer Rate and Fee Study
- **Castaic Lake Water Agency (CA)** – Wholesale Water Rate Study, Drought Rates, Rate Analysis, and Facility Capacity Fees

## GSA Rate Study

### *Santa Ynez Basin Eastern Management Area GSA*

- **Central Basin Municipal Water District** (CA) – Financial Plan
- **City of Chino** (CA) – Water Budget Rate Design, Financial Plan Study and Cost of Service and Rate Design
- **City of Chowchilla** (CA) – Water and Wastewater Rate Study
- **Coastside County Water District** (CA) – Water Rate Study
- **Contra Costa Water District** (CA) – Financial Plan Study, Water Rate Study and Drought Rates Study
- **City of Corona** (CA) – Water Budget Rate Study, Wastewater Capacity Fees Study
- **Cucamonga Valley Water District** (CA) – Financial Plan, Water Conservation Rate Study, and Drought Rates
- **East Bay Municipal Utility District** (CA) – Water and Wastewater Cost of Service and Rate Study
- **Eastern Municipal Water District** (CA) – Water Budget Study and Financial Plan Study
- **East Orange County Water District** (CA) - Water Budget Study, Sewer Capacity Fees Study, and Financial Plan Study
- **Elsinore Valley Municipal Water District** (CA) – Financial Model, Drought Rate Analysis, Water and Recycled Water Rate Study, Capacity Fee Study, and Wastewater Rate Study
- **El Toro Water District** (CA) – Water Budget Study and Recycled Water Financial Plan Study
- **City of Escondido** (CA) – Water and Wastewater Rate Study and Capacity Fees Study
- **Fallbrook Public Utilities District** (CA) – Water, Wastewater and Recycled Water Rate Study
- **City of Florence** (AZ) – Water and Wastewater Rate Study
- **City of Gilbert** (AZ) – Fire Financial Plan
- **City of Glendora** (CA) – Water Budget Feasibility Study
- **City of Gridley** (CA) – Water Rate Study
- **Helix Water District** (CA) – Water Rate and Cost of Service Study
- **Hi-Desert Water District** (CA) – Water Rate Study
- **City of Hollister** (CA) - Sewer Rate and Impact Fee Study, Water Rates Study, and Capacity Fee Study
- **City of Huntington Beach** (CA) - Sewer Rate Study, Water Budget Rate Study, and Financial Plan Study
- **Imperial County Gateway County Service Area** (CA) – Water and Wastewater Rate Study
- **Indio Water Authority** (CA) - User Fee Study and Water Rate Study
- **Inland Empire Utilities Agency** (CA) – Conservation Rate Structure Workshop and Financial Plan Study
- **Inyo County Water Department** (CA) – Water Rate Study
- **Irvine Ranch Water District** (CA) - Conservation Study
- **Jurupa Community Services District** (CA) – Water Budget Study
- **La Habra Heights County Water District** (CA) – Wheeling Rate Study and Financial Plan Study
- **La Puente Valley County Water District** (CA) – Water Rate and Fee Study
- **Las Virgenes Municipal Water District** (CA) – Water Budget Rate Study, Water, RW and WW Financial Plan and Rate Studies, Capacity Fees Study
- **City of Livermore** (CA) – Water Cost of Service Study
- **City of Livingston** (CA) - Water Rate Study

