CHANNEL ISLANDS BEACH
COMMUNITY SERVICES DISTRICT

353 Santa Monica Drive · Channel Islands Beach, CA · 93035-4473 · (805) 985-6021 · FAX (805) 985-7156
A PUBLIC ENTITY SERVING CHANNEL ISLANDS BEACHES AND HARBOR · CIBCSD.COM

Board of Directors:

MICHAEL LEBOW, President
SHAWN THOMAS, Vice President
JARED BOUCHARD, Director
KRISTINA BREWER, Director
SEAN DEBLEY, Director

PETER MARTINEZ
General Manager

BOARD OF DIRECTORS
REGULAR BOARD MEETING
NOTICE & AGENDA

NOTICE IS HEREBY GIVEN that the Board of Directors of the Channel Islands Beach Community Services District will hold a Regular Board Meeting beginning at 5:00 P.M. on Tuesday, December 9, 2025. The meeting will be held at the Channel Islands Beach Community Services District 353 Santa Monica Drive., Channel Islands Beach, CA 93035.

The agenda is as follows:

A. CALL TO ORDER, ROLL CALL, PLEDGE OF ALLEGIANCE:

B. PUBLIC COMMENTS:

1. Opportunity for members of the public to address the Board on matters under the purview of the District and which are not on the agenda. (Time limit is 3 minutes per speaker)

C. CONSENT CALENDAR:

1. Approve the Agenda Order

2. Financial Reports:
    a. Cash Disbursal & Receipt Report – October 2025
    b. Cash Disbursal & Receipt Report – November 2025

3. Minutes:
    a. November 12, 2025, Regular Board Meeting
    b. November 25, 2025, Finance Committee Meeting

4. Authorize customer requests for relief from water charges due to leaks on the property consistent with Resolution 16-06:

	Account Number	Water Relief	Sewer Relief	Total Relief
a.	19240-01	$209.34	$527.16	$736.50
b.	16320-03	$0.00	$28.50	$28.50
				$765.00

D. CLOSED SESSION:

1. CONFERENCE WITH LEGAL COUNSEL – EXISITING LITIGATION
Authority: California Government Code § 54956.9(d)(1)
Pursuant to Government Code § 54956.9(d)(1), the Board of Directors will meet in closed session to discuss, confer with, and receive advice from legal counsel regarding existing litigation to which the District is a named party, specifically OPV Coalition, et. al. v. Fox Canyon Groundwater Management Agency, et. al., Santa Barbara County Superior Court Case No. VENCI00555357.

E. ACTION CALENDAR:

1. APPROVAL OF ONE-TIME EXPENSE TO WATERWORTH FOR RATE STUDY SERVICE

Recommendation:
1) Approve a one-time expense of $43,401 for Waterworth to perform a comprehensive Cost of Service Analysis (COSA), Financial Model, and Rate Design for water, sewer, and solid waste utilities, including required presentations to Committees and the Board of Directors, and to support the District through a Prop 218–compliant rate-setting process.

F. INFORMATION CALENDAR:

1. Review and confirm the current Records Retention Schedule.

2. Final Project Closeout – District Administration and Operations Facility

3. Report from Board Members of any meeting or conference where compensation for attendance was received.

G. BOARD MEMBER COMMENTS:

H. GENERAL COUNSEL & GENERAL MANAGER COMMENTS:

AGENDA POSTING CERTIFICATION

This agenda was posted Thursday, December 4, 2025, by 5:00 PM. The agenda is posted at the District Office and two public notice bulletin boards, which are accessible 24 hours per day. The locations include:

- Hollywood Beach School, 4000 Sunset Lane
- Corner Store, 2425 Roosevelt Blvd.
- District Office, 353 Santa Monica Drive

Agendas are also posted on the District's website at **www.cibcsd.com**.

Peter Martinez
Peter Martinez
General Manager

REQUESTS FOR DISABILITY-RELATED MODIFICATION OR ACCOMMODATION, INCLUDING AUXILIARY AIDS OR SERVICES, IN ORDER TO ATTEND OR PARTICIPATE IN A MEETING, SHOULD BE MADE TO THE SECRETARY OF THE BOARD IN ADVANCE OF THE MEETING TO ENSURE THE AVAILABILITY OF REQUESTED SERVICE OR ACCOMODATION. NOTICES, AGENDAS AND PUBLIC DOCUMENTS RELATED TO THE BOARD MEETINGS CAN BE MADE AVAILABLE IN ALTERNATIVE FORMAT UPON REQUEST.

Register: 1002 · Checking Banc of CA

From 10/01/2025 through 10/31/2025

Sorted by: Date, Type, Number/Ref

Date	Number	Payee	Account	Memo	Payment	C	Deposit	Balance
10/01/2025	DEP	QB:DEPOSIT	1200 - Accounts Recei...	Dep 10/1			14,286.27	342,366.37
10/01/2025	ACH	Nationwide Retirement	-split-	py pd 9-13-25 t...	3,068.80			339,297.57
10/01/2025	ACH	CalPERS	-split-	pr pd 9-13-25 t...	4,907.56			334,390.01
10/01/2025	EDEP	QB:DEPOSIT	1200 - Accounts Recei...	Vanco	509.20			333,880.81
10/01/2025	9745	Amazon Capital Serv...	2000 - Accounts Payable		405.94			333,474.87
10/01/2025	9746	Atlantis Utility, INC.	2000 - Accounts Payable		232.59			333,242.28
10/01/2025	9747	City of Oxnard	2000 - Accounts Payable		563.75			332,678.53
10/01/2025	9748	Famcon Pipe and Su...	2000 - Accounts Payable		244.85			332,433.68
10/01/2025	9749	FGL Environmental I...	2000 - Accounts Payable		301.00			332,132.68
10/01/2025	9750	Mission Linen & Uni...	2000 - Accounts Payable		472.24			331,660.44
10/01/2025	9751	Streamline Office So...	2000 - Accounts Payable		18.00			331,642.44
10/01/2025	9752	Underground Service...	2000 - Accounts Payable		42.00			331,600.44
10/01/2025	9753	Wilmington Trust, N...	2000 - Accounts Payable		158,165.63			173,434.81
10/01/2025		QuickBooks Payroll ...	-split-	Created by Pay...	29,478.27			143,956.54
10/01/2025	To Print	Carol J Dillon	-split-	Direct Deposit				143,956.54
10/01/2025	To Print	Chaz C Ryan	-split-	Direct Deposit				143,956.54
10/01/2025	To Print	E.D. Brock	-split-	Direct Deposit				143,956.54
10/01/2025	To Print	Erica M Pena	-split-	Direct Deposit				143,956.54
10/01/2025	To Print	Erika F Davis	-split-	Direct Deposit				143,956.54
10/01/2025	To Print	Jesus Navarro	-split-	Direct Deposit				143,956.54
10/01/2025	To Print	Peter A. Martinez	-split-	Direct Deposit				143,956.54
10/01/2025	To Print	Rick J Rivera	-split-	Direct Deposit				143,956.54
10/02/2025	EDEP	QB:DEPOSIT	1200 - Accounts Recei...	Vanco			1,120.56	145,077.10
10/02/2025	9755	Badger Meter	2000 - Accounts Payable		1,855.35			143,221.75
10/02/2025	9756	CUSI	2000 - Accounts Payable		103.12			143,118.63
10/02/2025	9757	805 Cleaning Services	2000 - Accounts Payable		750.00			142,368.63
10/02/2025	9758	Golden State Copier	2000 - Accounts Payable		36.81			142,331.82
10/03/2025	EDEP	QB:DEPOSIT	1200 - Accounts Recei...	Vanco			928.59	143,260.41
10/03/2025	EDEP	QB:DEPOSIT	1200 - Accounts Recei...	CUSI			1,229.14	144,489.55
10/03/2025	9759	Erika Davis	2000 - Accounts Payable	Wellness Benefit	129.00			144,360.55
10/06/2025	EDEP	QB:DEPOSIT	1200 - Accounts Recei...	CUSI			2,027.96	146,388.51
10/06/2025	EDEP	QB:DEPOSIT	1200 - Accounts Recei...	Vanco			4,564.39	150,952.90
10/07/2025	EDEP	QB:DEPOSIT	1200 - Accounts Recei...	Vanco			2,087.54	153,040.44
10/07/2025	EDEP	QB:DEPOSIT	1200 - Accounts Recei...	Vanco			4,140.37	157,180.81
10/07/2025	ACH	Tampa Hardware 2	8000 - Suspense	9-30-25	427.76			156,753.05
10/07/2025	ACH	ACWA/JPIA Health ...	5 - Salaries & Benefits:...	0707275	996.35			155,756.70
10/07/2025	9760	ACWA	2000 - Accounts Payable	2026 Annual A...	13,465.00			142,291.70
10/07/2025	9761	FGL Environmental I...	2000 - Accounts Payable		452.00			141,839.70
10/07/2025	9762	Mauricio Jimenez	2000 - Accounts Payable		60.00			141,779.70
10/07/2025	9763	Taft Electric Company	2000 - Accounts Payable		310.00			141,469.70

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Date	Number	Payee	Account	Memo	Payment	C	Deposit	Balance
10/07/2025	9764	Wex Bank	2000 - Accounts Payable		1,316.31			140,153.39
10/07/2025	9765	Wilmington Trust Fe...	2000 - Accounts Payable	Bond Fees	2,500.00			137,653.39
10/08/2025	EDEP	QB:DEPOSIT	1200 - Accounts Recei...	CUSI			2,897.08	140,550.47
10/08/2025	EDEP	QB:DEPOSIT	1200 - Accounts Recei...	Vanco			7,377.46	147,927.93
10/09/2025	EDEP	QB:DEPOSIT	1200 - Accounts Recei...	CUSI			1,427.24	149,355.17
10/09/2025	EDEP	QB:DEPOSIT	1200 - Accounts Recei...	Vanco			6,086.08	155,441.25
10/10/2025	DEP	QB:DEPOSIT	1200 - Accounts Recei...	Dep 10/8			11,153.21	166,594.46
10/10/2025	DEP	QB:DEPOSIT	1200 - Accounts Recei...	Dep 10/10			90.24	166,684.70
10/10/2025	DEP	QB:DEPOSIT	1200 - Accounts Recei...	Dep 10/10			2,631.90	169,316.60
10/10/2025	EDEP	QB:DEPOSIT	1200 - Accounts Recei...	CUSI			124.57	169,441.17
10/10/2025	EDEP	QB:DEPOSIT	1200 - Accounts Recei...	Vanco			3,820.45	173,261.62
10/10/2025	9766	AWA	2000 - Accounts Payable	10-23 AWA Br...	80.00			173,181.62
10/14/2025	EDEP	QB:DEPOSIT	1200 - Accounts Recei...	CUSI			1,898.98	175,080.60
10/14/2025	EDEP	QB:DEPOSIT	1200 - Accounts Recei...	Vanco			2,549.58	177,630.18
10/14/2025	9767	A to Z Law, LLP	2000 - Accounts Payable		810.00			176,820.18
10/14/2025	9768	AWA	2000 - Accounts Payable	Navarro, Brock...	160.00			176,660.18
10/14/2025	9769	Brown Armstrong A...	2000 - Accounts Payable		390.00			176,270.18
10/14/2025	9770	Pacific Couriers	2000 - Accounts Payable		329.24			175,940.94
10/14/2025	9771	Sam Hill & Sons, Inc.	2000 - Accounts Payable		3,969.00			171,971.94
10/14/2025	9772	AWA	2000 - Accounts Payable	Shawn Thomas...	40.00			171,931.94
10/14/2025	9773	City of Oxnard	2000 - Accounts Payable	April, May, Ju...	29,506.63			142,425.31
10/15/2025	DEP	QB:DEPOSIT	1200 - Accounts Recei...	Dep 10/14			11,123.06	153,548.37
10/15/2025	DEP	QB:DEPOSIT	1200 - Accounts Recei...	Dep 10/14			9,752.44	163,300.81
10/15/2025	DEP	QB:DEPOSIT	1200 - Accounts Recei...	Dep 10/14			10,075.37	173,376.18
10/15/2025	EDEP	QB:DEPOSIT	1200 - Accounts Recei...	CUSI			341.15	173,717.33
10/15/2025	EDEP	QB:DEPOSIT	1200 - Accounts Recei...	Vanco			2,377.83	176,095.16
10/15/2025	ACH	Nationwide Retirement	-split-	py pd 9-27-25 t...	3,023.17			173,071.99
10/15/2025	ACH	CalPERS	-split-	Pr pd 9-27-25 t...	4,907.56			168,164.43
10/15/2025	ACH	SEIU, Local 721	*2020 - Payroll Liabilit...	Pr pd 9-27-25 ...	83.75			168,080.68
10/15/2025	ACH	Vanco Chrg	6 - Administrative Exp...	E-Payment Cha...	85.90			167,994.78
10/15/2025	ACH	Banc of California	6 - Administrative Exp...	Analysis Charge	156.25			167,838.53
10/15/2025	DEP	QB:DEPOSIT	1200 - Accounts Recei...	Deposit Correc...	0.10			167,838.43
10/15/2025		QuickBooks Payroll ...	-split-	Created by Pay...	28,200.69			139,637.74
10/15/2025	To Print	Carol J Dillon	-split-	Direct Deposit				139,637.74
10/15/2025	To Print	Chaz C Ryan	-split-	Direct Deposit				139,637.74
10/15/2025	To Print	E.D. Brock	-split-	Direct Deposit				139,637.74
10/15/2025	To Print	Erica M Pena	-split-	Direct Deposit				139,637.74
10/15/2025	To Print	Erika F Davis	-split-	Direct Deposit				139,637.74
10/15/2025	To Print	Jesus Navarro	-split-	Direct Deposit				139,637.74
10/15/2025	To Print	Peter A. Martinez	-split-	Direct Deposit				139,637.74

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Date	Number	Payee	Account	Memo	Payment	C	Deposit	Balance
10/15/2025	To Print	Rick J Rivera	-split-	Direct Deposit				139,637.74
10/16/2025	EDEP	QB:DEPOSIT	1200 - Accounts Recei...	CUSI			2,077.90	141,715.64
10/16/2025	EDEP	QB:DEPOSIT	1200 - Accounts Recei...	Vanco			3,675.24	145,390.88
10/16/2025	EDEP	QB:DEPOSIT	1200 - Accounts Recei...	Monthly Draft			116,382.52	261,773.40
10/17/2025	EDEP	QB:DEPOSIT	1200 - Accounts Recei...	Vanco			2,580.82	264,354.22
10/17/2025	EDEP	QB:DEPOSIT	1200 - Accounts Recei...	CUSI Draft			38,651.89	303,006.11
10/17/2025	ACH	AT & T	6 - Administrative Exp...	10-01-25	1,214.96			301,791.15
10/17/2025	ACH	So. California Edison...	2 - Sewer System Expe...	10-14-25	472.63			301,318.52
10/17/2025	ACH	So. California Edison...	2 - Sewer System Expe...	10-14-25	715.99			300,602.53
10/17/2025	ACH	Spectrum	6 - Administrative Exp...		152.30			300,450.23
10/17/2025	RETCK	QB:Returned Item	1200 - Accounts Recei...	ADP Investments	136.84			300,313.39
10/17/2025	RETCK	QB:Returned Item	1200 - Accounts Recei...	RealXtate Hold...	157.10			300,156.29
10/17/2025	9774	ACWA/Joint Powers...	2000 - Accounts Payable	7-1-25 to 9-30-...	2,957.32			297,198.97
10/17/2025	9775	CUSI	2000 - Accounts Payable		71.80			297,127.17
10/17/2025	9776	EJ Harrison & Sons, ...	2000 - Accounts Payable	pr pd 9-1-25 to ...	54,913.87			242,213.30
10/17/2025	9777	FGL Environmental I...	2000 - Accounts Payable		187.00			242,026.30
10/17/2025	9778	Great American Fina...	2000 - Accounts Payable		163.82			241,862.48
10/17/2025	9779	Vogue Sign Company	2000 - Accounts Payable		218.50			241,643.98
10/17/2025	9780	ACWA/Joint Powers...	2000 - Accounts Payable	Auto and Gene...	37,238.05			204,405.93
10/20/2025	EDEP	QB:DEPOSIT	1200 - Accounts Recei...	CUSI			804.93	205,210.86
10/20/2025	EDEP	QB:DEPOSIT	1200 - Accounts Recei...	Vanco			2,762.31	207,973.17
10/21/2025	EDEP	QB:DEPOSIT	1200 - Accounts Recei...	CUSI			510.58	208,483.75
10/21/2025	EDEP	QB:DEPOSIT	1200 - Accounts Recei...	Vanco			3,348.45	211,832.20
10/22/2025	DEP	QB:DEPOSIT	1200 - Accounts Recei...	Dep 10/21			8,268.50	220,100.70
10/22/2025	DEP	QB:DEPOSIT	1200 - Accounts Recei...	Dep 10/20			44,623.67	264,724.37
10/22/2025	DEP	QB:DEPOSIT	1200 - Accounts Recei...	Dep 10-16			4,000.41	268,724.78
10/22/2025	DEP	QB:DEPOSIT	1200 - Accounts Recei...	Dep 10/20			10,823.98	279,548.76
10/22/2025	DEP	QB:DEPOSIT	1200 - Accounts Recei...	Dep 10/15			8,872.27	288,421.03
10/22/2025	DEP	QB:DEPOSIT	1200 - Accounts Recei...	Dep 10-16			564.21	288,985.24
10/23/2025	EDEP	QB:DEPOSIT	1200 - Accounts Recei...	CUSI			358.51	289,343.75
10/23/2025	EDEP	QB:DEPOSIT	1200 - Accounts Recei...	Vanco			2,025.35	291,369.10
10/23/2025	ACH	CalPERS	-split-	Medical	15,054.91			276,314.19
10/23/2025	ACH	Aflac	*2020 - Payroll Liabilit...	738190	463.89			275,850.30
10/23/2025	ACH	Frontier-Office	6 - Administrative Exp...	10-14-25	416.79			275,433.51
10/23/2025	ACH	SCE- Office	-split-	10-20-25	552.81			274,880.70
10/23/2025	ACH	So. California Edison...	2 - Sewer System Expe...	10-15-25	121.41			274,759.29
10/23/2025	RETCK	QB:Returned Item	1200 - Accounts Recei...	Levine	170.45			274,588.84
10/23/2025	9781	Base Auto Parts and ...	2000 - Accounts Payable		270.19			274,318.65
10/23/2025	9782	CSDA	2000 - Accounts Payable	2026 CSDA m...	9,665.00			264,653.65
10/23/2025	9783	Erica Marie Pena	2000 - Accounts Payable		375.00			264,278.65

