AGREEMENT
BETWEEN SANTA FE COUNTY AND RAFTELIS FINANCIAL CONSULTANTS, INC. FOR A WATER AND WASTEWATER RATE STUDY

This Agreement is entered into this 20th day of August, 2026, between **Santa Fe County**, a political subdivision of the state of New Mexico (the "County"), and **Raftelis Financial Consultants, Inc.,** 227 W. Trade Street, Suite 1400, Charlotte, North Carolina 28202 (the "Contractor").

Background

WHEREAS the County's Utilities Division requires the completion of a comprehensive cost of service analysis and rate study for its water and wastewater utility systems; and

WHEREAS, in accordance with NMSA 1978, Section 13-1-112, and the Santa Fe County Purchasing Regulations and Policy Manual, the County issued Request for Proposal (RFP) No. 2026- 0262-PW/BM; and

WHEREAS, the Contractor submitted a proposal and a best and final offer in response to the RFP and the Evaluation Committee determines that the Contractor is the most qualified offeror; and

WHEREAS, the County requires the services of the Contractor, and the Contractor is willing to provide these services and both parties wish to enter into this Agreement.

NOW THEREFORE, the parties agree as follows:

Agreement

1. CONTRACTOR'S SERVICES

Complete a comprehensive cost of service analysis and rate study for the County's water and wastewater utility systems. The Contractor's Services will be as proposed by the Contractor in its response to the RFP and its Best and Final Offer dated July 23, 2026 (see Attachment A).

Contractor's Deliverables will include:

a. Project Management and Data Review,
b. Five-year financial plan and revenue requirements,
c. Cost-of-service analysis,
d. Rate design alternatives and customer bill impacts,
e. Reserve account recommendation and General Fund transition strategy,
f. Regional benchmarking,
g. Public outreach and presentations, and
h. Final report, Excel model, staff training and model handoff.

2. ADDITIONAL SERVICES

A. The parties agree that all tasks in section 1 (Contractor's Services) will be completed to the County's satisfaction and for the amount stated section 3 (Compensation, Invoicing and Set-off).

B. The County may request changes in the Contractor's Services. Any changes to the Contractor's services will be made by written amendment.

3. COMPENSATION, INVOICING AND SET-OFF

A. The total compensation payable to the Contractor will not exceed the lump sum of **$97,975.00,** *exclusive* of NM GRT. Any NM GRT levied on the amounts payable under this Agreement will be paid by the County to the Contractor.

B. The Contractor will submit a written request for payment to the County when payment is due. Upon the County's receipt of the written request, the County will issue a written certification of complete or partial acceptance or rejection of the services for which payment is sought. The County will not make payment until the County issues a written certification accepting the services.

1) The County's representative for certification of acceptance or rejection of and services is Brandt Geist, Water Resources Manager, Public Works Department, bgeist@santafecountynm.gov, (505) 986-2426, or such other individual as may be designated in the absence of the County representative.

2) Within 30 days of the issuance of the certification accepting the services, the County will make payment for the services. If the County does not issue payment for accepted services within 30 days of the certification by the County, the County will pay a late payment fee of 1.5% per month until the amount due is paid in full.

C. If the Contractor breaches this Agreement, the County may, without penalty, withhold payments due the Contractor for the purpose of set-off until the County determines the exact amount of damages it suffered as a result of the Contractor's breach.

D. The County's payment to Contractor will not foreclose the County's right to recover excessive or illegal payment.

4. EFFECTIVE DATE AND TERM

A. This Agreement will become effective on the date of last signature by the parties and will terminate one year from that date, unless earlier terminated under section 4 (Termination) or 5 (Appropriations and Authorizations). The parties may agree to extend the term by written amendment.

5. TERMINATION

A. Termination for Cause. Either party may terminate this Agreement based upon a breach by the other party. The non-breaching party will give the breaching party written notice of termination stating the specific grounds for the termination. The termination will be effective 30 days from the breaching party's receipt of the notice, during which time the breaching party may cure the breach. If the breach cannot with due diligence be cured within 30 days, the breaching party will have a reasonable time to cure the breach, provided that, within the 30-day period, the breaching party began to cure the breach and advised the non-breaching party in writing that it intended to cure.