## GSA Rate Study

### *Santa Ynez Basin Eastern Management Area GSA*

- **City of Lomita (CA)** - Water Rate Workshop
- **City of Long Beach (CA)** - Water, Recycled Water and Wastewater Financial Plan and Rate Studies
- **Los Alamos Community Services District (CA)** – Water and Wastewater Rate Study
- **Los Angeles Department of Water and Power (CA)** - Daily Demand Estimates
- **City of Lynwood (CA)** - Cost Allocation Plan
- **City of Malibu (CA)** – Wastewater and Recycled Water Rate Study
- **Mammoth Community Water District (CA)** – Water Rate Study
- **City of Merced (CA)** - Water and Sewer Rate and Impact Fee Study
- **Mesa Consolidated Water District (CA)** – Financial Plan Study, Cost Comparison Study, Water and Recycled Water Cost of Service and Rate Design Study
- **Metropolitan Water District of Southern California (CA)** – Drought Allocation Model, Long Range Financial Plan, and Cost of Service Evaluation
- **Mill Valley - Tamalpais Community Services District (CA)** – Financial Plan Study
- **Mojave Water Agency (CA)** – Financial Plan Study, Financial Impact Analysis for Water Exchange and Leasing Programs and Water Reliability Rate Development
- **Modesto Irrigation District (CA)** – Stormwater Fee Study
- **Monterey Peninsula Water Management District (CA)** - Water Budget Study
- **Municipal Water District of Orange County (CA)** - Conservation Potential Study and Rate Study
- **City of Newport Beach (CA)** – Water Rate Study
- **City of Palo Alto (CA)** – Water Cost of Service and Rate Study
- **Pasadena Water and Power (CA)** - Water Cost of Service and Rate Design Study
- **Placer County Water Agency (CA)** – Cost of Service, Rate, and Financial Plan Study
- **City of Pomona (CA)** – Rate Study
- **City of Port Hueneme (CA)** - Water and Solid Waste Rate Study
- **City of Orange (CA)** – Water and Sanitation Rate Study
- **Rancho California Water District (CA)** – Water Budget Rate Study, Water Demand Offset Fees, Commercial Water Budget Revision Study, Alternative Water Supply Feasibility Analysis
- **City of Reno (NV)** – Wastewater Rate Study
- **City of Rio Vista (CA)** - Water and Sewer Rate and Impact Fee Study
- **Rubidoux Community Services District (CA)** – Rate Advisor
- **Salton Community Services District (CA)** – Sewer Rate Study
- **San Benito County Water District (CA)** – Water Rate Study
- **City of San Clemente (CA)** – Water and Wastewater Rate Study
- **San Diego County Water Authority (CA)** - Indexing Model and Wholesale Water Rate
- **San Geronio Pass Water Agency (CA)** – Long Range Strategic Financial Plan
- **City of San Juan Capistrano (CA)** – Water Rate Study
- **Santa Clara Valley Water District (CA)** - Project Evaluation - Water Conservation Project
- **Santa Clarita Water District (CA)** – Retail Water Rate Study

## GSA Rate Study

### Santa Ynez Basin Eastern Management Area GSA

- **City of Santa Cruz (CA)** - Financial Plan, Water Budget Feasibility Analysis, Cost of Service and Rate Study, Drought Rate Study, Capacity Fees Update and Water Demand Offset Fees Analysis, and Alternative Water Supply Feasibility Analysis
- **Scotts Valley Water District (CA)** – Water and Recycled Water Rate Study
- **City of Shasta Lake (CA)** – Water Rate Study and Water and Wastewater Capacity Fee Study
- **City of Sierra Madre (CA)** – Water and Sewer Rate Study
- **City of Signal Hill (CA)** – Water Rate and Cost of Service Study
- **City of Simi Valley (CA)** – Sewer Rate Study
- **Soquel Creek Water District (CA)** – Water Rate Structure Study
- **South Coast Water District (CA)** – Water Budget Assessment
- **South Mesa Water Company (CA)** – Rate Structure and Recycled Water Rate Study
- **City of South Gate (CA)** - Water Impact Fee
- **Sunnyslope County Water District (CA)** – Water Rates and Capacity Fees
- **Temescal Valley Water District (CA)** – Water and Sewer Rate Study and Capacity Fee Study
- **Trabuco Canyon Water District (CA)** – Water Rate Study
- **City of Thousand Oaks (CA)** – Water and Wastewater Cost of Service and Financial Plan Study
- **City of Ventura (CA)** – Water and Wastewater Rate Study
- **City of Vista (CA)** - Sewer Rate and Connection Fee Study
- **Walnut Valley Water District (CA)** - Water Rate Study
- **City of Watsonville (CA)** – Utility Enterprise Rate Study
- **Western Municipal Water District (CA)** - Financial Plan, Capacity Fees, and Water Budget Rate Studies
- **Yorba Linda Water District (CA)** - Sewer and Water Budget Rate Study, Financial Plan Study, and Cost of Service Rate Study
- **Zone 7 Water Agency (CA)** – Cost of Service Study and Water Rate Study Update

## PUBLICATIONS

- Wittern, M., Gaur, S., “**Protecting Against Water Rate Challenges with the Equivalent of Bear Spray,**” *Journal – American Water Works Association*, March 2022, Volume 114, Issue 2
- Harmon, K., Mukherjee, M., Gaur, S., Atwater D., “**Evaluating Water Saving from Budget-Based Tiered Rates in Orange County, California,**” *Water Economics and Policy*, 2021, Volume 07, No. 2, 2150007
- Gaur, S., Smith, V., Kostiuk, K., “**Mandates and Messaging: How Californians Responded to the State’s Historic Drought,**” *Journal – American Water Works Association*, March 2019, Volume 111, Number 3.

