

CC AGREEMENT NO. 2015-30L
CSD AGREEMENT NO. 2015-2L

TWELFTH AMENDMENT TO AGREEMENT FOR PROFESSIONAL SERVICES

This Amendment to CC Agreement No. 2015-30 and CSD Agreement No. 2015-2 (Amendment) is entered into between the City of Camarillo, a California general law city and municipal corporation (City), and Rafftelis Financial Consultants, Inc., a California corporation (Consultant), collectively referred to as the Parties. The effective date of this Amendment is August 14, 2024.

Section 1. Recitals.

A. The City and Consultant entered into an Agreement For Professional Services ("Agreement") effective May 13, 2015 in the amount of \$49,520 for services as described in Exhibit A to the Agreement including Water and Sewer Rate Studies. The Agreement is designated as CC Agreement No. 2015-30 and CSD Agreement No. 2015-2.

B. On July 27, 2016, the City and Consultant pursuant to Section 3 of the Agreement, entered into a First Amendment in the amount of \$26,673 for additional services to be rendered by Consultant.

C. On February 22, 2017, the City and Consultant pursuant to Section 3 of the Agreement, entered into a Second Amendment in the amount of \$70,450 for additional services to be rendered by Consultant.

D. On October 20, 2017, the City and Consultant pursuant to Section 3 of the Agreement, entered into a Third Amendment in the amount of \$10,052 for additional services to be rendered by Consultant as more fully described herein.

E. On June 13, 2018, the City and Consultant pursuant to Section 3 of the Agreement, entered into a Fourth Amendment in the amount of \$32,025 for additional services to be rendered by Consultant as more fully described herein.

F. On April 10, 2019, the City and Consultant pursuant to Section 3 of the Agreement entered into a Fifth Amendment in the amount not to exceed \$101,399 for additional services to be rendered by Consultant as more fully described herein.

G. On May 27, 2020, the City and Consultant pursuant to Section 3 of the Agreement entered into a Sixth Amendment in the amount not to exceed \$43,717 for additional services to be rendered by Consultant as more fully described herein.

H. On April 14, 2021, the City and Consultant pursuant to Section 3 of the Agreement entered into a Seventh Amendment in the amount not to exceed \$93,153 for additional services to be rendered by Consultant as more fully described herein.

I. On November 10, 2021, the City and Consultant pursuant to Section 3 of the Agreement entered into an Eighth Amendment in the amount not to exceed \$61,443 for additional services to be rendered by Consultant as more fully described herein.

J. On August 24, 2022, the City and Consultant pursuant to Section 3 of the Agreement entered into a Ninth Amendment in the amount not to exceed \$106,004 for additional services to be rendered by Consultant as more fully described herein.

K. On July 1, 2023, the City and Consultant pursuant to Section 1 of the Agreement entered into a Tenth agreement to extend for an additional term of four (4) months.

L. Pursuant to Section 3 of the Agreement, the City and Consultant desire to enter into this Eleventh Amendment in the amount not to exceed \$49,497 for additional services to be rendered by Consultant as more fully described herein.

M. Pursuant to Section 3 of the Agreement, the City and Consultant desire to enter into this Twelfth Amendment in the amount not to exceed \$181,568 for additional services to be rendered by Consultant as more fully described herein.

Section 2. Compensation and Payment. City and Consultant agree that the compensation to be paid by the City to the Consultant for the Twelfth Amendment Scope of Services shall not exceed \$181,568 as provided in Exhibit 1 to this Twelfth Amendment.

Section 3. Scope of Services. Consultant agrees to perform the services set forth in Exhibit 1 (Proposal dated June 29, 2024) which is made a part of this Twelfth Amendment which services shall include a Water and Wastewater Rate Study and optional Public Outreach, Capital Planning and Value Engineering support and Water and Wastewater Miscellaneous Fee Study.

Section 4. Continuation of Terms of Agreement. Except as expressly modified by the terms and provisions of this Amendment, the remaining terms and provisions of the Agreement remain in full force and effect.

