
Water Resources Economics, LLC



**Water Resources
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PROMOTING THE VALUE AND PRICE OF
WATER SERVICE

**Proposal for:
Georgetown Divide Public Utility District
Water & Wastewater Cost of Service Analysis and Rate Study**

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10830 Pickford Way
Culver City, CA 90230

February 20, 2024

Nicholas Schneider
General Manager
Georgetown Divide Public Utility District
6425 Main Street
Georgetown, CA 95634

Subject: Proposal for Water & Wastewater Cost of Service Analysis and Rate Study

Dear Mr. Schneider,

Water Resources Economics, LLC (WRE) is pleased to submit this proposal to Georgetown Divide Public Utility District (District) to conduct a Water & Wastewater Cost of Service Analysis and Rate Study. The District is seeking a consultant who is considered an expert in developing water and wastewater rates in California and understands the challenges agencies face in adopting rates.

I have conducted numerous water and wastewater rate studies over the last 25 years throughout California and am an expert in developing rates that can withstand different financial and legal challenges. Through my experience I've developed a strong understanding of the various technical, political, and regulatory standards associated with adopting rates in light of Proposition 218 requirements. I have included my resume showing the agencies I have worked with over the last two decades, along with numerous published articles I have authored on this subject. I will be assisted by either Nancy Phan or Charles Diamond in the role of Project Analyst. Both Nancy and Charles have over six years of consulting experience providing financial planning and rate-setting services to over 35 water and wastewater utilities in California.

It would be my pleasure to assist the District on this important project. This proposal shall remain valid for at least 120 days. I am authorized to negotiate and execute contracts on behalf of WRE. We do not propose to use any subcontractors, and the entire WRE project team is free of any conflict of interest. WRE is an S Corporation with no history of bankruptcy/insolvency proceedings and currently has no pending litigation. If you have any questions, please contact me at 213-327-4405 or by email at sgaur@water-economics.com.

Sincerely,



Sanjay Gaur
Principal Consultant

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1. SCOPE OF WORK

Based on our experience conducting rate studies for numerous public water and wastewater agencies in California, we believe that the tasks outlined below appropriately align with the District's study objectives and will help ensure a successful outcome. A proposed fee table, organized by task, is provided at the end of this proposal in Section 9.

Proposed Scope of Services

TASK 1: PROJECT MANAGEMENT AND INITIATION

Project Kickoff

Water Resources Economics (WRE) will conduct a virtual kickoff meeting with District staff to review the financial, legal, and political landscape of adopting water and wastewater rates in California. In advance of the kickoff meeting, WRE will provide a detailed data request list to District staff describing data items needed to conduct the study. Topics to be discussed during the kickoff meeting include the scope of services, the District's existing rate structure, the project schedule, project roles and responsibilities, the data request list, and any other considerations that District staff would like to address. WRE will provide draft meeting minutes to District staff for review after the kickoff meeting.

Project Management

Task 1 also includes ongoing project management duties throughout the course of the study. Sanjay Gaur, in the role of Project Manager, will be ultimately accountable for the successful execution of the proposed scope of work. The WRE project team has extensive experience guiding the rate study process successfully from start to finish. Our project management approach stresses the importance of clearly defining project roles and responsibilities at or before the kickoff meeting. Additionally, we believe that establishing frequent and open communication between District staff and the WRE project team via phone and email is critical. To adhere to the project schedule, the WRE team will work to schedule meetings with District staff well in advance of the target meeting date and will follow up regularly with District staff regarding outstanding action items. If requested by District staff, WRE will also provide short progress reports on a regular basis and provide updated project schedules if and when changes to the proposed schedule are necessitated.

