



## NOTICE AND CALL OF RESCHEDULED MEETING

Notice is hereby given that I, Ken Petersen, Chair of the Finance and Administration Committee, have called a RESCHEDULED MEETING of the Agency's Finance and Administration Committee.

Said RESCHEDULED MEETING of the Committee to be held on:

**MONDAY, JANUARY 22, 2024 AT 5:30 PM**

**Santa Clarita Valley Water Agency  
27234 Bouquet Canyon Road  
Santa Clarita, CA 91350  
Rio Vista Water Treatment Plant Boardroom**

**OR**

**Join the meeting from your computer, tablet or smartphone by clicking the link below.**

**Zoom Webinar <https://scvwa.zoomgov.com/j/1612016813>**

**Or**

**Call in using your phone  
(833) 568-8864  
Webinar ID: 161 201 6813**

Enclosed with and as part of this Notice and Call is an Agenda for the meeting.

Signed:   
Ken Petersen

Date: Dec 11, 2023

Posted on January 16, 2024

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# Santa Clarita Valley Water Agency Rescheduled Finance and Administration Committee Meeting

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**Monday, January 22, 2024**

**Committee Meeting Begins at 5:30 PM**

**Members of the public may attend by the following options:**

## **IN PERSON**

Santa Clarita Valley Water Agency  
Rio Vista Water Treatment Plant  
Boardroom  
27234 Bouquet Canyon Road Santa  
Clarita, CA 91350

## **BY PHONE**

Toll Free: 1-(833)-568-8864  
Webinar ID: 161 201 6813

## **VIRTUALLY**

Please join the meeting from your  
computer, tablet or smartphone:  
[https://scvwa.zoomgov.com/j/1612  
016813](https://scvwa.zoomgov.com/j/1612016813)

## **Have a Public Comment?**

Members of the public unable to attend this meeting may submit comments either in writing to [edill@scvwa.org](mailto:edill@scvwa.org) or by mail to Erika Dill, Management Analyst II, Santa Clarita Valley Water Agency, 27234 Bouquet Canyon Road, Santa Clarita, CA 91350. All written comments received before 3:00 PM the day of the meeting will be distributed to the Committee members and posted on the Santa Clarita Valley Water Agency website prior to the start of the meeting. Anything received after 3:00 PM. the day of the meeting will be made available at the meeting, if practicable, and posted on the SCV Water website the following day. All correspondence with comments, including letters or emails, will be posted in their entirety. (Public comments take place during Item 2 of the Agenda and before each Item is considered. Please see the Agenda for details.)

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This meeting will be recorded and the audio recording for all Committee meetings will be posted to yourSCVwater.com within 3 business days from the date of the Committee meeting.

Disclaimer: Attendees should be aware that while the Agency is following all applicable requirements and guidelines regarding COVID-19, the Agency cannot ensure the health of anyone attending a Committee meeting. Attendees should therefore use their own judgment with respect to protecting themselves from exposure to COVID-19.

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**Date:** January 16, 2024

**To:** **Finance and Administration Committee**  
Ken Petersen, Chair  
Kathye Armitage  
Ed Colley  
Maria Gutzeit

**From:** Rochelle Patterson  
Chief Financial and Administrative Officer

The **Rescheduled Finance and Administration Committee** is scheduled for **Monday, January 22, 2024 at 5:30 PM** at **27234 Bouquet Canyon Road, Santa Clarita, CA 91350 in the Board Room and the teleconference site listed below.** Members of the public may attend in person or virtually. To attend this meeting virtually, please see below.

### **IMPORTANT NOTICES**

This meeting will be conducted in person at the address listed above. As a convenience to the public, members of the public may also participate virtually by using the **Agency's Call-In Number 1-(833)-568-8864, Webinar ID: 161 201 6813 or Zoom Webinar by clicking on the link <https://scvwa.zoomgov.com/j/1612016813>**. Any member of the public may listen to the meeting or make comments to the Committee using the call-in number or Zoom Webinar link above. However, in the event there is a disruption of service which prevents the Agency from broadcasting the meeting to members of the public using either the call-in option or internet-based service, this meeting will not be postponed or rescheduled but will continue without remote participation. The remote participation option is being provided as a convenience to the public and is not required. Members of the public are welcome to attend the meeting in person.

Attendees should be aware that while the Agency is following all applicable requirements and guidelines regarding COVID-19, the Agency cannot ensure the health of anyone attending a Committee meeting. Attendees should therefore use their own judgment with respect to protecting themselves from exposure to COVID-19.

Members of the public unable to attend this meeting may submit comments either in writing to [edill@scvwa.org](mailto:edill@scvwa.org) or by mail to Erika Dill, Management Analyst II, SCV Water, 27234 Bouquet Canyon Road, Santa Clarita, CA 91350. All written comments received before 3:00 PM the day of the meeting will be distributed to the Committee members and posted on the SCV Water website prior to the start of the meeting. Anything received after 3:00 PM the day of the meeting will be made available at the meeting, if practical, and will be posted on the SCV Water website the following day. All correspondence with comments, including letters or emails, will be posted in their entirety.

**MEETING AGENDA**

1. **PLEDGE OF ALLEGIANCE**
2. **PUBLIC COMMENTS** – Members of the public may comment as to items within the subject matter jurisdiction of the Agency that are not on the Agenda at this time. Members of the public wishing to comment on items covered in this Agenda may do so at the time each item is considered. (Comments may, at the discretion of the Committee Chair, be limited to three minutes for each speaker.) To participate in public comment from your computer, tablet, or smartphone, click the “raise hand” feature in Zoom. You will be notified when it is your turn to speak, please unmute when requested. To participate in public comment via phone, dial \*9 to raise your hand. When it is your turn to speak, dial \*6 to unmute.

| <b><u>ITEM</u></b>   | <b><u>PAGE</u></b> |
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| 2. * Interview Ratepayer Advocate Candidates and Recommend Approval for the General Manager to Enter into a Contract with the Final Candidate for Ratepayer Advocate   | 9                  |
| 3. * Recommend Approval for the General Manager to Enter into a Contract with X-Act Technology Solutions, Inc. for As-Needed Technology Support Services   | 109                |
| 4. * Recommend Approval of a Revised Classification Plan and Position Control  | 139                |
| 5. * Recommend Receiving and Filing of November 2023 Monthly Financial Report  | 197                |
| November 2023 Check Registers Link:<br><a href="https://www.yourscvwater.com/sites/default/files/SCVWA/departments/finance/check-registers/Check-Register-November-2023.pdf">https://www.yourscvwater.com/sites/default/files/SCVWA/departments/finance/check-registers/Check-Register-November-2023.pdf</a> |                    |
| 6. * Committee Planning Calendar   | 229                |
| 7. Requests for Future Agenda Items  |                    |
| 8. General Report on Finance and Administration Activities   |                    |
| 9. Adjournment   |                    |
| * Indicates attachments  |                    |
| ● To be distributed  |                    |

**NOTICES:**

Any person may make a request for a disability-related modification or accommodation needed for that person to be able to participate in the public meeting by telephoning **Erika Dill, Management Analyst II** at (661) 297-1600, or writing to SCV Water at 27234 Bouquet Canyon Road, Santa Clarita, CA 91350. Requests must specify the nature of the disability and the type of accommodation requested. A telephone number or other contact information should be included so that Agency staff may discuss appropriate arrangements. Persons requesting a disability-related accommodation should make the request with adequate time before the meeting for the Agency to provide the requested accommodation.

Pursuant to Government Code Section 54957.5, non-exempt public records that relate to open session agenda items and are distributed to a majority of the Committee less than seventy-two (72) hours prior to the meeting will be available for public inspection at SCV Water, located at 27234 Bouquet Canyon Road, Santa Clarita, California 91350, during regular business hours. When practical, these public records will also be made available on the Agency's Internet Website, accessible at <http://www.yourscvwater.com>.

Posted on January 16, 2024.

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## COMMITTEE MEMORANDUM

**DATE:** January 16, 2024

**TO:** Finance and Administration Committee

**FROM:** Rochelle Patterson   
Chief Financial and Administrative Officer

**SUBJECT:** Interview Ratepayer Advocate Candidates and Recommend Approval for the General Manager to Enter into a Contract with the Final Candidate for Ratepayer Advocate

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### SUMMARY

At the September 5, 2023, regular Board meeting, the Board of Directors adopted the revised Rate Setting Process. The Process requires the Agency to solicit the services of a Ratepayer Advocate through a Request For Proposal (RFP) and enter into a professional services agreement.

### DISCUSSION

The Ratepayer Advocate shall be independent of any Agency staff and report directly to the Board for purposes of its review and recommendations regarding rates and fees. Eligible firms, team or individuals shall have sufficient experience and qualifications in the area of public agency rate design, budget preparation and public agency fiscal management.

#### Requirements of SB 634

The Agency has developed this rate setting process that includes an independent ratepayer advocate function consistent with the Agency Act, Section 14(b)–14(d). The Board may not eliminate the position before January 1, 2023. On and after January 1, 2023, the Board of Directors may eliminate the ratepayer advocate role with an affirmative vote of four-fifths of its membership. On and after January 1, 2025, the Board of Directors may at any time dispense with the four-fifths vote by a majority vote of the membership of the Board.

The RFP was issued via PlanetBids on November 1, 2023, and was due on December 13, 2023. The RFP resulted in the Agency receiving two responses, one from Raftelis (Attachment 1), and the other from current ratepayer advocate Robert D. Niehaus, Inc. (RDN) (Attachment 2), and are attached for Committee review.

### STRATEGIC PLAN NEXUS

The selection of this Ratepayer Advocate helps support SCV Water’s Strategic Plan Objective F.1.4. – “Remain in compliance with the requirements of SB 634,” and Strategy E.2. – “Establish a path towards uniform retail rates.”

## **FINANCIAL CONSIDERATIONS**

Fees from the respondents range from \$97,780 – \$135,599 for services that will include review of the Agency's Facility Capacity Fees, Retail Water Rates and Wholesale and Retail rates.

## **RECOMMENDATION**

That the Finance and Administration Committee interview the ratepayer advocate candidates and recommend that the Board of Directors approve the General Manager enter into a professional services contract with the firm selected as Ratepayer Advocate.

RP

Attachments

M65



# Santa Clarita Valley Water Agency

## Ratepayer Advocate

RFP 2324-RA-37160 / ORIGINAL / DECEMBER 13, 2023





December 13, 2023

Ms. Rochelle Patterson  
Chief Financial and Administrative Officer  
Santa Clarita Valley Water Agency  
27234 Bouquet Canyon Road  
Santa Clarita, CA 91350

**Subject: Proposal for Ratepayer Advocate (RFP 2324-RA-37160)**

Dear Ms. Patterson:

When a utility anticipates changing how it charges for services, it is essential to be transparent about the underlying drivers for the changes when engaging with consumers. Including a skilled ratepayer advocate as a separate third party is an extra layer of accountability. It will give Santa Clarita Valley Water Agency (SCV Water) the confidence that its rate study will be completed to the highest standards. We are excited to share why we are qualified to serve in that role.

The Santa Clarita Valley community is highly engaged and interested in local issues, so we know it is important to communicate the results and recommendations of your cost-of-service study to your retail and wholesale customers. We have worked with many California municipalities and utilities on previous rate studies and have an office in Los Angeles. Having previously worked with SCV Water and its legacy agencies, we understand the Santa Clarita Valley, and our team includes California community members. These connections will help us effectively represent and advocate on behalf of SCV Water's customers.

Raftelis has worked with many utilities with Rate Advisory Committees, where we have presented the study's assumptions and explained the underlying methodologies. We have also worked with wholesale customers of utilities that needed a review of studies to ensure the studies were fair and equitable and adhered to contract requirements and industry standards.

I will serve as the Ratepayer Advocate and be responsible for overall project accountability. I have more than 30 years of experience in the utility industry. I live in Southern California and am familiar with the SCV Water area's challenges, including affordability. I have assembled a team to support this work to review the cost-of-service study and provide the customer engagement needed to complete this project successfully.


Please note the following:

- Raftelis agrees that it presently has no interests, and covenants that it will not acquire any interests, direct or indirect, financial, or otherwise, that would conflict with the performance of our duties as the Ratepayer Advocate.
- If selected, Raftelis shall be retained for a fixed period of time of up to three (3) years, comply with mutually agreed upon terms and conditions as noted in the Agency's professional services agreement, and shall serve at the pleasure of the board.

- Raftelis has not had any changes in ownership or restructuring within the past three years and does not anticipate any significant changes in the future. This proposal is valid for a minimum of 120 days from the closing date.

If you have any questions, please do not hesitate to contact me at the phone or email below.

Sincerely,

A handwritten signature in black ink that reads "John F. Wright". The signature is written in a cursive, slightly slanted style.

**John Wright, CPA**

*Senior Manager*

P: 951.395.1674 / E: [jwright@raftelis.com](mailto:jwright@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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## FIRM OVERVIEW

# Who is Raftelis

## HELPING LOCAL GOVERNMENTS AND UTILITIES THRIVE

Utility leaders and local governments partner with Raftelis to transform their organizations by enhancing performance, planning for the future, identifying top talent, improving their financial condition, and telling their story. We've helped more than 600 organizations in the last year alone.

**We believe that Raftelis is the *right fit* for this project. We provide several key factors that will benefit SCV Water and help make this project successful.**

**RESOURCES & EXPERTISE:** Specialized and highly experienced utility rate consultants that all stakeholders can trust. With more than 160 consultants, Raftelis has the nation's largest water-industry financial and rate consulting practice. Our resources will allow us to provide SCV Water 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 shapes 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 actively involved in the industry will allow us to keep SCV Water informed of emerging trends and issues and 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 qualified and capable of providing financial advice related to all aspects of utility financial planning in compliance with federal regulations.

**HISTORY OF SIMILAR SUCCESSES:** A long history of project experience to ensure successful execution. Raftelis staff has assisted 1,000+ 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 SCV Water and will provide validation for our proposed methodology, ensuring that industry best practices are incorporated.

**CUSTOMER OUTREACH EXPERTS:** Ensuring customers have opportunities to understand and provide input. Rates are what a customer sees on their bill, but the utility must also convey the value of its service to the community. Raftelis focuses on effectively communicating with leadership and governing bodies about the "why," so stakeholders understand the rationale behind recommendations to ensure buy-in and successful rate adoption.

**EXPERTS ON CALIFORNIA REGULATORY REQUIREMENTS:** This expertise will allow SCV Water to be confident that our recommendations consider 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 presented on this subject at various industry conferences. In addition, we are frequently called on to be expert witnesses regarding these regulatory matters.



# How we stack up

## OUR TEAM INCLUDES

**160+** consultants focused on finance/management/communication/technology for the public sector

**2** chairs & **16** members of AWWA and WEF utility finance and management committees and subcommittees

**&** a Past President of AWWA

## RAFTELIS HAS PROVIDED ASSISTANCE FOR

**1,500+** public agencies and utilities

that serve more than

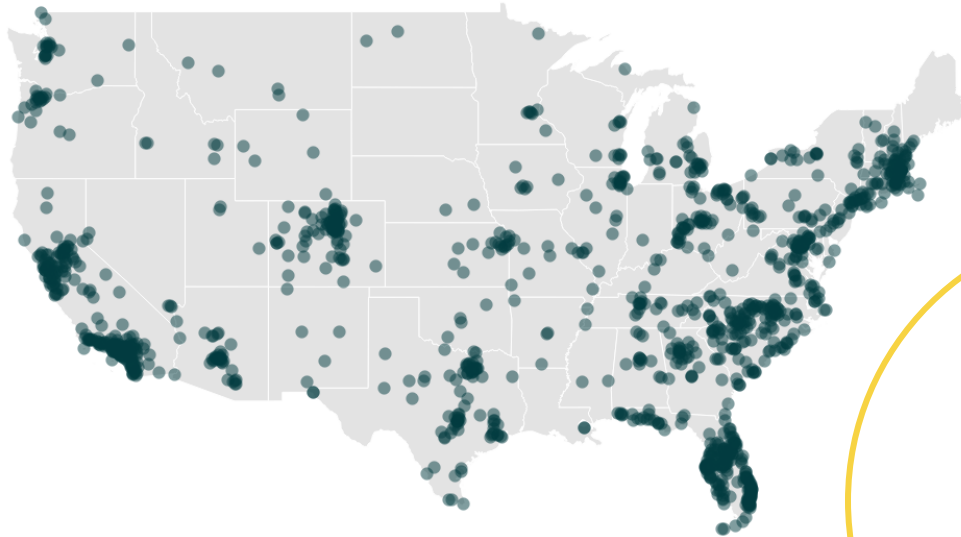
**25%** of the U.S. population

including the agencies serving

**38** of the nation's 50 largest cities

in the past year alone, we worked on

**1,000+** projects for **600+** agencies in **46** states



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

**RECENT PROJECTS AND REFERENCES**

# Recent Projects and References

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

Our staff has assisted more than 1,200 public agencies and utilities across the U.S., including some of the nation’s largest and most complex agencies. In the past year alone, Raftelis worked on more than 900 financial, organizational, and technology consulting projects for over 600 agencies in 44 states, the District of Columbia, and Canada. Below, we have provided descriptions of projects we have worked on similar in scope to SCV Water’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 we provide.

## **City of Austin Water Utility TX**

### **Water and Wastewater Rate Study and Rate Advocate**

**Reference:** Joseph Gonzales, Assistant Director, Financial Services

625 East 10th Street, Suite 500, Austin, TX 78701

P: 512.972.0359 / E: joseph.gonzales@austintexas.gov

Raftelis conducted a water and wastewater cost-of-service rate study for the City of Austin Water Utility (AW). The project included cost-of-service and rate studies for the water and wastewater utilities and the development of cost-of-service and rate models. Raftelis led/facilitated ten public meetings each to educate the Public Involvement Committee (PIC) and the Wholesale Involvement Committee (WIC) about issues relating to cost-of-service

methodologies and rate design. Raftelis prepared and presented information on select topics to PIC, WIC, and the AWU Executive Committee. These topics included utility versus cash basis revenue requirements, fire protection costs and allocation, water use costing, test year selection, wholesale versus retail cost assignments, etc. The final product included a cost-of-service rate model for future use by AW.

AW's wholesale water and wastewater rates are regulated by the Public Utilities Commission of Texas (PUCT) and have been the subject of litigation centered on what costs are appropriately included in the revenue requirements of wholesale customers. Raftelis provided expert witness and technical support including a detailed assessment of the revenue requirement determination and cost-of-service processes. We also developed entirely new water and wastewater cost-of-service models specifically designed to show the PUCT and other interested stakeholders, in a fully transparent and easily understandable manner, how AW's cost-of-service rates are calculated. For example, the new models show how wholesale customer revenue requirement disallowances ordered by the PUCT are allocated from wholesale customers to each individual retail customer class through each step of the cost allocation process. They also allow AW to transparently illustrate how each retail customer class will be impacted by wholesale revenue requirement reductions determined as part of a negotiated settlement process.

AW maintains a comprehensive Customer Assistance Program (CAP) that provides direct volumetric rate discounts to qualifying economically disadvantaged customers. Approximately 18,000 residential water customers and 16,000 residential wastewater customers currently participate in the CAP, which provides volumetric rate discounts of approximately 8% to 20% depending on the consumption TIER in question. The CAP is funded by a surcharge (known as the Community Benefit Charge) of \$0.15 per thousand gallons added to the volumetric rates of other retail customers. In fiscal year 2017, retail customers provided approximately \$5.4 million in funding to reduce the volumetric rates for water customers participating in the CAP and approximately \$3.9 million for participating wastewater customers. The new water and wastewater models developed by Raftelis were also specifically designed to provide full transparency regarding the exact amount of funding each retail customer class provides to customers participating in the CAP. This is accomplished by showing the reallocation of the cost-of-service revenue requirement from CAP customers to other retail customer classes based on their projected billed water consumption/billed wastewater discharges.

AW has long been an industry leader in customer outreach and education. As part of our work, Raftelis led/facilitated 10 public meetings each to educate AW's Public Involvement Committee (PIC) and the Wholesale Involvement Committee (WIC) about a variety of financial planning, cost-of-service, and rate design issues, including the criteria used by credit ratings agencies to determine municipal utility bond ratings; the balancing of revenue requirements and debt service coverage ratios and cash reserve levels; the use of utility versus cash basis revenue requirement methodologies; and the appropriateness of allocating reclaimed water costs to wholesale customers who do not directly receive reclaimed water service.

Austin Water has retained Raftelis as its Retail Rate Advocate for its current retail rate study. In this update, Raftelis will be reviewing the work completed by Austin Water's current Rate Consultant and will participate in meetings with its retail rate committee informing them about the results of the study. We will provide recommendations to Austin Water based on our review.

## **Long Beach Utilities (City of Long Beach) CA**

### **Water, Wastewater, and Recycled Water Cost-of-Service Study**

**Reference:** Brandon Walker, Director of Finance  
1800 East Wardlow Road, Long Beach, CA 90807  
P: 562.570.2367 / E: brandon.walker@lbwater.org

The Long Beach Water Department (Department) provides water, sewer, and recycled water service to a population over 460,000 in the City of Long Beach. In 2022, Raftelis completed a water and sewer cost-of-service study for the Department. The key objective of the study was the comprehensive review of the cost allocations used to support the Department's currently effective utility rates, including the creation of a new financial planning and cost allocation model. John Wright served as the project manager for this study. Also in 2022, Raftelis completed a study investigating the potential implementation of water capacity fees. The study includes valuation of City's water infrastructure, the identification of capacity fee calculation methodologies, and the development of proposed capacity fee assessment schedules. John Wright also served as the project manager for this study.

### **Water Connection Fee Study**

**References:** Dennis Santos, Manager of Engineering – Development Services  
1800 East Wardlow Road, Long Beach, CA 90807  
P: 562.570.2381 / E: dennis.santos@lbwater.org

In 2023, Raftelis completed a water connection fee study for the Long Beach Utilities (LBU) potable water system. The study was completed by our project manager, John Wright. LBU does not currently charge potable water capacity fees and has not done so in the past. The City of Long Beach is almost fully developed and LBU has available capacity in its existing potable water infrastructure to serve future demand growth. Thus, new customers will largely be served by existing infrastructure, which was originally funded using external debt financing. Recognizing these factors and taking into consideration the investment made by existing customers in the potable water system, Raftelis calculated potable water connection fees for LBU using the equity buy-in method. As part of the calculation process, fees for different functional components of the water system such as wells, pumping, transmission, and treatment were calculated. The study included the development of a proposed connection fee assessment schedule based on meter sizes.

## **City of San Bernardino Municipal Water Department CA**

### **Water and Wastewater Cost-of-Service Study**

**Reference:** Cindy Mouser, Director of Finance  
1350 Southeast Street, San Bernardino, CA 92408  
P: 909.453.6010 / E: cindy.mouser@sbnwd.org

In 2022, Raftelis completed a comprehensive water and wastewater rate study for the City of San Bernardino (Department). John Wright served as the project manager for the study. The study included the development of 10-year financial plans, cost-of-service studies using industry standard principles, and the development of completely revised water and wastewater rate structures that were implemented by the Department's Board of Water Commissioners. In addition, Raftelis also developed drought surcharges for the Department. The outcome of the study was the development of Proposition 218 compliant water and wastewater rates for the period FY 2022 - FY 2026. The Department provides wholesale wastewater service to the City of Loma Linda and the East Valley Water District. In 2022, the East Valley Water District began using its own Water Reclamation Facility and will no longer be a wholesale wastewater customer of the Department. As part of the rate study, Raftelis has assisted the Department plan for this large loss of revenue.

**City of West Sacramento CA**  
**Multilingual Water, Wastewater, and Solid Waste Rate Study Outreach**

**Reference:** Roberta Raper, Director of Finance  
 1110 West Capitol Avenue, 3rd Floor, West Sacramento CA 95691  
 P: 916.617.4509 / E: robertar@cityofwestsacramento.org

The City of West Sacramento contracted with Raftelis to provide strategic communications counsel and facilitate stakeholder outreach and engagement activities to inform the rate study process in English, Spanish, and Russian. Gina led the development of a strategic communication plan, message platform, collateral, a custom explainer video in three languages, and multiple community presentations. The City has not raised rates in more than five years and significant customer bill impacts are projected. Facing elections in 2024 that could alter the makeup of the sitting City Council, the City is postponing rate recommendations until a new City Council is seated.

**City of Seal Beach CA**  
**Water and Wastewater Rate Study Outreach**

**Reference:** Iris Lee, Public Works Director  
 211 Eighth Street, Seal Beach, CA 90740  
 P: 562.431.2527x1322 / E: ilee@sealbeachca.gov

The City of Seal Beach’s water and wastewater enterprise funds have been negatively impacted by recent inflation, lower water use, increase in wholesale water costs, and aging infrastructure. Utility systems must keep up with rising costs and be able to implement critical capital projects that are mandated or necessary. To address these challenges, the City contracted Raftelis to conduct a Financial Plan Rate Study and stakeholder outreach to communicate the value of City services and why rates must be adjusted two years earlier than expected through its previous rate study. Gina DePinto and colleagues at Raftelis provided strategic communications counsel and facilitated stakeholder outreach and engagement activities that informed the rate study process. This process included the development of a custom website and animated explainer video, webinar presentation, traditional and social media tools and tactics, bill stuffer, and City Council presentations. Further, the team developed and provided art direction on the Proposition 218 Notice, which is a legal requirement before City Council votes to adopt rate change recommendations.

**List of Past Projects with SCV Water and Legacy Agencies**

| Year | Project   |
|------|---|
| 2021 | SCV Water On-Call Consulting Services                   |
| 2019 | SCV Water (Prospect) Customer Service Policy Assessment |
| 2018 | Castaic Lake Capacity Fees                              |
| 2017 | Castaic Lake Capacity Fees                              |
| 2017 | Castaic Lake As Needed Financial Studies                |
| 2015 | Castaic Lake Rate Analysis                              |
| 2015 | Castaic Lake Water Agency - Economic Forecasting        |
| 2014 | Castaic Lake Drought Rates                              |
| 2014 | Castaic Lake FCF Development Study                      |
| 2013 | Castaic Lake FCF Review                                 |
| 2013 | Castaic Lake Annexation                                 |
| 2013 | Castaic Lake 2014 FCI Study                             |
| 2012 | Castaic Lake Legal Matter                               |
| 2012 | Castaic Wholesale Water                                 |

## CALIFORNIA EXPERIENCE

This table lists the California utilities that Raftelis has assisted over the past five years on financial, rate, and/or management consulting projects.

| 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 |
|---|--|-----------------------|--------------------|---|-------------------|-------------|---------------|-----------------|-------------------------|--------------------------------|-----------------------------|------------------------------------|
| Alameda County Water District                     |  | ●                     |                    | ●   |                   | ●           | ●             | ●               | ●                       |                                |                             |                                    |
| Anaheim, City of                                  |  |                       |                    | ●   |                   | ●           | ●             | ●               |                         |                                |                             |                                    |
| Arroyo Grande, City of                            |  |                       |                    | ●   |                   | ●           | ●             | ●               |                         |                                |                             |                                    |
| Atwater, City of                                  |  |                       |                    | ●   | ●                 | ●           |               | ●               |                         |                                |                             |                                    |
| Bakersfield, City of                              |  | ●                     |                    | ●   |                   | ●           |               | ●               |                         |                                |                             |                                    |
| Benicia, City of                                  |  |                       |                    |   |                   |             |               |                 | ●                       |                                |                             |                                    |
| Beverly Hills, City of                            |  | ●                     |                    | ●   |                   | ●           | ●             | ●               | ●                       |                                | ●                           |                                    |
| Borrego Water District                            |  |                       | ●                  | ●   |                   | ●           |               |                 |                         |                                |                             |                                    |
| Brea, City of                                     |  |                       |                    | ●   |                   | ●           |               | ●               |                         |                                |                             |                                    |
| Brentwood (CA), City of                           |  |                       |                    | ●   |                   | ●           | ●             | ●               |                         |                                |                             |                                    |
| CAL FIRE/San Luis Obispo                          |  |                       |                    |   |                   |             |               | ●               |                         |                                |                             |                                    |
| Calleguas Municipal Water District                |  | ●                     |                    | ●   |                   | ●           | ●             | ●               |                         |                                |                             |                                    |
| Camarillo, City of                                |  | ●                     |                    | ●   |                   | ●           |               | ●               | ●                       |                                |                             |                                    |
| Carlsbad Municipal Water District                 |  | ●                     |                    | ●   |                   | ●           | ●             | ●               |                         |                                |                             |                                    |
| Casitas Municipal Water District                  |  |                       |                    | ●   |                   | ●           |               | ●               |                         |                                |                             |                                    |
| Castaic Lake Water Agency                         |  |                       | ●                  | ●   |                   | ●           | ●             | ●               | ●                       |                                |                             |                                    |
| Central Basin Municipal Water District            |  | ●                     |                    | ●   |                   |             | ●             | ●               |                         |                                |                             |                                    |
| Central Contra Costa Sanitary District            |  |                       |                    | ●   |                   | ●           |               | ●               |                         |                                |                             |                                    |
| Channel Islands Beach Community Services District |  |                       |                    | ●   |                   | ●           |               | ●               |                         |                                |                             |                                    |
| Chino Hills, City of                              |  |                       |                    | ●   |                   | ●           |               | ●               |                         |                                |                             |                                    |
| Chino, City of                                    |  |                       |                    | ●   |                   | ●           |               | ●               |                         |                                |                             |                                    |
| Chowchilla, City of                               |  |                       |                    | ●   |                   | ●           | ●             | ●               |                         |                                |                             |                                    |
| Corona, City of                                   |  |                       |                    |   |                   | ●           |               |                 | ●                       |                                |                             |                                    |
| County of San Diego                               |  |                       |                    | ●   |                   |             |               | ●               |                         | ●                              |                             |                                    |
| Crescenta Valley Water District                   |  |                       |                    | ●   |                   | ●           |               | ●               |                         |                                |                             |                                    |
| Cucamonga Valley Water District                   |  |                       |                    | ●   |                   | ●           |               |                 |                         |                                |                             |                                    |
| Del Mar Union School District                     |  | ●                     |                    |   |                   |             |               |                 |                         |                                |                             |                                    |
| Delta Diablo Sanitation District                  |  |                       |                    |   |                   |             |               |                 |                         |                                | ●                           |                                    |
| East Bay Municipal Utility District               |  |                       |                    | ●   |                   |             |               | ●               | ●                       |                                |                             |                                    |
| East Orange County Water District                 |  |                       |                    | ●   |                   | ●           |               | ●               | ●                       |                                |                             |                                    |
| East Valley Water District                        |  |                       |                    | ●   |                   | ●           | ●             | ●               |                         |                                |                             |                                    |
| Eastern Municipal Water District                  |  |                       |                    | ●   |                   |             |               |                 |                         |                                |                             |                                    |
| El Toro Water District                            |  |                       |                    | ●   |                   | ●           |               | ●               |                         |                                |                             |                                    |
| Elk Grove Water District                          | ●  |                       |                    | ●   |                   | ●           | ●             | ●               | ●                       |                                |                             |                                    |
| Elsinore Valley Municipal Water District          |  |                       |                    | ●   |                   | ●           |               | ●               | ●                       |                                |                             |                                    |
| Escondido, City of                                |  | ●                     |                    | ●   |                   | ●           | ●             | ●               | ●                       |                                |                             |                                    |
| Galt, City of                                     |  | ●                     |                    | ●   |                   | ●           |               | ●               | ●                       |                                |                             |                                    |
| Glendora, City of                                 |  |                       |                    |   |                   | ●           |               |                 |                         |                                |                             |                                    |
| Goleta Water District                             |  |                       |                    | ●   |                   | ●           | ●             | ●               |                         |                                |                             |                                    |
| Goleta West Sanitary District                     |  |                       | ●                  | ●   |                   | ●           | ●             | ●               | ●                       |                                |                             |                                    |
| Helix Water District                              |  |                       |                    | ●   |                   | ●           |               | ●               |                         |                                |                             |                                    |
| Henderson, City of                                |  |                       |                    | ●   |                   | ●           |               | ●               | ●                       |                                |                             |                                    |
| Hollister, City of                                |  |                       |                    | ●   |                   | ●           |               | ●               | ●                       |                                |                             |                                    |
| Holtville, City of                                |  |                       |                    | ●   |                   |             |               | ●               |                         |                                |                             |                                    |

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|--|--|-----------------------|--------------------|---|-------------------|-------------|---------------|-----------------|-------------------------|--------------------------------|-----------------------------|------------------------------------|
| Huntington Beach, City of                          |  |                       |                    | ●   |                   | ●           | ●             | ●               |                         |                                |                             |                                    |
| Imperial County                                    |  |                       |                    | ●   |                   | ●           |               | ●               |                         |                                |                             |                                    |
| Inland Empire Utilities Agency                     |  |                       |                    | ●   |                   |             |               |                 |                         |                                |                             |                                    |
| 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         |  |                       |                    | ●   |                   | ●           |               | ●               |                         |                                |                             |                                    |



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|--|--|-----------------------|--------------------|---|-------------------|-------------|---------------|-----------------|-------------------------|--------------------------------|-----------------------------|------------------------------------|
| Riverside Public Utilities                     |  |                       |                    | ●   |                   | ●           | ●             | ●               | ●                       |                                |                             |                                    |
| Roseville, City of                             |  | ●                     |                    | ●   |                   |             |               |                 | ●                       |                                |                             |                                    |
| Sacramento Regional County Sanitation District |  |                       |                    |   |                   | ●           |               |                 |                         |                                |                             |                                    |
| Sacramento, City of                            |  |                       |                    | ●   |                   | ●           |               | ●               |                         |                                |                             |                                    |
| 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                               | ●  | ●                     | ●                  | ●   | ●                 | ●           | ●             | ●               | ●                       |                                |                             |                                    |

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|-------------------------------------|--|-----------------------|--------------------|---|-------------------|-------------|---------------|-----------------|-------------------------|--------------------------------|-----------------------------|------------------------------------|
| 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                 |  |                       |                    | ●   |                   | ●           |               | ●               |                         |                                |                             |                                    |

STAFFING/WORK PLAN

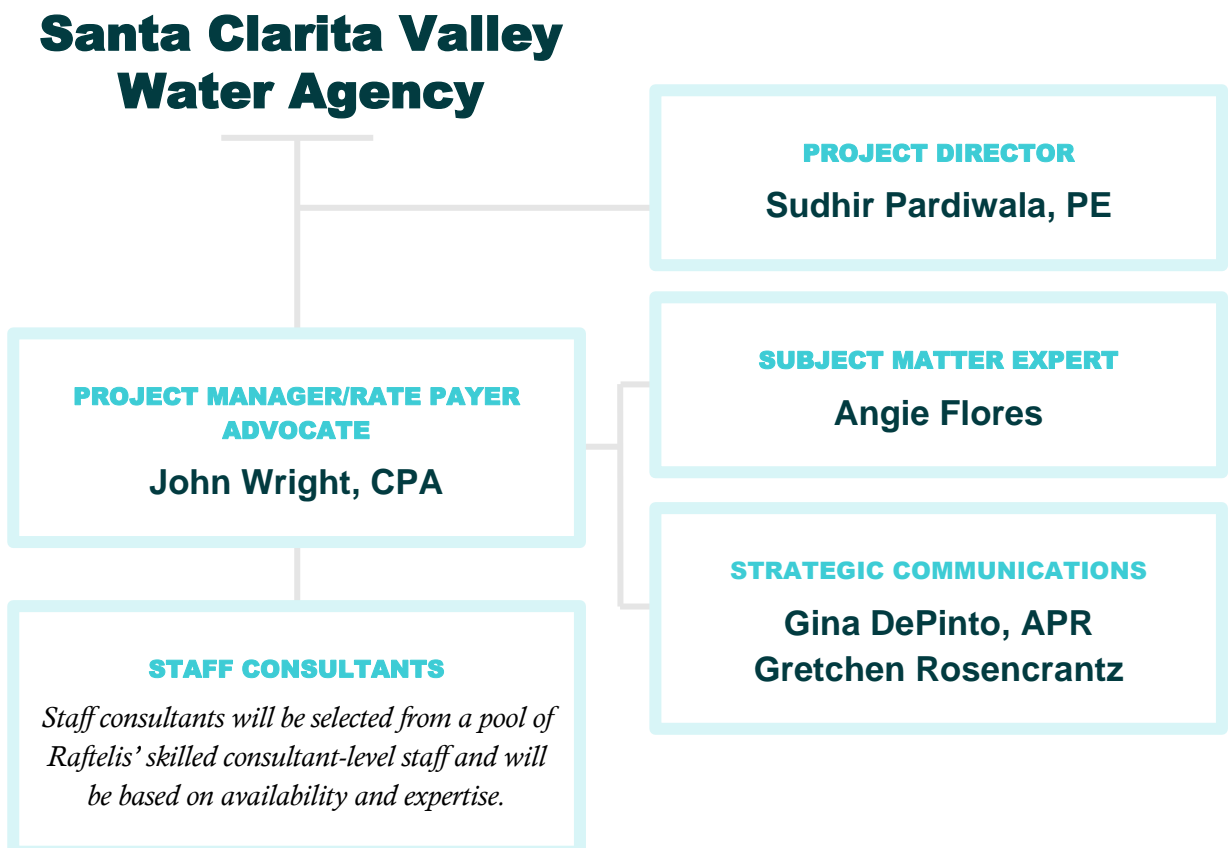
# Staffing Plan

## OUR TEAM OF CONSULTANTS SPECIALIZES IN THE ELEMENTS CRITICAL TO SCV WATER’S PROJECT.

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 SCV Water with confidence in our capabilities.

We recognize that it is ideal to maintain staff continuity throughout an engagement, and we anticipate providing all of the requested services with the project team listed in our proposal. Throughout our history, Raftelis has been fortunate to have minimal staff turnover. If any of our project team members were to leave the firm during the project, we have the resources and processes to ensure that a replacement could be made with minimal impact on SCV Water and the project. If that were to happen, we would immediately alert SCV Water and offer a choice of senior leaders in our firm who can step in and have capacity to work in this role. Our senior staff must provide at least four weeks notice before leaving the firm, which provides ample time to transition staff and continue work on the project.

We have included an organizational chart showing the structure of our project team below. On the following pages, we have included a description for each of our team members as well as their role on the project, location, and availability. Full resumes have been included in the Appendix.



## TEAM QUALIFICATIONS & EXPERIENCE



### Sudhir Pardiwala PE

Project Director | Executive Vice President

Availability – 15%  
Located in San Antonio, TX

**Role:** Sudhir will be responsible for overall project accountability and will be available to provide quality assurance and control, industry perspective, and insights into the project.

Sudhir has 45 years of experience in financial studies and engineering. He has extensive water and wastewater utility financial and revenue planning, valuation, and assessment engineering experience. He has conducted numerous water, wastewater, stormwater, and reclaimed water rate studies involving conservation, drought management, risk analysis, and system development fee studies. He 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 titled, “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.



### John Wright CPA

Ratepayer Advocate | Project Manager | Senior Manager

Availability – 30%  
Located in Murrieta, CA

**Role:** John will manage the project’s day-to-day aspects ensuring it is within budget, on schedule, and effectively meets SCV Water’s objectives. He will also lead the consulting staff in conducting analyses and preparing deliverables for the project. John will serve as SCV Water’s primary point of contact for the project.

John has over 25 years of utility industry financial management and economic analysis experience – including 14 years as a utility consultant with Raftelis and 7 years as a utility staff member with Denver Water (CO) and the City of Portland Bureau of Environmental Services (OR). John’s expertise includes water, recycled water, and wastewater cost-of-service, financial planning, and capacity fee studies. John has provided consulting services to numerous complex utility clients, including the San Francisco Public Utilities Commission, the Metropolitan Water District of Southern California, the City of San Diego, the San Bernardino Municipal Water Department, Austin Water, the Portland Water Bureau, Milwaukee Water Works, the City of Calgary, and the Puerto Rico Aqueduct and Sewer Authority. John is a contributing author to several American Water Works Association (AWWA) and Water Environment Federation (WEF) publications, including AWWA Manual M1, *Principles of Water Rates, Fees, and Charges*, and WEF Manual 27, *Financing and Charges for Wastewater Systems*.



## Angie Flores

Subject Matter Expert | Senior Manager

Availability – 10%  
Located in Austin, TX

**Role:** Angie will provide input and guidance as a Subject Matter Expert for the cost-of-service and rate design components of this project.

Angie has worked in the water and wastewater utility industry for over 30 years. Over this time, she has completed various cost-of-service and rate studies, financial planning models, and impact fee studies. Before beginning her work as a consultant in 2013, Angie worked for the Lower Colorado River Authority (LCRA) for 12 years. She was responsible for developing rate studies and financial planning models and participating in the business plan process for 32 water and wastewater utilities. LCRA manages the Highland Lakes system in Central Texas and is a major wholesale electric provider. Before LCRA, Angie worked as a financial analyst at the Texas Water Development Board. The Texas Water Development Board is a financial resource for political subdivisions of the State of Texas.



## Gina DePinto APR

Strategic Communications | Manager

Availability – 15%  
Located in Costa Mesa, CA

**Role:** Gina will lead public outreach campaign portion of the project.

Gina is an award-winning and accredited public relations professional with more than 35 years of experience and leadership in crisis the 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. 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. Gina has a bachelor's degree in organizational communication from Arizona State University and is accredited in public relations from the Public Relations Society of America. Gina is currently a member of the California Association of Public Information Officials (CAPIO), Public Relations Society of America (PRSA), and the Municipal Management Association of Southern California (MMASC).



## Gretchen Rosencrantz

Strategic Communications | Consultant

Availability – 15%  
Located in Frederick, MD

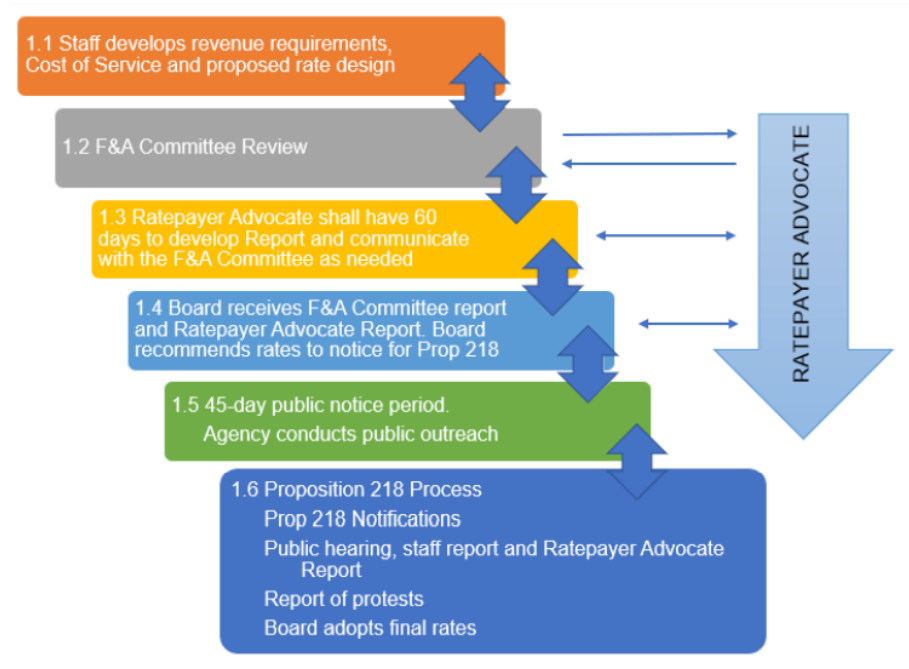
**Role:** Gretchen will support the public outreach campaign portion of the project.

Gretchen joined Raftelis in 2023 with 20+ years of experience in communications and project management for clients in the public, private, and nonprofit sectors. Having served a wide range of clients during her career, Gretchen is adept at learning and understanding a client's needs and positioning the goals of a project to ensure a successful outcome. Prior to joining Raftelis, Gretchen managed two non-profit association clients in the Washington, D.C. area.

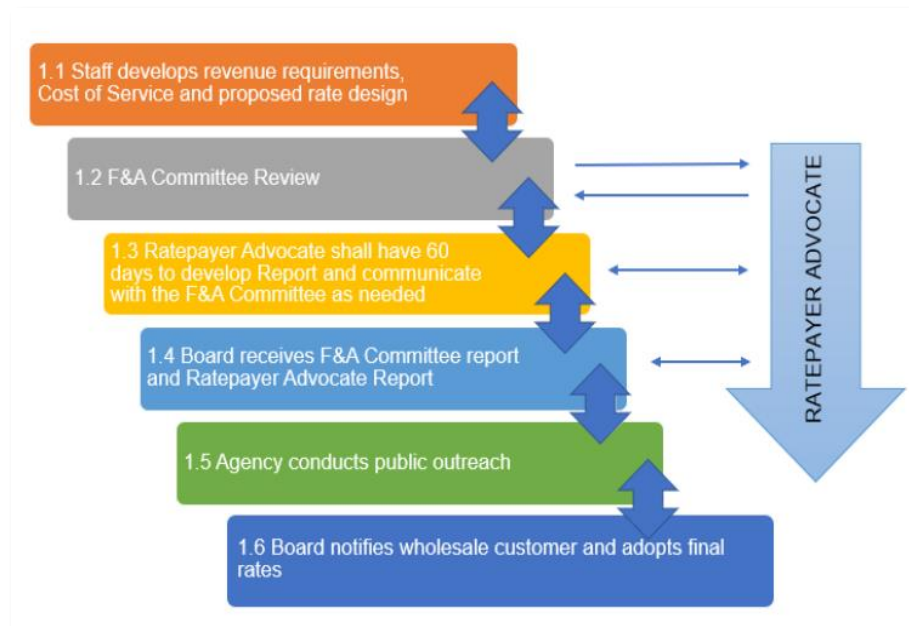
# Work Plan

SCV Water is seeking a ratepayer advocate experienced in advocating on behalf of customers. The ratepayer advocate serves as an independent representative for SCV Water’s customers, and reports to the Board of Directors as they review and provide recommendations. We understand that SCV Water is in the process of conducting a comprehensive cost-of-service rate study for both its retail and wholesale water rates, its facility capacity fees, and its retail capacity fees. The process includes the Finance and Administration Committee, which will review the cost-of-service methodologies used to allocate costs among customer classes and to update the methods of determining fair and defensible rates for utility services. A technical workgroup may be used to review facility capacity fees. The following scope of work details Raftelis’ work plan to accomplish the work of Ratepayer Advocate and as outlined in the figures below, as provided in the RFP.

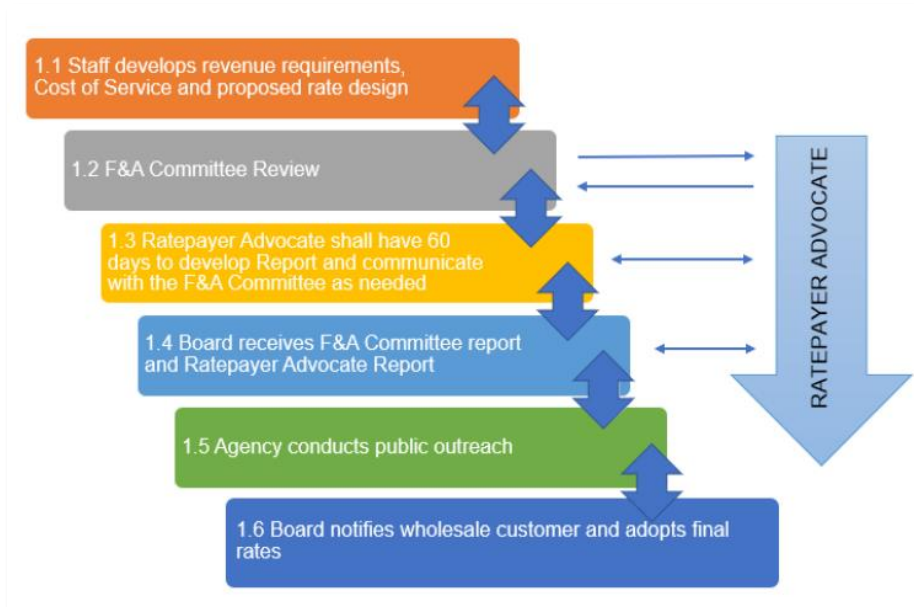
## Retail Rate Setting Process



## Wholesale Rate Setting Process



**FCF and Retail Capacity Fee Setting Process**



**Task 1: Project Initiation and Management**

The key outcomes for Task 1 are:

- A plan for project delivery that effectively and efficiently meets the needs of SCV Water in a thorough, effective, and timely manner (Task 1.1)
- An in-depth understanding (on the part of the Raftelis team) of the operations of the utility and the receipt and review of the relevant data needed for the studies (Task 1.2)
- Quality and accurate deliverables provided on time and on budget (Task 1.3)

**Task 1.1: Project Initiation and Stakeholder Engagement**

The project team will conduct a kick-off meeting with SCV Water staff to confirm the project approach, work plan, schedule, and priorities. A successful kick-off meeting ensures that SCV Water staff and the project team agree on the project’s goals and expectations. We will develop a kick-off meeting package that contains the meeting agenda and presentation materials to guide the discussion. Following the meeting we will provide a brief memorandum summarizing the discussion and any action items.

**Task 1.2: Data Request, Review and Evaluation of Data, and Supplemental Data Requests**

Understanding that the rate advocate will be reviewing the Retail Water Rates, Wholesale Water Rates, Valencia Service Area Retail Capacity Fees, and Facility Capacity Fee Studies (Studies), Raftelis will gain an understanding during the kick-off meeting of the timing of the availability of information from each study. As each study is available and reviewed by Raftelis, there may be a need to request additional data that may not be in draft reports of the studies. An initial data request will be provided by Raftelis prior to the kick-off meeting to allow Raftelis to initiate performance of a detailed review and analysis of work done to date during the rate and fee setting processes, including understanding the assumptions and inputs used.

**Task 1.3: Ongoing Project Management and Quality Assurance/Quality Control**

Effective ongoing project management ensures that SCV Water staff are always receiving the support they need. This means regular and responsive communication, timely provision of deliverables, and prompt communication of any issues or challenges. One of Raftelis’ key project management objectives is to serve as an asset to SCV Water

staff, enhancing their capabilities and bringing a broader industry perspective to bear on any challenges. Our project management team includes senior Raftelis staff who have successfully collaborated on numerous engagements of a similar size and complexity, including several prior studies for SCV Water. This team is prepared to continue to leverage our institutional knowledge to support the critical work performed by SCV Water going forward. Some of the key features of our project management approach for this engagement include:

- Senior-level participation and oversight with a Project Director and Project Manager each with 20+ years of experience providing similar services to utilities throughout Texas and the United States
- Control of project budget and schedule through Deltek, our project management software
- Control of project team capacity through Raftelis' weekly and monthly workload planning meetings, which will ensure the project team has sufficient capacity to meet project needs
- Effective communication between the project team and SCV Water staff via scheduled check-in calls, meeting summary memoranda, and regular meetings with the project team
- Leveraging, as needed, the broader Raftelis team, consisting of 140+ consulting professionals to address issues and questions that may arise during the study

Raftelis will develop, submit, and receive approval of a project work plan in compliance with the study deadlines and rate consultant project schedule. We will finalize the study review deadlines and the project schedule and submit to the SCV Water for formal approval.

## **Task 2: Review of Draft and Final Studies**

Raftelis will participate in reviewing each of the studies as outlined in the rate-process diagrams provided in the RFP and as shown in the figure below. Raftelis will attend a meeting with SCV Water to initiate the reviews of the Rate Studies. In the meeting, Raftelis will gain an understanding of the current cost-of-service methodology, including but not limited to the data compilation procedures, customer demand, and billing information, operating budget detail, revenue requirement identification, cost functionalization, cost allocations, rate design, fixed asset records, system maps and model and operations data.

Raftelis will review the retail and wholesale rate studies to ensure they follow the principles outlined in state and local laws, the AWWA's *Manual M1, Principles of Water Rates, Fees and Charges*, and other Legal precedents. Through our review, Raftelis will thoroughly understand the methodology used and identify any issues, concerns, and recommendations relating to SCV Water's operating and capital revenue requirements, financial policies, and current determinations of cost-of-service revenue requirements. We will discuss alternatives, analyze, and make recommendations to the SCV Water staff and Finance and Administration (F&A) Committee.

Raftelis will ensure that the fees are developed using industry methodologies and state and local laws for the FCF and Retail Capacity Fees.

## **Task 3: Draft Reports & Presentations**

Raftelis will produce a written report containing recommendations for revenue requirement and cost allocation methodologies. The report will include an executive summary and a full discussion of the impacts of these recommendations on revenue requirements and rates. These recommendations will be accompanied by a discussion of the rationale for recommended methodologies and rate designs, rationale for variances from the SCV Water's recommendation, and the potential for challenges of recommended rates and fees. The reports will include both the



recommended cost allocation and alternatives for which the analyses were conducted. The report will be provided in draft form to SCV Water, the F&A Committee and the Board and will be finalized based on any comments.

### Task 4: Presentations and Final Report

The draft report developed in the previous task will be finalized and presented to SCV Water and its Board of Directors. Raftelis will develop presentations for the Board meetings. Electronic copies of the presentation will be provided to the SCV Water Project Manager, prior to the meeting, for review and approval.

### Task 5: Outreach

Rate studies and changes to rates can be a challenge to communicate to customers and an even greater challenge to gain their support. Add to that inflation’s impact on households, and the prospect of obtaining community support for a rate change or an increase to rates is very difficult. Most of the time, the lack of support stems from a lack of understanding or a misunderstanding about how the rates are used and the value of the services they fund. In the absence of understanding comes rejection. That’s why our team recommends a robust communications and outreach strategy that doesn’t just tell customers what you are doing but brings them along in the process. In addition to assisting the Agency Communications Manager with the development of plain language information about the proposed rates and/or fees and FAQs, Raftelis will assist the manager with the development of a public outreach campaign framework, which includes:

- Performing stakeholder identification and interest/influence mapping exercise to ensure key influencers are connected to the communication process, while identifying communication needs of any special populations
- Develop a messaging platform for internal and external audiences and providing information and context for why rates may be changing, information about how infrastructure investment will benefit customers and how the results will be implemented, and examples of typical customer impacts
- Provide a strategy for using your website, social media, printed and electronic materials, bills, direct mail, newsletters, and staffing resources where available
- Identify community outreach tactics for your staff and leadership to reach key influencers and highly impacted customer groups
- Develop communications implementation timeline

Key messages developed as part of the public outreach campaign 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 of rate structure changes that may impact customer bills. Raftelis can develop a suite of communications pieces to assist with communicating rate and rate structure changes in print, online, or in person. This task can include the development of a mix of infographics, fact sheets, bill stuffers, presentation slide decks,



Our outreach consultants regularly communicate rate changes using infographics like this example from City of Newport Beach.