THE AUTHORIZED REPRESENTATIVES of the Parties have caused this Amendment, CC Agreement No. 2015-30L and CSD Agreement No. 2015-2L, to be executed as of the Effective Date.

CITY OF CAMARILLO

Greg Ramirez, City Manager

ATTEST:

Kristy Buxkemper, City Clerk

RAFTELIS FINANCIAL CONSULTANTS, INC.



Sr. Manager



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www.raftelis.com

June 29, 2024

Mr. Mark Uribe
Director of Finance
City of Camarillo
601 Carmen Drive
Camarillo, CA 93010

Subject: Proposal to Conduct 2025 Water and CSD Studies

Dear Mr. Uribe:

Raftelis Financial Consultants, Inc. (Raftelis) is pleased to submit this scope of services to provide the City of Camarillo (City) studies for the Water Enterprise and Camarillo Sanitary District (CSD). Our scope and fee proposal detail these tasks. We have compartmentalized the scope into four distinct components:

-) Water and CSD Rate Studies with optional sub-tasks
-) Optional – Public outreach participation and support
-) Optional – Capital planning and value engineering support
-) Water and CSD Miscellaneous Fee study

I, Kevin Kostiuk, will again serve as Project Manager and ultimately be responsible for the project's success. Steve Gagnon, PE, will serve as Project Director. Steve has more than 20 years of experience in financial analysis and environmental engineering and is registered with the Securities and Exchange Commission as a Municipal Advisor. Lindsay Roth will continue to lead the modeling efforts with support on analyses and project deliverables from other Raftelis consulting staff.

Should the City wish to utilize Raftelis for communications services, I will be supported by Gina DePinto, APR. Gina has 34 years of experience and leadership in crisis communications, community outreach, advocacy, stakeholder engagement, marketing, and media relations for utilities and local government in California. Prior to joining Raftelis, Gina served as the Communications Manager for the County of Santa Barbara and led communications for the Orange County Water District. Gina has conducted similar recent utility rate-setting outreach at the City of Oxnard, City of Huntington Beach, and Soquel Creek Water District.

Similarly, should the City wish to utilize Raftelis for capital review services, Brandon Vatter, PE will lead the effort. Brandon has over 27 years of experience working directly with water, wastewater, and stormwater agencies to develop and deliver capital asset management programs and for compliance with necessary regulatory obligations. Brandon works nationally for cities and special districts and brings practical, hands-on experience in CIP development and delivery, wastewater collection and treatment facilities, and master planning.

If you have any questions, please do not hesitate to contact me using the following contact information.

Kevin Kostiuk, Senior Manager

445 S Figueroa Street, Suite 1950, Los Angeles CA 90071

P: 213.262.9309 / E: kkostiuk@raftelis.com

Sincerely,

Kevin Kostiuk

A handwritten signature in dark ink, appearing to read 'K. Kostiuk', with a stylized flourish at the end.

Scope of Services

1. Water and CSD Rate Studies

Task 1.1 Kickoff Workshop, Data Collection, and Project Management

Kick-Off Meeting

The kick-off meeting will provide the City with an opportunity to provide input on the project's approach, work plan, schedule, and priorities. Raftelis will develop a kick-off meeting package that contains the meeting agenda and presentation materials to guide the discussion.

Data Collection and Review

Prior to the kick-off workshop, Raftelis will have reviewed the City's water and wastewater-related data as requested in a data request. The data request list outlines all of the information needed to complete the Study. The data request may include customer information and financial documents such as updated budgets, reserve policies, capital plans, strategic plans, etc. Raftelis will update information such as operating costs, water use and wastewater flows, capital spending plans, and revenues generated to develop financial forecasts. The kick-off workshop will provide an opportunity to review a substantial portion of the requested data jointly.

Project Management

Our project management approach stresses communication, teamwork, objectivity, and accountability to meet project objectives. This task includes general administrative duties, including client correspondence, billing, project documentation, and administration of the study plan.