B. Termination for Convenience of the County. The County may terminate this Agreement at any time for any reason or no reason, by giving the Contractor written notice of termination. The notice will state the effective date of termination, which will not be less than 15 days from the Contractor's receipt of the notice. The County will pay the Contractor for acceptable services performed before the effective date of termination. The County will not be liable for any services performed by the Contractor after the date of termination.

6. APPROPRIATIONS AND AUTHORIZATIONS

The County's performance of the obligations under this Agreement is contingent upon sufficient appropriations and authorizations by the Board of County Commissioners of Santa Fe County, and if state funds are involved, the Legislature of the State of New Mexico. If sufficient appropriations and/ or authorizations are not made in this or future fiscal years, this Agreement will terminate upon written notice by the County to the Contractor. A termination for non-appropriations or lack of authority will be without penalty to the County, and the County will not be required to reimburse the Contractor for expenditures made in the performance of this Agreement. The County is not committed to the expenditure of any funds until such time as they are programmed, budgeted, encumbered and approved for expenditure by the County. The County's decision regarding appropriations and authorization will be final and will not be subject to challenge by the Contractor in any way, or forum, including a lawsuit.

7. INDEPENDENT CONTRACTOR

The parties intend that the Contractor and its agents and employees will be independent contractors and not employees or agents of the County. Accordingly, the Contractor and its agents and employees will not accrue leave, participate in retirement plans, insurance plans, or liability bonding, use County vehicles, or participate in any other benefits afforded to County employees. Except as may be authorized in this Agreement, the Contractor has no authority to bind, represent, or otherwise act on behalf of the County.

8. ASSIGNMENT AND SUBCONTRACTING BY THE CONTRACTOR

A. The Contractor will not assign or transfer any interest in this Agreement or assign any claims for money due under this Agreement without the advance written approval of the County. Any attempted assignment or transfer in violation of this Agreement will be void.

B. The Contractor will not subcontract or delegate any portion of the services without the advance written approval of the County. Any attempted subcontract or delegation by the Contractor to a non-party in violation of this Agreement will be void.

9. CONTRACTOR'S PERSONNEL

A. The services in section 1 (Contractor's Services) will be performed by the Contractor or under its supervision.

B. The Contractor states that it has, or will secure at the Contractor's expense, all personnel required to perform the services and obligations under this Agreement. Such personnel will not be employees of or have any contractual relationship with the County, and will be qualified and licensed by federal, state and local law to perform the services.

10. RELEASE

The Contractor's receipt of payments due under this Agreement serves as a release of the County, its elected officials, officers, agents and employees from all liabilities, claims, and obligations arising from this Agreement.

11. CONFIDENTIALITY

Any confidential information provided to or developed by the Contractor in the performance of this Agreement will be kept confidential and will not be made available to any individual or organization by the Contractor without the prior written approval of the County.

12. PUBLICATION, REPRODUCTION, AND USE OF MATERIAL; COPYRIGHT

A. Under this Agreement the cost of service analysis and rate study is the Contractor's deliverable to the County. The County has the unrestricted right to publish, disclose, distribute and otherwise use, in whole or in part, the report, data, or other material prepared pursuant to this Agreement.

B. The Contractor acknowledges and agrees that the report completed pursuant to this Agreement is a work for hire. Accordingly, to the extent that any such material is copyrightable in the United States or in any other country, the County will own any such copyright.

13. CONFLICT OF INTEREST

The Contractor states that it does not have any interest that would conflict in any manner with the performance of the services and obligations under this Agreement.

14. AMENDMENT

This Agreement may not be modified, altered, changed, or amended orally. To be valid any amendment to this Agreement will be in writing signed by the parties.

15. ENTIRE AGREEMENT; INTEGRATION

This Agreement incorporates all the agreements and understandings between the parties and all agreements and understandings are merged into this Agreement. No prior or contemporaneous agreements or understandings, verbal or otherwise, of the parties will be valid or enforceable unless embodied in this Agreement.