## GSA Rate Study

### *Santa Ynez Basin Eastern Management Area GSA*

- Gaur, S., Magu, D. “**California Water Rate Trends: Maintaining Affordable Rates in a Volatile Environment,**” *Journal – American Water Works Association*, September 2017, Volume 109, Number 9.
- Contributing Author to “**M1 Principles of Water Rates, Fees and Charges**” 7<sup>th</sup> Edition, American Water Works Association, 2017.
- Gaur, S., Giardina, R.D., Kiger, M.H., Zieburtz, W., “**Committee Report: Ripples from the San Juan Capistrano Decision,**” *Journal – American Water Works Association*, September 2016, Volume 108, Number 9.
- Gaur, S., Alikhan, A., Kostiuk, K. “**The Drought is over – Now is the time to develop drought rates,**” *CSMFO Magazine*, July 1, 2016.
- Gaur, S., Alikhan, A., Crea, J. “**Developing Drought Rates: Why Agencies Should Prepare for a Not-So-Rainy Day,**” January 2016, Volume 108, Number 1.
- Gaur, S., Isaac, Habib “**There's Opportunity in the San Juan Capistrano Rates Decision,**” Source California-Nevada Section AWWA, Fall 2015, Volume 29, Number 4.
- Gaur, S., Atwater, D., “**California Water Rate Trends,**” *Journal – American Water Works Association*, January 2015, Volume 107, Number 1.
- Contributing Author to “**Water and Wastewater Finance and Pricing: The Changing Landscape,**” 4<sup>th</sup> Edition, 2015, CRC Press, Editor: George Raftelis.
- Gaur, S., Atwater, D., Cruz, J., “**Why do Water Agencies need Reserves?**” *Journal – American Water Works Association*, November 2014, Volume 106, Number 11.
- Gaur, S., Atwater, D., Lee, J., “**Conservation Rates Offer Options,**” CA/NV Section of American Water Works Association, Spring 2014, Volume 28, Number 2.
- Gaur, S., Lim, B., Phan, K., “**California Water Rate Trends,**” *Journal – American Water Works Association*, March 2013, Volume 105, Number 3.
- Contributing Author to “**Water Rates, Fees and the Legal Environment,**” 2<sup>nd</sup> Edition, American Water Works Association, 2010 Editor: C.(Kees) W. Corssmit.
- Hildebrand, M. Gaur, S. and Salt, K. “**Water Conservation Made Legal: Water Budgets and California Law,**” *Journal of American Water Works*, 101:4 April 2009, p.85-89.
- Gaur, S. “**Policy Objectives in Designing Water Rates,**” *Journal of American Water Works*, 99:5 May 2007, p.112- 116.
- Gaur, S., “**Adelman and Morris Factor Analysis of Developing Countries,**” *The Journal of Policy Modeling*, Vol. 19, Issue 4, pp. 407-415, August 1997.

## GSA Rate Study

### Santa Ynez Basin Eastern Management Area GSA

## Resume – Nancy Phan, Principal

### TECHNICAL SPECIALTIES

- Excel-based financial models
- Cost of service studies
- Water and wastewater rate design
- Technical report writing
- Proposition 218 rates
- Data analysis

### PROFESSIONAL HISTORY

- **Water Resources Economics, LLC**, Principal (2023-present)
- **Raftelis Financial Consultants, Inc.**, Manager (2022-2023); Senior Consultant (2020-2021); Consultant (2018-2019); Associate Consultant (2016-2017)

### EDUCATION

- Bachelor of Arts, Business Economics - University of California, Irvine (2015)