Meetings/Workshops: One (1) project kick-off meeting

Deliverables: Kick-off meeting presentation materials and meeting minutes

Task 1.2 – Financial Plan Model Updates

Water Enterprise Financial Update

Modeling the yearly ending cash balance and debt service coverage ratio allows staff, the Utilities Committee, and the City Council to determine the rate impacts of updated operating and capital scenarios and to assess the proper use of debt and reserves to fund future capital. This also allows for a comparison to prior year model results and a reconciliation of differences between the prior-year projected schedule of revenue increases versus an updated projection.

Once all data has been collected and reviewed, Raftelis will utilize the existing Water Enterprise financial plan model to project the City's revenue requirements based on historical results, the current budget, the City's updated capital

improvement program (CIP), and the most refined estimates for future water supplies and demands. Proposed rates resulting from the financial plan model update will be based on the current cost of service (completed in calendar year 2022 for the Water Enterprise) and rate structure (i.e., any proposed revenue adjustments will be applied uniformly to existing rates), unless the City wishes to conduct updated cost of service analyses as part of this study (see Optional Task 1.7)

Model updates will include operations and maintenance (O&M), projected CIP, financing assumptions, inflationary escalators, new connection growth, baseline water demand, and re-calculating actuals and forward projections of rate revenues. Raftelis will project the amount of cash to be collected through water charges to meet the enterprise's costs, including O&M, capital, debt service, and reserve funding.

CSD Financial Update

Raftelis will conduct the same update to the CSD financial plan model. The updated financial plan scenarios will be compared against the annual revenue increases projected in the most recent study. Proposed revenue adjustments will be applied uniformly to existing rates based on the existing wastewater cost of service analysis (unless Optional Task 1.7 is exercised).

Meetings: Six (6) virtual meetings with City and CSD staff

Deliverables: Updated Financial Plan Models for Water and CSD

Task 1.3 – Iterative Capital Financing

Based on the most recent update and the capital programs for both Water and CSD, we have called out a separate sub-task to evaluate capital financing scenarios. This sub-task budgets for hours to build in alternative financing options into the existing financial plan models, an increased number of virtual meetings that may be required to discuss CSD capital financing scenarios with staff, and time to work with the City's Municipal Advisor to determine what alternatives exist. For example, evaluating SRF loans and specific related terms; evaluating future bond issues that target a level aggregate of debt service rather than a simple level payment; or evaluating issues that utilize capitalized interest and/or deferred principal repayment.

Meetings: Three (3) virtual meetings with City/CSD staff and the Financial Advisory firm

Deliverables: Alternative financing modules within the existing Financial Plan Models for Water and CSD

Task 1.4 – Public Meetings: Utilities Committee and City Council

Raftelis will conduct multiple virtual meetings with City/District staff to develop proposed financial plans for the City Councils' consideration (Tasks 1.1 through 1.3). Before our presentations to the Utilities Committee and the City Council, Raftelis will hold additional meetings with the executive City staff and the City Manager to review preliminary financial plan results and recommendations from Raftelis and City staff.

Utilities Committee Meetings

Raftelis has budgeted for six meetings with the Utilities Committee. Across these meetings we will present:

- J Deep dive of CIP and financing options
- J Detailed discussion of projected revenues and expenses and underlying assumptions
- J Preliminary results of the financial plan updates
- J Revised results of the financial plan updates
- J Projected rates, customer bill impacts, and neighboring agency comparisons of utility service
- J Communications strategy, messages, and materials
- J Final proposal and recommendation to the full City Council

Raftelis will hold a second meeting with the Utilities Committee and City/District staff to review revised results and recommendations. Raftelis will incorporate feedback and scenario direction from the Utilities Committee into a presentation for the City Council.

City Council Presentations

Raftelis will present the Study results to City Council. The presentation will likely cover: the CIP and financing assumptions, financial plan results and proposed revenue increases for the utilities, and customer bill impacts and comparisons. Based on the outcome of the City Council meeting, Raftelis will prepare a study report to document the findings and recommendations and provide supporting data in the Model to address the requirements of Proposition 218. Once the report is reviewed by City staff and legal counsel, Raftelis will return to the City Council for an authorization request to publicly notice customers of proposed rate changes.