Register: 1002 · Checking Banc of CA

From 10/01/2025 through 10/31/2025

Sorted by: Date, Type, Number/Ref

Date	Number	Payee	Account	Memo	Payment	C	Deposit	Balance
10/23/2025	9784	Erika Davis	2000 - Accounts Payable		375.00			263,903.65
10/23/2025	9785	FGL Environmental I...	2000 - Accounts Payable		187.00			263,716.65
10/23/2025	9786	Hollister & Brace	2000 - Accounts Payable		3,516.33			260,200.32
10/23/2025	9787	Montgomery Investi...	2000 - Accounts Payable	Asbestos Traini...	400.00			259,800.32
10/23/2025	9788	Erica Marie Pena	2000 - Accounts Payable		155.96			259,644.36
10/24/2025	EDEP	QB:DEPOSIT	1200 - Accounts Recei...	CUSI			187.00	259,831.36
10/24/2025	EDEP	QB:DEPOSIT	1200 - Accounts Recei...	Vanco			2,557.69	262,389.05
10/27/2025	EDEP	QB:DEPOSIT	1200 - Accounts Recei...	CUSI			616.43	263,005.48
10/27/2025	EDEP	QB:DEPOSIT	1200 - Accounts Recei...	Vanco			3,397.66	266,403.14
10/28/2025	EDEP	QB:DEPOSIT	1200 - Accounts Recei...	Vanco			673.56	267,076.70
10/28/2025	EDEP	QB:DEPOSIT	1200 - Accounts Recei...	CUSI			1,561.58	268,638.28
10/28/2025	ACH	Cardmember Service	8000 - Suspense		8,437.16			260,201.12
10/28/2025	9789	Jesus H. Navarro	2000 - Accounts Payable	Reimburse for ...	492.00			259,709.12
10/28/2025		QuickBooks Payroll ...	-split-	Created by Pay...	382.12			259,327.00
10/28/2025	To Print	Chaz C Ryan	-split-	Direct Deposit		X		259,327.00
10/29/2025	DEP	QB:DEPOSIT	1200 - Accounts Recei...	Dep 10/25			999.90	260,326.90
10/29/2025	DEP	QB:DEPOSIT	1200 - Accounts Recei...	Dep 10/25			10,147.62	270,474.52
10/29/2025	DEP	QB:DEPOSIT	1200 - Accounts Recei...	Dep 10/23			18,739.99	289,214.51
10/29/2025	DEP	QB:DEPOSIT	1200 - Accounts Recei...	Dep 10/27			1,215.12	290,429.63
10/29/2025	DEP	QB:DEPOSIT	1200 - Accounts Recei...	Dep 10/23			5,025.24	295,454.87
10/29/2025	EDEP	QB:DEPOSIT	1200 - Accounts Recei...	Adjustment			9.00	295,463.87
10/29/2025	EDEP	QB:DEPOSIT	1200 - Accounts Recei...	Vanco			935.48	296,399.35
10/29/2025	EDEP	QB:DEPOSIT	1200 - Accounts Recei...	CUSI			4,067.63	300,466.98
10/29/2025		QuickBooks Payroll ...	-split-	Created by Pay...	27,675.25			272,791.73
10/29/2025		QuickBooks Payroll ...	-split-	Created by Pay...	1,269.49			271,522.24
10/29/2025	To Print	Erika F Davis	-split-	Direct Deposit		X		271,522.24
10/29/2025	To Print	Carol J Dillon	-split-	Direct Deposit		X		271,522.24
10/29/2025	To Print	Chaz C Ryan	-split-	Direct Deposit		X		271,522.24
10/29/2025	To Print	E.D. Brock	-split-	Direct Deposit		X		271,522.24
10/29/2025	To Print	Erica M Pena	-split-	Direct Deposit		X		271,522.24
10/29/2025	To Print	Jesus Navarro	-split-	Direct Deposit		X		271,522.24
10/29/2025	To Print	Peter A. Martinez	-split-	Direct Deposit		X		271,522.24
10/29/2025	To Print	Rick J Rivera	-split-	Direct Deposit		X		271,522.24
10/29/2025	To Print	Jesus Navarro	-split-	Direct Deposit		X		271,522.24
10/30/2025	EDEP	QB:DEPOSIT	1200 - Accounts Recei...	Vanco			677.06	272,199.30
10/30/2025	EDEP	QB:DEPOSIT	1200 - Accounts Recei...	CUSI			1,013.88	273,213.18
10/31/2025	EDEP	QB:DEPOSIT	1200 - Accounts Recei...	Vanco			218.00	273,431.18
10/31/2025	EDEP	QB:DEPOSIT	1200 - Accounts Recei...	CUSI			1,879.51	275,310.69

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11/03/2025	EDEP	QB:DEPOSIT	1200 - Accounts Recei...	Vanco			1,342.90	278,504.22
11/04/2025	EDEP	QB:DEPOSIT	1200 - Accounts Recei...	Vanco			708.85	279,213.07
11/05/2025	EDEP	QB:DEPOSIT	1200 - Accounts Recei...	CUSI			2,852.49	282,065.56
11/05/2025	EDEP	QB:DEPOSIT	1200 - Accounts Recei...	Vanco			3,089.19	285,154.75
11/05/2025	9790	805 Cleaning Services	2000 - Accounts Payable		750.00			284,404.75
11/05/2025	9791	Amazon Capital Serv...	2000 - Accounts Payable		786.12			283,618.63
11/05/2025	9792	Atlantis Utility, INC.	2000 - Accounts Payable		232.59			283,386.04
11/05/2025	9793	Badger Meter	2000 - Accounts Payable		1,875.30			281,510.74
11/05/2025	9794	CUSI	2000 - Accounts Payable		103.30			281,407.44
11/05/2025	9795	FGL Environmental I...	2000 - Accounts Payable		379.00			281,028.44
11/05/2025	9796	KROHNE Inc.	2000 - Accounts Payable	New Sewer Me...	6,407.13			274,621.31
11/05/2025	9797	Mission Linen & Uni...	2000 - Accounts Payable		671.95			273,949.36
11/05/2025	9798	Staples	2000 - Accounts Payable		65.20			273,884.16
11/05/2025	9799	Streamline	2000 - Accounts Payable	Doc Pro Acces...	9,600.00			264,284.16
11/05/2025	9800	Underground Service...	2000 - Accounts Payable		28.00			264,256.16
11/05/2025	9801	City of Port Hueneme	2000 - Accounts Payable	September 2025	81,697.14			182,559.02
11/05/2025	9802	Miguel Zavalza	2000 - Accounts Payable		300.00			182,259.02
11/05/2025	9803	Streamline Office So...	2000 - Accounts Payable		207.45			182,051.57
11/05/2025	9804	CASA	2000 - Accounts Payable	Membership R...	2,895.00			179,156.57
11/05/2025	9805	CIBCSD-Petty Cash	2000 - Accounts Payable		140.00			179,016.57
11/05/2025	9806	Erika Davis	2000 - Accounts Payable	Clerk of the Bo...	534.96			178,481.61
11/06/2025	EDEP	QB:DEPOSIT	1200 - Accounts Recei...	CUSI			818.95	179,300.56
11/06/2025	EDEP	QB:DEPOSIT	1200 - Accounts Recei...	Vanco			3,157.69	182,458.25
11/07/2025	DEP	QB:DEPOSIT	1200 - Accounts Recei...	Dep 11/3			16,095.51	198,553.76
11/07/2025	DEP	QB:DEPOSIT	1200 - Accounts Recei...	Dep 11/7			8,271.28	206,825.04
11/07/2025	DEP	QB:DEPOSIT	1200 - Accounts Recei...	Dep 11/7			92.95	206,917.99
11/07/2025	EDEP	QB:DEPOSIT	1200 - Accounts Recei...	CUSI			1,869.49	208,787.48
11/07/2025	EDEP	QB:DEPOSIT	1200 - Accounts Recei...	Vanco			2,290.29	211,077.77
11/12/2025	ACH	SEIU, Local 721	*2020 - Payroll Liabilit...		83.75			210,994.02
11/12/2025	ACH	CalPERS	-split-	pr pd 10-11-25 ...	4,907.56			206,086.46
11/12/2025		QuickBooks Payroll ...	-split-	Created by Pay...	29,441.74			176,644.72
11/12/2025	To Print	Carol J Dillon	-split-	Direct Deposit		X		176,644.72
11/12/2025	To Print	Chaz C Ryan	-split-	Direct Deposit		X		176,644.72
11/12/2025	To Print	E.D. Brock	-split-	Direct Deposit		X		176,644.72
11/12/2025	To Print	Erica M Pena	-split-	Direct Deposit		X		176,644.72
11/12/2025	To Print	Erika F Davis	-split-	Direct Deposit		X		176,644.72
11/12/2025	To Print	Jesus Navarro	-split-	Direct Deposit		X		176,644.72
11/12/2025	To Print	Peter A. Martinez	-split-	Direct Deposit		X		176,644.72
11/12/2025	To Print	Rick J Rivera	-split-	Direct Deposit		X		176,644.72
11/14/2025	ACH	ACWA/JPIA Health ...	5 - Salaries & Benefits:...	0707543	996.35			175,648.37

Register: 1002 · Checking Banc of CA

From 11/01/2025 through 11/30/2025

Sorted by: Date, Type, Number/Ref

Date	Number	Payee	Account	Memo	Payment	C	Deposit	Balance
11/14/2025	ACH	AT & T	6 - Administrative Exp...	11-1-25	858.50			174,789.87
11/14/2025	9807	AWA	2000 - Accounts Payable	Luncheon for ...	120.00			174,669.87
11/14/2025	9808	Brown Armstrong A...	2000 - Accounts Payable		331.84			174,338.03
11/14/2025	9809	CUSI	2000 - Accounts Payable		71.80			174,266.23
11/14/2025	9810	DAVID DIETZ	2000 - Accounts Payable		36.43			174,229.80
11/14/2025	9811	DUCKLING, LLC	2000 - Accounts Payable	CUSTOMER ...	150.00			174,079.80
11/14/2025	9812	Erika Davis	2000 - Accounts Payable		113.00			173,966.80
11/14/2025	9813	Famcon Pipe and Su...	2000 - Accounts Payable		158.73			173,808.07
11/14/2025	9814	FGL Environmental I...	2000 - Accounts Payable		488.00			173,320.07
11/14/2025	9815	Great American Fina...	2000 - Accounts Payable		163.82			173,156.25
11/14/2025	9816	LAURA O'BRIEN	2000 - Accounts Payable	CUSTOMER ...	50.59			173,105.66
11/14/2025	9817	NEIL KRAMER	2000 - Accounts Payable	CUSTOMER ...	71.00			173,034.66
11/14/2025	9818	Pacific Couriers	2000 - Accounts Payable		329.24			172,705.42
11/14/2025	9819	Pacific Low Voltage	2000 - Accounts Payable		780.00			171,925.42
11/14/2025	9820	SAL OR PAMELA ...	2000 - Accounts Payable	CUSTOMER ...	76.35			171,849.07
11/14/2025	9821	SSBP	2000 - Accounts Payable		9,116.00			162,733.07
11/14/2025	9822	Wex Bank	2000 - Accounts Payable		1,003.41			161,729.66
11/14/2025	9823	Michael K. Nunley ...	2000 - Accounts Payable		1,428.50			160,301.16
11/17/2025	ACH	Vanco Chrg	6 - Administrative Exp...	Epay charges	88.30			160,212.86
11/17/2025	ACH	Banc of California	6 - Administrative Exp...	Analysis Fee	191.53			160,021.33
11/17/2025	ACH	CalPERS	-split-	pr pd 10-25-25 ...	4,907.56			155,113.77
11/18/2025	ACH	Nationwide Retirement	-split-	pr pd 10-11-25 ...	3,066.58			152,047.19
11/18/2025	ACH	Nationwide Retirement	-split-	pr pd 10-25-25 ...	3,067.36			148,979.83
11/18/2025	9824	Taft Electric Company	2000 - Accounts Payable		420.00			148,559.83
11/19/2025	DEP	QB:DEPOSIT	1200 - Accounts Recei...	Dep 11/4			952.33	149,512.16
11/19/2025	DEP	QB:DEPOSIT	1200 - Accounts Recei...	Dep 11/12			10,496.14	160,008.30
11/19/2025	DEP	QB:DEPOSIT	1200 - Accounts Recei...	Dep 11/17			11,861.29	171,869.59
11/19/2025	DEP	QB:DEPOSIT	1200 - Accounts Recei...	Dep 11/17			7,955.96	179,825.55
11/19/2025	DEP	QB:DEPOSIT	1200 - Accounts Recei...	Dep 11/18			15,223.96	195,049.51
11/19/2025	DEP	QB:DEPOSIT	1200 - Accounts Recei...	Dep 11/19			12,238.95	207,288.46
11/19/2025	EDEP	QB:DEPOSIT	1200 - Accounts Recei...	Monthly Draft			116,223.23	323,511.69
11/19/2025	RETCK	QB:Returned Item	1200 - Accounts Recei...	RealXtate Hold...	329.91			323,181.78
11/19/2025	RETCK	QB:Returned Item	1200 - Accounts Recei...	Levine	365.43			322,816.35
11/19/2025	RETCK	QB:Returned Item	1200 - Accounts Recei...	Bustos	112.31			322,704.04
11/19/2025	RETCK	QB:Returned Item	1200 - Accounts Recei...	Neilson & Rea...	241.20			322,462.84
11/20/2025	EDEP	QB:DEPOSIT	1200 - Accounts Recei...	Vanco			2,693.87	325,156.71
11/20/2025	EDEP	QB:DEPOSIT	1200 - Accounts Recei...	CUSI Monthly ...			35,940.41	361,097.12
11/21/2025	EDEP	QB:DEPOSIT	1200 - Accounts Recei...	CUSI			348.49	361,445.61
11/21/2025	EDEP	QB:DEPOSIT	1200 - Accounts Recei...	Vanco			1,953.49	363,399.10
11/24/2025	EDEP	QB:DEPOSIT	1200 - Accounts Recei...	CUSI			825.43	364,224.53

Register: 1002 · Checking Banc of CA

From 11/01/2025 through 11/30/2025

Sorted by: Date, Type, Number/Ref

Date	Number	Payee	Account	Memo	Payment	C	Deposit	Balance
11/24/2025	EDEP	QB:DEPOSIT	1200 - Accounts Recei...	Vanco			2,689.79	366,914.32
11/24/2025	ACH	So. California Edison...	2 - Sewer System Expe...	11-12-25	500.82			366,413.50
11/24/2025	ACH	So. California Edison...	2 - Sewer System Expe...	11-12-25	1,046.94			365,366.56
11/24/2025	ACH	SCE- Office	-split-	11-19-25	713.28			364,653.28
11/24/2025	ACH	Spectrum	6 - Administrative Exp...	11-6-25	152.30			364,500.98
11/24/2025	ACH	Aflac	*2020 - Payroll Liabilit...	061884	309.26			364,191.72
11/24/2025	ACH	CalPERS	-split-	Medical	15,054.91			349,136.81
11/24/2025	ACH	SEIU, Local 721	*2020 - Payroll Liabilit...		83.75			349,053.06
11/24/2025	9825	A to Z Law, LLP	2000 - Accounts Payable		1,200.00			347,853.06
11/24/2025	9826	EJ Harrison & Sons, ...	2000 - Accounts Payable		56,113.75			291,739.31
11/24/2025	9827	FGL Environmental I...	2000 - Accounts Payable		187.00			291,552.31
11/24/2025	9828	Heavenly Doves	2000 - Accounts Payable	Veterans Day a...	450.00			291,102.31
11/24/2025	9829	Hollister & Brace	2000 - Accounts Payable		2,747.03			288,355.28
11/24/2025	9830	PHWA	2000 - Accounts Payable	October 2025	80,417.46			207,937.82
11/24/2025	9831	Streamline Office So...	2000 - Accounts Payable		207.45			207,730.37
11/24/2025	9832	Sweet Peas Flowers ...	2000 - Accounts Payable	Veterans Days ...	431.00			207,299.37
11/24/2025	9833	Taft Electric Company	2000 - Accounts Payable		2,098.20			205,201.17
11/24/2025	9834	XIO, Inc.	2000 - Accounts Payable	Replace FIU10...	1,625.66			203,575.51
11/24/2025	9835	SWRCB	2000 - Accounts Payable	7-1-25 to 6-30-...	3,945.00			199,630.51
11/24/2025		QuickBooks Payroll ...	-split-	Created by Pay...	27,277.78			172,352.73
11/24/2025	To Print	Carol J Dillon	-split-	Direct Deposit		X		172,352.73
11/24/2025	To Print	Chaz C Ryan	-split-	Direct Deposit		X		172,352.73
11/24/2025	To Print	E.D. Brock	-split-	Direct Deposit		X		172,352.73
11/24/2025	To Print	Erica M Pena	-split-	Direct Deposit		X		172,352.73
11/24/2025	To Print	Erika F Davis	-split-	Direct Deposit		X		172,352.73
11/24/2025	To Print	Jesus Navarro	-split-	Direct Deposit		X		172,352.73
11/24/2025	To Print	Peter A. Martinez	-split-	Direct Deposit		X		172,352.73
11/24/2025	To Print	Rick J Rivera	-split-	Direct Deposit		X		172,352.73
11/25/2025	EDEP	QB:DEPOSIT	1200 - Accounts Recei...	CUSI			755.44	173,108.17
11/25/2025	EDEP	QB:DEPOSIT	1200 - Accounts Recei...	Vanco			2,827.47	175,935.64
11/25/2025	ACH	Frontier-Office	6 - Administrative Exp...	11-14-25	416.79			175,518.85
11/25/2025	9836	AWWA	2000 - Accounts Payable	AWWA Memb...	539.00			174,979.85
11/25/2025	9837	AWWA	2000 - Accounts Payable	Dues 2-1-26 to ...	539.00			174,440.85
11/26/2025	EDEP	QB:DEPOSIT	1200 - Accounts Recei...	Vanco			2,483.64	176,924.49
11/26/2025	EDEP	QB:DEPOSIT	1200 - Accounts Recei...	CUSI			2,627.77	179,552.26
11/28/2025	EDEP	QB:DEPOSIT	1200 - Accounts Recei...	CUSI			1,794.51	181,346.77
11/30/2025	DEP	QB:DEPOSIT	1200 - Accounts Recei...	Dep 11/24			25,917.42	207,264.19
11/30/2025	DEP	QB:DEPOSIT	1200 - Accounts Recei...	Dep 11/24			20,738.91	228,003.10
11/30/2025	DEP	QB:DEPOSIT	1200 - Accounts Recei...	Dep 11/30			15,354.95	243,358.05
11/30/2025	EDEP	QB:DEPOSIT	1200 - Accounts Recei...	Dep 11/30			110.00	243,468.05