### PROJECT EXPERIENCE

- **Amador Water Agency** (CA) – Water and Wastewater Cost of Service and Rate Study, Water Capacity Fees
- **Antelope Valley East Kern Water Agency** (CA) – Water Cost of Service and Rate Study Update
- **Carpinteria Valley Water District** (CA) – Water Cost of Service and Rate Study, Water Cost of Service and Rate Study Update
- **Central Contra Costa Sanitation District** (CA) – Wastewater Cost of Service and Rate Study Update, Capacity Fee Calculation
- **Coastside County Water District** (CA) – Water Cost of Service and Rate Study and Updates, Water Shortage Rate Study and Updates
- **Contra Costa Water District** (CA) – Treated and Untreated Water Cost of Service and Rate Study
- **City of Corona** (CA) – Water Cost of Service and Rate Study
- **City of Covina** (CA) – Water Cost of Service and Rate Study
- **City of Escondido** (CA) – Water Cost of Service and Rate Study, Wastewater Cost of Service and Rate Study
- **City of Hayward** (CA) – Water Rate Study and Update, Wastewater Rate Study, Water and Sewer Connection Fees, Water Drought Rates
- **King County Wastewater Treatment Division** (WA) – Wastewater Financial Model and Rate Design
- **City of La Habra** (CA) – Water Cost of Service and Rate Study, Wastewater Cost of Service and Rate Study
- **City of La Habra Heights** (CA) – Water Cost of Service and Rate Study
- **Madera County** (CA) – Groundwater Sustainability Agency Rate Study, Groundwater Sustainability Agency Rate Study Update
- **Marin Municipal Water District** (CA) – Water Cost of Service and Rate Study, Water Financial Plan Update
- **Montecito Water District** (CA) – Water Cost of Service and Rate Study



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- **City of Monterey Park (CA)** – Water Cost of Service and Rate Study
- **City of Ontario (CA)** – Water and Recycled Water Cost of Service and Rate Study and Update, Wastewater Cost of Service and Rate Study and Update
- **City of Oxnard (CA)** – Water Cost of Service and Rate Study
- **City of Palo Alto (CA)** – Drought Rate Study Update, On-Call Financial Services
- **City of Pasadena (CA)** – Water Cost of Service and Rate Study
- **City of Pleasanton (CA)** – Water, Recycled Water, and Wastewater Cost of Service and Rate Study and Update
- **City of Pomona (CA)** – Water Cost of Service and Rate Study
- **City of Port Hueneme (CA)** – Water Cost of Service and Rate Study
- **Rainbow Municipal Water District (CA)** – Wastewater Cost of Service and Rate Study
- **City of Redlands (CA)** – Water, Wastewater, and Non-Potable Water Cost of Service and Rate Study
- **City of Reno (NV)** – Stormwater Financial Plan and Rate Design
- **City of San Gabriel (CA)** – Wastewater Property Tax Roll, Wastewater Property Tax Roll Update
- **City of Santa Cruz (CA)** – Water Cost of Service and Rate Study, Connection Fee Study, Wheeling Charge Calculation
- **City of Santa Fe Springs (CA)** – Water Cost of Service and Rate Study
- **Seattle Public Utilities (WA)** – Drainage and Wastewater Financial Model, Water Financial Model, Solid Waste Financial Model
- **Selma-Kingsburg-Fowler County Sanitation District (CA)** – Wastewater Cost of Service and Rate Study, Wastewater Cost of Service and Rate Study Update
- **Soquel Creek Water District (CA)** – Alternative Water Rate Design Evaluation
- **City of South Pasadena (CA)** – Water Cost of Service and Rate Study
- **Stanford University (CA)** – Water and Sewer Rate Analysis, Comprehensive Benchmarking Study
- **City of Tacoma (WA)** – Wastewater Rate Study, Solid Waste Rate Study, Solid Waste Rate Study
- **City of Torrance (CA)** – Water Cost of Service and Rate Study
- **Vallejo Flood and Wastewater District (CA)** – Wastewater Cost of Service and Rate Study Update, Property Tax Roll Update
- **Valley Water / Santa Clarita Valley Water District (CA)** – Recycled Water Cost Allocation Evaluation
- **County of Ventura (CA)** – Water Rate Studies (for four Waterworks Districts)
- **Walnut Valley Water District (CA)** – Domestic and Recycled Water Cost of Service and Rate Study
- **West Basin Municipal Water District (CA)** – Wholesale Drinking Water Rate Analysis
- **Zone 7 Water Agency (CA)** – Wholesale Treated Rate Study and Updates, Wholesale Untreated Rate Study and Updates

## PUBLICATIONS

- Armstrong, J., Harmon, K., Phan, N., “**The Power of Data to Improve Water Use Efficiency and Conservation,**” *Journal AWWA*, June 2017, Volume 109, No. 6.