Meetings: One virtual kickoff meeting with District staff

Deliverables: Data request list in Microsoft Word, kickoff meeting presentation in Microsoft PowerPoint, kickoff meeting minutes in Microsoft Word

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TASK 2: FINANCIAL PLAN DEVELOPMENT

WRE will develop a water and wastewater financial plan in order to quantify the total annual rate revenue requirements over the proposed rate-setting period. The first step will be to review the District's prior rate study report and other key documents to develop a firm understanding of agency-specific considerations. WRE will then develop two Excel-based financial plan models to project revenues and expenses for the District's water and wastewater enterprises (i.e., one model for each enterprise). We will evaluate the need for revenue adjustments (i.e., rate increases) to ensure long-term fiscal sustainability for each enterprise. WRE will work with District staff to forecast expenses and revenue requirements over a five-year (or ten-year, if desired) planning horizon. Projecting revenue adjustments over a multi-year planning horizon illustrates future rate impacts and potential challenges to the District's financial health so it can plan expenses, monitor reserve balances, and/or schedule capital projects to smooth rate impacts. We strive for smooth revenue adjustments and minimal rate impacts while achieving long-term revenue goals. For example, strategic timing of capital expenditures and the use of reserve funds can help mitigate rate fluctuations.

WRE understands the importance of developing a user-friendly, flexible model that District staff can continue to use for future financial planning efforts after completion of the study. All our models include a financial plan dashboard as a standard feature with the following:

- Flexibility to change many assumptions such as CIP spending and the magnitude and timing of revenue adjustments
- Error flagging of problematic results such as failure to meet cash reserve target levels or debt coverage requirements
- Ability to conduct sensitivity analyses and various "what-if" scenario assessments so that impacts can be viewed instantaneously with built in-screen graphics

The dashboard is an effective tool to visually assess how each assumption or scenario impacts the financial plan so that decisions regarding revenue adjustments, capital financing, and reserve balances can be made quickly. WRE will hold up to three virtual meetings with District staff to review assumptions and finalize the financial plan to be used to calculate rates. The ultimate goal of the financial plan task is to quantify the total annual water and wastewater rate revenue requirements over the rate-setting period.

Meetings: Up to three virtual meetings with District staff

Deliverables: Water and wastewater financial plan models in Microsoft Excel

TASK 3: COST-OF-SERVICE ANALYSES

Two independent cost-of-service analyses will be conducted (one for each enterprise). The water cost-of-service analysis will be conducted in accordance with industry standards and

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methodologies outlined in the *M1 Principles of Water Rates, Fees, and Charges, Seventh Edition* manual published by the American Water Works Association (AWWA). More specifically, the water cost-of-service analysis will utilize the AWWA-approved Base-Extra Capacity method, which focuses on different water usage patterns (or peaking factors). The wastewater cost-of-service analysis will be conducted in accordance with industry standards and methodologies outlined in the *Manual of Practice No. 27: Financing And Charges for Wastewater Systems, 4th Edition* published by the Water Environment Federation (WEF).

The cost-of-service analyses are necessary to ensure a strong nexus between the costs incurred by the District and the rates charged to customers for water and wastewater service. The cost-of-service analyses will be utilized to allocate the water and wastewater rate revenue requirements (identified in Task 2) to “cost causation components” and then to the associated rates and charges. This ensures that customers will be charged commensurate with the cost incurred by the District to provide water and wastewater services, as required by Proposition 218.

A key step in the water cost-of-service analysis will be to allocate costs between potable water service and untreated raw water service. This step requires careful consideration and analysis of the District’s water system, as we’ve learned when conducting similar analyses for other agencies in the Sierra Nevada foothills such as Placer County Water Agency and Amador Water Agency. WRE will hold up to two virtual meetings with District staff to review the cost-of-service analyses.

Meetings: Up to two virtual meetings with District staff

Deliverables: Water and wastewater cost-of-service analyses in Microsoft Excel

TASK 4: RATE DEVELOPMENT

The first step in the rate development process is to evaluate the existing rate structures and to identify any potential changes. The District’s current potable water rate structure includes a fixed charge based on meter size, a treatment plant supplemental fixed charge, and a uniform usage rate per unit of water delivered. The current raw water rate structure includes a fixed charge based on the size of the connection (i.e., the number of miner’s inches). The District’s existing wastewater rate structure includes fixed charges that vary based on 1) whether the customer has a developed lot and 2) whether the customer is connected to the Community Disposal System (CDS). WRE will work closely with District staff to evaluate the appropriateness of the existing rate structures and recommend potential changes for consideration. A key step in this process will be to discuss and prioritize various policy objectives that the proposed rate structures should address (e.g., revenue stability, customer affordability, water demand management, etc.). Ideally, this will be informed by input from the Board of Directors received during the public workshops in Task 5.