FAQs, talking points, website copy, social media content, explainer videos, news releases, etc. all in English and/or Spanish. This includes posting the analysis to the Agency website, as well as any other relevant information. Raftelis will be available to respond to ratepayer questions until the rates and/or fees are finalized

## Task 6: Proposition 218 Assistance

While requirements of Proposition 218 notifications are easy to satisfy, too many municipalities and utilities miss the opportunity to educate and inform ratepayers. Over the years, Raftelis has designed countless Proposition 218 notifications that go beyond the minimum dictated by statute to deliver visually appealing pieces that customers want to read. We will draft the content and match SCV Water’s established brand guidelines to design custom graphics that support clear, positive messaging in the Notice. Once these arrive in mailboxes, customers will not only be properly notified but will understand SCV Water’s needs and be more likely to support rate adjustments.



County of Madera  
Groundwater Sustainability Agency  
200 W. 4th Street  
Madera, CA. 93637

### Proposition 218 Notification

**Notice to Property Owners of Public Hearing on Groundwater Fees Pursuant to the Sustainable Groundwater Management Act**

County of Madera Groundwater Sustainability Agency - Madera Subbasin

**Hearing Date & Time:** June 21, 2022 at 10:30 AM or as soon thereafter as possible

**Hearing Location:** Board of Supervisors Chambers, 200 W. 4th Street, Madera, CA 93637



**Background**

In September 2014, Governor Brown signed historic groundwater legislation requiring California’s medium and high-priority groundwater basins be sustainably managed by local agencies called Groundwater Sustainability Agencies (“GSAs”). This legislation, known as the Sustainable Groundwater Management Act (“SGMA”), imposes upon local agencies like cities, counties, and special districts the obligation to sustainably manage groundwater resources. Sustainability is achieved through the development and implementation of Groundwater Sustainability Plans (“GSPs”). As a high-priority basin the Madera Groundwater Subbasin (“Madera Subbasin”) has submitted a GSP to the Department of Water Resources (“DWR”) and is required to implement the GSP to achieve sustainability over 20 years. Implementation of the GSP requires several projects and management actions to achieve sustainability as defined within the GSP.

**Why Am I Receiving This Notice?**

Under the SGMA, the County of Madera Groundwater Sustainability Agency (“County GSA”) may impose fees on the extraction of groundwater to fund the costs of groundwater management. You are receiving this notice in accordance with SGMA and Proposition 218, a state law which requires providers of public utility services (including water service) to notify rate payers of proposed rates. Your property has been identified as an affected parcel within the Madera Subbasin based on DWR Bulletin 118. This notice is intended to provide you with information on the groundwater management services provided by the County GSA, the reasons for the proposed rates, and the methods by which you can protest the proposed rates if you desire.

**What Services Do Rates Fund and Why the Rates Needed?**

The County of Madera GSA is responsible for managing groundwater in the area overlying the Madera Subbasin within its jurisdiction. The rates are required to generate revenues to recover the cost of groundwater management, non-project and other actions for the Groundwater Sustainability (“GSP”). The rates are derived off cost of service and include all operations, capital facilities, debt and prudent cash reserves. Rates GSP projects only, specific to the subbasin, and cannot be utilized County Departments or the County Madera General Fund.

**The Reason for the Rates and How the Rates Were Derived**

The SGMA mandates critically-overdrafted subbasins reach sustainability by 2040. As part of this process, the County became the groundwater sustainability agency (GSA) for all lands without another GSA. Projects and management actions were developed as part of the GSP. SGMA requires fees imposed for projects be adopted in accordance with subdivisions (A) and (B) of Section 6 of Article XIII D of the California Constitution, which is part of Proposition 218.

A rate study to determine the amount of revenue required for projects and management actions has been conducted by Raftelis, an independent consulting firm. This study concluded that the proposed rates will provide funds sufficient for the County GSA to cover the costs of implementing GSP projects, including recharge, participation in Sites Reservoir, land repurposing and domestic well mitigation. The proposed rates were calculated per Enrolled Acre and rounded to the nearest whole dollar. The rates are proposed for a period of five years, the maximum adoption period allowable by state law. The five-year rates represent the average cost of service in each year over the period. By state law, the County GSA may not collect more revenue than the cost of providing service. For a more detailed account of the proposed rate calculations, the Rate Study may be viewed at <https://www.maderacountywater.com/county-gsa-fee-structure/> or the County of Madera Government Center at 200 W. 4th Street, Madera, CA 93637.

| Fiscal Year                          | FY 22/23 | FY 23/24 | FY 24/25 | FY 25/26 | FY 26/27 |
|--------------------------------------|----------|----------|----------|----------|----------|
| <b>Annual Rate Per Enrolled Acre</b> | \$246.00 | \$246.00 | \$246.00 | \$246.00 | \$246.00 |

*An enrolled acre is an acre within a farm unit that receives an allocation by the GSA.*

**Legal Requirements**

Article XIII D of the California Constitution (also known as Proposition 218) requires that providers of public utility services, including water services, levy service charges that recover only the cost of providing the service to each parcel. The rates proposed herein are designed to meet all legal requirements to recover the required revenue from all parcels subject to the rates.

**Compliance with Proposition 218**

Proposition 218 requires that public utility providers follow a strictly defined process for increasing fees such as water service rates. The County GSA must 1) inform affected property owners of the proposed rates, 2) clearly demonstrate that the amounts of the proposed rates are cost justified (the water rate cost of service study is on file at the office of the County GSA), and 3) hold a public hearing no less than 45 days after notifying property owners, at which the County GSA hears all protests to the proposed rates. These rates are subject to “majority protest,” meaning they cannot be imposed if a majority of affected property owners submit written protests opposing the rates. If a majority protest does not exist, and if the proposed rates are adopted, the Board of Directors reserves the right to implement fees lower than those noticed, if financially prudent. The Board of Directors does not have the right to increase fees greater than those noticed without re-noticing affected parcels and adopting new fees, subject to a majority protest.

**To Protest The Rate NOTIFY**

1) Notify the County GSA in writing by close of business June 20, 2022 that you oppose the proposed rates. You must identify the property (by Assessor’s Parcel Number) affected by the proposed rates, and the property owner must sign, and print their name, on the written protest. Send to Chief Clerk of the Board of Supervisors, Fourth Floor, 200 W. 4th Street, Madera CA 93637, OR

**ATTEND**

2) Attend the June 21, 2022, public hearing at the time and place identified on page 1 of this notice and submit a written protest before the close of the public hearing.

Pursuant to SB 323, any judicial action or proceeding to attack, review, set aside, void, validate, or annul an ordinance, resolution, or motion adopting, modifying, or amending water or sewer service fees or charges adopted after January 1, 2022, shall be commenced within 120 days of the effective date or the date of final passage, adoption, or approval of the ordinance, resolution, or motion, whichever is later.

Questions or More Information: 559-246-2462

# Schedule

Raftelis will complete the scope of services within the timeframe presented in the RFP (see table below). The proposed schedule assumes a notice-to-proceed by the beginning of February 2024 and that Raftelis will receive the needed data in a timely manner and be able to schedule meetings as necessary.

| SCV Water Rates                            | New Rates Effective Date | Projected New Study Effective Date |
|--|--------------------------|------------------------------------|
| Facility Capacity Fees                     | February 1, 2020         | September 2024                     |
| Valencia Service Area Retail Capacity Fees | November 1, 2023         | -                                  |
| Wholesale Water Rates                      | April 1, 2022            | December 2025                      |
| Retail Water Rates                         | July 1, 2021             | July 2025                          |

## COST

# Cost

The following table provides a breakdown of our proposed fee for this project. This table includes the estimated level of effort required for completing each task and the hourly billing rates for our project team members. Expenses include costs associated with travel and a \$10 per hour technology charge covering computers, networks, telephones, postage, etc.

Regardless of the approved hourly rate, the total amount charged by Raftelis for fees and expenses, throughout the entire course of the applications (including any amendment thereto) and any appeals, shall be identified.

| Tasks                                | Web Meetings | In-person Meetings | Hours           |                 |                 |                 |                 |                | Total                            | Total Fees & Expenses |
|--------------------------------------|--------------|--------------------|-----------------|-----------------|-----------------|-----------------|-----------------|----------------|----------------------------------|-----------------------|
|                                      |              |                    | SP              | JW              | AF              | GD              | GR              | CS             |                                  |                       |
| 1. Project Initiation and Management | 2            | 1                  | 8               | 12              | 12              | 6               | 8               |                | 46                               | \$16,125              |
| 2. Review of Draft and Final Studies | 2            | 1                  | 4               | 28              | 20              |                 |                 |                | 52                               | \$18,795              |
| 3. Draft Reports and Presentations   | 2            | 2                  | 6               | 48              | 36              |                 |                 |                | 90                               | \$32,810              |
| 4. Presentations and Final Reports   | 2            | 2                  | 6               | 32              | 20              |                 |                 |                | 58                               | \$22,250              |
| 5. Outreach                          | 4            |                    | 4               | 8               |                 | 60              | 40              | 16             | 128                              | \$33,900              |
| 6. Proposition 218 Assistance        | 2            |                    | 4               | 8               |                 | 16              |                 | 16             | 44                               | \$11,720              |
| <b>Total Meetings / Hours</b>        | <b>14</b>    | <b>6</b>           | <b>32</b>       | <b>136</b>      | <b>88</b>       | <b>82</b>       | <b>48</b>       | <b>32</b>      | <b>418</b>                       |                       |
| <b>Hourly Billing Rate</b>           |              |                    | <b>\$400</b>    | <b>\$320</b>    | <b>\$320</b>    | <b>\$285</b>    | <b>\$220</b>    | <b>\$160</b>   |                                  |                       |
| <b>Total Professional Fees</b>       |              |                    | <b>\$12,800</b> | <b>\$43,520</b> | <b>\$28,160</b> | <b>\$23,370</b> | <b>\$10,560</b> | <b>\$5,120</b> | <b>\$123,530</b>                 |                       |
|                                      |              |                    |                 |                 |                 |                 |                 |                | <b>Total Fees</b>                | <b>\$123,530</b>      |
|                                      |              |                    |                 |                 |                 |                 |                 |                | <b>Total Expenses</b>            | <b>\$12,069</b>       |
|                                      |              |                    |                 |                 |                 |                 |                 |                | <b>Total Fees &amp; Expenses</b> | <b>\$135,599</b>      |

SP - Sudhir Pardiwala  
 JW - John Wright  
 AF - Angie Flores  
 GD - Gina DePinto  
 GR - Gretchen Rosencrantz  
 CS - Creative Services

# Hourly Billing Rates

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 by 3% unless specified otherwise by contract.

| <b>POSITION</b>                                       | <b>HOURLY BILLING RATE</b> |
|---|----------------------------|
| <b>Sudhir Pardiwala, PE, Executive Vice President</b> | \$400                      |
| <b>John Wright, CPA, Senior Manager</b>               | \$320                      |
| <b>Angie Flores, Senior Manager</b>                   | \$320                      |
| <b>Gina DePinto, APR, Manager</b>                     | \$285                      |
| <b>Gretchen Rosencrantz, Consultant</b>               | \$220                      |
| <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.*

DOCUMENTS/ATTACHMENTS

# Documents/Attachments



# Exceptions

We request that SCV Water consider making the following modifications, shown in red below, to the Sample Contract Agreement. Please contact us if you have any questions or concerns about these modifications.

## CONTRACT TERMS AND CONDITIONS

### 4.2. INDEMNIFICATION

~~To the fullest extent permitted by law,~~ Consultant will ~~immediately defend,~~ indemnify and hold harmless SCV Water, its directors, officers, employees, or authorized volunteers, and each of them (collectively "the Agency") from and against:

#### 4.2.1.

All claims, demands, liabilities and losses ~~arising out of to~~ the extent caused by the negligent performance (or actual or alleged negligent non-performance) of the services by Consultant, including its agents and employees, under this Agreement, for damages to persons or property ~~arising, pertaining to or relating to to~~ the extent caused by the Consultant's negligent acts or omissions or willful misconduct or the failure of Consultant to comply with any professional standard of care applicable to Consultant's services.

#### 4.2.2.

~~Any and all~~ All actions, proceedings, damages, costs, expenses, penalties or liabilities, in law or equity, ~~of every kind or nature whatsoever, arising out of, resulting from, or on account of to~~ the extent caused by the intentional or negligent violation of any governmental law or regulation, compliance with which is the responsibility of Consultant.

#### 4.2.3.

~~Any and all losses, expenses, damages (including damages to the work itself), attorneys' fees, and other costs, including all costs of defense, including but not only costs of counsel acceptable to SCV Water, which any of them may incur with respect to the failure, neglect, or refusal of Consultant to perform the work and all of the Consultant's obligations under the Agreement. Such costs, expenses, and damages shall include all costs, including attorneys' fees, incurred by the indemnified parties in any lawsuit to which they are a party.~~

~~Consultant shall have no obligation to indemnify SCV Water against liability for claims by a third party for failure to comply with its obligations under Article XIII D of the California Constitution (Proposition 218).~~

#### 4.2.4.

~~Consultant shall immediately defend upon SCV Water's tender, at Consultant's own cost, expense and risk, any and all such aforesaid suits, actions or other legal proceedings of every kind that may be brought or instituted against SCV Water or its directors, officers, employees, authorized volunteers, and/or representatives, notwithstanding whether Consultant's liability can be established or not. Consultant shall further~~ Consultant shall defend itself against any and all liabilities, claims, losses, damages, and costs arising out of or alleged to arise out of performance or non-performance of the work hereunder, and shall not tender

such claims to SCV Water nor to its directors, officers, employees, or authorized volunteers, for defense or indemnity.

#### 4.2.5.

Consultant's obligation to ~~defend and~~ indemnify shall survive the termination or completion of this Agreement for ~~the lesser of 36 months and~~ the full period of time allowed by law and shall not be restricted by the insurance requirements of this Agreement or to insurance proceeds, if any received by SCV Water, or its directors, officers, employees, or authorized volunteers.

#### 4.2.6.

Consultant shall pay and satisfy, ~~to the extent of its indemnity obligation under Section 4.2.1 or 4.2.2,~~ any judgment, award or decree that may be rendered against SCV Water or its directors, officers, employees, or authorized volunteers, in any and all such aforesaid suits, actions, or other legal proceedings if arising as provided in the previous subsections of this Section.

#### 4.2.7.

~~Consultant shall reimburse SCV Water or its directors, officers, employees, or authorized volunteers, for any and all legal expenses and costs incurred by each of them in connection therewith.~~

#### 4.2.9.

Notwithstanding the foregoing obligations, Consultant shall not at any time be responsible for any claims, ~~liabilities~~ liabilities or demands to the extent that they arise from the negligence or willful misconduct of SCV Water, provided, however, that contributory negligence will not relieve Consultant of its obligation to defend unless the claims, liabilities or demand are the result of the sole negligence or willful misconduct of SCV Water.

## 6. REQUIRED INSURANCE

#### ~~6.4.5.~~

~~Such liability insurance shall indemnify the Consultant and his/her Sub-consultants against loss from liability imposed by law upon, or assumed under contract by, the Consultant or his/her Sub-consultants for damages on account of such bodily injury (including death), property damage, personal injury, completed operations, and products liability.~~

ATTACHMENT 5

**Acknowledgement Receipt of Addenda**

The undersigned Bidder hereby acknowledges receipt of the following Addenda:

If no addendums were issued, please check box below and submit with bid packet.

| <u>Addendum Number</u> | <u>Dated</u> | <u>Acknowledge Receipt</u><br>(Initial) |
|------------------------|--------------|---|
| N/A                    |              |   |
| _____                  | _____        | _____                                   |
| _____                  | _____        | _____                                   |
| _____                  | _____        | _____                                   |
| _____                  | _____        | _____                                   |

No addenda were received:

Acknowledged for: Raftelis Financial Consultants, Inc.  
(Name of Bidder)

By:   
(Signature of Authorized Representative)

Name: John Wright  
(Print or Type)

Title: Senior Manager

Date: December 12, 2023



APPENDIX: RESUMES

# Appendix: Resumes



# Sudhir Pardiwala PE

## PROJECT DIRECTOR

Executive Vice President

### ROLE

Sudhir will be responsible for overall project accountability and will be available to provide quality assurance and control, industry perspective, and insights into 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

#### 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 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



### 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

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 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.

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, and 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 Department (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 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.

### **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.

### **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 composed 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 a 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.

### **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 three-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 explore 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 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.

## **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
- Carpinteria Sanitary District - Wastewater rate 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

# John Wright CPA

## RATEPAYER ADVOCATE | PROJECT MANAGER

Senior Manager



### ROLE

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

### PROFILE

John has over 25 years of utility industry financial management and economic analysis experience – 14 years as a utility consultant with Raftelis and 7 years as a utility staff member with Denver Water (CO) and the City of Portland Bureau of Environmental Services (OR). John’s expertise includes water, recycled water, and wastewater cost-of-service, financial planning, and capacity fee studies.

John has provided consulting services to numerous complex utility clients, including the San Francisco Public Utilities Commission, the Metropolitan Water District of Southern California, the City of San Diego, the San Bernardino Municipal Water Department, Austin Water, the Portland Water Bureau, Milwaukee Water Works, the City of Calgary, and the Puerto Rico Aqueduct and Sewer Authority.

As the Manager of Rate Administration at Denver Water, John was responsible for the annual water financial planning, cost-of-service, and system development charge studies. At the Portland Bureau of Environmental Services, he was responsible for the annual wastewater and stormwater financial planning, cost-of-service, and system development charge studies.

John is a contributing author to several American Water Works Association (AWWA) and Water Environment Federation (WEF) publications, including AWWA Manual M1, *Principles of Water Rates, Fees, and Charges*, and WEF Manual 27, *Financing and Charges for Wastewater Systems*.

### KEY PROJECT EXPERIENCE

#### San Francisco Public Utilities Commission (CA): Water and Wastewater Rate Study

John was the project manager for the wastewater cost-of-service study portion of a water and wastewater rate study Raftelis completed for the San Francisco Public Utilities Commission (SFPUC) in 2023. The SFPUC treats approximately 60 to 70 MGD during dry weather and 115 to 180 MGD during wet weather events. Traditionally, SFPUC has recovered stormwater

### Specialties

- Cost-of-service studies
- Capacity fee studies
- Financial & economic analysis
- Public speaking and presentations
- Expert witness testimony
- Litigation support

### Professional History

- Raftelis: Senior Manager (2020-present); Manager (2017-2019); Senior Consultant (2010-2016)
- Denver Water: Manager of Rate Administration (2006-2009)
- Portland Bureau of Environmental Services: Senior Economist (2004-2006)
- Public Utility Commission of Oregon: Senior Utility Analyst (2002-2004)
- Positions in the Competitive Telecommunications Industry (1997-2002)
- Colorado Public Utilities Commission: Senior Financial Analyst (1991-1997)

### Education

- Master of Science in Finance - University of Colorado, Denver
- Bachelor of Science in Accounting - Metropolitan State University of Denver

### Certifications

- Certified Public Accountant, State of Colorado #11959
- Series 50 Municipal Advisor Representative

### Professional Memberships

- AWWA - Rates & Charges Committee
  - Contributing author to the 6<sup>th</sup> and 7<sup>th</sup> editions of AWWA Manual M1. Member of the editorial committee responsible for the upcoming 8<sup>th</sup> edition of Manual M1
- WEF Utility Management Committee
  - Contributing author to the 4<sup>th</sup> edition of WEF Manual No. 27.

costs through its wastewater rates. The Raftelis study included allocating costs between the SFPUC's wastewater and stormwater operations and resulted in the first separate stormwater rates in SFPUC history. The SFPUC's Wastewater Enterprise provides wastewater and stormwater collection, treatment, and disposal services for the City. The collection system consists of approximately 900 miles of sewer system lines throughout the City. The SFPUC treats sanitary sewer and wet weather flows in its three water pollution control plants (Southeast Treatment Plant, Oceanside Treatment Plant, and the North Point Wet Weather Facility), which discharge effluent to the San Francisco Bay and Pacific Ocean.

### **City of Long Beach Water Department (CA): Cost-of-Service Update for Water, Reclaimed Water, and Sewer Rates**

The Long Beach Water Department (Department) provides water, sewer, and recycled water service to a population over 460,000 in the City of Long Beach. John served as the project manager on a water and sewer cost-of-service study for the Department. The key objective of the study was a comprehensive review of the cost allocations used to support the Department's currently effective utility rates and the creation of a new financial planning and cost allocation model. John also served as the project manager for a study investigating the potential implementation of water capacity fees. The study includes the valuation of the City's water infrastructure, the identification of capacity fee calculation methodologies, and the development of proposed capacity fee assessment schedules.

### **San Bernardino Municipal Water Department (CA): Comprehensive Cost-of-Services and Rate Structure Update**

John was the project manager for a comprehensive water and wastewater rate study for the City of San Bernardino (Department). The study included the development of 10-year financial plans, cost-of-service studies using industry-standard principles, and the development of wholly revised water and wastewater rate structures that were implemented by the Department's Board of Water Commissioners. In addition, Raftelis also developed drought surcharges for the Department. The outcome of the study was the development of Proposition 218-compliant water and wastewater rates for the period FY 2022 – FY 2026. The Department provides wholesale wastewater service to the City of Loma Linda and the East Valley Water District. In 2022, the East Valley Water District begin using its own Water Reclamation Facility and will no longer be a wholesale wastewater customer of the Department. As part of the rate study, Raftelis has assisted the Department's plan for this significant loss of revenue.

### **City of San Diego (CA): Consulting Services for the Public Utilities Department - Water and Wastewater Cost-of-Service Studies**

The City of San Diego (City) provides retail water, wastewater, and recycled water service to approximately 1.4 million people in metropolitan San Diego. John was the lead consultant on the City's recent wastewater and recycled water rate studies. His responsibilities included working with City staff to prepare a revenue requirement projection for the wastewater enterprise fund, 2) developing wastewater and recycled water cost allocations as part of the wastewater cost of service study, and 3) calculating proposed wastewater and recycled water rates for the period FY 2022 – FY 2026.

The City's wastewater utility system consists of Municipal and Metropolitan sub-systems. The Municipal sub-system is a wastewater collection and conveyance system for retail customers served within the City's jurisdictional boundaries. The Metropolitan sub-system is a regional wastewater treatment and disposal system that provides service to 16 member agencies in the County of San Diego. John's work on the project included analyzing the methodology used to allocate Municipal and Metropolitan subsystem operating and capital costs to the City's retail wastewater and recycled water customers. He also developed a comprehensive mass balance analysis that reconciled the wastewater flow and strength loadings contributed by the City to the flow and strength loadings recorded at each of the three City-owned treatment plants.

### **Padre Dam Municipal Water District (CA): Comprehensive Cost-of-Service / Rate Study**

The Padre Dam Municipal Water District (District) provides water, wastewater, and recycled water service to a population of over 100,000 in East San Diego County. The District features two separate service territories with distinct elevation levels and customer demographics. John served as a project manager for a rate study that included the development of financial plans and revenue requirement projections, cost-of-service studies, and proposed Proposition 218 rates for water (including drought rates), wastewater, and recycled utility services.

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

The Vallecitos Water District (District) provides water service to over 22,000 potable water accounts in northern San Diego County. John served as a project manager for a water cost-of-service study and the development of proposed water rates. The study included a modification to the District's method of allocating water supply costs to each consumption tier and the development of proposed drought surcharge rates.

### **Irvine Ranch Water District (CA): Cost-of-Service and Rate Design Study**

The Irvine Ranch Water District (District) serves a 181 square mile area that includes all of the City of Irvine and portions of the cities of Tustin, Newport Beach, Costa Mesa, Orange, and Lake Forest, as well as some unincorporated regions of Orange County. The total estimated daytime population served is approximately 600,000 people through approximately 118,000 water and 113,000 sewer connections. John was the project manager responsible for a water, sewer, and recycled water cost-of-service and rate design study for the District. The overarching objective of the Study was to conduct a comprehensive review of the methods used by the District to develop the rates it charges for water, sewer, and recycled water service in order to confirm compliance with Proposition 218 and other applicable legal requirements.

### **Metropolitan Water District of Southern California (CA): Pure Water Southern California Conceptual Cost Recovery Alternatives**

Raftelis is assisting the Metropolitan Water District of Southern California (MWD) in developing conceptual cost recovery mechanisms for the Pure Water Southern California project, a potential regional water recycled program with the Los Angeles County Sanitation District that MWD is studying. John is serving as a consultant on this project.

### **Metropolitan Water District of Southern California (CA): Consideration of Alternative Treatment Cost Recovery Mechanism**

In 2016, the Metropolitan Water District of Southern California (MWD) engaged Raftelis to develop a recommended alternative rate design for recovering wholesale water treatment costs from MWD's member agencies. John served as the lead consultant on this project.

### **Eastern Municipal Water District (CA): Long-Term Financial Plan Update**

The Eastern Municipal Water District (District) provides water, wastewater, and recycled water service to a population of approximately 850,000 in Riverside County. John served as the project manager for an update of the long-term financial planning models for each of the District's utilities. The models featured scenario planning capabilities and developed revenue requirement projections over a fifteen-year planning horizon.

### **City of Coronado (CA): Wastewater Rate and Fee Study Update**

Raftelis completed a wastewater cost-of-service study for the City of Coronado (City). John was the project manager for the study. The City operates a wastewater collection and conveyance system that provides services to customers

within the City's jurisdictional boundaries. The City is a member of the San Diego Metro Regional Wastewater Joint Powers Authority, and customer wastewater discharges are transported to this agency for treatment. As part of the study, Raftelis completed a five-year financial plan and proposed updated wastewater rates as part of the study.

### **City of Pico Rivera (CA): Financial Analysis of the Master Plan Update's for the City of Pico Rivera**

Raftelis, with John as project manager, served the City of Pico Rivera as a subcontractor to the engineering firm IMEG. The City retained IMEG to complete master plans for the City's water, wastewater, and stormwater infrastructure. For the City's water utility, Raftelis developed a financial plan featuring IMEG's proposed capital improvement program (CIP) expenditures, a water cost-of-service study, and alternative water rate structures. The City's wastewater collection and conveyance system is maintained by the Los Angeles County Consolidated Sewer Maintenance District (CSMD). Raftelis developed a financial plan that analyzes the customer impacts of IMEG's proposed wastewater CIP expenditures and whether the City should continue as a member of the CSMD. Raftelis also assisted the City in analyzing the funding required to support IMEG's proposed stormwater CIP expenditures.

### **City of Solana Beach (CA): Wastewater Rate Study**

The City of Solana Beach (City) operates a wastewater collection and conveyance system that provides services to customers within its boundaries. The City is a member of the San Elijo Joint Power Authority, and customer wastewater discharges are transported to this agency for treatment. Raftelis completed a wastewater cost-of-service study for the City with John serving as the project manager in this consulting engagement.

### **Rancho California Water District (CA): Financial Plan and Rate Update Study**

Rancho California Water District (District) serves approximately 43,000 water and wastewater customers in Temecula, CA. The City has a sophisticated water budget rate structure that was developed by Raftelis. John served as the project manager for an update of the District's rates for FY 2021 – FY 2023.

### **Santa Clara County Water District (CA): Validation of Cost Allocation for Proposed Groundwater Benefit Zones**

The Santa Clara Valley Water District (District) is the primary water resources agency for almost two million people in Santa Clara County. The District is responsible for water supply, watershed stewardship, and flood management. In 2019, the District completed an updated zone of benefit study for its groundwater management activities. Based on this updated study, Raftelis assisted the District in modifying its cost-of-service allocations to reflect this update. John served as the lead consultant on this project.

### **Austin Water (TX): Comprehensive Water and Wastewater Cost-of-Service Studies**

Austin Water (AW) provides water and wastewater service to a population of over one million in metropolitan Austin. In 2017, AW undertook a comprehensive review of its water and wastewater cost-of-service models to ensure the maximum possible equity in customer class revenue requirement determination and to aid regulatory analysis of AW's wholesale rates by the Public Utility Commission of Texas. As part of this process, John has played a lead role in re-designing AW's water and wastewater cost-of-service models to enhance their transparency and ease of usage. He has also made numerous presentations to stakeholder groups composed of AW retail and wholesale customers.

### **Puerto Rico Aqueduct and Sewer Authority (Puerto Rico): Professional Opinion Report (Financial Planning Forecast Review)**

The Puerto Rico Aqueduct and Sewer Authority (PRASA) provides water and wastewater service to approximately three million people in the Commonwealth of Puerto Rico. John was a member of the Raftelis project team retained

to provide an independent third-party Professional Opinion regarding the operations and financial position of PRASA. The Raftelis professional opinion report was prepared considering the ongoing economic and fiscal challenges facing Puerto Rico and was explicitly intended to identify opportunities for cost reductions and revenue increases to position PRASA to access capital markets ultimately. John's role in this consulting assignment was the development of financial planning models used to assess PRASA's projected financing gap without the restructuring of existing debt or the acquisition of new external debt financing.

### **City of Calgary Utilities and Environmental Protection Department (AB, Canada): Water, Wastewater, and Drain (Utilities) Financial Review**

John was the lead consultant for a comprehensive financial review of the water, wastewater, and stormwater utilities operated by the City of Calgary's Utilities and Environmental Protection Department (UEP). The objective of the financial review was to assess UEP's current and projected levels of financial risk and to make recommendations regarding how to mitigate these risks by modifying UEP's financial policies, financial management practices, governance structure, and financial management organizational structure. John's activities included conducting detailed interviews with UEP senior executives and high-level management personnel; reviewing UEP financial, engineering, and planning documents; analyzing the assumptions used in UEP's long-range financial planning models; and comparing UEP financial and managerial performance to metrics to the benchmarks used by U.S. credit rating agencies to assess the default risk of water and wastewater utility debt.

### **Portland Water Bureau (OR): Wholesale Cost Allocation Audit**

The Portland Water Bureau (PWB) operates a regional water supply system that delivers drinking water to approximately 950,000 people in the Portland metropolitan area. The PWB provides service to wholesale customers under a standardized wholesale water supply contract that defines the specific ratemaking methodology that must be used. Per the requirements of this contract, the wholesale rate model is subject to a comprehensive audit every five years to determine its continued compliance with contract requirements and industry-standard cost-of-service methodologies as contained in AWWA Manual M1. John served as Raftelis' lead consultant on this project and was responsible for auditing all aspects of the wholesale rate model to assess the appropriateness of the PWB's revenue requirement calculation for wholesale customers under the utility basis method of revenue requirement determination and the commodity-demand method of cost allocations.

### **Milwaukee Water Works (WI): Cost-of-Service Rate Study Filing with the Wisconsin Public Service Commission**

Milwaukee Water Works (MWW) provides water service to a population of approximately 860,000 in metropolitan Milwaukee, including nine wholesale customers. Municipal utilities in Wisconsin are subject to economic regulation by the Public Service Commission of Wisconsin (PSCW). Raftelis represented MWW in a litigated rate case before the PSCW (Docket No. 3720-WR-108) that was opposed by MWW's wholesale customers, who account for approximately 20% of total treated water sales. John was the lead consultant responsible for developing a cost-of-service model filed with the PSCW. John also provided written and oral expert testimony on cost-of-service issues, including the allocation of water main costs between the retail and wholesale service functions, public fire protection services to wholesale customers, and the rate of return on rate base assets paid by outside city customers.

### **City of Westminster (CO): Rate and Fee Cost-of-Service Study**

The City of Westminster (City) is a northern suburb of Denver with a population of over 120,000. The City has a sophisticated asset management process and plans to make large capital expenditures for the repair and replacement of existing water and wastewater underground infrastructure. The City also plans to construct a new water treatment facility to enhance system reliability. John served as the project manager for a comprehensive consulting

engagement with the City that included the development of water and wastewater utility financial plans, the completion of water and wastewater cost-of-service and capacity fee studies, and the development of alternative water and wastewater rate designs. John continues to serve the City on water and wastewater financial issues on an on-call consulting basis.

### **East Larimer County Water District (CO): Water Rate and Plant Investment Fee Study**

The East Larimer County Water District (District) provides water service to approximately 9,000 customer accounts in Fort Collins, CO. In 2018, John was the project manager who led the completion of a financial plan, cost-of-service, and capacity fee study for the District. As part of the project, Raftelis developed a new rate structure that was adopted and successfully implemented by the District.

### **Boxelder Sanitation District (CO): Capacity Fee Study, Financial Planning Update Study**

The Boxelder Sanitation District (District) serves approximately 6,000 customer accounts in Fort Collins, CO. John served as the project manager who led the successful completion of a capacity fee study and financial plan update for the District.

### **Ken Caryl Ranch Water and Sanitation District (CO): Water and Sewer Rates and Tap Fee Study**

The Ken Caryl Ranch Water and Sanitation District (District) serves approximately 6,000 customer accounts in the southwest portion of metropolitan Denver. The District purchases water supplies from Denver Water and wastewater treatment services from the South Platte Water Renewal Partners. John was the project manager for a study that included financial planning, a cost-of-service study, and modifications to the District's inclining TIER water rate design.

### **Soldier Canyon Water Treatment Authority: Financial Planning and Rate Design Study**

The Soldier Canyon Water Treatment Authority (Authority) provides wholesale water treatment services to three retail water districts in northern Colorado. The Authority was initially jointly owned by these three districts. In 2017, the Authority was created as a separate and distinct entity that required the development of new long-range financial plans and rate structures. John served as the project manager responsible for conducting the study.

### **Left Hand Water District (CO): Financial Model Update and Capacity Fee Study**

The Left Hand Water District (District) serves approximately 7,000 customer accounts in Boulder County, CO. John was the project manager responsible for updating the District's financial planning, cost allocation and rate design model. He also helped the District develop a pricing tool to analyze how the cost of short-term leases of water supplies would impact the District's capacity fee calculation.

### **Fort Collins Loveland-Water District (CO): Water Financial Planning and Rate Study**

The Fort Collins-Loveland Water District (District) serves approximately 17,000 water service customers in the City of Fort Collins, CO, and surrounding areas. In 2018, John served as the project manager who led a water rate study for the District that included the development of a financial plan and long-term capital financing strategy for the District's share of the costs for the Northern Integrated Supply Project (NISP). NISP will provide up to 40,000 acre feet of additional water supplies to 15 water agencies in northern Colorado. The District's share of NISP is 3,000 acre feet at an estimated cost of approximately \$75 million. Traditionally, the District has used the same volumetric rate structure to bill all customer classes. Raftelis conducted a cost-of-service study and recommended the development of customer class-specific rate structures that were implemented by the District in 2019. Raftelis also developed a new tap fee assessment schedule for single-family residential customers based on gross lot size. The District implemented this new assessment schedule in September 2018. As part of the rate study, Raftelis developed



a comprehensive strategic communications strategy for outreach to key stakeholders on financial planning, cost-of-service, and rate design issues.

### **South Fort Collins Sanitation District (CO): Wastewater Financial Planning and Rate Study Report**

The South Fort Collins Sanitation District (District) operates a 5 MGD wastewater treatment facility and serves approximately 14,000 customer accounts on the eastern side of the City of Fort Collins, CO. In 2018, John served as the project manager for a consulting engagement that included completing a financial plan, cost-of-service study and capacity fee update. Key issues faced by the District that Raftelis addressed included whether the current residential flat rate structure should be converted to volumetric rates and whether multi-family and single-family residential capacity fees should reflect different estimated discharge volumes.

### **Prosper Coordinating Metropolitan District (CO): Water and Wastewater Utility Financial Plan and System Development Charge Study**

Prosper Coordinating Metropolitan District (District) in Arapahoe County is a greenfield 5,100-acre master planned development located in unincorporated Arapahoe County, east of Aurora, CO. At buildout, the District is envisioned to feature 9,000 housing units and over 8 million square feet of mixed use non-residential development. John was the project manager responsible for developing the initial financial plans, capacity fees, and rate designs for the District's water and wastewater utilities. John also assisted the District on financial planning and capacity fee issues related to acquiring long-term renewable water supplies.

### **City of Norman (OK): Water and Wastewater Connection Fee Study**

The City of Norman (City) retained the services of Raftelis to update the water and wastewater connection fees paid by developers and assist in developing a long-term CIP financing strategy for the City's water, wastewater, and planned future reuse water options. John served as the project manager on this consulting engagement.

### **City of Chandler (AZ): Water and Wastewater Cost-of-Service and Rate Design Study**

John was the project manager for a cost-of-service study update of the potable water, reuse water, and wastewater services provided by the City of Chandler (City). The City's water supply includes underground aquifers augmented by a large-scale aquifer storage and recovery program, purchases from the Central Arizona Project, and exchanges with the nearby Gila River Indian Reservation. The City's water and wastewater supply infrastructure must not only meet State of Arizona and U.S. EPA requirements but the exacting standards imposed by extensive semiconductor manufacturing facilities located in the City.

### **City of Thornton (CO): Water Financial Planning, Cost-of-Service, and Rate Design Study**

John was the project manager for a financial planning and cost-of-service study consulting engagement with the City of Thornton (City). The City, located in the fast-growing northern suburbs of metropolitan Denver, currently provides water service for a population of 125,000 with a projected service territory population of approximately 250,000 at full system build-out. The City plans to invest approximately \$560 million in new water resource and treatment facilities over the next fifteen years to meet this projected long-term demand growth. As part of the consulting engagement, John assisted in developing a long-range financial plan and updated capacity fees in addition to performing a comprehensive cost-of-service study.

### **Strathcona County (AB, Canada): Water and Wastewater Financial Planning, Cost-of-Service, and Rate Design Study**

John was the project manager and lead consultant on water and wastewater utility cost-of-service study engagements with Strathcona County (County), Alberta. The County is located in a fast-growing region located east

of Edmonton, Alberta, that includes urban, suburban, and rural land use areas. The County provides differing levels of retail water and wastewater service to customers in each land use area. The County, which purchases its water supplies from the City of Edmonton, also serves four wholesale water customers. As part of the water cost-of-service study, John developed cost allocations and customer class demand ratios that allowed the County to consolidate its retail water customer classes while maintaining rate equity and adherence to industry cost-of-service principles. The County's wastewater utility provides wastewater collection and conveyance services to its retail customers. Wastewater discharges from these customers are conveyed to treatment facilities operated by the City of Edmonton and the Alberta Capital Region Wastewater Treatment Commission. As part of the wastewater cost-of-service study, John assisted in developing a new rate design applied to residential wastewater customers in the County's urban and suburban land use areas.

### **Town of Prescott Valley (AZ): Non-Utility Impact Fee Study**

John was the lead consultant responsible for updating the Town of Prescott Valley's (Town) non-utility development impact fees to comply with State of Arizona statutory requirements. In this capacity, John assisted the Town in developing the land use assumptions and infrastructure improvement plans supporting its proposed transportation, public safety, parks and recreation, and library impact fees. John also calculated the residential and non-residential development impact fee assessment schedules adopted by the Town for each of the above-referenced service categories.

### **City of Corvallis (OR): Water and Wastewater Financial Planning, Cost-of-Service, and Rate Design Study**

John was the project manager on a cost-of-service consulting engagement with the City of Corvallis (City). The City's water rate structure includes separate inclining block rate designs for its single-family residential, multi-family residential, commercial, and irrigation rate classes. As part of the consulting engagement, John completed a comprehensive cost-of-service study that resulted in a significant revenue requirement reallocation between customer classes to reflect the maximum day and maximum hour loads they impose on the City's water system. The City fully and successfully implemented John's cost-of-service recommendations without the use of a multiyear transition to cost-of-service-based rates.

### **City of Wichita (KS): Water and Wastewater Financial Planning, Cost-of-Service, and Rate Design Study**

John was the lead consultant for a water and wastewater cost-of-service study for the City of Wichita (City). The City operates water and wastewater utilities that serve approximately 140,000 customers with combined annual revenues of more than \$100 million. Key challenges faced by the City included ensuring adequate funding for significant capital improvements in water supply infrastructure that are forecast to cost more than \$400 million over the next 10 years and the need to reduce the water rate revenue volatility associated with the conservation-oriented demand management rate structure. John prepared long-range financial plans for the City's water and wastewater utilities; conducted water and wastewater cost-of-service studies; modified the forecast base and peak demand costs recovered in each consumption block of the water rate structure; and developed a modeling tool that allows monthly comparisons of budgeted versus actual water and wastewater rate revenues.

### **City of Naperville (IL): Water and Wastewater Financial Planning, Cost-of-Service, and Rate Design Study**

As lead consultant on a consulting engagement with the City of Naperville's Department of Public Utilities (City), John prepared cost-of-service rate studies for the City's water and wastewater utilities. The City was confronted by the challenges of a deficit cash reserve balance in its utility operating fund, rapidly escalating purchased water costs, and the need to make significant capital investments in its wastewater treatment facilities to meet regulatory

requirements. As part of this engagement, John developed a water rate structure that separately identified purchased water costs, assisted in the review of a large wholesale wastewater service contract, and review of the depreciation rates used by the City for water and wastewater infrastructure.

## PROFESSIONAL EXPERIENCE

### **Denver Water: Manager of Rate Administration (2006-2009)**

Management position supervising three rate analysts and reporting to the Director of Finance at a municipal water utility serving over 1.3 million people.

- Supervised preparation of Denver Water's annual 10-year financial plan, including the coordination of inputs from the water resource planning, engineering, budgeting, and treasury functions
- Supervised preparation of the annual cost-of-service, capacity fee, and miscellaneous fee studies
- Provided corporate finance/economic analysis support for capital investment decisions, integrated resource planning, reclaimed water system expansion, and raw water operations
- Managed relationships with Denver Water's wholesale customers and outside-city retail water distributors
- Extensive public speaking and presentation experience before the Denver Water Board of Commissioners and external stakeholder groups

### **Portland Bureau of Environmental Services: Senior Economist (2004-2006)**

Economic analysis position reporting to the Director of Business Services at a municipal utility wastewater utility serving over 500,000 people.

- Assisted in the preparation of the annual wastewater and stormwater utility financial plans
- Prepared the annual wastewater and stormwater cost-of-service and capacity fee studies
- Developed solid waste and recycling rates for the Portland Office of Sustainable Development
- Developed pricing for services provided by the Bureau of Environmental Services' water pollution control laboratory
- Presentations before the City of Portland's Public Utility Review Board

### **Public Utility Commission of Oregon: Senior Utility Analyst (2002-2004)**

Specialist in telecommunications industry financial, economic, and public policy issues at a state regulatory agency.

- Testified as an expert staff witness in regulatory proceedings related to incumbent local exchange carrier access charges, interexchange carrier credit quality, and wireless carrier high-cost funding
- Developed financial models to analyze telecommunications utility cost allocations and rate structures including incumbent local exchange carrier unbundled network element pricing
- Financial advisor to the Oregon Universal Service Fund which provided over \$50 million annually to support the availability of telecommunications services in rural Oregon

### **Positions in the Competitive Telecommunications Industry (1997-2002)**

Senior financial analyst at Electric Lightwave, Inc. (Vancouver, WA) and Marketing Analyst at WCI Cable, Inc. (Hillsboro, OR).

- Developed pricing for high-capacity fiber optic services (DS3 - OC193) in terrestrial, submarine and metropolitan-area networks
- Developed financial models and business cases to analyze network infrastructure expansions and proposed acquisitions
- Developed pricing for Indefeasible Rights of Use (i.e., long-term leases) for dark and lit fiber optic capacity in amounts up to \$30 million

## Colorado Public Utilities Commission: Senior Financial Analyst (1991-1997)

Specialist in energy utility financial, economic, and public policy issues at a state regulatory agency.

- Testified as an expert staff witness in Public Service Company of Colorado and San Miguel Power Association rate cases
- One of three staff members selected by the Colorado PUC Commissioners to the first independent team of litigation support advisors in agency history
- Advisor to the Colorado PUC Commissioners on electric power and natural gas utility rate cases, integrated resource planning, and electric power retail deregulation issues
- Participated in the development of electric power utility integrated resource planning rules requiring competitive bidding for new resources, the submission of alternative resource portfolios, and the use of discounted cash flow techniques to estimate ratepayer impacts
- Served as liaison to the Clinton Administration's Council on Sustainable Development, representing former Colorado PUC Commissioner Christine Alvarez
- Author of Colorado PUC staff comments on proposed Federal Energy Regulatory Commission rules for open access electric transmission (FERC Order No. 888) as published in the National Regulatory Institute Bulletin, Volume 17, No. 1

## EXPERT WITNESS TESTIMONY

- Public Service Commission of Wisconsin - Milwaukee Water Works (Docket No. 3720-WR-108). Filed direct and rebuttal testimony on behalf of Milwaukee Water Works, on wholesale water service cost allocation and public fire protection issues. Provided oral testimony under oath before a Wisconsin PSC Administrative Law Judge. Subject to hostile cross-examination by legal counsel representing the Wisconsin PSC, wholesale customer intervenors, and Miller-Coors.
- Oregon Public Utility Commission - CenturyTel of Oregon (Docket No. UT 154). Filed direct testimony on, on behalf of the Oregon PUC staff, incumbent local exchange carrier access charges and interexchange carrier credit quality. Provided oral testimony under oath before an Oregon PUC Administrative Law Judge. Subject to hostile cross-examination by legal counsel representing AT&T, Sprint, and WorldCom.
- Oregon Public Utility Commission - United States Cellular Corporation (Docket Nos. UM-1083 and UM-1084). Filed direct testimony, on behalf of the Oregon PUC staff, on the applications of United States Cellular Corporation and RCC Minnesota, Inc., to be designated as Eligible Telecommunications Carriers authorized to receive support from the Federal Communications Commission's Universal Service Fund. Provided oral testimony under oath before an Oregon PUC Administrative Law Judge. Subject to hostile cross-examination by legal counsel representing US West.
- Colorado Public Utilities Commission - Public Service Company of Colorado (Docket No. 93S-001EG). Filed direct testimony, on behalf of the Colorado PUC staff, on the proposed test-year revenue requirements of the electric and gas utility operations of Public Service Company of Colorado (PSCO, now operating as Xcel Energy). Testimony included the integration of the assets acquired from the Colorado-Ute Rural Electric Association in the PSCO rate base and the recovery of costs associated with a new PSCO utility billing system. Provided oral testimony under oath before the Colorado PUC Commissioners en banc. Subject to hostile cross-examination by legal counsel representing PSCO, the Colorado Office of Consumer Counsel, the Land and Water Fund of the Rockies, and municipal and industrial intervenors.
- Colorado Public Utilities Commission - San Miguel Power Association (Docket No. 93A-211E). Filed direct testimony, on behalf of the Colorado PUC staff, on the proposed test-year revenue requirements and electric

rates of the San Miguel Power Association (SMPA). Provided oral testimony under oath before the CPUC Commissioners en banc. Subject to hostile cross-examination by legal counsel representing SMPA and Colorado Office of Consumer Counsel.

## PROJECT LIST

- Austin Water (TX) – Water and wastewater cost-of-service studies for retail and wholesale services
- Box Elder Sanitation District (CO) – Financial planning and capacity fees
- City of Calgary Utilities and Environmental Protection Department (AB, Canada) – Comprehensive financial risk assessment of water, wastewater, and stormwater utilities
- City of Chandler (AZ) – Water and wastewater cost-of-service and rate design
- City of Corvallis (OR) – Water and wastewater financial planning, cost-of-service, and rate design
- Contra Costa County Sanitary District – Recycled water project financial analysis
- Eastern Municipal Water District (CA) – Water, wastewater, and sewer financial planning
- East Larimer County Water District (CO) – Water financial planning, cost-of-service, rate design and capacity fees
- Fort Collins Loveland-Water District (CO) – Water financial planning, cost-of-service, and rate design
- Imperial County (CA) – Water and sewer financial planning, cost-of-service, and rate design studies
- Irvine Ranch Water District (CA) – Water, sewer, and recycled water cost-of-service and rate design
- Ken Caryl Ranch Water and Sanitation District (CO) – Water and wastewater financial planning, cost-of-service, and rate design
- Left Hand Water District (CO) – Financial model update and capacity fees
- Long Beach Water Department (CA) – Water, wastewater, and recycled water cost-of-service, and rate design; water capacity fees
- Metropolitan Water District of Southern California (CA) – Potential rate structure alternatives for the recovery of wholesale treatment costs
- Milwaukee Water Works (WI) – Expert witness testimony in a rate case proceeding at the Public Service Commission of Wisconsin
- City of Naperville (IL) – Water and wastewater financial planning, cost-of-service, and rate design
- City of Norman (OK) – Water and wastewater capacity fees
- Padre Dam Municipal Water District (CA) – Water, wastewater, and recycled water financial planning, cost-of-service, and rate design; drought rates
- City of Pico Rivera (CA) – Water financial planning, cost-of-service, and rate design
- Portland Water Bureau (OR) – Audit of wholesale rate model
- Prescott Valley (AZ) – Non-utility impact fee study
- Prosper Coordinating Metropolitan District (CO) – Financial planning, cost-of-service, rate design, and system development charges for a greenfield planned development east of metropolitan Denver
- Puerto Rico Aqueduct and Sewer Authority (PR) – Review of financial planning forecasts
- Rancho California Water District (CA) – Water cost-of-service and rate update
- San Bernardino Municipal Water District (CA) – Water, sewer, and recycled water financial planning, cost-of-service, and rate design; drought rates
- City of San Diego (CA) – Wastewater and recycled water financial planning, cost-of-service, and rate design
- Santa Clara County Water District (CA) – Groundwater zone of benefit cost-of-service study
- Santa Clarita Valley Municipal Water Department (CA) – Water stand-by charges
- San Francisco Public Utilities Commission – Wastewater and stormwater cost-of-service study
- Soldier Canyon Water Treatment Authority (CO) – Financial planning and rate design
- South Fort Collins Sanitation District (CO) – Financial planning, cost-of-service, and rate design
- Strathcona County (AB, Canada) – Water and wastewater financial planning, cost-of-service, and rate design

- City of Thornton (CO) – Water financial planning, cost-of-service, and rate design
- Vallecitos Water District (CA) – Water cost-of-service and rate design
- City of Westminster (CO) – Water and wastewater financial planning, cost-of-service, and rate design study
- City of Wichita (KS) – Water and wastewater financial planning, cost-of-service, and rate design

## **PUBLICATIONS (CONTRIBUTING AUTHOR)**

- “AWWA Manual M1, Principles of Water Rates, Fees and Charges,” Sixth Edition (2021) and Seventh Edition (2017).
- Member of the Editorial Committee for the upcoming and as yet unpublished Eighth Edition of AWWA Manual M1 (2024 expected publish date)
- “Financing and Charges for Wastewater Systems,” WEF Manual of Practice No. 27 Fourth Edition, 2018
- “Water Utility Capital Financing,” AWWA Manual M29, Fourth Edition, 2017
- “AWWA Asset Management Definitions Guidebook,” Version 1.0, 2018
- “WEF Effective Water Professional,” First Edition, 2015
- “WEF User-Fee Funded Stormwater Programs,” Second Edition, 2013
- “WEF The Energy Roadmap: A Water & Wastewater Utility Guide to More Sustainable Energy Management,” First Edition, 2013
- “Water and Wastewater Finance and Pricing, The Changing Landscape,” CRC Press, Fourth Edition, 2015

## **PRESENTATIONS**

- “Developing a Financial Plan to Support Deferred Maintenance Funding,” AWWA/WEF Utility Management Conference, 2019
- “Water System Development Charges Tailored to Land Use,” AWWA/WEF Utility Management Conference, 2019
- “Utility Financial Risk Assessment - The Calgary Experience,” AWWA Annual Conference, 2017
- “Water Profession: Current Issues and Future Challenges,” Guest Lecturer at the University of Colorado-Boulder, Civil Engineering Class No. 5574, 2017 and 2018
- “Community Involvement Committees from a Municipal Utility Perspective,” Colorado GFOA Conference, 2016
- “Securing Thornton’s Water Future,” RMSAWWA/RMWEA Annual Joint Conference, 2015
- “Financial Strategies to Prepare for the Next Economic Crises,” AWWA Annual Conference, 2014
- “Weathering Economic Crises: Creating a Resilient Financial Plan for Your Utility,” AWWA Webinar, 2014
- “Wichita Water Utilities Financial Restructuring,” KWEA/KAWWA Annual Joint Conference, 2013
- “Capital Planning - A Business Case Process,” AWWA Annual Conference, 2013
- “Declining Revenues and Your Rate Structure,” AWWA Annual Conference, 2012

# Angie Flores

## SUBJECT MATTER EXPERT

Senior Manager



### ROLE

Angie will provide input and guidance as a Subject Matter Expert for the cost-of-service and rate design components of this project.

### PROFILE

Angie has worked in the water and wastewater utility industry for over 30 years. Over this time, she has completed various cost-of-service and rate studies, financial planning models, and impact fee studies. Before beginning her work as a consultant in 2013, Angie worked for the Lower Colorado River Authority (LCRA) for 12 years. She was responsible for developing rate studies and financial planning models and participating in the business plan process for 32 water and wastewater utilities. LCRA manages the Highland Lakes system in Central Texas and is a major wholesale electric provider. Before LCRA, Angie worked as a financial analyst at the Texas Water Development Board. The Texas Water Development Board is a financial resource for political subdivisions of the State of Texas.

### KEY PROJECT EXPERIENCE

#### City of Beaumont (CA): Sewer Rate Study

In December 2022, the City of Beaumont, CA engaged Raftelis to assist with completing a sewer rate study. Angie served as assistant project manager, ensuring the City's goals were achieved. The study's goals included the development of fair and reasonable sewer rates for five years and a ten-year financial plan to provide the necessary revenue for the City's capital improvement plan. Raftelis proposed sewer rates for fiscal years 2024 through 2028. In June 2023, the Beaumont City Council authorized the issuance of Proposition 218 public notice. In August 2023, the City Council approved the proposed rates in a public hearing. Angie presented at both the June and August meetings.

#### City of Round Rock (TX): Water and Wastewater Rate Study (Retail and Wholesale), Water and Wastewater Impact Fee Study

Angie has served as the City of Round Rock project manager on several impact fees and rate studies. In 2015 and 2018, Angie updated the City's water and wastewater impact fee study. The impact fee study is completed in coordination with the City's master plan process for water and wastewater. This includes coordination with the Impact Fee Advisory Committee (Planning & Zoning Committee) and presenting reports and findings to the City Council.