16. NOTICE OF PENALTIES

The Procurement Code, NMSA 1978, Section 13-1-28, imposes civil and criminal penalties for its violation. In addition, New Mexico criminal statutes impose felony penalties for bribes, gratuities, and kickbacks.

17. EQUAL EMPLOYMENT OPPORTUNITY COMPLIANCE

A. The Contractor agrees to abide by federal, state, local laws, ordinances, and rules and regulations pertaining to equal employment opportunity and unlawful discrimination. The Contractor will not discriminate against any person with regard to employment with the Contractor or participation in any program or activity offered pursuant to this Agreement on the grounds of race, age, religion, color, national origin, ancestry, sex, physical or mental handicap, serious medical condition, spousal affiliation, sexual orientation, or gender identity.

B. The Contractor acknowledges that failure to comply with this section will constitute a breach of this Agreement.

18. GOVERNING LAW

A. The Contractor will comply with all applicable laws, ordinances, and regulations, including Santa Fe County Ordinance 2014-1 (Establishing a Living Wage).

B. This Agreement will be construed in accordance the laws of the State of New Mexico without regard to its choice of law rules. The Contractor acknowledges that the exclusive forum for any litigation related to this Agreement will be state district courts of New Mexico, located in Santa Fe County.

19. RECORDS AND INSPECTIONS

A. To the extent its books and records relate to (i) its performance of this Agreement or any subcontract entered into pursuant to it or (ii) cost or pricing data (if any) set forth in this Agreement or that was required to be submitted to the County as part of the procurement process, the Contractor agrees to (i) maintain such books and records for a period of six years from the date of final payment under this Agreement; (ii) allow the County or its designee to audit such books and records at reasonable times and upon reasonable notice; and (iii) to keep such books and records in accordance with generally accepted accounting principles (GAAP).

B. To the extent its books and records relate to (i) its performance of this Agreement or any subcontract entered into pursuant to it or (ii) cost or pricing data (if any) set forth in this Agreement or that was required to be submitted to County as part of the procurement process, the Contractor also agrees to require any subcontractor it may hire to perform its obligations under this Agreement to (i) maintain such books and records during the term of this Agreement and for a period of six years from the date of final payment under the subcontract; (ii) to allow the County or its designee to audit such books and records at reasonable times and upon reasonable notice; and
(iii) to keep such books and records in accordance with GAAP.

20. INDEMNIFICATION

A. The Contractor shall indemnify the County and its elected officials and employees from liabilities, damages, demands, suits, legal costs or expenses including court costs and attorney fees, resulting from the Contractor's negligence or non-performance of its obligations under this Agreement.

B. The County may control and participate in the defense of any demand, suit, or cause of action that relate to the County. No matter will be settled without the County's consent. Consent will not be unreasonably withheld.

C. The Contractor's obligations under this indemnification section will not be limited by the terms of the insurance policy the Contractor is required to maintain under this Agreement.

21. SEVERABILITY

If any provision of this Agreement is held invalid or non-enforceable by a court of competent jurisdiction, other provisions will not be affected and will remain valid and enforceable.

22. NOTICE

Notice required to be given to either party will be in writing and delivered in person, by courier service or by U.S. mail, either first class or certified, return receipt requested, postage prepaid, to:

The County: Santa Fe County
Public Works Department
Attn: Brandt Geist, Water Resources Manager
424 NM 599 Frontage Rd
Santa Fe, NM 87507
505-623-5816
bgeist@santafecountynm.gov

The Contractor: Raftelis Financial Consultants, Inc.
Attn: Andrew Rheem, Senior Manager
227 W. Trade Street, Suite 1400
Charlotte, North Carolina 28202
303-898-8377
arheem@raftelis.com

23. CONTRACTOR REPRESENTATIONS

The Contractor represents that:

A. This Agreement is duly authorized by the Contractor, the person signing this Agreement has authority to do so, and, once signed by the Contractor, this Agreement will constitute a binding obligation of the Contractor.