MINUTES OF THE

CHANNEL ISLANDS BEACH COMMUNITY SERVICES DISTRICT

REGULAR BOARD MEETING November 12, 2025

A. CALL TO ORDER, ROLL CALL, PLEDGE OF ALLEGIANCE:

President Lebow called the meeting to order at 5:00 P.M. In attendance, Vice President Thomas, Director Brewer, General Manager, Peter Martinez, Acting General Counsel, Megan Rayburn, and Clerk of the Board, Erika Davis.

Director Bouchard and Director Debley were absent.

B. PUBLIC COMMENTS:

None.

C. CONSENT CALENDAR:

Director Brewer made a motion to approve the Consent Calendar. Vice President Thomas seconded the motion. The motion passed.

Lebow, Thomas, Brewer 3 - Yes 0 -No

D. SPECIAL PRESENTATION:

Special District Manager Taylor Gordon from DocAccess/Streamline Software Inc. presented the DocAccess Web Platform and answered Board questions regarding the indemnification package.

Director Bouchard joined the meeting at 5:09 p.m.

E. PUBLIC HEARING:

5:05 PM

At 5:09 p.m. President Lebow opened and conducted the public hearing. General Manager Martinez explained that the Amendment to Ordinance 99 included language

specific to Senate Bill 1383. The Clerk confirmed no oral or written communication was received. There was no public testimony. President Lebow closed the public hearing. Director Brewer made the motion to adopt the Amendment to Ordinance 99 effective January 1, 2026. Vice President Thomas seconded the motion. The motion passed.

ROLL CALL VOTE:

Lebow: YES, Thomas: YES, Bouchard: YES, Brewer: YES 4- Yes 0-No

F. ACTION CALENDAR:

1. FINAL STRATEGIC PLAN

General Manager Martinez said that the Final Strategic plan for Fiscal Years 2025-2028 incorporated the feedback provided during the July 8, 2025, Regular Board Meeting. General Manager Martinez explained that this is a living document and will be brought back annually to the Board. Board asked questions. Vice President Thomas made the motion to adopt the Final Strategic Plan for Fiscal years 2025-2025 . Director Brewer seconded the motion. The motion passed.

Lebow: YES, Thomas: YES, Bouchard: YES, Brewer: YES 4- Yes 0-No

G. INFORMATION CALENDAR:

1. Report from Board Members of any meeting or conference where compensation for attendance was received.

President Lebow and Vice President Thomas attended the Port Hueneme Agency meeting on October 20, 2025. There was a presentation on the Delta Conveyance Project and discussion regarding the resurfacing of a tank.

Vice President Thomas said he attended the AWA meeting and there was a presentation regarding desalination using pods in water that was interesting.

H. BOARD MEMBER COMMENTS:

None.

I. GENERAL COUNSEL & GENERAL MANAGER COMMENTS:

Acting General Counsel had no comment.

General Manager Martinez said on Wednesday, November 19, 2025, the US Army Corps plans on having a meeting regarding the Hollywood Beach Mitigation Project at the Hollywood Beach School but has not yet made a final announcement.

The General Manager Martinez stated that at the December 9, 2025, Regular Board meeting, the Records Retention Policy will be brought back to the Board, and the Agreement for a Rate Study Consultant will also be presented to the Board.

The Board Meeting adjourned at 5:34 p.m.

_____

Michael Lebow, President

MINUTES OF THE

CHANNEL ISLANDS BEACH COMMUNITY SERVICES DISTRICT

FINANCE COMMITTEE MEETING, November 25, 2025

A. APPROVE THE FINANCE COMMITTEE MEETING AGENDA:

The Finance Committee Agenda was approved, and the meeting was called to order at 11:00 A.M. In attendance, Director Bouchard, Director Debley, General Manager, Peter Martinez, Operations Manager, Jesus Navarro and Clerk of the Board, Erika Davis.

B. SPECIAL PRESENTATION: WATERWORTH – FINANCIAL FORECASTING AND UTILITY RATE ANALYSIS:

Lachlan Hunter, Account Executive at Waterworth, presented the financial forecasting and utility rate analysis tool. The Finance Committee reviewed the presentation and asked questions. The Finance Committee directed General Manager Martinez to confirm that the cost-of-service-report is included in the deliverables and that it meets all requirements necessary to protect the District before the item is brought to the Board.

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The Board Meeting adjourned at 12:03 p.m.

_____

Jared Bouchard, Director

CHANNEL ISLANDS BEACH
COMMUNITY SERVICES DISTRICT

Board of Directors:

MICHAEL LEBOW, President
SHAWN THOMAS, Vice President
JARED BOUCHARD, Director
KRISTINA BREWER, Director
SEAN DEBLEY, Director

PETER MARTINEZ
General Manager

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STAFF REPORT

Regular Board Meeting, December 9, 2025

To: **Board of Directors**
From: **Peter Martinez, *General Manager***
Subject: **Approval of One-Time Expense to Waterworth for Rate Study Services**
Item: **E-1**

RECOMMENDATION

Approve a one-time expense of $43,401 for Waterworth to perform a comprehensive Cost of Service Analysis (COSA), Financial Model, and Rate Design for water, sewer, and solid waste utilities, including required presentations to Committees and the Board of Directors, and to support the District through a Prop 218–compliant rate-setting process.

BACKGROUND

The District last implemented rate adjustments on July 1, 2025. To maintain financial sustainability and comply with Proposition 218, staff must prepare the next five-year rate structure beginning July 1 of 2026, 2027, 2028, 2029, and 2030. A defensible Cost of Service Analysis (COSA), long-term financial model, and transparent rate design process are required to ensure equity, compliance, and financial resilience.

Waterworth presented to the Finance Committee on November 25, 2025.

ANALYSIS

Staff solicited three qualified proposals. Waterworth submitted the lowest-cost proposal and provides an integrated financial modeling and rate management platform used by more than 300 public agencies.

Consultant	Proposal Amount	Notes
Waterworth	$43,401	Includes COSA, financial model, rate design, scenario tools, unlimited support, training, public hearing assistance, and all

		Board/Committee presentations.
Willdan Engineering	$79,975	Comparable consulting scope without continuous financial modeling.
Raftelis Financial Consultants	$108,000	Comprehensive proposal but significantly higher cost.

FISCAL IMPACT
The one-time cost of $43,401 is available in the District's operating budget. No budget amendment is required.

CONCLUSION
Waterworth provides the most cost-effective and comprehensive proposal to support the District's 2026–2030 rate cycle. Their model ensures defensible Proposition 218 compliance, long-term financial sustainability, and clear communication with the public and the Board.

REQUESTED ACTION
Approve a one-time expense of $43,401 for Waterworth to conduct the District's Cost of Service Analysis, Financial Model, and Rate Design for water, sewer, and solid waste services, including all required Committee and Board presentations and Proposition 218 support.

ATTACHMENTS

1. Waterworth Proposal
2. Willdan Engineering Proposal
3. Raftelis Proposal

WATERWORTH™

Continuous Utility Rate Management

Channel Islands Beach Community Services District, CA
Lachlan Hunter
Account Executive
Lachlanh@waterworth.net
206-704-7112

012/04/2025

CHANNEL ISLANDS BEACH
COMMUNITY SERVICES DISTRICT

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WATERWORTH™

OUR MISSION

Empowering financially sustainable local government services and winning back the public trust.

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CHANNEL ISLANDS BEACH COMMUNITY SERVICES DISTRICT

YOUR GOALS

Based on conversations with the Channel Islands Beach CSD staff, we understand your key goals are:

•Replace static forecasting with a dynamic, real-time model to adapt to changing costs and priorities

•Unify capital and financial planning in one system that updates automatically with project changes

•Use clear visuals and scenarios to justify rate decisions and build stakeholder trust

Related priorities:

- **Proactively renew and replace aging infrastructure**
- **Understand impacts to water and sewer rates**
- **Ensure services remain affordable for the community**
- **Proactively build cash reserves**
- **Facilitate good communication between staff, board members and the public**
- **Present data-driven recommendations**
- **Clearly identify long term capital plans**

Waterworth can help achieve these goals and priorities through **Continuous Utility Rate Management.**

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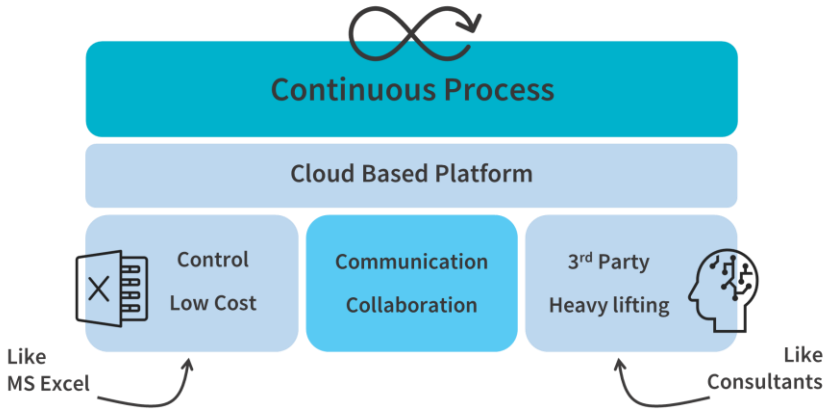
Continuous Utility Rate Management

What is it?

There are two methods of rates management commonly used today. When people want total control and low cost, they build in-house models with Microsoft Excel. We all love Excel - you can build what you want, it's flexible and practically free. It also has headaches. With Waterworth you have the control but without the headaches that come with maintaining an Excel spreadsheet. It's easy to use and very cost effective.

Other communities use rate consultants. They do an excellent job. They're experts and bring credibility to a council presentation. Similarly, the Waterworth team can step in as needed to do the heavy lifting and facilitate communications and action among staff and your elected officials.

Waterworth also addresses a critical gap by enabling easy Communication & Collaboration between individual departments, city administration and elected officials. With Waterworth, options can be carefully and efficiently reviewed, updated, reported on, compared with other scenarios. You can communicate difficult financial stories with ease so Council and the public can really buy in to the right decisions.



The thing our customers love the most is how we enable Continuous Rate Management. Rate studies are static in time. But variables keep changing - inflation is high, projects are getting repriced and reshuffled, interest rates fluctuate, sometimes you might get a grant, but you don't want to plan on it.

With Waterworth, you can stay in total control of all the moving parts while keeping everyone on the same page. This makes managing rates effortless and builds a synergistic relationship between city and elected officials.

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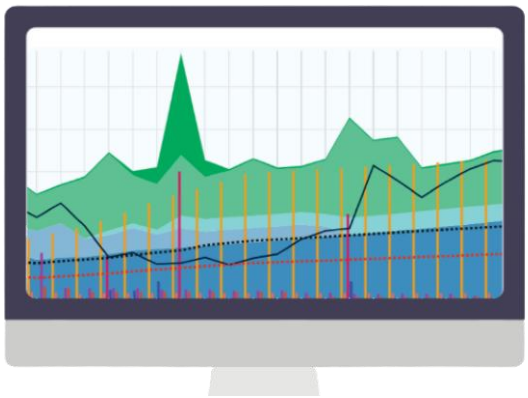
KEY FEATURES

LONG-TERM FINANCIAL MODEL

Develop a full-cost recovery model to understand long-term revenue requirements. Integrate CIP, Master Plans, and future capital reinvestment budgeting along with debt service scenarios, cash reserve policies, and tie it all back to a rate schedule.



ASSET REPLACEMENT SCHEDULE

Leverage your GIS data to produce a long-term asset replacement schedule to understand the cost of sustainable ownership, and benchmark how much to invest annually in capital renewal to avoid emergencies and preserve intergenerational equity.

COST OF SERVICE ANALYSIS

Review historical demand patterns and work towards a true cost-of-service model for each customer category including wholesale customers. Explore cost reallocation scenarios to see how you can make rates more equitable.

RATE DESIGN

Onboard billing data, analyze your current rate structure, easily model new rate structure options and immediately visualize the billing impacts of various options – what the changes will mean for revenues and affordability for residents.

SCENARIO EXPLORATION

Perhaps one of the most powerful features is the ability to quickly create and manage scenarios, compare them visually using 3 comparative modes (difference, side-by-side, overlay) and combine scenarios from different service areas into one complete organization-wide model.

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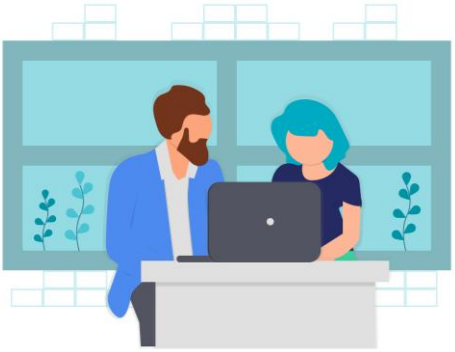
BENEFITS

SAVE TIME AND AGGRAVATION

Take pride in telling a better financial story. This makes communicating tough, complex issues easier leading to more efficient conversations. In the end, smarter decisions are made more quickly and with very little effort. Everyone saves time and aggravation.

LEVERAGE YOUR DATA TO DRIVE BETTER DECISIONS

Up-to-date data reflects the real-world circumstances of your community so you can have confidence that analysis and recommendations plot the best path forward in real-time. Waterworth is compatible with many other systems, so onboarding is relatively easy.



ENSURE LONG-TERM FINANCIAL SUSTAINABILITY

Plan for intergenerational equity by first determining long-term cost of sustainable ownership of infrastructure. Then become financially resilient and mitigate uncertainty about future events through better planning by developing and exploring scenarios.

LEVERAGE PROFESSIONAL SUPPORT THAT'S TAILORED TO YOU

Short-staffed? Think of us as a specialized part of your team. We're here to make sure you are asking the right questions and making progress towards community goals. Support is here, whenever and however you need it: we'll assist with data needs, analysis, scenario exploration, presentation, and succession.

We've got your back!

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UNLIMITED SUPPORT & ADVISING

Included with all services. We're here for you by chat, email, phone or zoom as much or as little as needed to ensure you meet your goals.

- Unlimited 1:1 coaching with all included tools
- Expert advice with Financial Modeling, Cost of Service Analysis, Infrastructure Analysis and Rate Design
- Onboarding and refining of external financial model or Pro Forma into Waterworth's financial model
- Assistance with project management and organization to help meet deadlines and stay on track of priorities
- Training for effective communication with elected officials and between departments
- Assistance with analysis of complex datasets, and impact analysis of any scenarios or proposed changes
- Assistance with presenting models internally or to Boards/Councils
- Assistance with onboarding instructions for Assets, Population, Flows or Billing Data
- Training of new staff on Waterworth
- Facilitating succession transitions

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METHODOLOGY

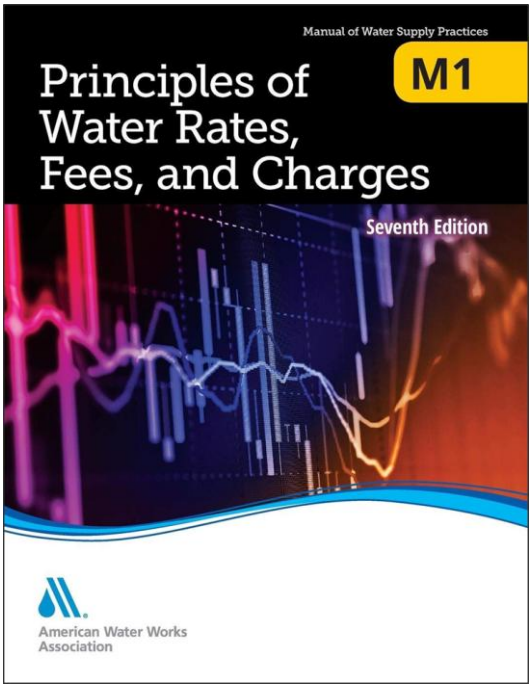
Waterworth is based on the fundamentals of rate design as outlined in AWWA M1 and WEF 27.

