



PUBLIC WORKS DEPARTMENT

**REQUEST FOR QUALIFICATIONS (RFQ)
#PWD 24.603**

**CONSULTING SERVICES FOR:
WATER & SEWER RATE AND
CONNECTION FEE STUDIES**

SOQ Due Date:
Thursday July 25, 2024
by
2 p.m.
City Clerk's Office
123 Main Street
Pleasanton, CA 94566
pleasantoncityclerk@cityofpleasantonca.gov

SOQ MAY BE DISQUALIFIED IF PACKAGE DOES NOT INCLUDE ALL REQUESTED DOCUMENTS AND DOES NOT ADHERE TO ALL OF GUIDELINES IN THIS DOCUMENT

APPROVED

Jan Byggestad for SCY

**Siew-Chin Yeong
Director of Public Works**

I. INTRODUCTION

The City of Pleasanton (City) is soliciting Statement of Qualifications (SOQ) from consulting firms to perform water and sewer rate and connection fee studies. Completion of a comprehensive analysis of water and sewer rates and connection fees is a City Council priority and consistent with the City's water and sewer policies. The policies require the City to operate these utilities on an enterprise basis, whereby the costs of services are borne entirely by the users of the system.

Water and Sewer Rates

The City last completed a water rate study in November 2023 (**refer to Attachment I**) and a sewer rate study in July 2015 (**refer to Attachment II**). City Council adopted new water and sewer rates in November 2023 for two years. The water revenue adjustments were 30% effective January 1, 2024, and 12% for January 2025. Sewer rate adjustments were based on the Consumer Price Index (CPI) effective January 2024 and July 2024. Proposition 218 requires that any utility that has an annual cost of living increase in its rates, review those rates a minimum of every five years. In accordance with this requirement, the City is performing this water and sewer rate study. The project is anticipated to commence in December 2024. The water rates will be implemented in January 2026 and the sewer rates will be implemented in July 2026. Water and Sewer rates include pass through rates of Zone 7 Water Agency (Zone 7), Dublin San Ramon Services District (DSRSD) and the City of Livermore.

Water and Sewer Connection Fees

The City also desires a detailed connection fee study for the City's water, recycled water, and sewer systems that establishes cost based, fair and equitable fees consistent with legally supported industry standards including Proposition 26. The City collects fees from development through connection fees to cover the costs of the infrastructure needed to support improvements to the City's infrastructure. The City has not updated its water and sewer connection fees since 1982. The City is currently underway with a water and sewer connection fee study. The plan is to have the fees adopted by Council in September 2024 and effective by January 1, 2025.

This Request for Qualifications (RFQ) provides background and describes the City's anticipated services, submittal requirements for the consultant's SOQ, and the consultant selection process.

This RFQ has been posted on the City's website and at the following locations:

<https://www.cityofpleasantonca.gov/business/bids/>

<https://www.bidnetdirect.com/california/cityofpleasantonca>

It shall be the Consultant's responsibility to check the City's website to obtain any addenda that may be issued.

II. BACKGROUND

Water: The City's water facilities produce, treat, store, and deliver drinking (i.e., potable) water to its customers, which include all City residents and commercial customers, as well as portions of unincorporated Alameda County (i.e., Remen Tract, Happy Valley, and the area west of Foothill/Sunol). The City does not own or operate a surface water treatment plant. Instead, the City purchases 100% water from the City's wholesale water supplier the Alameda County Flood Control and Water Conservation District's Zone 7, also known as the Zone 7 Water Agency ("Zone 7"), which is a contractor of the State Water Project (SWP). In addition to the City, Zone 7 sells water to three other retail customers: the city of Livermore, the Dublin-San Ramon Services District, and California Water Service Company - Livermore District. The City owns and operates an extensive network of pipelines and pumping facilities to deliver drinking water to its customers. The City's Department of Public Works is responsible for the operation, maintenance and improvement of the Water System.

The current water rate structure consists of two elements for both the City' and Zone 7's charges: (1) bi-monthly fixed fees based on meter size and (2) bi-monthly variable fees based on water consumption. Variable fees also include a City distribution component and surcharge components for recycled water and capacity expansion. For the City distribution component, single-family residential customers are billed on a tier system and the remaining customers are billed based on customer class.