B. The terms of this Agreement do not conflict with Contractor's corporate agreement or any statement that may be filed with the New Mexico Secretary of State.

C. The Contractor is legally registered with the New Mexico Secretary of State and will maintain such registration for the term of this Agreement.

24. FAX OR ELECTRONIC SIGNATURE

A fax or electronic signature will have the same force and effect as an original signature.

25. NO THIRD-PARTY BENEFICIARIES

The parties do not intend by this Agreement to create any rights in any non-parties.

26. CONTRACTOR'S INSURANCE

A. General. The Contractor will submit evidence of insurance as is required in this section. The Contactor's policies of insurance will be written by a company authorized to provide insurance in the state of New Mexico.

B. Liability Insurance, Including Automobile. The Contractor will maintain a comprehensive general liability and automobile insurance policy with liability limits in amounts not less than $1,000,000.00 combined single limits of liability for bodily injury, including death, and property damage for any one occurrence. Contactor's insurance will include coverage for all services and work performed for the County under this Agreement; coverage for the use of all owned, non-owned, hired automobiles, vehicles and other equipment, both on and off work; and contractual liability coverage under which this Agreement is an insured contract. Santa Fe County will be a named an additional insured on the Contractor's policy.

C. Increased Limits. If the Legislature of the State of New Mexico increases the maximum limits of liability under the New Mexico Tort Claims Act, the Contractor will increase the maximum limits of any insurance required under this Agreement.

D. Increased Limits. If, during the life of this Agreement, the Legislature of the State of New Mexico increases the maximum limits of liability under the Tort Claims Act, NMSA 1978, Section 41-4-1, the Contractor will increase the maximum limits of its insurance.

E. Additional insured. Santa Fe County will be listed as an additional insured on all policies of insurance required above.

27. PERMITS AND FEES

Contractor will procure all permits, licenses, and pay all fees associated with the performance of the services and the Contractor's obligations under this Agreement.

28. NEW MEXICO TORT CLAIMS ACT

No provision of this Agreement will modify or waive the sovereign immunity or limitation of liability enjoyed by County or its public employees at common law or under the New Mexico Tort Claims Act.

29. CAMPAIGN CONTRIBUTION DISCLOSURE

The Contractor will complete and submit simultaneous with signing this Agreement, the Santa Fe County Campaign Contribution Disclosure form.

30. CONTRACTOR'S AGENT FOR SERVICE OF PROCESS

The Contractor appoints Corporation Services Company, 1601 N. Turner St. Suite 420, Hobbs, NM 88240, as its agent for service of process. The Contractor acknowledges that service on the agent will have the same effect as though the Contractor were personally served within the state of New Mexico.

31. SURVIVAL

The provisions of the following paragraphs will survive termination of this Agreement: Indemnification, Records and Inspection; Release; Confidentiality; and Choice of Law.

The parties execute this Agreement as of the date of last signature by the parties.

SANTA FE COUNTY

8/20/2026

Gregory S. Shaffer
Santa Fe County Manager

Date

Approved as to form:

Roberta D. Joe for W.B.

8/7/2026

Walker Boyd
Santa Fe County Attorney

Date

CONTRACTOR – RAFTELIS FINANCIAL CONSULTANTS, INC.

8/17/26

Andrew Rheem
Senior Manager

Date

RAFTELIS

July 23, 2026

Ben McCormack, Procurement Specialist Senior
Santa Fe County Purchasing Division
102 Grant Avenue, First Floor
Santa Fe, NM 87501

Subject: Proposal for Comprehensive Water and Wastewater Study (RFP NO. 2026-0262-PW) – Best and Final Offer

Dear Mr. McCormack:

We appreciate the opportunity to submit our Best and Final Offer (BAFO) to complete a Comprehensive Water and Wastewater Study. The BAFO submittal follows the proposal and interview process Santa Fe County completed for this RFP. We propose to complete the base scope of services for a lump sum fee of $97,975 as detailed within the attachment to this letter.

The BAFO incorporates a few adjustments to both the base scope of services and total lump sum fee.