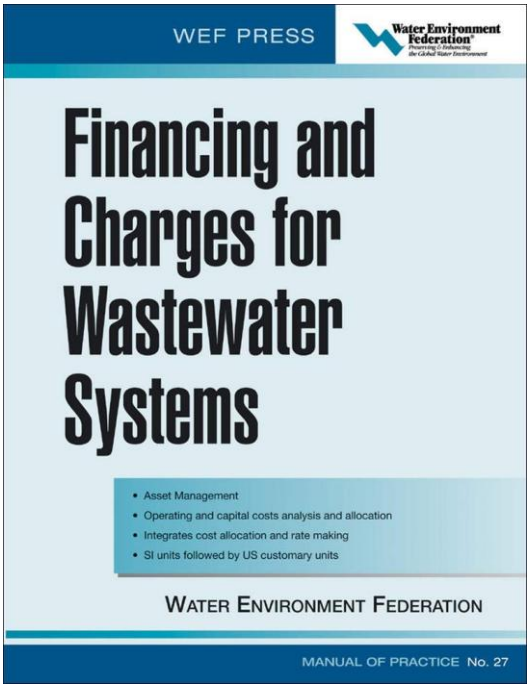
These manuals set the industry accepted standard practices in financial planning and rate making to establish cost-based rates, fees, and charges to recover the full costs associated with utilities.

American Water Works Association

Dedicated to the World's Most Important Resource®

Water Environment Federation®
the water quality people®





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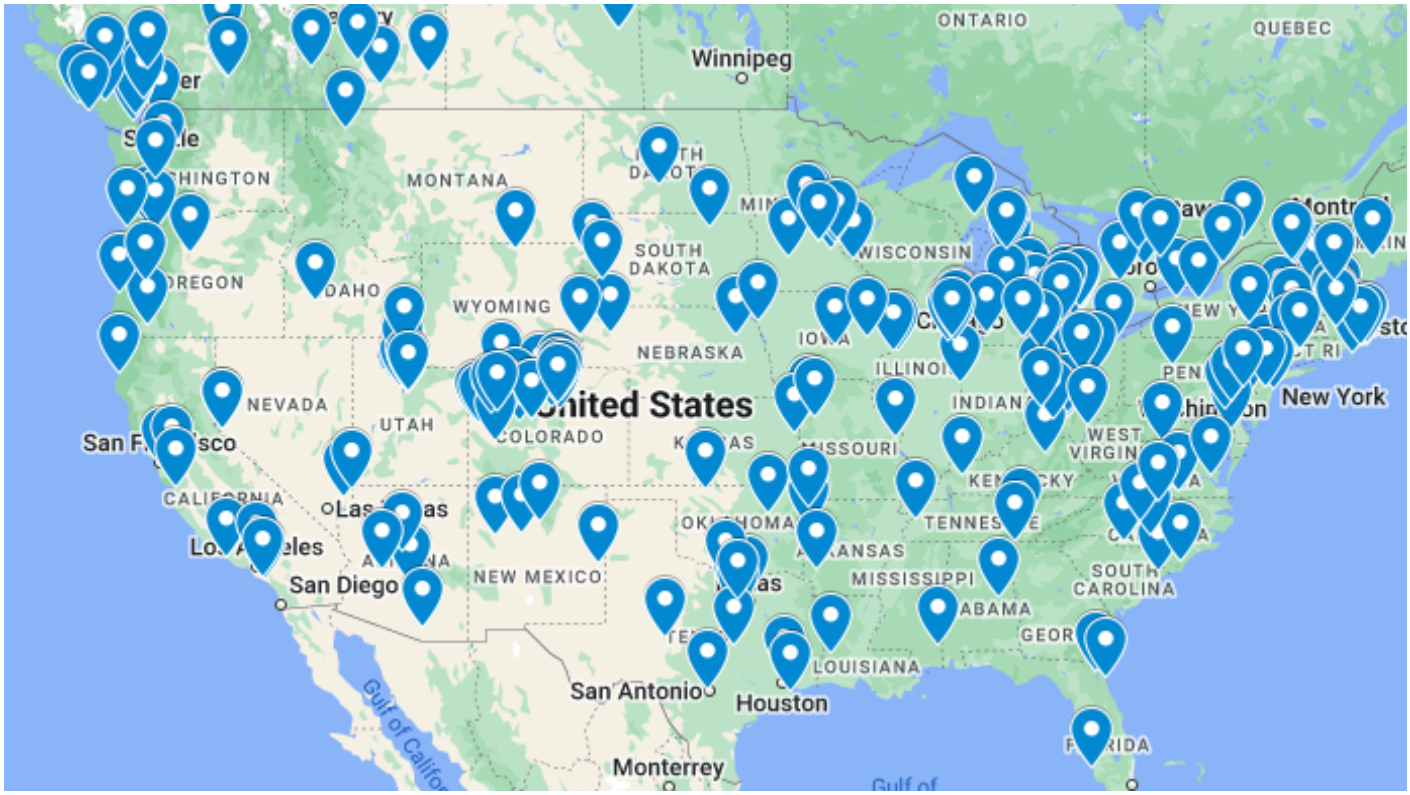
WHO ELSE DOES THIS?

Waterworth is trusted by over 300 municipalities across North America.



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CITY OF LONGMONT COLORADO
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CLIENT TESTIMONIALS

"We informed our Board that inflation has severely impacted the costs of our capital projects, and it became clear that without a $7,000,000 bond, we would be in trouble.

It is amazing how much easier this process is now that we have Waterworth. Whenever we have discussions with our Board, we use Waterworth to review and explore options. Because we do this frequently, the board is familiar with the model and so they trust in Waterworth. The discussion regarding the need to obtain the $7,000,000 bond lasted less than 10 minutes."

Wes Smith, CFO
Virgin Valley Water District, Nevada

"What's great about Waterworth is that I don't have to wait for a consultant and compile all kinds of information.

I can go into my model and get a snapshot of what I'm looking at… it's the convenience of being able to get the information I need quickly and whenever I want."

Yvonne Acuña, Assistant Finance Director
City of Leon Valley Texas

"That's how we have found Waterworth to be valuable: showing our elected officials the scenarios of if we don't do anything, if we do something, and having those changes side by side."

John Mastandona, Director of Finance
Village of Western Springs, Illinois

"We've been trying to do this on our own for 10 years, to have something so turnkey was just an absolute blessing."

Lisa Vollbrecht, Public Utilities Director
City of St. Cloud, Minnesota

5-Year Subscription – Prop 218 Compliant

Excluding Cost of Service and Rate Design in years 2-5

Modules	Description	Annual Price	Cumulative Price
-COSA (Year 1) -Rate Design (Year 1) -Financial Model -Scenario Exploration -Asset Features	Software Access for Water, Sewer and Trash Service Areas Unlimited Support and Advising 60 Month Subscription – upfront payment to receive discount	$10,212	$51,060
		-15% Discount (-5% inflation) **Total Savings** **Total USD**	-$7,659 (-$2,553) **$7,659** **$43,401**

Included:

- Implementation
- Unlimited User Licenses
- Unlimited Support and Advising
- Training
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- Presentation
- Public Hearing Assistance
- Assistance with: Data Onboarding, Data Analysis, Scenario Exploration

Please sign below, acknowledging what Waterworth promises to include in in all subscription options for the total duration of your subscription.

Channel Islands Beach Community Services District Representative:

X_____

Waterworth Representative: Lachlan Hunter - Account Executive

X_____

Note: The Subscriber may terminate the Subscription at any time. Upon termination, Muniworth will reimburse the Subscriber pro-rata for the remaining unused years of the Subscription, calculated at a rate of 75% of the remaining balance of the Subscription Fee for the unused years.

Subscription effective date is on the day of the Getting Started Meeting when user sign-in accounts are created. Renewal invoices will be sent 60 days before subscription end date. Prices set to increase by 5% per year.

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Unique Value Proposition Document

Waterworth is a unique and specialized solution with no comparable alternative. No customer has ever had to procure Waterworth through an RFP process.

Sole Source Qualifying Factors

1. Unique & Proprietary Technology
2. Highly Specialized Purpose-Built
3. Compatibility with Existing Systems
4. Quick Implementation & Training
5. Professional Advice & Coaching

Based on the Sole Source Requirements outlined by the National Association of State Procurement Officials (NASPO), the Single/Sole Source Procurement our clients have referenced when subscribing to Waterworth.

Unique Value Proposition Document available upon request:

- Template memo to council/board that you can edit
- Detailed documentation describing what is unique and specialized about Waterworth to assist in varying procurement approaches

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Channel Islands Beach Community Services District, CA

Proposal

Water, Wastewater, & Solid Waste Rate Study

WILLDAN
FINANCIAL SERVICES

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November 25, 2025

Mr. Pete Martinez
General Manager
Channel Islands Beach Community Services District
1416 C Street
Livingston, CA 95334

submitted via email: pmartinez@cibcsd.com

Re: Proposal to Conduct a Water, Wastewater, & Solid Waste Rate Study for the Channel Islands Beach Community Services District

Dear Mr. Martinez:

Willdan Financial Services ("Willdan") is pleased to submit the following proposal to conduct a Water, Wastewater, & Solid Waste Rate Study on behalf of the Channel Islands Beach Community Services District ("CSD"). We are excited at this opportunity to work with the CSD and possess extensive experience in all three areas of work requested, which ensures we are able to address the objectives identified in the RFP for this study. Team members assigned to the project team all have combined experience in water, wastewater and solid waste rate studies, and would work collectively on the three phases of the overall project, allowing for a seamless and cost-effective project approach.

Willdan has worked extensively with cities and special districts recently to address the need for rate increases, for a variety of reasons. In some cases, increases were delayed during the pandemic, in others increases were needed to address capital project backlogs or to reflect increasing costs of operations and maintenance. These situations required specific and strategic approaches to developing and evaluating financial scenarios and recommendations and communicating results and recommendations to stakeholders and elected officials. ***This recent direct experience highlights our understanding of how to present results and recommendations with an emphasis on clearly explaining the underlying reasons to elected officials and other stakeholders, and just as importantly, with utmost sensitivity to the impacts on utility customers.***

Willdan's interactive approach will result in a customized Excel financial model, that the CSD will retain, and a focused and tailored analysis of the CSD's current rates, revenues, capital project and operational expenditures, debt commitments, reserve funding, and other financial data. The culmination of our analysis will be a comprehensive financial management plan that develops projected system operating results for the next ten (10) fiscal years, and suggested rates for up to five (5) years. We will employ our proven interactive approach, supported with advanced financial modeling techniques, to develop a sophisticated and flexible financial model to guide the CSD through operating and financial scenarios, evaluate impacts of policy assumptions, and perform sensitivity analysis on rates and financial strategies.

Our ability to focus on the financial aspects of operating publicly owned utility systems is coupled with recognized leadership in strategic planning and operations and enables us to bring unmatched value to our clients. Our team brings a set of nationally recognized qualifications and experts that sets us apart. These qualifications include:

Recent Experience with Projects with Same Objectives as Channel Islands Beach CSD — Willdan has worked recently with numerous public agencies throughout the State, on utility rate studies with objectives that closely mirror those outlined by the CSD and discussed above – focusing on the financial stability of utilities by creating and analyzing a financial plan, understanding the impact of capital projects and changing operations, and ensuring sufficient and stable funding for ongoing and projected needs. ***We recently completed successful comprehensive studies for the Cities of McFarland, Dinuba, Farmersville, Fillmore, Lakeport, La Palma, Vacaville, Buellton, the McKinleyville Community Services District, and are currently working with the Cities of Port Hueneme, Livingston, Ceres, Hemet, and the Monterey One Water District with objectives and experience that relate closely to the goals of the CSD's proposed study.***

Unique Approach — Our approach to the development of utility rates has been carefully honed over the years. We will ***work collaboratively with CSD staff to carefully assess and understand the CSD's unique utility system concerns and issues, clarify goals and objectives for the study, and develop a tailored approach that will best serve your needs.*** We do not use a "cookie-cutter" approach, but rather bring a combination of planning and financial expertise providing a thorough understanding of utility operations and management.

> Willdan will work with the CSD to create new rate models that provides the benefit of a fresh approach and new perspectives.

T 951.587.3500 ▪ 800.755.6864 | F 951.587.3510 ▪ 888.326.6864 | 27368 Via Industria, Suite 200, Temecula, CA 92590 | www.willdan.com

A key to our approach is the use of a sophisticated and dynamic model and dashboard that allows us to quickly evaluate alternatives resulting from changes in assumptions and input variables, to address different policy and financial objectives. This allows us to work collaboratively and transparently, to provide comprehensive business solutions. Our objective is to educate and inform throughout the process, not just at the completion of the project.

Unmatched Experience Developing and Implementing Utility Rates — Willdan is nationally recognized for its expertise in developing and implementing utility system financial planning, rate, and impact fee studies, and has extensive experience in California implementing **Proposition 218** compliant rate structures.

Communicating the Results — Sound technical analysis is only one element of this process. It will be equally important to effectively communicate results and implications of the proposed rate structure to CSD staff, Board of Directors, key stakeholders, and ***ultimately to those that will be subject to new rates.***

Most of our projects incorporate significant community and/or stakeholder involvement and education efforts, and our experienced consultants are able to communicate complicated technical analysis in a manner that is easy to follow and understand.

The intuitive setup of our financial models allows Willdan to discuss and present critical information in a way that maximizes engagement and facilitates outreach. Our reports and presentations provide a solid understanding of the project and the rationale behind the development of the rates.

I, Chris Fisher, will serve as the primary contact person for this proposal; as an officer of the firm, I am authorized to negotiate and bind Willdan Financial Services. Provided in the table below is our legal name and contact information.

Willdan Financial Services
Proposal Contact
27368 Via Industria, Suite 200 | Temecula, CA 92590
Chris Fisher Vice President / Director
Tel#: (951) 587-3500 | Email: CFisher@Willdan.com
California Corporation | Established 1988

Willdan maintains exceptional experience in utility cost of service and rate design and is excited about this opportunity to use our skills and expertise to serve the Channel Islands Beach Community Services District.

Sincerely,

WILLDAN FINANCIAL SERVICES

Chris Fisher
Vice President / Director

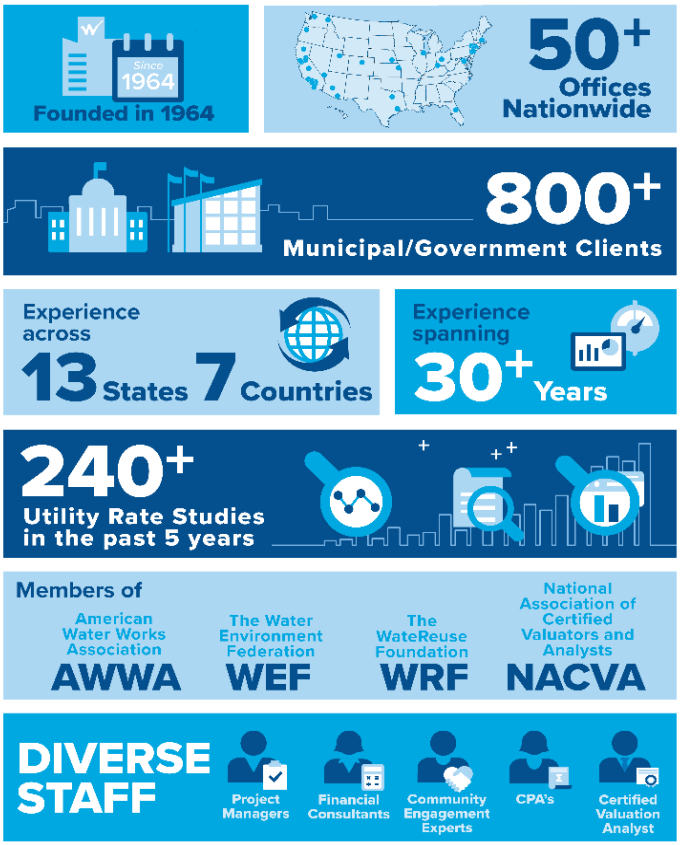
Background and Experience

Firm Profile

Willdan Group, Inc. (WGI), was founded in 1964 as an engineering firm working with local governments. Today, WGI is a publicly traded company (WLDN). WGI, through its divisions, provides professional technical and consulting services that ensure the quality, value and security of our nation's infrastructure, systems, facilities, and environment. The firm has pursued two primary service objectives since its inception—ensuring the success of its clients and enhancing its communities.

A financially stable company, Willdan has approximately 1,770 employees working in more than 50 offices across the U.S. Our employees include a number of nationally recognized Subject Matter Experts for all areas related to the broadest definition of connected communities—***four of whom are committed to contribute their expertise throughout the duration of the Channel Islands Beach Community Services District's Water, Wastewater, and Solid Waste Rate Study engagement.***

We have solved economic, engineering and energy challenges for local communities and delivered industry-leading solutions that have transformed government and commerce. Today, Willdan is leading our clients into a future accelerated by a change in resources, infrastructure, technology, regulations, and industry trends.