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WRE will then develop Excel-based water and wastewater rate models, which will be used to calculate water and wastewater rates based on the rate revenue requirement determination from Task 2 and cost-of-service allocations from Task 3. The rate models will be set up to calculate water and wastewater rates based on rate structure options identified by District staff and WRE. The rate models will be utilized to calculate proposed water and wastewater rates for a period of up to five years. The rate models will utilize industry-standard methodologies based on AWWA and WEF guidance and will include sample bill comparisons to evaluate the impact of the proposed rate changes on customers. Preliminary rates will be reviewed with District staff during up to three virtual meetings.

Meetings: Up to three virtual meetings with District staff

Deliverables: Water and wastewater rate models in Microsoft Excel

TASK 5: PUBLIC WORKSHOPS

WRE will virtually attend and present at up to two public workshops. Please note that WRE's in-person attendance at these public workshops is provided as a separate optional task (see Optional Task 8). The goal of the public workshops will be to provide transparency and build support from the Board of Directors and the public. Additionally, we will seek input from the Board of Directors regarding key policy objectives that the proposed rates should support (e.g., revenue stability, customer affordability, etc.). WRE's proposed Project Manager, Sanjay Gaur, has extensive experience presenting to and engaging with elected officials and stakeholders at hundreds of public meetings across California. WRE will develop and provide District staff with a draft PowerPoint presentation in advance of the meetings. District staff will have an opportunity to review and request changes for WRE to incorporate into finalized versions of the PowerPoint presentations.

The timing and content of the public workshops will be determined based on input from District staff. The District has indicated interest in potentially hosting the public workshops at multiple locations within the District's service area to reach as many customers as possible. An alternative approach would be to hold two public workshops in the same location but at different stages of the rate study process. For example, the first public workshop could be held at the outset of the study and the second could be held when preliminary results are ready to be shared with the public. Based on our experience conducting similar water and wastewater rate studies, we feel that holding two public workshops is sufficient. However, we are certainly willing to provide a revised scope of services (before initiation of the study) or proposed contract amendment (after initiation of the study) if District staff prefers additional public workshops.

Meetings: Two public workshops (WRE to attend virtually)

Deliverables: Meeting presentations in Microsoft PowerPoint

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TASK 6: REPORT DEVELOPMENT

WRE will draft a water and wastewater rate study report that provides a detailed overview of the rate study results and recommendations. The report will highlight the major issues and decisions reached during the rate development process. It will provide detailed explanations of the financial plan projections, cost-of-service analyses, and proposed rate calculations. District staff and legal counsel will review and provide input on the draft report, which WRE will incorporate into a final report version. If necessary, WRE will schedule up to one virtual meeting with District staff and legal counsel to discuss comments and feedback on the draft report. Based on District staff preference, WRE will either develop a single combined report or separate standalone reports for water and wastewater.

Meetings: Up to one virtual meeting with District staff and legal counsel

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

TASK 7: PUBLIC HEARING

Prior to the Proposition 218 public hearing, WRE will assist District staff with the development and review of the public hearing notice to be mailed to all customers on record. WRE will attend the public hearing in person and will be available to answer any questions from the Board of Directors or the public that may arise during the public hearing. If requested by District staff, WRE will also prepare a PowerPoint presentation and present a summary of the rate study results at the public hearing. In addition, WRE will be available to provide guidance to District staff on how to conduct the Public Hearing based on best practices and past experiences with other public water and wastewater agencies in California.

Meetings: One in-person public hearing

Deliverables: Meeting presentation in Microsoft PowerPoint (if requested by District staff)

OPTIONAL TASK 8: IN-PERSON PUBLIC WORKSHOPS

After commencement of the proposed scope of work, WRE will proceed with Optional Task 8 only if explicitly directed to do so by District staff in writing. If directed to proceed with Optional Task 8, Mr. Gaur will attend the public workshops from Task 5 in person rather than virtually. Note that all hours and expenses included in Optional Task 8 are in addition to Task 5 and reflect additional time and expense for Mr. Gaur to travel from Los Angeles to Georgetown to attend the public workshops in person.