Meetings/Workshops: Eight (8) meetings: six (6) with the Utilities Committee and two (2) with the City Council
Deliverables: Presentation materials

Task 1.5 - Rate Implementation

Proposition 218 Notice Review

Raftelis will be available to assist the City in drafting and reviewing Proposition 218 notices to City customers. While Raftelis will assist in the process, the customer notice is a legal document and should be reviewed by City staff and reviewed by the City Attorney's office. This sub-task does not include the Optional Task 1.6 for Notice Development.

Report Development

The process for developing the proposed water, recycled water, and CSD rates will be described in a Draft Report. This draft report will include an executive summary highlighting the major issues and decisions and an overview of operations, CIP, the financial plan and the final rates resulting from the Study. Comments from City staff will be incorporated into the Final Report as appropriate, and the models will be refined to reflect issues or concerns raised by stakeholders. The Final Report will be submitted to the City and will include appropriate supporting data from the models to address the requirements of Proposition 218.

Recent legal decisions have emphasized the importance for a thorough administrative record and defensible methodology of the final rates for service. To ensure that the Study includes a thorough administrative record, the Final Report will include an exhibit listing all assumptions and methodologies used to develop the financial plan

and rates. The Report will lead the reader through Raftelis' approach at arriving at revenue and rate adjustments that are defensible, reflect the City's policies and goals, and are driven by the revenue requirements of each utility.

Public Hearing

Raftelis will be present at the Public Hearing where recommended rates may be adopted, absent a majority protest. The Raftelis project team will be available to present the Rate Study and answer questions.

Meeting(s): One (1) conference call to review comments to the draft report and Proposition 218 notice; attendance at one (1) public hearing

Deliverable(s): Draft and Final Reports in Microsoft Word and Adobe PDF; presentation materials

Task 1.6 - Proposition 218 Notice Development (Optional)

Raftelis can develop graphics and narrative content required for the City's Proposition 218 Notification. Content will include all statutorily required elements, along with strategic communications messages to ensure it properly communicates the need and justification for rate increases and the public is given tools to understand the impacts on their individual bills. Beyond satisfying legal requirements, the goal of the piece will be to describe the public process that went into the recommendations and make the case for why adoption is critical. 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.

Once the content is approved by the City's legal counsel, Raftelis' Creative Services group will integrate the content into an attractive design that will encourage District ratepayers to read the information and have a broader understanding of the issues. Our pricing includes the development of a press-ready PDF in English. For additional languages, such as Spanish and Chinese, it is anticipated that the City will provide translation services in order for us to produce the Notice in multiple languages. If the City does not have access to the services of a certified translator, Raftelis can recommend and coordinate translation. It is anticipated that District staff will liaise with the printer and mail house, and contract directly with them for payment. If desired, we can provide liaison services at our standard hourly rates. The notice must be postmarked to all affected property owners in the City's/CSD's service area no less than 45 days prior to the public hearing to adopt rates.

Meetings: Discussed as part of the Rate Implementation task

Deliverables:

- J Draft notification language for legal counsel's review/approval
- J Designed notification with two rounds of revisions and a final print-ready PDF in English and one other language.

Task 1.7 - Water and CSD Cost of Service Analyses (Optional)

Raftelis last conducted a water cost of service analysis in 2021/22 and a wastewater cost of service analysis for CSD in 2017/18. Based on estimated changes in cost structure for the Water enterprise and based on the passage of time for CSD, it may be appropriate to update the current cost of service analyses to best reflect future

allocations. However, this should be considered against what may be significant increases to rates. The effect of updated cost allocations may mitigate or amplify rate impacts to customers depending on the results for each class and tier.