Willdan Financial Services

Established on June 24, 1988, Willdan Financial Services, is a national firm and is one of the largest public sector economic and financial analysis consulting firms in the United States. Since that time, we have helped over 800 public agencies successfully address a broad range of infrastructure challenges.

Our team is focused on actively supporting our clients by ensuring they stay informed about the latest advancements in our areas of expertise. We believe that by sharing this knowledge, we can empower our clients to make informed decisions and achieve their objectives.

Willdan assists local public agencies by providing the following services:

Willdan Financial Services	
Services Provided	
▪ Utility rate and cost of service studies; ▪ User fee studies; ▪ Cost allocation plan studies; ▪ Real estate economic analysis; ▪ Municipal advisory services; ▪ District administration services; ▪ Property tax audits; ▪ Economic development strategic plans;	▪ Development impact fee establishment and analysis; ▪ Tax increment finance district formation and amendment; ▪ Feasibility studies; ▪ Housing development and implementation strategies; ▪ Arbitrage and continuing disclosure services; ▪ Debt issuance support; and ▪ Long-term financial plans and cash flow modeling.

Experience

For nearly three decades, Willdan team members have provided professional consulting services, which entail financial planning; rate and cost-of-service studies including wholesale analysis; alternative and feasibility analyses; and operational and management studies for water, reclaimed water, sewer, and solid waste, and stormwater utility clients across the United States.

Willdan team members are involved with the development of the rate-setting methodologies set forth in the American Water Works Association (AWWA) M1 manual "Principles of Water Rates, Fees and Charges," and the AWWA M29 manual, "Water Utility Capital Financing." Willdan is nationally recognized for its expertise with team members frequently being called upon to speak or instruct on utility financial matters, as subject matter experts, including at the AWWA Utility Management conference.

At present Mr. Kevin Burnett, a Willdan Principal Consultant, is involved in the current update to the M1 manual.

We are also deeply familiar with the procedural and substantive requirements of Proposition 218. Willdan staff (including Mr. Fisher, proposed as the principal-in-charge/project manager for this engagement) speak regularly to California industry groups such as the California Special Districts Association (CSDA) and the California Society of Municipal Finance Offices (CSMFO). Further, we completed a water and wastewater study for the City of Lakeport where ***the same team proposed for this engagement worked closely with a leading Proposition 218 law firm in the state to update their tiered water rate structure to be compliant with the requirements of Proposition 218 and the City of San Juan Capistrano decision. We will bring this recent experience and insight to the Channel Islands Beach Community Services District.***

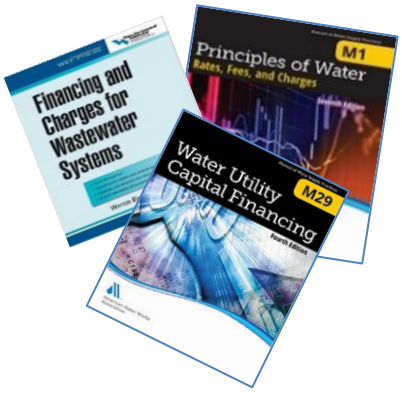
Willdan team members are experienced in a broad range of utility planning services and therefore understand the importance of an approach that integrates elements of utility planning, engineering, and finance. Willdan team members possess considerable experience in utility rate and cost-of-service studies and have performed these services for hundreds of utilities throughout the country. Our team includes staff with public sector experience spanning 30 years, and staff on the forefront of utility ratemaking and rate-modeling. In addition, team members have held positions as finance directors, deputy city managers, and auditors, and therefore understand the financial, operational, and political realities faced by governmental staff and management; we develop solutions that take these realities into account.

Willdan Financial Services

Utility Experience and Expertise

- Retail and wholesale rate studies
- Revenue sufficiency analyses
- Utility management and policy assistance
- Connection fee / tap fee studies
- Miscellaneous fee and charge studies
- Renewal and replacement sufficiency analyses
- Comprehensive alternatives analyses
- Capital project funding studies
- Interactive rate model development with dashboards showing key performance indicators
- CIP financial scenario planning
- Rate ordinance drafting
- Billing system validation/rate testing
- Bond feasibility reports
- Valuation/divestiture studies
- Life Cycle Costs Analyses

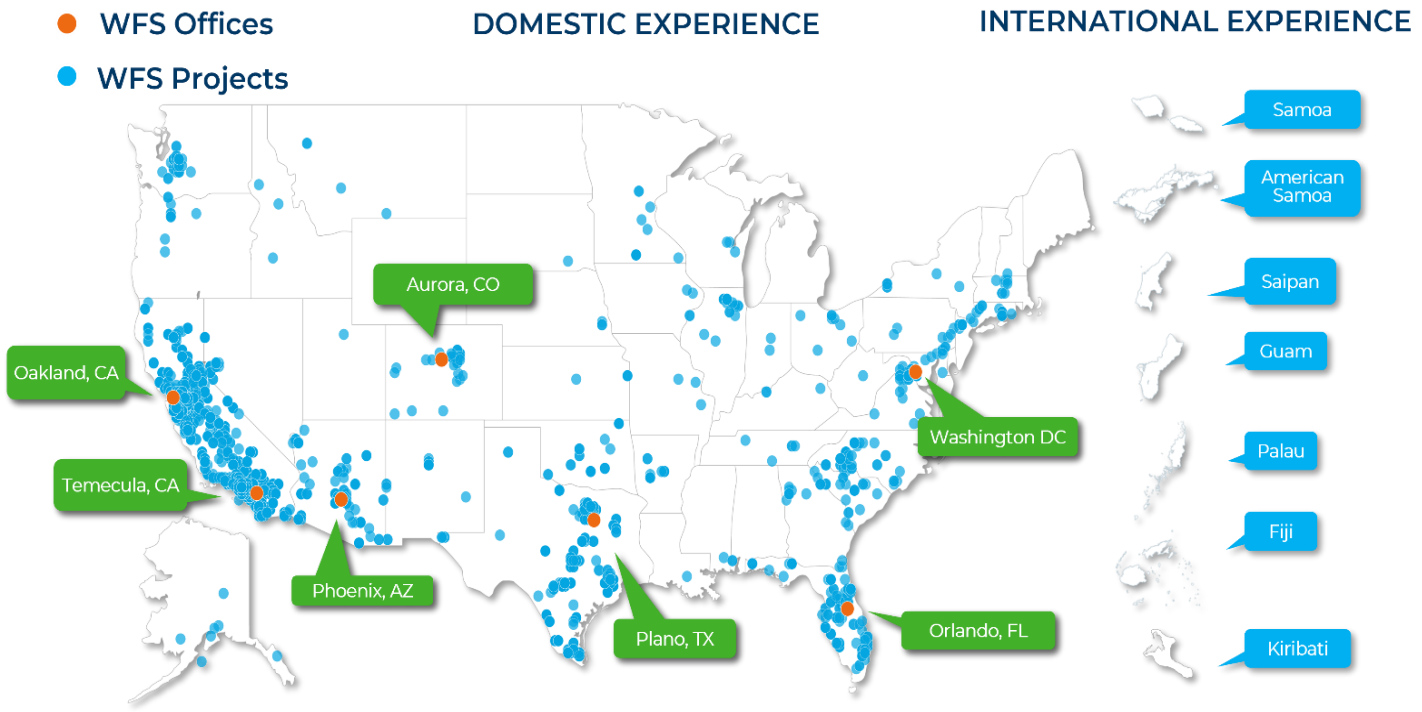
Willdan will work with the CSD to identify and prioritize operational and fiscal objectives, and match these to specific rate attributes; and use this information throughout the engagement to develop a comprehensive financial plan and design utility rates that effectively meet these goals. The culmination of our analyses will be rate policies that guide the rate setting process, and a financial management plan that develops projected system operating results for the utility for the forecasted period. Willdan will employ its proven interactive approach, coupled with advanced financial modeling techniques to design rates and a financial plan that meet established goals and performance criteria. These modeling techniques serve as a powerful decision-making tool and provide the CSD with genuine business solutions and recommendations as to the strategic direction of its utilities.



During rate and financial planning projects we employ tools and techniques which focus on consensus building among stakeholders to ensure the team understands the future financial implications of current management decisions. Our extensive project expertise is bolstered by our unique interactive financial planning process and model.

Client Map

A graphical representation of Willdan's geographical client presence is depicted below of recent utility rate and financial projects completed within the last few years.



Staffing Capacity

Mr. Chris Fisher has been assigned to serve as the CSD's representative; and has been selected for this role due to his extensive experience, which includes the preparation and supervision of numerous utility rate studies, as well as his experience presenting to governing bodies, stakeholders, and industry groups.

It is important to note that Mr. Fisher has been with Willdan for 26 years, ensuring the Channel Islands Beach Community Services District of continuity and dedication in staffing during the completion of the project.

Project Availability

Each member of the project team currently has work in progress with other clients; the workload is at a manageable level with sufficient capacity to meet the needs of the CSD specific to the schedule and budget for this engagement.

The Financial Consulting Services group is made up of over 30 professionals who can be called upon as needed; we are confident that our team possesses the depth of experience that will successfully fulfill the desired work performance. Willdan Group Inc. is composed of over 1,770 employees, including a cadre of public finance experts. If necessary, Mr. Fisher can recruit additional, qualified individuals from our employee roster to assist with the completion of this engagement to deliver the final materials on time and within budget.

We do not anticipate staffing changes during the course of the project, however, should the situation arise, any change in team members will be discussed and approved in concert with the CSD prior to the change being made.

Recent Utility Rate Projects

Due to the proposal page limit, included herein is an abbreviated table of experience below outlines projects that are similar in nature to those requested conducted from the Temecula office in the previous several years.

Willdan Financial Services
Temecula Office | Utility Related Experience

Agency	Project
City of Arvin, CA	Sewer Rate Study and Cost Allocation Plan
City of Atwater, CA	Solid Waste Rate Study
City of Avenal, CA	Water and Sewer Rate Study
City of Bell, CA	Sewer Rate Study
City of Blythe, CA	Water and Sewer Rate Study
City of Buellton, CA	Water and Sewer Rate and Connection Fee Study
City of Calexico, CA	Water and Sewer Rate and Connection Fee Study
City of Claremont, CA	Sewer Rate Study and Solid Waste Rate Study
City of Coachella, CA	Proposition 218 Sewer Mailing
City of Delano, CA	Water, Sanitary Sewer, Solid Waste Utility Rate Study
City & County of Denver, CO	Sanitary Sewer & Storm Drainage Benchmarking and Storm Drainage Impact Fee Study
City of Dinuba, CA	Water, Sewer, & Solid Waste Rate Study
City of Durango, CO	Water and Wastewater Rate Study
City of Farmersville, CA	Water and Wastewater Utility Rate Study
City of Fillmore, CA	Water and Sewer Rate Study
City of Grover Beach, CA	Water, Wastewater, and Stormwater Financial Plan & Utility Rate Study
City of Guadalupe, CA	Water and Sewer Rate Study
City of Hemet, CA	Water and Sewer Rate Study
City of Hercules, CA	Wastewater Financial Plan and Connection Fee Study
City of La Palma, CA	Water and Sewer Rate Study
City of Lakeport, CA	Water and Sewer Rate Study, and Connection Fee Study
City of Livingston, CA	Water, Wastewater and Solid Waste Rate Study
City of Lomita, CA	Water Rate Study
City of McFarland, CA	Water, Sewer, and Solid Waste Rate Study and Cost Allocation Plan
City of Norwalk, CA	Water Rate Study
City of Patterson, CA	Sewer Rate Study
City of Pinole, CA	Wastewater Rate and Fee Study
City of Port Hueneme, CA	Water, Wastewater and Solid Waste Rate Study
City of Richmond, CA	Wastewater Rate Study
City of Seaside, CA	Water Rate and Capacity Fee Study
City of Soledad, CA	Water Rate Study Consulting Services
City of Stanton, CA	Sewer Rate and Connection Fee Study
City of Twentynine Palms, CA	Sewer Treatment Facility Fair Share and Sewer Rate Analysis
City of Vacaville, CA	Water and Wastewater Rate Study
County of San Diego, CA	Sewer Rate and Standby Charge Study
McKinleyville CSD, CA	Water and Wastewater Rate and Capacity Fee Study
Monterey One Water, CA	Wastewater Rate, Capacity Fee Study & Cost Allocation Plan
Santa Ynez Community Services District	Wastewater Rate and Capacity Fee Study
Town of Apple Valley, CA	Sewer Rate and Nexus Study

Approach and Methodology

Project Understanding

The following project approach and scope of services is based on Willdan's current understanding of the Channel Islands Beach Community Services District's ("CSD") need for a comprehensive utility rate study to guide future rate adjustments and ensure continued financial sustainability of the CSD's utility enterprise funds.

We understand that the CSD is seeking proposals for assistance with rate studies for its Water, Wastewater, and Solid Waste Utilities, including Proposition 218 Support. The ***primary objective is to ensure that these utilities have rates that provide adequate funding for current and future operations, maintenance, replacement and repair of aging or worn system components, capital projects, and debt service costs, while also establishing and maintaining healthy reserve levels as specified in the CSD's Reserve Policies outlined in Resolution 18-04.***

While this approach and scope is informed by our initial research, we will begin this project by working with the CSD to enhance our understanding of the CSD's current financial situation and objectives through further research and data gathering and detailed discussions regarding your goals and priorities for this study.

Current CSD rates for water consist of a base rate based on meter size and three tiers of inclining volumetric rates for varying levels of water use, for single-family, multi-family and Harbor customers. Sewer rates consist of a fixed charge and a volume rate, based on sewer return. Solid Waste rates vary based on types of customers, bin size, frequency of pick up and include rates for recycling and organics.

We will conduct a detailed analysis of the utilities to confirm that recommended rates generate sufficient revenue to maintain financial stability, meet operating and maintenance needs, address capital projects, ensure debt service coverage, and fund appropriate reserves. Our approach ***incorporates a robust capital plan analysis to ensure the utilities are prepared to address capital infrastructure project demands***.

Based on information presented in the Adopted Budgets for Fiscal Year (FY) 2024/25 and 2025/26, available on the CSD's website, the recent and projected financial health of the three CSD utilities appears favorable. Key context gathered in our review of the Adopted Budgets includes:

- The Operating Budget for FY 2024/25 shows rate revenue ***for FY ending June 2024*** was ***projected*** to be $2.25M for water, $1.44M for sewer and $818K for solid waste, for a total of $4.5M. Total operating expenses were projected at $3.03M, and the CSD anticipated net positive operating income of $440K;
- The Operating Budget for FY 2025/26 shows ***projected*** rate revenue ***for FY ending June 2025*** will be $2.22M for water, $1.49M for sewer and $855K for solid waste, for a total of $4.56M. Total operating expenses were projected at $4.19M, for net positive operating income of $376K;
- ***Looking forward***, the Adopted Budget for FY 2025/26 shows ***budgeted*** rate revenue ***for FY 2025/26*** of $2.46M for water, $1.57M for sewer and $855K for solid waste, for total budgeted rate revenues of $4.882M. Total operating expenses are budgeted at $4.23M, for a budgeted net positive operating income of $654K;
- The CSD has outstanding Sewer Refunding Bonds, with budgeted debt service of $200K for FY 2025/26, and a CSDA Smart Meter project loan, with a scheduled payment of $85K for FY 2025/26;
- For the Water enterprise, the FY 2025/26 Budget shows planned capital spending for FYE June 2025 of $370K and a contribution to the Capital Reserve, leaving it well above the minimum balance of $772K;
- For Sewer, the FY 2025/26 Budget shows planned capital spending for FYE June 2025 of $910K, a contribution to the Capital Reserve of $712K, and a balance of $3.8M, also well above the minimum required; and
- CSD Resolution 18-04 outlines policies for maintenance of designated reserves, including the following:
  - Operating Reserve: 25% of the Operating Budget;
  - Capital Reserve: 3.5% of Asset Value;
  - Rate Stabilization Reserve: 10% of Annual Operating Budget; and
  - Debt Service Reserve: 100% of Annual Debt Service.

Project Objectives

The above-mentioned factors necessitate the need for a comprehensive review of the current rates and financial condition of each of the three utilities, and the development of a financial plan for the next five years focused on key financial objectives. Willdan will develop a comprehensive financial plan that includes provision for:

- Creation of a 'baseline scenario' incorporating CSD objectives, policy goals and guidelines and relevant historical data to help guide the evaluation of scenarios and alternatives throughout the project, and their impact on customer bills;
- Evaluation of funding options for modifications and capital improvements over the next five years;
- Sufficient and stable revenue for operations and routine maintenance;
- Capital project costs;
- Anticipated and routine repair and replacement of existing aging collection infrastructure.
- Adequate debt service payments and coverage for existing and proposed future debt;
- Accumulation and maintenance of appropriate reserves identified in Resolution 18-04;
- Cost increases through the projection period and term of recommended rates; and
- Functional cost-of-service analysis consistent with Proposition 218 and industry rate-making standards.

Through this study, we will help the CSD assess the financial health of each enterprise, identify cost recovery gaps, and develop a clear, equitable, and transparent rate structure that supports long-term infrastructure reinvestment and service delivery goals. Our approach begins with gaining a comprehensive understanding of the CSD's operations, capital improvement needs, customer base, and financial position.

We will develop a comprehensive and detailed analysis of the utilities to ensure rates are able to generate sufficient revenue to meet the needs outlined above. Our approach and model incorporate a robust Capital Plan Analysis to ensure the utilities will be best equipped to address upcoming projects and their funding over the next five years, while maintaining required debt service coverage and appropriate reserve fund balances. ***Our objective is to provide Staff and the Board with the information it needs to understand water, wastewater, and solid waste utility current and projected financial conditions, understand key drivers behind recommendations, evaluate options for moving forward, and make informed decisions based on this process***.