Recycled Water: Besides drinking water, the City delivers recycled water to a portion of customers within its service area, mainly for landscape irrigation. The City purchases recycled water from DSRSD-East Bay Municipal Utilities District (EBMUD) Recycled Water Authority (DERWA) and the City of Livermore and delivers it to commercial customers in various areas within its service area primarily for irrigation purposes. The City owns and operates a separate storage and pipeline system for recycled water. The recycled water system is being expanded to provide irrigation service to additional areas within the City and is currently at 75% of its projected buildout capacity.

Sewer: The City does not own or operate a wastewater treatment plant. Instead, the City's wastewater is primarily treated by DSRSD with the exception of the Ruby Hills service area where the wastewater is treated by the City of Livermore. The current annual average flow from the City to DSRSD is approximately 5.4 million gallons per day (mgd). The current annual average flow from the Ruby Hill area to the City of Livermore is approximately 0.13 mgd. Both facilities at DSRSD and the City of Livermore treat a portion of the sewage to secondary levels, transport it through the facilities owned and operated by the Livermore Amador Valley Water Management Agency (LAVWMA), and dispose of it via the East Bay Discharge Authority (EBDA) outfall line into the outer Bay. The remaining portion of the sewage at both facilities is treated to tertiary levels for recycled water use by DERWA and the City of Livermore. The City has contracts with both agencies to purchase recycled water for distribution within the City's service area. The City has two separate rate schedules for sewer: (1) City customers where wastewater is conveyed to DSRSD and (2) City customers located in Ruby Hill where wastewater is conveyed to the City of Livermore. Both rate schedules

have charges broken into two components: (1) regional wastewater treatment component (which includes transport costs provided by LAVWMA and disposal costs provided by EBDA within the treatment charge) and (2) sewer collection component provided by the City. The rates associated with the regional wastewater treatment component is managed by DSRSD and the City of Livermore, charges are included on the City sewer bills to customers, and collections are performed by the City on behalf of DSRSD and the City of Livermore. The City does not set the regional wastewater treatment rates. The City's local sewer rate structure for both customer schedules (i.e. customers whose wastewater flows to DSRSD and Ruby Hill customers whose wastewater flows to City of Livermore) is based on customer class. Residential customers are charged a bi-monthly fixed fee. Commercial customers are charged both a bi-monthly fixed fee and a variable fee based on water consumption.

III. SCOPE OF WORK/SCHEDULE OF DELIVERABLES (see Exhibit A for further details)

This section provides a summary of services envisioned by the City at the outset to satisfy the purpose described in this RFQ. The consultant is encouraged to expand and/or modify these services as they recommend as part of their project approach required by this RFQ.

The following is a general scope of work developed by City staff. The final scope of work will be developed with input from the selected Consultant.

The City desires a detailed rate study for the City's water, recycled water, and sewer systems that establishes cost based, fair and equitable rates consistent with legally supported industry standards including Proposition 218. The recommended rates should be stable in both their ability to provide adequate revenues to meet the full financial requirements and the customer's perception of the rates from year to year. This rate study will also include updating the drought/water shortage rates.

The City also desires a detailed connection fee study for the City's water, recycled water, and sewer systems that establishes cost based, fair and equitable fees consistent with legally supported industry standards including Proposition 26.

The City is looking for a phased approach to the project that will require meetings with City staff including the finance committee, council workshops/meetings, and public presentations. The number of meetings, workshops, and presentations and the consultant's level of involvement will be determined after the consultant is selected and the scope of work is further defined.

Phase 1: Rate/Connection Fee Studies Framework and Community Outreach

The objectives of phase 1 is to establish a framework for which the rate and connection fee studies will be conducted while conducting community outreach services. This phase

will include multiple meetings with Council and community members. The consultant shall have a community outreach program.

Phase 2: Technical Analysis

This phase includes the financial analysis, cost of service analysis, and the rate design.

Financial Analysis

The financial analysis will analyze the financial status of the water, recycled water and sewer systems by projecting the expenses of each utility system and determining if overall rate adjustments are needed to meet the full revenue requirements.

Cost of Services

The objective of the cost of services analysis is to ensure that revenue requirements are equitably distributed to ratepayers commensurate with their service requirements. The analysis shall utilize generally accepted methodologies such as that outlined in the American Water Works Association (AWWA) Manual M1. The consultant will review and evaluate the current connection fee program and policies compared to standard industry practice and relevant law.

Rate Design

The rate design shall work within legal framework and industry standards to recover expenses and best support the various City goals discussed in phase 1. The rate design will be finalized based on comments and direction provided by the City.