## GSA Rate Study

### *Santa Ynez Basin Eastern Management Area GSA*

## Resume - Charles Diamond, Principal

### TECHNICAL SPECIALTIES

- Long-term financial plans
- Capacity fee studies
- Cost of service studies
- Excel-based financial models
- Rate design
- Data analysis

### PROFESSIONAL HISTORY

- **Water Resources Economics, LLC**, Principal (2023-present)
- **Raftelis Financial Consultants, Inc.**, Manager (2023); Senior Consultant (2021-2022); Consultant (2019-2020); Associate Consultant (2017-2018)
- **The Nature Conservancy**, Science & Stewardship Practitioner (2013-2015)

### EDUCATION

- Master of Environmental Science and Management – Water Resources Management, Bren School of Environmental Science & Management – University of California, Santa Barbara (2017)
- Bachelor of Science, Environmental Economics and Policy - University of California, Berkeley (2013)

### PROJECT EXPERIENCE

- **Alameda County Water District (CA)** - Financial Plan Study, Conservation Tiered Rate Feasibility Analysis,
- **Antelope Valley-East Kern Water Agency (CA)** – Annual Water Rate Update Studies
- **Antelope Valley State Water Contractors Association (CA)** – Replacement Water Assessment Study
- **Borrego Water District (CA)** – Water Rate Affordability Assessment
- **City of Brentwood (CA)** – Water and Wastewater Rate Study
- **City of Burbank (CA)** - Water Rate Study
- **Cucamonga Valley Water District (CA)** – Financial Plan, Water Conservation Rate Study, and Drought Rates
- **City of Dixon (CA)** – Water Rate Study
- **City of El Monte (CA)** – Water Rate Study, Water Cost Allocation Plan Study
- **Goleta Water District (CA)** – Water Rate Study
- **City of Huntington Beach (CA)** – Water Rate Study
- **Inyo County Water Department (CA)** – Water Rate Study
- **Jurupa Community Services District (CA)** – Inland Empire Brine Line Rate Study
- **La Cañada Irrigation District (CA) (CA)** – Water Rate Study
- **Las Virgenes Municipal Water District (CA)** –Water, RW, and WW Financial Plan and Rate Studies
- **City of Lincoln (CA)** – Water Rate Study
- **City of Long Beach (CA)** - Water, Recycled Water, and Wastewater Financial Plan, Water and Wastewater Rate Survey
- **Marin Municipal Water District (CA)** –

## GSA Rate Study

### *Santa Ynez Basin Eastern Management Area GSA*

- Miscellaneous Fee Study
- **Mojave Water Agency (CA)** – Financial Impact Analysis for Water Exchange and Leasing Programs
- **Municipal Water District of Orange County (CA)** – Core Service Charge Allocation Study
- **National Water and Sewerage Authority of Grenada (Eastern Caribbean)** – Water and Sewer Rate Study
- **Olivenhain Municipal Water District (CA)** – Water Rate Study, Water Pass-Through Rate Annual Updates
- **Placer County Water Agency (CA)** – Cost of Service, Rate, and Financial Plan Study, Water Connection Charge Study
- **Rancho California Water District (CA)** – Water Capacity Fee Study, Water Rate Study
- **Sacramento Suburban Water District (CA)** – Water Rate Study
- **San Francisco Public Utilities Commission (CA)** – Water and Wastewater Rate Study
- **Santa Ana Watershed Project Authority (CA)** – Inland Empire Brine Line Rate Model, Inland Empire Brine Line Reserve Policy Study
- **Santa Clarita Valley Water Agency (CA)** – Water Capacity Fee Study
- **Santa Rosa Plain, Sonoma Valley, & Petaluma Valley Groundwater Sustainability Agencies (CA)** - Groundwater Sustainability Agency Fee Analysis and Rate Setting Services
- **Scotts Valley Water District (CA)** – Water and Recycled Water Rate Study
- **South Mesa Water Company (CA)** – Water Rate Study and Connection Fee Update
- **City of Simi Valley/Ventura County Waterworks District No. 8 (CA)** - Water Rate Study
- **City of Sonoma (CA)** – Water Rate Study
- **City of Thousand Oaks (CA)** – Water and Wastewater Cost of Service and Financial Plan Studies
- **City of Ventura (CA)** – Water and Wastewater Rate Study, Water and Wastewater Annual Financial Plan Updates, Water Net Zero Fee Study
- **Victor Valley Wastewater Reclamation Authority (CA)** - Sewer Rate and Connection Fee Study
- **City of Watsonville (CA)** – Utility Enterprise Rate Study

## GSA Rate Study

### Santa Ynez Basin Eastern Management Area GSA

## Resume – Hannah Phan, Principal Consultant

### TECHNICAL SPECIALTIES

- Excel-based financial models
- Capacity fee studies
- Cost of service rate studies
- Rate structure designs
- Long-term financial plan and analysis
- Proposition 218