Meetings: Two in-person public workshops (in place of the virtual meetings in Task 5)

Deliverables: None

2. RELEVANT EXPERIENCE AND EXPERTISE

Water Resources Economics Overview

WRE is a micro business owned by Sanjay Gaur that currently consists of three team members. Mr. Gaur and Mr. Diamond are based in Los Angeles and Ms. Phan is based in Seattle. Mr. Gaur, as Project Manager, will ultimately be responsible for the success of the study. Either Ms. Phan or Mr. Diamond will provide key support as a Project Analyst. We specialize in conducting cost-of-service rate studies and capacity charge studies for water and wastewater utilities in California. Please refer to our resumes in Section 3 for more detailed qualifications.



Sanjay Gaur
[Principal Consultant/
Project Manager]



Nancy Phan
[Senior Consultant/
Project Analyst]



Charles Diamond
[Senior Consultant/
Project Analyst]

PROFILE: SANJAY GAUR, PROJECT MANAGER

Sanjay Gaur has more than 25 years of financial and rate consulting experience with water and wastewater utilities and has served as a consultant to more than 100 agencies in Arizona, California, Nevada, and the Caribbean. He has provided his insight into utility rate and conservation-related matters through articles in *Journal AWWA* and other publications and served as an expert source on rates development quoted in the *Los Angeles Times* and *New York Times*. He has co-authored several industry guides, including AWWA's *Manual M1 Principles of Water Rates, Fees and Charges, 7th Edition*; AWWA's *Water Rates, Fees, and the Legal Environment, Second Edition*; and *Water and Wastewater Finance and Pricing: The Changing Landscape*. He is a member of AWWA's Rates and Charges Committee. Mr. Gaur was a Peace Corps volunteer in Bulgaria. He holds a master's degree in Applied Economics from UC Santa Cruz and a Master in Public Administration - International Development from the Kennedy School of Government, Harvard University. Mr. Gaur is currently based in Culver City.

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PROFILE: NANCY PHAN, PROJECT ANALYST

Nancy has over seven years of financial and rate consulting experience, working with water, wastewater, stormwater, and solid waste utilities primarily on the west coast. She has assisted agencies on over 80 rate studies throughout her career. She has been published in the Journal AWWA (“The Power of Data to Improve Water Use Efficiency and Conservation”) and has presented at and organized several conferences, including the AWWA/WEF Young Professionals Summit, the Pacific Water Conference, and the Washington Association of Sewer & Water Districts Conference. She holds a Bachelor of Arts degree in Business Economics from UC Irvine and is currently based in Seattle.

PROFILE: CHARLES DIAMOND, PROJECT ANALYST

Charles has more than six years of financial and rate consulting experience with water and wastewater utilities and has served as a consultant to more than 35 public agencies in California. He has a passion for water management in California and has presented at multiple conferences, including the California Water Policy Conference and the AWWA California-Nevada Section Annual Fall Conference. He holds a Bachelor of Science degree in Environmental Economics and Policy from UC Berkeley and a Master of Environmental Science and Management degree in Water Resources Management from UC Santa Barbara. Charles is originally from the Sacramento area and is currently based in Los Angeles.

Relevant Experience

All three members of the WRE team have a proven track record of successfully completing water and wastewater rate studies for public agencies in California. Through our experience, we’ve developed strategies to build and maintain support from elected officials and stakeholders. Our experience is highlighted below for a few select agencies. However, please refer to our resumes in Section 3 for a more comprehensive listing of our recent project experience.

PLACER COUNTY WATER AGENCY

Placer County Water Agency (PCWA) is a public agency that provides treated and untreated water services to over 40,000 retail customers as well as multiple wholesale customers in Placer County. Mr. Gaur has assisted PCWA since 2015, including the completion of two comprehensive water cost of service rate studies in 2017 and 2022. Mr. Gaur served as project manager in 2017 and project director in 2022, successfully guiding the agency to adoption and implementation of the proposed charges during each study. Mr. Diamond served as project analyst during the 2022 study. Each study required careful analysis to appropriately allocate PCWA’s costs between its wholesale and retail customers and also between its potable and untreated water users. Additionally, Mr. Gaur and Mr. Diamond conducted separate studies to update PCWA’s Water Connection Charges, which are one-time fees charged to new development.