Raftelis has conducted rate studies for the City since 2014. Since joining Raftelis in 2016, Angie has been on the team for Raftelis and, most recently, managing the studies. In 2015, Raftelis provided an analysis that established the cost of service between retail and wholesale customers. The City has been increasing retail rates at a nominal level to achieve revenue sufficiency for water and wastewater service, but wholesale service rates were updated some

### Specialties

- Financial planning modeling
- Utility cost-of-service & rate studies
- Acquisition analysis
- Conservation pricing
- Cost analysis & cost allocation
- System development/impact fee studies
- Affordability analysis
- Rate case experience

### Professional History

- Raftelis: Senior Manager (2020-present); Manager (2018-2019); Senior Consultant (2016-2017)
- HDR Engineering, Inc.: Rates & Finance Lead (2013-2016)
- Lower Colorado River Authority: Senior Financial Analyst & Rates Supervisor (2001-2013)
- Texas Water Development Board: Senior Financial Analyst (1992-2001)

### Education

- Bachelor of Arts in Government - The University of Texas, Austin (1991)

### Professional Memberships

- AWWA
- AWWA: Publications Committee
- AWWA: Rates and Charges Committee
- Water Environment Federation

time ago. Raftelis determined the cost of service and calculated wholesale rates according to the utility approach and developed a three-year phase-in of rates for 2016-2018. Raftelis also developed alternative rate structures for the residential, commercial, and irrigation customer classes. City Council approved and adopted rate structures and rates for retail and wholesale customers.

In 2022, Raftelis updated the City's rate study and provided rate calculations for two new wholesale customers. This latest rate study calculated rates for retail and wholesale customers. No changes to the retail rates were required in this study. Wholesale customers saw a decrease in wastewater rates and an increase in water rates.

In 2019, the wholesale customers of Round Rock appealed the rates from the FY 2017 rate study. The case has been filed through the Public Utilities Commission of Texas. The rate case has progressed through the PUCT. Angie is managing the Raftelis team.

### **City of Wichita Falls (TX): Wholesale Water Rate Study, Economic Analysis, Water and Wastewater Rate Study**

Since 2016, Angie has worked with the City of Wichita Falls (City) to complete its wholesale rate study. The study is conducted annually and follows a prescribed process developed through negotiations with the wholesale customers of the City. After the study, results are presented to the wholesale customers.

In 2019, a couple of the City's wholesale customers initiated discussions about the current rate study process. Angie worked with the customers' consultants to discuss their issues. In particular, the customers were concerned with the fluctuation in rates from year to year caused by fluctuations in consumption patterns of the wholesale and retail customers. Angie and the Raftelis team successfully negotiated a solution with the customers so that the City could revise the contracts for the wholesale customers.

In 2021, as project manager, Angie completed a retail water and wastewater rate study for the City. This study included the development of a financial planning model and cost of service analysis. Before this study, the City developed rates in-house. The financial planning model will be an essential tool for the City considering the significant investment of a new reservoir in the future. The model will allow the City to anticipate the future rates needed to support the future debt service and allow the City to cash-fund a portion of the investment with revenue from a potential water supply fee. In addition, Raftelis analyzed the City's asset list to identify assets needing repair and replacement. This allows the City to maintain the appropriate level of funding for assets nearing the end of their useful life.

### **Town of Addison (TX): Water and Wastewater Rate Study**

In 2016, as project manager, Angie worked with the Town of Addison to develop a financial planning model and rate study. With the need for future capital investment, the Town needed a tool to determine what rate increases may be required in the next ten years. As part of the study, Raftelis reviewed the Town's current financial policies and recommended rate changes. As a result of this initial study, the Town Council adopted rates for five years of 2017 – 2022. Raftelis has assisted the Town in making revisions to the model to help the Town more closely estimate certain costs and future demands as more information becomes available. Raftelis is updated the Town's financial planning model. This included updating consumption data, budget, and Capital Improvement Plan.

In 2022, Raftelis updated the Town's rate study to determine rates for the next three-year period.



### **City of Manor (TX): Water and Wastewater Financial Plan and Rate Study**

In 2017, the City of Manor (City) engaged Raftelis to complete a financial planning model and rate study. The City had completed a rate study about three years prior and needed to generate the amount of revenue that had been estimated for the rate increases adopted. This study needed to determine why the City was seeing shortfalls in revenue and make adjustments accordingly. Raftelis performed the required analysis and provided the City with a financial plan and rates that considered the City's most recent consumption patterns, which had changed since the previous study. The City has grown significantly in recent years and will begin requiring capital improvements. This study provided the City with the information it will need to fund future capital investments. The City Council approved rates in April 2010. In addition, Raftelis reviewed a rate study provided by one of the City's wholesale water providers as it proposed a rate increase.

In 2022, Manor engaged Raftelis to update its water and wastewater rate study. In addition, Raftelis has been assisting the City in negotiating a contract for its next water supply.

### **San Jacinto River Authority (TX): Raw Water Rate Study, GRP Rate Study**

Angie has served as project manager for several studies for the San Jacinto River Authority (SJRA). Starting in 2013, while at another firm, Angie participated in developing a financial planning model that allows for a 10-year forecast given various "what-if" assumptions with a focus on the capital program and SJRA's Groundwater Reduction Plan (GRP) program. Differentiated rates for surface water and groundwater customers of the system were calculated. This study also considered the development of financial reserve policies for the GRP. The recommended policies were based on a benchmarking study completed by Angie.

In 2018, Angie completed a raw water rate study for SJRA. This study considered rates for the Raw Water Enterprise. A financial planning model was developed that would allow SJRA to see the impact on rates for ten years and allows for the consideration of various capital projects. The model also provides for the calculation of the City of Houston costs as required by the contract.

In 2019, Angie completed an update for the GRP program. This included developing a new model that considers capital plans, growth, and shortfalls caused by non-paying customers. This study included completing a risk assessment for revenues and consumption and providing recommendations to mitigate revenue risk in the system.

In 2021, Angie again managed the update to the raw water model. This update included adding features for inputting additional operations and maintenance divisions and modifications to the City of Houston allocation.

### **City of Pearland (TX): Water and Wastewater Financial Plan and Rate Study**

Angie has served as project manager for the City of Pearland on several engagements related to the City's water and wastewater rates. In 2016, Raftelis was engaged by the City to conduct a rate study for the City's water and wastewater services and develop a financial planning and rate model for ongoing and future use by City staff. Raftelis developed the model for FY 2017 and conducted a cost allocation and rate design study during model development. The City is a rapidly growing community located on the outskirts of Houston, TX. The City is fortunate to have significant areas for continued growth in the City's western service area. Three key study components were 1) scenario analysis for financing the capital improvement program (CIP), 2) evaluating the fixed cost recovery, and 3) user-friendly functionality in the financial planning rate model.

The City is facing significant capital investment and re-investment to address rapid growth and aging infrastructure. The City, which has approximately 40,000 accounts, developed a CIP of more than \$360 million for 2017 – 2021. To assist the City with this critical challenge, Raftelis developed sophisticated financing scenario analysis

functionality into the financial planning and rate model. This enables the City to evaluate different levels of funding as well as multiple financing instruments each year.

The City wanted Raftelis to evaluate its current water and wastewater rate structures and suggest alternatives. One of the City's objectives was to increase revenue stability. Raftelis assessed the utility's fixed costs compared to the level of fixed cost recovery from fixed charges. Raftelis discovered an imbalance, which is typical for almost all utilities. Raftelis evaluated fixed charges to increase revenue stability and provided alternatives that increase by meter size, which was ultimately implemented.

Finally, the City has a knowledgeable staff that has been using the previous rate model for nearly ten years. Due to several changes in budgeting and cost accounting, and with the significant CIP financing issues mentioned above, the City decided it was appropriate to have a qualified consultant develop a new model for their use for the next ten years. Raftelis kept this premise in mind during every step of development so that we provided the City with a fully functioning yet user-friendly and adaptable, updateable financial planning and rate model. City staff has successfully used this model for the FY 2018 update. Raftelis has continued to work with the City to review the model as a team has updated it. This review is typically a quality check to ensure the model works as initially set up.

In 2020, Raftelis did a Utility Billing Process review. The objectives of this review included assessing the organization and structure of Pearland's utility billing and meter services groups to determine where enhancements could be made to improve performance, streamline operations, and improve customer service. Raftelis reviewed the meter-to-cash processes for performance gaps and inefficiencies and identified recommended changes to address these areas. Raftelis also compared Pearland's meter-to-cash operations with national industry data and peers, noting any significant differences. Further, Raftelis analyzed a subset of billing data to confirm the accuracy of bills in the sample. Raftelis provided a report with its findings and recommendations.

In 2021, Raftelis updated the City's financial planning model. Through this update, Raftelis made modifications to the model to enhance its capital planning portion of the model. Since the initial development, the City has estimated debt service during its budget process. The model now reflects the newest approach. Raftelis also worked with City staff to extract consumption data in the format needed to update consumption in the model every year. This will allow for better estimates of future revenues.

### **City of Denison (TX): Water, Wastewater, Roadway Impact Fee Study**

In 2022, Raftelis was engaged by the City of Denison through Huitt-Zollars, Inc. to complete a water, wastewater, and roadway impact fee study. Raftelis participated in the Capital Improvement Advisory Committee process as required by Chapter 395 of the Texas Local Government Code. The impact fee public hearing occurred in April 2023.

### **Goforth Special Utility District (TX): Water and Wastewater Impact Fee Study**

Angie completed a water impact fee study for the Goforth Special Utility District (District). The District has been experiencing significant growth in recent years and projects that growth will only continue. To be prepared to serve future growth, the District has been adding additional water supply sources, including Guadalupe-Brazos River Authority water. This water supply has added additional costs to the utility. To recover these costs from future growth, Raftelis completed an impact fee study that considered the new water supply and future utility improvements to serve future development. Raftelis provided presentations to the Capital Improvement Advisory Committee about the land use assumptions, capital improvement plan, and impact fees. In August 2022, Raftelis presented the impact fee recommendation at a public hearing held by the Goforth Board of Directors. The Board approved the impact fee.

### **City of Corpus Christi (TX): Water and Wastewater Financial Plan and Rate Study, Water, Wastewater, Roadway Impact Fee Study**

During her tenure at HDR, Angie completed the annual update to the City of Corpus Christi's (City) rate study and financial planning model. This included coordination with City staff and management. The study calculates rates for water (including raw water, treated water, and retail rates), wastewater, and gas utilities.

Since 2021, as Project Manager, Angie has been working with Pape-Dawson to complete a water, wastewater, roadway, and stormwater Master Plan and Impact Fee Study. The process includes communication with the City and meetings with the Capital Improvement Advisory Committee. The impact fee calculation process started in Spring 2022.

### **City of Denton (TX): Water and Wastewater Financial Plan and Rate Study**

In 2019, Raftelis was engaged by the City of Denton to complete a cost-of-service study that considered retail and wholesale rates. Angie worked as a project manager on this study. The study included the cost-of-service allocations to the City's customer classes. As part of the study, Raftelis completed a pricing objectives workshop that will allow the City to identify the goals of the Public Utility Board and City Council. Rate recommendations were made to City management in March 2021. The project was delayed due to Covid-19.

### **City of Arlington (TX): Water and Wastewater Financial Plan and Rate Study**

In 2019, Raftelis was engaged by the City of Arlington to complete a cost-of-service study considering water and wastewater rates. Angie worked as a project manager for this study. The study included the cost-of-service allocations to the City's customer classes. With the diversity of the City's commercial class, Raftelis considered the usage patterns of the classes and made recommendations for the class. In addition, an essential aspect of the study was the development of the cost of service for fire protection. The study results showed that the customer classes were each covering their costs. The study was completed in 2021 after a pause due to Covid-19.

### **City of Midland (TX): Water and Wastewater Financial Plan and Rate Study, Reclaimed Water Rate Study**

In 2019, Raftelis was engaged by the City of Midland to complete a rate study and financial planning model. Angie worked as a project manager on this study. The City was undergoing significant capital improvements and was facing the need for rate increases. The study considered five years and looked at the City's water and wastewater rates. The initial rate study was completed in March 2020. In 2020, Raftelis also developed a raw water rate for a potential wholesale customer. In 2021, Raftelis updated the City's Rate Study to reflect the "new normal" after Covid-19. The study results were presented to City Management.

### **City of College Station (TX): Water and Wastewater Financial Plan and Rate Study**

In 2019, Raftelis was engaged by the City of College Station to complete a cost-of-service study that considered water and wastewater rates. Angie served as the project manager on this project. The study included the development of a financial planning model and rate design alternatives. The City is unique in that they have many multifamily connections with unique metering issues. Raftelis provided the City with other options for charging these customers. A report was submitted to City Management at the end of 2021. This study was delayed due to Covid-19.

### **City of San Angelo (TX): Water and Wastewater Financial Plan and Rate Study**

Angie has been the project manager and completed two water and wastewater rate updates for the City of San Angelo. The Water Utilities Department engaged Raftelis in 2015 to complete a financial planning and cost-of-service study. Raftelis conducted a review of the City's financial policies and developed a comprehensive long-term

financial plan to ensure sufficient funding of operations, capital improvements, and debt service costs. Annual revenue was determined to satisfy debt service ratios and bond covenant requirements. Also, a phase-in of rate revenue adjustments for the water and water reclamation services was determined, resulting in each service operating on a self-sustaining basis. Raftelis conducted a cost-of-service study that identified the cost to the Utility for serving the distinct customer classes and worked with City staff to evaluate alternative rate structures that more accurately addressed current utility objectives. Raftelis developed a recommended rate structure and set of rates that the City Council approved. Raftelis has updated this study and reviewed the rate plan annually through 2019.

### **City of Abilene (TX): Water and Wastewater Financial Plan and Rate Study**

Angie has worked with the City of Abilene as a project manager since joining Raftelis. The first study was to develop a raw water rate for a potential new customer of the City. The second study was a water and wastewater financial planning model and cost-of-service analysis. The study, which was the first for the City in many years, provided the City with information for setting rates in the future as capital investment becomes necessary. Included in this study was the development of a financial planning model used by the City each year. In 2020, Raftelis completed another study to determine the cost of providing wholesale treated water from the City of Abilene. The City will use the results of this study to negotiate with future wholesale customers.

### **City of Roscoe (TX): Water and Wastewater Financial Plan and Rate Study**

In 2019, Angie served as project manager for a rate study for the City of Roscoe. The water and wastewater rate study considered rate design changes for its commercial water and wastewater customers. Rate recommendations were presented to the City Council in 2020.

### **Porter Special Utility District (TX): Water Rate Study**

In 2019, Angie served as project manager for a water rate study for the Porter Special Utility District. This was the first rate study completed and considered the adoption of residential and non-residential rates. Rate recommendations were presented to the SUD Board in 2020.

### **San Antonio Water System (TX): Water and Wastewater Cost of Service Study**

Raftelis has been engaged by the San Antonio Water System (SAWS) to complete a cost-of-service study. Angie served as project manager on the study. SAWS updates the cost-of-service study every five years. As a project manager, Angie led the cost-of-service model's effort and developed the presentations to the Rate Advisory Committee (RAC) in coordination with SAWS staff. The RAC met several times to provide comments on the cost-of-service process and results. Raftelis completed a Rate Advisory Committee Report and suspended the study due to Covid-19.

### **City of Richmond (TX): Water and Wastewater Financial Plan and Rate Study**

As a sub-consultant to KIT Professionals, Inc., Angie served as the project manager to complete a water and wastewater rate study and impact fee study for the City of Richmond (City) as part of a master plan update. The water/wastewater rate study considered rates for the City's retail and wholesale system, which included a Groundwater Reduction Program (GRP). The City provides water service through a groundwater system and a surface water treatment plant that is part of the GRP. As part of the study, Raftelis developed a financial planning model that allowed the City to consider various timelines for the capital projects identified in the master plan. The timing variation considered the impact on rates. Finally, Raftelis completed an impact fee update for the City. The City Commission approved the study's rate and impact fee recommendations.

### **Brownsville Public Utilities Board (TX): Utility Strategic Plan**

At the successful conclusion of its 2013-2018 strategic plan, the Brownsville Public Utility Board (BPUB) retained Raftelis to assist with developing an updated five-year strategic plan. BPUD is a large, publicly owned electric, water, and wastewater service provider to more than 180,000 customers in south Texas. Angie served as the project's financial subject matter expert and co-facilitator for internal and external stakeholder engagement exercises, including employee focus groups and external stakeholder interviews. Raftelis is also tasked with developing and delivering an online strategy management system that will allow the organization to continuously measure, monitor, and report organizational progress and performance as it implements its new strategic plan.

### **City of Pharr (TX): Water and Wastewater Financial Plan and Rate Study**

While with a previous employer, Angie was engaged to complete a water and wastewater rate study for the City of Pharr (Pharr). The City had not completed a rate study in several years and had some capital improvements that would be required in coming years. Angie worked with Javier to develop a financial plan that considered the revenue requirements of the City as well as the upcoming capital improvements. Angie coordinated with the City's financial advisor and finance director to ensure that all coverage requirements were being met, as new bonds would be required to fund capital improvements. Angie provided the results to City management to determine which rate increases to present to Council.

In 2019, Angie once again completed a rate and cost-of-service study for the City. Due to a significant capital program, the City was facing the need for rate increases. Raftelis developed a financial planning model that will allow the City to forecast capital expenditures and see the future impact on rates. Angie presented a rate recommendation to the City Council in July 2019.

### **City of Three Rivers (TX): Water and Wastewater Rate Study**

In 2017, Angie participated as a Rate Expert for the City of Three Rivers (City) in a rate appeal against the City. This included reviewing the cost-of-service study initially prepared by the City's consultant, attending hearings at the State Office of Administrative Hearings, and coordinating with staff at the Public Utility Commission. Angie also participated in the successful negotiation of a settlement with the appellants. Most recently, Angie developed a rate study and financial planning model for the City's water and wastewater utility. This included coordination with City staff, Council, and other consultants.

### **City of Copperas Cove (TX): Water and Wastewater Financial Plan and Rate Study**

In 2017, Angie worked with the City of Copperas Cove (City) to develop a financial planning model and cost-of-service study. The City will be able to utilize the financial planning model for planning in the future. The cost-of-service study provided the city with rate alternatives for their various customer classes.

### **City of Georgetown (TX): Water and Wastewater Impact Fee Study**

Angie updated the City of Georgetown's (City) water and wastewater impact fee study in 2015 and 2018. This includes coordination with the Impact Fee Advisory Committee (Planning & Zoning Committee) and presenting reports and findings to the City Council.

### **City of Granbury (TX): Water and Wastewater Impact Fee Study**

Angie managed the completion of a Water and Wastewater Impact Fee study for the City of Granbury (City). The study required coordination with the City's engineer, Enprotec/Hibbs & Tood, Inc., City Staff, and the Capital Improvement Advisory Committee. The final impact fee recommendation was presented to City Council.

### **El Paso Water Utilities (TX): Customer Assistance Program**

Angie worked with El Paso Water Utilities (EPWU) to develop a Customer Assistance Program. Angie developed the policies adopted by the EPWU for the Customer Assistance Program, where EPWU will coordinate with a local agency to disburse funds to low-income residents.

### **Liberty Utilities (TX): Water PUCT Rate Case**

In 2018, Angie participated in the Silverleaf Resorts, Inc. case against Liberty Utilities. While Angie was not the rate expert, she provided support to Bill Stannard of Raftelis in helping write testimony and do research. The issues raised by Bill included the proposed capital structure and return on equity, the proposed rate design, and the appropriateness of a phase-in of the significant increase requested. The Public Utilities Commission of Texas recently ruled favorably for Silverleaf.

## **RELEVANT PROFESSIONAL EXPERIENCE**

### **Lower Colorado River Authority: Senior Financial Analyst and Rates Supervisor (2001-2013)**

While at Lower Colorado River Authority (LCRA), Angie participated in the acquisition of 18 water and wastewater systems in the Hill Country Region of the LCRA service area. After acquiring the systems, Angie developed a regional rate model for 16 water systems. She participated in a cross-functional team that considered the impacts of adopting a regional rate, including proactive discussions with the Texas Commission on Environmental Quality (TCEQ) staff, the regulatory agency with appellate jurisdiction in Texas at the time. During her time at LCRA, Angie was responsible for developing business plan forecasts and rates for the water and wastewater systems, including developing operating budgets and estimating future debt service based on the system's 10-year Capital Improvement Plan. When rate increases were implemented, Angie was responsible for the customer communication plan and accountable for presentations made to the LCRA Board of Directors. The rate communication process took place over a three-month period where LCRA held open houses, town halls, and one-on-one meetings with the leaders of the communities.

While also at LCRA, Angie was responsible for developing rates for the West Travis County Regional Water and Wastewater System, serving over 20,000 people. In 2012, the West Travis County System customers appealed the rates adopted by the LCRA. Angie participated as the expert witness for rate design in the appeal of retail rates. Although Angie was only the expert witness on rate design, she testified in the State Office of Administrative Hearings for two days about various topics, including the revenue requirement and the cost-of-service study.

In addition, Angie participated in a team responsible for developing the Liberty Hill wastewater system. Her responsibilities included the financial forecast for the system, calculating the appropriate rates for the system's customers, and contract negotiations with developers. Biannually, Angie reviewed and updated the rate study and provided updates to the system's customers. Further, Angie was responsible for developing and communicating annual budgets to the four wholesale customers of various LCRA water and wastewater systems. This included preparing yearly reports about the system and developing operating budgets in accordance with contractual requirements. These annual reports and budgets were presented to the management of the wholesale systems and often included negotiating rates with the customers.

## **PROJECT LIST**

- Brownsville Public Utilities Board (TX) – Utility Strategic Plan
- El Paso Water Utilities (TX) – Customer Assistance Program
- City of Abilene (TX) – Water and Wastewater Financial Plan and Rate Study
- City of Arlington (TX) – Water and Wastewater Financial Plan and Rate Study
- City of College Station (TX) – Water and Wastewater Financial Plan and Rate Study

- City of Copperas Cove (TX) – Water and Wastewater Financial Plan and Rate Study
- City of Corpus Christi (TX) – Water and Wastewater Financial Plan and Rate Study
- City of Corpus Christi (TX) – Water, Wastewater, Roadway Impact Fee Study
- City of Corpus Christi (TX) – EPA Financial Capability Analysis
- City of Denton (TX) – Water and Wastewater Financial Plan and Rate Study
- City of Denison (TX) – Water, Wastewater, Roadway Impact Fee Study
- City of Georgetown (TX) – Water and Wastewater Impact Fee Study
- City of Granbury (TX) – Water and Wastewater Impact Fee Study
- City of Liberty Hill (TX) – Water and Wastewater Rate Study (Retail and Wholesale)
- City of Manor (TX) – Water and Wastewater Financial Plan and Rate Study
- City of Midland (TX) – Water and Wastewater Financial Plan and Rate Study
- City of Midland (TX) – Reclaimed Water Rate Study
- City of Missoula (MT) – Acquisition Analysis
- City of Pearland (TX) – Water and Wastewater Financial Plan and Rate Study
- City of Pharr (TX) – Water and Wastewater Financial Plan and Rate Study
- City of Pueblo (CO) – EPA Financial Capability Analysis
- City of Richmond (TX) – Water and Wastewater Financial Plan and Rate Study
- City of Roscoe (TX) – Water and Wastewater Financial Plan and Rate Study
- City of Round Rock (TX) – Water and Wastewater Rate Study (Retail and Wholesale)
- City of Round Rock (TX) – Water and Wastewater Impact Fee Study
- City of San Angelo (TX) – Water and Wastewater Financial Plan and Rate Study
- City of San Marcos (TX) – Economic Development Analysis
- City of Three Rivers (TX) – Water and Wastewater Rate Study
- City of Universal City (TX) – Water and Wastewater Impact Fee Study
- City of Wichita Falls (TX) – Wholesale Water Rate Study
- City of Wichita Falls (TX) – Economic Analysis
- City of Wichita Falls (TX) – Water and Wastewater Rate Study
- Goforth Special Utility District (TX) – Water and Wastewater Impact Fee Study
- Liberty Utilities (TX) – Water PUCT Rate Case
- Porter Special Utility District (TX) – Water Rate Study
- San Antonio Water System (TX) – Water and Wastewater Cost of Service Study
- San Jacinto River Authority (TX) – Raw Water Rate Study
- San Jacinto River Authority (TX) – GRP Rate Study
- Town of Addition (TX) – Water and Wastewater Rate Study

## PRESENTATIONS

- “Sharing Our Resources – How Abilene Priced Its Newest Service,” Texas Water 2018
- “Laying the Foundation for a New Reservoir: Economic Analysis and Financial Planning to Ensure Success,” Texas Water 2023

## ARTICLES

- “Utility Best Management Practices: Strong Adopted Financial Management Policies,” coauthored by Bryan A. Mantz and Angie Flores, JournalAWWA, April 5, 2022

## DEPOSITIONS/TESTIMONY

- SOAH Docket No. 582-08-2863, TCEQ Docket No. 2008-0093-UCR, “Appeal of Retail Water and Wastewater Rates of the Lower Colorado River Authority

# Gina DePinto APR

## STRATEGIC COMMUNICATIONS Manager



### ROLE

Gina will provide services for strategic communications and stakeholder engagement for the project.

### PROFILE

Gina is an award-winning and accredited public relations professional with more than 35 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. (animal health and pet products), and coordinated publicity for Olympic and World Champion figure skater Dorothy Hammill prior to relocating to California. Gina has a bachelor’s degree in organizational communication from Arizona State University and is accredited in public relations from the Public Relations Society of America. Gina is currently a member of the California Association of Public Information Officials (CAPIO), Public Relations Society of America (PRSA), and the Municipal Management Association of Southern California (MMASC).

### KEY PROJECT EXPERIENCE

#### 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

### 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 Hammill’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



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 one 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 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.

### **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.

### **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.

### **Carpinteria Groundwater Sustainability Agency (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 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.

### **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 five-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.

### **County of Santa Barbara (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.

### **City of Phoenix (AZ): Habitat Restoration Communications and Engagement**

Gina developed the initial strategic communications and engagement plan for the Rio Salado Habitat Restoration Project to restore the native wetland and riparian habitats of the Salt River, replacing what had become a waste disposal area with an ecosystem supporting both flora and fauna. Gina guided a multi-disciplinary team of city employees through a discovery and planning process to assure key stakeholders were informed of the project and opportunities to provide input into the design. Gina also guided the production and dissemination of bilingual information about the project.

## **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

# Gretchen Rosencrantz

## STRATEGIC COMMUNICATIONS

Consultant



### ROLE

Gretchen will provide services for strategic communications and stakeholder engagement for the project.

### PROFILE

Gretchen joined Raftelis in late 2023 with 20+ years of experience in communications and project management for clients in the public, private, and nonprofit sectors. Having served a wide range of clients during her career, Gretchen is adept at learning and understanding a client’s needs and positioning the goals of a project to ensure a successful outcome. She is in Raftelis’ Strategic Communications Services Group, helping clients build support by telling their stories in compelling ways.

Prior to joining Raftelis, Gretchen managed two non-profit association clients in the Washington, D.C. area. She led efforts for the planning and implementation of content for programs and events, member engagement, and brand awareness. She has also served clients in higher education, senior living, and federal government agencies, such as the Environmental Protection Agency (EnergyStar), Department of Transportation (NHTSA), Department of Commerce (OCC), Department of Health and Human Services (AHCPR, CDC), Department of Justice (OSC), Department of Labor (Job Corps), and the Small Business Administration.

She earned a B.A. in communication arts with a concentration in public relations and is a member of the Public Relations Society of America (PRSA).

### RELEVANT PROJECT EXPERIENCE

#### City of Seal Beach (CA): Proposition 218 Communications

The City of Seal Beach needed to adjust its rates to keep up with infrastructure needs and the cost of water. The City brought Raftelis on to assist with its rate setting needs. After settling on proposed rates, the City needed to comply with 218 requirements. Gretchen provided strategic communications assistance to comply with state law, including website content and media releases to make customers aware of the new rates and their purpose.

#### City of Toledo (OH): Sewer Rate Study Communications

As part of Raftelis’ rate study, the City is making changes to its wastewater rate structure and rates to ensure they are fair and reasonable and support a financially strong system that delivers high-quality service today and in the future. Gretchen provides assistance for the implementation of the strategic communications plan that includes detailed analysis of key stakeholders, key messages to communicate complex concepts in a clear and concise manner, and printed and digital tools to raise awareness and support for the changes.

### Specialties

- Strategic communication planning
- Brand awareness and messaging
- Collateral development
- Writing, copyediting
- Meeting and event management
- Board reporting and relations

### Professional History

- Raftelis: Consultant (2022-Present)
- Potomac Management Resources: Account Director (2021-2022)
- Dynamic Consulting and Accounting, LLC: Director, Marketing and Communications (2014- 2020)
- Creosote Affects, Project Manager (2005-2011)
- Love & Company, Traffic and Production Manager, Account Manager (2000-2005)
- Lisboa, Inc., Production Manager and Editor (1997-2000)

### Education

- Bachelor of Arts in Communication Arts, PR concentration – Hood College (1997)

### Professional Memberships

- Public Relations Society of America

### **City of Kingsport (TN): Popular Financial Report**

Popular Annual Financial Reports (PAFR) enable utilities to tell their financial stories and celebrate accomplishments in a format that speaks to all customers and stakeholders – not just those who can decipher audited financial statements. Through engaging, people-focused photographs, compelling infographics, and rich storytelling, Raftelis is designing Kingsport’s PAFR for its water and sewer utilities to serve as a flagship piece that complements your other more technical financial reporting document. Gretchen is outlining and developing the PAFR content and collaborating on the design of the report.

### **RELEVANT PROFESSIONAL EXPERIENCE**

#### **Potomac Management Resources: Account Director (2021 – 2022)**

Gretchen was the account director for two Washington, D.C.-area association clients with volunteer boards of public and private sector members (AFCEA NOVA and AFFIRM). Her responsibilities included marketing/communications planning and execution, meeting and event management, membership database and fulfillment, board reporting and relations, budgeting/financial oversight, and general association administration. Specifically, she held the lead role in developing short- and long-term communications plans, and writing/editing content for programs and events, member engagement, scholarship programs, and brand awareness.

#### **Dynamic Consulting and Accounting, LLC: Director, Marketing and Communications (2014 – 2020)**

Gretchen developed and executed marketing and communications strategies in alignment with business objectives to promote services to associations and nonprofit organizations. She created marketing content and collateral to clearly convey core brand messages and establish brand awareness. She analyzed communication plan performance and implemented short- and long-term adjustments to meet company goals. Gretchen built brand positioning across multiple platforms through traditional and online marketing initiatives. She provided support and coordination for customer engagement, lead generation, and events.



# Santa Clarita Valley Water Agency

Ratepayer Advocate

Robert D. Niehaus, Inc. | December 13, 2023  
Jack Lyon 805-618-1356 | Jack@rdniehaus.com  
140 East Carrillo Street, Santa Barbara, CA 93101

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December 13, 2023

Rochelle Patterson  
Chief Financial & Administrative Officer  
Santa Clarita Valley Water Agency  
27234 Bouquet Canyon Road  
Santa Clarita, CA 91350

Jack Lyon, Director of Business Development  
Phone: (805) 618-1356 | Email: Jack@RDNiehaus.com  
Robert D. Niehaus, Inc.  
140 E Carrillo Street  
Santa Barbara, CA 93101

**Subject: Proposal for Ratepayer Advocate**

Dear Ms. Patterson and SCV Water,

Robert D. Niehaus, Inc. (RDN) is pleased to submit our proposal for the Santa Clarita Valley Water Agency's (SCV Water; Agency) request for a Ratepayer Advocate (Project). RDN is an economic and financial consultancy celebrating 40 years in Santa Barbara and over 1,000 successful projects. We specialize in rate- and fee-setting consulting services to California water and wastewater utilities. RDN has a broad range of applicable experience, including retail water rate studies, wholesale water rate studies, water budget-based rate studies, recycled water rate studies, cost of service studies, connection and facility capacity fee studies, long-term financial plan studies, and ratepayer advocacy.

To best serve SCV Water and your customers, RDN will leverage our incumbent Ratepayer Advocate team that has successfully advocated for SCV Water ratepayers on behalf of the Board since 2019, advising on the Agency's Facility Capacity Fees (February 2020), Retail Water Rates (July 2021), Wholesale Water Rates (April 2022), and the Valencia Service Area Retail Capacity Fees (November 2023).

Dr. Robert Niehaus, with more than 40 years of consulting experience, will continue to oversee the Project. He will be responsible for team accountability and ensure the Project is timely, on-budget, and successful. Anthony Elowsky, with seven years of consulting experience and the Agency's current Ratepayer Advocate, will serve in the same role and will be responsible for the thorough and efficient execution of the Project. Ichiko Kido will serve as a Ratepayer Advocate in the event that Mr. Elowsky is unavailable, bringing more than 15 years of industry experience and prior expertise as SCV Water's Ratepayer Advocate from 2019-2021. In addition, our team includes two highly skilled and qualified Consultants to conduct analyses and prepare deliverables for the Project. RDN has 16 additional consultants based in Santa Barbara to support SCV Water as needed.

We understand the primary objectives of the Ratepayer Advocate include:

- **Provide Input** – We will work with the Finance and Administration (F&A) Committee, staff, and potential consultants during the rate and fee setting process to review underlying assumptions and provide our independent assessment of the Agency's proposed rates and fees on behalf of SCV Water ratepayers.
- **Prepare Ratepayer Advocate Reports** – RDN will prepare reports on the proposed rates/fees, including a comparison to industry best practices and similar agencies, that will be publicly available to SCV Water customers and considered by the Board.
- **Communicate with Customers** – We will assist the Agency with communicating rate and fee information to customers in layman's terms including frequently asked questions and website updates highlighting important information.
- **Be Available to Customers** – RDN will attend all public meetings on rate and fee changes and will be available by phone and email to answer ratepayer questions through Board adoption.

RDN's strengths include:

- **Ratepayer Advocate Experience** – RDN's proposed project team has assisted SCV Water with Ratepayer Advocate support since 2019 and Moulton Niguel Water District staff with a similar cost of service rate/fee study review project in 2017 and 2022. We understand the challenges and intricacies of working with staff and consultants but ultimately serving at the pleasure of the Board and on behalf of Agency ratepayers.
- **Independence with Integrity** – Although we acknowledge inevitable collaboration with SCV Water staff during the rate and fee setting process, RDN is committed to providing unbiased information, detailing our methods and analytical steps, making assumptions explicit, and ultimately serving at the pleasure of the Board. Over the past four years, RDN has offered the SCV Water Board alternative options and recommendations from Agency staff/consultants, some of which the Board adopted.
- **Effective Customer Engagement** – We believe that when customers understand the Agency's water services and why and how they are paying for such services, it dramatically increases their satisfaction. In coordination with SCV Water's communications team, RDN will deliver tailored communication strategies that clearly communicate the value of the Agency's water services and preemptively answer most customer questions. This includes detailed reports that clearly demonstrate the nexus between the Agency's revenue requirements and proposed rates and fees.
- **Available and Accessible Staff** – With our project team based in Santa Barbara, we are just over an hour's drive from the Agency. This close proximity, along with our proposed solution of offering two Ratepayer Advocates, ensures that we will be available for the Agency's in-person Board meetings and to diligently review proposed rates and fees prior to Board recommendation.

Please coordinate with Jack Lyon, Director of Business Development, 805.618.1356, Jack@RDNiehaus.com, if you would like to discuss our proposal, which is valid for a 120-day period. We have reviewed SCV Water's Professional Service Agreement and confirm that the terms are acceptable. RDN does not have any conflicts, direct or indirect, financial, or otherwise, that would conflict the performance of the duties as the Ratepayer Advocate. RDN has not had a significant change to our ownership structure in the past three years and does not anticipate significant changes to our ownership structure in the near future. Jack is authorized to clarify our proposal, negotiate, and obligate the firm. We look forward to continuing our successful, collaborative, and productive partnership.

Respectfully submitted,



Robert D. Niehaus, Ph.D.  
Managing Director, Principal Economist



Jack Lyon (authorized to bind and negotiate)  
Director of Business Development

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# FIRM EXPERIENCE AND REFERENCES

## FIRM OVERVIEW

RDN is a professional economic and financial consulting firm, headquartered in Santa Barbara, CA delivering solutions to California utilities and Federal agencies. RDN is celebrating 40 years of consulting services for water, sewer, stormwater, housing, and energy projects throughout California and worldwide since the firm’s founding in 1983. Our staff have completed over 1,000 projects with an economic, financial, or market analysis focus. Our proposed Project Team has decades of experience in water, recycled water, and wastewater rate analyses, development impact fees, data management, public relations support, and econometric modeling and forecasting of demand. We affirm that there have been no significant developments relating to company ownership or structure in the last three years. RDN offers a proactive solution of a primary and secondary Ratepayer Advocate, both of which have served in this role with SCV Water in the past, in the event that the primary Ratepayer Advocate is unavailable. Figure 1 presents RDN’s proposed project team.

### **RDN BY THE NUMBERS**

- \$5M Annual Revenue/20 Employees
- 1,000+ Projects Accomplished Worldwide
- 100+ Years of Project Team Experience
- 48 States Served
- 40 Years Consulting for Utility Systems

Figure 1. Team RDN Project Organization, Key Personnel



## EXPERIENCE

Table 1 presents a selection of RDN’s recent experience over the past five years.

*Table 1. RDN Recent Projects*

| Agency   | Project   | Year           |
|--|---|----------------|
| Jurupa Community Services District             | Water, Recycled Water, and Wastewater Rate Study                | Ongoing        |
| Victor Valley Wastewater Reclamation Authority | Wastewater Financial Plan                                       | Ongoing        |
| City of Santa Ana                              | Water and Wastewater Financial Plan                             | Ongoing        |
| City of Huntington Beach                       | Wastewater Rate Study   | Ongoing        |
| City of Lynwood                                | Water and Wastewater Rate Study                                 | Ongoing        |
| Mid-Peninsula Water District                   | Capacity Fee Study  | Ongoing        |
| Montecito Sanitary District                    | Wastewater Rate Study   | Ongoing        |
| South Coast Water District                     | Water, Recycled Water, and Wastewater Rate Study                | Ongoing        |
| Santa Clarita Valley Water Agency              | Ratepayer's Advocate for Water, Recycled Water, Wholesale Rates | 2023           |
| City of California City                        | Water and Wastewater Rates and Capacity Fees                    | 2023           |
| City of Greenfield                             | Water and Wastewater Rate Study                                 | 2023           |
| Greenfield CWD                                 | Water Rate Study  | 2023           |
| Lone Pine CSD                                  | Wastewater Rate Study   | 2023           |
| Redway CSD                                     | Water and Wastewater Rate Study                                 | 2023           |
| Hilton Creek CSD                               | Wastewater Rate Study   | 2023           |
| Riebli MWC                                     | Water Rate Study  | 2023           |
| Hilton Creek CSD                               | Wastewater Rate Study   | 2023           |
| City of Alhambra                               | Water Rate Study  | 2023           |
| Moulton Niguel Water District                  | Water, Wastewater, Recycled Water Cost of Service Peer Review   | 2022           |
| Lake Arrowhead CSD                             | Water and Wastewater Rate Study                                 | 2022           |
| Costa Mesa Sanitary District                   | Wastewater Rate Study   | 2022           |
| City of Loyalton                               | Wastewater Rate Study   | 2021           |
| Napa County (LBRID/NBRID)                      | Water and Wastewater Rate Studies ; Post-Fire Review            | 2020,2021      |
| Lost Hills Utility District                    | Wastewater Rate Study   | 2021           |
| West Valley Water District                     | Development Impact Fee Study                                    | 2021, Ongoing  |
| Rosamond CSD                                   | Water and Wastewater Rate Study                                 | 2021           |
| Ventura River Water District                   | Water Rate Study; Rate Analysis Update                          | 2018,2021,2023 |
| Rand CWD                                       | Water Rate Study  | 2021           |
| Center Water Company                           | Water Rate Study  | 2021           |
| Quartz Hill Water District                     | Water Rate Study  | 2020           |
| Hi-Desert MWC                                  | Water Rate Study  | 2020           |
| Palmdale Water District                        | Water Rate Study  | 2019           |
| West Valley CWD                                | Water Rate Study  | 2019           |
| Patterson Tract CSD                            | Water Rate Study  | 2019           |
| Orosi Public Utility District                  | Wastewater Rate Study   | 2019           |
| Apple Valley View MWC                          | Water Rate Study  | 2019           |
| Juniper Riviera CWD                            | Water Rate Study  | 2019           |
| Thunderbird CWD                                | Water Rate Study  | 2019           |
| Sheep Creek Water Company                      | Water Rate Study  | 2019           |

CSD - Community Services District; CWD - County Water District; MWC - Mutual Water Company

## TEAM QUALIFICATIONS

RDN's proposed project team is led by our principal economist, Dr. Robert Niehaus, and Ratepayer Advocates/Project Managers, Anthony Elowsky and Ichiko Kido. Mr. Elowsky will serve as SCV Water's main point of contact and lead the conduct of data collection, analysis, and reporting. Ms. Kido will serve as Ratepayer Advocate in the event that Mr. Elowsky is unavailable. Brief bios and responsibilities for all team members are provided on the following pages. Full resumes for key RDN staff are appended to this proposal. We affirm that our proposed project team has adequate availability to meet project objectives as outlined in the proposed schedule and that our proposed project team will not change without prior approval from SCV Water. RDN offers a deep bench of 16 additional consultants that may fulfill the role of Ratepayer Advocate in the event that our proposed Ratepayer Advocate is unable to continue on the Project.

### Robert D. Niehaus, Ph.D.

PROJECT DIRECTOR, PRINCIPAL ECONOMIST



#### Project Role and Responsibilities:

- Oversee all aspects of study process
- Assure timely, high-quality, on-budget performance and complete Agency satisfaction with Project
- Review all deliverables for accuracy and economic rigor
- Lead major internal project meetings

#### Experience and Qualifications:

- 48 years of experience
- Conducted hundreds of comparable water and resource projects including California Rural Water Association; Rosamond Community Services District; Palmdale Water District;
- Received his Ph.D. in Economics from the University of Maryland

### Anthony Elowsky, M.A.

RATEPAYER ADVOCATE/PROJECT MANAGER



#### Project Role and Responsibilities:

- Work at the direction of the Board to ensure ratepayer's concerns are represented
- Review and propose adjustments to rate and fee recommendations
- Prepare rate and fee comparisons
- Produce long-term expense projections

#### Experience and Qualifications:

- 20 years of experience (seven with the firm)
- Financial/rate consulting experience with the California Rural Water Association, Palmdale Water District, Mid- Peninsula Water District, Quartz Hill Water District, Hi-Desert Mutual Water Company, Orosi Public Utility District, and South Coast Water District

### Ichiko Kido, M.B.A.

BACKUP PROJECT MANAGER/RATEPAYER ADVOCATE



#### Project Role and Responsibilities:

- Work at the direction of the Board to ensure ratepayer's concerns are represented
- Review and propose adjustments to rate and fee recommendations
- Prepare rate and fee comparisons
- Produce long-term expense projections

#### Experience and Qualifications:

- 30 years of experience (15 with the firm)
- Expertise in financial analysis; COS analysis; rate and fee design; model design; state regulations & legislation
- Financial, rate and fee consulting experience with Moulton Niguel Water District; Santa Clarita Valley Water Agency; Napa County

## Bjorn Kallerud, M.Sc.

ECONOMIST



### Project Role and Responsibilities:

- Employ econometric modelling on possible use scenarios and develop revenue and expense projections

### Experience and Qualifications:

- Six years of experience (four with the firm)
- Specializes in data science & econometric modelling using statistical programming languages R and Python
- Financial/rate consulting experience with Quartz Hill Water District; Santa Clarita Valley Water Agency; California Rural Water Association

## Zachary Van Dinther, B.S.

ECONOMIST



### Project Role and Responsibilities:

- Work at the direction of Mr. Elowsky to organize and analyze all Agency data
- Support report writing and model development
- Incorporate Agency expense projections into financial model

### Experience and Qualifications:

- Four years of experience (three with the firm)
- Financial/rate consulting experience with the Costa Mesa Sanitary District, Lake Arrowhead Community Services District, Mid-Peninsula Water District, and City of California City



## REFERENCES

With over 90 percent of our work resulting from repeat business, RDN prides itself on continuing relationships that we have developed over four decades of consulting. We invite you to contact our references to verify our quality of service on similar engagements. A sample of our past and current projects are highlighted below.

### South Coast Water District

**Water, Recycled Water, Sewer Rate Study  
(February 2023 – June 2023)**

**Budget-Based Rate Feasibility Study  
(July 2023 – February 2024)**

RDN staff: Niehaus, Elowsky, Van Dinther, Kallerud

South Coast Water District (SCWD) retained RDN to conduct water, recycled water, and wastewater rate studies. For the rate studies, the SCWD principal objective was to stabilize finances for each utility system with healthy reserves while maintaining affordable rates. RDN stabilized the financial plan and cash reserve policy by evaluating operating and capital expenses, debt service, and reserve requirements to mitigate financial risk. RDN supported the Proposition 218 hearing in June 2023 with successful rate adoption on July 1, 2023.

Commencing in July 2023, RDN is performing a budget-based rates feasibility study to compare the short- and long-term advantages and disadvantages of the current inclining block rate structure and a hypothetical budget-based rate structure. The side-by-side comparison will include an in-depth consideration of water use efficiency and conservation; rate and financial stability; equity and fairness in allocating water costs; affordability for essential needs; customer understanding and ease of implementation; among other considerations. The feasibility study will be completed in February 2024. Total project cost: \$165,000. Studies are on schedule and within budget.

Pamela Arends-King  
Chief Financial Officer  
949-342-1253  
parendsking@scwd.org  
31592 West Street  
Laguna Beach, CA 92651

### Palmdale Water District

**Water Rate Study (April 2019 – December 2019, Ongoing)**

RDN staff: Niehaus, Kido, Elowsky, Kallerud

Palmdale Water District retained RDN to improve their previously adopted water budget-based rate structure and create a new five-year rate schedule. RDN gathered historical water usage and geospatial data on all customers and sub-classified commercial accounts into three categories based on usage patterns and peaking factors: Commercial, Industrial, and Institutional. Next, RDN conducted five-year demand forecasts for each meter size and customer class combination. These forecasts supported the Cost of Service Analysis and budget-based rate setting. After rates were designed, RDN performed a customer-level bill impacts analysis that supported customer outreach during the Proposition 218 process. RDN also provides annual budget review and rate model support services. Total project cost: \$98,000. The Study was on schedule and under budget.

Dennis J. Hoffmeyer  
Finance Manager/CFO  
661-456-1021  
dhoffmeyer@palmdalewater.org  
2029 E Avenue Q  
Palmdale, CA 93550

## Moulton Niguel Water District

### **Cost of Service Review for Water, Recycled Water, and Wastewater Rate Study (2017, 2022)**

RDN staff: Niehaus, Elowsky, Kido, Kallerud

Moulton Niguel Water District retained RDN to perform a peer review of the District's Long-Range Financial Plan (LRFP), Cost of Service Analysis, and Rate Design Report for the District's three utility systems: water, recycled water, and wastewater. The chief financial objective was to identify strategies and actions to ensure that there are sufficient financial resources for effectively achieving the District's mission. The LRFP incorporates District's reserve policies, debt policies, coverage ratios, water demand needs, water rates, capital improvement program, and operating budget to provide a financial roadmap for District.

The District's rate design focuses on the cost of service for the efficient use of water as the primary basis for setting rates. The rates are also structured to ensure that an appropriate level of fixed expenses is recovered with fixed revenue. The conservation-based rate design has proven to be the most effective tool for District in reducing water usage, while still providing the necessary revenues to recover District's expenses regardless of changing water demands. As a result, District has managed to remain financially strong despite a significant reduction in water and wastewater usage. The State Water Resources Control Board (SWRCB) has recognized District's specific rate design as a best practice among more than 400 urban water utilities statewide. We successfully completed this Study in 2017 and were again retained by District to perform the review in 2022. Both studies were on schedule and under budget.

Jonathan Cruz  
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# APPROACH TO PROJECT

## PROJECT UNDERSTANDING

The bill that created SCV Water – Section 14(3)(b) of Senate Bill 634 (Chapter No. 833, 2017) – required the Agency to develop a rate-setting process that includes an independent Ratepayer Advocate. The Ratepayer Advocate advises the Board and provides information to the public before the adoption of new wholesale rates, retail water rates, and facility capacity fees/connection charges. We understand that the Board has elected to continue retaining a Ratepayer Advocate and requires an independent review and update of its rate and fee structures and rate implementation plan, as well as public relations and Proposition 218 support.

RDN is dedicated to providing our continued support to the Board and customers of SCV Water, as well as building consensus for necessary rate and fee changes. Since 2019, RDN has assisted SCV Water by providing independent review of proposed rates and fees and by helping Agency customers better understand how and why the rate and fee adjustments are needed and what their bills will look like once new rates are implemented.

RDN follows industry best practices, standards, and principles of rate-setting. In coordination with SCV Water staff, our approach employs a tested process to address SCV Water’s rate and fee-setting goals. RDN will ensure that proposed rates and fees will comply with all legal requirements, including Proposition 218, Proposition 26, and California Government Code section 66013 (Mitigation Fee Act). Additionally, RDN will ensure that ratepayer concerns are addressed in the rate and fee decision-making process. We will be available to answer customer or Board questions throughout the engagement and will advocate for SCV Water customers and serve at the pleasure of the Board. Our proposed scope of services is detailed on the following pages. We understand that the Agency’s proposed timeline for updating rates and fees are as follows:

| <b>SCV Water Rates</b> | <b>New Study Effective Date</b> |
|------------------------|---------------------------------|
| Facility Capacity Fees | 9/1/2024                        |
| Wholesale Water Rates  | 12/1/2025                       |
| Retail Water Rates     | 7/1/2025                        |

## SCOPE OF SERVICES

### 1. Kickoff and Scoping Meeting

**Objective:** At the project kickoff and scoping meeting, we will solidify the project objectives, communication protocols, scope, schedule, budget, and deliverables.

#### *Kickoff and Project Scoping Meeting*

We will conduct a kickoff and project scoping meeting with SCV Water staff to accomplish the following:

- Discuss the goals and objectives of the Ratepayer Advocate in the process of setting rates and charges.
- Establish communication protocols between the Agency/Consultant(s) and Ratepayer Advocate.
- Define the project scope, schedule, budget, and deliverables.
- Gather necessary data to begin initial review of the Agency's financial condition under current rates/fees.

*Table 2. Task 1 – Project Management*

|                               |  |
|-------------------------------|--|
| <b>Meetings</b>               | <ul style="list-style-type: none"><li>▪ Project kickoff/scoping meeting</li></ul>                    |
| <b>RDN Deliverables</b>       | <ul style="list-style-type: none"><li>▪ Data request</li><li>▪ Meeting agendas and minutes</li></ul> |
| <b>SCV Water Deliverables</b> | <ul style="list-style-type: none"><li>▪ Respond to data request</li></ul>                            |

## 2. Review Agency Rate & Fee Proposals

**Objective:** RDN will review the Agency's (1) demand projections and revenue requirements, (2) cost of service analysis, and (3) rate and fee designs. We will ensure that proposed rates and fees comply with Proposition 218, Proposition 26, California Government Code section 66013 (Mitigation Fee Act), and cost-of-service ratemaking principles as outlined in the AWWA M1. RDN will also ensure that proposed rates and fees are fair and equitable to Agency customers and achieve Board objectives while achieving financial sufficiency for each fund.

### 2.1 Review Demand Projections/Revenue Requirements

RDN will review the Agency's evaluation of water usage trends and forecasted demand. This includes a review of historical water consumption patterns, Agency growth trends and forecasts, and the elasticity of customer demand in response to various rate adjustment scenarios. This is a critical step in the review process to prevent over or under estimation of future customer demand.

The revenue requirement analysis is the foundation of the rate study because it determines the total revenue needed in a given year to meet expected financial obligations. RDN will analyze the short- and long-term sufficiency of the funds against existing and forecasted operational and capital expenditures.

#### Review Capital Funding

We will examine the age and condition of the water system using SCV Water data to evaluate whether the current level of capital spending is sufficient to keep pace with system asset depreciation. We will prioritize the Agency's capital improvement program and, if warranted, evaluate the amount and timing of debt or alternative borrowing methods to fund capital needs (pay-as-you-go cash funding, State grants/loans, bonds, CIP reserve, and bank loans).

#### Review Debt Coverage

RDN will conduct a debt coverage test for the Agency's existing and projected debt service and recommend additional revenues in years where debt coverage may be too low. Continued access to advantageous financing relies on meeting current bond obligations.

#### Review Reserve Policies

We will review the Agency's current reserve policies and reserve levels to recommend appropriate reserve balances consistent with the Agency's financial goals and risk tolerance. Adequate reserves are crucial to achieving financial stability when faced with unanticipated operating or capital needs.

#### Review Cash Flow Analysis

SCV Water will develop cash flow projections summarizing the financial position of the water system over the next five years. This analysis will project revenues, expenses, and net balances to estimate the annual rate increases needed to fund day-to-day operation, pay-as-you-go, debt obligations, and reserve fund targets. Working with the Agency's projection on future changes to O&M and water supply costs, RDN will review historical cost trends to develop operating and capital cost escalation factors.

RDN will review the cash flow analysis for the retail and wholesale water systems, carefully evaluating expenses that may be shared between the two systems. Our analysis will examine whether expenses are proportionately shared and applied to each entity. The cost incurred from operation of a water system must be categorized by its type in order to accurately allocate costs to the end users. We will review the Agency's expense items line by line and categorize them into 1) direct vs. indirect costs, and 2) variable vs. fixed costs and compare the categorization with the Agency's analysis.

#### Facility Capacity Fees

Facility capacity fees are calculated based on an amount of costs to recover (which may be defined based on existing assets, future growth-related capital projects, or a combination thereof) and on the number of customers or equivalent meter units from which those costs will be recovered. RDN will review the Facility Capacity Fee calculations to evaluate

whether the level of revenue to be generated by the fees is appropriate and provide input to the Board and Staff as necessary.

### 2.2 Review Cost of Service Analysis

California water rates must comply with Proposition 218. Our review of the cost of service analysis will determine whether the Agency’s proposal provides a logical nexus between the costs incurred by the Agency and the rates assessed to individual customers. The Agency’s cost allocation will be reviewed in detail to determine the appropriateness of the allocation methodology. We will provide input and guidance to the Agency on alternative allocation methods as necessary.

Similarly, wholesale water charges and rates must adhere to Proposition 26 which requires that any charges are proportional to the services received. An important aspect of the review of wholesale water rates will also be the confirmation that the rates collect the full cost of providing wholesale services and are not supplemented by retail rate revenues.