The water cost of service analysis is based on industry standards and methodologies approved by the American Water Works Association (AWWA) and described in their *M1 Manual: Principles of Water Rates, Fees, and Charges*. Cost allocations among customer classes will be based on the AWWA- Base-Extra Capacity approach, which focuses on the different demand patterns and peaking characteristics demonstrated by each customer class and each tier (sub-class). In this task, Raftelis will identify any new customer classes, or any customer class consolidation, if warranted. The goal of this task is to distribute the cost components to customer classes based on the cost responsibility of each. This determines the total cost to serve each customer class and is used as the basis to develop rates.

Similarly, the wastewater cost of service analysis for CSD will follow the methodology described in the Water Environment Federation (WEF) Manual of Practice Number 27 (MOP 27), which like water, allocates costs to system components (e.g., flow, strength, customer) based on the wastewater generation patterns of different customers classes and user types.

Meetings/Workshops: Four (4) virtual meetings to confirm cost of service inputs and results

Deliverables: Water and Wastewater Cost of Service Analyses in Microsoft Excel

Task 2 – Public Outreach (Optional)

Task 2.1 - Kickoff Workshop, Communication Analysis, Planning Meetings

Task 2.1.1: Kickoff Workshop, Research, Project Administration

Kickoff Workshop and Communications Analysis

As a first step in getting a comprehensive look at how we can build a future strategy most effectively, Raftelis will conduct an in-person kickoff communications workshop followed by a communications analysis to identify areas we can leverage and areas where we can improve. It's in our best interest to invite staff who oversee the City's communications assets to participate in the kickoff workshop because we will review resources, obstacles, challenges, and opportunities with respect to general and past rate study outreach and engagement to obtain a clear picture of your working environment and available resources.

We'll evaluate your communication materials, channels, and programs to determine what is working, or what may need a tweak. Doing so provides us with a foundation to build an effective plan. We'll conduct a stakeholder mapping exercise and finish by confirming the scope, budget, and schedule.

Specific areas we will assess include consistency of messaging and look and feel of materials; targeted audiences; identified metrics for engagement efforts such as community events; effectiveness of traditional and social media efforts; and current use of measurement and evaluation tools. We'll also seek to review any public surveys conducted in recent years to understand their perspective. Hourly rates, time estimates, and mileage costs are provided in the cost proposal. Meeting in person is ideal, but we can also accomplish it virtually to save time and costs.

2.1.2 In-Depth Interviews (IDIs)

Research is what distinguishes a strategic approach from a tactical one. Taking a little bit of time to understand what the prevailing attitudes and awareness are about the City's/CSD's water and wastewater services and their rates helps create a plan and message platform that's both responsive and targeted for your needs. To understand the community better before we start, we may want to talk with 8 to 10 community leaders or "influencers," who have keen insight (due to their position in the community) of what folks are thinking about you and your utility services and rates. The list of people who are interviewed will be developed in collaboration with you (potentially during the kickoff workshop). These interviews will be done by phone and usually take about 30 minutes each, plus preparation and analysis. Questions will be approved by you and cover things like:

- What do you think is most top-of-mind right now for residents of our community?
- What is the prevailing opinion of the City's utility services and why?
- Tell me what you know about the cost of each utility service and what the City is doing about it.

We can also use these interviews to identify the best ways to reach key audiences.

2.1.3 Planning Sessions

We typically schedule video check-ins of 30 minutes, so we are in regular touch about what we've learned, what we're doing, and whether anything about communications needs to change as our learning evolves. Following each meeting, we will send you a brief report of items discussed and action items.

Meetings:

-] One Kickoff Workshop with your project team (2-3 hours)
-] Stakeholder interviews (IDIs) by phone (8-10)
-] Video check-in meetings, 30 minutes each (as proposed, 8 meetings)

Deliverables:

-] Communications Kickoff Workshop Agenda, PowerPoint slide deck, and workshop summary
-] Planning meeting agendas and summary/status reports
-] Draft and final IDI interview questions
-] Sample email script for inviting participants to the interview
-] Memo summarizing key findings

Task 2.2 - Outreach and Engagement Plan Development

After the kickoff workshop and IDIs, Raftelis will develop a strategic outreach plan that includes the following components:

Situation analysis – this is a combination of summary memos developed in the kickoff workshop, IDIs, and other research.