In addition to the rate design, other miscellaneous water and sewer related fees and charges imposed by the City (**as shown in City's Master Fee Schedule, Attachment III**) will be reviewed and evaluated with recommendations for updating.

Phase 3: Rate and Connection Fee Adoption and Additional Services

A final component of this engagement will be assisting City staff with the rate and connection fee adoption process. Other tasks related to customer education and outreach will be defined after selection of the consultant and further development of the scope.

Additional tasks that may be included in the final scope of work include training staff on the processing of pertinent rate setting information and updating of the financial model.

1. Conduct workshops with City staff/Councilmembers and a Community Advisory Team as needed to gather information and present/gain consensus.
2. Prepare 1st draft reports by June 2025. City staff shall have two weeks to review the draft report and provide comments. Consultant shall prepare 2nd draft reports by July 2025. Consultant shall incorporate comments into a final draft report by the end of August 2025.
3. Prepare and present final draft report to City Council as an informational item for the August 2025 City Council meeting. Input from City Council shall be incorporated into the final report.

4. Prepare and present final report to City Council for adoption of the rates and fees for the October 2025 City Council meeting.

Tentative Timeline:

Activity	Target Completion Date
Advertise RFQ for consultant	June 2024
Award contract	December 2024
Start of Rate/Connection Fee Studies	January 2024
Council, Community Advisory Team and staff workshops	January 2024 – June 2025
1 st Draft of Rate/Connection Fee Studies Report	June 2025
2 nd Draft of Rate/Connection Fee Studies Report	July 2025
Final Rate/Connection Fee Studies Report	August 2025
Council Presentation on Rate/Connection Fee Studies Report	August 2025
Council Adoption on Rate/Connection Fees	October 2025
Effective dates for new water rates and connection fees	January 2026
Effective dates for new sewer rates	July 2026

IV. CONSULTANT PROCUREMENT SCHEDULE

The procurement schedule is tentatively scheduled as follows:

Advertise RFQ:	June 21, 2024
SOQ Submittal Deadline:	July 25, 2024
Short-list Notifications:	August 6, 2024
Interviews (week of):	August 12, 2024
Consultant Selection:	August 26, 2024
Contract Negotiation Completion:	September 16, 2024
City Council Contract Approval:	November 19, 2024
Notice to Proceed/Start of Project:	December 1, 2024

V. STATEMENT OF QUALIFICATIONS (SOQ) REQUIREMENTS

A. Format:

The SOQ shall be concise, well organized and demonstrate an understanding of the Scope of Work. The SOQ shall be limited to 30 single side pages (8-1/2 inches X 11 inches) and inclusive of all items (i.e. covers, dividers, graphics, etc.), but excluding the Appendix. Type size and margins for text pages should be in accordance with accepted standard formats for desktop publishing and processing and should result in no more than 500 words per page.

B. Content:

The SOQ shall contain the following information in the order listed:

1. Executive Summary
Include an overview of the entire SOQ.
2. Identification of the Project Team
 - a. Legal name and address of company
 - b. Legal form of company
 - c. Signed by an individual or individuals authorized to execute legal documents on behalf of the consultant.
 - d. Contain a declaration to the effect that the SOQ, including project team, will remain in effect for a minimum of 90 days after the SOQ submittal deadline.
 - e. Name, title, email and phone number for the person to contact concerning the submittal.
 - f. All addendums received must be acknowledged in the SOQ.
3. Project Approach
The consultant shall provide a project approach that is in general accordance with the purpose and services described in this RFQ. The project approach should highlight key items for success of the project and include a recommended scope of work and estimated schedule.
4. Project Team
The consultant shall provide a team organization chart that indicates team structure and all personnel including sub-consultants that will be retained. The consultant shall highlight key personnel including their project roles, qualifications, classification that corresponds to fee schedule, and percentage availability. Resumes for personnel can be provided in the Appendix.
5. Experience and Technical Competence
Consultant shall describe his or her experience in completing similar consulting efforts. The description should focus on projects with similar requirements. Consultant shall provide a sample Administrative Record. Consultant shall list a minimum of five (5) successful public projects of a similar nature completed in the last ten years. Name of clients and project managers, email, telephone numbers, the type of work performed, and the value of the contracts shall be included. Projects currently being performed may be submitted for City's review.
6. Knowledge and Understanding of the Industry
Describe the project team's experience working in the industry. The industry may be defined as other similar local agencies' as well as knowledge of the State's policies, practices, design criteria and standards that will be drawn upon to accomplish the project. The Consultant shall describe the involvement it has established for maintaining communication with clients' representatives.
7. Fees
 - a. The fee will be negotiated with the selected firm(s) as the final scope of work is developed and refined. In the event that a fee for the required services cannot be

negotiated with the selected firm, the City reserves the right to discontinue negotiations and begin negotiations with another firm.