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CITY OF SANTA CRUZ

The City of Santa Cruz (City) provides treated water services to a population of about 100,000 people in Santa Cruz County. Mr. Gaur has assisted the Santa Cruz Water Department since 2010. The City of Santa Cruz's water use is one of the lowest in the United States. In addition, community members understand the scarcity of water and are sensitive to affordability concerns for low-end water users. Community members have been active in demanding that the water rates reflect these values. However, this has translated into revenue instability for the City's water enterprise, especially during water rationing in drought conditions. In addition, the water enterprise has intensive capital refurbishment needs over the next ten years. Mr. Gaur successfully assisted the Water Department in addressing water scarcity and promoting affordability during the City's past rate study, during which the City successfully adopted a five-year rate schedule, drought rates, and capacity fees.

CITY OF THOUSAND OAKS

The City of Thousand Oaks (City) provides potable water service to approximately 17,000 connections and wastewater service to approximately 38,000 connections in Ventura County. Mr. Gaur (as project manager) and Mr. Diamond (as project analyst) have assisted the City since 2017 with biannual water and wastewater rate update studies. These efforts have included financial plan updates once every two years and cost-of-service updates once every five years for the City's water and wastewater enterprises. The most recent update was completed in 2023. City Council has successfully adopted the proposed rate schedules during each biannual rate update that Mr. Gaur and Mr. Diamond have assisted with.

WESTERN MUNICIPAL WATER DISTRICT

Western Municipal Water District (WMWD) is a public agency that provides retail and wholesale water, wastewater, and recycled water services to a population of nearly one million people in western Riverside County. Mr. Gaur has worked with WMWD since 2007. He assisted the District on several financial and rate matters. The most significant study was the development and implementation of a water budget rate structure. The District moved from a uniform rate structure to a tiered water budget rate structure. The rate structure was successfully implemented, which helped the agency promote water efficiency, ensure affordability for essential use, and enhance revenue stability. In 2018, Western Municipal Water District had a rate challenge over its water budget rates. Mr. Gaur assisted the District in developing the legal arguments and the District prevailed in the lawsuit.

3. PROJECT TEAM

Resume – Sanjay Gaur, Principal Consultant

TECHNICAL SPECIALTIES

- Financial analysis
- Capacity fee studies
- Cost of service studies
- Public Outreach
- Conservation rate structure design
- Prop 218 Logistics

PROFESSIONAL HISTORY

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

EDUCATION

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

RECENT PROJECT EXPERIENCE

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

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

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

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

PUBLICATIONS

- Wittern, M., Gaur, S., “**Protecting Against Water Rate Challenges with the Equivalent of Bear Spray,**” *Journal – American Water Works Association*, March 2022, Volume 114, Issue 2
- Harmon, K., Mukherjee, M., Gaur, S., Atwater D., “**Evaluating Water Saving from Budget-Based Tiered Rates in Orange County, California,**” *Water Economics and Policy*, 2021, Volume 07, No. 2, 2150007
- Gaur, S., Smith, V., Kostiuik, K., “**Mandates and Messaging: How Californians Responded to the State’s Historic Drought,**” *Journal – American Water Works Association*, March 2019, Volume 111, Number 3.
- Gaur, S., Magu, D. “**California Water Rate Trends: Maintaining Affordable Rates in a Volatile Environment,**” *Journal – American Water Works Association*, September 2017, Volume 109, Number 9.
- Contributing Author to “**M1 Principles of Water Rates, Fees and Charges**” 7th Edition, American Water Works Association, 2017.
- Gaur, S., Giardina, R.D., Kiger, M.H., Ziebertz, W., “**Committee Report: Ripples from the San Juan Capistrano Decision,**” *Journal – American Water Works Association*, September 2016, Volume 108, Number 9.