Stakeholder identification – Taken from the kickoff workshop, this is inserted into the plan to show how key stakeholders are connected to the communication process. It also identifies special population communication needs such as necessary translation services, or community communication preferences.

Communication channel identification – this section covers recommended communication channels to reach stakeholders, such as the City’s website, social media, printed and electronic materials, bills, direct mail, newsletters, and other available opportunities (library, Farmer’s Market, etc.) depending on what we hear from the research.

Messaging platform – this provides messages about why rates are changing, how the results will be implemented, and potential impacts to customers for use in materials, such as FAQs, infographics, website updates, bill inserts, etc.

Community engagement techniques – this section will identify techniques we recommend for community engagement to ensure key stakeholders from each customer group have an opportunity to provide input into decision making.

Traditional and social media strategies—This section will provide an approach to using local media and your social media platforms to reach your community with information.

Implementation plan – this section ensures the outreach plan is accessible, usable, and practical. It identifies roles, responsibilities, materials, activities, and their due dates. We will refer to this document during virtual project planning/update meetings.

Meeting:






-)] Review the draft Outreach and Engagement Plan and receive feedback during a planning/update meeting (in Task 2.1)

Deliverables:

-)] Draft and Final Outreach and Engagement Plan
-)] Website content
-)] Newsletter article
-)] FAQs
-)] Press release(s)
-)] Social media content
-)] Animated explainer video

Community/Utility Customer Engagement

Raftelis will help the City go beyond communicating with stakeholders to ensure they are also engaged, meaningfully, through the study process before decisions are made. There are a number of ways to accomplish this, depending upon the City’s objectives for engagement (to be determined at the kickoff workshop) and the level of involvement you want from stakeholders. We will present the following public participation spectrum from the International Association for Public Participation (IAP2) at the kickoff workshop, as well as a series of potential decision points. It is understood that the City Council will have all final decision-making authority on the proposed rate adjustments but that stakeholders will be invited to “weigh in” on different aspects and have a chance to share ideas and make their concerns known.

	 Inform	 Consult	 Involve	 Collaborate	 Empower
Goal	To provide balanced and objective information in a timely manner	To obtain feedback on analysis, issues, alternatives and decisions	To work with the public to make sure that concerns and needs are considered and understood	To partner with the public in each aspect of decision-making	To place the final decision-making in the hands of the public
Promise	“We will keep you informed.”	“We will listen to and acknowledge your concerns.”	“We will work with you to ensure your concerns and needs are directly reflected in the decisions made.”	“We will look to you for advice and innovation and incorporate this in decisions as much as possible.”	“We will implement what you decide.”

Task 2.3: Community Open Houses & Virtual Webinar

Customer conversations via an open house provide customers with an opportunity to ask questions and provide input to the rate study process. We recommend offering a series of community open house events or workshops to be held at appropriate community locations with considerations for virtual and bilingual options. The open house format allows convenient, one-on-one communication with customers in a low-conflict setting, ensuring that customers can get their questions answered and that City staff can benefit from community feedback.

A digital option would entail either using a website with information, imagery, and opportunities for guests to provide input and ask questions in an asynchronous manner or hosting a Zoom meeting with breakout rooms to receive input synchronously. As proposed, we have scoped two in-person community open houses and one virtual informational webinar that is recorded and available until the Public Hearing.

Meetings: Two (2) Community Open Houses and one (1) Community Webinar

Deliverables: Raftelis will prepare and facilitate the open houses including:

-) Develop promotional materials
-) Recommend and produce informational posters/displays
-) On-site facilitation of the events

-) Gather/record feedback from attendees
-) Compile a summary report of feedback for staff that can be repurposed for website content and FAQs, and to share with City Council

Task 2.4: Materials Development

Key messages developed as part of the Outreach Plan come to life when woven together into powerful communications pieces by Raftelis' strategic communicators and professional graphic designers. Visual representation of proposed rate changes in an easy-to-understand and accessible format significantly improves customer understanding of rate structure changes that may impact customer bills. Raftelis can provide a suite of collateral and content to assist with communicating rate and rate structure changes in print, online, and in person.