- b. The statement of qualifications must include a “schedule of fees”, which lists each personnel classification that will work on the project and the hourly rate, direct expense rates, and markups charged for each classification.

8. Conflict of Interest and Litigation Statements

The proposing Consultant shall disclose any financial, business, or other relationship with the City that may have an impact upon the outcome of the contract. The Consultant shall also list current clients who may have a financial interest in the outcome of this contract. The proposing Consultant shall disclose any financial interest or relationship with any construction company that might submit bids on City projects. See the Professional Services Agreement for additional information. Indicate if the proposing Consultant was involved with any litigation in connection with prior projects. If yes, briefly describe the nature of the litigation and the result.

9. Project Organization and Key Personnel

- a. The written SOQ must include a discussion of consultant’s staffing plan and level of personnel to be involved, their qualifications, experience, roles, and the name of the individual who will be in overall charge and responsible for coordination with the City. Indicate the role and responsibility of prime consultant and all sub-consultants. If applicable, indicate how local firms are being utilized to ensure a strong understanding of local laws, ordinances, regulations, policies, requirements and permitting. Once proposed, no changes in the team composition will be allowed without prior written approval of the City.
- b. Identify proposed sub-consultants (if any) that will be retained to perform specified items of work listed in the “Scope of Work”.
- c. All Resumes of key personnel shall be included in the Appendix.

10. Exceptions to this Request for Qualifications

The Consultant shall certify that it takes no exception(s) to this RFQ including, but not limited to, the sample City’s Standard Professional Services Agreement (**refer to Attachment IV**).

The RFQ shall include a statement that consultant has read the City’s Standard Professional Services Agreement and will enter into such agreement if the consultant is selected.

C. Submittal:

1. SOQs shall be submitted in Portable Document Format (PDF) to the email addresses listed in this section. The combined PDF file size should not be greater than 20 MB for email transmission. SOQs submitted by mail or by facsimile are not acceptable and will not be considered.

2. SOQs must be received no later than **Thursday July 25, 2024, 2 p.m.**

Submit to the following email addresses:

pleasantoncityclerk@cityofpleasantonca.gov

Email subject line: **RFQ 24.603 Water & Sewer Rates & Connection Fees Studies – Consultant [Name]**

3. SOQs and/or modifications to SOQs received after the hour and date specified above will not be considered.
4. Once submitted, SOQs shall not be changed without prior written consent.
5. All SOQs shall be submitted according to the specifications set forth in the RFQ. Failure to adhere to these specifications may be cause for rejection.

VI. PRE-SUBMITTAL ACTIVITIES

All requests for clarification for this RFQ must be made in writing by email at least 96 hours prior to the due date. The City cannot respond to verbal questions submitted by telephone or in person. If interpretation is deemed necessary or a change to the RFQ, then the updates shall be addressed in writing and a clarification shall be given to all prospective Bidders through addenda.

All correspondence or questions shall be sent via email through the Public Works Management Analyst, Daniel Villasenor.

Email address: dvillasenor@cityofpleasantonca.gov

The City reserves the right to revise the RFQ prior to the indicated due date. City may consider extending the due date for submittal of SOQs due to significant revisions.

VII. CONSULTANT SELECTION PROCESS

- A. A Consultant Selection Committee (Committee) will be established for this project. The Committee may be composed of City staff that have expertise or experience in the services described herein.
- B. The Committee will select a short-list of firms qualified for this Project to participate in an oral interview (if needed). The evaluation of the SOQs shall be within the sole judgment and discretion of the Committee. Interviews will be held in person or via a video conference.
- C. Based on review of SOQs and oral interviews, the Committee will rank the short-listed consultants. The top-ranked firm will be the Selected Firm.