We will develop a five-year financial plan, model, and schedule of recommended rates and fees, with the financial model extended out to 10 years to provide long-term visibility of financial needs. We will also work with the CSD to provide a model for their use that can estimate revenue and costs, as well as resulting rate increases, over a longer time horizon, to the best extent possible given limitations in these types of projections and the ability to feasibly model them.

The project will include three primary phases:

1. **Review and evaluation of previous rate studies** and refinement of project objectives.
2. **Development of a comprehensive financial plan** for each utility, including five-year projections and ten-year outlooks for capital needs.
3. **Completion of the cost-of-service analysis**, rate design, and preparation of a final report.

The purpose of the financial plan is to arrive at the required revenue for each utility, which serves as the basis for recommendations going forward, and the development of updated rates, if necessary. Then, once the results of the financial plan are reviewed with CSD staff, we will proceed with the cost-of-service analysis and development of rates, and preparation of a report.

This financial plan will serve as the basis for a full cost of service analysis and ultimately the development of recommendations for updated rates. The cost-of-service analysis will be conducted to ensure any new recommended rates comply with the requirements of Proposition 218, Proposition 26 and recent legal decisions.

The financial plan will be created using a ***highly flexible and interactive model and dashboard that will allow us to work collaboratively with the CSD to present and evaluate different financial scenarios and quickly make changes in underlying assumptions based on feedback and discussions.*** Our goal will be to arrive at a financial plan that meets the CSD's objectives, and that provides understanding and education to CSD staff and ultimately the Board, as they make decisions regarding the proposed rates.

Project Approach

The following project approach and scope of services is based on Willdan's current understanding of the Channel Islands Beach Community Services District's needs and objectives for Water, Wastewater, & Solid Waste Rate Study. ***While this approach and scope is informed by our initial research, we will begin this project by working with the CSD to complete this research and understanding of the CSD's current financial situation and conducting meaningful discussions to more fully understand your objectives and priorities for this study.***

Our objective is to provide Staff and the CSD Board of Directors with the information it needs to fully understand the utilities current and projected financial condition, evaluate options for moving forward, and make informed decisions based on this process.

The intent of the study is to independently evaluate the CSD's current utility rates and develop an updated schedule of rates that are simple, equitable, and most importantly, structured to meet the future financial needs of the utilities. The proposed rate structure must adequately fund the ongoing operating, maintenance and capital improvement needs of the utilities.

For this project it will be critical to take a deeper look at the financial performance of the previous five years and project results forward, taking into account capital projects and anticipated debt, to evaluate the ability of current rates to provide sufficient revenue. We will create a comprehensive financial plan and model that allows us to work with the CSD to evaluate and test alternatives and demonstrate the impact of capital and reserve funding scenarios and their associated impacts on overall financial performance.

Div	Description
	GENERAL MANAGER DIVISION
2010	GENERAL MANAGER
2020	COMMUNICATIONS AND PUBLIC
2030	HUMAN RESOURCES
	ADMINISTRATIVE SERVICES DIVISION
3010	ADMINISTRATIVE SERVICES
3020	FINANCE & ACCOUNTING
3030	CUSTOMER SERVICE
3040	OFFICE SUPPORT
3050	PURCHASING
3060	METER OPERATIONS
3070	INFORMATION TECHNOLOGY
	ENGINEERING & ENVIRONMENTAL SERVICES DIVISION
5010	ENVIRONMENTAL & ENGINEERING SERVICES ADMINISTRATION
5020	SAFETY
5110	ENGINEERING DESIGN & CONSTRUCTION SUPERVISION
5120	CIVIL & STRUCTURAL DESIGN
5140	CONSTRUCTION MANAGEMENT
5210	OPS SUPERVISION
5220	ENGINEERING PLANNING
5250	WATER SYSTEM OPERATIONS
5310	ENGINEERING SUPPORT SUPERVISION

Incorporates CSD's data and account structure creating transparency

The CSD wishes to undertake this study to review water, sewer and solid waste rates from both a policy and analytical standpoint. Willdan will prepare a comprehensive ten (10) year financial plan and analyses of rate alternatives; evaluate the current rate structure; and determine whether adjustments in the rates are necessary going forward. This analysis will include development of the financial plan and cost of service analysis necessary to arrive at informed recommendations and defensible Prop 218 compliant rates. We will also identify potential challenges and issues associated with implementing new rates, and work with the CSD to develop strategies to address these.

Project Methodology

As described herein, and detailed in our work plan, our approach to this water and sewer rate study is ***built around three primary objectives:***

Primary Objectives		
Working collaboratively with the Channel Islands Beach Community Services District to develop the comprehensive financial plan and model for the utilities	Using the model to develop and evaluate various rate, financial and capital funding scenarios	Arriving at a final plan and set of recommended rates that have a clear and transparent rationale and basis

We propose to conduct this process in a way in which staff and stakeholders gain understanding throughout the process of how the plan is developed, and how policy and financial decisions affect it, so that we can clearly communicate the process and results to the Board of Directors and the community. The communication part of the process is critical in gaining acceptance and understanding of the broader community.

The culmination of the revenue requirements analysis, which will include a capital project financing plan, and cost of service allocations, will be alternative rate plans which will provide sufficient revenue to meet the ongoing funding needs of the system, while recovering costs from customers in a manner which is fair, equitable and within reasonable customer impact parameters.

We will develop a robust 10-year pro forma financial model to demonstrate the results of various analyses and aid detailed policy and education discussions with CSD staff and Board of Directors. It will serve as the basis for developing rate structures that provide for long-term financial stability, reflect levels of service demand for different customer classes, and comply with the requirements of Proposition 218.

During this project, we will utilize our Microsoft Excel-based model, with its interactive dashboard, as a comprehensive financial tool to allow planning and evaluation of variable inputs and assumptions, thereby creating a thorough analysis of revenue requirements to address the CSD's goal of ensuring predictable and stable revenue. This analysis is then seamlessly integrated with the rate development component of the model to demonstrate and project various rate design alternatives, and the effects they would have on the CSD's financial outlook.

The model is used in meetings, in order to efficiently cycle through rate scenarios and establish the most viable rate plans for the CSD. During these interactive meetings, we invite CSD staff to participate in scenario planning / "what-if" sessions, where we use the dashboard to demonstrate and evaluate the financial/rate impact of alternative data (CIP, operating costs, etc.) and assumptions (interest rates, customer growth, cost escalation, etc.) in real-time to focus on the most critical drivers of the analysis. This ensures the resulting rate plan alternatives are viable from a financial, operational, managerial, and political perspective. To the extent revenues are not projected to be sufficient to meet requirements including operating expenses, debt service payments and coverage requirements, planned capital expenditures and targeted operating reserves, the model can be used to evaluate variable outcomes and alternatives, providing basis for meaningful discussions with elected officials and stakeholders well in advance of the actual rate increase process.

Real-Time Financial Modeling

The goal of financial forecasting is to provide clear vision regarding the potential financial outcomes of current management decisions, or just as importantly, potential decisions. Willdan's approach helps the CSD staff mold the existing knowledge base into a viable financial management and capital financing plan.

Any model is only as effective as the expertise of those who develop it; our state-of-the-art financial modeling techniques allow us to incorporate our considerable experience by asking the correct questions, evaluating, and incorporating appropriate data, providing interactive consulting services, and evaluating multiple scenarios with the CSD in a real-time setting.

Because our interactive model will be populated with specific data from the CSD (i.e., division and account structure), each alternative reviewed in real-time during interactive meetings with the CSD can be done with a complete understanding of specific customer impacts. Further, our experience ensures that the data loaded into the model is vetted and validated, and that the baseline results from which forecasts are developed are fully understood from the beginning, so that more time is spent on evaluation of potential solutions, rather than questioning whether the underlying data and assumptions are correct.

Model Development as Part of the Consulting Process

The financial planning model will be designed with the following elements:

- Graphical dashboard to clearly show the results of various scenarios to the user;
- Easily reviewed and modified assumptions;
- Validated data tables generated from the CSD's financial and operational information; and
- A powerful calculation engine.

The model will be "baselined" after an initial meeting with staff to ensure that we have the correct data and a basic understanding of the financial dynamics of your system. We will then conduct interactive financial planning sessions with the CSD staff.

After validating our data, calculation approach, and baseline assumptions, we will explore alternative scenarios, varying a number of assumptions and financial planning techniques including:

- Rate increase magnitude and timing;
- Alternative timing of capital projects;
- Alternative financing options (alternative combinations of pay-as-you-go, revenue bond debt and other debt, for example);
- Alternative growth/demand forecasts and other "what if" analyses such as the impact of a loss of one or more service areas or significant customers; and
- Effect of increases in other sources of funds.

Given any combination of cost requirements (both operating and capital), non-rate sources of funds, and forecast assumptions, the Willdan team will work with the CSD to develop a financial plan that:

- Meets specified reserve targets;
- Addresses identified benchmarks or key performance indicators;

- Fully funds capital expenditures using specified financing techniques; and
- Meets legal, policy and contractual requirements that are financially measurable, such as debt service coverage on revenue bonds.

Subsequent to careful development and validation of the baseline forecast, a series of alternative forecasts will be prepared illustrating various results in the following general categories:

- **What if things turn out differently?** These alternatives will demonstrate the sensitivity of the forecast to the significant assumptions used. This results in a sound understanding of areas where a conservative forecast approach is warranted;
- **What happens when we try this?** This series of alternatives focuses on different financial management approaches. For example, the use of different financing techniques such as capitalized interest, interim short-term financing, and capital appreciation bonds may be explored;
- **What can we do to make it better?** This approach to forecasting identifies the factors that may be causing significant rate increases in a given year and explores alternatives. For example, if a large capital project in a single year is the culprit, we would work with staff and the consulting engineers to determine whether this project could be phased or delayed; and
- **How will any adjustments affect our customers?** In examining rate structure alternatives, we will demonstrate and discuss how users in various categories or classifications will be impacted. Our consultants will use our rate design model to explore the impact of various rate structures on bills for each customer class over the relevant consumption range.

Communication as Part of the Consulting Process

Willdan's experienced professionals are accustomed to communicating with a variety of stakeholder groups, from management and staff, boards, and commissions, as well as the community. Our analytical and modeling approach will be customized to the CSD's specific needs. As mentioned, the custom graphical interfaces imbedded in our models allow our consultants to easily track key performance metrics and work through alternative scenarios with the CSD staff and management. Features of the Excel-based analysis model include the ability to incorporate line-item data and assumptions that are then summarized in a graphic dashboard to show key financial indicators for the utility systems.

The sample dashboard below illustrates how we can summarize data, assumptions, and calculations into an easy-to-understand graphical interface that updates with each alternative scenario evaluated. A copy of the final dashboard model will be provided to the CSD upon completion of the project.

Scope of Work

The following proposed scope of work is intended to capture the goals and objectives of the CSD, and for brevity outlines the steps and work plans for the Water, Wastewater, and Solid Waste Utilities. Willdan is confident the following will effectively meet the stated project objectives. A final scope and schedule will be determined following the selection of a consultant and based on further discussions with staff. Willdan's work plan will culminate in the successful development of water, sewer and solid waste projections and rates for five years, an extended ten-year financial plan, and the education of staff and key stakeholders.

Project Initiation

Task 1.1 – Data Collection and Review

Task 1.1.1 – Data Collection. The CSD will be provided with an initial list of basic data needed to conduct the study. The data request may include, but will not be limited to:

- Financial and operating data (budgets, audits, financial statements, cash balances, etc.);
- Customer account and billing data;
- Related reports prepared by others (i.e., Master Plans, UWMP);
- System operating data for the utilities;
- Capital improvement programs, fixed asset records;
- Bond statements, debt service schedules;
- Ordinances, previous rate studies, CSD codes; and
- CSD financial, debt and reserve policies.

Task 1.1.2 – Data Review. We propose to conduct initial data collection and review prior to the kick-off meeting to allow for a more meaningful discussion to occur. This will allow for our review of data in advance of the meeting so that we can request clarifications or follow-up information, as necessary. However, if the CSD's preference is to conduct the kick-off prior to collecting data, we will accommodate that request. The data will be reviewed for completeness and to ensure a sufficient understanding of historical utility operations. The data collection and review process will be ongoing throughout the process as the need for additional information arises.

Task 1.2 – Kick-off Meeting and Planning Discussion

Task 1.2.1 – Project Kick-off. Following initial data collection and review, Willdan will conduct a kick-off meeting with CSD Staff. During this meeting we will discuss goals and objectives of the study, the schedule, constraints, or challenges that may be encountered, stakeholder considerations and objectives, and political concerns. Discussions may center around the following:

- Review of previous rate studies and existing rate structure and areas where existing rates have been successful and/or specific areas of focus;
- Review of recent financial performance for the utilities;
- Recent developments in tiered rates and effects of legal actions;
- Discussion of anticipated significant events (i.e., loss or gain of any major customers);
- Components to incorporate into the updated revenue requirements; such as capital improvements, debt repayment, reserves, annual repair and replacement, ongoing maintenance, cost of imported water, etc.;
- Conduct a detailed review of the data used in the baseline financial forecast; and
- Review and resolve (or develop a plan for resolving) data issues and questions.

For further efficiency and collaboration, the kick-off meeting will include a financial policy discussion. This will serve to address and document the CSD's financial policies for the utilities to be studied.

Topics of discussion may include:

- Rate design approaches and alternatives;
- Rate policy objectives;
- CSD financial policies;
- Reserve options and target levels (operating, debt services, rate stabilization, repair, and replacement);
- Conservation objectives and rate options;
- Capital Improvement Plan (CIP) financing options – i.e., PAYGO vs. debt vs. grants;
- Customer characteristics and classifications; and
- Cost of service factors and Proposition 218.

Water and Wastewater Rate Study

Task 2.1 – Development of Financial Model and Plan, Revenue Requirements and Rate Determinants

The following sub tasks encompass the development of detailed historical customer and system analysis, creation of the comprehensive financial and cost-of-service rate model, formulation of cash flow projections of revenues and expenditures over five- and ten-year periods, and the calculation of the required revenue for the water and wastewater utilities, all of which will serve as the basis for recommendations for updated rates. The financial and rate model will provide detailed and comprehensive projections that will be used in the development of rates over the initial five-year period, and projections extended out to ten years for internal CSD planning.

Task 2.1.1 – Historical Billing Data Analysis. The data request document will provide instructions for the development of historical customer billing information. It is anticipated that the billing information will be provided in a format necessary to summarize the water and wastewater system accounts and billable flows by customer class for a recent historical period for which audited revenues exist. The customers and flows provide the basis on which operating revenues are derived and are therefore the primary factors utilized in reviewing the user rates and charges. As such, the historical billing data provides an important basis for analyses that will be used to develop assumptions for projecting revenues under existing and/or proposed rates.

Task 2.1.2 – Customer and Flow Projections. The water and wastewater accounts and billable flows will be forecasted for a five-year planning period. Such projections will be developed by considering historical growth trends, peak demands, local economic conditions, potential for adding/losing major utility customers, changes in customer class usage patterns over time, and experienced judgment. The billable flow projections will be based on the projected number of utility accounts and a usage per account analysis to differentiate the historical effects of account growth and increased (decreased) average usage by customer class.

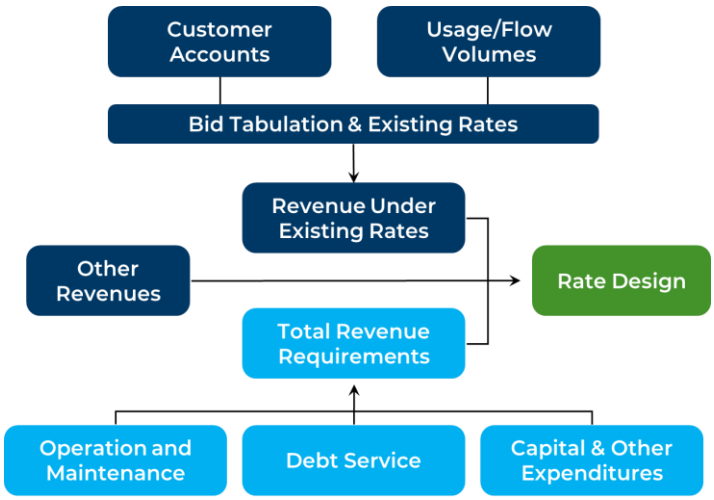
Task 2.1.3 – Projected Revenues Under Existing Rates. Projections of utility system revenues under existing rates for the five-year planning period will be developed for water and sewer, recognizing projected accounts, flow volumes, and usage patterns by customer class (as determined in the billing analysis under the previous tasks).

Task 2.1.4 – Projected Revenue Requirements. Revenue requirements (i.e., system expenditures) will be developed for the utility systems based on an analysis of historical, currently budgeted, and anticipated operating and capital expenditures, with appropriate escalation factors applied. The revenue requirements will be projected on a fiscal year cash flow basis, considering expected operational changes, changes in staffing or operating expenditures for new facilities, system growth occurring from new development, anticipated extraordinary expenses, and allowances for inflation. The projections will include, but not be limited to, the following:

- Operation and maintenance expenses;
- Direct and indirect costs utilizing the cost allocation model currently in process for the CSD;
- Outlay for annual capital additions and replacements;
- Debt service payments and coverage requirements for existing and anticipated debt;
- Funding of adequate and appropriate reserves; and
- Other expenditures and transfers.