Exact materials will be determined in consultation with you, with specific estimates provided before expending time and materials. As a rough estimate, a brochure or fact sheet averages around \$1,500 each. A 2-minute explainer video is roughly \$3,000-\$6,000 depending on content and format (animation vs original b-roll, etc.). There is generally cost savings as more materials are produced using similar content and design. Raftelis has budgeted approximately \$3,600 for this task.

Meetings: None

Deliverables:

-) Draft materials to be decided and reviewed during planning meetings
-) As proposed in the Fee Schedule, develop and design one direct mail piece, two fact sheets, and one infographic

TASK 3 – Capital Improvement Plan Review and Value Engineering Support (Optional)

Based on recent studies with the City we have included this optional task. We understand the City is facing significant financial challenges due to declining water demand, increased source water costs, future well replacements, wastewater treatment facility upgrades and replacements, and debt capacity. The task would provide an objective review of the existing capital programs including:

-) Support with prioritization of projects
-) Review and advice on future wastewater reclamation plant capital investment
-) Opportunities to value engineer future projects
-) Identifying ways to minimize capital costs and identify areas of operating cost savings through re-investment

The 10-year financial plan will include a capital improvement financing component that ensures the City can fully finance the proposed Water and CSD capital improvement programs while minimizing impacts to existing ratepayers and complying with current and future bond covenants. Raftelis subject matter experts in Water,

Wastewater, and Recycled Water capital project development and delivery and Integrated Planning will provide a third-party review.

The review will be based on the City's available CIP budgets, recent master plans, and other relevant information to better understand priorities, expected timing, any flexibilities in the proposed projects timing and costs. The goal is to identify ways to improve prioritization, optimize costs, and improve project delivery efficiency. This will include discussions with City staff to understand the projects, priorities and confidence level of project costs and the current level of service. This task will involve some or all of the following:

-) Review of CIP and Master Plan studies
-) Discuss major projects with staff to understand details, confidence in project budgets, risks identification, any gaps in needed projects, and if projects will achieve the desired outcomes.
-) Review the City's current regulatory requirements and permits
-) If gaps are identified, recommendations will be provided to close the identified gaps.
-) Identify potential opportunities to reduce project costs, offset O&M costs, and achieve regulatory compliance more cost-effectively.
 - o Next steps will then be recommended to achieve those cost-savings.
-) Identify if projects in the CIP have the necessary mix of asset management (renewal of existing assets) and new assets construction to meet WEF and AWWA utility best practices, metrics, and the City's objectives and level of service.
 - o For example, is system asset renewal targeting 1% of system annual renewal rate? If no, should asset renewal be increased to meet this rate? If yes, identify the opportunities and costs to ramp up over time to increase asset renewal.
-) If requested, review the City's capital program current delivery processes and procedures and identify process, procedure and/or staffing improvements to allow for more efficient delivery of capital projects. This review will have a specific eye to delivering capital projects on time and on budget to meet target capital spending rates and achieve target annual cash flow goals.

Meetings: Four (4) virtual meetings with City staff

Deliverables: Standalone memorandum or chapter within the Rate Study reports, based on staff direction

TASK 4 – Water and CSD Miscellaneous Fee Studies

Raftelis will work with City staff to update the administrative and non-rate fee schedule. These fees recover administrative costs associated with different City and CSD service work. Our approach involves calculating the average cost of performing certain tasks. We will work with staff to determine the average time spent on various tasks by varying levels of personnel. We will ask staff for labor rates (including fringe benefits) for each personnel type, the hourly depreciation rates for various types of equipment used to perform these tasks, and any materials involved. We will then sum the costs to determine the total cost for administrative and service tasks. Raftelis will take into consideration the existing fee schedule and any prior analyses.