The Facility Capacity Fees are governed by California Government Code 66013. RDN will review the Facility Capacity Fees Analysis to determine that an appropriate level of funding is allocated to be collected through the fees. This analysis may include reviewing information provided by the Agency including long-term growth and demand forecasts, asset registries, capital improvement plans, and capital project growth allocations.

### 2.3 Rate and Fee Design Review

RDN will provide a detailed review of the Agency’s proposed rate and fee structures and evaluate the Agency’s assumptions and results. As part of our review, RDN will:

- Review the composition of customer classes and recommend changes, if necessary.
- Determine whether the proposed rates and fees are thoroughly documented and demonstrate the nexus between revenue requirements and proposed rates and comply with all laws, regulations, and Agency policies.
- Consider fiscal impacts to demand reductions (conservation or mandatory drought restrictions), capital funding requirements and the timing of these expenses, and compliance with reserves and debt covenants.
- Assess the effectiveness of tier widths to ensure that the proposed rates accomplish Board and Agency objectives.
- Assess the proportion of revenues collected from fixed and variable charges and the impact on revenue stability and water use efficiency and conservation goals.
- Assess bill impacts of all customers in each customer class.
- Assess equity and fairness (revenue generated from customer classes in proportion to the cost of providing service to that customer class)
- Assess ease of administration for the Agency and understanding for the customers.
- Provide rate comparisons of neighboring and comparable utilities.

*Table 3. Task 2. Review Agency Rate & Fee Proposals*

|                               |  |
|-------------------------------|--|
| <b>Meetings</b>               | <ul style="list-style-type: none"> <li>▪ Staff meetings to discuss results of the review</li> </ul>        |
| <b>RDN Deliverables</b>       | <ul style="list-style-type: none"> <li>▪ Rate and fee design review and recommendations</li> </ul>         |
| <b>SCV Water Deliverables</b> | <ul style="list-style-type: none"> <li>▪ Proposed rates and fees, financial models, and reports</li> </ul> |

### 3. Prepare Ratepayer Advocate Reports

**Objective:** RDN will provide draft and final Ratepayer Advocate Reports for (1) Facility Capacity Fees, (2) Wholesale Water Rates, and (3) Retail Water Rates. water rate and fee Studies to Agency staff upon project completion. Our review and recommendations will describe the process of the rate studies in sufficient detail to meet Proposition 218 and 26, AB 1600, California Government Code Section 66000, Article XIII C & D of the California Constitution, and all other relevant legal requirements.

#### Draft Independent Ratepayer Advocate Reports

Draft and final versions of the Ratepayer Advocate Reports will present the methodology, process, assumptions, results, and recommendations of each Agency rate and fee proposal: (1) Facility Capacity Fees, (2) Wholesale Water Rates, and (3) Retail Water Rates. RDN will provide a final version of each report within 60 days of receipt of the applicable draft reports from the Agency and in advance of any formal public notice or any proposed rate and fee changes. The main sections of the draft report will include:

Table 6. Report Sections and Corresponding Contents

| Heading                                   | Section Brief  |
|---|--|
| <b>Executive Summary</b>                  | A narrative to summarize the scope of the study.   |
| <b>Introduction</b>                       | A brief description of the Agency including organizational structure, population, service area, and role of the ratepayer advocate.  |
| <b>Methodology Used</b>                   | A description of the methodology used for reviewing the water rates and fees and how the study complies with Proposition 218, Proposition 26, and other applicable laws.   |
| <b>Financial Plan Review</b>              | A review of O&M budget, overhead costs, capital plan, revenue analysis, needed revenue adjustments, inflation analysis, and customer growth/demand.  |
| <b>Rate Design and Impact Review</b>      | A detail of the proposed rate structures, proposed inflationary adjustments, and a typical bill for different types of customers. A summary on the impacts rate changes will have on each customer and the community using RDN's Bill Impact Tool. |
| <b>Sensitivity Analysis</b>               | A discussion of how conservation, drought, and future statutory regulations will effect the ability of rates to fund revenue requirements.   |
| <b>Ratepayer Advocate Recommendations</b> | A summary of recommendations provided by the ratepayer advocate and how the Agency responded to those recommendations. A summary of how ratepayers benefit from the choices made by the agency.  |

Table 4. Task 3 – Prepare Ratepayer Advocate Reports

|                               |  |
|-------------------------------|--|
| <b>Meetings</b>               | <ul style="list-style-type: none"> <li>▪ Staff meetings to discuss Ratepayer Advocate Reports</li> </ul>                         |
| <b>RDN Deliverables</b>       | <ul style="list-style-type: none"> <li>▪ Draft Ratepayer Advocate Reports</li> <li>▪ Final Ratepayer Advocate Reports</li> </ul> |
| <b>SCV Water Deliverables</b> | <ul style="list-style-type: none"> <li>▪ Report feedback</li> </ul>  |

## 4. Attend Public Meetings

**Objective:** RDN will present all results and outcomes to SCV Water Board of Directors and customers. Final results will be presented clearly and concisely to encourage greater understanding.

### 4.1 Finance and Administrative Committee Meetings (12)

RDN's Ratepayer Advocate will attend F&A meetings to answer questions, provide input, and deliver presentations as needed. Based on the RFP, we assume four meetings for each rate/fee study for a total of 12 F&A meetings over the lifespan of the Project.

### 4.2 Board Meetings (6)

Similar to F&A meetings, RDN's Ratepayer Advocate will attend up to six Board Meetings to answer questions, provide input, and deliver presentations as needed.

Table 8. Task 5. – Attend Public Meetings

|                               |   |
|-------------------------------|---|
| <b>Timeline</b>               | <ul style="list-style-type: none"><li>▪ 12 Finance and Administrative Committee meetings</li><li>▪ 6 Board meetings</li></ul> |
| <b>RDN Deliverables</b>       | <ul style="list-style-type: none"><li>▪ Meeting presentations as requested</li></ul>  |
| <b>SCV Water Deliverables</b> | <ul style="list-style-type: none"><li>▪ Comments and responses on meeting materials</li></ul>                                 |



## 5. Assist with Public Outreach Campaign and Rate Hearings

**Objective:** RDN will be available to assist the Agency with the development of outreach materials and preparation of responses to ratepayer questions. Based on prior experience, this may include fielding direct customer emails and phone calls regarding proposed rates and fees, as directed by the Agency, as well as the development of informational materials, including assistance with the Proposition 218 notice and hearing.

### *Assist with Public Outreach Campaign*

RDN will assist with the Agency’s public outreach campaign and materials. This may include FAQs, newsletters, bill inserts, mailers, brochures, or flyers. We will provide plain language descriptions of the proposed rates and the methodologies that were used to design and evaluate the rates. Additionally, at the request of agency staff, RDN will review public outreach materials for consistency and provide feedback on design elements.

### *Proposition 218 Notice*

We will work with Agency staff and legal counsel to help prepare a Proposition 218 Notice within the 45-day noticing period. The notice will outline the proposed rate changes, the reasons for the changes, and the right for customers to challenge the rates.

### *Proposition 218 Hearing*

As directed by the Agency, RDN will present the results of the study and answer questions from the Board of Directors and public at the Proposition 218 Hearing. RDN will collaborate with Agency staff and consultants to ensure retail water rates are adopted consistent with proposition 218 requirements. This includes appropriate procedures for a Proposition 218 Hearing, mailing of notices to property owners and customers of record, and a majority protest process. For wholesale water rates, RDN will help ensure Proposition 26 compliance, including two weeks’ notice and a public hearing. Pursuant to the Agency Act and Government Code section 66013, RDN will help ensure facility capacity fees and connection charges are adopted after a public meeting in which supporting information is available to the public at least ten days prior.

In coordination with SCV Water legal counsel, we will use clear, concise language and visual messaging to communicate the rate and fee process and why the recommended rate or fee structure was selected. RDN will collaborate with Agency staff to prepare and present the study results to Agency stakeholders and customers and address public questions and comments at the Proposition 218 Public Hearing.

*Table 9. Task 6 – Assist with Public Outreach/Rate Hearings*

|                               |   |
|-------------------------------|---|
| <b>Meetings</b>               | <ul style="list-style-type: none"> <li>▪ Proposition 218 Hearing</li> </ul>   |
| <b>RDN Deliverables</b>       | <ul style="list-style-type: none"> <li>▪ Assist with outreach materials</li> <li>▪ Assist with Proposition 218 Notice</li> <li>▪ Draft and final Hearing presentations, as requested</li> </ul> |
| <b>SCV Water Deliverables</b> | <ul style="list-style-type: none"> <li>▪ Comments and recommendations to presentation</li> <li>▪ Design and mailing Proposition 218 Notices</li> </ul>  |

# COST PROPOSAL

The tables below present RDN’s cost proposal and compensation schedule, respectively. Our not-to-exceed price proposal to provide professional consulting services to fulfil the role of SCV Water’s Ratepayer Advocate, including other direct costs and travel expenses, is \$97,780.

Table 10. RDN Not-to-Exceed Cost Proposal

| Task                       | Description  | Project Director | Project Managers | Consultants     | Total Hours | Total Cost      |
|----------------------------|--|------------------|------------------|-----------------|-------------|-----------------|
| <b>1</b>                   | <b>Kickoff and Scoping Meeting</b>                       | <b>4</b>         | <b>16</b>        | <b>8</b>        | <b>28</b>   | <b>\$5,680</b>  |
| 1.1                        | Background Review  | 2                | 8                | 4               | 14          | \$3,360         |
| 1.2                        | Project Scoping Meeting (1)                              | 2                | 8                | 4               | 14          | \$3,360         |
| <b>2</b>                   | <b>Review Agency Rate &amp; Fee Proposals</b>            | <b>9</b>         | <b>108</b>       | <b>72</b>       | <b>189</b>  | <b>\$35,280</b> |
| <b>2.1</b>                 | <b>Demand Projections &amp; Revenue Requirements</b>     | <b>3</b>         | <b>36</b>        | <b>24</b>       | <b>63</b>   | <b>\$11,760</b> |
|                            | Facility Capacity Fees                                   | 1                | 12               | 8               | 21          | \$3,920         |
|                            | Wholesale Water Rates                                    | 1                | 12               | 8               | 21          | \$3,920         |
|                            | Retail Water Rates                                       | 1                | 12               | 8               | 21          | \$3,920         |
| <b>2.2</b>                 | <b>Cost of Service Analysis</b>                          | <b>3</b>         | <b>36</b>        | <b>24</b>       | <b>63</b>   | <b>\$11,760</b> |
|                            | Facility Capacity Fees                                   | 1                | 12               | 8               | 21          | \$3,920         |
|                            | Wholesale Water Rates                                    | 1                | 12               | 8               | 21          | \$3,920         |
|                            | Retail Water Rates                                       | 1                | 12               | 8               | 21          | \$3,920         |
| <b>2.3</b>                 | <b>Rate &amp; Fee Design</b>                             | <b>3</b>         | <b>36</b>        | <b>24</b>       | <b>63</b>   | <b>\$11,760</b> |
|                            | Facility Capacity Fees                                   | 1                | 12               | 8               | 21          | \$3,920         |
|                            | Wholesale Water Rates                                    | 1                | 12               | 8               | 21          | \$3,920         |
|                            | Retail Water Rates                                       | 1                | 12               | 8               | 21          | \$3,920         |
| <b>3</b>                   | <b>Prepare Ratepayer Advocate Reports</b>                | <b>6</b>         | <b>48</b>        | <b>60</b>       | <b>114</b>  | <b>\$20,520</b> |
|                            | Facility Capacity Fees                                   | 2                | 16               | 20              | 38          | \$6,840         |
|                            | Wholesale Water Rates                                    | 2                | 16               | 20              | 38          | \$6,840         |
|                            | Retail Water Rates                                       | 2                | 16               | 20              | 38          | \$6,840         |
| <b>4</b>                   | <b>F&amp;A Committee &amp; Board Meetings</b>            | <b>0</b>         | <b>72</b>        | <b>54</b>       | <b>126</b>  | <b>\$22,500</b> |
| 4.1                        | F&A Committee Meetings (12)                              |                  | 48               | 36              | 84          | \$15,000        |
| 4.2                        | Board Meetings (6)                                       |                  | 24               | 18              | 42          | \$7,500         |
| <b>5</b>                   | <b>Assist with Public Outreach &amp; Proposition 218</b> | <b>0</b>         | <b>36</b>        | <b>24</b>       | <b>60</b>   | <b>\$10,800</b> |
|                            | Facility Capacity Fees                                   |                  | 12               | 8               | 20          | \$3,600         |
|                            | Wholesale Water Rates                                    |                  | 12               | 8               | 20          | \$3,600         |
|                            | Retail Water Rates                                       |                  | 12               | 8               | 20          | \$3,600         |
|                            | <b>Estimated Expenses</b>                                |                  |                  |                 |             | <b>\$3,000</b>  |
|                            | <b>Total Hours</b>                                       | <b>19</b>        | <b>280</b>       | <b>218</b>      | <b>517</b>  |                 |
|                            | <b>Hourly Rate</b>                                       | <b>\$320</b>     | <b>\$200</b>     | <b>\$150</b>    |             |                 |
| <b>Total Project Costs</b> |  | <b>\$6,080</b>   | <b>\$56,000</b>  | <b>\$32,700</b> |             | <b>\$97,780</b> |

Table 11. RDN Labor Rates

| Consultant                | Labor Category   | Hourly Rate |
|---------------------------|------------------|-------------|
| Robert Niehaus, Ph.D.     | Project Director | \$320       |
| Anthony Elowsky, M.A.     | Project Manager  | \$200       |
| Ichiko Kido, M.B.A.       | Project Manager  | \$200       |
| Bjorn Kallerud, M.Sc.     | Consultant       | \$150       |
| Zachary Van Dinther, B.S. | Consultant       | \$150       |

# APPENDIX

The appendix of this proposal includes full resumes for key RDN personnel.

# Robert D. Niehaus, Ph.D.

Project Coordinator



## TECHNICAL SPECIALTIES

- Project Management
- Regional and Resource Economics
- Rate and Fee Comparison
- Economic Impact Studies
- Public Sector Water Economic and Planning Analysis
- Technical Report Review
- Cost of Service Rate Studies
- Development Impact Fees
- Resource Planning
- Econometric Modeling
- Survey Design and Implementation

## PROFESSIONAL HISTORY

*Robert D. Niehaus, Inc.*  
Managing Director  
(1983-Present)

## EDUCATION

*Doctor of Philosophy in Economics (1979)*  
University of Maryland

*Bachelor of Arts in Government (1972)*  
Oberlin College

## PROFESSIONAL MEMBERSHIPS

- American Water Works Association
- American Economic Association
- National Association for Business Economics

## OVERVIEW & BIOGRAPHY

Dr. Niehaus is widely recognized for his expertise in the economics of water resources and the environment. He has broad experience managing public and private sector water and land resource economic analyses and planning efforts, with expertise in water and wastewater fee and rate analysis, cost-benefit evaluations, water demand econometric modeling and forecasting, and regional economics. His expertise extends to river basin planning, groundwater management, economic impacts of water and other resource-use projects, military base realignment, housing, energy, and global climate change. He has provided expert support to senior civilian and military decision-makers for numerous projects. Dr. Niehaus has published a wide range of applied studies in these fields and has directed the successful completion of projects at more than 200 locations worldwide, with much of this experience in Southern California.

## RELEVANT PROJECT HIGHLIGHTS

### ***California City, Water and Sewer Impact Fee Study, Ongoing***

The City of California City provides water and sewer service for over 4,500 accounts in Kern County, California. California City retained RDN to complete a water and sewer rate and capacity fee study in 2021 which includes a long-term financial plan and a 5-year rate proposal. Dr. Niehaus, working for RDN, serves as a managing director and principal economist for all rate and concerns. This project is ongoing.

### ***West Valley Water District, Development Impact Fee Study 2021***

West Valley Water District provides water service for over 22,000 accounts in San Bernardino and Riverside Counties, California. West Valley WD retained RDN to complete a water capacity fee study in 2020 which included a detailed analysis of the District's capacity fee schedule and growth projections. Dr. Niehaus, working for RDN, served as the managing director for the fee study, which was completed in 2021.

## ADDITIONAL PROJECT EXPERIENCE

- City of Lynwood, *Water and Sewer Rate Study*
- South Coast Water District, *Water Recycled Water, and Sewer Rate Study and Water Budget Evaluation*
- Montecito Sanitary District, *Wastewater Rate Study*
- Lake Arrowhead Community Services District, *Water and Sewer Rate Study*
- Hilton Creek Community Services District, *Wastewater Rate Study*
- Timber Cove County Water District, *Water Rate Study*
- City of Alhambra, *Water Rate Study*
- Costa Mesa Sanitary District, *Wastewater Rate Study*
- Rosamond Community Services District, *Water and Wastewater Rate Studies*
- Napa County, *Water and Wastewater Rate Studies*
- Mid-Peninsula Water District, *Capacity Fee Study*
- Quartz Hill Water District, *Water Rate Study*
- Redway Community Services District, *Water and Sewer Rate Study*

- Loleta Community Services District, *Sewer Rate Study*
- Riebli Mutual Water Company, *Water Rate Study*
- Palm Ranch Irrigation District, *Water Rate Study*
- Mid-Peninsula Water District, *Water Capacity Fee*
- Mendocino City Community Services District, *Water and Groundwater Management Fee Study*
- Palmdale Water District, *Water Rate Study*
- Santa Clarita Valley Water District, *Water Rate Study*
- California Rural Water Association, *Water & Sewer Rate Studies*
- Ventura River Water District, *Cost of Service and Rate Setting Study*
- Moulton Niguel Water District, *Cost of Service Peer Review*
- Carpinteria Valley Water, *District Cost of Service and Rate Setting Study*
- Manatt, Phelps, & Phillips, LLC, *Rate Comparison Study*
- National Resources Defense Council, *LADWP Data Collection & Water Rate Analysis*
- West Basin Municipal Water District, *Landscape Irrigation Efficiency Program*
- Las Virgenes Municipal Water District, *Water Budget Model*
- Fremont Valley Preservation Project, *Water Rate, and Revenue Analysis Study*
- Golden State Water Company, *Comparative Water Rate Analysis*
- Goleta Sanitary District/Goleta West Sanitary District, *Economic Analysis of Development Projections*
- Santa Barbara County, *Economics of Groundwater Management*
- City of Santa Barbara, *Desalination Plant Environmental Impact Report*
- United States Army Corps of Engineers, *Flood Protection and Recreation Study*
- City of Santa Barbara, *Long-Term Water Sales and Revenue Requirements Forecast Analysis*
- Santa Ynez River Basin, *Planning and Cachuma Project Water Allocation Analyses*

# Anthony Elowsky, M.A.

Project Manager



## TECHNICAL SPECIALTIES

- Financial Planning
- Cost of Service Analysis
- Rate Design
- Database Management
- Rate Comparison
- Data Analysis
- Technical Report Review

## PROFESSIONAL HISTORY

*Robert D. Niehaus, Inc.*

Project Manager/Analyst (2018-Present)

Market Researcher (2017-2018)

*Dudek Environmental, Inc.*

Field Technician (2016-2017)

## EDUCATION

*Master of Arts in Anthropology*  
(2020) CSU, Fullerton

*Bachelor of Arts in Anthropology*  
(2014) CSU, Los Angeles

## PROFESSIONAL PRESENTATIONS

- *Wastewater Rate Changes and the Journey to Acceptance*  
California Rural Water Association Expo 2022, Stateline, NV. March.
- *Incorporating Customer Use Distributions when Calculating Drought Surcharges.* Paper presented at the ACWA Virtual Fall Conference, October 27-29, 2020.

## OVERVIEW & BIOGRAPHY

Mr. Elowsky manages RDN's utility financial planning projects, including water and wastewater rate- and fee-setting studies. His expertise lies in water and wastewater financial planning, cost of service analysis, rate and fee design, and applied economic research. He manages water and wastewater rate studies, capacity fee studies, and builds customized financial models to help utilities meet their financial goals. He has also conducted comparative water rate analyses and compiled and analyzed data on water rates and financial information for more than 100 purveyors throughout California. He provides rate setting expertise to professional organizations for both water and wastewater concerns. Mr. Elowsky holds a bachelor's degree from California State University, Los Angeles as well as a master's degree from California State University, Fullerton.

## RELEVANT PROJECT HIGHLIGHTS

### **Lake Arrowhead Community Services District, *Water & Wastewater Rate Study 2022***

Lake Arrowhead Community Services District provides water and sewer service for over 8,000 accounts in San Bernardino County, California. Lake Arrowhead CSD retained RDN to complete a water and sewer rate study in 2021 which included a long-term financial plan and a 5-year rate proposal for four separate utilities. Mr. Elowsky, working for RDN, served as financial analyst for the rate study, which was completed in 2022.

### **City of Lynwood, *Water and Wastewater Rate Studies, Ongoing***

The City of Lynwood provides water and sewer service for over 9,000 customers in Los Angeles County, California. The City of Lynwood retained RDN to complete a water and sewer rate study which included a 5-year rate plan and long-term financial model. Mr. Elowsky, working for RDN, serves as the project manager for the rate study. The project is ongoing.

### **Hilton Creek Community Services District, *Wastewater Rate and Connection Fee Study, 2023***

Hilton Creek Community Services District provides sewer service for over 500 connections in Mono County, California. Hilton Creek CSD retained RDN to complete a sewer rate and fee study which includes a 5-year rate plan, long-term financial model, and a capacity fee analysis. Mr. Elowsky, working for RDN, serves as the project manager and principal contact for the rate and fee study. The District held a successful Proposition 218 Hearing in June, 2023.

## ADDITIONAL PROJECT EXPERIENCE

Jurupa Community Services District, *Comprehensive Cost of Services Study*  
Victor Valley Wastewater Reclamation Authority, *Water and Wastewater Rate Studies*

City of Huntington Beach, *Sewer Rate Study*

City of Santa Ana, *Water and Sewer Financial Plans*

Costa Mesa Sanitary District, *Sewer Rate Study*

Moulton Niguel Water District, *Water Recycled Water, and Sewer Rate Review*

South Coast Water District, *Water, Recycled Water, and Sewer Rate Studies*  
High Valleys Water District, *Water Rate Study*  
City of Alhambra, *Water Rate Study*  
Montecito Sanitary District, *Wastewater Rate Study*  
Rosamond Community Services District, *Water and Wastewater Rate Study*  
Ventura River Water District, *Water Rate Financial Plan*  
Loleta Community Services District, *Sewer Rate Study*  
Lone Pine Community Services District, *Wastewater Rate Study*  
Greenfield County Water District, *Water Rate Study*  
Napa County – LBRID/NBRID, *Water and Wastewater Rate Studies*  
Quartz Hill Water District, *Water Rate Study*  
Redway Community Services District, *Water and Sewer Rate Studies*  
West Valley Water District, *Development Impact Fee Study*  
Mid-Peninsula Water District, *Capacity Fee Study*  
City of California City, *Water and Wastewater Rate and Capacity Fee Studies*  
Timber Cove County Water District, *Water Rate Study*  
Riebli Mutual Water Company, *Water Rate Study*  
Palm Ranch Irrigation District, *Water Rate Study*  
City of Greenfield, *Water and Sewer Rate Studies*  
Chester Public Utilities District, *Water and Sewer Rate Studies*  
Lost Hills Utility District, *Water and Sewer Rate Studies*  
North Edwards Water District, *Water Rate Study*  
Mendocino City Community Services District, *Sewer Rate Study*  
Manatt, Phelps, and Phillips, LLC, *Water Rate Comparison Study*  
Lake County Sanitation District, *Sewer Rate Study*  
Wynola Water District, *Water Rate Review*  
Riverfront Mutual Water Company, *Water Rate Study*  
San Simeon Community Services District, *Sewer Rate Study*  
City of Loyalton, *Sewer Rate Study*  
Rand Community Services District, *Water Rate Study*  
Center Water Company, *Water Rate Study*  
Palmdale Water District, *Water Rate Study*  
Santa Clarita Valley Water, *Water Rate Review*  
West Valley Water District, *Construction Water Rate Study*  
Hi-Desert Mutual Water Company, *Water Rate Study*  
Apple Valley Heights County Water District, *Water Rate Study*  
Daggett Community Services District, *Water Rate Study*  
Mariana Ranchos County, *Water Rate Study*  
Apple Valley View Mutual Water Company, *Water Rate Study*  
Sheep Creek Water Company, *Water Rate Study*  
Thunderbird County Water District, *Water Rate Study*  
Juniper Riviera Community Water District, *Water Rate Study*  
West Valley County Water District, *Water Rate Study*  
Orosi Public Utility District, *Water and Wastewater Rate Study*

# Ichiko Kido, M.B.A.

Backup Project Manager



## TECHNICAL SPECIALTIES

- Financial Planning
- Cost of Service Analysis
- Rate Design
- Rate Comparison Analysis
- Housing Market Analysis
- Data Analysis
- Technical Report Review
- Survey Interviewing
- Statistical Analysis

## PROFESSIONAL HISTORY

*Robert D. Niehaus, Inc.*  
Senior Technical Advisor  
(2022 – Present)  
Program Manager  
(2005 – 2022)

## EDUCATION

*Master of Business Administration (2014)* Martin V. Smith School of Business & Economic, California State University, Channel Islands  
*Bachelor of Arts in Law (1989)*  
Fukuoka University, Japan

## PROFESSIONAL MEMBERSHIPS

- American Water Works Association
- Association of California Water Agencies
- California Rural Water Association
- Association of California Water Agencies

## OVERVIEW & BIOGRAPHY

Ms. Kido has 30 years of experience in utility financial planning. Ms. Kido advises RDN as a leading expert in developing rates and fees that meet Proposition 218 requirements and other laws and regulations. She is widely recognized as a leading consultant for designing conservation-based water rates, including budget-based rate designs. She also managed capacity fee charges throughout the state, ensuring the fees are compliant despite the dynamic regulatory landscape. Her expertise is founded upon her experience working with more than 200 water utilities throughout California. Ms. Kido is a member of the American Water Works Association (AWWA) and promotes best practices in the AWWA's *Manual M1 Principles of Water Rates, Fees and Charges* and the WEF *Manual of Practice Number 27*.

## RELEVANT PROJECT HIGHLIGHTS

### **Costa Mesa Sanitary District, *Wastewater Rate Study 2022***

Costa Mesa Sanitary District provides sewer service for nearly 27,000 connections in Orange County, California. Costa Mesa SD retained RDN to complete a sewer collection rate study for \$29,500 which included a 5-year rate plan and long-term financial model. Ms. Kido, working for RDN, served as the project manager and principal contact for the rate study. Work was completed and the rates designed by RDN were approved in 2022.

### **Moulton Niguel Water District, *Cost of Service and Financial Plan Peer Review 2017 and 2022***

Moulton Niguel Water District provides water and sewer service for nearly 170,000 people in Orange County, California. Moulton Niguel WD retained RDN to complete a peer review for all of their internal rate and fee studies in 2021 for \$57,890 which included a review of the District's proposed rates for the next 5 years. Ms. Kido, working for RDN, served as the project manager and principal contact for the rate review, which was completed in 2022. Ms. Kido currently serves as a senior consultant for the capacity fee review, currently ongoing.

### **Rosamond Community Services District, *Water and Wastewater Rate Study 2021***

Rosamond Community Services District provides water and sewer service for over 5,000 accounts in Kern County, California. Rosamond CSD retained RDN to complete a Water and sewer rate study in 2020 for \$89,060 which included a long-term financial plan and a 5-year rate proposal. Ms. Kido, working for RDN, served as the project manager and principal contact for the rate study, which was completed in 2021.

## ADDITIONAL PROJECT EXPERIENCE

- South Coast Water District, *Water, Recycled Water, and Sewer Rate Studies*
- City of Alhambra, *Water Rate Study*
- Montecito Sanitary District, *Wastewater Rate Study*
- Ventura River Water District, *Water Rate Financial Plan*



- Napa County – LBRID/NBRID, *Water and Wastewater Rate Studies*
- Quartz Hill Water District, *Water Rate Study*
- Redway Community Services District, *Water and Sewer Rate Studies*
- West Valley Water District, *Development Impact Fee Study*
- Mid-Peninsula Water District, *Capacity Fee Study*
- Timber Cove County Water District, *Water Rate Study*
- Riebli Mutual Water Company, *Water Rate Study*
- Palm Ranch Irrigation District, *Water Rate Study*
- City of Greenfield, *Water and Sewer Rate Studies*
- Chester Public Utilities District, *Water and Sewer Rate Studies*
- Lost Hills Utility District, *Water and Sewer Rate Studies*
- North Edwards Water District, *Water Rate Study*
- Mendocino City Community Services District, *Sewer Rate Study*
- Manatt, Phelps, and Phillips, LLC, *Water Rate Comparison Study*
- Lake County Sanitation District, *Sewer Rate Study*
- Wynola Water District, *Water Rate Review*
- Riverfront Mutual Water Company, *Water Rate Study*
- San Simeon Community Services District, *Sewer Rate Study*
- City of Loyalton, *Sewer Rate Study*
- Rand Community Services District, *Water Rate Study*
- Center Water Company, *Water Rate Study*
- Palmdale Water District, *Water Rate Study*
- Santa Clarita Valley Water, *Water Rate Review*
- West Valley Water District, *Construction Water Rate Study*
- Hi-Desert Mutual Water Company, *Water Rate Study*
- Apple Valley Heights County Water District, *Water Rate Study*
- Daggett Community Services District, *Water Rate Study*
- Mariana Ranchos County, *Water Rate Study*
- Apple Valley View Mutual Water Company, *Water Rate Study*
- Sheep Creek Water Company, *Water Rate Study*
- Thunderbird County Water District, *Water Rate Study*
- Juniper Riviera Community Water District, *Water Rate Study*
- West Valley County Water District, *Water Rate Study*
- Las Virgenes Municipal Water District, *Water Budget Model*
- Fremont Valley Preservation Project, *Water Rate, and Revenue Analysis Study*
- Golden State Water Company, *Comparative Water Rate Analysis*

# Bjorn Kallerud, M.Sc.

Economist



## OVERVIEW & BIOGRAPHY

Bjorn is a quantitative economist specializing in application of statistical programming to water and wastewater rate analyses and capacity fees. He is an integral part of RDN's water, housing, and regional econometric modeling teams. He has conducted demand and financial analyses in support of rate-setting for water agencies throughout California. His M.Sc. in Economics is from the Stockholm School of Economics (emphasis in applied economic analysis), and his B.A. in Economics is from U.C. Santa Barbara (with distinction). His master's thesis addressed the effects of drought on irrigation decisions regarding use of groundwater and surface water in the agricultural sector.

## RELEVANT PROJECT HIGHLIGHTS

### Palmdale Water District, *Water Rate Study*

- Econometrically forecasted urban water demand and account growth
- Built interactive applications for bill impact analysis and compliance with impending changes to state legislation
- Conducted series of interim reports that analyzed the effects of incorporating parcel-level land use data for water budget rate structure
- Presented study results at Proposition 218 hearing

### Santa Clarita Valley Water Agency, *Water, Wastewater, and Recycled Water Ratepayer Advocate*

- Built relational database to reconcile historical customer usage data across three agencies that merged into one
- Reviewed Facility Capacity Fee calculation modeling efforts by the agency

## ADDITIONAL PROJECT EXPERIENCE

City of Alhambra, *Water Rate Study*  
Costa Mesa Sanitary District, *Wastewater Rate Study*  
Rosamond Community Services District, *Water and Wastewater Rate Study*  
California City, *Water, Recycled Water, and Sanitary Sewer Rate Studies*  
Lake Arrowhead Community Services District, *Water and Wastewater Rate study*  
West Valley Water District, *Development Impact Fee Study*  
Mid-Peninsula Water District, *Capacity Fee Study*  
Quartz Hill Water District, *Water Rate Study*  
California City, *Water, Recycled Water, and Capacity Fee Study*  
Palmdale Water District, *Water Rate Study*  
Napa County, *Water & Wastewater Rate Study*  
California Rural Water Association, *Water & Wastewater Rate Studies*  
Mariposa County, *Water Rate Study*  
Daggett Community Services District, *Water Rate Study*  
Apple Valley Foothill Community Services District, *Water Rate Study*  
Mariana Ranchos County, *Water Rate Study*  
Sheep Creek Water Company, *Water Rate Study*  
Thunderbird County Water District, *Water Rate Study*  
Juniper Riviera Community Water District, *Water Rate Study*  
Apple Valley View Mutual Water Company, *Water Rate Study*  
Orsi Public Utility District, *Water Rate Study*  
Patterson Tract Community Services District, *Water Rate Study*  
West Valley County Water District, *Water Rate Study*

## TECHNICAL SPECIALTIES

- Econometric Modeling
- Database Management
- Data Visualization
- Statistical Programming
- Technical Report Review

## PROFESSIONAL HISTORY

*Robert D. Niehaus, Inc.*  
Economist (2018-Present)  
Market Researcher (2016)

## EDUCATION

*Master of Science in Economics*  
(2018) Stockholm School of  
Economics

*Bachelor of Arts in Economics &  
Psychology* (2014) University of  
California, Santa Barbara

## PROFESSIONAL MEMBERSHIPS

- National Association of Business  
Economics

# Zachary Van Dinter, B.S.

Economist



## OVERVIEW & BIOGRAPHY

Mr. Van Dinter provides financial and economic consulting support throughout the rate study process. He is responsible for collecting and analyzing water and wastewater data from agency budgetary documents and customer billing records. He also forecasts urban water demand and account growth and produces powerful data visualization tools, which are used in reports and public outreach materials. Mr. Van Dinter leverages his experience conducting research with Dr. Jan Beecher for the Institute of Public Utilities at Michigan State University, where he received his B.S. in Environmental Economics.

## RELEVANT PROJECT HIGHLIGHTS

### **Rosamond Community Services District, *Water and Wastewater Rate Study***

- Helped evaluate the Districts' rates and financial data, make recommendations and propose rates that meet the water industry's rate-making policies.
- Provided support during econometric customer-demand projections and bill impact study
- Assisted in preparation of Proposition 218 hearing process

### **City of Loyalton, *Wastewater Rate Study***

- Forecasted water demand and account growth over a 10-year period utilizing econometric methods.
- Calculated cost escalation factors for City expenses using local, state and federal data sources.

## ADDITIONAL PROJECT EXPERIENCE

Rosamond Community Services District, *Water and Wastewater Rate Study*  
Quartz Hill Water District, *Water Rate Study*  
California City, Water, Recycled Water, and Sanitary Sewer Rate Studies  
West Valley Water District, *Development Impact Fee Study*  
Lost Hills Utility District, *Wastewater Rate Study*  
Lake County Sanitation District, *Wastewater Rate Study*  
Mid-Peninsula Water District, *Capacity Fee Study*  
California City, *Water and Wastewater Capacity Fee Studies*  
City of Loyalton, *Wastewater Rate Comparison Study*  
Palmdale Water District, *Water Rate Study*  
Santa Clarita Valley Water, *Water Rate Review*  
California Rural Water Association, *Water Rate Study*  
Mariana Ranchos County, *Water Rate Study*  
Apple Valley View Mutual Water Company, *Water Rate Study*  
Thunderbird County Water District, *Water Rate Study*  
Juniper Riviera Community Water District, *Water Rate Study*  
Orosi Public Utility District, *Wastewater Rate Study*  
West Valley County Water District, *Water Rate Study*  
Napa County, *Water and Sewer Rate Study*

## TECHNICAL SPECIALTIES

- Database Management
- Data Analysis
- Statistical Programming
- Data Visualization
- Technical Report Review
- Cost Indexes

## PROFESSIONAL HISTORY

*Robert D. Niehaus, Inc.*  
Analyst (2020-Present)  
Market Researcher (2017)

*Institute of Public Utilities at  
Michigan State University*  
Research Assistant (2018-2020)

## EDUCATION

*Bachelor of Science in  
Environmental Economics (2020)*  
Michigan State University

## PROFESSIONAL MEMBERSHIPS

- National Association for Business Economics (NABE)






# COMMITTEE MEMORANDUM

**DATE:** January 16, 2024

**TO:** Finance and Administration Committee

**FROM:** Cris Pérez  
Director of Technology Services 

**SUBJECT:** Recommend Approval for the General Manager to Enter into a Contract with X-Act Technology Solutions, Inc. for As-Needed Technology Support Services

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### SUMMARY

SCV Water utilizes an IT support services contractor to provide highly technical support to help manage, monitor, and upkeep its technology. The current IT support services contract expires at the end of January 2024, so the Technology Services department issued a Request for Proposal (RFP) in November 2023 to solicit offers from qualified vendors to provide a full range of managed and as-needed Technology Support services.

SCV Water Technology Services department, working with TruOptions Associates LLC, a third-party independent IT consulting firm, performed a comprehensive assessment of the responsive proposals (see TruOptions' Vendor Selection Report, Attachment 1). X-Act Technology Solutions, Inc. (X-Act) has been selected for these Technology Support Services. X-Act can provide the most complete solution for SCV Water's needs based on results of evaluation criteria that included qualifications, cost proposals, on-site interviews, demonstration of ability to provide managed services, and as-needed technology support services.

### DISCUSSION

SCV Water's demand for technology services has increased relative to the continued expansion and importance of business technology, operational technology (OT), cybersecurity, and cloud services, and the previous IT support services contract was focused on the business network and its support. Starting in the summer of 2023, Tech Services conducted a cross-departmental needs assessment for the anticipated upcoming RFP, which reflected expanded needs and support of SCADA (OT) and cybersecurity across all networks (cloud, business, and OT). The Agency received responses from three (3) technology support services providers for the RFP: AllConnected, Inc., Datalink Networks, Inc., and X-Act Technology Solutions.

The Tech Services department engaged a third-party independent IT consulting firm TruOptions Associates, LLC to conduct an initial review of the proposals received to identify key differentiators, and to provide recommendations for vendor selection. The Agency requested for evaluations to provide the following:

- Review of received proposals based on the evaluation criteria listed in the RFP;
- Review and assess to determine the vendor's proposed project approach to provide IT support services satisfactorily meeting SCV Water's requirements;

- Identify whether the vendor’s qualifications, related experience, and project team credentials are sufficient to determine the contractor’s ability to perform the requested services;
- Conduct a reference check with vendor clients to verify the credibility of each provider;
- Review and analyze the proposed cost options;
- Identify hidden cost elements that would require further clarification from the vendor;
- Provide a recommendation of the vendor that delivers the most efficient, effective, and fits SCV Water’s needs value proposition.

SCV Water’s evaluation team, consisting of the Agency’s Technology Services department and TruOptions, determined that DataLink Networks scored the lowest, as they did not provide the requested detailed information about their knowledge and service delivery related to the SCADA server and network management and cybersecurity. Additionally, DataLink Networks did not provide pricing information following the RFP requested format.

Table 1 below provides a summary of the vendor scoring following the proposal. While each of the three respondents proposed their services and technical knowledge to perform the work (Item 3), X-Act differentiated itself with documentation supporting their ability to provide managed services as outlined in the RFP. X-Act was the only respondent with in-house electrical and low voltage cabling expertise, as well as having on staff a cybersecurity expert with Certified Information Systems Security Professional (CISSP) certification. These two areas are critical and a strong focus in the technology services support services cycle.

**Table 1 Proposal and Interview Scoring Summary**

| <b>Technology Support Services Proposal Evaluation (After BAFO)</b> |   |                             |                      |                      |                      |
|---|---|-----------------------------|----------------------|----------------------|----------------------|
|   |   |                             | <b>All-Connected</b> | <b>DataLink</b>      | <b>X-Act</b>         |
| <b>Item</b>   | <b>Criteria Description</b>   | <b>Max Available Points</b> | <b>Average Score</b> | <b>Average Score</b> | <b>Average Score</b> |
| 1   | Demonstrate Ability of Contractor to Provide Managed Services as outlined in the RFP              | 60                          | 51.67                | 35.67                | 52.67                |
| 2   | Demonstrate Ability of Contractor to Provide As-Needed IT Support Services as outlined in the RFP | 40                          | 33.67                | 28.00                | 34.33                |
| 3   | Qualification of the Contractor   | 60                          | 52.00                | 45.33                | 53.00                |
| <b>Total Technical Eval Score</b>                                   |   | <b>160</b>                  | <b>137.33</b>        | <b>109.00</b>        | <b>140.00</b>        |
| 4   | Cost Proposal (After BAFO)  | 40                          | 35.00                | 40.00                | 32.00                |
| <b>Total Score</b>  |   | <b>200</b>                  | <b>172.33</b>        | <b>149.00</b>        | <b>172.00</b>        |
| 5   | On-Site Interview Points  | <b>20</b>                   | <b>18.00</b>         | <b>-</b>             | <b>18.67</b>         |
| <b>Total Evaluation Score</b>                                       |   | <b>220</b>                  | <b>190.33</b>        | <b>149.00</b>        | <b>190.67</b>        |

X-Act proposed a non-traditional staffing model for this engagement with SCV Water. This approach involves a fully dedicated prime technician and a backup technician who are equally capable and knowledgeable about the client. The backup technician can substitute/complement the primary technician whenever necessary. In comparison, AllConnected proposed a traditional

mode, with a technology alignment manager to tackle the specialist involvement per SCV Water's needs. In addition to the proposal analysis, SCV Water Technology Services interviewed the top two (2) vendors based on the proposal analysis. The interview duration was two (2) hours each and were organized in a similar manner. Each vendor prepared a presentation based on an agenda that was developed and distributed prior to the meetings by the evaluation team.

To assess the advantages and disadvantages of each of the vendor's proposals, SCV Water Technology Services was guided by the Federal Procurement Standards of applying 80% of the total score to the technical proposal, and 20% of the total score to the cost proposal. The vendor selection process was to evaluate the three contractors from an overall value and not the perspective of costs, primarily. Although X-Act's proposal is at a higher cost over the five (5)-year contract period including the two (2) optional years, they provide a pricing model that will save the Agency money in the long run from any likely unexpected issues related to upcoming network upgrades, such as SCADA server and network enhancements, cloud migration, and cyber monitoring. Additionally, X-Act has little turnover with more comprehensive technical abilities and knowledge.

For the base contract period of three (3) years, X-Act's overall monthly costs are lower compared to AllConnected and include the Mobile Device Management services at no additional cost. The X-Act managed services cost is based on SCV Water's technology environment with unlimited support hours. AllConnected offered managed services with a monthly cap of 62 hours and revisit this cap on a quarterly basis per the last three (3) months of service delivery. SCV Water's next three (3) years will be based on foundational growth and enhancement of the SCADA server and network footprint, as well as cloud migration of on-prep infrastructure which may require a significant amount of onsite assistance hours. The infrastructure-based managed services provided by X-Act will not incur unknown costs of the challenges that will arise from these initiatives. It is for these reasons that X-Act was selected as the Agency's choice.

## **STRATEGIC PLAN NEXUS**

The approval of the technology support services contract helps support of SCV Water's Strategic Plan Strategy F.3 – "Implement integrated technology and applications across the organization."

## **FINANCIAL CONSIDERATIONS**

The proposed contract with X-Act is for a cost of \$369,930 per year for three (3) years. The monthly cost for X-Act to provide managed services during the base contract duration of three (3) years is \$30,828 inclusive of expenses. The contract terms include an additional two (2) year option to continue the contract at monthly costs of \$34,072 with no increase from year four (4) to year five (5), for a total consideration including the two-year options of \$1,929,790.

The previous contract executed in 2018 with X-Act cost \$291,600 per year for three (3) years, and the Agency opted to exercise options for an additional two years at a maximum of \$30,000 per month. The monthly cost for X-Act to provide managed services during the base contract duration of three (3) years was \$24,300 inclusive of expenses. The previous 5-year contract totaled approximately \$1,620,000.

## **RECOMMENDATION**

That the Finance and Administration Committee recommend the Board of Directors authorize the General Manager to enter into a three (3)-year contract with X-Act Technology Solutions, Inc. for as-needed technology support services in an amount not-to-exceed \$1,109,790, with (2) two options to renew for one (1) year each, at a cost not-to-exceed \$410,000 per year.

CP

Attachment

M65



# Technology (IT) Support Services Vendor Selection Report

**Developed by:**

 **TruOptions**

TruOptions Associates LLC  
10516 My Girl Place  
Woodstock, MD 21163

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# 1 Executive Summary

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On November 6<sup>th</sup>, 2023, the Santa Clarita Valley Water Agency (SCV Water) issued a Request for Proposals (RFP #2324 - TSS) to solicit offers from qualified vendors to provide a full range of managed and as-needed IT Support services. In a response to its request, the SCV Water received responses from three (3) IT Support services providers: X-Act Technology Solutions Inc., AllConnected Inc., and Datalink Networks, Inc. The SCV Water's Evaluation Team consisting of SCV Water Technology Services and a third-party independent IT consulting firm (TruOptions Associates LLC) conducted an initial review of the received proposals. It was determined that Global IT Services' proposal is non-responsive as it does not address the managed services section of the scope of work, a mandatory requirement, which excluded their proposal from further evaluation.

SCV Water engaged TruOptions to perform a comprehensive assessment of the received Technology Support services technical and cost proposals, identify key differentiators, and provide a recommendation for a vendor selection. SCV Water requested that the evaluation provide the following:

- Review of received proposals based on the evaluation criteria listed in the RFP document.
- Review and assess whether the vendor's proposed project approach to provide Technology Support services satisfactorily meets the SCV Water's requirements.
- Identify whether the vendor's qualifications, related experience and project team credentials are sufficient to determine the contractor's ability to perform the requested services.
- Conduct a reference check with vendors' client to verify credibility of each provider.
- Review and analyze the proposed cost options.
- Identify hidden cost elements that will need further clarification from the vendor.
- Provide a recommendation for a vendor that delivers the most efficient, effective, and according to SCV Water's needs value proposition.

In addition to the proposals' analysis, TruOptions in collaboration with SCV Water Technology Services conducted on-site presentations with two (2) vendors: AllConnected Inc., and X-Act Technology Solutions Inc. Each interview lasted for two (2) hours and were organized in a similar manner. Each vendor had prepared a presentation based on an agenda that had been developed and distributed prior to the meetings with the Evaluation Team. The Evaluation Team didn't invite

DataLink Networks for the on-site presentation as they scored lowest following the proposal analysis from technical and cost perspective.

Enclosed within this report, we have provided a comprehensive analysis of X-Act Technology Solutions Inc., AllConnected Inc., and Datalink Networks, Inc.' proposals based on the following evaluation criteria:

- Demonstrate Ability of Contractor to Provide Managed Services as outlined in the RFP (60 points of the total score)
- Demonstrate Ability of Contractor to Provide As-Needed IT Support Services as outlined in the RFP (40 points of the total score)
- Qualifications of the Contractor (60 points of the total score)
- Cost Proposal (40 points)
- On-Site Interviews (Additional 20 points)

The complete proposals from the three (3) IT Support services vendors were thoroughly reviewed, analyzed, and compared to each other based on the best available objective information contained within the proposals (e.g. project approach to complete the services from the proposed scope of work, compliance with the established performance standards, guaranteed response time, qualifications of the firm and proposed project team, etc.) and follow-up clarifications. The proposals were scored on a scale of 0-200 plus an additional 20 points for the on-site interviews. The vendors that provided the most advantageous offers were invited to submit their Best and Final Offer (BAFO) responses which were taken into consideration when scoring the cost proposal.

In summary, the Evaluation Team objectively assessed the proposals from a common baseline in order to provide a fair analysis that will determine which vendor is capable of delivering the best overall value and return on investment (ROI) to the agency. Out of three (3) vendors, AllConnected and X-Act Technology Solutions demonstrated depth of skills and experience to provide Technology Support services as requested by SCV Water. The X-Act Technology Solutions' proposal offered a significant range of technology understanding, and ability to meet most of the SCV Water Technology Support services' needs. However, the X-Act Technology Services proposed cost is \$54,252 higher compared to AllConnected for all 5 years and including the mobile device management optional managed services but their hourly rates are inclusive for all expenses. Some of the key differentiators in the X-Act Technology Solutions' proposal included:

- electrical & low voltage cabling as well as certification with 25 years of warranty

- flexibility to modify the managed services offering based on the SCV Water needs and updates on existing infrastructure
- no separate rate for emergency work
- proactive approach for technology service management
- structured knowledge management process to enable any staff for service delivery
- CISSP certified professional to monitor the cyber security
- involvement of owner on project as well as managed services task,
- no knowledge transfer due to continual of services
- support for multivendor environments

## 2 Technical Proposal Evaluation

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The SCV Water Evaluation Team reviewed and conducted a quantitative analysis of the technical proposals submitted by AllConnected, Datalink Networks, and X-Act Technology Solutions. The analysis was focused on selecting a provider that can demonstrate the ability to provide skills, processes and resources that complement and exceed SCV Water's in-house capabilities. To help make an informed decision, the Evaluation Team considered the following technical proposal selection criteria:

- 1. Demonstrate Ability of Contractor to Provide Managed Services as outlined in the RFP (60 points of the total score)**
  - 1.1. Ability to provide Server Administration Services
  - 1.2. Ability to provide Network and Security Management Services
  - 1.3. Ability to provide SCADA Network and Server Management Services
  - 1.4. Ability to provide Cyber Security Management Services
  - 1.5. Ability to provide MDM Services (Optional)
- 2. Demonstrate Ability of Contractor to Provide As-Needed IT Support Services as outlined in the RFP (40 points of the total score)**
  - 2.1. Ability to provide Business Applications and Data Management Services
  - 2.2. Ability to provide Disaster Recovery Business Continuity Planning Support Services
  - 2.3. Ability to provide Special Project Services
- 3. Qualification of the Contractor (40 points of the total score)**
  - 3.1. Overall experience, qualifications, financial stability, and capabilities of the Contractor
  - 3.2. Client references/satisfaction of current/previous clients
  - 3.3. Qualifications, industry certifications, experience of the proposed staff
  - 3.4. Qualification, experience, availability, commitment of the technical Project Manager
  - 3.5. Home office location of Contractor resources (SCV Water local preference)

### 2.1 Ability to Provide Managed Services

When evaluating the proposed managed services, the Evaluation Team considered factors such as:

- **Proactive, technology-based approach for Technology Services Management** – A partner that goes beyond simple monitoring and device management. The focus is on selecting a vendor that emphasizes on problem prevention and continuous improvement.
- **Alignment with industry best practices** – A provider that could employ industry best practices in managing agency’s IT resources and maintain as well as improve cyber security to safeguard agency’s vital infrastructure and information.
- **Consistent processes, policies, and knowledge management** – A partner that maintains consistent processes and documentation as part of their knowledge management program.
- **Support for multivendor environments and strong partnerships** – A vendor-agnostic provider that acts as a trusted technology advisor and has also partnerships with leading vendors to help SCV Water to select the technologies that best fit for agency’s business.
- **Compliance with service level requirements** – A provider that meets SCV Water SLAs as outlines in the RFP document.
- **Comprehensive portfolio of managed services aligned with SCV Water needs** – A partner that provides flexibility to add/remove managed services based on agency’s IT needs.
- **Technology innovation and transformation** – A provider that has proprietary insights and/or experiences and offers a collaborative approach to gain advantages of future technological or market shifts.

| Ability to provide Managed Services |                       |                                   |  |                |              |
|-------------------------------------|-----------------------|-----------------------------------|--|----------------|--------------|
|                                     | Server Administration | Network Monitoring and Management | SCADA Network and Server Monitoring and Management | Cyber Security | MDM Services |
| AllConnected                        | X                     | X                                 | X  | X              | X            |
| Datalink Networks                   | X                     | X                                 | X  | X              | X            |

| Ability to provide Managed Services |                       |                                   |  |                |                |
|-------------------------------------|-----------------------|-----------------------------------|--|----------------|----------------|
|                                     | Server Administration | Network Monitoring and Management | SCADA Network and Server Monitoring and Management | Cyber Security | MDM Services   |
| <b>X-Act</b>                        | X                     | X                                 | X  | X              | X <sup>1</sup> |

All three proposers provided their responses for the above four (4) and one (1) optional managed services category, which resulted in the following score:

| Vendor Name              | Total Vendor Score (out of 60) | % Score |
|--------------------------|--------------------------------|---------|
| <b>All Connected</b>     | 51.67                          | 86.11%  |
| <b>Datalink Networks</b> | 35.67                          | 59.44%  |
| <b>X-Act</b>             | 52.67                          | 87.78%  |

## 2.2 Ability to Provide As-Needed IT Support Services

When evaluating the proposed managed services, the Evaluation Team considered factors such as:

- Ability to provide skilled IT staff resources for special projects
- Ability to provide project management and oversight with periodic update as well as budget and resource management
- Access to qualified resources and prior experience with similar engagements

<sup>1</sup> X-Act Technology Solution offers MDM services per the RFP at no additional cost to the Agency.



| Ability to provide As-Needed IT Support Services |  |                           |                           |
|--|--|---------------------------|---------------------------|
|  | Business Application & Data Management | Disaster Recovery Support | Special Projects Services |
| <b>AllConnected</b>                              | X                                      | X                         | X                         |
| <b>Datalink Networks</b>                         | X                                      | X                         | X                         |
| <b>X-Act</b>                                     | X                                      | X                         | X                         |

All three proposers provided their responses for the above three (3) listed as-needed Technology Support Services which resulted in the following score:

| Vendor Name              | Total Vendor Score (out of 40) | % Score |
|--------------------------|--------------------------------|---------|
| <b>All Connected</b>     | 36                             | 90.00%  |
| <b>Datalink Networks</b> | 28                             | 80.00%  |
| <b>X-Act</b>             | 34.33                          | 85.83%  |

## 2.3 Vendor Qualifications

### 2.3.1 Vendor Profiles

The SCV Water Evaluation Team assessed the firm and project team qualifications for each of the three (3) vendors and summarized its findings in the following table:

| IT Support Services Vendor Profiles                             |  |  |  |
|---|--|--|--|
|   | AllConnected   | Datalink Networks  | X-Act Technology Solutions   |
| <b>Company Size</b>   | 31 employees   | 14 employees   | 20 employees   |
| <b>Years in Business</b>  | 25 years   | 35 years   | 15 years   |
| <b>Clients</b>  | Public Water Utilities, Mid-size government, state and local entities, education institutes, along with private enterprises within Los Angeles and Ventura counties.   | Serve mid-market organizations (100-1000 employees)  | Mid-size government, state and local entities, education institutes, along with private enterprises.   |
| <b>Local Preference</b>   | Yes  | Yes  | Located within 35-40 mins distance   |
| <b>Demonstrated Experience in providing IT Support Services</b> | The company differentiates itself by providing the technical account management process using its product called “supportConnect” which assigns dedicated technology alignment manager for each client. Deep understanding of NIST 800-171 Cybersecurity framework and experience supporting SCADA infrastructure and network.<br><br>Infrastructure and (5) Cloud Services. | The company owns an engineering lab for employees to test and validate technology solutions.<br><br>Datalink Networks maintains five primary practice areas: (1) Managed Services, (2) Datacenter, Technology, (3) Security, (4) Networking Infrastructure and (5) Cloud Services. | Full-service IT company providing services such as: Business Phone Systems (VOIP), 24/7 Network and Desktop Support, Cyber Security, Technology Consulting and policy implementation, Cloud consulting and strategic implementations. The company is technology agnostic.<br><br>Company holds C-10 license for electrical and low voltage work that can be certified for 25 years warranty. |
| <b>References from Similar Clients</b>                          | References are from government agency, public utility, and private sector clients.   | References are from private sector firms, non-profit organizations, and educational institutes No references   | References are from both public and private sector clients.  |

| IT Support Services Vendor Profiles |   |   |  |
|-------------------------------------|---|---|--|
|                                     | AllConnected  | Datalink Networks   | X-Act Technology Solutions   |
|                                     |   | from a public utility or local governments are provided.  |  |
| <b>Certifications</b>               | Professional certifications are provided for each proposed team member.   | Professional certifications are provided for each proposed team member.   | Professional certifications are provided for each proposed team member.  |
| <b>Team Qualifications</b>          | The proposed local Technology Alignment Manager with knowledge of system and network engineering for this engagement and he has been with the company for 10 years. The company proposes 5 key team members which will be responsible for System Engineering, Network Security, SCADA Network Engineer, and Account Management tasks, separately. | The proposed Sr. Engineer for this engagement has been with the company for 8 years. The company proposes 4 key team members which will be responsible for System Engineering, Network Security, Server Admin, Databased Management and Account Management tasks, separately. | The proposed team for this engagement with SCV Water consists of technicians that have been with the company for over 7 years. Also, the company is keeping the same technicians as they are currently involved with SCV Water under the existing managed services contract. The company proposes a staffing model where there is a primary technician/cyber security lead assigned to SCV Water along with junior backup technician for any substitution and internal knowledge management. |

### 2.3.2 Financial Stability

As SCV Water is looking for a long-term, strategic relationship, the selected vendor's financial stability is of utmost importance. Based on the information presented in each of the vendor's proposals, Evaluation Team's research on each company, and feedback from clients' references, it can be concluded that all three companies are reliable and have a good financial standing.