- D. The City reserves the right to make the final consultant ranking and determine the Selected Firm based solely upon evaluation of SOQs and without short-listing firms or conducting oral interviews, should it find it to be in its interest to do so.
- E. The City will enter into contract negotiations with the Selected Firm. The negotiations will develop the final scope of work, contract schedule, and project fee. If the City is unable to reach an acceptable agreement with the Selected Firm, the negotiations will be terminated and negotiations with the next ranked firm will be initiated.
- F. After negotiating a proposed agreement that is fair and reasonable, the Director of Public Works will recommend to the City Manager the approval of the agreement. Final authority to approve the agreement rests with the City Manager and requires authorization by the City Council.

VIII. EVALUATION CRITERIA

Consultants will be evaluated on the following criteria:

- A. Project Understanding: 20 points
 - 1. Comprehension of the Scope of Work
 - 2. Awareness of the City's needs for the project
 - 3. Familiarity with similar projects
 - 4. Overall interest in the project
 - B. Project Team and Staffing Qualifications: 25 points
 - 1. A combination of experience, education, and background in undertaking similar type projects
 - 2. Level of involvement by firm's principals
 - C. Experience: 25 points
 - 1. Relevant technical experience
 - 2. Relevant projects completed
 - 3. Experience working with a constrained budget
 - D. Local Sensitivity: 10 points
 - 1. Governmental and regulatory agency familiarity
 - 2. Knowledge of the local area
 - F. Financial Responsibility, Budgeting, and Scheduling: 20 points
 - 1. Outline of project schedule
 - 2. Cost control techniques
 - 3. On time/within budget
 - 4. Ability to complete the project on time
- Total 100 points

IX. SPECIAL CONDITIONS

A. Reservations

This RFQ does not commit the City to award a contract, to pay any costs incurred in the preparation of a SOQ pursuant to this RFQ, or to procure or contract for work. The City reserves the right to accept or reject any or all SOQs as received as a result of this request, to negotiate with any qualified Consultant, or to modify or cancel in part or in its entirety the RFQ if it is in the best interest of the City to do so.

B. RFQ as a Public Record

All statements submitted in response to this RFQ become the property of the City and thus become public records and, as such, may be subject to public review.

C. Right to Cancel

The City reserves the right to cancel or change, for any or no reason, in part or in its entirety, this RFQ, including but not limited to selection schedule, submittal date, and submittal requirements.

D. Additional Information

The City reserves the right to request additional information and/or clarification from any or all respondents to this RFQ.

E. Public Information

Consultants who wish to release information regarding the consultant selection process, contract award, or data provided by the City at any Public Hearing, must receive prior written approval from the City before disclosing such information to the public.

F. Contract for Professional Services

The selected consultants will be required to sign the Standard Professional Services Agreement and all other required certifications and documentation within 15 calendar days of contract negotiations finalization.

G. Conflict of Interest

The City has established a policy concerning potential conflict of interest in program management, design and construction. This policy applies to all proposers and their proposed consultants/sub-consultants. See Standard Professional Services Agreement for additional information.

H. Insurance and Business License Requirements

The City requires consultants doing business with it to obtain insurance and a City business license, as described in the Standard Professional Services Agreement. The required insurance certificates must comply with all requirements of the standards as described in the contract and must be provided (original copy) within 15 calendar days of contract negotiations finalization and prior to the commencement of any work on the project.

X. REFERENCE INFORMATION (EXHIBITS & ATTACHMENTS)

Exhibit A: Scope of Work/Schedule of Deliverables

Attachment I: Comprehensive Water Rate Study dated November 2023

Attachment II: Comprehensive Sewer Rate Study dated July 2015

Attachment III: City's Master Fee Schedule

Attachment IV: Sample City's Standard Professional Services Agreement

EXHIBIT A

Water and Sewer Rate and Connection Fee Studies

SCOPE OF WORK/SCHEDULE OF DELIVERABLES

The following is a general scope of work developed by City staff. The final scope of work will be developed with input from the selected Consultant.

The City desires a detailed rate study for the City's water, recycled water, and sewer systems that establishes cost based, fair and equitable rates consistent with legally supported industry standards including Proposition 218. The recommended rates should be stable in both their ability to provide adequate revenues to meet the full financial requirements and the customer's perception of the rates from year to year. This rate study will also include updating the drought/water shortage rates. The last water rate study was in 2023 (**see Attachment I**). The City implemented Consumer Price Index (CPI) increases for sewer for FY24 and FY25. This rate study will cover two years for both water and sewer rates.

The City also desires a detailed connection fee study for the City's water, recycled water, and sewer systems that establishes cost based, fair and equitable fees consistent with legally supported industry standards including Proposition 26. The City is currently underway with a water and sewer connection fee study. The plan is to have the fees adopted by Council in September 2024 and effective by January 1, 2025.