### PROFESSIONAL HISTORY

- **Water Resources Economics, LLC**, Principal Consultant (2024-present)
- **Raftelis Financial Consultants, Inc.**, Manager (2017-2022); Senior Consultant (2009-2016); Consultant (2007-2009)

### EDUCATION

- Master of Business Administration, Finance – California State University, Los Angeles (2007)
- Bachelor of Science, International Business – California State University, Los Angeles (2006)

### PROJECT EXPERIENCE

- **City Of Anaheim (CA)** – Water Cost of Service and Rate Study
- **City of Banning (CA)** – Recycled Water Revenue Program
- **Beaumont-Cherry Valley Water District (CA)** – Water Rate and Connection Fee Study
- **City of Beverly Hills (CA)** – Wastewater Cost of Service and Rate Study
- **City of Brentwood (CA)** – Water and Wastewater Rate Study
- **Calleguas Municipal Water District (CA)** – Water Cost of Service and Rate Study
- **Casitas Municipal Water District (CA)** – Water Cost of Service and Rate Study
- **Castaic Lake Water Agency (CA)** – Water Cost of Service and Rate Study
- **Carpinteria Sanitary District (CA)** – Wastewater Cost of Service and Rate Study
- **Central Contra Costa Sanitation District (CA)** – Wastewater Cost of Service and Rate Study
- **City of Chino (CA)** – Water Cost of Service and Rate Study
- **Clark County Water Reclamation District (NV)** – Wastewater Cost of Service and Rate Study
- **Contra Costa Water District (CA)** – Treated and Untreated Water Cost of Service and Rate Study
- **East Bay Municipal Utility District (CA)** – Water and Wastewater Cost of Service and Rate Study & Capacity Fee Study
- **City of Escondido (CA)** – Water Cost of Service and Rate Study, Wastewater Cost of Service and Rate Study
- **Goleta Water District (CA)** – Water and Wastewater Rates and Connection Fee Study
- **Goleta West Sanitary District (CA)** – Wastewater Cost of Service and Rate Study
- **Jurupa Community Services District (CA)** – Water and Wastewater Cost of Service and Rate Study

## GSA Rate Study

### *Santa Ynez Basin Eastern Management Area GSA*

- **Kinneloa Irrigation District (CA)** – Water Rate Study
- **City of Livermore (CA)** – Water Cost of Service and Rate Study
- **City of Livingston (CA)** – Water, Wastewater and Solid Waste Rate Study
- **Los Angeles Department of Water and Power (CA)** – Water Rate Study and Wheeling Charge Review
- **Marin Municipal Water District (CA)** – Water Cost of Service and Rate Study, Water Financial Plan Update
- **Napa Sanitation District (CA)** – Wastewater Cost of Service and Rate Study
- **City of North Las Vegas (NV)** – Water and Wastewater Rate Study
- **Olivenhain Municipal District (CA)** – Water, Recycled Water, and Wastewater Rate Study
- **City of Ontario (CA)** – Water, Wastewater, and Solid Waste Cost of Service and Rate Study
- **Palmdale Water District (CA)** – Water Budget Rate Study
- **City of Palo Alto (CA)** – Water Cost of Service and Rate Study
- **City of Pleasanton (CA)** – Water, Recycled Water, and Wastewater Cost of Service and Rate Study
- **City of Redlands (CA)** – Water Cost of Service and Rate Study and Impact Fee Study
- **City of San Diego (CA)** – Wastewater Rate Study and Recycled Water Pricing Study
- **City of Santa Barbara (CA)** – Water, Wastewater, and Recycled Water Cost of Service and Rate Study
- **City of South Pasadena (CA)** – Water Cost of Service and Rate Study and Water Budget Rate Study
- **City of Tacoma (WA)** – Water, Wastewater, and Solid Waste Cost of Service and Rate Study
- **Union Sanitary District (CA)** – Wastewater Cost of Service and Rate Study
- **City of Vallejo (CA)** – Water Cost of Service and Rate Study
- **Vallejo Flood and Wastewater District (CA)** – Wastewater Cost of Service and Rate Study, Property Tax Roll Update, Wastewater Cost of Service and Rate Study Update
- **City of Ventura (CA)** – Water, Wastewater, and Recycled Water Cost of Service and Rate Study
- **Ventura County Public Works Agency (CA)** – Water Cost of Service and Rate Study
- **Zone 7 Water Agency (CA)** – Cost of Service Study and Water Rate Study Update