### 2.3.3 Project Team Qualifications

All three vendors showcased depth of skills and experience in their proposals to provide managed services as requested by SCV Water. In addition to the baseline tasks such as operating system maintenance, network support, and availability management, SCV Water was looking for specialized skills related to managing change, virtualization, multiple network technologies, cross-platform integration, SCADA network & server management, cyber security, and cloud technologies. When assessing vendors' project team qualifications, the SCV Water Evaluation Team considered factors such as scalability and availability of staff with specialized skill sets, compliance with industry best practices, certification, ongoing education, and how specialists are organized and share knowledge.

While comparing the three vendors staffing models, the Evaluation Team noted that X-Act Technology Solutions was the only vendor that presented a non-traditional staffing model for this engagement with SCV Water. The approach involves a fully dedicated prime technician and a backup technician who is equally capable and knowledgeable about the client and can substitute/complement the primary one, whenever necessary. AllConnected and DataLink Networks presented traditional staffing model of dedicated technology manager with system and network engineering knowledge, and he/she will bring expert per SCV Water needs. Compare to DataLink Networks, X-Act Technology Solutions and AllConnected also provided deep expertise in the requested technologies, SCADA understanding, cyber security and offered flexibility to adjust their service delivery model, if needed.

| Vendor Qualifications    |                        |            |                             |                             |                  |
|--------------------------|------------------------|------------|-----------------------------|-----------------------------|------------------|
|                          | Company Qualifications | References | Technical PM Qualifications | Project Team Qualifications | Local Preference |
| <b>AllConnected</b>      | X                      | X          | X                           | X                           | X                |
| <b>DataLink Networks</b> | X                      | X          | X                           | X                           | X                |
| <b>X-Act</b>             | X                      | X          | X                           | X                           |                  |

Out of the four (5) listed qualifications categories, AllConnected complied with 5, Datalink Networks complied with 5, and X-Act complied with 4, which resulted in the following score:

| Vendor Name              | Total Vendor Score (out of 40) | % Score |
|--------------------------|--------------------------------|---------|
| <b>All Connected</b>     | 52                             | 86.67%  |
| <b>Datalink Networks</b> | 45.33                          | 75.56%  |
| <b>X-Act</b>             | 53                             | 88.33%  |

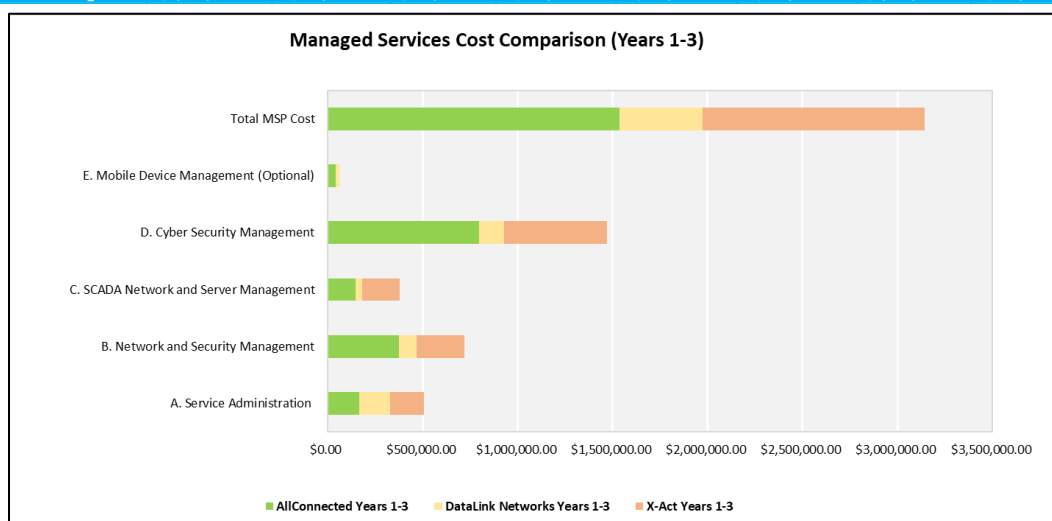
### 3 Cost Proposal Evaluation

SCV Water utilizes a flat based fee pricing model for its managed services. Each of the responding vendors was requested to submit a fixed monthly price for providing managed services and hourly rates for any as-needed IT Support Services. The Evaluation Team reviewed and analyzed both the Managed Services and As-Needed IT Support Services cost components based on the information provided in the vendors’ pricing proposals and the follow-up clarifications. The purpose of this analysis was to examine each of the cost categories and related benefits in order to compare all three vendors.

#### 3.1 Managed Services Cost

SCV Water requested the vendors to provide managed services fees for the 3-years base period and two optional years. The table below summarizes the managed services fees, submitted by each provider:

| Managed Services (Monthly Fixed Fee)   | AllConnected          |                     |                     | DataLink Networks   |                     |                     | X-Act                 |                     |                     |
|--|-----------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-----------------------|---------------------|---------------------|
|  | Years 1-3             | Year 4              | Year 5              | Years 1-3           | Year 4              | Year 5              | Years 1-3             | Year 4              | Year 5              |
| A. Service Administration              | \$167,389.20          | \$57,191.31         | \$58,621.09         | \$162,000.00        | \$59,400.00         | \$59,400.00         | \$180,000.00          | \$63,000.00         | \$63,000.00         |
| B. Network and Security Management     | \$377,730.00          | \$129,057.75        | \$132,284.19        | \$90,000.00         | \$33,000.00         | \$33,000.00         | \$250,740.00          | \$87,759.00         | \$87,759.00         |
| C. SCADA Network and Server Management | \$147,960.00          | \$50,553.00         | \$51,816.83         | \$36,000.00         | \$13,200.00         | \$13,200.00         | \$197,460.00          | \$69,111.00         | \$69,111.00         |
| D. Cyber Security Management           | \$797,652.00          | \$272,531.10        | \$279,344.38        | \$133,200.00        | \$48,840.00         | \$48,840.00         | \$540,000.00          | \$189,000.00        | \$189,000.00        |
| E. Onboarding Project Fee (One time)   | \$40,000.00           | NA                  | NA                  | NA                  | NA                  | NA                  | NA                    | NA                  | NA                  |
| <b>Total MSP Cost</b>                  | <b>\$1,530,731.20</b> | <b>\$509,333.16</b> | <b>\$522,066.49</b> | <b>\$421,200.00</b> | <b>\$154,440.00</b> | <b>\$154,440.00</b> | <b>\$1,168,200.00</b> | <b>\$408,870.00</b> | <b>\$408,870.00</b> |
| A. Mobile Device Management (Optional) | \$44,280.00           | \$15,120.00         | \$15,540.00         | \$18,000.00         | \$6,600.00          | \$6,600.00          | Included in A         | Included in A       | Included in A       |
| <b>Total MSP Cost Including MDM</b>    | <b>\$1,575,011.20</b> | <b>\$524,453.16</b> | <b>\$537,606.49</b> | <b>\$439,200.00</b> | <b>\$161,040.00</b> | <b>\$161,040.00</b> | <b>\$1,168,200.00</b> | <b>\$408,870.00</b> | <b>\$408,870.00</b> |



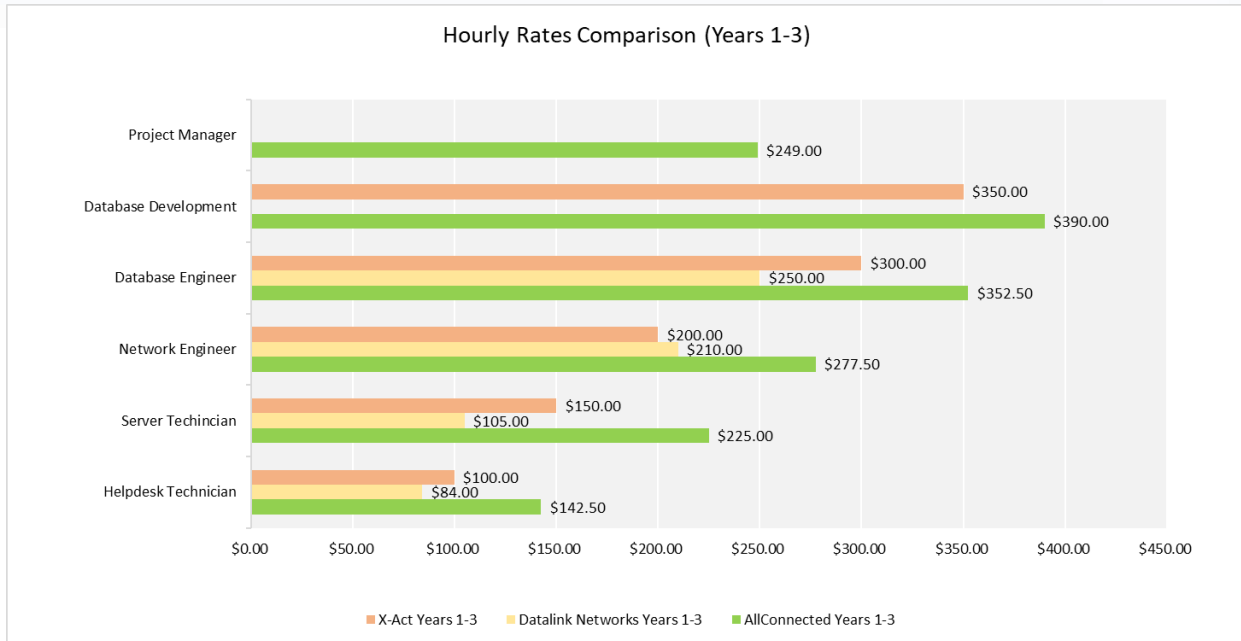
The Evaluation Team compared the 3-year base contract fees and indicated that AllConnected proposed the highest price to provide the managed services in categories A-D and optional MDM managed services. Also, AllConnected proposed highest price for optional year 4 and 5 compared to other two vendors.

### 3.2 As-Needed Support Services Cost

In addition to the fixed-fee pricing for managed services, SCV Water requested the vendors to provide hourly rates for as-needed project-based support services. AllConnected, Datalink Networks and X-Act Technology Solutions provided hourly rates for 5 years. AllConnected used their CMAS rates for the as-needed IT support services while billing the travel rate at the ½ of base rate whenever the travel is incurred. DataLink Networks and X-Act Technology Solutions submitted between 15-20% higher rates for option years 4 and 5. Below is a comparison of the provided hourly rates:

| As-Needed IT Support Services                      | AllConnected <sup>2</sup> |          |          | DataLink Networks |          |          | X-Act     |          |          |
|--|---------------------------|----------|----------|-------------------|----------|----------|-----------|----------|----------|
|  | Years 1-3                 | Year 4   | Year 5   | Years 1-3         | Year 4   | Year 5   | Years 1-3 | Year 4   | Year 5   |
| Helpdesk Technician                                | \$106.88                  | \$109.55 | \$112.29 | \$84.00           | \$95.00  | \$95.00  | \$100.00  | \$125.00 | \$125.00 |
| L1 Network/System Engineer or Server Tech          | \$168.75                  | \$172.97 | \$177.29 | \$105.00          | \$125.00 | \$125.00 | \$150.00  | \$175.00 | \$175.00 |
| L2 Senior Network/System Engineer or Network Engg  | \$208.13                  | \$213.33 | \$218.66 | \$210.00          | \$235.00 | \$235.00 | \$200.00  | \$225.00 | \$225.00 |
| L3 Expert NetWork/System Engineer or Database Engg | \$264.38                  | \$270.98 | \$277.76 | \$250.00          | \$275.00 | \$275.00 | \$300.00  | \$300.00 | \$300.00 |
| Expert Architect or Database Development           | \$292.50                  | \$299.81 | \$307.31 | NA                | NA       | NA       | \$350.00  | \$350.00 | \$350.00 |
| Project Manager                                    | \$186.75                  | \$191.42 | \$196.20 | NA                | NA       | NA       | NA        | NA       | NA       |

<sup>2</sup> AllConnected used their CMAS rate for the as-needed IT Support Services. In CMAS, the travel is calculated as the ½ of base rate. To compare hourly rates between AllConnected and other vendors, the fully burdened hourly rate for AllConnected is calculated using this formula: ((8 hours per day X CMAS Rate) + (2 hours – 1 hour each way travel time X (CMAS Rate/2)))/8. Also, optional year 4 and 5 will have increment of 2.5% on the Year 1-3 hourly rate each year.



In the above charge, the positions titles mentioned on the Y-Axis (Vertical) as also referred as shown in below table:

| Postion              | Also Referred As                    |
|----------------------|-------------------------------------|
| Server Tech          | L1 – Network/System Engineer        |
| Network Engineer     | L2 – Senior Network/System Engineer |
| Database Engineer    | L3 – Expert Network/System Engineer |
| Database Development | Expert Architect                    |



## 4 Clarification & Short Listing

### 4.1 Clarification

During the proposal evaluation, the Evaluation Team requested DataLink Networks to provide an updated pricing following the RFP price proposal format and provide supporting documentation as submitted proposal was missing the cyber security and SCADA server & network managed services and price proposal was submitted using RFP requested format. In the clarification response, DataLink Networks didn't provide the price proposal following the RFP format and was not clear about their cyber security and SCADA server & network managed services offering. The Evaluation Team also requested AllConnected to provide explanation on their hourly rate and technical capability to manage existing software and hardware setup at SCV Water, and they provided the response accordingly with additional information.

### 4.2 Short Listing

After completing the proposal qualitative evaluation, using the proposes' clarification responses, background, technical knowledge, past experience working on similar projects or similar environment, proposed staff qualifications, approach to deliver the requested managed and as-needed IT support services, and project management methodology, the Evaluation Team short-listed AllConnected and X-Act Technology Solutions for on-site interviews. Please see below table for qualitative and quantitative scores following the technical and cost proposals for all three vendors:

| Proposal Evaluation |  |                      |               |                   |               |
|---------------------|--|----------------------|---------------|-------------------|---------------|
|                     |  |                      | AllConnected  | Datalink NetWorks | X-Act         |
| Item                | Criteria Description   | Max Available Points | Average Score | Average Score     | Average Score |
| 1                   | Ability of Contractor to Provide Managed Services              | 60                   | 51.67         | 35.67             | 52.67         |
| 2                   | Ability of Contractor to Provide As-Needed IT Support Services | 40                   | 33.67         | 28.00             | 34.33         |
| 3                   | Qualification of the Contractor                                | 60                   | 52.00         | 45.33             | 53.00         |
| 4                   | Cost Proposal  | 40                   | 32.00         | 40.00             | 35.00         |
| <b>Total Score</b>  |  | <b>200</b>           | <b>169.33</b> | <b>149.00</b>     | <b>175.00</b> |

## 5 Vendor Demonstrations

As a final step in the evaluation process, SCV Water conducted onsite interviews with the two (2) vendors. The presentations were held at SCV Water location and followed a common agenda previously approved by the Evaluation Team. AllConnected and X-Act Technology Solutions’ presentations were scored in the following four (4) categories:

- Ability to Provide Managed Services as outlined in RFP,
- Ability to Provide As-Needed IT Support Services,
- Overall Qualifications
- Project Management for IT Support Services.

Each category was scored on a scale of 1 to 5 with a possible maximum score of 20 points which were added to the final score for each vendor. The results from the on-site presentations are summarized in the table below.

| On-Site Presentations Evaluation |   |                      |              |             |             |               |             |             |             |               |
|----------------------------------|---|----------------------|--------------|-------------|-------------|---------------|-------------|-------------|-------------|---------------|
| Item                             | Criteria Description  | Max Available Points | AllConnected |             |             |               | X-Act       |             |             |               |
|                                  |   |                      | Evaluator 1  | Evaluator 2 | Evaluator 3 | Average Score | Evaluator 1 | Evaluator 2 | Evaluator 3 | Average Score |
| 1                                | Demonstrate Ability of Contractor to Provide Managed Services as outlined in the RFP              | 5                    | 5            | 5           | 4           | 4.67          | 5           | 5           | 4           | 4.67          |
| 2                                | Demonstrate Ability of Contractor to Provide As-Needed IT Support Services as outlined in the RFP | 5                    | 4            | 5           | 4           | 4.33          | 5           | 5           | 5           | 5.00          |
| 3                                | Qualification of the Contractor   | 5                    | 5            | 5           | 4           | 4.67          | 5           | 5           | 4           | 4.67          |
| 4                                | Proposed PM Approach for IT Support Services  | 5                    | 4            | 5           | 4           | 4.33          | 4           | 5           | 4           | 4.33          |
| <b>Total Score</b>               |   | <b>20</b>            | <b>18</b>    | <b>20</b>   | <b>16</b>   | <b>18.00</b>  | <b>19</b>   | <b>20</b>   | <b>17</b>   | <b>18.67</b>  |

X-Act Technology Solutions presented a non-traditional managed services approach with assignment of primary technician with junior or another technician shadow the primary, and less tiered project management approach to handle project as well as related challenges. As a result, X-Act Technology Solutions scored the highest in all four categories.

## 6 BAFO Response

SCV Water requested BAFO responses from the overall most effective and efficient value propositions considering both technical offer and cost proposal. Thus, AllConnected and X-Act Technology Solutions were invited to submit their best and final offer. The BAFO responses are summarized in the table below:

| Managed Services (Monthly Fixed Fee)   | AllConnected          |                       |            | X-Act                 |                       |            |
|--|-----------------------|-----------------------|------------|-----------------------|-----------------------|------------|
|  | Years 1-3             |                       |            | Years 1-3             |                       |            |
|  | Initial Pricing       | BAFO Pricing          | % Discount | Initial Pricing       | BAFO Pricing          | % Discount |
| A. Service Administration              | \$167,389.20          | \$198,322.56          | -18%       | \$180,000.00          | \$171,000.00          | 5%         |
| B. Network and Security Management     | \$377,730.00          | \$346,680.00          | 8%         | \$250,740.00          | \$238,203.00          | 5%         |
| C. SCADA Network and Server Management | \$147,960.00          | \$118,800.00          | 20%        | \$197,460.00          | \$187,587.00          | 5%         |
| D. Cyber Security Management           | \$797,652.00          | \$419,040.00          | 47%        | \$540,000.00          | \$513,000.00          | 5%         |
| E. MDM Services (Optional)             | \$44,280.00           | \$3,690.00            | 92%        | Included in A         | Included in A         |            |
| F. Onboarding Project Fee              | \$40,000.00           | \$35,000.00           | 13%        | \$ -                  | \$ -                  |            |
| <b>Total</b>                           | <b>\$1,535,011.20</b> | <b>\$1,121,532.56</b> | <b>27%</b> | <b>\$1,168,200.00</b> | <b>\$1,109,790.00</b> | <b>5%</b>  |

| Managed Services (Monthly Fixed Fee)   | AllConnected        |                     |            |                     |                     |            | X-Act               |                     |            |                     |                     |            |
|--|---------------------|---------------------|------------|---------------------|---------------------|------------|---------------------|---------------------|------------|---------------------|---------------------|------------|
|  | Option Year 4       |                     |            | Option Year 5       |                     |            | Option Year 4       |                     |            | Option Year 5       |                     |            |
|  | Initial Pricing     | BAFO Pricing        | % Discount | Initial Pricing     | BAFO Pricing        | % Discount | Initial Pricing     | BAFO Pricing        | % Discount | Initial Pricing     | BAFO Pricing        | % Discount |
| A. Service Administration              | \$57,191.31         | \$67,760.21         | -18%       | \$58,621.09         | \$69,454.21         | -18%       | \$63,000.00         | \$63,000.00         | 0%         | \$63,000.00         | \$63,000.00         | 0%         |
| B. Network and Security Management     | \$129,057.75        | \$118,449.00        | 8%         | \$132,284.19        | \$121,410.23        | 8%         | \$87,759.00         | \$87,759.00         | 0%         | \$87,759.00         | \$87,759.00         | 0%         |
| C. SCADA Network and Server Management | \$50,553.00         | \$40,590.00         | 20%        | \$51,816.83         | \$41,604.75         | 20%        | \$69,111.00         | \$69,111.00         | 0%         | \$69,111.00         | \$69,111.00         | 0%         |
| D. Cyber Security Management           | \$272,531.10        | \$143,172.00        | 47%        | \$279,344.38        | \$146,751.30        | 47%        | \$189,000.00        | \$189,000.00        | 0%         | \$189,000.00        | \$189,000.00        | 0%         |
| E. MDM Services (Optional)             | \$15,120.00         | \$1,260.75          | 92%        | \$15,540.00         | \$107.69            | 99%        | Included in A       | Included in A       |            | Included in A       | Included in A       |            |
| <b>Total</b>                           | <b>\$524,453.16</b> | <b>\$371,231.96</b> | <b>29%</b> | <b>\$537,606.49</b> | <b>\$379,328.18</b> | <b>29%</b> | <b>\$408,870.00</b> | <b>\$408,870.00</b> | <b>0%</b>  | <b>\$408,870.00</b> | <b>\$408,870.00</b> | <b>0%</b>  |

| <i>As-Needed IT Support Services</i>                   | AllConnected                 |          |          |                           |          |          |            |
|--|------------------------------|----------|----------|---------------------------|----------|----------|------------|
|  | Initial Pricing <sup>3</sup> |          |          | BAFO Pricing <sup>4</sup> |          |          | % Discount |
|  | Years 1-3                    | Year 4   | Year 5   | Year 1-3                  | Year 4   | Year 5   |            |
| Helpdesk Technician                                    | \$106.88                     | \$109.55 | \$112.29 | \$106.88                  | \$109.55 | \$112.29 | 0%         |
| L1 Network/System Engineer or Server Tech              | \$168.75                     | \$172.97 | \$177.29 | \$161.88                  | \$165.92 | \$170.07 | 4%         |
| L2 Senior Network/System Engineer or Network Engineer  | \$208.13                     | \$213.33 | \$218.66 | \$196.88                  | \$201.80 | \$206.84 | 5%         |
| L3 Expert Network/System Engineer or Database Engineer | \$264.38                     | \$270.98 | \$277.76 | \$246.88                  | \$253.05 | \$259.37 | 7%         |
| Expert Architect or Database Development               | \$292.50                     | \$299.81 | \$307.31 | \$271.88                  | \$278.67 | \$285.64 | 7%         |
| Project Manager  | \$186.75                     | \$191.42 | \$196.20 | \$177.88                  | \$182.32 | \$186.88 | 5%         |
| Travel Hourly Rate                                     |                              |          |          | \$95.00                   | \$97.38  | \$99.81  |            |
| Emergency Rate   |                              |          |          | \$295.00                  | \$302.38 | \$309.93 |            |

| <i>As-Needed IT Support Services</i>                   | X-Act           |          |          |              |          |          |            |
|--|-----------------|----------|----------|--------------|----------|----------|------------|
|  | Initial Pricing |          |          | BAFO Pricing |          |          | % Discount |
|  | Years 1-3       | Year 4   | Year 5   | Year 1-3     | Year 4   | Year 5   |            |
| Helpdesk Technician                                    | \$100.00        | \$125.00 | \$125.00 | \$100.00     | \$125.00 | \$125.00 | 0%         |
| L1 Network/System Engineer or Server Tech              | \$150.00        | \$175.00 | \$175.00 | \$150.00     | \$175.00 | \$175.00 | 0%         |
| L2 Senior Network/System Engineer or Network Engineer  | \$200.00        | \$225.00 | \$225.00 | \$200.00     | \$225.00 | \$225.00 | 0%         |
| L3 Expert Neteork/System Engineer or Database Engineer | \$300.00        | \$300.00 | \$300.00 | \$300.00     | \$300.00 | \$300.00 | 0%         |
| Expert Architect or Database Development               | \$350.00        | \$350.00 | \$350.00 | \$350.00     | \$350.00 | \$350.00 | 0%         |

<sup>3</sup> AllConnected used their CMAS rate for the as-needed IT Support Services. In CMAS, the travel is calculated as the ½ of base rate. To compare hourly rates between AllConnected and other vendors, the fully burdened hourly rate for AllConnected is calculated using this formula: ((8 hours per day X CMAS Rate) + (2 hours – 1 hour each way travel time X (CMAS Rate/2)))/8. Assumption: 8 working hours per day and 2-hour travel time (1 hour each way) Also, optional year 4 and 5 will have increment of 2.5% on the Year 1-3 hourly rate each year.

<sup>4</sup> AllConnected provided the flat hourly rate of \$95 per hour. To compare hourly rates between AllConnected and X-Act, the fully burdened hourly rate for AllConnected is calculated using this formula: ((8 hours per day X CMAS Rate) + (2 hours – 1 hour each way travel time X (95/2)))/8. Assumption: 8 working hours per day and 2-hour travel time (1 hour each way) Also, optional year 4 and 5 will have increment of 2.5% on the Year 1-3 hourly rate each year

Both vendors proposed a price discount for managed services. AllConnected provided a 27% discount for all services in categories A-D for the base contract period, 29% discount for year 4 and year 5. X-Act Technology Solutions provided a 5% discount for all services in categories A-D for the base contract period, and no additional discount for option year 4 and year 5. However, the X-Act Technology Solutions bases contract period cost is \$11,742 less compared AllConnected and there is no separate cost of the Mobile Device Management services. In addition, AllConnected Resurgence IT offered a discount of 5% in the bill rates for providing as-needed support services, while X-Act Technology Solutions hourly rates remained the same. Total Cost

Based on the cost information provided from initial price offer, follow-up clarifications, and BAFO responses, below is the overall cost of managed services and as-needed IT Support Services over the five (5) years.

| <i>Managed Services (Monthly Fixed Fee)</i>       | AllConnected          |                     |                     | X-Act                 |                     |                     |
|---|-----------------------|---------------------|---------------------|-----------------------|---------------------|---------------------|
|   | Years 1-3             | Year 4              | Year 5              | Years 1-3             | Year 4              | Year 5              |
| A. Service Administration                         | \$198,322.56          | \$67,760.21         | \$69,454.21         | \$171,000.00          | \$63,000.00         | \$63,000.00         |
| B. Network and Security Management                | \$346,680.00          | \$118,449.00        | \$121,410.23        | \$238,203.00          | \$87,759.00         | \$87,759.00         |
| C. SCADA Network and Server Management            | \$118,800.00          | \$40,590.00         | \$41,604.75         | \$187,587.00          | \$69,111.00         | \$69,111.00         |
| D. Cyber Security Management                      | \$419,040.00          | \$143,172.00        | \$146,751.30        | \$513,000.00          | \$189,000.00        | \$189,000.00        |
| E. Onboarding Project Fee (One time)              | \$35,000.00           |                     |                     |                       |                     |                     |
| <b>Total MSP Cost</b>                             | <b>\$1,117,842.56</b> | <b>\$369,971.21</b> | <b>\$379,220.49</b> | <b>\$1,109,790.00</b> | <b>\$408,870.00</b> | <b>\$408,870.00</b> |
| <b>Total MSP Cost for 5 Years (Excluding MDM)</b> | <b>\$1,867,034.26</b> |                     |                     | <b>\$1,927,530.00</b> |                     |                     |
| A. Mobile Device Management (Optional)            | \$3,690.00            | \$1,260.75          | \$1,292.27          | Included in A         | Included in A       | Included in A       |
| <b>Total MSP Cost Including MDM</b>               | <b>\$1,121,532.56</b> | <b>\$371,231.96</b> | <b>\$380,512.76</b> | <b>\$1,109,790.00</b> | <b>\$408,870.00</b> | <b>\$408,870.00</b> |
| <b>Total MSP Cost for 5 Years (Including MDM)</b> | <b>\$1,873,277.27</b> |                     |                     | <b>\$1,927,530.00</b> |                     |                     |

| <i>As-Needed IT Support Services</i>                   | AllConnected |          |          | X-Act    |          |          |
|--|--------------|----------|----------|----------|----------|----------|
|  | Year 1-3     | Year 4   | Year 5   | Year 1-3 | Year 4   | Year 5   |
|  | \$106.88     | \$109.55 | \$112.29 | \$100.00 | \$125.00 | \$125.00 |
| L1 Network/System Engineer or Server Tech              | \$161.88     | \$165.92 | \$170.07 | \$150.00 | \$175.00 | \$175.00 |
| L2 Senior Network/System Engineer or Network Engineer  | \$196.88     | \$201.80 | \$206.84 | \$200.00 | \$225.00 | \$225.00 |
| L3 Expert Network/System Engineer or Database Engineer | \$246.88     | \$253.05 | \$259.37 | \$300.00 | \$300.00 | \$300.00 |
| Expert Architect or Database Development               | \$271.88     | \$278.67 | \$285.64 | \$350.00 | \$350.00 | \$350.00 |
| Project Manager  | \$177.88     | \$182.32 | \$186.88 | NA       | NA       | NA       |
| Travel Hourly Rate                                     | \$95.00      | \$97.38  | \$99.81  | NA       | NA       | NA       |
| Emergency Rate   | \$295.00     | \$302.38 | \$309.93 | NA       | NA       | NA       |

The Evaluation Team concluded that X-Act Technology Solutions provided the highest but most inclusive cost for managed and as-needed IT Support services compared to the AllConnected for five (5) years, which is three (3) years of the base contract and two (2) optional years. AllConnected provided the highest discount on the Managed and as-needed IT Support Services hourly rates, but their proposed hourly rates doesn't include the travel related burden and they have separate hourly rate for any emergency work. While taking into consideration all factors listed thus far, the Evaluation Team scored the vendors' price proposals after the BAFO on a scale of 0-40 as follows:

| Vendor Name  | Total Vendor Score (out of 40) | % Score |
|--------------|--------------------------------|---------|
| AllConnected | 35                             | 87.50%  |
| X-Act        | 32                             | 80.00%  |

## 7 Vendor Evaluation Summary

The Evaluation Team reviewed, analyzed, and scored the technical and price components of vendors’ proposals, follow-up clarifications, and BAFO responses. As The DataLink Networks was not selected for the on-site interviews and BAFO response, it was not included in the final vendor evaluation.

After combining the technical proposal evaluation scores, on-site interview scores and BAFO response, the below table summarized the scores. Following the below table, the results indicated that X-Act Technology Solutions has demonstrable credentials in each of the evaluation criteria and delivers the best overall value to SCV Water. The company presented not only broad and deep IT knowledge but also understanding of agency’s requirements and flexibility to adjust its service model, if necessary. In addition, X-Act Technology Solutions scored higher than AllConnected in the technical specifications component of the proposal and on-site presentations which resulted in the highest overall score of 190.67 points.

| Technolgy Support Services Proposal Evaluation (After BAFO) |   |                      |               |               |
|---|---|----------------------|---------------|---------------|
|   |   |                      | AllConnected  | X-Act         |
| Item  | Criteria Description  | Max Available Points | Average Score | Average Score |
| <b>1</b>  | <b>Demonstrate Ability of Contractor to Provide Managed Services as outlined in the RFP</b> | <b>60</b>            | <b>51.67</b>  | <b>52.67</b>  |
|   | 1.1 Ability to provide Server Administration Services                                       | 15                   | 13.00         | 12.67         |
|   | 1.2 Ability to provide Network and Security Management Services                             | 15                   | 12.00         | 12.67         |
|   | 1.3 Ability to provide SCADA Network and Server Management Services                         | 15                   | 12.00         | 12.67         |
|   | 1.4 Ability to provide Cyber Security Management Services                                   | 15                   | 12.00         | 12.00         |
|   | 1.5 Ability to provide MDM Services (Optional)  | 0                    | 2.67          | 2.67          |

| Technolgy Support Services Proposal Evaluation (After BAFO) |  |                      |               |               |
|---|--|----------------------|---------------|---------------|
|   |  |                      | AllConnected  | X-Act         |
| Item  | Criteria Description   | Max Available Points | Average Score | Average Score |
| <b>2</b>  | <b>Demonstrate Ability of Contractor to Provide As-Needed IT Support Services as outlined in the RFP</b> | <b>40</b>            | <b>33.67</b>  | <b>34.33</b>  |
|   | 2.1 Ability to provide Business Applications and Data Management Services                                | 10                   | 8.33          | 8.00          |
|   | 2.2 Ability to provide Disaster Recovery and Business Continuity Planning Support Services               | 10                   | 8.00          | 8.33          |
|   | 2.3 Ability to provide Special Project Services  | 20                   | 17.33         | 18.00         |
| <b>3</b>  | <b>Qualification of the Contractor</b>   | <b>60</b>            | <b>52.00</b>  | <b>53.00</b>  |
|   | 3.1 Overall experience, qualifications, financial stability and capabilities of the Contractor           | 15                   | 13.00         | 13.33         |
|   | 3.2 Client references/satisfaction of current/previous clients   | 15                   | 13.67         | 13.67         |
|   | 3.3 Qualifications, industry certifications, experience of the proposed staff                            | 10                   | 8.33          | 8.67          |
|   | 3.4 Qualification, experience, availability, commitment of the technical Project Manager                 | 10                   | 8.33          | 9.33          |
|   | 3.5 Home office location of Contractor resources (SCV Water local preference)                            | 10                   | 8.67          | 8.00          |
| <b>Total Technical Eval Score</b>                           |  | <b>160</b>           | <b>137.33</b> | <b>140.00</b> |
| <b>4</b>  | <b>Cost Proposal (After BAFO)</b>  | <b>40</b>            | <b>35.00</b>  | <b>32.00</b>  |
| <b>Total Score (Technical + Cost)</b>                       |  | <b>200</b>           | <b>172.33</b> | <b>172.00</b> |
|   | On-Site Interview Points   | <b>20</b>            | <b>18.00</b>  | <b>18.67</b>  |
| <b>Total Evaluation Score</b>                               |  | <b>220</b>           | <b>190.33</b> | <b>190.67</b> |



## 8 Appendix

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## COMMITTEE MEMORANDUM

**DATE:** January 16, 2024

**TO:** Finance and Administration Committee

**FROM:** Rochelle Patterson *R. Patterson*  
Chief Financial and Administrative Officer

**SUBJECT:** Recommend Approval of Revised Agency Classification Plan, Position Control and Job Classifications

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### SUMMARY

During the Budget process, management identified the need to add several positions, as well as establish several opportunities for career path advancement, to the Fiscal Year (FY) 2023/24 and FY 2024/25 Budget. Some of those positions were new to the Agency's Classification Plan which required the creation of a new job classification, and some of the positions were intended to provide employee growth within a specific job classification series. In addition, since the adoption of the Budget, a few operational changes are also being recommended. This item is seeking approval of a revised Classification Plan (Attachment 1), Position Control (Attachment 2) and several Job Classifications (Attachments 3, 5 – 11) to fulfill the needs of the Agency.

### DISCUSSION

Periodically, or as opportunities arise, refining or updating job classifications will help the Agency adapt to evolving roles, technologies, and work environments. It ensures accurate descriptions of duties, qualifications, and expectations, aiding in better recruitment, clear career path progression, fair compensation, and appropriate skill development for employees. This process also enhances the Agency's organizational efficiency by aligning job roles with the Agency's current needs and goals.

#### Treatment Plant Operations Supervisor

The Treatment Plant Operations (TPO) Supervisor position was repurposed but new to the Water Treatment Department, approved by the Board of Directors with the adoption of the FY 2023/24 Budget. At that time, the position was placed at Range 35 pending a compensation survey (Attachment 3) and the creation of the job classification (job description; Attachment 4). Based on the compensation survey, staff is recommending the TPO Supervisor be placed in Range 36 to better align with the position's requirements, the positions within the series, and to stay competitive in the job market.

The position of TPO Supervisor differs from the other supervisory positions within the operations department, as the position requires a Treatment Grade 5 and Distribution Grade 5 issued by the California Water Resources Control Board, Division of Drinking Water, and the position will serve as the back-up chief operator for the treatment section. Placing the TPO Supervisor at Range 36 would align with the Agency's goals of staff retention and growth, and maintaining equitable compensation to attract properly qualified staff.

There is a reduction to the FY 2023/24 operating budget as this position was budgeted for twelve (12) months but is projected to be filled for approximately four (4) months of the remaining budget year. There will be a \$7,078 impact to the FY 2024/25 operating budget.

| Current Position | New Position   | Current Range | New Range | FY 2023/24 Budget Impact | FY 2024/25 Budget Impact |
|------------------|----------------|---------------|-----------|--------------------------|--------------------------|
| TPO Supervisor   | TPO Supervisor | 35            | 36        | \$(112,575)              | \$7,078                  |

### Treatment Plant Operator Series

Currently the career path for a Treatment Plant Operator is Treatment Plant Operator I > Treatment Plant Operator II > Senior Treatment Plant Operator. During the review of the compensation survey for the Treatment Plant Operations Supervisor, many treatment plants have a career path of I, II and III. Staff is recommending changing the classification title from Senior Treatment Plant Operator to Treatment Plant Operator III (Attachment 5) to better align with the market and to have a clear distinction between the operators and the supervisor. There is no budget impact for the classification change.

| Current Position            | New Position                 | Current Range | New Range | FY 2023/24 Budget Impact | FY 2024/25 Budget Impact |
|-----------------------------|------------------------------|---------------|-----------|--------------------------|--------------------------|
| Sr Treatment Plant Operator | Treatment Plant Operator III | 33            | 33        | \$0                      | \$0                      |

### Water Systems Technician Series

The Agency currently has two (2) vacant Water Systems Technician (WST) II positions. Staff recommend filling the vacancies at the senior classification. The Water Systems (Distribution) Department currently operates in 3 main groups (Water Quality (WQ)/Production, Groundwater Treatment (GW)/Production, and CIP/Production). All three perform similar production and maintenance tasks as well as very specific and unique responsibilities. As more GW treatment facilities come online and staff handle more CIP tasks, additional seniors are needed. This current proposal is to replace the two (2) vacant WST II positions with two (2) Senior WST positions. This change will allow staff to handle more specialized tasks and provide functional leadership skills to further their career path and provide the Agency with the staff needed as retirements continue.

There is a reduction to the FY 2023/24 operating budget as these two (2) positions were budgeted for twelve (12) months but are projected to be filled for approximately four (4) months of the remaining budget year. There will be a \$11,846 impact to the FY 2024/25 operating budget.

| Current Position            | New Position                | Current Range | New Range | FY 2023/24 Budget Impact | FY 2024/25 Budget Impact |
|-----------------------------|-----------------------------|---------------|-----------|--------------------------|--------------------------|
| Water Systems Technician II | Sr Water Systems Technician | 28            | 31        | \$(167,530)              | \$11,846                 |

### Inspector Series

The Board of Directors approved the addition of an Inspector II position with the adoption of the FY 2023/24 Budget. This position is currently vacant and based on the needs of the Agency, staff recommend filling this position at the senior classification. This position will be inspecting major CIP facilities, which requires a higher experience level. The new Senior Inspector will be used to manage and inspect portions of the Agency's pipeline replacement program saving the Agency from hiring consultants to fill that role.

There is a reduction to the FY 2023/24 operating budget as this position was budgeted for ten (10) months but is projected to be filled for approximately four (4) months of the remaining budget year. The Senior Inspector is budgeted to be 70% CIP-funded. There will be a \$7,257 impact to the FY 2024/25 operating budget.

| <b>Current Position</b> | <b>New Position</b> | <b>Current Range</b> | <b>New Range</b> | <b>FY 2023/24 Budget Impact</b> | <b>FY 2024/25 Budget Impact</b> |
|-------------------------|---------------------|----------------------|------------------|---------------------------------|---------------------------------|
| Inspector II            | Senior Inspector    | 29                   | 34               | \$(17,442)                      | \$7,256                         |

### Water Resource Planner Series

Approved in the FY 2023/24 and FY 2024/25 Budget was the addition of a Senior Water Resource Specialist and a Water Resource Specialist. The Agency consulted with CPS HR to assist staff in developing job classifications for this series. It was determined that portions of the existing Water Resource Planner series had similar job requirements, knowledge and abilities. It is recommended (like other Agency job classifications) to utilize the existing job classification and to split the essential functions based on the needs of the department (Attachments 6-9). A section was added to the essential functions that focuses on the technical and scientific portion of the job series.

There is a reduction to the FY 2023/24 operating budget as the Senior Water Resource Specialist position was budgeted to be a mid-year recruitment and is projected to be filled for approximately four (4) months of the remaining budget year. There will be no budget impact to the FY 2024/25 operating budget.

| <b>Current Position</b>          | <b>New Position</b>           | <b>Current Range</b> | <b>New Range</b> | <b>FY 2023/24 Budget Impact</b> | <b>FY 2024/25 Budget Impact</b> |
|----------------------------------|-------------------------------|----------------------|------------------|---------------------------------|---------------------------------|
| Senior Water Resource Specialist | Senior Water Resource Planner | 39                   | 39               | \$(28,137)                      | \$0                             |

### Government Affairs Analyst

Approved in the FY 2024/25 Budget was the addition of a Government Affairs Analyst position. The position was placed at Range 36 pending the creation of the job classification (Attachment 10) and a compensation survey (Attachment 11). Based on the compensation survey, staff is recommending the Government Affairs Analyst be placed in Range 35 to better align with the results of the salary survey and the position within the market.

The Government Affairs Analyst position was budgeted to be a mid-year recruitment in FY 2024/25. There will be a \$3,150 reduction to the FY 2024/25 operating budget.

| Current Position           | New Position               | Current Range | New Range | FY 2023/24 Budget Impact | FY 2024/25 Budget Impact |
|----------------------------|----------------------------|---------------|-----------|--------------------------|--------------------------|
| Government Affairs Analyst | Government Affairs Analyst | 36            | 35        | N/A                      | \$(3,150)                |

### Future Reorganizations/Reclassifications/Studies

There are two (2) studies being considered in the Technology Services Department, one (1) for a Systems Administrator and one (1) for a Network Administrator. The Finance and Administration Department is conducting an assessment to identify and evaluate the need to add a Security Specialist to the Facilities Department. The Operations Department (Laboratory) is preparing a study to develop the job classification and salary recommendation for the approved QA/QC Laboratory Supervisor position approved to add in FY 2024/25.

In addition, as retirements or separations occur, opportunities for reorganizations arise. Reorganization is a natural part of a company’s lifecycle to optimize the structure and commitment to improvement.

### STRATEGIC PLAN NEXUS

This supports SCV Water’s Strategic Plan Goal F: High Performance Team – “Grow a culture of continuous improvement that fosters SCV Water’s values,” specifically Strategy F.2. – “Attract, train, and retain quality staff.”

### FINANCIAL CONSIDERATIONS

The FY 2023/24 and FY 2024/25 operating budget impacts are as follows:

| Current Position                        | New Position                  | Current Range | New Range | FY 2023/24 Budget Impact | FY 2024/25 Budget Impact |
|---|-------------------------------|---------------|-----------|--------------------------|--------------------------|
| TPO Supervisor                          | TPO Supervisor                | 35            | 36        | \$ (112,575)             | \$ 7,078                 |
| Sr Treatment Plant Operator             | Treatment Plant Operator III  | 33            | 33        | \$ -                     | \$ -                     |
| Water Systems Technician II             | Sr Water Systems Technician   | 28            | 31        | \$ 167,530)              | \$ 11,846                |
| Inspector II                            | Senior Inspector              | 29            | 34        | \$ (17,442)              | \$ 7,256                 |
| Senior Water Resource Specialist        | Senior Water Resource Planner | 39            | 39        | \$ (28,137)              | \$ -                     |
| Government Affairs Analyst              | Government Affairs Analyst    | 36            | 35        | N/A                      | \$ (3,150)               |
| <b>Total Change to Operating Budget</b> |                               |               |           | <b>\$ (325,684)</b>      | <b>\$ 23,030</b>         |

## RECOMMENDATION

That the Finance and Administration Committee recommends the Board of Directors approve: 1) the changes to the Agency's Classification Plan, 2) the Agency's Position Control, and 3) job descriptions for Treatment Plant Operator Supervisor, Treatment Plant Operator III, Associate Water Resources Planner, Water Resources Planner, Senior Water Resources Planner, Principal Water Resources Planner, and Government Affairs Analyst.

RP

### Attachments:

- 1 – Revised Classification Plan
- 2 – Revised Position Control
- 3 – Job Description – Treatment Plant Operator Supervisor
- 4 – Salary Survey – Treatment Plant Operator Supervisor
- 5 – Job Description – Treatment Plant Operator III
- 6 – Job Description – Associate Water Resources Planner
- 7 – Job Description – Water Resources Planner
- 8 – Job Description – Senior Water Resources Planner
- 9 – Job Description – Principal Water Resources Planner
- 10 – Job Description – Government Affairs Analyst
- 11 – Salary Survey – Government Affairs Analyst

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# ATTACHMENT 1

## SANTA CLARITA VALLEY WATER AGENCY CLASSIFICATION PLAN EFFECTIVE JULY 2023 (first full pay period)

| Position                                     | Range     | Monthly Bottom | Monthly Top   |
|--|-----------|----------------|---------------|
| General Manager                              | n/a       | -              | \$27,000      |
| Assistant General Manager                    | 50        | \$20,760       | 25,295        |
| Chief Financial and Administrative Officer   | 48        | 18,831         | 22,942        |
| Chief Operating Officer                      | 48        | 18,831         | 22,942        |
| Chief Engineer                               | 47        | 17,935         | 21,856        |
| Director of Finance and Administration       | 46        | 17,082         | 20,814        |
| Director of Operations and Maintenance       | 46        | 17,082         | 20,814        |
| Director of Technology Services              | 46        | 17,082         | 20,814        |
| Director of Water Resources                  | 46        | 17,082         | 20,814        |
| Controller                                   | 43        | 14,756         | 17,980        |
| Human Resources Manager                      | 43        | 14,756         | 17,980        |
| Principal Engineer                           | 42        | 14,054         | 17,124        |
| Principal Water Resources Planner            | 42        | 14,054         | 17,124        |
| Administrative Services Manager              | 40        | 12,745         | 15,529        |
| Communications Manager                       | 40        | 12,745         | 15,529        |
| Customer Service Manager                     | 40        | 12,745         | 15,529        |
| Finance Manager                              | 40        | 12,745         | 15,529        |
| GIS Manager                                  | 40        | 12,745         | 15,529        |
| Sustainability Manager                       | 40        | 12,745         | 15,529        |
| Water Distribution Manager                   | 40        | 12,745         | 15,529        |
| Water Quality Laboratory Manager             | 40        | 12,745         | 15,529        |
| Water Treatment Manager                      | 40        | 12,745         | 15,529        |
| Senior Engineer                              | 39        | 12,142         | 14,794        |
| Senior Water Resources and Data Scientist    | 39        | 12,142         | 14,794        |
| Senior Water Resources Planner               | 39        | 12,142         | 14,794        |
| Senior Water Resource Specialist*            | 39        | 12,142         | 14,794        |
| Engineer                                     | 37        | 11,010         | 13,416        |
| Water Conservation Supervisor                | 37        | 11,010         | 13,416        |
| Water Resources Planner                      | 37        | 11,010         | 13,416        |
| Water Resource Specialist*                   | 37        | 11,010         | 13,416        |
| Government Affairs Analyst*                  | 36        | 10,487         | 12,776        |
| Inspector Supervisor                         | 36        | 10,487         | 12,776        |
| SCADA Supervisor                             | 36        | 10,487         | 12,776        |
| Senior Management Analyst                    | 36        | 10,487         | 12,776        |
| <b>Treatment Plant Operations Supervisor</b> | <b>36</b> | <b>10,487</b>  | <b>12,776</b> |
| Associate Engineer                           | 35        | 9,987          | 12,168        |
| Associate Water Resources Planner            | 35        | 9,987          | 12,168        |
| Board Secretary/Executive Assistant          | 35        | 9,987          | 12,168        |
| Electrical/Instrumentation Supervisor        | 35        | 9,987          | 12,168        |
| Field Services Supervisor                    | 35        | 9,987          | 12,168        |
| <b>Government Affairs Analyst</b>            | <b>35</b> | <b>9,987</b>   | <b>12,168</b> |
| Information Technology Supervisor            | 35        | 9,987          | 12,168        |
| Senior Financial Analyst                     | 35        | 9,987          | 12,168        |

**SANTA CLARITA VALLEY WATER AGENCY  
CLASSIFICATION PLAN  
EFFECTIVE JULY 2023  
(first full pay period)**

| Position   | Range         | Monthly Bottom   | Monthly Top       |
|--|---------------|------------------|-------------------|
| Senior Water Conservation Specialist                       | 35            | 9,987            | 12,168            |
| <del>Treatment Plant Operator Supervisor*</del>            | <del>35</del> | <del>9,987</del> | <del>12,168</del> |
| Utility Supervisor   | 35            | 9,987            | 12,168            |
| Water Quality Supervisor                                   | 35            | 9,987            | 12,168            |
| Water Systems Supervisor                                   | 35            | 9,987            | 12,168            |
| QA/QC Laboratory Supervisor*                               | 35            | 9,987            | 12,168            |
| Accounting Supervisor                                      | 34            | 9,511            | 11,587            |
| SCADA Analyst  | 34            | 9,511            | 11,587            |
| Senior Inspector   | 34            | 9,511            | 11,587            |
| Senior Public Affairs Specialist                           | 34            | 9,511            | 11,587            |
| Senior Water Quality Scientist                             | 34            | 9,511            | 11,587            |
| Environmental Health & Safety Supervisor                   | 33            | 9,060            | 11,040            |
| Facilities Supervisor                                      | 33            | 9,060            | 11,040            |
| Fleet and Warehousing Supervisor                           | 33            | 9,060            | 11,040            |
| Lead Electrical/Instrumentation Technician                 | 33            | 9,060            | 11,040            |
| Lead Utility Operations Technician                         | 33            | 9,060            | 11,040            |
| Lead Water Systems Technician                              | 33            | 9,060            | 11,040            |
| Management Analyst II                                      | 33            | 9,060            | 11,040            |
| SCADA Technician II  | 33            | 9,060            | 11,040            |
| <del>Senior Treatment Plant Operator – 80 hour shift</del> | <del>33</del> | <del>9,060</del> | <del>11,040</del> |
| <del>Senior Treatment Plant Operator – 84 hour shift</del> | <del>33</del> | <del>9,513</del> | <del>11,591</del> |
| <b>Treatment Plant Operator III - 80 hour shift</b>        | <b>33</b>     | <b>9,060</b>     | <b>11,040</b>     |
| <b>Treatment Plant Operator III - 84 hour shift</b>        | <b>33</b>     | <b>9,513</b>     | <b>11,591</b>     |
| Assistant Engineer   | 32            | 8,627            | 10,511            |
| Customer Service Supervisor                                | 32            | 8,627            | 10,511            |
| Executive Assistant  | 32            | 8,627            | 10,511            |
| Financial Analyst  | 32            | 8,627            | 10,511            |
| Information Technology Specialist                          | 32            | 8,627            | 10,511            |
| Security Specialist  | 32            | 8,627            | 10,511            |
| Water Conservation Specialist II                           | 32            | 8,627            | 10,511            |
| Water Quality Scientist II                                 | 32            | 8,627            | 10,511            |
| Water Quality Specialist                                   | 32            | 8,627            | 10,511            |
| Buyer  | 31            | 8,214            | 10,007            |
| GIS Analyst  | 31            | 8,214            | 10,007            |
| Human Resources Analyst                                    | 31            | 8,214            | 10,007            |
| Public Affairs Specialist II                               | 31            | 8,214            | 10,007            |
| SCADA Technician I   | 31            | 8,214            | 10,007            |
| Senior Accountant  | 31            | 8,214            | 10,007            |
| Senior Electrical Technician                               | 31            | 8,214            | 10,007            |
| Senior Instrumentation Technician                          | 31            | 8,214            | 10,007            |
| Senior Recycled Water Coordinator                          | 31            | 8,214            | 10,007            |
| Senior Utility Operations Technician                       | 31            | 8,214            | 10,007            |
| Senior Water Systems Technician                            | 31            | 8,214            | 10,007            |

**SANTA CLARITA VALLEY WATER AGENCY  
CLASSIFICATION PLAN  
EFFECTIVE JULY 2023  
(first full pay period)**

| Position                                      | Range | Monthly Bottom | Monthly Top |
|---|-------|----------------|-------------|
| Treatment Plant Operator II - 80 hour shift   | 31    | 8,214          | 10,007      |
| Treatment Plant Operator II - 84 hour shift   | 31    | 8,625          | 10,509      |
| Management Analyst I                          | 30    | 7,823          | 9,535       |
| Right of Way Agent                            | 30    | 7,823          | 9,535       |
| Senior Engineering Technician                 | 30    | 7,823          | 9,535       |
| Senior Information Technology Technician      | 30    | 7,823          | 9,535       |
| Water Education Supervisor±                   | 30    | 7,823          | 9,535       |
| Accountant II                                 | 29    | 7,453          | 9,084       |
| GIS Technician II                             | 29    | 7,453          | 9,084       |
| Inspector II                                  | 29    | 7,453          | 9,084       |
| Senior Fleet Mechanic                         | 29    | 7,453          | 9,084       |
| Water Conservation Specialist I               | 29    | 7,453          | 9,084       |
| Water Quality Scientist I                     | 29    | 7,453          | 9,084       |
| Accountant                                    | 28    | 7,096          | 8,648       |
| Accountant I                                  | 28    | 7,096          | 8,648       |
| Electrical/Instrumentation Technician         | 28    | 7,096          | 8,648       |
| Emergency Preparedness and Safety Coordinator | 28    | 7,096          | 8,648       |
| Information Technology Technician II          | 28    | 7,096          | 8,648       |
| Inspector I                                   | 28    | 7,096          | 8,648       |
| Public Affairs Specialist I                   | 28    | 7,096          | 8,648       |
| Recycled Water Coordinator I                  | 28    | 7,096          | 8,648       |
| Senior Field Services Worker                  | 28    | 7,096          | 8,648       |
| Senior Water Quality Technician               | 28    | 7,096          | 8,648       |
| Treatment Plant Operator I - 80 hour shift    | 28    | 7,096          | 8,648       |
| Treatment Plant Operator I - 84 hour shift    | 28    | 7,451          | 9,078       |
| Utility Operations Technician III             | 28    | 7,096          | 8,648       |
| Water Education Instructor±                   | 28    | 7,096          | 8,648       |
| Water Systems Technician II                   | 28    | 7,096          | 8,648       |
| Engineering Technician II                     | 27    | 6,760          | 8,237       |
| Human Resources Specialist                    | 27    | 6,760          | 8,237       |
| Information Technology Technician I           | 27    | 6,760          | 8,237       |
| Payroll Specialist                            | 27    | 6,760          | 8,237       |
| Senior Administrative Technician              | 27    | 6,760          | 8,237       |
| Senior Customer Service Representative        | 27    | 6,760          | 8,237       |
| Senior Facilities Maintenance Technician      | 27    | 6,760          | 8,237       |
| Senior Purchasing and Warehouse Technician    | 27    | 6,760          | 8,237       |
| Event Coordinator±                            | 26    | 6,439          | 7,847       |
| Fleet Mechanic II                             | 26    | 6,439          | 7,847       |
| GIS Technician I                              | 26    | 6,439          | 7,847       |
| Purchasing Coordinator                        | 26    | 6,439          | 7,847       |
| Senior Accounting Technician                  | 26    | 6,439          | 7,847       |
| Administrative Technician                     | 25    | 6,131          | 7,471       |
| Field Services Worker II                      | 25    | 6,131          | 7,471       |

**SANTA CLARITA VALLEY WATER AGENCY  
CLASSIFICATION PLAN  
EFFECTIVE JULY 2023  
(first full pay period)**

| Position                               | Range | Monthly Bottom | Monthly Top |
|--|-------|----------------|-------------|
| Recycled Water Coordinator I           | 25    | 6,131          | 7,471       |
| Safety Specialist II                   | 25    | 6,131          | 7,471       |
| Utility Operations Technician II       | 25    | 6,131          | 7,471       |
| Water Quality Technician II            | 25    | 6,131          | 7,471       |
| Water Systems Technician I             | 25    | 6,131          | 7,471       |
| Customer Service Representative II     | 24    | 5,840          | 7,114       |
| Engineering Technician I               | 24    | 5,840          | 7,114       |
| Facilities Maintenance Technician II   | 24    | 5,840          | 7,114       |
| Purchasing and Warehouse Technician II | 24    | 5,840          | 7,114       |
| Accounting Technician II               | 23    | 5,562          | 6,776       |
| Fleet Mechanic I                       | 23    | 5,562          | 6,776       |
| Safety Specialist I                    | 23    | 5,562          | 6,776       |
| Senior Office Assistant II             | 23    | 5,562          | 6,776       |
| Water Quality Technician I             | 23    | 5,562          | 6,776       |
| Field Services Worker I                | 22    | 5,294          | 6,448       |
| Utility Operations Technician I        | 22    | 5,294          | 6,448       |
| Accounting Technician I                | 21    | 5,044          | 6,143       |
| Customer Service Representative I      | 21    | 5,044          | 6,143       |
| Facilities Maintenance Technician I    | 21    | 5,044          | 6,143       |
| Office Assistant II                    | 21    | 5,044          | 6,143       |
| Purchasing and Warehouse Technician I  | 21    | 5,044          | 6,143       |
| Office Assistant I                     | 18    | 4,358          | 5,309       |

*\*Class and Comp Study required prior to placement*

*±May be classified as part-time positions and paid at the hourly rate*

*Note: Rounded for ease of reading - not an additional entitlement*

Directors \$255.00 per meeting, up to 10 meetings per month

Shift Differential 5% or 10% Shift Differential 5% or 10% (field employees) of compensation is applied to the rate for employees who are routinely and consistently scheduled to work other than a standard "daytime shift, e.g. graveyard shift, swing shift, shift change rotating shift, split shift, or weekends.