Task 2.1.5 – Projected Operating Results Based on Existing Rates. The projected revenues and revenue requirements will be summarized into a five and ten-year cash flow statement providing the projected operating results of the water and wastewater systems under the existing rates.

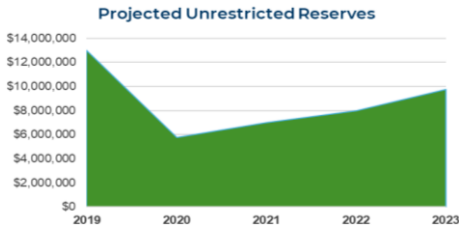
The cash flow statement will be used to estimate annual adjustments in utility revenues necessary to fund operating and capital expenditure requirements, meet existing bond covenant requirements, and maintain prudent utility management practices. The estimated timing and magnitude of future debt issues required, if any, to finance proposed capital improvements will also be shown. Concurrent with the development of the projected operating results, the study will review the general financial health of the utility operations and, as necessary, make recommendations for changes in fund balances, reserves, and debt service coverage ratios to maintain financial integrity and a stable bond rating. The graphic demonstrates the general rate study methodology and major components of the rate process.



Task 2.2 – Capital Plan Analysis

Task 2.2.1 – Review Capital Improvement Program (CIP) and Asset Replacement Schedules. The CSD's existing utility system five-year CIP, master plans, and asset replacement schedules will be reviewed in conjunction with conversations with CSD Staff. The objective of such a review is to gain an understanding of the types of projects scheduled; the timing associated with such projects, associated expenditure requirements and the sources of funding each project. Examining the impacts on the financial objectives of the water and wastewater utilities, as well as capital projects associated with rehabilitation and replacement of existing facilities, will be a key objective of not only this task but the entire project. The results of the financial plan will also help the CSD to prioritize projects identified within the CIP.

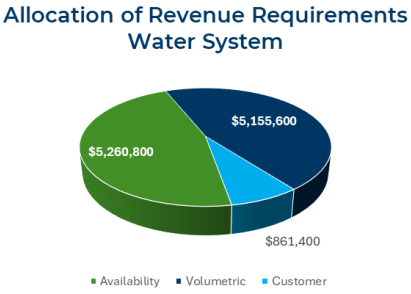
Task 2.2.2 – Develop Capital Needs Plan. Based on the findings made in the previous task and the Projected Operating Results described in Task 2.1.5, a plan will be developed to provide for the anticipated capital expenditure activities, including debt issuances, relative to the CIP. Such a plan will include consideration for the use of restricted and unrestricted funds, surplus operating reserves, capital recovery fees, and future rate adjustments. The analysis will also develop a projection of reserve fund balances and level of liquidity.



Task 2.2.3 – Capital Projects Model. The CIP will drive the future funding options and will directly impact rates. Therefore, the rate analysis will incorporate the CSD's current five-year CIP. The rate model will have the ability to run various CIP funding scenarios and quickly show the estimated impact on utility rates.

Since we are not serving as the financial/municipal advisor to the CSD for this project, we will rely on information relative to proposed debt or financing structures provided by the CSD or its designated financial/municipal advisor.

Task 2.3 – Cost-of-Service Allocations



Task 2.3.1 – Functional Cost Allocations. The analysis will allocate the Test Year revenue requirement (i.e., costs of providing service) to the various cost/rate components that constitute functional classifications of the types of service provided. The functional cost allocations will evaluate such aspects as fixed costs, customer-related costs and volumetric/usage related costs.

The evaluation of allocation factors associated with applicable costs will be based on existing rate structures applied by the CSD, meter size, rate structures applied by other comparable utility systems in the region, common industry practice and standard rate-making principals.

Task 2.3.2 – Determination of Revenue Adequacy. Comparisons of revenues under the existing water and wastewater rates with the allocated costs of service will be evaluated in order to determine the degree of cost recovery by the various cost components, and to identify areas that may possibly require adjustments to align the revenues from each rate component with the allocated costs.

Task 2.4 – Rate Analysis and Design

Task 2.4.1 – Evaluation of Existing Rate Structures. The existing rate structures will be further evaluated for their effectiveness in equitably recovering costs of utility service from each customer class. The CSD's current rate structure will be evaluated, and recommendations will be made for potential modifications to the current rates.

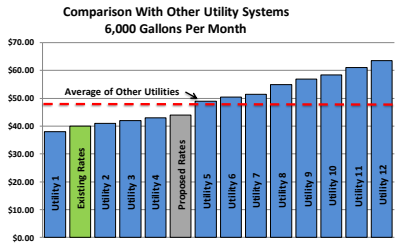
As part of the rate design process, Willdan will discuss with departmental staff the current trends and philosophies in utility ratemaking. Based on these discussions, the analysis will develop and recommend a rate design and philosophy that best meets the objectives of the CSD. The analysis model will be developed in a dynamic manner allowing the CSD to compare alternative annual incremental/phasing adjustments to achieve funding goals.

Basic standards for rate design accepted by the industry are:

- **Full Cost Recovery –** rate revenue should provide sufficient income so that, when combined with other sources of funds, funding requirements for the system are covered including, all current long-term liabilities, debt obligations and future expansion-related and R&R-related capital needed to replace aging and infrastructure.
- **Fairness and Equity –** based on cost responsibility as reflected in cost-of-service allocations, in accordance with industry standards.

- **Technically Defensible –** apply industry proven standards and methodologies to help shield the CSD from potential legal challenges associated with the proposed utility rates.
- **Resource Conservation –** under conditions of scarcity, the pricing of water as a commodity should promote voluntary conservation, discourage unnecessary service use and extend the availability of supply.
- **Administrative Efficiency –** rates should be understandable to customers and efficiently administered by staff.
- **Customer Acceptance –** customers understand the rates, view them as fair, and consider them to be reasonable compared to other costs and other utilities.
- **Public Health and Welfare –** rates are structured so that essential service usage is encouraged through affordability.

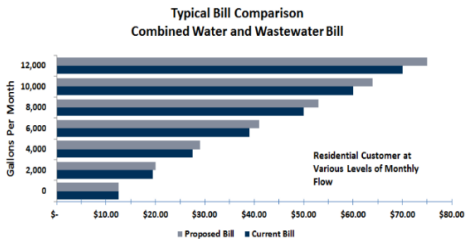
Task 2.4.2 – Rate Structure Alternatives. The rate model will be developed in a dynamic manner such that the Willdan Team and CSD Staff will be able to analyze "what if" scenarios detailing the financial impacts under each scenario utilizing an iterative dashboard view. Baseline rate structures will be recommended as required to fund the utility systems and consider annual inflationary indexed adjustments to rates as needed to maintain each utility. We will coordinate with CSD Staff to ensure suggested rate structures are compatible with the CSD's utility billing software.



Task 2.4.3 – Projected Operating Results Based on Proposed Rates. The proposed user rates and/or rate structures will be applied to the projected customers and flows in order to estimate the revenues to be generated from the proposed rates for the Test Year and the subsequent years of the projection period. The projected revenues will consider possible elasticity effects associated with changes in usage characteristics that may occur from revising the rate structure.

In addition, similar to the process described in Task 2.1, the five-year forecast will identify annual adjustments in utility system revenues necessary to meet existing bond covenant requirements, prudent management practices, and/or sound capital financing considerations.

Task 2.4.4 – Typical Bill Comparison. Comparisons of typical utility bills under the existing and proposed rates will be developed for each customer class under various levels of usage. The selected customer class usage levels will reflect the results of the billing analysis to better demonstrate rate impacts on typical customer accounts in each class.



Task 2.4.5 – Neighboring Utility Comparison. A comparison will be prepared to assess the difference between existing and proposed rates of the CSD with those of other comparable municipal utility systems in Ventura County, or reasonable proximity.

Solid Waste Rate Study

The following section outlines the work tasks that will be executed to conduct the solid waste rate study.

Task 3.1 – Develop Revenue Requirements

The first task in conducting the solid waste cost of service analysis will be the development of the annual revenue requirements. This represents the total revenue that will need to be recovered during the year to fund expenses associated with the provision of services. Willdan will work with CSD Staff to select a one-year period that reflects typical operations. We will then review financial data and work with CSD Staff to make adjustments to costs in order to be representative of a typical year.

Willdan will work with staff to project changes in costs due to inflation, salary increases, new equipment, new customers, etc. The result will be a five-year revenue requirement forecast.

Task 3.2 – Allocate Costs to Service Categories

Following the development of the revenue requirements, Willdan will assign and allocate costs to various service categories. The service categories represent the primary services provided.

Willdan will also identify and analyze direct costs within the solid waste utility's adopted budget. The intent is to capture overhead, personnel, administrative and operational costs to ensure that applicable costs of service are being fully accounted for and are allocated amongst the customer classes in a fair and equitable manner.

Task 3.3 – Allocate Costs to Customer Classes

Once the allocation of costs has been identified by overall service categories, Willdan will group the service categories based upon the customer classes that will recover each category's costs.

Task 3.4 – Determination of Billing Units

Willdan will identify the appropriate billing units for each customer class, incorporating existing policies and formulas as appropriate, to ensure the updated rates provide sufficient cost recovery and follow the cost-of-service principles of Proposition 218.

Preparation of Reports and Proposition 218 Assistance

Task 4.1 – Reports, Model and Deliverables

Task 4.1.1 – Preliminary Draft Report. A draft report will be developed to address study findings and proposed recommendations. Contents will also include assumptions relied upon for the projection of customers and usage characteristics, revenue requirements, revenues, operating results, the cost recovery profile for each class, the results of the fully allocated cost of service analyses and any proposed adjustments to the utility rates. Upon completion, an electronic PDF copy and ten copies of the draft report will be provided to staff for review. The report and presentations will also include a comparison of the CSD's current and proposed water and wastewater rates with five other public agencies.

Task 4.1.2 – Final Report. Based on comments received from staff and other participants during the presentation of the Preliminary Draft Report, the Final Report will be revised to incorporate the agreed upon changes. Upon completion, an electronic PDF copy and two (2) copies of the Final Rate Study Report will be provided to the CSD.

Task 4.1.3 – Rate Model. The financial rate model developed through the course of this study of the utilities, including the interactive dashboard, will be provided to the CSD for its unrestricted use. Our model is developed using Excel and will not contain any proprietary components. We will provide guidance and education on the use of the model, including how to incorporate updated financial information and data, such as budgets, fund balances, capital plans and cost escalators, and see the results and impacts on projected future rates. To the best extent possible and feasible, given limitations in long-term projections and the ability to effectively model them, we will work with the CSD to evaluate which factors to incorporate into the model, to allow the ability to develop projections over an extended 30 year timeline.

Task 4.2 – Proposition 218 Notice Preparation Assistance

Task 4.2.1 – Proposition 218 Notices. Based on our over 26-year history with Proposition 218 compliance, we will assist with the drafting of the notices, that will explain:

- The purpose of the rates;
- The reason for the increases;
- How the rates are structured;
- The date, time, and place of the public hearing; and
- Details on what constitutes the existence of a majority protest, as it relates to the implementation of a new/increased utility rate structure.

Task 4.2.2 – Proposition 218 Notice Processing. We will develop the materials, create a parcel database of properties subject to the new proposed rates, and coordinate the printing and mailing of the materials in conjunction with a mailing house that we typically work with on these types of projects. The additional cost for these services is estimated at $1.25 per parcel and includes direct costs associated with the mailing.

Communicating Results – Presentations & Meetings

Task 5.1 – Meetings and Presentations

Task 5.1.1 – Project Kick-Off. As detailed in Task 1.2, a kick-off meeting will be scheduled with CSD Staff at the start of the project to discuss project requirements, finalize project scheduling/milestones and reporting requirements, and receive overall project direction. This discussion will provide the opportunity to review current utility rates, fees, charges, issues, and deficiencies with staff.

Task 5.1.2 – Project Progress Web Conferences. During the project, and prior to meetings with the CSD Board of Directors, team web conferences will be scheduled to present the progression of the analysis to staff in order to obtain input and feedback associated with any rate adjustments that may be presented. These web meetings will assist in the completion of rate design for the utility systems and guide the development of the draft report.

Task 5.1.3 – Public Outreach. As necessary, we will work with CSD Staff to support public outreach, should communications beyond the Proposition 218 notice be required.

Task 5.1.4 – Draft Financial Plan Meeting. The results of the Preliminary Financial Plan and Revenue Requirements will be presented to staff for comment, feedback, and direction. We have also included provision for one (1) meeting with the CSD Board of Directors or the Rate Advisory Committee for a workshop, if necessary, prior to the presentation of the Final Report and setting of the Public Hearing date, and virtual 1 by 1 or 2 by 2 meetings with the Board or Committee, if needed.

Task 5.1.5 – Draft Study/Final Report Meeting/Public Hearing. The draft report will be reviewed with CSD Staff to discuss findings and recommendations, gather feedback and address questions, then presented to the Board of Directors. The results of the Final Report will be presented to the Board during two (2) public Board of Directors meetings, including the Public Hearing required by Proposition 218. Willdan's project manager will be present to address any questions or concerns raised during the public hearings.

CSD Staff Support / Responsibilities

Willdan recommends that the Channel Islands Beach Community Services District assign a key individual as a project manager. As our analyses is developed, the CSD's appointed project manager will: Coordinate responses to informational requests; Coordinate review of work products; and Identify appropriate staff members for participation in meetings and facilitate in scheduling.

We will ask for responses to initial information, follow-up requests and comments on reports within five business days or otherwise agreed upon timetable. If there are delays, the project manager will follow up with the parties involved to establish an estimated date for the delivery of information and/or feedback.

To ensure continued progression, the project manager will reconvene with the rest of the team to identify tasks that can be started while waiting for requested data.

Project Disclaimer

Willdan is a registered municipal advisory firm with the U.S. Securities and Exchange Commission ("SEC"), as such the Channel Islands Beach Community Services District ("CSD") represents, acknowledges, and agrees that Willdan is not acting as a "municipal advisor" (as defined by the SEC), to the CSD, in any capacity as it relates to the project proposed in this Utility Rate Study RFP.

(i) The CSD uses, or may use, the services of one or more municipal advisors registered with the SEC to advise it in connection with municipal financial products and the issuance of municipal securities;

(ii) The CSD is not looking to Willdan to provide, and the CSD shall not otherwise request or require Willdan to provide any advice or recommendations with respect to municipal financial products or the issuance of municipal securities (including any advice or recommendations with respect to the structure, timing, terms, and other similar matters concerning such financial products or issues);

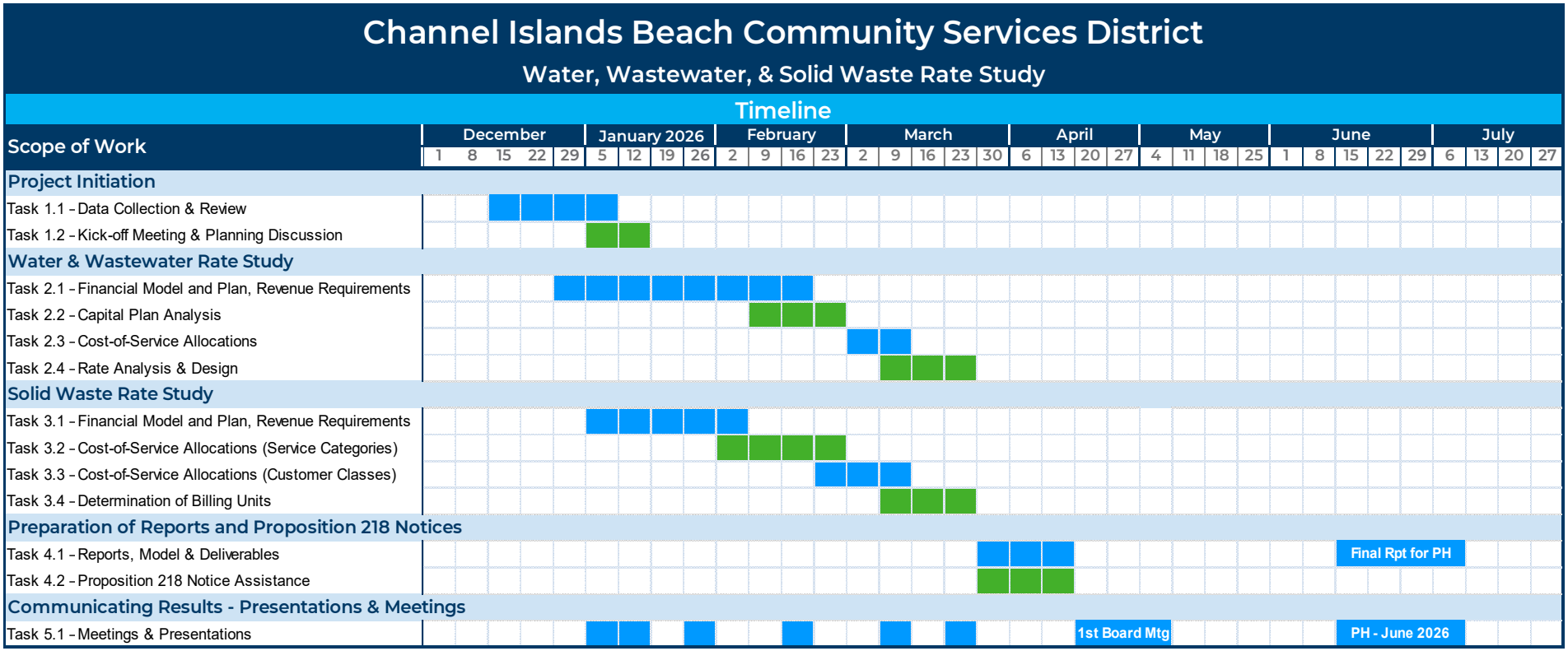
(iii) The provisions of this proposal and the services to be provided hereunder as outlined in the scope of services are not intended (and shall not be construed) to constitute or include any municipal advisory services within the meaning of Section 15B of the U.S. Securities Exchange Act of 1934, as amended (the "Exchange Act"), and the rules and regulations adopted thereunder;

(iv) For the avoidance of doubt and without limiting the foregoing, in connection with any revenue projections, cash-flow analyses, feasibility studies and/or other analyses Willdan may provide the CSD with respect to financial, economic or other matters relating to a prospective, new or existing issuance of municipal securities of the CSD, (A) any such projections, studies and analyses shall be based upon assumptions, opinions or views (including, without limitation, any assumptions related to revenue growth) established by the CSD, in conjunction with such of its municipal, financial, legal and other advisers as it deems appropriate; and (B) under no circumstances shall Willdan be asked to provide, nor shall it provide, any advice or recommendations or subjective assumptions, opinions or views with respect to the actual or proposed structure, terms, timing, pricing or other similar matters with respect to any municipal financial products or municipal securities issuances, including any revisions or amendments thereto; and

(v) Notwithstanding all of the foregoing, the CSD recognizes that interpretive guidance regarding municipal advisory activities is currently quite limited and is likely to evolve and develop during the term of the potential engagement and, to that end, the CSD will work with Willdan throughout the term of the potential Agreement to ensure that the Agreement and the services to be provided by Willdan hereunder, is interpreted by the parties, and if necessary amended, in a manner intended to ensure that the CSD is not asking Willdan to provide, and Willdan is not in fact providing or required to provide, any municipal advisory services.