- Two additional trips to Santa Fe County for two additional on-site meetings and presentations.
- Detailed listing of communication and outreach deliverables provided in Task 7.
- More detailed cost estimate (see page 3).
- Finalized project approach and scope of services.

The table below summarizes major deliverables by task.

Major Deliverable	**Task(s)**
Project management and data review	1 and 2
Five-year financial plan and revenue requirements	3
Cost-of-service analysis	4
Rate design alternatives and customer bill impacts	5
Reserve account recommendations and General Fund transition strategy	2 and 3
Regional benchmarking	5
Public outreach and presentations	6 and 7
Final report, Excel model, staff training, and model handoff	6

The attached document provides the BAFO lump sum cost by task, finalized project approach and scope of services, and project team.

Thank you for the opportunity to be considered for this study. If you have any questions regarding our proposal and/or BAFO, please don't hesitate to contact me at the email or phone number below.

Sincerely,

Andrew Rheem
Senior Manager
P: 303.305.1137 /E: arheem@raftelis.com

Cost

Raftelis proposes a lump sum fee of $97,975 to complete the base scope of services. The following inlcudes the pricing by task separating professional services and reimburseable expenses. The base scope assumes three trips by Raftelis staff to the County and two trips by SMA to the Counnty as referenced below.

	Meetings		Hours							Total Fees & Expenses
Tasks	Virtual	In Person	Andrew Rheem	Todd Cristiano	Senior Consultant	Matt Wittern	Makenna Sturgeon	SMA	Total Hours	
1. Project Management		1	16	4	12				32	$12,048
2. SMA Assistance	2	2	0	0	0			60	60	$11,900
3. Revenue Requirements and Financial Plans	2		12	0	40				52	$14,480
4. Cost of Service	1		8	0	24				32	$8,960
5. Rate Design	1		12	0	28				40	$11,360
6. Report and Presentations	4	2	24	0	24	16			64	$21,488
7. Communications and Outreach	2		2	0	4	12	48		66	$17,740
Total Meetings / Hours	**12**	**5**	**74**	**4**	**132**	**28**	**48**	**60**	**346**	–
Hourly Billing Rates	**–**	**–**	**$340**	**$375**	**$260**	**$295**	**$260**	**$190**	**–**	–
Total Professional Fees	–	–	**$25,160**	**$1,500**	**$34,320**	**$8,260**	**$12,480**	**$11,400**	**–**	**$93,120**
									Total Expenses	**$4,855**
									Total Fees & Expenses	**$97,975**

We have included both virtual and on-site meetings and/or presentations within the scope of servcices. Should the County wish to request additional on-site meetings and/or presentations, we have provided the following per meeting allowance for additional meetings subject to a contract amendment.

- Two Raftelis consultants: $6,000 per additional on-site meeting and trip
- One Raftelis consultants: $3,500 per additional on-site meeting and trip
- Two SMA consultants: $1,600 per additional on-site meeting and trip

Project Approach and Scope of Work

This project is about ensuring the future financial viability of the County's utilities, which must be supported by equitable and defendable rate structures. To achieve this, Raftelis has pulled a knowledgeable and dedicated core team from its pool of subject-matter experts. The study will receive the dedicated attention from the Raftelis Project Manager (PM). The Raftelis PM will work with County staff. Raftelis Project Team, and our local partners at SMA to ensure that we don't lose sight of the broad project goals. When the time comes to revise rate structures, prioritize shifts, and tell the story to your customers, the Raftelis team will stand with the County to support the study's results. We will help you usher in a more coordinated and resilient future for Santa Fe County water and wastewater utilities and systems.

Scope of Work

Task 1: Project Management

Nimble. Flexible. Adaptable. Those are three adjectives we often hear clients use to describe our performance on projects at end-of-study project close-out meetings. We have high expectations for ourselves and a strong sense of what goes into a successful project. In addition to solid work products, you can expect:

- **Efficient Use of Time:** Your time is valuable, and we treat it that way. We commit to running well-planned, useful, and efficient meetings from the project's launch. We will arrive at all meetings with a game-plan and expectation to move the project forward.
- **Regular Check-Ins:** Many decades of project experience have taught us that the best way to keep a project on track is to ensure that it doesn't have too much room to drift off course. We like to schedule short periodic check-in calls to ensure everyone's questions are answered, data needs are met, and no bottlenecks are developing in the project process. You will know we are on track because we will touch base with you regularly.
- **Thorough Documentation of Calls and Meetings:** The Raftelis team takes detailed meeting notes. This allows the full project team to stay abreast of progress, agreements made, and results delivered.