On Call Pay \$190.00 per day

Revised: February 6, 2024

**ATTACHMENT 2**  
**SCV WATER**  
**POSITION CONTROL FY 2023/24**

| Department and Position Title              | # of Positions |
|--|----------------|
| <b>Engineering</b>                         | <b>28</b>      |
| Administrative Technician                  | 4              |
| Assistant Engineer                         | 1              |
| Associate Engineer                         | 2              |
| Chief Engineer                             | 1              |
| Engineer                                   | 3              |
| Engineering Technician II                  | 1              |
| Executive Assistant                        | 1              |
| Inspector II                               | <del>3</del> 2 |
| Inspector Supervisor                       | 1              |
| Principal Engineer                         | 2              |
| Right of Way Agent                         | 1              |
| Senior Administrative Technician           | 1              |
| Senior Engineer                            | 4              |
| Senior Engineering Technician              | 1              |
| Senior Inspector                           | <del>2</del> 3 |
| <b>Finance, Administration &amp; IT</b>    | <b>67</b>      |
| Accountant I                               | 2              |
| Accountant II                              | 3              |
| Accounting Supervisor                      | 1              |
| Accounting Technician I                    | 1              |
| Accounting Technician II                   | 1              |
| Administrative Services Manager            | 1              |
| Administrative Technician                  | 3              |
| Buyer                                      | 1              |
| Chief Financial and Administrative Officer | 1              |
| Controller                                 | 1              |
| Customer Service Manager                   | 1              |
| Customer Service Representative I          | 3              |
| Customer Service Representative II         | 6              |
| Customer Service Supervisor                | 1              |
| Director of Technology Services            | 1              |
| Facilities Maintenance Technician II       | 2              |
| Facilities Supervisor                      | 1              |
| Finance Manager                            | 1              |
| Fleet And Warehousing Supervisor           | 1              |
| GIS Analyst                                | 3              |
| GIS Manager                                | 1              |
| GIS Technician I                           | 1              |
| Human Resources Analyst                    | 3              |
| Human Resources Manager                    | 1              |
| Human Resources Specialist                 | 1              |
| Information Technology Specialist          | 1              |
| Information Technology Supervisor          | 1              |
| Information Technology Technician I        | 1              |
| Information Technology Technician II       | 3              |

**SCV WATER  
POSITION CONTROL FY 2023/24**

| Department and Position Title                    | # of Positions |
|--|----------------|
| <b>Finance, Administration &amp; IT - cont'd</b> |                |
| Management Analyst I                             | 1              |
| Management Analyst II                            | 1              |
| Office Assistant II                              | 1              |
| Payroll Specialist                               | 1              |
| Purchasing and Warehouse Technician II           | 2              |
| SCADA Supervisor                                 | 1              |
| SCADA Technician I                               | 1              |
| Security Specialist                              | 1              |
| Senior Accountant                                | 2              |
| Senior Administrative Technician                 | 1              |
| Senior Customer Service Representative           | 1              |
| Senior Facilities Maintenance Technician         | 2              |
| Senior Financial Analyst                         | 1              |
| Senior Fleet Mechanic                            | 1              |
| Senior Information Technology Technician         | 1              |
| Senior Purchasing & Warehouse Tech               | 1              |
| <b>Management</b>                                | <b>3</b>       |
| Administrative Technician                        | 1              |
| Board Secretary/Executive Assistant              | 1              |
| General Manager                                  | 1              |
| <b>Operations</b>                                | <b>92</b>      |
| Administrative Technician                        | 3              |
| Chief Operating Officer                          | 1              |
| Director of Operations and Maintenance           | 1              |
| Emergency Preparedness and Safety Coordinator    | 1              |
| Environmental Health & Safety Supervisor         | 1              |
| Executive Assistant                              | 1              |
| Field Services Supervisor                        | 1              |
| Field Services Worker I                          | 2              |
| Field Services Worker II                         | 7              |
| Lead Utility Operations Technician               | 1              |
| Safety Specialist II                             | 1              |
| Senior Administrative Technician                 | 1              |
| Senior Field Services Worker                     | 2              |
| Senior Utility Operations Technician             | 8              |
| Senior Water Quality Scientist                   | 1              |
| Senior Water Systems Technician                  | 5 7            |
| Utility Supervisor                               | 3              |
| Utility Operations Technician I                  | 18             |
| Utility Operations Technician II                 | 4              |
| Utility Operations Technician III                | 2              |
| Water Quality Laboratory Manager                 | 1              |
| Water Quality Scientist I                        | 1              |
| Water Quality Scientist II                       | 2              |
| <b>Operations - cont'd</b>                       |                |

**SCV WATER  
POSITION CONTROL FY 2023/24**

| Department and Position Title   | # of Positions |
|---|----------------|
| Water Quality Specialist  | 2              |
| Water Systems Supervisor  | 3              |
| Water Systems Technician I  | 7              |
| Water Systems Technician II   | 11-9           |
| Senior Recycled Water Coordinator   | 1              |
| <b>Treatment</b>  | <b>23</b>      |
| Administrative Technician   | 1              |
| Electrical/Instrumentation Technician   | 1              |
| Senior Electrical Technician  | 3              |
| Senior Instrumentation Technician   | 2              |
| <del>Senior Treatment Plant Operator – 84 hour shift</del> Treatment Plant Operator III | 5              |
| Senior Water Systems Technician   | 3              |
| Treatment Plant Operator I - 80 hour shift  | 2              |
| Treatment Plant Operator II - 84 hour shift   | 2              |
| Treatment Plant Operations Supervisor   | 1              |
| Water Systems Supervisor  | 1              |
| Water Systems Technician II   | 1              |
| Water Treatment Manager   | 1              |
| <b>Water Resources</b>  | <b>29</b>      |
| Administrative Technician   | 1              |
| Assistant General Manager   | 1              |
| Communications Manager  | 1              |
| Director of Water Resources   | 1              |
| Event Coordinator   | 1              |
| Executive Assistant   | 1              |
| Management Analyst II   | 1              |
| Principal Water Resources Planner   | 1              |
| Senior Public Affairs Specialist  | 2              |
| <del>Senior Water Resource Specialist</del>   | 4-0            |
| Senior Water Resources and Data Scientist   | 1              |
| Senior Water Resources Planner  | 4-2            |
| Sustainability Manager  | 1              |
| Water Conservation Specialist II  | 3              |
| Water Conservation Specialist II - Limited Duration                                     | 1              |
| Water Education Instructor  | 8              |
| Water Education Supervisor  | 1              |
| Water Resources Planner   | 2              |
| <b>Total Positions</b>  | <b>242</b>     |
| <b>Full-Time</b>  | <b>231</b>     |
| <b>Part-Time</b>  | <b>10</b>      |
| <b>Limited Duration Employees</b>   | <b>4</b>       |
| <b>Full-Time Equivalents</b>  | <b>240</b>     |

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# ATTACHMENT 3



## Client Benchmark: Treatment Plant Operator Supervisor (Proposed Classification)

Published base salaries

| Labor Market Agency                    | Comparable Classification Title                               | Base Salary Minimum | Base Salary Midpoint | Base Salary Maximum | Bandwidth |
|--|---|---------------------|----------------------|---------------------|-----------|
| Santa Clarita Valley Water Agency      | Treatment Plant Operator Supervisor (Proposed Classification) | \$ 10,487.00        | \$ 11,631.50         | \$ 12,776.00        | 21.83%    |
| Three Valleys MWD                      | Water Treatment Operator Supervisor                           | \$ 8,038.42         | \$ 10,449.96         | \$ 12,861.50        | 60.00%    |
| Calleguas Municipal Water District     | Water Treatment Operator Supervisor                           | \$ 8,511.25         | \$ 9,929.79          | \$ 11,348.33        | 33.33%    |
| City of Long Beach                     | Water Treatment Supervisor                                    | \$ 9,391.00         | \$ 11,077.50         | \$ 12,764.00        | 35.92%    |
| City of Benicia                        | Water Treatment Plant Supervisor                              | \$ 9,620.00         | \$ 10,656.58         | \$ 11,693.17        | 21.55%    |
| Contra Coasta Water District           | Water Treatment Supervisor                                    | \$ 12,077.83        | \$ 13,378.71         | \$ 14,679.58        | 21.54%    |
| Metropolitan Water District of SoCal   | Water Treatment Supervisor                                    | \$ 10,431.17        | \$ 12,030.17         | \$ 13,629.17        | 30.66%    |
| Antelope Valley East Kern <sup>1</sup> | Water Treatment Supervisor                                    | \$ 9,790.58         | \$ 11,143.08         | \$ 12,495.58        | 27.63%    |
| East Bay MWD                           | Water Treatment Supervisor                                    | \$ 12,575.00        | \$ 13,566.00         | \$ 14,557.00        | 15.76%    |
|  |   |                     |                      |                     |           |
|  |   |                     |                      |                     |           |

| Total Matches                          | 7           |
|--|-------------|
| Base Salary Medians (Min, Mid, Max)    | \$11,110.29 |
| Percentage Needed to Reach LM Median * | -4.48%      |
|  | 1.78%       |

<sup>1</sup>2022 Salary Data

\* Positive number represents client's salaries are below LM and need the indicated percentage to reach LM, negative number mean client is above the LM

### DEFINITIONS:

|  |   |
|--|---|
| Base Salary                              | All data based on published salaries  |
| Minimum                                  | Minimum represents the minimum of a pay range as reported by the surveyed agency  |
| Midpoint                                 | Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency   |
| Maximum                                  | Maximum represents the maximum of a pay range as reported by the surveyed agency  |
| Range Bandwidth                          | Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency. Used to compare the client's range with market trends to optimize pay administration |
| Base Salary Medians                      | Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)   |
| Percentage Needed to Reach LM Median     | Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)                              |
| Additional Percentile (or Control Point) | Additional Percentile/Control Point represents the percentile of the labor market salary range (i.e. 60th, 70th, etc. designated by the client agency) and requested to be added to data set          |

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# ATTACHMENT 4



## SANTA CLARITA VALLEY WATER AGENCY Class Specification

### Treatment Plant Operations Supervisor

FLSA: Exempt Class Range: 36

*Class specifications are only intended to present a descriptive summary of the range of duties and responsibilities associated with specified positions. Therefore, specifications **may not include all** duties performed by individuals within a classification. In addition, specifications are intended to outline the **minimum** qualifications necessary for entry into the class and do not necessarily convey the qualifications of incumbents within the position.*

#### **DEFINITION**

Under general direction, plans, organizes, and supervises the work of assigned staff performing skilled and specialized duties associated with the operation and repair of surface water treatment, and instrumentation systems; develops and implements comprehensive work strategies to ensure that assigned operations comply with applicable laws, regulations, policies, procedures, and standards; trains and evaluates assigned staff; participates in the more difficult operations work as required; and performs related duties as required.

#### **DISTINGUISHING CHARACTERISTICS**

The Water Treatment Supervisor is the supervisory-level responsible for the overall operation of Agency's Surface Water Treatment facilities within the Treatment Operations and Distribution Maintenance (TDOMS) section. An incumbent in this class is responsible for supervising subordinate staff and overseeing significant programs, functions and/or service areas that have an agency-wide impact. Water Treatment Supervisor is distinguished from the Agency's Senior positions in that incumbents in the latter class serve as lead workers but do not have full supervisory responsibilities for subordinate employees. The Water Treatment Supervisor serves as designated Chief Operator in the absence of the Water Treatment Manager.

#### **SUPERVISION RECEIVED/EXERCISED**

Receives general direction from the Water Treatment Manager. Exercises direct supervision over subordinate Senior and operations staff, within the Water Treatment class and other staff as assigned.

#### **EXAMPLES OF ESSENTIAL FUNCTIONS** (Illustrative Only)

*Management reserves the rights to add, modify, change, or rescind the work assignments of different positions and to make reasonable accommodations so that qualified employees can perform the essential functions of the job.*

- Serves as an expert on operations of the water treatment systems, pipelines and appurtenances.
- Ensures that water quality testing is performed at periodic intervals; reviews result of such tests and directs modifications in plant operation accordingly.
- Utilizes Supervisory Control and Data Acquisition (SCADA) system to ensure efficient operation of the water treatment and distribution systems including water treatment plants, reservoirs, wells, water storage tanks, pump stations, and related facilities; monitors flow and pressure; and responds to alarms.

**SANTA CLARITA VALLEY WATER AGENCY**  
**Class Specification**

**Treatment Plant Operations Supervisor**

- Directs staff in the monitoring of plant functions to assess operating conditions and parameters.
- Reviews and interprets data recorded by others, such as flows, chemical dosages, filtration rates, and other information; recommends process improvements based upon such reviews.
- Procures treatment chemicals and other essential materials and supplies.
- Ensures that capital improvement projects, and utility installations are inspected and comply with agency standards.
- Participates in the development and review of plans, specifications and contracts for projected maintenance, repair, and construction projects; administers service and maintenance agreements in accordance with applicable laws, regulations, and policies; participates in and recommends current and future operations, distribution, transmission, and production needs.
- Trains, supervises, and evaluates the performance of assigned staff; interviews and assists in the selection of employees; recommends personnel actions; initiates disciplinary actions if needed.
- Prioritizes, schedules, and plans assigned staff work; monitors staff tasks, progress, and employee performance; conducts performance appraisals.
- Develops and implements comprehensive work strategies; recommends policies and procedures for assigned areas of responsibility; participates in the more difficult field services work as required.
- Plans, develops, implements, and evaluates tasks, projects, and programs.
- Determines resource needs and utilization for the most efficient and effective task and project accomplishment.
- Prioritizes and establishes schedules and methods for areas of assignment.
- Ensures that assigned operations comply with applicable laws, regulations, policies, procedures, and standards.
- Provides procurement and acceptance testing to verify performance specifications of mechanical systems, equipment, and components.
- Reviews technical reports, project plans and specifications.
- Interfaces with agency engineers, water treatment plant operators, production staff and utilities staff to solve problems relating to water supply, and water delivery.
- Participates in the development and implementation of goals, objectives, and priorities.
- Assists with the preparation of operating and capital budget recommendations and justifications for areas of assignment; monitors budget expenditures against goals and objectives; submits requisitions for equipment and supplies; reviews and approves invoices; analyzes maintenance and operating costs and takes action to ensure efficient operations; makes recommendations concerning needed alterations to facilities and equipment.
- Coordinates employee training and safety; recognizes and corrects hazards and potentially hazardous situations and has an awareness of safe practices on the job site.
- Collects data; prepares and maintains necessary records and reports.
- Conducts research on current and new water distribution and treatment methods, various alternate blending plans, and instrumentation/telemetry enhancements; makes recommendations for improving efficiency.
- Responds to alarms, equipment failures, and emergencies, taking necessary actions to maintain a reliable water supply.

**SANTA CLARITA VALLEY WATER AGENCY**  
**Class Specification**

**Treatment Plant Operations Supervisor**

- Coordinates assigned functions with other agency departments, divisions, and individuals.
- Utilizes automated, remote, and local controls for system operation.
- Ensures that facilities and grounds are maintained in a clean condition.
- Operates a computer and assigned software.
- Acts as Chief Operator in the absence of the Water Treatment Manager.
- Performs related duties as assigned.

**PHYSICAL, MENTAL AND ENVIRONMENTAL WORKING CONDITIONS**

This position requires prolonged sitting, standing, walking, reaching, twisting, turning, kneeling, bending, squatting, and/or stooping in the performance of daily activities. The position also requires grasping, repetitive hand movement and fine coordination in making repairs. Additionally, the position requires near and far vision in making mechanical and system repairs. Incumbents are required to turn valves. The need to lift, drag, and push materials, supplies, and equipment weighing 90 pounds also is required.

Most work is performed in a standard office environment, but some work is performed outdoors in varied weather conditions, including heat, rain and cold, and with potential exposure to road traffic, mechanical hazards, electrical hazards, and occasional confined spaces.

May be required to be on-call and to work various shifts or emergencies on evenings, weekends, and/or holidays.

Some of these requirements may be accommodated for otherwise qualified individuals requiring and requesting such accommodation.

**QUALIFICATIONS** *(The following are minimal qualifications necessary for entry into the classification.)*

**Education and/or Experience**

Any combination of education and experience that has provided the required knowledge, skills, and abilities is qualifying. A typical way of obtaining the required qualifications is to possess the equivalent of 10 years of increasingly responsible experience in Treatment Plant Operations.

GED or equivalent is required. An AA/AS degree is desirable.

**Licenses and Certifications**

- Possess and maintain a valid Grade 5 Water Treatment Operator Certificate issued by the California State Water Resources Control Board.
- Possess and maintain a valid Grade 5 Water Distribution Operator Certificate issued by California State Water Resources Control Board.
- Possession of, or ability to obtain, a valid Class C California driver's license.

**SANTA CLARITA VALLEY WATER AGENCY**  
**Class Specification**

**Treatment Plant Operations Supervisor**

**KNOWLEDGE/SKILLS/ABILITIES** *(The following are a representative sample of the KSA's necessary to perform essential duties of the position.)*

**Knowledge of:**

- Principles and practices of effective leadership and employee supervision, including training and performance evaluation.
- Applicable federal, state, and local laws, regulatory codes, ordinances, and procedures relevant to assigned area of responsibility.
- Principles, practices, tools, equipment, and materials required to maintain, operate, and control water treatment systems, reservoirs, and related infrastructure, facilities, water distribution systems, water hydraulics, valves, pipe materials and water service components.
- Principles, practices, and techniques of handling and processing water samples; routine laboratory procedures.
- Operational and maintenance practices of electrical motors, pumps, and circuitry.
- Routine preventive treatment plant maintenance.
- The operation and minor maintenance of a variety of hand and power tools, vehicles and power equipment.
- Occupational hazards and safety equipment and practices related to the work, including the handling of hazardous chemicals and confined space entry.
- Basic mechanical, electrical and hydraulic principles.
- Safe driving rules and practices.
- Computer software related to the work such as SCADA and other telemetry systems.
- English usage, spelling, vocabulary, grammar, and punctuation.
- Techniques for providing a high level of customer service by effectively dealing with the public, vendors, contractors and Agency staff.
- Principles and practices of supervision.
- Budget preparation.
- Mathematics used in the operation of treatment plant and facilities.
- Safety practices in the workplace, including the handling of hazardous chemicals.
- Methods and equipment used in the operations of water treatment and distribution facilities.
- Safe work practices.
- Local, state, and federal laws, regulations, policies, and procedures pertaining to water treatment and water quality.

**Ability to:**

- Plan, organize, and supervise the operation, and repair of water treatment systems.
- Read, interpret, and understand documents including operating and maintenance instructions, procedure manuals, blueprints, and construction plans.
- Perform technical analyses, troubleshoot, and devise conceptual plans for test and evaluations.
- Write routine reports, Committee and Board reports, internal memoranda, and give presentations as needed.

**SANTA CLARITA VALLEY WATER AGENCY**  
**Class Specification**

**Treatment Plant Operations Supervisor**

- Analyze treatment processes and act when necessary.
- Perform routine laboratory tests, interpret results, and adjust plant accordingly.
- Understand and interpret PLC ladder logic and the SCADA system operating software; a demonstrated proficiency in water system operations and controls.
- Demonstrate a keen understanding of water system hydraulics.
- Calculate flow, volume, detention time, chemical dosage, area, and pressure.
- Evaluate operational changes such as pressure fluctuations, system demands and production capacities.
- Troubleshoot operational deficiencies of mechanical equipment.
- Read gauges and meters and correctly record results.
- Train, supervise and evaluate assigned staff.
- Develop and implement work standards.
- Budget, plan, and coordinate schedules.
- Understand and follow oral and written instructions.
- Read, interpret, and apply technical information from manuals, drawings, and specifications.
- Prepare concise records, reports, and other written materials.
- Exercise independent judgment and initiative within established guidelines.
- Establish and prioritize action items and multitask effectively.
- Use creative thought to problem solve, including the use of new and innovative technologies and techniques.
- Participate in groups and committees that affect agency operations, policies, and procedures.
- Make sound decisions within established guidelines and limits of authority.
- Observe and enforce safety principles and work in a safe manner. Interpret and apply the policies, procedures, laws, codes, and regulations pertaining to assigned programs and functions.
- Respond to SCADA system alarms at all times including time off, such as at night or on weekends.
- Organize work, set priorities, meet critical time deadlines, and follow up on assignments.
- Operate a computer and assigned software.
- Communicate clearly and concisely.
- Establish and maintain effective working relations with agency staff, outside agencies, and the public.
- Use tact, initiative, prudence, and judgment within well-defined policy and procedural and legal guidelines.
- Establish, maintain, and foster positive and effective working relationships with those contacted in the course of work.

**ESTABLISHED:** January 2024

**BOARD APPROVED:** February 6, 2024

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# ATTACHMENT 5



## SANTA CLARITA VALLEY WATER AGENCY Classification Specification

### Senior Treatment Plant Operator III

FLSA: Non-Exempt Class Range: 33

*Class specifications are only intended to present a descriptive summary of the range of duties and responsibilities associated with specified positions. Therefore, specifications **may not include all** duties performed by individuals within a classification. In addition, specifications are intended to outline the **minimum** qualifications necessary for entry into the class and do not necessarily convey the qualifications of incumbents within the position.*

#### **DEFINITION**

Under general supervision, serves as shift operator and performs a variety of highly skilled duties associated with the installation, repair, operation and maintenance of the agency's water treatment plants and distribution systems and facilities; monitors and controls the operation of water treatment plants and distribution systems; utilizes the Supervisory Control and Data Acquisition (SCADA) system to ensure efficient operation of the water treatment and distribution systems; operates and monitors pumps, valves, and related equipment to regulate the flow of water through a treatment plant and related facilities; inspects, tests and maintains motors, pumps, valves, chemical feeders, and related equipment; leads, provides support to subordinates~~trains and provides work direction to assigned staff~~, and performs other related work as required.

#### **DISTINGUISHING CHARACTERISTICS**

Senior Treatment Plant Operator is the advanced journey-level class in the Treatment Plant Operator series. This class is distinguished from Treatment Plant Operator I in that incumbents in this class ~~lead and~~ perform highly complex duties that include serving as a shift operator. Incumbents in this class are expected to work with substantial independence, applying an advanced level of discretion and judgment in resolving issues.

#### **SUPERVISION RECEIVED/EXERCISED**

Receives general supervision from the Operations and Maintenance Superintendent. Provides functional and technical ~~direction~~support to subordinate employees.

#### **EXAMPLES OF ESSENTIAL FUNCTIONS** (Illustrative Only)

*Management reserves the right to add, modify, change, or rescind the work assignments of different positions and to make reasonable accommodations so that qualified employees can perform the essential functions of the job.*

Duties may include, but are not limited to, the following:

- Leads and performs a variety of highly skilled duties associated with the installation, repair, operation and maintenance of the agency's water treatment plants and distribution systems and facilities; serves as a shift operator by overseeing plant operations during an assigned shift.
- Leads, monitors and controls the operation of water treatment plants and distribution systems including performing chemical pump drawdowns, adjusting flows, setting, adjusting, and backwashing filters, and calculating and setting optimal chemical dosage

**SANTA CLARITA VALLEY WATER AGENCY**  
**Classification Specification**

**Senior Treatment Plant Operator III**

levels by adjusting chemical feeders; utilizes telemetry system, filtration equipment, plant flow and aqueduct water blends, reservoirs, and/or storage tanks to determine system demands.

- Leads and coordinates the Supervisory Control and Data Acquisition (SCADA) system to ensure efficient operation of the water treatment and distribution systems including water treatment plants, reservoirs, wells, water storage tanks, pump stations, and related facilities; monitors flow and pressure; responds to alarms.
- Leads and participates in the operation and monitoring of pumps, valves, and related equipment to regulate the flow of water through a treatment plant and related facilities; starts, adjusts, and shuts down plant operations, and/or adjusts well field and distribution system flows to meet production and storage requirements and water quality standards.
- Leads and participates in the inspection, testing and maintenance of motors, pumps, valves, chemical feeders, and related equipment; inspects vaults, pipelines, and related facilities for leaks; reports unusual conditions and/or the need for maintenance and repair of equipment, buildings, and grounds; notifies purveyors of water flow changes.
- Coordinates the inventory of chemicals and other treatment supplies; orders chemicals according to standard procedures; receives chemicals and supplies delivered during assigned shift and assists in their safe unloading and storage; handles hazardous materials in accordance with safety rules and procedures.
- Coordinates and participates in water sampling and performs standardized laboratory testing, such as chlorine residual, pH, turbidity, temperature, taste, and odor; calculates chemical dosages and adjusts chemical feeders as necessary to maintain water quality.
- Coordinates the logging of plant operations, test results, unusual operating conditions, maintenance work performed, and related information; maintains accurate logs and records of work performed and materials and equipment used; prepares operations reports.
- Coordinates repairs or inspects contract repair work associated with repairs of pipelines, pumps, tanks, reservoirs, and related equipment.
- Reads and interprets meters, gauges, charts, and instruments; performs preventive maintenance on pumps, motors, and other equipment; checks and adds oil; greases bearings.
- Responds to alarms, equipment failures, and emergencies, taking necessary actions to maintain a reliable water supply.
- Leads, trains, and provides work direction less experienced operators.
- Follows safety procedures and regulations.
- Maintains public facilities, storage sites, and other work areas in a clean and orderly condition, including securing equipment at the close of the workday.
- Operates a computer and assigned software.
- Performs other related duties as required.

**PHYSICAL, MENTAL AND ENVIRONMENTAL WORKING CONDITIONS**

This position requires prolonged sitting, standing, walking, reaching, twisting, turning, kneeling, bending, squatting, and/or stooping in the performance of daily activities. The position also requires grasping, repetitive hand movement and fine coordination in making repairs. Additionally, the position requires near and far vision in making mechanical and system repairs.

**SANTA CLARITA VALLEY WATER AGENCY**  
**Classification Specification**

**Senior Treatment Plant Operator III**

Incumbents are required to turn valves. The need to lift, drag, and push materials, supplies, and equipment weighing 50 pounds also is required.

Work is primarily performed outdoors in varied weather conditions including heat, rain and cold, and with potential exposure to road traffic, mechanical hazards, electrical hazards, and occasional confined spaces.

Some of these requirements may be accommodated for otherwise qualified individuals requiring and requesting such accommodations.

**QUALIFICATIONS** *(The following are minimal qualifications necessary for entry into the classification.)*

**Education and/or Experience**

Any combination of education and experience that has provided the knowledge, skills, and abilities necessary for a **Senior Treatment Plant Operator**. A typical way of obtaining the required qualifications is to possess:

- A high school diploma or equivalent GED.
- Five (5) years of experience in the operation, maintenance, and/or repair of water treatment plants and water distribution systems, including at least three (3) years at a level comparable to a Treatment Plant Operator II.

**Licenses and Certifications**

- Possession of, or ability to obtain, a valid California Class C driver's license. Individuals who do not meet this requirement due to a physical disability will be considered on a case-by-case basis.
- Possess and maintain a valid Grade IV Water Treatment Operator Certificate issued by the California State Water Resources Control Board.
- Possess and maintain a valid Grade III Water Distribution Operator Certificate issued by California State Water Resources Control Board.

**KNOWLEDGE/SKILLS/ABILITIES** *(The following are a representative sample of the KSA's necessary to perform essential duties of the position.)*

**Knowledge/Skills of:**

- Advanced principles, practices, tools, equipment, and materials required to maintain, operate, and control water treatment systems, reservoirs, and related infrastructure, facilities, water distribution systems, water hydraulics, valves, pipe materials and water service components.
- Applicable federal, state, and local laws, codes, and regulations relevant to assigned areas of responsibility.
- Advanced water treatment and distribution techniques and technologies, including SCADA system operations.

**SANTA CLARITA VALLEY WATER AGENCY**  
**Classification Specification**

**Senior Treatment Plant Operator III**

- Advanced principles, practices, and techniques of handling and processing water samples; routine laboratory procedures.
- Advanced operational and maintenance practices of electrical motors, pumps, and circuitry.
- Preventive maintenance applicable to treatment plant facilities and equipment.
- Occupational hazards and safety equipment and practices related to the work, including the handling of hazardous chemicals and confined space entry.
- Advanced mechanical, electrical, and hydraulic principles.
- Computer software related to the work such as SCADA and other telemetry systems.
- English usage, spelling, vocabulary, grammar, and punctuation.
- Mathematics related to water treatment.
- Safe driving practices.
- Interpersonal skills using tact, patience, and courtesy.

**Ability to:**

- Interpret and apply complex policies, procedures, laws, codes, and regulations pertaining to assigned programs and functions.
- Read, interpret, and apply complex technical information from manuals, drawings, and specifications.
- Modify, maintain, and repair complex water treatment and water distribution systems, reservoirs, and related infrastructure, facilities, and equipment.
- Analyze complex treatment processes and act when necessary.
- Perform laboratory tests, interpret results, and adjust plant accordingly.
- Troubleshoot complex maintenance problems and determine materials and supplies required for repair.
- Make accurate arithmetic calculations such as flow rates, chemical dosages, chlorine demands, area circumference, and volume.
- Safely and effectively use and operate hand tools, mechanical equipment, power tools, and equipment required for the work.
- Lead, train and provide work direction to less experienced operators.
- Maintain accurate logs, reports, and basic written records of work performed.
- Organize work, set priorities, meet critical time deadlines, and follow up on assignments.
- Use English effectively to communicate in person, over the telephone, and in writing.
- Operates a computer and assigned software.
- Use tact, initiative, prudence, and judgment within well-defined policy and procedural and legal guidelines.
- Communicate clearly and concisely.
- Establish and maintain effective working relationships with agency staff, outside agencies, and the public.

**ESTABLISHED:** December 1, 2020; *Revised January 2024*

**BOARD APPROVED:** ~~December 1, 2020~~ *February 6, 2024*

# ATTACHMENT 6



## SANTA CLARITA VALLEY WATER AGENCY Classification Specification

### Associate Water Resources Planner

FLSA: Exempt Class Range: 35

*Class specifications are only intended to present a descriptive summary of the range of duties and responsibilities associated with specified positions. Therefore, specifications **may not include all** duties performed by individuals within a classification. In addition, specifications are intended to outline the **minimum** qualifications necessary for entry into the class and do not necessarily convey the qualifications of incumbents within the position.*

#### **DEFINITION**

Under general supervision, plans, coordinates, and participates in a variety of water resources and supply planning activities; conducts research activities and participates in various planning and special projects; assists with the development of strategies, policies, and programs to enhance local and imported water resource opportunities and regional environmental resources; performs data compilations, water demand forecasting, economic analysis or related assignments; participates in and conducts project management of specialized water resources programs; prepares technical and policy-oriented recommendations and reports; provides recommendations on topics related to natural resource management and performs other related duties as required.

#### **DISTINGUISHING CHARACTERISTICS**

The Associate Planner classification works under general supervision and performs professional-level planning and research tasks for project reviews. This is an entry level professional position in the Water Resources Planner classification series where the incumbent is learning the Agency's water resource management program operations. Incumbents prepare less complex planning projects and related presentations and respond to questions from legislative groups, special interest groups, outside agencies, boards, committees and the public regarding the policies and procedures related to the Agency's Water Resources and supply planning activities. The Water Resources Planner classification performs more extensive and complex review, research, and report preparation. Incumbents prepare long-range planning reports. The Principal Water Resources Planner incumbents serve as lead person on major projects and short-range and long-range land use plans. Incumbents participate in project reviews as directed. The Senior Water Resources Planner incumbents serve as a lead person on major complex projects with substantial responsibility and impact.

#### **SUPERVISION RECEIVED/EXERCISED**

Receives general supervision from the Director of Water Resources. Exercises no direct supervision over staff.

#### **EXAMPLES OF ESSENTIAL FUNCTIONS** (Illustrative Only)

*Management reserves the right to add, modify, change, or rescind the work assignments of different positions and to make reasonable accommodations so that qualified employees can perform the essential functions of the job.*

*If assigned to Strategies, Policies, and Programs:*

Duties may include, but are not limited to, the following:

**SANTA CLARITA VALLEY WATER AGENCY**  
**Classification Specification**

**Associate Water Resources Planner**

- Performs professional-level duties associated with the planning, studies and reports relating to current and long-range water resources and environmental planning, water demand/supply forecasting, and environmental compliance and mitigation; develops recommendations for management review.
- Assists staff with current planning activities; serves as contact for various projects as assigned; communicates with various staff and others regarding project evaluation.
- Conducts research, compiles information and conducts analysis of various studies, plans and regulations to guide project implementation.
- Participates in a variety of project management tasks; may serve as lead on complex water resources projects and programs; manages projects through data compilation for various programs/studies.
- Completes data compilation and analysis regarding water availability/forecasts, supply costs and project updates.
- Coordinates the preparation of various environmental and technical reports.
- Analyzes planning, environmental, and legislative documents for impacts on the Agency and for consistency with Agency policies.
- Prepares and delivers oral presentations to various legislative groups, special interest groups, outside agencies, boards, committees, and the public.
- Represents the Agency in public forums and Agency meetings.
- Monitors the work of consultants involved in infiltration tests.
- Assists in developing policy initiatives relative to water and environmental resources.
- Reviews work products for compliance with Agency policies and standards.
- Reviews, interprets, and reports on local, state, and federal laws, regulations, policies, and procedures.
- Monitors and develops budgets; assists with establishing scope, schedule and budget for water resource planning studies and projects.
- Collaborates with consultants, interagency staff, and regulatory agencies on various projects, plans and programs being implemented.
- Operates a computer and assigned software including word processing, spreadsheets, and related applications.
- Prepares and maintains a variety of records and files related to planning activities and assigned duties.
- May occasionally oversee the work of department staff related to assigned water resource projects.
- Performs other related duties as required.

*If assigned to technical and scientific support in hydrology, hydrogeology, biology, or environmental science:*

- Uses sensitive stream-measuring devices to assess flow rates, groundwater level measuring devices to assess water levels and sampling water quality and remote sensing technology, data assimilation, and numerical modeling to monitor and understand the change in local, regional, and global water cycles.
- Researches and studies agency's desirable aquatic ecosystems, collecting appropriate samples for field and laboratory analysis, and observing the health, relationships, and behavior of plants and animals in assigned areas to include species interactions, diseases, and migration patterns, and analyzing the impact of human activities on local ecosystems.

**SANTA CLARITA VALLEY WATER AGENCY  
Classification Specification**

**Associate Water Resources Planner**

- Supports the use, maintenance and improvement of modeling and analytical tools developed for water resources management and planning.
- Be trained to provide support in translating research findings into policy issues and provides input regarding policy options for Agency management consideration.
- Supports other Agency staff participating in cross-functional, inter-disciplinary team(s) by providing technical support for the Agency's water resource management decisions.
- Supports compliance with federal, state, local and other pertinent environmental mandates, laws, codes, rules, regulations, and agreements within assigned areas.
- Researches, analyzes, and interprets information and data.
- Conducts a variety of standard assigned studies and surveys.
- Prepares narrative and statistical reports in accordance with regulatory requirements (such as the Field Operations Report, Watermaster Report, Groundwater Monitoring Report, Water Loss Report, Monthly Billed Consumption).
- Researches evolving Best Management Practices (BMP's) utilized within the industry.
- Collects, assembles, analyzes, and interprets data pertaining to a variety of water and recycled water resource management issues including supply/demand projections, water use and treatment, recycled water availability, water quality, water management, financial analysis, and historical trends; provides data for use in feasibility studies.
- Supports performance of a variety of professional hydrologic or hydrogeologic duties supporting the design, development, operation, and maintenance of Stormwater reuse, water quality, and water production, storage, treatment and distribution facilities and systems.
- May review environmental impact reports and/or various other technical reports, some of which may be submitted by other agencies; validates data and computations and prepares departmental comments.
- May assist in the configuration and development of data input files for ground and/or surface water modeling; interprets model output and processes data for technical reports and public presentations.
- Performs related duties as assigned.

**PHYSICAL, MENTAL AND ENVIRONMENTAL WORKING CONDITIONS**

This is both an indoors and outdoors position. Must possess mobility to work in a standard office setting and use standard office equipment, including a computer; to operate a motor vehicle and to visit various agency and meeting sites; vision to read printed materials and a computer screen; and hearing and speech to communicate in person, before groups, and over the telephone. This is a sedentary office classification. Standing in work areas and walking between work areas may be required. Finger dexterity is needed to access, enter, and retrieve data using a computer keyboard or calculator and to operate standard office equipment. Positions in this classification occasionally bend, stoop, kneel, reach, push, and pull drawers open and closed to retrieve and file information. Employees must possess the ability to lift, carry, push, and pull materials and objects up to 25 pounds.

Employees work in an office environment with moderate noise levels, controlled temperature conditions, and outdoors being exposed to a variety of weather conditions. Employees may

**SANTA CLARITA VALLEY WATER AGENCY  
Classification Specification**

**Associate Water Resources Planner**

interact with upset staff and/or public and private representatives in interpreting and enforcing departmental policies and procedures.

Some of these requirements may be accommodated for otherwise qualified individuals requiring and requesting such accommodations.

**QUALIFICATIONS** *(The following are minimal qualifications necessary for entry into the classification.)*

**Education and/or Experience**

Any combination of education and experience that has provided the knowledge, skills, and abilities necessary for an **Associate Water Resources Planner**. A typical way of obtaining the required qualifications is to possess:

- Bachelor's degree from an accredited college or university with major coursework in environmental, natural, or physical sciences, economics, natural resources management, urban or regional planning, environmental engineering, public administration, or a related field (hydrology, geology, chemistry, biology, ecology, etc.).
- ~~Three (3)~~ One (1) years of experience performing professional-level analytical and/or operational duties in water resources planning or related work.

OR

Master's degree from an accredited college or university with major coursework in environmental, natural, or physical sciences, economics, natural resources management, urban or regional planning, environmental engineering, public administration, or a related field (hydrology, geology, chemistry, biology, ecology, etc.)

•

**Licenses and Certifications**

- Possession of a valid Class C California driver's license may be required at the time of appointment. Individuals who do not meet this requirement due to a physical disability will be considered on a case-by-case basis.

**KNOWLEDGE/SKILLS/ABILITIES** *(The following are a representative sample of the KSA's necessary to perform essential duties of the position.)*

**Knowledge/Skills of:**

- Principles, theories, procedures, practices, information sources, and trends in the field of water resources, environmental planning, and natural resource management and conservation, groundwater monitoring, water quality, and long-term water supply modeling and analysis.
- Local, state, and federal laws, regulations, policies, and procedures.
- ~~Local, state, and federal laws, regulations, policies, and procedures.~~



**SANTA CLARITA VALLEY WATER AGENCY  
Classification Specification**

**Associate Water Resources Planner**

- Terminology, symbols, methods, and techniques used in planning [and in California Environmental Quality Act \(CEQA\)](#).
- 
- Research techniques, analytical practices, and statistical methods.
- Project management for water resources programs.
- Budget preparation and monitoring.
- Project management concepts and techniques.
- Safe working practices.
- Oral and written communication skills.
- Data compilation.
- Public speaking techniques.
- Research methods.
- Interpersonal skills including tact, patience, and courtesy.
- Operation of a computer and assigned software.
- Mathematical and measurement calculations.
- Water demand/supply forecasting through use of modeling tools.

**Ability to:**

- Provide technical assistance on all aspects of water resources and environmental planning.
- Conduct research activities and participate in various planning and special projects.
- Analyze technical planning problems, evaluate alternative approaches, and adopt effective solutions.
- Interpret and apply complex rules, regulations, laws, and ordinances.
- Effectively operate a personal computer and software.
- Communicate effectively, both orally and in writing.
- Establish and maintain effective working relationships with Agency staff, outside organizations, and the public.
- Prepare and deliver oral presentations.
- Research topics related to water resources to compete complex tasks.
- Work closely with other water agencies, state agencies and other organizations to coordinate programs and develop programs of mutual interest.
- Operate a computer and assigned software.
- Plan, prioritize and organize work.
- Prepare and maintain records and technical reports related to assigned activities.
- Meet schedules and timelines.
- Establish and maintain cooperative and effective working relationships with others.

**ESTABLISHED:** December 2020; [Revised January 2024](#)

**BOARD APPROVED:** December 1, 2020; [February 6, 2024](#)

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# ATTACHMENT 7



## SANTA CLARITA VALLEY WATER AGENCY Classification Specification

### Water Resources Planner

FLSA: Exempt Class Range: 37

*Class specifications are only intended to present a descriptive summary of the range of duties and responsibilities associated with specified positions. Therefore, specifications **may not include all** duties performed by individuals within a classification. In addition, specifications are intended to outline the **minimum** qualifications necessary for entry into the class and do not necessarily convey the qualifications of incumbents within the position.*

#### **DEFINITION**

Under general supervision; plans, coordinates, and participates in a variety of water resources supply planning and in the development of future water supply needs and sources to meet future water demand activities; conducts research activities and participates in various planning special projects; assists with the development of strategies, policies, and programs to enhance local and imported water resource opportunities and regional environmental resources; conducts project management of specialized water resources programs; prepares technical and policy oriented recommendations and reports; serves as a subject expert and resource on topics related to natural resource management; oversees professional, technical staff and consultants; may perform a variety of duties related to managing the State Water Project imported water supply and coordinates deliveries to meet water demand in the Santa Clarita Valley; and performs other related duties as required.

#### **DISTINGUISHING CHARACTERISTICS**

The Water Resources Planner classification performs more extensive and complex review, research, and report preparation. Incumbents prepare long-range planning reports. The Principal Water Resources Planner incumbents serve as lead person on major projects and short-range and long-range land use plans. Incumbents participate in project reviews as directed. The Senior Water Resources Planner incumbents serve as a lead person on major complex projects with substantial responsibility and impact.

The Associate Planner classification works under general supervision and performs professional level planning and research tasks for project reviews. Incumbents prepare less complex planning projects and related presentations and respond to questions from legislative groups, special interest groups, outside agencies, boards, committees and the public regarding the policies and procedures related to the Agency's Water Resources and supply planning activities.

#### **SUPERVISION RECEIVED/EXERCISED**

Receives general supervision from the Director of Water Resources. Exercises no direct supervision over staff.

#### **EXAMPLES OF ESSENTIAL FUNCTIONS** (Illustrative Only)

*Management reserves the right to add, modify, change, or rescind the work assignments of different positions and to make reasonable accommodations so that qualified employees can perform the essential functions of the job.*

**SANTA CLARITA VALLEY WATER AGENCY**  
**Classification Specification**

**Water Resources Planner**

*If assigned to Strategies, Policies, and Programs:*

Duties may include, but are not limited to, the following:

- Performs professional level duties associated with the planning, studies and reports relating to current and long-range water resources and environmental planning, water demand/supply forecasting, and environmental compliance and mitigation; develops recommendations for management review.
- Assists other staff with current planning activities, as needed in the areas of project analysis, project management, research, implementation, data gathering, budget planning, document review, interpretation of agreements, regulations, laws, and water supply/demand forecasting; serves as contact for various projects as assigned; communicates with various staff and others regarding project evaluation.
- Conducts research, compiles information and conducts analysis of various studies, plans and regulations to guide project implementation.
- Participates in a variety of project management tasks; leads complex water resources projects and programs; plans, directs and coordinates project management; oversees professional consultants.
- Plans, directs and coordinates imported water supplies; coordinates with water banking partners and DWR to schedule, recharge or recovery deliveries as needed; schedules annual firm water program deliveries with agency partners.
- Verifies agreement terms and conditions for deliveries and invoicing.
- Reviews and recommends updates to agreements as needed for new facilities or exchanges.
- Coordinates deliveries and agreements between agencies for exchange water to and from exchange partners.
- Coordinates the preparation of various environmental and technical reports; reviews technical documents from consultants.
- Plans, directs, and coordinates the agency's water demand forecasting; works with the operations department to coordinate water demand forecasting and operations between imported and local groundwater supplies.
- Develops recommendations for the operating plan throughout the year for management review.
- Prepares the State Water contract water order and updates as needed throughout the year to accommodate water deliveries need changes.
- Tracks monthly production and water deliveries; reviews and coordinates invoicing with accounting for water deliveries, water banking recharge and recovery actions, maintenance fees, and water purchase agreements.
- Prepares water supply assessments for new developments.
- Prepares GIS related analysis and generation of maps, plans and drawings for water resources department needs.
- Analyzes planning, environmental, and legislative documents for impacts on the agency and for consistency with agency policies.
- Prepares and delivers oral presentations to various legislative groups, special interest groups, outside agencies, boards, committees, and the public.
- Represents the agency in public forums and agency meetings.
- Assists in developing policy initiatives relative to water and environmental resources.
- Reviews work products for compliance with agency policies and standards.

**SANTA CLARITA VALLEY WATER AGENCY**  
**Classification Specification**

**Water Resources Planner**

- Reviews, interprets, and reports on local, state, and federal laws, regulations, policies, and procedures.
- Monitors and develops budgets; assists with establishing scope, schedule and budget for water resource planning studies and projects; recommends budget adjustments as needed.
- Approves imported water supply invoices to verify delivery amounts and charges; reviews water banking program expenditures, dry water year supply expenditures, and flexible storage expenditures.
- Collaborates with consultants, interagency staff, and regulatory agencies on various projects, plans and programs that are being implemented.
- Coordinates efforts between consultants, engineering, and staff as needed.
- Operates a computer and assigned software.
- Prepares and maintains a variety of records, forms, and files related to planning activities, agreements, annexations of lands and other assigned duties.
- May occasionally oversee the work of department staff related to assigned water resource projects.
- Performs other related duties as required.

*If assigned to technical and scientific support in hydrology, hydrogeology, biology, or environmental science:*

- Uses sensitive stream-measuring devices to assess flow rates, groundwater level measuring devices to assess water levels and sampling water quality and remote sensing technology, data assimilation, and numerical modeling to monitor and understand the change in local, regional, and global water cycles.
- Researches and studies agency's desirable aquatic ecosystems, collecting appropriate samples for field and laboratory analysis, and observing the health, relationships, and behavior of plants and animals in assigned areas to include species interactions, diseases, and migration patterns, and analyzing the impact of human activities on local ecosystems.
- Supports the use, maintenance and improvement of modeling and analytical tools developed for water resources management and planning.
- Be trained to provide support in translating research findings into policy issues and provides input regarding policy options for Agency management consideration.
- Supports other Agency staff participating in cross-functional, inter-disciplinary team(s) by providing technical support for the Agency's water resource management decisions.
- Supports compliance with federal, state, local and other pertinent environmental mandates, laws, codes, rules, regulations, and agreements within assigned areas.
- Researches, analyzes, and interprets information and data.
- Conducts a variety of standard assigned studies and surveys.
- Prepares narrative and statistical reports in accordance with regulatory requirements (such as the Field Operations Report, Watermaster Report, Groundwater Monitoring Report, Water Loss Report, Monthly Billed Consumption).
- Researches evolving Best Management Practices (BMP's) utilized within the industry.
- Collects, assembles, analyzes, and interprets data pertaining to a variety of water and recycled water resource management issues including supply/demand projections, water use and treatment, recycled water availability, water quality, water management, financial analysis, and historical trends; provides data for use in feasibility studies.

**SANTA CLARITA VALLEY WATER AGENCY**  
**Classification Specification**

**Water Resources Planner**

- Supports performance of a variety of professional hydrologic or hydrogeologic duties supporting the design, development, operation, and maintenance of Stormwater reuse, water quality, and water production, storage, treatment and distribution facilities and systems.
- May review environmental impact reports and/or various other technical reports, some of which may be submitted by other agencies; validates data and computations and prepares departmental comments.
- May assist in the configuration and development of data input files for ground and/or surface water modeling; interprets model output and processes data for technical reports and public presentations.
- Performs related duties as assigned.

**PHYSICAL, MENTAL AND ENVIRONMENTAL WORKING CONDITIONS**

This is both an indoors and outdoors position. Must possess mobility to work in a standard office setting and use standard office equipment, including a computer; to operate a motor vehicle and to visit various agency and meeting sites; vision to read printed materials and a computer screen; and hearing and speech to communicate in person, before groups, and over the telephone. This is a sedentary office classification. Standing in work areas and walking between work areas, may be required. Finger dexterity is needed to access, enter, and retrieve data using a computer keyboard or calculator and to operate standard office equipment. Positions in this classification occasionally bend, stoop, kneel, reach, push, and pull drawers open and closed to retrieve and file information. Employees must possess the ability to lift, carry, push, and pull materials and objects up to 25 pounds.

Employees work in an office environment with moderate noise levels, controlled temperature conditions, and outdoors being exposed to a variety of weather conditions. Employees may interact with upset staff and/or public and private representatives in interpreting and enforcing departmental policies and procedures.

Some of these requirements may be accommodated for otherwise qualified individuals requiring and requesting such accommodations.

**QUALIFICATIONS** *(The following are minimal qualifications necessary for entry into the classification.)*

**Education and/or Experience**

Any combination of education and experience that has provided the knowledge, skills, and abilities necessary for a **Water Resources Planner**. A typical way of obtaining the required qualifications is to possess:

- A Bachelor's degree from an accredited college or university with major course work in environmental, natural, or physical sciences, economics, natural resources management, urban or regional planning, environmental engineering, public administration, or a related field (hydrology, geology, chemistry, biology, ecology, etc.).
- Five (5)-Three (3) years of experience performing professional level analytical and/or operational duties water resources planning or related work.