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

Water & Wastewater Cost of Service Analysis and Rate Study

Georgetown Divide Public Utility District

Resume – Nancy Phan, Senior Consultant

TECHNICAL SPECIALTIES

- Excel-based financial models
- Cost of service studies
- Water, sewer, and solid waste rate design
- Technical report writing
- Proposition 218
- Data analysis

PROFESSIONAL HISTORY

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

EDUCATION

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

RECENT PROJECT EXPERIENCE

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

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

Water & Wastewater Cost of Service Analysis and Rate Study
Georgetown Divide Public Utility District

Updates, Wholesale Untreated Rate Study
Updates

PUBLICATIONS

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

Water & Wastewater Cost of Service Analysis and Rate Study

Georgetown Divide Public Utility District

Resume - Charles Diamond, Senior Consultant

TECHNICAL SPECIALTIES

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

PROFESSIONAL HISTORY

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

EDUCATION

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

RECENT PROJECT EXPERIENCE

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

Water & Wastewater Cost of Service Analysis and Rate Study

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

4. QUALITY ASSURANCE AND CONTROL

Quality Assurance and Control Plan

The fundamental principle underlying WRE’s quality control process is to ensure sufficient time is built into the project schedule for robust review of all draft analyses and deliverables by all members of WRE’s project team. The project schedule (see Section 7) and fee proposal (see Section 9) both provide for substantial time and effort devoted to review. Based on our experience conducting similar studies for numerous public water and wastewater utilities in California, we’ve developed a quality control/quality assurance checklist that each model we develop is subjected to.

WRE is ultimately responsible for the validity and reasonableness of all calculations incorporated into our model. In our experience, the most challenging aspect of quality control is verifying that all data provided by agency staff are correctly interpreted by the consultant team and incorporated into the study analyses. To address this challenge, we develop detailed summaries of all data inputs and assumptions in PowerPoint format, which we then discuss and review closely with District staff. No quality assurance and control plan is entirely error-proof. In the event that an error in the study analyses is not detected during our team’s quality assurance and control process, our guarantee is that it will immediately become our top priority to address and rectify the situation immediately upon detection of the issue.

5. CLIENT REFERENCES

Placer County Water Agency

Reference:

Joseph H. Parker
Director of Financial Services
jhparker@pcwa.net
530-823-4875

Quote from Mr. Parker:

Over the years, Sanjay Gaur has been and continues to be an exceptional asset for my agency. I have collaborated with Sanjay for almost 15 years and have appreciated his original thinking, his preparedness, and his ability to facilitate technical discussions and quickly respond to detailed questions in a clear, articulate manner. I first met Sanjay soon after I became Chair of ACWA’s Finance Committee and during my ten years as Chair, Sanjay’s expertise was a source of support for ACWA members, as he led training sessions at ACWA’s semi-annual conferences. Sanjay is a strong communicator supported by sharp analytical skills and a solution-focused attitude. His insight has been appreciated by my Board and gained him respect as our “go-to” resource.

Water & Wastewater Cost of Service Analysis and Rate Study

Georgetown Divide Public Utility District

City of Santa Cruz

Reference:

Rosemary Menard, Water Director
Santa Cruz Water Department
RMenard@cityofsantacruz.com
(831) 420-5205

Quote from Ms. Menard:

I have had several opportunities to work with Sanjay Gaur on utility financial planning over the last eight years and I greatly appreciate his comprehensive knowledge of utility financial planning and rate-making principles and practices. He works collaboratively with his clients, understands the difference between analysis and policy decisions, and facilitates effective engagement of utility staff, governing board policy makers, and community interests in financial planning and rate-making processes. Working with Sanjay is a strategy that any agency can use to “up their game” when it comes to the challenging public policy issues many utilities face today.

Western Municipal Water District

Reference:

Kevin C. Mascaro
Director of Finance
kmascaro@wmwd.com
(951) 571-7160

Quote: Mr. Mascaro

For over a decade, Sanjay has provided wisdom to our agency in the formulation of water rates and capacity charge policies. His intelligence, personable character, and proven industry insight have benefited us greatly.

6. CONTRACT AND INSURANCE REQUIREMENTS

WRE is willing and able to comply with the insurance requirements outlined in Exhibit B of the Request for Proposals. WRE does not have any exceptions or requested changes to the sample professional service agreement shown in Exhibit B of the Request for Proposals.