Raftelis begins each project with a standard process wireframe shell that is built on two key foundational pillars:

- Best practices from the American Water Works Association (AWWA) and Water Environment Federation (WEF)
- Similar past successful Raftelis projects

Raftelis will conduct careful and detailed project management and administration throughout the project. We will plan, coordinate, monitor, and control all project tasks in concert with other appropriate project team members to ensure continuity and momentum throughout the project.

Raftelis uses internal safeguards to forecast and track all personnel hours and expenses incurred on each task, which the Project Manager closely monitor. In our monthly invoicing of services to the County, we typically indicate the dollar value of project work completed so our clients can see where the work stands in any given month. As necessary, the regular reporting will indicate how the project schedule is proceeding and whether there are issues that need to be addressed relative to analysis, approach, assumptions, schedule, and/or administration.

TASK 1 DELIVERABLES:

- Established lines of communication
- Regularly scheduled project meeting calls
- Regular project management updates on budget, deliverables, and other milestones
- Data request list
- Meeting agenda and documentation summarizing the kick-off meeting
- On-site kick-off meeting at the County offices

Task 2: SMA Assistance

SMA will assist Raftelis and County staff with key deliverables including capital replacement fund reserve recommendations, growth projections and demands for services, rate structure recommendations, and serve as a local partner to support County staff. Additional services may be requested beyond the allowance included in this task.

TASK 2 DELIVERABLES:

- Growth and service demand projections
- Attend on-site kick-off meeting and one additional meeting at the County offices
- Two virtual meetings

Task 3: Revenue Requirements and Multi-Year Financial Plan

One of the most important aspects of a utility rate study is the forecast of revenue requirements incorporating a multi-year financial plan. The County's stakeholders and customers must have confidence that projected water and wastewater rates are sufficient to meet future annual revenue needs to fully fund the desired level of infrastructure investment, including prudent reserves to help fund future capital replacement. A formal rate stabilization fund can help buffer and smooth out more significant increase in annual rate revenue requirements.

Prudent financial planning incorporating reserve requirements creates a clear path toward maintaining a secure financial position for the utility. We will develop the test year revenue requirements over the multi-year financial plans for each utility considering:

- Review of recent financial statements and audited documents, current budget (operations, capital improvements equipment replacement reserve, shared services)
- Analyze 5-year CIP and other capital project documentation underlying estimated project costs and timing of improvements
- Evaluate customer billing data and assess consumption patterns over multiple years supporting the demand projection review, cost of service, and rate design analyses
- Financial policies, debt policies, rate covenants, and reserve fund recommendations
- Determining the level of adjustment required to rates to meet annual requirements

TASK 3 DELIVERABLES:

- Draft and finalized revenue requirements for each utility
- Technical memorandum summarizing the results
- Two virtual meetings to review findings with staff

Task 4: Cost of Service

Our team has written potions of the latest editions of the industry manuals from the AWWA and WEF. In this task, we'll pull from our expertise and industry contributions to provide the most current perspectives on cost of service, providing separate cost of service evaluations for each utility.

The graphic below illustrates the basics for the cost of service for each utility. Although some of the steps vary between each utility, the result is the same: the cost to service is the proportionate allocation of costs to customer classes based on their unique demands and customer characteristics.