**SANTA CLARITA VALLEY WATER AGENCY**  
**Classification Specification**

**Water Resources Planner**

OR

- A Master's degree from an accredited college or university with major course work in environmental, natural, or physical sciences, economics, natural resources management, urban or regional planning, environmental engineering, public administration, or a related field (hydrology, geology, chemistry, biology, ecology, etc.).
- Two (2) years of experience performing professional level analytical and/or operational duties water resources planning or related work.

**Licenses and Certifications**

- Possession of, or ability to obtain, a valid Class C California driver's license. Individuals who do not meet this requirement due to a physical disability will be considered on a case-by-case basis.

**KNOWLEDGE/SKILLS/ABILITIES** *(The following are a representative sample of the KSA's necessary to perform essential duties of the position.)*

**Knowledge/Skills of:**

- Principles, theories, procedures, practices, information sources, and trends in the field of water resources, environmental planning, and natural resource management and conservation.
- Local, state, and federal laws, regulations, policies, and procedures.
- Legislative processes.
- California Environmental Quality Act (CEQA).
- Model water efficient landscape ordinances.
- Terminology, symbols, methods, and techniques used in planning.
- Research techniques, analytical practices, and statistical methods.
- Project management for water resources programs.
- Contract administration and agreement language.
- Budget preparation and monitoring.
- Project management concepts and techniques.
- Safe working practices.
- Oral and written communication skills.
- Public speaking techniques.
- Research methods.
- Interpersonal skills including tact, patience, and courtesy.
- Operation of a computer and assigned software.
- Mathematical and measurement calculations.
- Water demand/supply forecasting through use of modeling tools.

**Ability to:**

- Provide technical assistance on all aspects of water resources and environmental planning.
- Conduct research activities and participate in various planning special projects.

**SANTA CLARITA VALLEY WATER AGENCY  
Classification Specification**

**Water Resources Planner**

- Analyze technical planning problems, evaluate alternative approaches, and adopt effective solutions.
- Interpret and apply complex rules, regulations, laws, and ordinances.
- Communicate effectively, both orally and in writing.
- Establish and maintain effective working relationships with agency staff, outside organizations, and the public.
- Analyze technical planning problems, evaluate alternative processes, and utilize statistical methods.
- Provide technical oversight on projects **and integrate, summarize, and synthesize data from a variety of sources (e.g., maps, calculations, environmental reports, feasibility studies) to research, analyze and formulate technical and project recommendations.**
- Prepare and deliver oral presentations **to include preparing accurate technical reports, presentations, correspondence, and memos for a variety of audiences including staff, government and regulatory agencies, contractors, and the public.-**
- Research topics related to water resources to compete complex tasks.
- Work closely with other water agencies, State agencies and other organizations to coordinate programs and develop programs of mutual interest.
- Operate a computer and assigned software.
- Plan, prioritize and organize work.
- Prepare and maintain records and technical reports related to assigned activities.
- Meet schedules and timelines.
- Establish and maintain cooperative and effective working relationships with others.

**ESTABLISHED:** December 1, 2020; Revised January 2024

**BOARD APPROVED:** December 1, 2020 February 6, 2024



# ATTACHMENT 8



## SANTA CLARITA VALLEY WATER AGENCY Classification Specification

### Senior Water Resources Planner

FLSA: Exempt Class Range: 39

*Class specifications are only intended to present a descriptive summary of the range of duties and responsibilities associated with specified positions. Therefore, specifications **may not include all** duties performed by individuals within a classification. In addition, specifications are intended to outline the **minimum** qualifications necessary for entry into the class and do not necessarily convey the qualifications of incumbents within the position.*

#### **DEFINITION**

Under general direction, plans, directs, coordinates, and participates in a variety of water resources and supply planning activities; develops strategies, policies, and programs to enhance local and imported water resource opportunities and regional environmental resources; independently performs complex data compilations, resources planning, water demand forecasting, economic analysis or other such assignments; performs project management of key highly specialized water resources programs; prepares complex technical and policy-oriented recommendations and reports; serves as a subject expert and resource on topics related to nature resource management; leads, trains and provides work direction to assigned staff; and performs other duties as required

#### **DISTINGUISHING CHARACTERISTICS**

Senior Water Resources Planner can be distinguished from Water Resources Planner in that the Senior Water Resources Planner can be given very complex and highly difficult assignments. This is the fully experienced, journey level classification.

#### **SUPERVISION RECEIVED/EXERCISED**

Receives general supervision from the Director of Water Resources. May exercise supervision over assigned staff.

#### **EXAMPLES OF ESSENTIAL FUNCTIONS** (Illustrative Only)

*Management reserves the right to add, modify, change, or rescind the work assignments of different positions and to make reasonable accommodations so that qualified employees can perform the essential functions of the job.*

#### **If assigned to Strategies, Policies, and Programs:**

Duties may include, but are not limited to, the following: Use plural (s) statements.

- Plans, directs, coordinates, and performs professional level duties associated with planning, studies, and reports relating to current and long-range water resources and environmental planning, water demand/supply forecasting, and environmental compliance and mitigation; develops recommendations for management review.
- Serves as Project Manager on complex water resources programs.
- Establishes scope, schedule, and budget for water resources planning studies, projects, and programs.
- Reviews work products of other planning staff for compliance with agency policies and standards.
- Reviews, interprets, and reports on local, state, and federal laws, regulations, policies, and procedures.

**SANTA CLARITA VALLEY WATER AGENCY**  
**Classification Specification**

**Senior Water Resources Planner**

- Provides project management oversight to professional, technical, clerical staff and consultants.
- Prepares and makes presentations to senior management, various legislative groups, special interest groups, outside agencies, and the public.
- Develops the agency's planning process including making recommendations regarding agency policies initiatives relative to water and environmental resources for management review.
- Analyzes planning, environmental, and legislative documents for impacts on agency and for consistency with agency policies.
- Represents the agency in public forums and agency meetings.
- Coordinates the preparation of various environmental technical reports.
- Leads, trains, and provides work direction to assigned staff.
- May supervise professional, technical, and clerical staff.
- Operates a computer and assigned software.
- Performs other duties as required.

*If assigned to technical and scientific support in hydrology, hydrogeology, biology, or environmental science:*

*Duties may include, but are not limited to, the following:*

- Uses sensitive stream-measuring devices to assess flow rates, groundwater level measuring devices to assess water levels and sampling water quality and remote sensing technology, data assimilation, and numerical modeling to monitor and understand the change in local, regional, and global water cycles.
- Researches and studies aquatic ecosystems, collects appropriate samples for field and laboratory analysis, and observes the health, relationships, and behavior of plants and animals in assigned areas to include species interactions, diseases, and migration patterns; analyzes the impact of human activities on local ecosystems.
- Addresses challenges regarding data availability, analysis, and interpretation, and takes the necessary steps to keep current with technological developments in modeling and analytical tools used to develop scope, feasibility, milestones, and completion schedules to include developing and maintaining modeling and analytical tools.
- Assists in translating research findings into policy issues and provides input regarding policy options to include making recommendations regarding agency policies initiatives relative to water and environmental resources for management consideration.
- Participates in cross-functional, inter-disciplinary team(s) to provide technical expertise to support the Agency's water resource decisions; provides technical assistance to other local organizations.
- Recommends and provides input related to project planning, processes, and protocols used to complete assignments.
- Manages standard projects to include overseeing consultant work and establishes scope, schedule, and budget for water resource management work; reviews work products of contractors and other assigned staff for compliance with Agency policies and standards.
- Serves as subject matter expert of assigned area(s) or program(s).
- Assures compliance with federal, state, local, and other pertinent environmental mandates, laws, codes, rules, regulations, and agreements within assigned areas.
- Assists in implementing policies and procedures; identifies and recommends goals for assigned projects and processes.

**SANTA CLARITA VALLEY WATER AGENCY**  
**Classification Specification**

**Senior Water Resources Planner**

- Assists in providing projections and recommendations related to budget development, planning, and management.
- Researches, analyzes, and interprets information and data.
- Prepares narrative and statistical reports in accordance with regulatory requirements (such as the Field Operations Report, Watermaster Report, Groundwater Monitoring Report, Water Loss Report, Monthly Billed Consumption, Solar Monitoring).
- Researches evolving Best Management Practices (BMP's) utilized within the industry and incorporates these measures into project plans when applicable.  
Responds to inquiries about compliance with environmental/California Environmental Quality Act (CEQA) regulations, water use and/or water management information.
- Collects, assembles, analyzes, and interprets data pertaining to a variety of water and recycled water resource management issues including supply/demand projections, water use and treatment, recycled water availability, water quality, water management, financial analysis, and historical trends; provides data for use in feasibility studies.
- Performs a variety of professional hydrologic or hydrogeologic duties supporting the design, development, operation, and maintenance of Stormwater reuse, water quality, and water production, storage, treatment and distribution facilities and systems.
- Assists in developing, conducting, monitoring, and evaluating comprehensive outreach, public education, training, and media activities.
- Provides direction and leadership on a project basis to professional, technical, support, consultant/contract, and volunteer staff.
- Reviews environmental impact reports and/or various other technical reports, some of which may be submitted by other agencies; validates data and computations and prepares departmental comments.
- Participates in the development and implementation of policies and procedures for new and existing programs.
- Participates in developing and implementing short and long-range goals and objectives for the section.
- Provides management with information related to developing and monitoring budgets.
- Assists in the configuration and development of data input files for ground and/or surface water modeling; interprets model output and processes data for technical reports and public presentations.
- Assists in developing and evaluating computer-generated statistical models of a variety of interdependent variables, using extrapolative and econometric methods to forecast water resource requirements in the Agency's service area; assists in developing future water resource utilization scenarios and forecasting and explanatory models of water demand.
- Performs related duties as assigned.

**PHYSICAL, MENTAL AND ENVIRONMENTAL WORKING CONDITIONS**

This is both an indoors and outdoors position. Must possess mobility to work in a standard office setting and use standard office equipment, including a computer; to operate a motor vehicle and to visit various agency and meeting sites; vision to read printed materials and a computer screen; and hearing and speech to communicate in person, before groups, and over the telephone. This is a sedentary office classification. Standing in work areas and walking between work areas, may be required. Finger dexterity is needed to access, enter, and retrieve data using a computer keyboard or calculator and to operate standard office equipment. Positions in this classification occasionally bend, stoop, kneel, reach, push, and pull drawers open and

**SANTA CLARITA VALLEY WATER AGENCY**  
**Classification Specification**

**Senior Water Resources Planner**

closed to retrieve and file information. Employees must possess the ability to lift, carry, push, and pull materials and objects up to 25 pounds.

Employees work in an office environment with moderate noise levels, controlled temperature conditions, and outdoors being exposed to a variety of weather conditions. Employees may interact with upset staff and/or public and private representatives in interpreting and enforcing departmental policies and procedures.

Some of these requirements may be accommodated for otherwise qualified individuals requiring and requesting such accommodations.

**QUALIFICATIONS** *(The following are minimal qualifications necessary for entry into the classification.)*

**Education and/or Experience**

Any combination of education and experience that has provided the knowledge, skills, and abilities necessary for a **Senior Water Resources Planner**. A typical way of obtaining the required qualifications is to possess:

- A Bachelor's degree from an accredited college or university with major course work in natural or physical sciences, economics, natural resources management, urban or regional planning, environmental engineering, public administration, or a related field (hydrology, geology, chemistry, biology, ecology, etc.).
- ~~Five (5) years~~ ~~Seven (7) years~~ ~~Six (6)~~ of experience performing professional level water resource planning.

**OR**

- A Master's degree from an accredited college or university with major course work in natural or physical sciences, economics, natural resources management, urban or regional planning, environmental engineering, public administration, or a related field (hydrology, geology, chemistry, biology, ecology, etc.).
- Five (5) of experience performing professional level water resource planning.

**Licenses and Certifications**

- Possession of, or ability to obtain, a valid Class C California driver's license. Individuals who do not meet this requirement due to a physical disability will be considered on a case-by-case basis.

**KNOWLEDGE/SKILLS/ABILITIES** *(The following are a representative sample of the KSA's necessary to perform essential duties of the position.)*

**Knowledge/Skills of:**

- Principles, theories, procedures, practices, information sources, and trends in the field of water resources, environmental planning, and natural resource management and conservation, groundwater monitoring, water quality, and long-term water supply modeling and analysis.

**SANTA CLARITA VALLEY WATER AGENCY**  
**Classification Specification**

**Senior Water Resources Planner**

- Data compilation.
- Water demand forecasting.
- Project management for water resources programs.
- Local, state, and federal laws, regulations, policies, and procedures.
- Terminology, symbols, methods, and techniques used in [California Environmental Quality Act \(CEQA\) and planning.](#)
  - 
  - Research techniques, analytical practices, and statistical methods.
  - Budget preparation and monitoring.
  - Operation of a computer and assigned software.
  - Principles and practices of project management and supervision.
  - Local, state, and federal government organization and functions.
  - Legislative processes.
  - Safety principles and practices in the workplace.
  - Interpersonal skills using tact, patience, and courtesy.

**Ability to:**

- Interpret and apply complex rules, regulations, laws, and ordinances.
- Provide technical oversight on all aspects of water resources and environmental planning, and integrate, summarize, and synthesize data from a variety of sources (e.g., maps, calculations, environmental reports, feasibility studies) to research, analyze and formulate technical and project recommendations.
- Analyze technical planning problems, evaluate alternative approaches, and recommend effective solutions.
- Work closely with other water agencies, state agencies and other organizations to coordinate programs and develop programs of mutual interest.
- Prepare a variety of technical reports to include preparing accurate technical reports, presentations, correspondence, and memos for a variety of audiences including staff, government and regulatory agencies, contractors, and the public.
- Effectively operate a personal computer and software.
- Plan, direct, and coordinate the work of project teams.
- Communicate effectively, both orally and in writing.
- Operate a computer and assigned software.
- Establish and maintain effective working relationships with agency staff, outside organizations, and the public.
- Follow safety procedures and policies.

**ESTABLISHED:** December 1, 2020; Revised January 2024

**BOARD APPROVED:** ~~December 1, 2020~~ February 6, 2024

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# ATTACHMENT 9



## SANTA CLARITA VALLEY WATER AGENCY Classification Specification

### Principal Water Resources Planner

FLSA: Exempt Class Range: 42

*Class specifications are only intended to present a descriptive summary of the range of duties and responsibilities associated with specified positions. Therefore, specifications **may not include all** duties performed by individuals within a classification. In addition, specifications are intended to outline the **minimum** qualifications necessary for entry into the class and do not necessarily convey the qualifications of incumbents within the position.*

#### **DEFINITION**

Under general direction, plans, directs, coordinates, and performs professional level duties associated with water resource planning, studies, and reports relating to current and long-range water resources and environmental planning; develops strategies, policies, and programs to enhance local and imported water resource opportunities and regional environmental resources; independently performs very complex data compilations, resources planning, water demand forecasting, economic analysis or other such assignments; performs project management of key highly specialized water resources programs; prepares very complex technical and policy oriented recommendations and reports; serves as a subject expert and resource on topics related to natural resource management; trains, assigns, or delegates work of professional, technical, and clerical staff on specific projects; monitors the work of others on specific projects; serves as chair for assigned committees, task forces and programs; and performs other related duties as required.

#### **DISTINGUISHING CHARACTERISTICS**

Principal Water Resources Planner can be distinguished from Senior Water Resources Planner in that the Principal Water Resources Planner is responsible for the planning, organizing and oversight of the water resources department. The Principal level position will be assigned the largest and most complex and technical policy development and planning assignments related to water resources issues, water supply projects and implementation of water management programs to maintain and enhance the agency's water supply reliability. "Largest" refers to those projects with higher estimated assigned values and a large concentration of water resources management discipline and protected species. "Complex" refers to the number of regulatory agencies, political importance/visibility and number of other departments involved in the project.

Further, the Principal Water Resources Specialist is distinguished from the Senior Water Resources Specialist whose assignments and programs are within a narrower range of areas. The Principal Water Resources Specialist is further distinguished from the Senior Water Resources Specialist classification in that the latter is the lead or specialist worker, responsible for planning and coordinating complex, specialized programs, and providing direction to Water Resource Planner and Senior Water Resources Planner staff.

The incumbent will utilize knowledge and expertise to analyze and solve problems through principles, general precedents, innovative approaches, and relevant practices that are used to determine solutions or course of actions. This position could involve direct staff supervision at the discretion of the Water Resources Director.

**SANTA CLARITA VALLEY WATER AGENCY  
Classification Specification**

**Principal Water Resources Planner**

**SUPERVISION RECEIVED/EXERCISED**

Receives general direction from the Director of Water Resources. Exercises supervision over professional, technical, and clerical staff.

**EXAMPLES OF ESSENTIAL FUNCTIONS** (Illustrative Only)

*Management reserves the right to add, modify, change, or rescind the work assignments of different positions and to make reasonable accommodations so that qualified employees can perform the essential functions of the job.*

**If assigned to Strategies, Policies, and Programs:**

Duties may include, but are not limited to, the following:

- Plans, directs, coordinates, and performs professional level duties associated with planning, studies, and reports relating to current and long-range water resources and environmental planning, water demand/supply forecasting, and environmental compliance and mitigation; develops recommendations for management review.
- Provides day-to-day leadership and works with others in ways that enhances a high-performance work environment and achieves the goals of the water resources department.
- Trains and identifies work for professional, technical, and clerical staff on specific projects; assigns or delegates work on specific projects and monitors the work of others on specific projects.
- Serves as Project Manager on complex water resources programs.
- Develops, administers, and establishes scope, schedule, and budget for water resources planning studies, projects, and programs; approves and authorizes expenditures associated with the assigned budgets; adjust budgets as warranted; presents the budget to the Board for adoption.
- Prepares estimates for each budget category including developing a staff workload estimate, tracking existing and forecasting future consultant costs, and estimates of grant revenue as a function of anticipated completed work.
- Reviews work products of other planning staff for compliance with agency policies and standards.
- Manages Groundwater Sustainability Plan development, including work plans and consultant contracts.
- Plans, organizes, integrates, and reviews the work of consultants engaged in data collection, review, and analysis of water resource management issues.
- Reviews, interprets, and reports on local, state, and federal laws, regulations, policies, and procedures.
- Prepares and makes presentations to executive management and the Board of Directors.
- Develops the agency's planning process including making recommendations regarding agency policies initiatives relative to water and environmental resources for management review.
- Determines and implements approaches for environmental planning.
- Researches, evaluates, and applies for and develops grant applications.
- Develops, manages, and administers consultant contracts for the development of environmental planning documents and grants.



**SANTA CLARITA VALLEY WATER AGENCY**  
**Classification Specification**

**Principal Water Resources Planner**

- Analyzes planning, environmental, and legislative documents for impacts on agency and for consistency with agency policies.
- Represents the agency in public forums and agency meetings; makes presentations to various legislative groups, special interest groups, outside agencies, and the public.
- Sets agenda items and develops quarterly SCV-GSA Board memos.
- Attends and conducts a variety of meetings.
- Works closely and coordinates with the city, counties of Los Angeles and Ventura, state agencies, and the federal government on assigned project activities as needed.
- Serves as a Project Manager and as an Administrator of the SCV GSA; assists in the development of the SCV-GSA Groundwater Sustainability Plan.
- Effectively administers and serves as chair for assigned committees, task forces and programs; provides infrastructure development and associated environmental analysis and permitting.
- Oversees the preparation, maintenance, and updating of records and files.
- Coordinates the preparation of various environmental technical reports.
- Operates a computer and assigned software.
- Performs other related duties as required.

•  
*If assigned to technical and scientific support in hydrology, hydrogeology, biology, or environmental science:*

Duties may include, but are not limited to, the following:

- Uses sensitive stream-measuring devices to assess flow rates, groundwater level measuring devices to assess water levels and sampling water quality and remote sensing technology, data assimilation, and numerical modeling to monitor and understand the change in local, regional, and global water cycles.
- Researches and studies aquatic ecosystems, collecting appropriate samples for field and laboratory analysis, and observing the health, relationships, and behavior of plants and animals in assigned areas to include species interactions, diseases, and migration patterns; analyzes the impact of human activities on local ecosystems.
- Continuously identifies needs and makes recommendations for developing and improving modeling tools and techniques as well as analytical techniques to include building support for the tools and results through coordination with diverse stakeholders and audiences.
- Translates research findings into policy issues and provides input regarding agency policies initiatives relative to water and environmental resources for management review to include developing policy options for the Agency and the public.
- Builds and maintains positive working relationships with various groups, partner agencies and other stakeholders, particularly in support of the Agency's analytical methods and results.
- Plans, organizes, integrates, and reviews the work of staff and/or consultants engaged in data collection, modeling, review, and analysis of water resource management issues.
- Manages and leads complex projects to include overseeing consultant work and establishing scope, schedule, and budget for water resource management; reviews work products of contractors and other assigned staff for compliance with Agency policies and standards.
- Serves as subject matter expert of assigned area(s) or program(s) for the department, the Agency, external agencies, businesses, community groups and staff.
- Assures compliance with federal, state, local and other pertinent environmental mandates, laws, codes, rules, regulations, and agreements within assigned areas.

**SANTA CLARITA VALLEY WATER AGENCY**  
**Classification Specification**

**Principal Water Resources Planner**

- Implements policies and procedures for the department, as well as determining goals and objectives.
- Researches and helps identify funding mechanisms for department projects and assignments.
- Provides projections and budget developments for the department to include administering and overseeing capital budgets and projects.
- Prepares narrative and statistical reports in accordance with regulatory requirements (such as the Field Operations Report, Watermaster Report, Groundwater Monitoring Report, Water Loss Report, Monthly Billed Consumption, Solar Monitoring).
- Researches, analyzes, and interprets complex information and data.
- Responds to inquiries about compliance with environmental/California Environmental Quality Act (CEQA) regulations, water use and/or water management information; enforces the Agency's policies relating to CEQA and/or water resource management.
- Collects, assembles, analyzes, and interprets data pertaining to a variety of water and recycled water resource management issues including supply/demand projections, water use and treatment, recycled water availability, water quality, water management, financial analysis, and historical trends; provides data for use in feasibility studies.
- Leads a variety of professional hydrologic or hydrogeologic duties supporting the design, development, operation, and maintenance of Stormwater reuse, water quality, and water production, storage, treatment and distribution facilities and systems.
- Develops, conducts, monitors, and evaluates comprehensive outreach, public education, training, and media activities.
- Develop systems and procedures to support program/project activities.
- Reviews environmental impact reports and/or various other technical reports, some of which may be submitted by other agencies; validates data and computations and prepares departmental comments.
- Serves as a technical authority and staff consultant on regulatory compliance issues or environmental impacts.
- Provides input into hiring selection decisions, performance evaluations and disciplinary matters as appropriate.
- Configures and develops data input files for ground and/or surface water modeling; interprets model output and processes data for technical reports and public presentations.
- Analyzes availability and feasibility of grant funding for water resource planning programs and initiatives; completes grant applications to secure funding; ensures all reports and program budgets required by grant programs are completed as required.
- Develops and evaluates advanced computer-generated statistical models of a variety of interdependent variables, using extrapolative and econometric methods to forecast water resource requirements in the Agency's service area; develops future water resource utilization scenarios and forecasting and explanatory models of water demand.
- Performs related duties as assigned.

**PHYSICAL, MENTAL AND ENVIRONMENTAL WORKING CONDITIONS**

This is both an indoors and outdoors position. Must possess mobility to work in a standard office setting and use standard office equipment, including a computer; to operate a motor vehicle and to visit various agency and meeting sites; vision to read printed materials and a computer screen; and hearing and speech to communicate in person, before groups, and over the telephone. This is a sedentary office classification. Standing in work areas and walking between

**SANTA CLARITA VALLEY WATER AGENCY  
Classification Specification**

**Principal Water Resources Planner**

work areas, may be required. Finger dexterity is needed to access, enter, and retrieve data using a computer keyboard or calculator and to operate standard office equipment. Positions in this classification occasionally bend, stoop, kneel, reach, push, and pull drawers open and closed to retrieve and file information. Employees must possess the ability to lift, carry, push, and pull materials and objects up to 25 pounds.

Employees work in an office environment with moderate noise levels, controlled temperature conditions, and outdoors being exposed to a variety of weather conditions. Employees may interact with upset staff and/or public and private representatives in interpreting and enforcing departmental policies and procedures.

Some of these requirements may be accommodated for otherwise qualified individuals requiring and requesting such accommodations.

**QUALIFICATIONS** *(The following are minimal qualifications necessary for entry into the classification.)*

**Education and/or Experience**

Any combination of education and experience that has provided the knowledge, skills, and abilities necessary for a **Principal Water Resources Planner**. A typical way of obtaining the required qualifications would be to possess:

- A Bachelor's degree from an accredited college or university with major course work in natural or physical sciences, economics, natural resources management, urban or regional planning, environmental engineering, public administration, or a related field (hydrology, geology, chemistry, biology, ecology, etc.).-
- ~~Seven (7) Nine (9) Eight (8)~~ years of experience performing professional level water resource planning.

**OR**

- A Master's degree from an accredited college or university with major course work in natural or physical sciences, economics, natural resources management, urban or regional planning, environmental engineering, public administration, or a related field (hydrology, geology, chemistry, biology, ecology, etc.).-
- Seven (7) years of experience performing professional level water resource planning.
- ~~A Master's degree in a closely related field is desirable, but not required.~~

**Licenses and Certifications**

- Possession of, or ability to obtain, a valid Class C California driver's license. Individuals who do not meet this requirement due to a physical disability will be considered on a case-by-case basis.
- A valid California professional licensure as a geologist or engineer is desirable, but not required.

**SANTA CLARITA VALLEY WATER AGENCY**  
**Classification Specification**

**Principal Water Resources Planner**

**KNOWLEDGE/SKILLS/ABILITIES** *(The following are a representative sample of the KSA's necessary to perform essential duties of the position.)*

**Knowledge/Skills of:**

- Principles, theories, procedures, practices, information sources, and trends in the field of water resources, environmental planning, and natural resource management and conservation, groundwater monitoring, water quality, and long-term water supply modeling and analysis.
- Principles and practices of effective leadership and training.
- Groundwater and surface water hydrology principles.
- Concepts regarding system reaction to pumping, recharge, groundwater and surface water quality, pollutants, and effects on water supply, quality, and habitat.
- Data compilation.
- Water demand forecasting.
- Project management for water resources programs.
- Local, state, and federal laws, policies, and procedures.
- Regulatory requirements/constraints/opportunities for environmental review and permitting of projects.
- Sustainable Groundwater Management Act, and associated Groundwater Sustainability Plan regulations.
- Regulatory and other requirements for planning documents such as the Urban Water Management Plan and Integrated Regional Water Management Plan.
- State and federal designations for protected species and habitats.
- Terminology, symbols, methods, and techniques used in planning and in California Environmental Quality Act (CEQA).
- Research techniques, analytical practices, and statistical methods.
- Budget preparation and monitoring.
- Local, state, and federal government organization and functions.
- Legislative processes.
- Safety principles and practices in the workplace.
- Modern office methods, procedures, and equipment.
- Oral and written communication skills.
- Operation of a computer and assigned software.
- Interpersonal skills using tact, patience, and courtesy.

**Ability to:**

- Provide a leadership role to the water resources department.
- Understand water resource planning and approaches to estimate present and future water demand, available water supply, and cost considerations.
- Recognize and align timing of water availability to need, as well as variables relating to regulation, climate, environmental considerations.
- Recognize and include climate change considerations in planning.
- Interpret and apply complex rules, regulations, laws, and ordinances.
- Provide technical oversight on all aspects of water resources and environmental planning.

**SANTA CLARITA VALLEY WATER AGENCY  
Classification Specification**

**Principal Water Resources Planner**

- Analyze technical planning problems, evaluate alternative approaches, and recommend effective solutions.
- Train and provide work direction to assigned staff.
- Work closely with other water agencies, state agencies, and other organizations to coordinate programs and develop programs of mutual interest.
- Prepare and present a variety of technical reports for a variety of audiences including staff, government and regulatory agencies, contractors, and the public.
- Plan, direct, and coordinate the work of project teams.
- Communicate effectively, both orally and in writing.
- Operate a computer and assigned software.
- Establish and maintain effective working relationships with agency staff, outside organizations, and the public.
- Follow safety procedures and policies.

**ESTABLISHED:** December 1, 2020; Revised January 2024

**BOARD APPROVED:** December 1, 2020 February 6, 2024

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# ATTACHMENT 10

## SANTA CLARITA VALLEY WATER AGENCY CLASSIFICATION SPECIFICATION



### Government Affairs Analyst

FLSA: Exempt      Class Range: 35

*Class specifications are only intended to present a descriptive summary of the range of duties and responsibilities associated with specified positions. Therefore, specifications **may not include all** duties performed by individuals within a classification. In addition, specifications are intended to outline the **minimum** qualifications necessary for entry into the class and do not necessarily convey the qualifications of incumbents within the position.*

#### **DEFINITION**

Under general direction, performs high-level work of considerable complexity and sensitivity in support of the Agency's government legislative and regulatory affairs program. The incumbent will also serve as a liaison between state, federal and local decisionmakers, and funding agency representatives. This position will also perform a wide range of duties with a significant degree of independence and sound judgment including planning, organizing, and reporting administrative and management analyses. Assignments are typically in broad form and incumbents will employ applicable techniques on legislative, regulatory policy, and governmental issues. This position will work in collaboration with the Water Resources and Communications Department to support Agency goals and work may involve directing consultants and legislative advocates. The incumbent will also perform other duties as required.

#### **DISTINGUISHING CHARACTERISTICS**

The Government Affairs Analyst has the responsibility of performing a wide range of administrative functions, including complex and analytical tasks assigned to the work unit. The incumbent assists the Board of Directors, General Manager and Assistant General Manager in establishing positive relations with other jurisdictions, monitoring and/or advocating for various pieces of legislation, and conducting special projects related to administrative issues. An ability to demonstrate an increasing level of complexity and skill in judgment, communication, strategy recommendation, and presentation skills is required. Assignments are broad in nature and complex in scope, requiring a high degree of discretion in their execution.

#### **SUPERVISION RECEIVED/EXERCISED**

Receives general direction from the Assistant General Manager and direct supervision from the Communications Manager. The incumbent does not exercise functional supervision over Agency staff.

#### **EXAMPLES OF ESSENTIAL FUNCTIONS** (Illustrative Only)

*Management reserves the rights to add, modify, change, or rescind the work assignments of different positions and to make reasonable accommodations so that qualified employees can perform the essential functions of the job.*

- Conducts legislative analyses and prepares reports for Agency executives and the Board of Directors
- Participates, as assigned, in the development and implementation of goals, objectives, policies and priorities for Agency legislative and policy actions.

**SANTA CLARITA VALLEY WATER AGENCY  
CLASSIFICATION SPECIFICATION**

**Government Affairs Analyst**

- Reviews reports, technical documents, and studies to determine their impact on the Agency.
- Reviews, tracks, analyzes, and interprets proposed federal, state, and local legislation, and, with the support of topic experts, discern and communicate impacts to Agency programs and financial operations.
- Creates comprehensive statistical reports and summaries which identify alternatives and opportunities for the Agency in relation to federal, state, and local government regulation and oversight.
- Promotes the collection and dissemination of pertinent legislative and regulatory information to Agency partners and stakeholders, developing relationships and identifying opportunities for collaboration.
- Establishes and maintains professional relationships while representing the Agency with lobbyists, industry groups, public bodies, member/partnering/related agency staff, stakeholders, and elected officials.
- Coordinates, develops, and leads strategies on legislative and regional issues with the Board of Directors, legislative advocates, and staff members.
- Develops and recommends policy positions on government affairs and legislative issues to Board of Directors, General Manager, Assistant General Manager and other Agency staff.
- Works in coordination with a team of analysts across the organization to support Agency objectives.
- Prepares and presents reports in a clear, thoughtful, and concise manner to department managers, Agency management, community groups, boards, and commissions.
- Facilitates and attends workshops, meetings, and trainings to obtain current information relevant to departmental activities.
- Attends evening and occasional weekend meetings on a regular basis.
- Attends state and federal meetings and briefings on a regular basis. This may include travel via air or car.
- Performs related duties as assigned.

**PHYSICAL, MENTAL AND ENVIRONMENTAL WORKING CONDITIONS**

Position requires prolonged sitting, standing, walking, reaching, twisting, turning, kneeling, and bending, and in the performance of daily activities. The position also requires grasping, repetitive hand movement, and fine coordination in preparing reports using a computer keyboard. Additionally, the position requires near and far vision in reading written reports and work-related documents. Acute hearing is required when providing phone and personal service. Additionally, the need to lift, drag, and push files, paper, and documents weighing up to 25 pounds is required.

Some of these requirements may be accommodated for otherwise qualified individuals requiring and requesting such accommodations.

**QUALIFICATIONS** *(The following are minimal qualifications necessary for entry into the classification.)*



**SANTA CLARITA VALLEY WATER AGENCY  
CLASSIFICATION SPECIFICATION**

**Government Affairs Analyst**

**Education and/or Experience**

- Any combination of education and experience that has provided the knowledge, skills, and abilities necessary for a Government Affairs Analyst.
- A minimum of three (3) years of progressively responsible experience performing complex analysis and research in support of a legislative or environmental/regulatory compliance program, or two (2) years of experience as a Legislative Analyst I.
- Equivalent to the completion of a bachelor's degree from an accredited college or university with major coursework in business, public administration, communication, environmental, or earth sciences, engineering, or related field.

**Licenses and Certifications**

- Possession of, or ability to obtain, a valid Class C California driver's license.

**KNOWLEDGE/SKILLS/ABILITIES** *(The following are a representative sample of the KSA's necessary to perform essential duties of the position.)*

**Knowledge of:**

- Agency water quality and water/wastewater operations, practices, and procedures
- Techniques for providing a high level of customer service by effectively dealing with the public, vendors, and Agency staff.
- Resources available to members of the communities served.
- Management of group dynamics and meeting facilitation techniques and methods

**Ability to:**

- Research, analyze, interpret, and make recommendations on environmental, legislative, and inter-governmental issues.
- Demonstrate use of discretion and judgment in the execution of duties
- Handle demanding deadlines and changing priorities.
- Analyze and demonstrate critical thinking skills; gather, organize, analyze, and present data to appropriate groups, stakeholders, and government partners.
- Proactively identify and address issues of emerging importance and share recommendations for Agency engagement.
- Demonstrate a level of expertise in communicating technical and complex issues to groups, organizations, and stakeholders with a varying degree of understanding of the issue and the water/wastewater industry.
- Understand and follow verbal and written directions.
- Communicate effectively both orally and in writing.
- Interpret, explain, and apply applicable laws, codes, and regulations.
- Organize, prioritize, and follow-up on work assignments.
- Make sound decisions within established guidelines.
- Observe safety principles and work in a safe manner.
- Establish and maintain effective working relationships.

**ESTABLISHED:** January 2024

**BOARD APPROVED:** February 6, 2024

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# ATTACHMENT 11



## Client Benchmark: Government Affairs Analyst (Proposed Classification)

Published base salaries

| Labor Market Agency                   | Comparable Classification Title                      | Base Salary Minimum | Base Salary Midpoint | Base Salary Maximum | Bandwidth |
|---------------------------------------|--|---------------------|----------------------|---------------------|-----------|
| Santa Clarita Valley Water Agency     | Government Affairs Analyst (Proposed Classification) | \$ 9,987.00         | \$ 11,077.50         | \$ 12,168.00        | 21.84%    |
| Calleguas Municipal Water District    | No Comparable Class                                  |                     |                      |                     |           |
| City of Glendale                      | No Comparable Class                                  |                     |                      |                     |           |
| City of Santa Clarita                 | Intergovernmental Relations Manager                  | \$ 11,218.00        | \$ 12,427.00         | \$ 13,636.00        | 21.55%    |
| City of Torrance (Municipal Water)    | Policy & Resources Specialist                        | \$ 8,303.00         | \$ 9,714.00          | \$ 11,125.00        | 33.99%    |
| City of Ventura                       | No Comparable Class                                  |                     |                      |                     |           |
| Coachella Valley Water District       | Government & Regional Affairs Coordinator            | \$ 8,450.00         | \$ 10,192.50         | \$ 11,935.00        | 41.24%    |
| Cucamonga Valley Water District       | No Comparable Class                                  |                     |                      |                     |           |
| Eastern Municipal Water District      | Governmental Affairs Analyst                         | \$ 10,197.00        | \$ 11,444.00         | \$ 12,691.00        | 24.46%    |
| Irvine Ranch Water District           | Senior Legislative Aide                              | \$ 8,341.00         | \$ 10,322.50         | \$ 12,304.00        | 47.51%    |
| Las Virgenes Municipal Water District | Legislative Program Manager                          | \$ 11,374.00        | \$ 13,082.00         | \$ 14,790.00        | 30.03%    |
| Metropolitan Water District           | Government & Regional Affairs Representative         | \$ 9,128.00         | \$ 10,543.00         | \$ 11,958.00        | 31.00%    |
| United Water Conservation District    | No Comparable Class                                  |                     |                      |                     |           |
| West Basin Municipal Water District   | Senior Water Policy & Resources Analyst              | \$ 8,857.00         | \$ 9,964.00          | \$ 11,071.00        | 25.00%    |

| Total Matches                          | 9                                  |
|--|------------------------------------|
| Base Salary Medians (Min, Mid, Max)    | \$8,992.50 \$10,432.75 \$12,438.75 |
| Percentage Needed to Reach LM Median * | -9.96% -5.82% 2.23%                |

\* Positive number represents client's salaries are below LM and need the indicated percentage to reach LM, negative number mean client is above the LM

### DEFINITIONS:

|  |   |
|--|---|
| Base Salary                              | All data based on published salaries  |
| Minimum                                  | Minimum represents the minimum of a pay range as reported by the surveyed agency  |
| Midpoint                                 | Midpoint represents the middle number in the pay range from minimum to maximum as reported by the surveyed agency   |
| Maximum                                  | Maximum represents the maximum of a pay range as reported by the surveyed agency  |
| Range Bandwidth                          | Range Bandwidth represents the spread from minimum to maximum of a pay range as reported by the surveyed agency. Used to compare the client's range with market trends to optimize pay administration |
| Base Salary Medians                      | Base Salary Medians represent the median of salaries from all surveyed agencies in each of the category (minimum, midpoint & maximum)   |
| Percentage Needed to Reach LM Median     | Percentage Needed to Reach LM Median represents the percentage needed to bring client's salary to the labor market median in each category (minimum, midpoint & maximum)                              |
| Additional Percentile (or Control Point) | Additional Percentile/Control Point represents the percentile of the labor market salary range (i.e. 60th, 70th, etc. designated by the client agency) and requested to be added to data set          |

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ITEM NO.  
5

# Monthly Financial Report

## November 2023

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# Statement of Revenues and Expenses

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SCV Water  
Statement of Revenues and Expenses  
For the 5th Period Ending 11.30.23 - Unaudited

|      | (A)          | (B)            | (C)            | (D)       | Current Period                                   |                 | Year-to-Date    |                 | (H)        |
|------|--------------|----------------|----------------|-----------|--|-----------------|-----------------|-----------------|------------|
|      |              |                |                |           | Budget   | Variance        | Actual          | Budget          |            |
| (1)  | \$ 7,607,900 | \$ 8,706,742   | \$ (1,098,841) | (13%) (a) | Operating Revenues                               | \$ 41,167,148   | \$ 52,240,449   | \$ (11,073,301) | (21%) (1)  |
| (2)  | 25,092       | 25,180         | (88)           | (0%)      | Water Sales                                      | 125,460         | 125,902         | (442)           | (0%) (2)   |
| (3)  | 23,346       | 40,600         | (17,253)       | (43%)     | Water Sales - WWR                                | 203,964         | 202,999         | 964             | 1% (3)     |
| (4)  | 80,970       | 45,000         | 35,970         | 80%       | Water Sales - Recycled                           | 384,460         | 270,000         | 114,460         | 42% (4)    |
| (5)  | \$ 7,737,309 | \$ 8,817,522   | \$ (1,080,213) | (12%)     | Misc Fees and Charges                            | \$ 41,881,032   | \$ 52,839,350   | \$ (10,958,318) | (21%) (5)  |
|      |              |                |                |           | <b>Total Operating Revenues</b>                  |                 |                 |                 |            |
|      |              |                |                |           | <b>Operating Expenses</b>                        |                 |                 |                 |            |
| (6)  | \$ 278,783   | \$ 257,837     | \$ 20,946      | 8%        | Management                                       | \$ 916,313      | \$ 1,289,186    | \$ (372,873)    | (29%) (6)  |
| (7)  | 2,307,347    | 2,001,448      | 305,899        | 15%       | Finance, Admin & IT                              | 8,726,486       | 10,017,241      | (1,290,756)     | (13%) (7)  |
| (8)  | 250,695      | 255,685        | (4,989)        | (2%)      | Customer Care                                    | 1,162,039       | 1,278,423       | (116,384)       | (9%) (8)   |
| (9)  | 1,084,256    | 929,631        | 154,625        | 17%       | Trans & Distribution                             | 4,465,242       | 4,650,157       | (184,915)       | (4%) (9)   |
| (10) | 938,941      | 1,522,531      | (583,590)      | (38%)     | Pumping Wells & Storage                          | 5,850,792       | 7,977,453       | (2,126,660)     | (27%) (10) |
| (11) | 654,086      | 938,385        | (284,299)      | (30%)     | Water Resources                                  | 2,847,627       | 4,691,923       | (1,844,296)     | (39%) (11) |
| (12) | 188,877      | 209,068        | (20,191)       | (10%)     | Source of Supply                                 | 237,643         | 1,045,340       | (807,697)       | (77%) (12) |
| (13) | 1,242,832    | 1,172,347      | 70,485         | 6%        | Water Quality, Treatment & Maintenance           | 5,846,985       | 5,875,485       | (28,501)        | (1%) (13)  |
| (14) | 375,013      | 333,305        | 41,708         | 13%       | Engineering Services                             | 1,545,238       | 1,666,524       | (121,286)       | (7%) (14)  |
| (15) | \$ 7,320,831 | \$ 7,620,236   | \$ (299,406)   | (4%)      | <b>Total Operating Expenses</b>                  | \$ 31,598,364   | \$ 38,491,732   | \$ (6,893,368)  | (18%) (15) |
| (16) | \$ 416,478   | \$ 1,197,285   | \$ (780,807)   | (65%)     | <b>Net Operating Revenues (Expenses)</b>         | \$ 10,282,668   | \$ 14,347,618   | \$ (4,064,950)  | (28%) (16) |
|      |              |                |                |           | <b>Non-Operating Revenues and (Expenses)</b>     |                 |                 |                 |            |
| (17) | \$ 2,731,178 | \$ 2,331,532   | \$ 399,646     | 17%       | Non-Operating Revenues <sup>1</sup>              | \$ 10,103,549   | \$ 7,650,536    | \$ 2,453,013    | 32% (17)   |
| (18) | (3,085,544)  | (6,362,178)    | 3,276,634      | (52%)     | Capital Improvement Projects - Pay Go            | (7,616,461)     | (31,810,892)    | 24,194,431      | (76%) (18) |
| (19) | -            | -              | -              | 0%        | Debt Service                                     | (30,768,269)    | (30,768,269)    | 0               | 0% (19)    |
| (20) | (5,649)      | (3,333)        | (2,316)        | 70%       | Leases and SBITA Interest Expenses               | (13,170)        | (16,667)        | 3,497           | (21%) (20) |
| (21) | \$ (360,015) | \$ (4,033,980) | \$ 3,673,965   | (91%)     | <b>Net Non-Operating Revenues and (Expenses)</b> | \$ (28,294,351) | \$ (54,945,292) | \$ 26,650,940   | (49%) (21) |
| (22) | \$ 56,463    | \$ (2,836,694) | \$ 2,893,158   | (102%)    | <b>Increase (Decrease) in Net Position</b>       | \$ (18,011,683) | \$ (40,597,674) | \$ 22,585,991   | (56%) (22) |

Monthly Changes of more than 10% and \$20,000

- (a) Overall consumption was lower than anticipated due to weather and conservation. YTD under budget 21% (\$ 11 million).
- (b) Misc Fees and Charges vary from month to month.
- (c) Outside Services are higher than budgeted due to timing of invoices related to software annual supports/maintenance for enQuestia, CSI AMI, Oracle Licenses and other software support.
- (d) Maintenance & repair expenses running higher than budget. YTD under budget 4% (\$185K).
- (e) Purchased power under budget due to timing of Edison billing and solar fields operating at 80%. YTD under budget 27% (\$2.1 million) due to a reduction in outside services.
- (f) Outside Services are lower than budgeted due to timing of invoices. YTD under budget 39% (\$1.8 million) due to a reduction in outside services.
- (g) November expenses lower due to timing of the firming and core water expenses. YTD under budget 77% (\$808K) due to decreased core water supply expenses as a result of lower firming banking program expenditures due to a wet year.
- (h) Salaries and Benefits are higher than budgeted due to Master Plan project (an operating expense vs capitalized project costs.) YTD under budget 7% (\$121K) due to the a reduction in outside services.
- (i) Non-Operating Revenues are higher than budgeted due to higher Facility Capacity Fees receipts and PERCH reimbursements.
- (j) Timing of capital projects vary from month to month.

<sup>1</sup> Non-Operating Revenues include: Grants & Reimbursements, 1% Property Tax, Cell Sites, FCF, Lab Revenues, Interest Income, Annexation Reimb.

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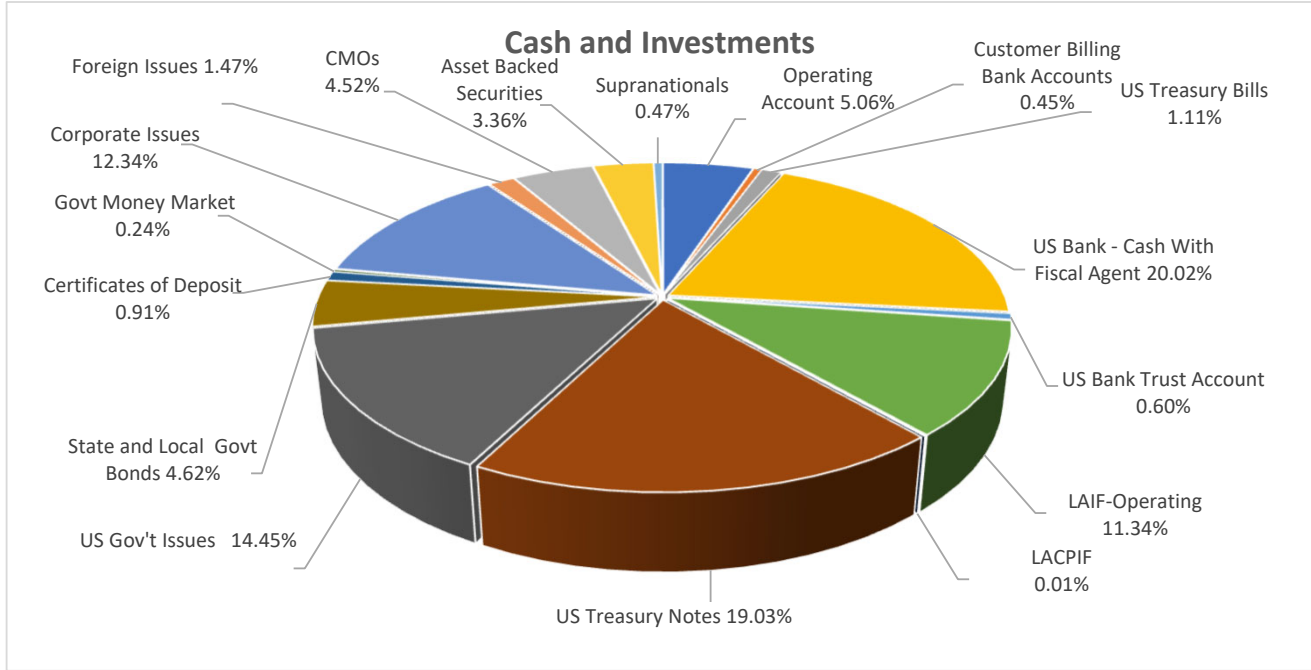
# Investment Report

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**Santa Clarita Valley Water Agency**

**Cash and Investment Summary**

November 30, 2023



|  |           |    |                    |                |
|--|-----------|----|--------------------|----------------|
| Operating Account-Incl FCF's, SWP & CIP  | XXX-10101 | \$ | 15,511,959         | 5.06%          |
| Customer Billing Bank Accounts           | 101-10105 |    | 1,366,614          | 0.45%          |
| US Treasury Bills (Cash Equivalent)      | 101-10104 |    | 3,389,838          | 1.11%          |
| US Bank - Cash with Fiscal Agent         | 101-102XX |    | 61,311,053         | 20.02%         |
| US Bank Trust Account (1% Prop Tax)      | 101-10202 |    | 1,831,768          | 0.60%          |
| LAIF - Operating                         | 101-11061 |    | 34,744,647         | 11.34%         |
| LAC Pooled Investment Fund               | 101-11062 |    | 26,408             | 0.01%          |
| US Treasury Notes                        | 101-11063 |    | 58,298,680         | 19.03%         |
| US Gov't Issues (excl T-Bills & T-Notes) | 101-11064 |    | 44,270,722         | 14.45%         |
| State and Local Government Bonds         | 101-11065 |    | 14,149,196         | 4.62%          |
| Certificates of Deposit                  | 101-11066 |    | 2,773,230          | 0.91%          |
| Government Money Mkt Fund                | 101-11067 |    | 733,013            | 0.24%          |
| Corporate Issues                         | 101-11068 |    | 37,785,905         | 12.34%         |
| Foreign Issues                           | 101-11069 |    | 4,511,205          | 1.47%          |
| CMOs                                     | 101-11070 |    | 13,854,753         | 4.52%          |
| Asset Backed Securities                  | 101-11071 |    | 10,303,271         | 3.36%          |
| Supranationals                           | 101-11072 |    | 1,438,891          | 0.47%          |
|  |           | \$ | <b>306,301,153</b> | <b>100.00%</b> |

**Estimated Refundable Developer Deposits:**

**\$ 7,313,403** Included in totals

**Portfolio-wide Investments:**  
 Weighted Average Yield **4.238%**

Rochelle Patterson, MPA  
 Treasurer/Chief Financial & Administrative Officer

Amy Aguer, CPA  
 Controller

All investment actions executed since the last report have been made in full compliance with the Investment Policy, and the Agency will meet its expenditure obligations for the next six months as required by Government Code Section 53646(b)(2) and (3), respectively.