Water & Wastewater Cost of Service Analysis and Rate Study
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7. WORK PLAN AND SCHEDULE

A proposed project schedule is shown below. The schedule assumes a target date of January 1, 2025 to implement newly adopted rates. All other dates shown are approximate deadlines. The proposed timeline outlined below assumes 1) that all requested data items will be provided to WRE in a timely manner; and 2) that District staff will have sufficient availability for WRE to schedule virtual meetings in a timely manner. District staff will be responsible for scheduling the public workshops and public hearing and for mailing out the public hearing notices to all customers on record.

Task	Key Deadlines
Task 1: Project Management & Initiation	<ul style="list-style-type: none"> • End Mar. 2024: Kickoff meeting • Mid-Apr. 2024: All data received
Task 2: Financial Plan Development	<ul style="list-style-type: none"> • End May 2024: Review preliminary financial plans with District staff
Task 3: Cost-of-Service Analyses	<ul style="list-style-type: none"> • Mid-July 2024: Review preliminary cost-of-service analyses with District staff
Task 4: Rate Development	<ul style="list-style-type: none"> • Mid-July 2024: Review preliminary rates with District staff
Task 5: Public Workshops	<ul style="list-style-type: none"> • TBD: Timing of public workshops to be discussed at the kickoff meeting
Task 6: Report Development	<ul style="list-style-type: none"> • End Aug 2024: Draft report to District staff
Task 7: Public Hearing	<ul style="list-style-type: none"> • Sep or Oct. 2024: Mail out public hearing notices • Nov or Dec. 2024: Public hearing to adopt rates • Jan. 1, 2025: New rates become effective

8. ADDENDA

WRE confirms receipt of Addendum No. 1 (*RFP Questions and Responses*), dated February 9, 2024.

9. COST OF SERVICES

WRE proposes to complete the proposed scope of services based on the fee table shown on the following page, with a not-to-exceed value of \$86,930 excluding optional tasks and \$97,460 including optional tasks. WRE will invoice the District based on time and materials. Sanjay Gaur will serve as the Project Manager with an hourly billing rate of \$275 per hour. Either Nancy Phan or Charles Diamond will serve as the Project Analyst with an hourly billing rate of \$180 per hour. Reimbursable expenses for Mr. Gaur to travel from Los Angeles to Georgetown are estimated to cost \$1,140 per in-person meeting. Please note that the two in-person meetings shown in Optional Task 8 are in place of and not in addition to the two virtual meetings shown in Task 5. However, all hours and expenses included in Optional Task 8 are in addition to Task 5 and reflect additional time and expense for Mr. Gaur to travel from Los Angeles to Georgetown to attend the public workshops in person.

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Task	Number of Meetings		Billable Hours		Proposed Fee		
	Virtual Meetings	In-person Meetings	Project Manager	Project Analyst	Reimbursable Expenses	Consultant Fees	Total Fee
Required Tasks							
Task 1: Project Management & Initiation	1	0	12	10	\$0	\$5,100	\$5,100
Task 2: Financial Plan Development	3	0	15	90	\$0	\$20,325	\$20,325
Task 3: Cost-of-Service Analyses	2	0	12	60	\$0	\$14,100	\$14,100
Task 4: Rate Development	3	0	15	80	\$0	\$18,525	\$18,525
Task 5: Public Workshops	2	0	10	12	\$0	\$4,910	\$4,910
Task 6: Report Development	1	0	12	75	\$0	\$16,800	\$16,800
Task 7: Public Hearing	0	1	18	6	\$1,140	\$6,030	\$7,170
Total (excluding Optional Tasks)	12	1	94	333	\$1,140	\$85,790	\$86,930
Optional Tasks							
Optional Task 8: In-Person Public Workshops	0	2	30	0	\$2,280	\$8,250	\$10,530
Subtotal - Optional Tasks	0	2	30	0	\$2,280	\$8,250	\$10,530
Total (including Optional Tasks)	12	3	124	333	\$3,420	\$94,040	\$97,460

Fee Details
Estimated Reimbursable Expenses per In-Person Meeting: \$1,140
Hourly Billing Rate - Project Manager: \$275
Hourly Billing Rate - Project Analyst: \$180