Cost-of-Service Summary by Utility

Water Cost of Service

- Functionalization of revenue requirement
- Allocation of functional costs to cost components
- Units of service – average day, peak, customer costs
- Proportional distribution of costs to customer classes based on class unit of service

Wastewater Cost of Service

- Functionalization of revenue requirement
- Allocation of retail and wholesale costs
- Allocation of functional costs to cost components
- Units of service
  - Flow, BOD, TSS, P, TKN, Customer
- Proportional distribution of costs to customer classes based on class unit of service

TASK 4 DELIVERABLES:

- Draft cost of service results encompassing O&M and capital (debt service, PAYGO, and reserve) funding requirements for a single test-year
- Two virtual meetings to review findings with staff
- Rate model that allows County staff to test and evaluate various rate design scenarios

Cost Proportionality
This is the common denominator for cost of service across all utilities.

Raftelis follows industry standard approaches along with our experience to ensure this proportionality is

Task 5: Rate Design

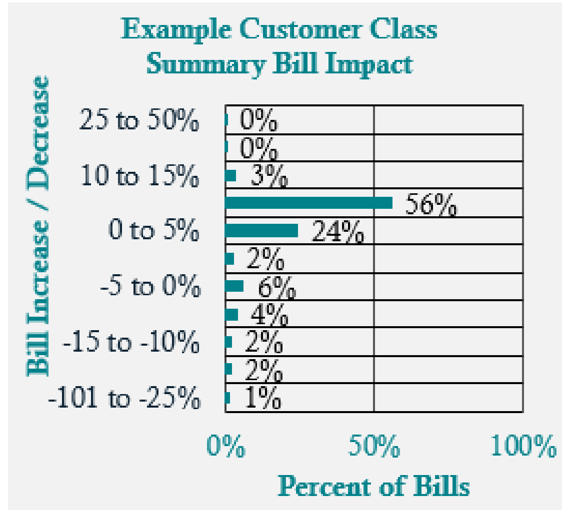
The rate design task will identify the appropriate costs to be recovered from each customer class for each utility. For example, water volume-related costs recover the costs to treat, store, and distribute water to customers. Wastewater-related costs recover the costs to collect, treat, and discharge wastewater. Customer-related costs typically include meter reading and maintenance and administrative costs.

Raftelis will calculate the test-year rates under the current structure and up to two (2) structure alternatives for each utility. Here's how we'll do it:

- Using the selected pricing objectives identified in Task 1, gauge the alignment the existing rate structure has with the objectives. Assess the ability of proposed rate structures to align with the evaluation metrics. Rank the existing structure against the alternatives and select up to two structures to determine test-year rates.
- Update the current utility rates with the test-year revenue requirement increase. This serves as the baseline for comparison against other rate structures.
- Based on the rate structure ranking results, develop test-year rates for each alternative. Compare results from proposed rates under each structure against the ability to meet ranked pricing objectives.
- Develop a bill impact table for each customer class that compares typical monthly and annual bills under existing and proposed rate structures.
- Compare how each rate design alternative meets the pricing objectives.
- Develop a bill comparison under the County's existing and proposed rate alternatives compared against up to 10 peer utilities for each utility.

TASK 5 DELIVERABLES:

- Draft and final proposed rate structure alternative(s) for each utility
- Two virtual meetings (per utility) to review findings with staff
- Regional rate comparisons for up to three (3) customer profiles for up to ten (10) comparable utilities selected during the Task 1 kickoff meeting.
- Finalized technical memorandum summarizing results



Task 6: Reports and Presentations

Draft Report

The draft report will document the rate development process, describe any recommended changes to the existing rate structures and the reason for such changes, and present the results of the cost-of-service and rate study. An electronic copy of the draft report will be provided to County staff for their review and comment. We will complete two rounds of draft report review.

Final Report

Raftelis will incorporate the County staff's comments on the draft report into a final report. On finalization of the report, the County will be provided an electronic copy.

Board of County Commission and Water Policy Advisory Committee (WPAC) Presentations

Raftelis will prepare the presentation materials to be used at separate WPAC and Board of County Commission meetings. Advance draft copies for each separate presentation will be provided to staff for review and comment. Raftelis will attend up to one (1) meeting with the BOCC.