**SCV Water**  
**Consolidated Cash & Investment Summary**  
**11/30/2023**

|   | <u>Note</u> | <u>Acct #</u>          | <u>Balance</u> | <u>Total</u> | <u>% of Total</u> |
|---|-------------|------------------------|----------------|--------------|-------------------|
| <b><u>AGENCY FUNDS</u></b>  |             |                        |                |              |                   |
| <b>Cash &amp; Sweep Accounts</b>  |             |                        |                |              |                   |
| WF Operating Account-Incl FCF's, SWP & CIP                              |             | 101/202/204/223-10101  | \$ 15,511,959  |              |                   |
| Less: WF Restricted Cash (FCFs, SWP & CIP)                              | 1           | 202/224/223-10101      | (7,000,469)    |              |                   |
| US Treasury Bills - CAM   |             | 101-10104              | 3,389,838      |              |                   |
| Customer Billing - Northstar Account                                    |             | 101-10105              | 112,103        |              |                   |
| Commercial Paper  |             | 101-10106              | -              |              |                   |
| US Bank - Cash with Fiscal Agent  |             | 101/204/223-102XX      | 61,311,053     |              |                   |
| Less: Restricted Cash US Bank 2023A Bonds                               | 1           | 223-10223              | (61,286,219)   |              |                   |
| Less: Restricted Cash with Fiscal Agent                                 | 2           | 101-10209 to 101-10221 | (24,834)       |              |                   |
| US Bank Trust Account (1% Prop Tax)                                     | 2           | 101/204-10202          | 1,831,768      |              |                   |
| Less: Restricted Cash US Bank 1% Prop Tax                               | 2           | 101/204-10202          | (1,831,768)    |              |                   |
|   |             |                        | -              |              |                   |
| <b>Subtotal - Cash &amp; Sweep Accounts Unrestricted</b>                |             |                        | \$             | 13,267,942   | 4.33%             |
| <b>Investments - Unrestricted</b>                                       |             |                        |                |              |                   |
| Local Agency Investment Fund  |             | 101/202/204-11061      | \$ 34,744,647  |              |                   |
| LAC Pooled Investment Fund  |             | 101-11062              | 26,408         |              |                   |
| US Treasury Notes - US Bank   |             | 101-11063              | 58,298,680     |              |                   |
| US Govt Issues (excl T-Notes & T-Bills)                                 |             | 101/204-11064          | 44,270,722     |              |                   |
| Taxable Municipal Issues (State & Local)                                |             | 101-11065              | 14,149,196     |              |                   |
| Certificates of Deposit   |             | 101-11066              | 2,773,230      |              |                   |
| Government Money Mkt Fund   |             | 101/204-11067          | 733,013        |              |                   |
| Corporate Issues  |             | 101-11068              | 37,785,905     |              |                   |
| Foreign Issues  |             | 101-11069              | 4,511,205      |              |                   |
| CMOs-Collateralized Mortgage Obligations                                |             | 101-11070              | 13,854,753     |              |                   |
| Asset Backed Securities   |             | 101-11071              | 10,303,271     |              |                   |
| Supranationals  |             | 101-11072              | 1,438,891      |              |                   |
| Less: Restricted Investments - FCF                                      | 3           | 202-11061              | (9,575,131)    |              |                   |
| Less: Restricted Investments - SWP                                      | 4           | 204-11061-11067        | (81,374,322)   |              |                   |
| <b>Subtotal - Investments Unrestricted</b>                              |             |                        | \$             | 131,940,468  | 43.08%            |
| <b>Cash and Investments - Restricted</b>                                |             |                        |                |              |                   |
| Facility Capacity Fee Fund - Cash                                       | 5           | 202-10101              | \$ -           |              |                   |
| Facility Capacity Fee Fund - Investments                                | 3           | 202-11061              | 9,575,131      |              |                   |
| US Bank Trust - One % Property Taxes                                    | 2           | 101/204-10202          | 1,831,768      |              |                   |
| US Bank Trust - Cash with Fiscal Agent (other than 2023A Bond Proceeds) | 2           | 101-10209 to 101-10221 | 24,834         |              |                   |
| State Water Project - Cash (WF & US Bank)                               | 6           | 204-10101              | 3,050,555      |              |                   |
| State Water Project - Investments                                       | 4           | 204-11061/11063/11064  | 81,374,322     |              |                   |
| <b>Subtotal - Cash &amp; Investments Restricted</b>                     |             |                        | \$             | 95,856,610   | 31.29%            |
| <b>TOTAL AGENCY CASH &amp; INVESTMENTS</b>                              |             |                        | \$             | 241,065,020  |                   |
| <b><u>CAPITAL IMPROVEMENT PROJECT FUNDS</u></b>                         |             |                        |                |              |                   |
| Cash & Sweep Accounts - Wells Fargo Pooled Cash                         | 7           | 223-10101              | \$ 3,949,914   |              |                   |
| US Bank Trust Account - 2023 Bond Proceeds                              | 7           | 223-102XX              | 61,286,219     |              |                   |
|   |             |                        | -              |              |                   |
| <b>TOTAL CAPITAL IMPROVEMENT PROJECT FUNDS</b>                          |             |                        | \$             | 65,236,133   | 21.30%            |
| <b>TOTAL CASH AND INVESTMENTS</b>                                       |             |                        | \$             | 306,301,153  | 100.00%           |

**Notes**

- 1 Restricted Cash - FCF's, SWP & CIP
- 2 Restricted Cash - US Bank 1% Property Taxes & Cash with Fiscal Agent
- 3 Restricted Investments - FCF's Legacy SCWD
- 4 Restricted Investments - State Water Project
- 5 Restricted Cash - FCF's (Txfr'd to cover Debt Svc)
- 6 Restricted Cash - SWP (State Water Project)
- 7 Restricted Cash - CIP 2023A Bond Proceeds

**Agency-wide General Funds Invested:**

| <b>Cash &amp; Cash-Equivalents</b>        | <b>Cost</b>          | <b>Yield</b>  | <b>Purchase Date</b>      | <b>Maturity Date</b> | <b>Est'd Yield</b> |
|---|----------------------|---------------|---------------------------|----------------------|--------------------|
| Wells Fargo Pooled Operating Cash         | \$ 15,511,959        | 5.231%        | Various                   | Liquid               | \$ 811,373         |
| Less: CIP 2023A Pooled Cash               | (3,949,914)          | 5.231%        | Various                   | Liquid               | (206,605)          |
| Wells Fargo Customer Care Accounts        | 1,366,614            | 5.231%        | Various                   | Liquid               | 71,482             |
| US Bank Bond Proceeds & DS Accounts       | 61,311,053           | 4.820%        | Various                   | Liquid               | 2,955,193          |
| Less: CIP 2023A US Bank Bond Proceeds     | (61,286,219)         | 4.820%        | Various                   | Liquid               | (2,953,996)        |
| US Bank 1% Property Tax Trust Account     | 1,831,768            | 3.830%        | Various                   | 08/15/24             | 70,157             |
| US T-Bills (Cash Equiv) - CAM             | 3,389,838            | 5.097%        | Various                   | Liquid               | 172,773            |
| First American Gov't MM (Cash Equiv) -CAM | 733,013              | 4.980%        | Various                   | Liquid               | 36,504             |
| <b>Total Cash &amp; Cash-Equivalents</b>  | <b>\$ 18,908,111</b> | <b>5.061%</b> | <b>Weighted Avg Yield</b> |                      | <b>\$ 956,881</b>  |

**Investments External to US Bank / Chandler Asset Management**

|                                     |               |        |         |        |           |
|-------------------------------------|---------------|--------|---------|--------|-----------|
| Local Agency Investment Fund (LAIF) | \$ 34,744,647 | 3.843% | Various | Liquid | 1,335,237 |
| LA County Pooled Investment Fund    | 26,408        | 4.020% | Various | Liquid | 1,062     |

**Investments per US Bank / Chandler Asset Management Statements (excluding Cash Equivalents)**

|  |                       |               |                           |         |                     |
|--|-----------------------|---------------|---------------------------|---------|---------------------|
| Asset-Backed Securities - CAM            | 10,303,271            | 5.229%        | Various                   | Various | \$ 538,733          |
| Federal Agencies - CAM                   | 44,270,724            | 4.950%        | Various                   | Various | 2,191,256           |
| CMO's - Collateralized Mortgages - CAM   | 13,854,753            | 4.946%        | Various                   | Various | 685,253             |
| Corporate Issues                         | 37,785,905            | 5.244%        | Various                   | Various | 1,981,665           |
| Municipal Bonds (State/Local Gov'ts) CAM | 14,149,196            | 4.903%        | Various                   | Various | 693,779             |
| Negotiable Certificates of Deposit - CAM | 2,773,230             | 5.422%        | Various                   | Various | 150,377             |
| US Treasury Notes - US Bank              | 58,298,680            | 4.646%        | Various                   | Various | 2,708,770           |
| Foreign Issues & SupraNationals          | 5,950,096             | 5.188%        | Various                   | Various | 308,677             |
| <b>Total Investments</b>                 | <b>\$ 222,156,911</b> | <b>4.168%</b> | <b>Weighted Avg Yield</b> |         | <b>\$ 9,258,509</b> |

|                                       |                       |               |                                     |  |                      |
|---------------------------------------|-----------------------|---------------|-------------------------------------|--|----------------------|
| <b>Cash &amp; Investments Non-CIP</b> | <b>\$ 241,065,022</b> | <b>4.238%</b> | <b>Portfolio Weighted Avg Yield</b> |  | <b>\$ 10,215,390</b> |
|---------------------------------------|-----------------------|---------------|-------------------------------------|--|----------------------|

**Reconciliation with Portfolio-wide Summary**

|   |                       |
|---|-----------------------|
| CIP 2023A Cash                          | \$ 3,949,914          |
| CIP US 2023A Bond Proceeds              | 61,286,219            |
| CIP Cash & Investments                  | <u>65,236,133</u>     |
| Portfolio Wide Total Cash & Investments | <u>\$ 306,301,155</u> |
| See Note 1 On Consolidated TB           | 2                     |

**CAM Managed Assets / Held at US Bank in Trust**

|   |                       |
|---|-----------------------|
| US T-Bills (Cash Equiv)                     | \$ 3,389,838          |
| Commercial Paper                            | 0                     |
| First American Gov't MM                     | 733,013               |
| Asset-Backed Securities                     | 10,303,271            |
| Federal Agencies                            | 44,270,724            |
| CMO's - Collateralized Mtgs                 | 13,854,753            |
| Corporate Issues (excluding Foreign Issues) | 37,785,905            |
| Municipal Bonds (State/Local)               | 14,149,196            |
| Negotiable CDs                              | 2,773,230             |
| US Treasury Notes                           | 58,298,680            |
| Foreign Notes                               | <u>5,950,096</u>      |
| CAM Assets Managed                          | <u>\$ 191,508,707</u> |
|   | 63%                   |

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# 3-Month Cashflow

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**SANTA CLARITA VALLEY WATER AGENCY**  
**3 - Month Cash Flow Projection**

**Cash Flow for December FY24 to February FY24**

| DESCRIPTION                           | UNRESTRICTED  |                | RESTRICTED    |               |               |
|---------------------------------------|---------------|----------------|---------------|---------------|---------------|
|                                       | Checking      | Investments    | CIP Fund      | SWC           | Capacity Fees |
| <b>Beginning Balance (estimated):</b> | \$ 13,689,551 | \$ 129,673,558 | \$ 65,753,112 | \$ 86,249,829 | \$ 9,575,131  |
| <b>December</b>                       |               |                |               |               |               |
| Cash Provided from:                   |               |                |               |               |               |
| Water Sales                           | 6,797,090     | -              | -             | -             | -             |
| Water Sales Misc <sup>1</sup>         | 35,000        | -              | -             | -             | -             |
| Recycled Water Sales                  | 40,600        | -              | -             | -             | -             |
| Non Operating Income:                 |               |                |               |               |               |
| Property Taxes                        | 11,576,147    | -              | -             | 14,714,459    | -             |
| Capacity Fees                         | -             | -              | -             | -             | 131,483       |
| Interest Earned                       | 491,166       | -              | 142,188       | 327,708       | -             |
| Communication/Rental                  | 44,189        | -              | -             | -             | -             |
| Grants                                | 659,310       | -              | -             | -             | -             |
| Reimbursements <sup>2</sup>           | 253,781       | -              | -             | -             | -             |
| Bond/Loan Proceeds                    | -             | -              | -             | -             | -             |
| Other <sup>3</sup>                    | 1,936         | -              | -             | -             | -             |
| Cash Used/Added to/for:               |               |                |               |               |               |
| Monthly Expenses                      | (11,639,911)  | -              | -             | (12,212)      | -             |
| DWR Payments                          | -             | -              | -             | (1,039,500)   | -             |
| Misc. Water Purchases                 | (11,667)      | -              | -             | (1,483,303)   | -             |
| Debt Service                          | (3,333)       | -              | -             | -             | -             |
| CIP                                   | (6,362,178)   | -              | (3,893,500)   | -             | -             |
| CalPERS UAL                           | -             | -              | -             | -             | -             |
| Txfr to/from                          | -             | -              | -             | -             | -             |
| <b>Projected Ending Balance Dec</b>   | \$ 15,571,681 | \$ 129,673,558 | \$ 62,001,800 | \$ 98,756,981 | \$ 9,706,614  |
| <b>January</b>                        |               |                |               |               |               |
| Cash Provided from:                   |               |                |               |               |               |
| Water Sales                           | 5,830,430     | -              | -             | -             | -             |
| Water Sales Misc <sup>1</sup>         | 30,000        | -              | -             | -             | -             |
| Recycled Water Sales                  | 40,600        | -              | -             | -             | -             |
| Non Operating Income:                 |               |                |               |               |               |
| Property Taxes                        | 5,107,124     | -              | -             | 6,670,033     | -             |
| Capacity Fees                         | -             | -              | -             | -             | 131,483       |
| Interest Earned                       | 491,166       | -              | 142,188       | 327,708       | -             |
| Communication/Rental                  | 44,189        | -              | -             | -             | -             |
| Grants                                | 3,123,047     | -              | -             | -             | -             |
| Reimbursements <sup>2</sup>           | 771,242       | -              | -             | -             | -             |
| Bond/Loan Proceeds                    | -             | -              | -             | -             | -             |
| Other <sup>3</sup>                    | 1,936         | -              | -             | -             | -             |
| Cash Used/Added to/for:               |               |                |               |               |               |
| Monthly Expenses                      | (7,235,711)   | -              | -             | (12,212)      | -             |
| DWR Payments                          | -             | -              | -             | (346,500)     | -             |
| Misc. Water Purchases                 | (11,667)      | -              | -             | (6,970,333)   | -             |
| Debt Service                          | (3,333)       | -              | -             | -             | -             |
| CIP                                   | (6,362,178)   | -              | (3,893,500)   | -             | -             |
| Txfr to/from                          | -             | -              | -             | -             | -             |
| <b>Projected Ending Balance. Jan</b>  | \$ 17,398,526 | \$ 129,673,558 | \$ 58,250,487 | \$ 98,425,677 | \$ 9,838,098  |

**SANTA CLARITA VALLEY WATER AGENCY**  
**3 - Month Cash Flow Projection**

**Cash Flow for December FY24 to February FY24**

| DESCRIPTION                           | UNRESTRICTED         |                       | RESTRICTED           |                      |                     |
|---------------------------------------|----------------------|-----------------------|----------------------|----------------------|---------------------|
|                                       | Checking             | Investments           | CIP Fund             | SWC                  | Capacity Fees       |
| <b>Beginning Balance (estimated):</b> | \$ 13,689,551        | \$ 129,673,558        | \$ 65,753,112        | \$ 86,249,829        | \$ 9,575,131        |
| <b>February</b>                       |                      |                       |                      |                      |                     |
| Cash Provided from:                   |                      |                       |                      |                      |                     |
| Water Sales                           | 4,863,015            | -                     | -                    | -                    | -                   |
| Water Sales Misc <sup>1</sup>         | 3,025,000            | -                     | -                    | -                    | -                   |
| Recycled Water Sales                  | 40,600               | -                     | -                    | -                    | -                   |
| Non Operating Income:                 |                      |                       |                      |                      |                     |
| Property Taxes                        | 1,733,327            | -                     | -                    | 2,263,738            | -                   |
| Capacity Fees                         | -                    | -                     | -                    | -                    | 131,483             |
| Interest Earned                       | 491,166              | -                     | 142,188              | 327,708              | -                   |
| Communication/Rental                  | 44,189               | -                     | -                    | -                    | -                   |
| Grants                                | 3,123,047            | -                     | -                    | -                    | -                   |
| Reimbursements <sup>2</sup>           | 771,242              | -                     | -                    | -                    | -                   |
| Bond/Loan Proceeds                    | -                    | -                     | -                    | -                    | -                   |
| Other <sup>3</sup>                    | 1,936                | -                     | -                    | -                    | -                   |
| Cash Used/Added to/for:               |                      |                       |                      |                      |                     |
| Monthly Expenses                      | (7,079,011)          | -                     | -                    | (12,212)             | -                   |
| DWR Payments                          | -                    | -                     | -                    | (577,500)            | -                   |
| Misc. Water Purchases                 | (11,667)             | -                     | -                    | (1,942,333)          | -                   |
| Debt Service                          | (4,537,283)          | -                     | -                    | -                    | -                   |
| CIP                                   | (6,362,178)          | -                     | (3,893,500)          | -                    | -                   |
| Txfr to/from                          | -                    | -                     | -                    | -                    | -                   |
| <b>Projected Ending Balance Feb</b>   | <b>\$ 13,501,909</b> | <b>\$ 129,673,558</b> | <b>\$ 54,499,175</b> | <b>\$ 98,485,078</b> | <b>\$ 9,969,581</b> |

**Notes:**

<sup>1</sup> Water Sales Misc. includes Late Charges, Misc. Retail Charges, Rebates, and Water Sales-One time

<sup>2</sup> Reimbursements include Annexation and PERCH Reimbursements - O&M & CIP

<sup>3</sup> Other includes Laboratory Revenues and Other Non-Operating Revenue

# Ten Largest Disbursements Check Register

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**SCV Water**  
**Ten Largest Disbursements**  
November 1, 2023 to November 30, 2023

| No. | Date       | Pmt # | Supplier_Name                        | Invoice_Description   | Method     | Payment_Amount |
|-----|------------|-------|--------------------------------------|---|------------|----------------|
| 1   | 11-01-2023 | 57658 | Pacific Hydrotech Corporation        | ESFP Washwater Return and Sludge Collection Project, Progress Payment through 9/30/23 | CHECK      | 1,206,790.26   |
|     |            |       | <b>Pacific Hydrotech Corporation</b> |   |            |                |
| 2   | 11-01-2023 | 57679 | Department of Water Resources        | Variable - SEP2023 Contract 160213  | CHECK      | 1,189,810.00   |
|     |            |       | <b>Department of Water Resources</b> |   |            |                |
| 3   | 11-01-2023 | 57657 | Pacific Hydrotech Corporation        | ESFP Washwater Return and Sludge Collection Project, Progress Payment through 8/20/23 | CHECK      | 1,084,168.50   |
|     |            |       | <b>Pacific Hydrotech Corporation</b> |   |            |                |
|     | 11-27-2023 | 17368 | So. California Edison Co.            | LK Hughes E/S Dam 9/27/23-10/25/23  | AUTO_DEBIT | 1,032.25       |
|     |            |       |                                      | 25849 1/2 Railroad Ave 9/27/23-10/25/23   |            | 11,749.71      |
|     |            |       |                                      | Bouquet Canyon Road 8/17/23-9/17/23   |            | 27.14          |
|     |            |       |                                      | 32700 Lake Hughes Road 7/19/23-8/16/23  |            | -48.12         |
|     |            |       |                                      | 27234 Bouquet Canyon Rd 9/27/23-10/25/23  |            | -10.26         |
|     |            |       |                                      | 25401 Bouquet Canyon 9/26/23-10/24/23   |            | 158,012.14     |
|     |            |       |                                      | 23308 Magic Mountain 9/8/23-10/8/23   |            | 10,627.88      |
|     |            |       |                                      | 23498 Newhall Ranch Rd 9/27/23-10/25/23   |            | -54.55         |
|     |            |       |                                      | 28185 The Old Rd 9/27/23-10/25/23   |            | 4,055.74       |
|     |            |       |                                      | 26503 McBean Pkwy 9/27/23-10/25/23  |            | -54.81         |
|     |            |       |                                      | 32700 Lake Hughes Rd W 9/27/23-10/25/23   |            | 15,365.88      |
|     |            |       |                                      | 27930 1/2 Lost Canyon Rd 9/27/23-10/25/23   |            | 55.25          |
|     |            |       |                                      | 27171 1/2 Camp Plenty 9/27/23-10/25/23  |            | -36.79         |
|     |            |       |                                      | 20545 Santa Clara St 9/27/23-10/25/23   |            | 175,020.95     |
|     |            |       |                                      | 27295 Rolling Hills Ave 9/27/23-10/25/23  |            | 248.28         |
|     |            |       |                                      | 17213 Medley Ridge Dr 9/27/23-10/25/23  |            | -36.36         |
|     |            |       |                                      | 20545 Santa Clara St 8/28/23-9/26/23  |            | 32.41          |
|     |            |       |                                      | 27434 1/2 Bouquet Canyon Rd 9/27/23-10/25/23  |            | 35.43          |
|     |            |       |                                      | 27475 1/2 Canyon View Dr 9/12/23-10/10/23   |            | 15.82          |
|     |            |       |                                      | 26501 Summit Cir 9/21/23-10/19/23   |            | 408.97         |
|     |            |       |                                      | 26505 Summit Cir 9/21/23-10/19/23   |            | 117.81         |
|     |            |       |                                      | 26501 Summit Cir HM 9/22/23-10/22/23  |            | -18.68         |
|     |            |       |                                      | 26979 Westridge 9/27/23-10/25/23  |            | -42.07         |
|     |            |       |                                      | 27139 Honby Ave PED 9/20/23-10/18/23  |            | -49.03         |
|     |            |       |                                      | Lk Hughes E/S DAM 8/28/23-9/26/23   |            | 1,245.87       |
|     |            |       |                                      | 25849 1/2 Railroad Ave 8/28/23-9/26/23  |            | 12,811.85      |
|     |            |       |                                      | 32700 Lake Hughes Road 8/28/23-9/26/23  |            | 9,526.42       |
|     |            |       |                                      | 27234 Bouquet Canyon Rd SB 8/28/23-9/26/23  |            | 53.55          |
|     |            |       |                                      | 25401 Bouquet Canyon 8/25/23-9/25/23  |            | 212,120.85     |
|     |            |       |                                      | 23308 Magic Mountain 8/9/23-9/7/23  |            | 11,362.05      |
|     |            |       |                                      | 23498 Newhall Ranch Rd 8/28/23-9/26/23  |            | 18.27          |
|     |            |       |                                      | 28185 The Old Rd 8/28/23-9/26/23  |            | 4,927.08       |
|     |            |       |                                      | 26503 Mcbean Pkwy 8/28/23-9/26/23   |            | 17.04          |
|     |            |       |                                      | 32700 Lake Hughes Rd W 8/28/23-9/26/23  |            | 12,788.73      |
|     |            |       |                                      | 27930 1/2 Lost Canyon Rd 8/28/23-9/26/23  |            | 160.02         |
|     |            |       |                                      | 27171 1/2 Camp Plenty 8/28/23-9/26/23   |            | 38.54          |
|     |            |       |                                      | 20545 Santa Clara St 8/28/23-9/26/23  |            | 241,287.10     |
|     |            |       |                                      | 27295 Rolling Hills Ave 8/28/23-9/26/23   |            | 374.92         |
|     |            |       |                                      | 17213 Medley Ridge Dr 8/28/23-9/26/23   |            | 41.34          |
|     |            |       |                                      | 27234 1/2 Bouquet Canyon Rd 8/28/23-9/26/23   |            | 128.14         |
|     |            |       |                                      | 27245 1/2 Camp Plenty View Dr 8/11/23-9/11/23   |            | 88.37          |

**SCV Water**  
 Ten Largest Disbursements  
 November 1, 2023 to November 30, 2023

| No.      | Date       | Pmt # | Supplier_Name                        | Invoice_Description  | Method     | Payment_Amount    |
|----------|------------|-------|--------------------------------------|--|------------|-------------------|
|          |            |       |                                      | 26501 Summit Cir 8/22/23-9/20/23   |            | 700.67            |
|          |            |       |                                      | 26505 Summit Cir 8/22/23-9/20/23   |            | 379.19            |
|          |            |       |                                      | 26501 Summit Cir HM 8/23/23-9/21/23  |            | 35.22             |
|          |            |       |                                      | 26979 Westridge 8/28/23-9/26/23  |            | 32.55             |
|          |            |       |                                      | 27139 Honby Ave PED 8/21/23-9/19/23  |            | 22.97             |
| <b>4</b> |            |       | <b>So. California Edison Co.</b>     |  |            | <b>884,615.73</b> |
|          | 11-29-2023 | 57991 | Pacific Hydrotech Corporation        | ESFP Washwater Return and Sludge Collection Project, Progress Payment through 10/20/23 | CHECK      | 351,496.86        |
| <b>5</b> |            |       | <b>Pacific Hydrotech Corporation</b> |  |            | <b>351,496.86</b> |
|          | 11-29-2023 | 17419 | Quinn Co.                            | Cat 420 XE Backhoe Loader  | SCV_ACH    | 192,837.15        |
|          |            |       |                                      | 259D3 COMPACT TRACK LOADER   |            | 158,248.29        |
| <b>6</b> |            |       | <b>Quinn Co.</b>                     |  |            | <b>351,085.44</b> |
|          | 11-01-2023 | 57659 | Pacific Hydrotech Corporation        | Well 201 VOC Groundwater Treatment Improvement, Progress Payment through 9/30/23       | CHECK      | 285,570.47        |
| <b>7</b> |            |       | <b>Pacific Hydrotech Corporation</b> |  |            | <b>285,570.47</b> |
|          | 11-22-2023 | 17292 | Michael Baker International          | Backcountry Reservoir Design Services - September 2023                                 | SCV_ACH    | 117,224.00        |
|          |            |       |                                      | Magic Mountain Pipeline Phase 6A Construction Services - January to June 2023          |            | 3,028.00          |
|          |            |       |                                      | Backcountry Reservoir Design - September 2023 Services                                 |            | 117,224.00        |
|          |            |       |                                      | Magic Mountain Pipeline Phase 6B Construction Services - January to June 2023          |            | 24,200.00         |
| <b>8</b> |            |       | <b>Michael Baker International</b>   |  |            | <b>261,676.00</b> |
|          | 11-27-2023 | 17363 | So. California Edison Co.            | 28830 Hancock Pkwy U 9/29/23-10/29/23  | AUTO_DEBIT | 3,008.54          |
|          |            |       |                                      | 28201 1/2 River Trial Ln Well 10/3/23-10/31/23   |            | 1,514.95          |
|          |            |       |                                      | 23503 Valencia Blvd N68 10/12/23-11/12/23  |            | 13,608.34         |
|          |            |       |                                      | 26024 Kavenagh Ln 10/11/23-11/8/23   |            | 6,552.18          |
|          |            |       |                                      | 24526 Sagecrest Cir LAR 10/10/23-11/7/23   |            | 6,739.67          |
|          |            |       |                                      | 27502 Hasley Canyon Rd D 9/18/23-10/16/23  |            | 87.88             |
|          |            |       |                                      | 28053 Carengie Ave CAR 9/20/23-10/18/23  |            | 3,545.55          |
|          |            |       |                                      | 27949 Hancock Pkwy U 9/12/23-10/10/23  |            | 2,166.91          |
|          |            |       |                                      | 26280 1/2 Gladding 9/20/23-10/18/23  |            | 43.78             |
|          |            |       |                                      | 24050 Valencia Blvd 9/21/23-10/19/23   |            | 96.83             |
|          |            |       |                                      | 26908 Feedmill Rd U 9/21/23-10/19/23   |            | 12,384.49         |
|          |            |       |                                      | 27651 Park Forest 9/21/23-10/19/23   |            | 3,734.35          |
|          |            |       |                                      | 25101 Sagecrest Cir 9/21/23-10/19/23   |            | 141.91            |
|          |            |       |                                      | 26290 Shakespeare Ln 9/21/23-10/19/23  |            | -55.10            |
|          |            |       |                                      | 26748 Sandburn Pl PED 9/21/23-10/19/23   |            | -41.36            |
|          |            |       |                                      | 28202 Cascade Rd PED 9/21/23-10/19/23  |            | -55.12            |
|          |            |       |                                      | 28318 Witherspoon Pkwy 9/21/23-10/19/23  |            | -55.09            |
|          |            |       |                                      | 29646 The Old Rd U 9/21/23-10/19/23  |            | -48.15            |
|          |            |       |                                      | 30016 Hamlet Way TPP 9/21/23-10/19/23  |            | -50.59            |
|          |            |       |                                      | 25774 Oak Meadow Dr 9/21/23-10/19/23   |            | -46.21            |
|          |            |       |                                      | 26608 Feedmill Rd U 9/21/23-10/19/23   |            | 8,013.48          |
|          |            |       |                                      | 25507 Oak Meadow 9/21/23-10/19/23  |            | -55.16            |
|          |            |       |                                      | 26797 Westridge 9/21/23-10/19/23   |            | -55.95            |
|          |            |       |                                      | 26994 Willowbrook Ln U 9/21/23-10/19/23  |            | -49.92            |
|          |            |       |                                      | 23100 Lowridge Pl U 9/21/23-10/19/23   | -54.83     |                   |
|          |            |       |                                      | 30149 Galbreth Ct 9/21/23-10/19/23   | -56.82     |                   |
|          |            |       |                                      | 29909 Bancroft Pl 9/21/23-10/19/23   | -55.06     |                   |



**SCV Water**  
**Ten Largest Disbursements**  
**November 1, 2023 to November 30, 2023**

| No. | Date       | Pmt # | Supplier_Name                    | Invoice_Description   | Method  | Payment_Amount    |
|-----|------------|-------|----------------------------------|---|---------|-------------------|
|     |            |       |                                  | 28636 Livingston Ave 9/21/23-10/19/23   |         | 269.36            |
|     |            |       |                                  | Firebrand 10/12/23-11/12/23   |         | 2,138.50          |
|     |            |       |                                  | 28424 Tamarack Ln 10/16/23-11/14/23   |         | 4,997.96          |
|     |            |       |                                  | 27949 Hancock Pkwy U 10/11/23-11/8/23   |         | 1,272.79          |
|     |            |       |                                  | 26975 Westridge Pkwy 10/12/23-11/12/23  |         | 7,951.22          |
|     |            |       |                                  | 28139 Blacksmith Dr 10/16/23-11/14/23   |         | 25.66             |
|     |            |       |                                  | 23850 Bridgeport S7 10/16/23-11/14/23   |         | 115.37            |
|     |            |       |                                  | 25001 Decoro Pmp 10/16/23-11/14/23  |         | 119.09            |
|     |            |       |                                  | 23600 Decoro Drive 9/21/23-10/19/23   |         | 6,903.12          |
|     |            |       |                                  | 21363 Soledad Canyon Rd U4 9/21/23-10/19/23   |         | 21.40             |
|     |            |       |                                  | 26477 Bouquet Canyon Rd 9/21/23-10/19/23  |         | 14,830.74         |
|     |            |       |                                  | 25112 Rye Canyon Loop 9/21/23-10/19/23  |         | -50.74            |
|     |            |       |                                  | 25234 Valencia 9/21/23-10/19/23   |         | 8,456.13          |
|     |            |       |                                  | 25841 Tournament Rd 9/21/23-10/19/23  |         | -41.38            |
|     |            |       |                                  | 27700 Golden St 9/21/23-10/19/23  |         | 47.52             |
|     |            |       |                                  | 28400 Copper Hill Dr PED 9/21/23-10/19/23   |         | 412.62            |
|     |            |       |                                  | 25197 Aurora Dr 9/21/23-10/19/23  |         | 3,819.58          |
|     |            |       |                                  | 28531 Farrier Dr PED 9/21/23-10/19/23   |         | -54.01            |
|     |            |       |                                  | 23816 Auto Center N7 9/21/23-10/19/23   |         | 21,448.09         |
|     |            |       |                                  | 23817 Auto Center N8 9/21/23-10/19/23   |         | 17,969.21         |
|     |            |       |                                  | 27508 Newhall Ranch Rd 9/21/23-10/19/23   |         | 130.65            |
|     |            |       |                                  | 24439 Valencia 9/21/23-10/19/23   |         | 5,341.08          |
|     |            |       |                                  | 29238 Black Pine Way U 9/21/23-10/19/23   |         | -50.96            |
|     |            |       |                                  | 24341 Valencia Blvd 9/21/23-10/19/23  |         | 7,033.01          |
|     |            |       |                                  | 28820 Bellows Ct U 9/21/23-10/19/23   |         | 1,487.05          |
|     |            |       |                                  | 23900 Bridgeport S6 9/21/23-10/19/23  |         | 1,732.78          |
|     |            |       |                                  | 25600 Hwy 99/159EMG PMP 9/21/23-10/19/23  |         | 1,951.02          |
|     |            |       |                                  | 23790 Bridgeport S8 9/15/23-10/15/23  |         | 105.01            |
|     |            |       |                                  | 28410 Hillcrest Pkwy 9/26/23-10/24/23   |         | 3,466.17          |
|     |            |       |                                  | 30400 Vineyard Ln PED 9/26/23-10/24/23  |         | 205.61            |
|     |            |       |                                  | 25901 Tournament Rd 10/10/23-11/7/23  |         | 6,813.83          |
|     |            |       |                                  | 23416 Magic Mountain Pkwy V5 10/9/23-11/6/23  |         | 6,207.58          |
|     |            |       |                                  | Avenida velarte V6 10/9/23-11/6/23  |         | 471.62            |
|     |            |       |                                  | 26353 McBean Pkwy 10/11/23-11/8/23  |         | 2,238.72          |
|     |            |       |                                  | 26629 Bouquet Canyon Rd 10/17/23-11/15/23   |         | 2,331.29          |
|     |            |       |                                  | 22555 Brightwood Pl 10/17/23-11/15/23   |         | 115.07            |
|     |            |       |                                  | 28432 Livingston Ave 9/18/23-10/16/23   |         | 2,186.61          |
|     |            |       |                                  | 27118 Vista Delgado Dr B 10/13/23-11/13/23  |         | 6,745.74          |
| 9   |            |       | <b>So. California Edison Co.</b> |   |         | <b>200,123.61</b> |
|     | 11-15-2023 | 17286 | Zim Industries, Inc.             | Replacement (Saugus 3 & 4) Wells Construction Project, Progress Payment through 9/30/23 | SCV_ACH | 177,778.25        |
| 10  |            |       | <b>Zim Industries, Inc.</b>      |   |         | <b>177,778.25</b> |

**Total 5,993,115.12**

**Total-All Disbursements Issued During November 2023 11,123,701.15**

**Largest Ten Vendor Payments as Compared to Total 54%**

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# Director Stipends

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Director Ken Petersen

| <b>Date</b> | <b>Meeting</b>                               | <b>Amount</b>   |
|-------------|--|-----------------|
| 11/02/23    | Engineering and Operations Committee Meeting | \$239.00        |
| 11/07/23    | Regular Board Meeting                        | \$239.00        |
| 11/20/23    | Finance and Administration Committee Meeting | \$239.00        |
| 11/21/23    | Regular Board Meeting                        | \$239.00        |
|             | <b>Stipend Total</b>                         | <b>\$956.00</b> |
|             | <b>Total Paid Days</b>                       | <b>4</b>        |
|             | <b>Total Meetings</b>                        | <b>4</b>        |

|                        |                    |
|------------------------|--------------------|
| <b>TOTAL PAID DAYS</b> | <b>56</b>          |
| <b>TOTAL MEETINGS</b>  | <b>68</b>          |
| <b>TOTAL STIPENDS</b>  | <b>\$13,384.00</b> |

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# Director Reimbursements

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**CA Govt. Code Section 53065.5**

**List of Reimbursement for "Individual Charges" = \$100 or more**

**Annual Disclosure for Fiscal Year** AP Transactions Updated as of: 11/30/2023

**DIRECTORS**

P-Card (VISA) Transactions Updated as of: 11/30/23 \*November PCard transactions affect December cash.

| <b>Date</b> | <b>Recipient of Reimbursement</b> | <b>Reason for Reimbursement</b>   | <b>Amount</b>   |
|-------------|-----------------------------------|---|-----------------|
| 11/01/23    | Marks, Dirk                       | CSDA Leadership Academy Conference Santa Rosa, CA 10/22/23-10/25/23 Travel Expense (Car Rental, Mileage, Parking)           | 446.27          |
| 11/01/23    | Marks, Dirk                       | CSDA Leadership Academy Conference Santa Rosa, CA 10/22/23-10/25/23 Expense (Lodging)                                       | 677.93          |
| 11/17/23    | Cooper, William                   | ACWA Board Meeting Sacramento, CA 11/16/23-11/17/23 Travel Expense (Airfare, Ground Transportation- Uber, Parking, Mileage) | 573.15          |
| 11/17/23    | Cooper, William                   | ACWA Board Meeting Sacramento, CA 11/16/23-11/17/23 Expense (Lodging)   | 175.15          |
| 11/30/23    | Martin, Gary                      | ACWA 2023 Fall Conference Indian Wells, CA 11/27/23-11/30/23 Expense (Lodging, Meals)                                       | 863.00          |
| 11/30/23    | Martin, Gary                      | ACWA 2023 Fall Conference Indian Wells, CA 11/27/23-11/30/23 Travel Expense (Mileage, Parking)                              | 226.06          |
| 11/30/23    | Gutzeit, Maria                    | ACWA 2023 Fall Conference Indian Wells, CA 11/28/23-11/30/23 Expense (Lodging, Meals)                                       | 618.35          |
| 11/30/23    | Gutzeit, Maria                    | ACWA 2023 Fall Conference Indian Wells, CA 11/28/23-11/30/23 Travel Expense (Mileage, Parking)                              | 205.74          |
| 11/30/23    | Cooper, William                   | ACWA 2023 Fall Conference Indian Wells, CA 11/28/23-11/30/23 Expense (Lodging, Meals)                                       | 833.81          |
| 11/30/23    | Cooper, William                   | ACWA 2023 Fall Conference Indian Wells, CA 11/28/23-11/30/23 Travel Expense (Mileage, Parking)                              | 303.16          |
|             |                                   |   | <b>4,922.62</b> |

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**Finance and Administration Committee  
Planning Calendar  
FY 2023/24**

| Item | July 11 Board   | July 17 Comm | July 18 Board | Aug 1 Board | Aug 15 Board | Aug 21 Comm (Q4) | Sept 5 Board | Sept 25 RESCHED Comm | Oct 3 Board | Oct 16 Comm (cancelled) | Oct 17 Board | Nov 20 Comm (Q1) | Dec 5 Board | Dec 11 RESCHED Comm | Dec 19 Board | Jan 2 Board | Jan 22 RESCHED Comm | Feb 6 Board | Feb 26 RESCHED Comm (Q2) | Mar 5 Board | Mar 18 Comm | Mar 19 Board | April 2 Board | April 15 Comm | May 16 Board | May 20 Comm (Q3) | June 4 Board | June 17 Comm | June 18 - JPA |
|------|---|--------------|---------------|-------------|--------------|------------------|--------------|----------------------|-------------|-------------------------|--------------|------------------|-------------|---------------------|--------------|-------------|---------------------|-------------|--------------------------|-------------|-------------|--------------|---------------|---------------|--------------|------------------|--------------|--------------|---------------|
| 1    | Recommend Approval of Resolutions Setting Santa Clarita Valley Water Agency Tax Rate for FY 2023/24 and Requesting Levy of Tax by Los Angeles County and Ventura County (consent - moved up due to 7-4 cancelled Board) | C            |               |             |              |                  |              |                      |             |                         |              |                  |             |                     |              |             |                     |             |                          |             |             |              |               |               |              |                  |              |              |               |
| 2    | Recommend Approval of a Preliminary Official Statement  |              | C             |             |              |                  |              |                      |             |                         |              |                  |             |                     |              |             |                     |             |                          |             |             |              |               |               |              |                  |              |              |               |
| 3    | Recommend Receiving and Filing of April 2023 Monthly Financial Report (consent)   | C            |               |             |              |                  |              |                      |             |                         |              |                  |             |                     |              |             |                     |             |                          |             |             |              |               |               |              |                  |              |              |               |
| 4    | Discuss and Recommend Actions for Ground Lease Property at 22722 Soledad Canyon Road  |              | C             |             |              |                  |              |                      |             |                         |              |                  |             |                     |              |             |                     |             |                          |             |             |              |               |               |              |                  |              |              |               |
| 5    | Recommend Approval of a Resolution Authorizing FY 2023/24 Water Supply Contract Payments (consent)  |              | C             | C           |              |                  |              |                      |             |                         |              |                  |             |                     |              |             |                     |             |                          |             |             |              |               |               |              |                  |              |              |               |
| 6    | Recommend Approval of a Contract with Premier Property Preservation for Janitorial Services   |              | C             | C           |              |                  |              |                      |             |                         |              |                  |             |                     |              |             |                     |             |                          |             |             |              |               |               |              |                  |              |              |               |
| 7    | Recommend Approval of a Revised Purchasing Policy   |              | C             | C           |              |                  |              |                      |             |                         |              |                  |             |                     |              |             |                     |             |                          |             |             |              |               |               |              |                  |              |              |               |
| 8    | Recommend Receiving and Filing of May 2023 Monthly Financial Report (consent)   |              | C             | C           |              |                  |              |                      |             |                         |              |                  |             |                     |              |             |                     |             |                          |             |             |              |               |               |              |                  |              |              |               |
| 9    | Fleet and Warehouse Update  |              |               |             | C            |                  |              |                      |             |                         |              |                  |             |                     |              |             |                     |             |                          |             |             |              |               |               |              |                  |              |              |               |
| 10   | Investment Advisor Financial Market Update  |              |               |             |              | C                |              |                      |             |                         |              |                  |             |                     |              |             |                     |             |                          |             |             |              |               |               |              |                  |              |              |               |
| 11   | Discuss Water Affordability Study   |              |               |             |              | C                |              |                      |             |                         |              |                  |             |                     |              |             |                     |             |                          |             |             |              |               |               |              |                  |              |              |               |
| 12   | Review Financing Plan Scenarios   |              |               |             |              | C                |              |                      |             |                         |              |                  |             |                     |              |             |                     |             |                          |             |             |              |               |               |              |                  |              |              |               |
| 13   | Recommend Approval of a Revised Position Control  |              |               |             |              | C                |              |                      |             |                         |              |                  |             |                     |              |             |                     |             |                          |             |             |              |               |               |              |                  |              |              |               |
| 14   | Recommend Approval of a Revised Surplus Policy  |              |               |             |              | C                |              |                      |             |                         |              |                  |             |                     |              |             |                     |             |                          |             |             |              |               |               |              |                  |              |              |               |
| 15   | Recommend Approval of Revised Ratepayer Advocate Process and Provide Direction Related to Ratepayer Advocate Service Contract   |              |               |             |              | C                |              |                      |             |                         |              |                  |             |                     |              |             |                     |             |                          |             |             |              |               |               |              |                  |              |              |               |
| 16   | Monthly and FY 2022/23 Fourth Quarter Financial Report  |              |               |             |              | C                |              |                      |             |                         |              |                  |             |                     |              |             |                     |             |                          |             |             |              |               |               |              |                  |              |              |               |

**ITEM NO.  
6**

**Finance and Administration Committee  
Planning Calendar  
FY 2023/24**

|    | Item   | July 11 Board | July 17 Comm | July 18 Board | Aug 1 Board | Aug 15 Board | Aug 21 Comm (Q4) | Sept 5 Board | Sept 25 RESCHED Comm | Oct 3 Board | Oct 16 Comm (cancelled) | Oct 17 Board | Nov 20 Comm (Q1) | Dec 5 Board | Dec 11 RESCHED Comm | Dec 19 Board | Jan 2 Board | Jan 22 RESCHED Comm | Feb 6 Board | Feb 26 RESCHED Comm (Q2) | Mar 5 Board | Mar 18 Comm | Mar 19 Board | April 2 Board | April 15 Comm | May 16 Board | May 20 Comm (Q3) | June 4 Board | June 17 Comm | June 18 - JPA |  |
|----|--|---------------|--------------|---------------|-------------|--------------|------------------|--------------|----------------------|-------------|-------------------------|--------------|------------------|-------------|---------------------|--------------|-------------|---------------------|-------------|--------------------------|-------------|-------------|--------------|---------------|---------------|--------------|------------------|--------------|--------------|---------------|--|
| 17 | Recommend Approval of a Resolution Adopting a Revised Investment Policy - (Annually adopted via reso) (consent)                      |               |              |               |             |              |                  |              |                      |             |                         | C            |                  |             |                     |              |             |                     |             |                          |             |             |              |               |               |              |                  |              |              |               |  |
| 18 | Recommend Approval of the First Addendum to the Ground Lease for the Property at 22722 Soledad Canyon Road                           |               |              |               |             |              |                  |              | C                    |             |                         | C            |                  |             |                     |              |             |                     |             |                          |             |             |              |               |               |              |                  |              |              |               |  |
| 19 | Recommend Approval of Purchase of Two (2) Backhoe Replacements for Agency Fleet  |               |              |               |             |              |                  |              | C                    |             |                         | C            |                  |             |                     |              |             |                     |             |                          |             |             |              |               |               |              |                  |              |              |               |  |
| 20 | Recommend Approval of a Revised Customer Service Policy  |               |              |               |             |              |                  |              | C                    |             |                         | C            |                  |             |                     |              |             |                     |             |                          |             |             |              |               |               |              |                  |              |              |               |  |
| 21 | Fleet and Warehouse Update   |               |              |               |             |              |                  |              | C                    | C           |                         |              |                  |             |                     |              |             |                     |             |                          |             |             |              |               |               |              |                  |              |              |               |  |
| 22 | Recommend Receiving and Filing of July 2023 Monthly Financial Report (consent)   |               |              |               |             |              |                  |              | C                    |             |                         | C            |                  |             |                     |              |             |                     |             |                          |             |             |              |               |               |              |                  |              |              |               |  |
| 23 | Recommend Approval of an HCM Implementation Contract with Apps Associates  |               |              |               |             |              |                  |              |                      |             |                         |              | C                | C           |                     |              |             |                     |             |                          |             |             |              |               |               |              |                  |              |              |               |  |
| 24 | Recommend Approval of a Purchase Order for Fleet Replacement Vehicles  |               |              |               |             |              |                  |              |                      |             |                         |              | C                | C           |                     |              |             |                     |             |                          |             |             |              |               |               |              |                  |              |              |               |  |
| 25 | Recommend Approval of a Contract Renewal with Systems & Software, Inc. for enQuestia Customer Service System Maintenance and Support |               |              |               |             |              |                  |              |                      |             |                         |              | C                | C           |                     |              |             |                     |             |                          |             |             |              |               |               |              |                  |              |              |               |  |
| 26 | Recommend Approval of a Revised Driving and Vehicle Policy   |               |              |               |             |              |                  |              |                      |             |                         |              | C                | C           |                     |              |             |                     |             |                          |             |             |              |               |               |              |                  |              |              |               |  |
| 27 | Recommend Approval of a Revised Employee Manual No. 10: Overtime   |               |              |               |             |              |                  |              |                      |             |                         |              | C                | C           |                     |              |             |                     |             |                          |             |             |              |               |               |              |                  |              |              |               |  |
| 28 | Recommend Receiving and Filing of August 2023 Monthly Financial Report (consent)   |               |              |               |             |              |                  |              |                      |             |                         |              | C                | C           |                     |              |             |                     |             |                          |             |             |              |               |               |              |                  |              |              |               |  |
| 29 | Recommend Receiving and Filing of September 2023 Monthly and FY 2023/24 First Quarter Financial Report (not consent)                 |               |              |               |             |              |                  |              |                      |             |                         |              | C                | C           |                     |              |             |                     |             |                          |             |             |              |               |               |              |                  |              |              |               |  |

**Finance and Administration Committee  
Planning Calendar  
FY 2023/24**

|    | Item  | July 11 Board | July 17 Comm | July 18 Board | Aug 1 Board | Aug 15 Board | Aug 21 Comm (Q4) | Sept 5 Board | Sept 25 RESCHED Comm | Oct 3 Board | Oct 16 Comm (cancelled) | Oct 17 Board | Nov 20 Comm (Q1) | Dec 5 Board | Dec 11 RESCHED Comm | Dec 19 Board | Jan 2 Board | Jan 22 RESCHED Comm | Feb 6 Board | Feb 26 RESCHED Comm (Q2) | Mar 5 Board | Mar 18 Comm | Mar 19 Board | April 2 Board | April 15 Comm | May 16 Board | May 20 Comm (Q3) | June 4 Board | June 17 Comm | June 18 - JPA |
|----|---|---------------|--------------|---------------|-------------|--------------|------------------|--------------|----------------------|-------------|-------------------------|--------------|------------------|-------------|---------------------|--------------|-------------|---------------------|-------------|--------------------------|-------------|-------------|--------------|---------------|---------------|--------------|------------------|--------------|--------------|---------------|
| 30 | Recommend Receiving and Filing of SCV Water Annual Comprehensive Financial Report (ACFR) ended June 30, 2023  |               |              |               |             |              |                  |              |                      |             |                         |              |                  |             |                     |              |             |                     |             |                          |             |             |              |               |               |              |                  |              |              |               |
| 31 | Recommend Approval of an HCM Implementation Contract with Apps Associates   |               |              |               |             |              |                  |              |                      |             |                         |              |                  | C           | C                   | C            |             |                     |             |                          |             |             |              |               |               |              |                  |              |              |               |
| 32 | Recommend Approval to Direct the General Manager to Enter Into a Contract with PlanetBids   |               |              |               |             |              |                  |              |                      |             |                         |              |                  | C           | C                   | C            |             |                     |             |                          |             |             |              |               |               |              |                  |              |              |               |
| 33 | Review Facility Capacity Fee (FCF) Revenues and Study Components  |               |              |               |             |              |                  |              |                      |             |                         |              |                  | C           | C                   | C            |             |                     |             |                          |             |             |              |               |               |              |                  |              |              |               |
| 34 | Recommend Receiving and Filing of October 2023 Monthly Financial Report (consent)   |               |              |               |             |              |                  |              |                      |             |                         |              |                  | C           | C                   | C            |             |                     |             |                          |             |             |              |               |               |              |                  |              |              |               |
| 35 | Interview Ratepayer Advocate Candidates and Recommend Approval for the General Manager to Enter into a Contract with the Final Candidate for Ratepayer Advocate |               |              |               |             |              |                  |              |                      |             |                         |              |                  |             |                     |              |             | P                   | P           |                          |             |             |              |               |               |              |                  |              |              |               |
| 36 | Recommend Approval for the General Manager to Enter into a Contract with X-Act Technology Solutions, Inc. for As-Needed Technology Support Services             |               |              |               |             |              |                  |              |                      |             |                         |              |                  |             |                     |              |             | P                   | P           |                          |             |             |              |               |               |              |                  |              |              |               |
| 37 | Recommend Approval of a Revised Classification Plan and Position Control  |               |              |               |             |              |                  |              |                      |             |                         |              |                  |             |                     |              |             | P                   | P           |                          |             |             |              |               |               |              |                  |              |              |               |
| 38 | Recommend Receiving and Filing of November 2023 Monthly Financial Report (consent)  |               |              |               |             |              |                  |              |                      |             |                         |              |                  |             |                     |              |             | P                   | P           |                          |             |             |              |               |               |              |                  |              |              |               |
| 39 | Recommend Approval of a Revised Employee Manual No. 12: Shift Work Policy   |               |              |               |             |              |                  |              |                      |             |                         |              |                  |             |                     |              |             |                     |             | P                        | P           |             |              |               |               |              |                  |              |              |               |
| 40 | Recommend Approval of Revised Employee Policies   |               |              |               |             |              |                  |              |                      |             |                         |              |                  |             |                     |              |             |                     |             | P                        | P           |             |              |               |               |              |                  |              |              |               |
| 41 | Review Budget Calendar  |               |              |               |             |              |                  |              |                      |             |                         |              |                  |             |                     |              |             |                     |             | P                        | P           |             |              |               |               |              |                  |              |              |               |
| 42 | Recommend Approval of an Internal Control Policy  |               |              |               |             |              |                  |              |                      |             |                         |              |                  |             |                     |              |             |                     |             |                          | P           | P           |              |               |               |              |                  |              |              |               |
| 43 | Recommend Receiving and Filing of December 2023 and FY 2023/24 Second Quarter Financial Report and Mid-Year Budget Review                                       |               |              |               |             |              |                  |              |                      |             |                         |              |                  |             |                     |              |             |                     |             |                          | P           | P           |              |               |               |              |                  |              |              |               |
| 44 | Review COLA Data and Recommend Approval of a Proposed Employee Salary Adjustment (COLA) for FY 2024/25  |               |              |               |             |              |                  |              |                      |             |                         |              |                  |             |                     |              |             |                     |             |                          |             |             |              |               |               |              |                  |              |              | P             |
| 45 | Recommend Approval of a Revised Retail Debt Threshold   |               |              |               |             |              |                  |              |                      |             |                         |              |                  |             |                     |              |             |                     |             |                          |             |             |              |               |               |              |                  |              |              | P             |

**Finance and Administration Committee  
Planning Calendar  
FY 2023/24**

|    | Item  | July 11 Board | July 17 Comm | July 18 Board | Aug 1 Board | Aug 15 Board | Aug 21 Comm (Q4) | Sept 5 Board | Sept 25 RESCHED Comm | Oct 3 Board | Oct 16 Comm (cancelled) | Oct 17 Board | Nov 20 Comm (Q1) | Dec 5 Board | Dec 11 RESCHED Comm | Dec 19 Board | Jan 2 Board | Jan 22 RESCHED Comm | Feb 6 Board | Feb 26 RESCHED Comm (Q2) | Mar 5 Board | Mar 18 Comm | Mar 19 Board | April 2 Board | April 15 Comm | May 16 Board | May 20 Comm (Q3) | June 4 Board | June 17 Comm | June 18 - JPA |  |  |
|----|---|---------------|--------------|---------------|-------------|--------------|------------------|--------------|----------------------|-------------|-------------------------|--------------|------------------|-------------|---------------------|--------------|-------------|---------------------|-------------|--------------------------|-------------|-------------|--------------|---------------|---------------|--------------|------------------|--------------|--------------|---------------|--|--|
| 46 | Recommend Approval of a Revised Employee Manual No. 7: Employment Status                                    |               |              |               |             |              |                  |              |                      |             |                         |              |                  |             |                     |              |             |                     |             |                          |             | P           |              | P             |               |              |                  |              |              |               |  |  |
| 47 | Recommend Approval of a Revised Employee Manual No. 9: Pay Plan   |               |              |               |             |              |                  |              |                      |             |                         |              |                  |             |                     |              |             |                     |             |                          |             | P           |              | P             |               |              |                  |              |              |               |  |  |
| 48 | Discuss Facility Capacity Fee Study   |               |              |               |             |              |                  |              |                      |             |                         |              |                  |             |                     |              |             |                     |             |                          |             | P           |              |               |               |              |                  |              |              |               |  |  |
| 49 | Recommend Approval of a Revised Capitalization Policy for Fixed Assets                                      |               |              |               |             |              |                  |              |                      |             |                         |              |                  |             |                     |              |             |                     |             |                          |             | P           |              |               |               |              |                  |              |              |               |  |  |
| 50 | Technology Update   |               |              |               |             |              |                  |              |                      |             |                         |              |                  |             |                     |              |             |                     |             |                          |             | P           |              |               |               |              |                  |              |              |               |  |  |
| 51 | Fleet and Warehouse Update  |               |              |               |             |              |                  |              |                      |             |                         |              |                  |             |                     |              |             |                     |             |                          |             | P           |              |               |               |              |                  |              |              |               |  |  |
| 52 | Recommend Receiving and Filing of January 2024 Monthly Financial Report (consent)                           |               |              |               |             |              |                  |              |                      |             |                         |              |                  |             |                     |              |             |                     |             |                          |             | P           |              |               |               |              |                  |              |              |               |  |  |
| 53 | Recommend Approval of a Resolution Revising the Budget for FY 2024/25                                       |               |              |               |             |              |                  |              |                      |             |                         |              |                  |             |                     |              |             |                     |             |                          |             |             |              | P             |               |              |                  |              |              |               |  |  |
| 54 | Review Annual List of Professional Services Contracts (consent)   |               |              |               |             |              |                  |              |                      |             |                         |              |                  |             |                     |              |             |                     |             |                          |             |             |              | P             |               |              |                  |              |              |               |  |  |
| 55 | Recommend Receiving and Filing of February 2024 Monthly Financial Report (consent)                          |               |              |               |             |              |                  |              |                      |             |                         |              |                  |             |                     |              |             |                     |             |                          |             |             |              | P             |               |              |                  |              |              |               |  |  |
| 56 | Approve a Resolution Adopting the Appropriation of All As-Yet Unappropriated Funds for FY 2023/24 (consent) |               |              |               |             |              |                  |              |                      |             |                         |              |                  |             |                     |              |             |                     |             |                          |             |             |              |               |               | P            |                  |              |              |               |  |  |
| 57 | Approve a Resolution Adopting the Appropriation Limit for FY 2024/25 (consent)                              |               |              |               |             |              |                  |              |                      |             |                         |              |                  |             |                     |              |             |                     |             |                          |             |             |              |               |               | P            |                  |              |              |               |  |  |
| 58 | Recommend Receiving and Filing of March 2024 and FY 2023/24 Third Quarter Financial Report                  |               |              |               |             |              |                  |              |                      |             |                         |              |                  |             |                     |              |             |                     |             |                          |             |             |              |               |               | P            |                  |              |              |               |  |  |
| 59 | Technology Update   |               |              |               |             |              |                  |              |                      |             |                         |              |                  |             |                     |              |             |                     |             |                          |             |             |              |               |               |              |                  |              |              |               |  |  |
| 60 | Fleet and Warehouse Update  |               |              |               |             |              |                  |              |                      |             |                         |              |                  |             |                     |              |             |                     |             |                          |             |             |              |               |               |              |                  |              |              |               |  |  |
| 61 | Recommend Receiving and Filing of April 2024 Monthly Financial Report (consent)                             |               |              |               |             |              |                  |              |                      |             |                         |              |                  |             |                     |              |             |                     |             |                          |             |             |              |               |               |              | P                |              |              |               |  |  |
| 62 | Recommend Approval of Revised USCVJPA Budget for FY 2024/25   |               |              |               |             |              |                  |              |                      |             |                         |              |                  |             |                     |              |             |                     |             |                          |             |             |              |               |               |              |                  |              |              |               |  |  |