Meetings: Two (2) virtual meetings with staff
Deliverables: Miscellaneous Fee Model in Microsoft Excel

Fee Schedule

Raftelis proposes to complete the scope of work outlined above on a time-and-materials basis with a not-to-exceed cost of \$181,568 for all tasks including optional tasks. The primary Rate Studies tasks are scoped at \$91,539 and optional Rate Studies tasks totaling \$27,210; optional Public Outreach tasks are scoped at \$39,618 and optional Capital Support at \$14,080. The Miscellaneous Fee Study is scoped at \$9,120. The following work plan provides a detail of the estimated level of effort required for completing each task and sub-task described within the scope and the hourly billing rates for the personnel scheduled to complete the project.

2025 City of Camarillo and Camarillo Sanitary District Studies

Tasks	Virtual Meetings	In-person Meetings	Hours									Total Fees & Expenses
			SG	KK	LR	JB	GD	BV	CS	Admin	Total	
1. Water and CSD Rate Studies (Including Optional Tasks)		10	28	150	112	132	15	5	24	4	470	\$118,749
1.1 Kickoff Workshop, Data Collection, and Project Management		1	4	8	6	4	1	1	0	4	28	\$7,214
1.2 Financial Plan Model Updates	6		8	32	24	40	0	2	0	0	106	\$26,440
1.3 Iterative Capital Financing	3		4	12	20	6	0	2	0	0	44	\$11,430
1.4 Public Meetings - Utilities Committee and City Council		8	6	48	24	20	0	0	6	0	104	\$28,656
1.5 Rate Implementation	1	1	2	16	16	40	2	0	2	0	78	\$17,799
1.6 Optional - Proposition 218 Notice Development	1		0	2	0	0	12	0	16	0	30	\$6,620
1.7 Optional - Water and CSD Cost of Service Analyses	4		4	32	22	22	0	0	0	0	80	\$20,590
2. Public Outreach - Optional	9	3	0	20	0	0	106	0	16	0	20	\$39,618
2.1 Kickoff Workshop, Communication Analysis, Planning Meetings												
2.1.1 Kickoff Workshop		1	0	2	0	0	8	0	0	0	10	\$3,069
2.1.2 In-Depth Interviews			0	0	0	0	10	0	0	0	10	\$2,850
2.1.3 Planning Sessions	8		0	0	0	0	10	0	0	0	0	\$2,850
2.2 Outreach & Engagement Plan Development			0	0	0	0	36	0	4	0	0	\$10,900
2.3 Community Open Houses & Virtual Webinar	1	2	0	18	0	0	34	0	4	0	0	\$16,389
2.4 Materials Development (one direct mail piece, two fact sheets, one infographic)			0	0	0	0	8	0	8	0	0	\$3,560
*Materials includes an allowance. Actual cost may be higher or lower depending on the City's needs and requests												
3. Capital Improvement Plan Review and Vluae Engineering Support (Optional)	4	0	0	4	0	0	0	40	0	0	44	\$14,080
4. Miscellaneous Fee Study	2			12	24						36	\$9,120
Total Meetings / Hours	24	26	28	186	136	132	121	45	40	4	570	
Hourly Billing Rate			\$360	\$320	\$220	\$185	\$285	\$320	\$160	\$100		
Total Professional Fees			\$10,080	\$59,520	\$29,920	\$24,420	\$34,485	\$14,400	\$6,400	\$400	\$179,625	
SG - Steve Gagnon KK - Kevin Kostluk LR - Lindsay Roth JB - James Bratton GD - Gina DePinto BV - Brandon Vatter CS - Creative Services Admin - Administration											Total Fees	\$179,625
											Total Expenses	\$1,943
											Total Fees & Expenses	\$181,568

Title	Agreement Amendment 2015-30L Raftelis Financial Consultants
File name	Raftelis_Twelfth_..._Reso_8-14-24.pdf
Document ID	d7cfa117e8e301dce9aaeb8dcb147b93b43584b8
Audit trail date format	MM / DD / YYYY
Status	● Signed

Document History



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