The City is looking for a phased approach to the project that will require meetings with City staff including the finance committee, council workshops/meetings, and public presentations. The number of meetings, workshops, and presentations and the consultant's level of involvement will be determined after the consultant is selected and the scope of work is further defined.

Phase 1: Rate/Connection Fee Studies Framework and Community Outreach

The objectives of phase 1 is to establish a framework for which the rate and connection fee studies will be conducted while conducting community outreach services. As part of this phase the consultant shall confirm the City's major drivers and goals for the rate and connection fee studies, provide an overview of the rate study process including legal requirements, understand the City's O&M, capital, and financial planning practices, and discuss potential modifications to the existing rate structure at a policy level that can help achieve the City's goals. By the completion of this phase, the consultant shall have established a framework for the rate and connection fee studies with buy-in at a policy level from the City that will serve as the basis for the technical analysis. This phase will include multiple meetings with Council and community members. The consultant shall have a community outreach program.

Phase 2: Technical Analysis

This phase includes the financial analysis, cost of service analysis, and the rate design.

Financial Analysis

The financial analysis will analyze the financial status of the water, recycled water and sewer systems by projecting the expenses of each utility system and determining if overall rate adjustments are needed to meet the full revenue requirements. The revenue requirements should sufficiently fund the utility's O&M, debt service, capital expenses, and reserves. The City anticipates conducting the financial analysis with a 5-year projected time frame and on a cash basis approach. Over the next few years, the City will be updating the master plan documents for each utility system as well as implementing asset management. In 2023, the City went through the water rate process and the Council adopted the following rate revenue adjustment: 30% effective January 1, 2024, and 12% effective January 1, 2025. The Council also approved annual CPI increases for sewer effective January 1, 2024 and July 1, 2024. This rate study will include a preliminary 10-year CIP.

Cost of Services

The objective of the cost of services analysis is to ensure that revenue requirements are equitably distributed to ratepayers commensurate with their service requirements. The outcomes of the analysis are to have the revenue requirements determined as part of the financial analysis allocated among the customer classes and to derive average unit costs to be used during the rate design. The analysis shall utilize generally accepted methodologies such as that outlined in the American Water Works Association (AWWA) Manual M1. The consultant will review and evaluate the current connection fee program and policies compared to standard industry practice and relevant law.

Rate Design

The rate design shall work within legal framework and industry standards to recover expenses and best support the various City goals discussed in phase 1. During this phase, proposed rate structures will be developed for each utility system that include alternative analyses with pros, cons, and rate impacts quantified for the City's review. The analysis will also compare proposed rates for each utility with that of neighboring and comparable cities. The rate design will be finalized based on comments and direction provided by the City.

In addition to the rate design, other miscellaneous water and sewer related fees and charges imposed by the City (as shown in City's Master Fee Schedule, **Attachment III**) will be reviewed and evaluated with recommendations for updating.

The financial model used by the consultant shall be the property of the City upon completion of the project. The model shall be user-friendly, in a program currently utilized by City staff (such as Microsoft Excel), have the ability to easily analyze the impact due to changes in assumptions or rate structures, and include a written training type manual in Microsoft Word.

Phase 3: Rate and Connection Fee Adoption and Additional Services

A final component of this engagement will be assisting City staff with the rate and connection fee adoption process. This includes documenting the rate and connection fee studies results to serve as the City's administrative record and a public education tool about the proposed changes, rationale and justification behind the changes, and their anticipated

financial impacts. Other tasks related to customer education and outreach will be defined after selection of the consultant and further development of the scope.

Additional tasks that may be included in the final scope of work include training staff on the processing of pertinent rate setting information and updating of the financial model.

Tentative Timeline:

Activity	Target Completion Date
Negotiate contract	July – October 2024
Council approval of contract	November 2024
Award contract	December 2024
Start of Rate/Connection Fee Studies	January 2024
Council, Community Advisory Team and staff workshops	January 2024 – June 2025
1 st Draft of Rate/Connection Fee Studies Report	June 2025
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Final Rate/Connection Fee Studies Report	August 2025
Council Presentation on Rate/Connection Fee Studies Report	August 2025
Council Adoption on Rate/Connection Fees	October 2025
Effective dates for new water rates and connection fees	January 2026
Effective dates for new sewer rates	July 2026