TASK 6 DELIVERABLES:

- Virtual meeting to review draft report with County staff
- Draft report, searchable .pdf
- Final report, searchable .pdf
- PowerPoint material and participation in WPAC meeting
- PowerPoint material and participation in BOCC meeting
- Model delivery and user guide and two virtual training sessions

Raftelis and/or SMA team members may attend additional WPAC and BOCC meeting(s) as may be requested and subject to contract amendment.

Task 7: Communications and Outreach

Answering the Questions, Reducing Opposition

Transitioning to a self-sustaining enterprise fund is sound financial strategy. It will only succeed if the County's ratepayers understand why it is necessary and what it means for them.

Our communications professionals bring a combined record of more than 100 successful utility rate adoption campaigns. We will work alongside the County's outreach staff, equipping them with research-backed materials and a strategy they can execute with confidence. We aim to earn ratepayer understanding that a financially self-sustaining utility protects their long-term interests.

Rate adjustments are inherently sensitive, and Santa Fe County's service areas, from Agua Fria to Eldorado to Las Campanas, each bring distinct customer expectations and information needs. We will develop a communications and outreach framework that gives the County a clear roadmap for building public awareness throughout the rate adoption process.

Rather than prescribe specific tools before the work begins, we will first assess the County's existing communications capacity, channels, and audience dynamics. The approach that works for a large metropolitan utility will not translate to a county with geographically dispersed service areas and a bilingual population.

Our framework will draw on primary and secondary research to identify where target audiences get their information, what concerns they hold, and which messages and formats will reach them. Given the cultural and linguistic diversity of the County's customer base, we will develop materials in both English and Spanish.

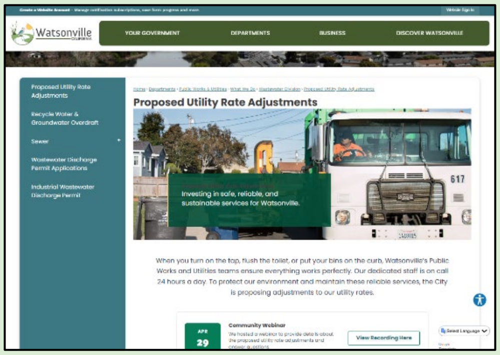
The framework will outline the outreach timeline, define County staff roles, and coordinate with the BOCC presentation schedule in Task 6. It will include a core message platform and audience-specific messaging for residential and commercial customers.

The deliverables below represent our recommended toolkit based on comparable rate studies. We will confirm the right mix with County staff early in the engagement and adjust tools where the County's channels, budget, or audience dynamics call for a different approach.

TASK 7 DELIVERABLES:

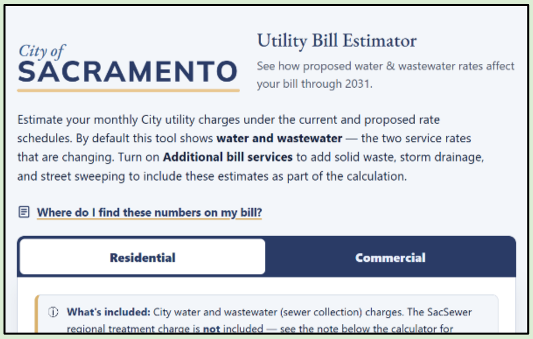
- Draft and final public outreach and education framework
- Specific communications and outreach tools, provided in English and Spanish, including:
    - Website content and design development
        - Either as standalone site with “vanity” URL or HTML code provided to the County Webmaster
    - FAQs / Talking Points
    - Four social media posts with static graphics
    - Fact Sheet
    - 2-minute animated “explainer” video
    - Customer-facing online bill calculator
    - PPT slide deck with script
    - One virtual webinar (which may be recorded and posted to the project website for individuals who were not able to participate live)

WORK SAMPLES



Click above to view prior rate study webpage work sample.

Click above to view prior “explainer video” work sample.



Click above to view prior online rate calculator work sample.

Project Team

WE HAVE DEVELOPED A TEAM OF CONSULTANTS WHO SPECIALIZE IN THE SPECIFIC ELEMENTS THAT WILL BE CRITICAL TO THE SUCCESS OF THE COUNTY'S PROJECT.

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

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