Project Schedule

The following outlines the estimated number of weeks to complete each task outlined in our scope of services. A specific project schedule will be developed following consultation with, and in concert with, CSD staff.



Project Team

Our management and supervision of the project team is very simple: fill every position with experienced, capable personnel in sufficient numbers to deliver a superior product to the CSD, on time and on budget. With that philosophy in mind, we have selected the following professionals for this engagement. We are confident that our team possesses the depth of experience that will successfully fulfill your desired work performance.

Organizational Chart

Channel Islands Beach Community Services District
Project Team

Key Team Member	Project Role	Responsibility to the Engagement
Chris Fisher Vice President/Director	Principal-in-Charge / Project Manager	▪ Project and task oversight; ▪ Produce key elements of the analysis; ▪ Responsible for project deliverables; ▪ Model development; ▪ Stakeholder Outreach; and ▪ Meeting and presentation attendance.
Jeffrey McGarvey Managing Principal	Quality Assurance/ Technical Advisor	▪ Quality assurance & control; ▪ Technical guidance; and ▪ Report evaluation.
Michael Cronan Project Manager	Lead Consultant	▪ Collect, interpret, and analyze key data; ▪ Produce key elements of the analysis; ▪ Lead for model development and analysis; ▪ Report preparation; and ▪ Meeting and presentation attendance.
Alice Bou Project Manager	Consultant	▪ Collect, coordinate, interpret, and analyze key data; ▪ Assistance with model development; ▪ Meeting and presentation attendance; and ▪ Report preparation.

Extensive Public Sector Experience

Willdan has delivered industry-leading financial, energy and engineering solutions that have transformed government and commerce for over 60 years. Willdan Financial Services advises governments throughout the United States and abroad about financial and economic consulting. We serve all levels of government and collaborate with government staff, constituents, developers, officials, and other professional services firms.

Our team recognizes the challenges local governments face in the current economic climate, and we have adapted our practice to support agencies' revised budget policies and public service priorities.

Resumes

Resumes for Willdan's project team are presented on the following pages.

Chris Fisher

Principal-in-Charge/Project Manager

Education

Bachelor of Science, Finance; San Francisco State University

Areas of Expertise

Multi-disciplinary Team Management

Special District Formations

Cost of Service Studies

Proposition 218

Utility Rate Studies

Affiliations

California Society of Municipal Finance Officers

Municipal Management Association of Northern California

California Municipal Treasurers Association

26 Years' Experience

Mr. Chris Fisher has been selected to serve as the principal-in-charge and project manager of the CSD's engagement, due to his experience managing multi-disciplinary teams. He also possesses extensive knowledge specific to Proposition 218 compliance.

Mr. Fisher is a Willdan Financial Services Vice President and Financial Consulting Services Director. With 26 years at Willdan, he has managed an array of financial consulting projects for public agencies throughout California, Arizona, Texas, Colorado, and Florida; coordinating the activities of resources within Willdan, as well as those from other firms working on these projects.

Select Relevant Experience

City of Buellton, CA — Water & Sewer Utility Rate Study: Mr. Fisher is serving in the role of principal-in-charge for the City's comprehensive water and sewer rate study. The study is essentially complete, with all analytical work completed, reports and presentations delivered, and only the public hearing remaining. He oversaw the creation and refinement of the financial plan and rate model and presented the results to City Staff and the City Council. Two-by-two sessions were conducted with the Council members to educate them on the rate study process and results, since they didn't have previous experience in this area. Responsibilities also included review of work progress, documents and deliverables throughout the project, creation of the Prop 218 public hearing notice, and quality control in all aspects of Willdan's work for the City.

City of La Palma, CA — Water and Wastewater Utility Rate Study: Mr. Fisher served as the Project Manager for the City of La Palma's last two water and wastewater utility rate studies. Both studies included a five-year model and financial plan that included a proposed five-year schedule of adjusted rates to ensure continued revenue sufficiency and stability.

City of Lomita, CA — Water Rate Study: Mr. Fisher was the assigned principal-in-charge for the City's Water Rate Study. The study included detailed capital plan analysis, reserve analysis, and live evaluation of alternatives to mitigate necessary revenue and rate adjustments with a rate sub-committee as well as the City Council.

City of Calexico, CA — Water & Sewer Utility Rate Study: Mr. Fisher served in the role of principal-in-charge of the City's comprehensive water and sewer rate study. He led the development of the financial plan and model, and the rate analysis, and participated in the presentation of results to City Staff and the City Council. His responsibilities also included the scheduling of key meetings and deliverables, review of progress throughout the development of the project, and quality control.

City of McFarland, CA — Water, Sewer, and Solid Waste Rate Study and Cost Allocation Plan: In the role of principal-in-charge, Mr. Fisher led the City's Water, Sewer, and Solid Waste Rate Study and Cost Allocation Plan. Mr. Fisher oversaw the development of a comprehensive model and five year financial plan, required reports and documents, recommended rate updates, and presented results to the City management team and the City Council.

City of Lakeport, CA — Water and Wastewater Fee Study: Mr. Fisher led the engagement for Lakeport in the role of the principal-in-charge. The project included the completion of a comprehensive financial model, with multiple iterations and alternatives to address a situation where the City had not increased rates in several years. He led discussions with staff to outline the options and make adjustments, as necessary. He also worked closely with the City and its legal counsel to update rates and to incorporate tiers while ensuring compliance with Proposition 218 and the San Juan Capistrano Court decision.

City of Grover Beach, CA — Water and Wastewater Rate Study: In the role of principal-in-charge, Mr. Fisher led the City's utility rate study, which included the preparation of a comprehensive financial plan, along with cost-of-service analysis and development of updated rates. The financial plan prepared contained various options and scenarios for City Staff's consideration, including shifting from a uniform water rate structure to either a two- or three-tiered structure. The City's utilities were in relatively good health, so major increases were not recommended.

C. Fisher
Resume Continued

City of Claremont, CA — Sewer Rate Study: Mr. Fisher was the principal-in-charge for the City's sewer rate study. The team generated multiple alternative rate structures for the City in preparation of updating their sewer utility rates and presented them to staff for their consideration.

City of Sebastopol, CA — Water and Wastewater Rate Study: Mr. Fisher led the City of Sebastopol engagement in the role of the principal-in-charge. The objective of the study was to update water and wastewater rates to address capital needs for both utilities, and ensure rates provided adequate funding for ongoing operations and maintenance. Project work included development of a comprehensive financial model and preparation of rate scenarios for evaluation by staff and the City Council. Mr. Fisher and the project team presented the results to the City Council and instructed staff on the use of the model.

City of Guadalupe, CA — Water and Sewer Utility Rate Study: Mr. Fisher served as the principal-in-charge for the City's recent water and sewer rate study, providing technical assistance throughout the project, conducting working discussions with City Staff to evaluate financial and rate options, and coordinating the project. He oversaw the development of the comprehensive financial plan, and preparation of rate alternatives and analysis. This engagement included the development of a comprehensive financial model and updated water and sewer rates, including identification of the rates of comparable jurisdictions and a comparative rate and cost analysis.

City of Richmond, CA — Wastewater Rate Study: Mr. Fisher led the City of Richmond engagement as the principal-in-charge. The objective of the study was to prepare a comprehensive financial plan and updated wastewater rates to address funding for capital and operating needs. The effort included development of a comprehensive financial model and report, and preparation of rate scenarios, including revised scenarios to address the impacts of the COVID pandemic, for evaluation by staff and the City Council. Mr. Fisher and the project team presented the results to the City Council, whereby rate increases were approved.

McKinleyville Community Services District, CA — Water and Wastewater Capacity Fee Study: Mr. Fisher served as principal-in-charge of this project. The prior connection fees had not been updated for a number of years and were relatively low in comparison to similar agencies. In addition, there were several new local development projects in the planning stages requiring the District to provide utility services; placing even greater demand upon existing facilities and possibly requiring expansion of existing facilities, or construction of new ones. Willdan worked with staff to compile a list of proposed capital improvements and their estimated cost and conducted an analysis of existing and proposed development within the District's service boundaries.

City of Twentynine Palms, CA — Sewer Treatment Facility Fair Share and Sewer Rate Analysis: Mr. Fisher served as the Principal-in-Charge/Project Manager on the City of Twentynine Palms' sewer treatment facility fair share analysis. The purpose of this analysis was to develop an allocation of costs associated with the completion of a wastewater treatment plant (and other related costs) project, in the downtown area of the City, as well as the development of specialized sewer rates who will be served by the new treatment plant. We developed a model and numerous scenarios for evaluation by the City, and presented results to the City Council.

Jeffrey McGarvey

Technical Advisor/Quality Control

Education

Bachelor of Science, Finance, University of Central Florida

Areas of Expertise

Alternatives Analysis

Strategic Planning

Rate Studies

Cost of Service Studies

Revenue Bonds

Feasibility Analyses

Capital Funding

Acquisitions

Valuation Analyses

Affiliations

American Water Works Association

The Water Environment Federation

The Utility Management Conference

The WateReuse Foundation

32 Years' Experience

Mr. Jeffrey McGarvey is a Managing Principal and Vice President in Willdan's Financial Consulting Services group. For 32 years he has provided professional consulting services to municipal water, wastewater, solid waste, electric, and natural gas utilities throughout the country. He possesses a broad range of municipal utility systems' experience, including special expertise in complex alternatives analyses; utility rate analyses; utility valuations and acquisitions; regionalization and consolidation studies; debt issuance support, such as the preparation of financial feasibility analyses associated with revenue bond issuance; capital financing analyses; strategic planning; rate and regulatory assistance; and instituting financial mechanisms to provide the sufficient recovery of operating and capital costs.

Select Relevant Experience

City of Atwater, CA — Solid Waste Rate Study: Mr. McGarvey was the lead technical consultant for the completion of this recent study for the City. He led the development of the analysis and model, served as the solid waste technical expert, prepared study documents and presentations, and presented study results to City Staff and the City Council.

City of Claremont — Sanitation Rate Study: Mr. McGarvey was the lead technical consultant for the completion of this study for the City. He led the development of the analysis and model, served as the solid waste technical expert, prepared study documents and presentations, and presented study results to City Staff and the City Council.

McKinleyville Community Services District, CA — Water and Wastewater Capacity Fee Study: Mr. McGarvey provided technical support, as well as quality assurance/quality control, to this engagement. The prior connection fees had not been updated for a number of years and were relatively low in comparison to similar agencies. In addition, there were several new local development projects in the planning stages requiring the District to provide utility services; placing even greater demand upon existing facilities and possibly requiring expansion of existing facilities, or construction of new ones. Willdan worked with staff to compile a list of proposed capital improvements and their estimated cost and conducted an analysis of existing and proposed development within the District boundaries. Finally, the team analyzed existing demand on the current utility systems and calculated remaining capacity in order to develop fair and equitable capacity fees.

City of Crescent City, CA — Water and Wastewater Rate and Capacity Fee Analysis: Willdan completed a water and wastewater rate and capacity fee analysis for the City of Crescent. The utility rates and fees calculated by Willdan will provide sufficient revenue to cover the repayment of a State Revolving Fund loan secured by the City to finance the costs of construction, ensure adequate funding for repair and periodic maintenance of the new and existing facilities, for ongoing operations, and routine maintenance. Mr. McGarvey provided technical guidance specific to the analysis of the water and wastewater financial models.

City of Flagstaff, AZ — Water, Wastewater and Reclaimed Water Rate Study: Mr. McGarvey served as the technical advisor of the City of Flagstaff's utility rate analysis. In the wake of six water main breaks, the City was faced with decreasing revenues and increasing capital and operational costs. The proposed rates developed by Willdan reversed the City's trajectory of a falling operating reserve and provided the City with sufficient revenue to cover existing and future operations, maintenance, and debt service; all while being financially prudent and responsive to the concerns of the City's Water Commission. The proposed residential inclining block rate appropriately spreads the burden of increased costs based on a comprehensive analysis of customer demands.

City of Durango, CO — Water and Wastewater Rate Study: Mr. McGarvey led the preparation of a long-term financial plan, cost of service-based rates and updated plant investment fees. The City needs to perform $50 million in improvements to the wastewater treatment plant to comply with State wastewater treatment standards and to provide available capacity for new growth. A balanced financial plan was developed incorporating rate increases and anticipated debt to fully fund requirements and minimize customer impact.

Michael Cronan

Lead Consultant

Education

Bachelor of Arts and Science; University of Central Florida

Mr. Michael Cronan is a project manager with 8 years of experience within Willdan's Financial Consulting Services group. His primary function is to support project managers and senior analysts with utility rate studies. He specializes in analysis for a variety of clients, including cities, water districts, and public utilities.

Select Relevant Experience

Areas of Expertise

Utility Rate Studies

User Fee Studies

Financial Forecast Modeling

8 Years' Experience

City of Buellton, CA — Water & Sewer Utility Rate Study: Mr. Cronan was the project manager and lead technical consultant for the City's comprehensive water and sewer rate study. He led the collection and verification of data, creation of the model and financial analysis, development of alternative scenarios for evaluation by City staff and elected officials and completed the report and other critical documents. He also was responsible for creation of comprehensive customer and mailing databases.

City of Vacaville, CA — Water & Sewer Utility Rate Study: Mr. Cronan is the project manager and led the technical work and development of a comprehensive financial and rate model and multiple alternative financial plans for a Water and Sewer Rate Study for the City of Vacaville. All technical work for the study is concluded, reports have been submitted, the public hearing scheduled and the Prop 218 notices have been mailed. He collected and verified all data, led the development of the financial plan and model, including multiple scenarios to address different potential approaches to the City's capital plan, prepared the report and participated in all meetings.

City of La Palma, CA — Water and Wastewater Utility Rate Study: Mr. Cronan was assigned to the La Palma engagement as the lead financial analyst. He worked directly with staff at the City to conduct financial analysis, which included the evaluation of alternatives for rate adjustments that incorporated different capital funding scenarios and operating budget assumptions, as well as the preparation of reports and Prop 218 documents. He was also instrumental in the development of the financial model.

City of Guadalupe, CA — Water and Wastewater Rate Study: Mr. Cronan provided analytical support for the City's utility rate study. He was responsible for gathering and verifying data, as well as assisting with the development of the model. He also worked directly with City Staff to present results and options and develop alternatives.

City of Richmond, CA — Wastewater Rate Study: Mr. Cronan served as the project analyst and provided support for the City's rate study. He gathered and verified data for the project manager and lead project consultant and played a significant role in the development of the customer database and financial model.

City of Lakeport, CA — Water and Sewer Rate Study: Mr. Cronan provided analytical support to the senior project team members and led the development of the financial model as the project analyst for the City's ongoing utility rate study. He worked directly with staff at the City to evaluate financial plan alternatives, particularly for sewer where years of deferred rate increases, and a significant capital plan required careful consideration. He also led the revamp of the City's cost-of-service approach, working closely with a leading Prop 218 attorney, to ensure rates were compliant with State law.

McKinleyville Community Services District, CA — Water and Sewer Utility Rate Study: Willdan was retained to update the models, develop the CSD's water and sewer rates and assist with the required Proposition 218 noticing process. Mr. Cronan provided analytical support to the project's senior team and is providing the same support for the ongoing update to the previous study.

City and County of Denver, CO — Sanitary Sewer and Storm Drainage Benchmarking and Storm Drainage Impact Fee Study: Mr. Cronan served as the lead analyst on a benchmarking study to review and compare the City's current rate structures to those of other front range and national utilities. The intent of the study was to identify potential areas for refinement to the City's current rate structures. Mr. Cronan also served as the lead analyst for developing and implementing first time storm drainage impact fees for the City.

Alice Bou

Consultant

Education

Bachelor of Arts; University of California, San Diego

Areas of Expertise

Utility Rate Studies

Proposition 218

Strategic Planning

Cost of Service Studies

Feasibility Analyses

Financial Forecast Modeling

Development Impact Fee Studies

User Fee Studies

Affiliations

California Society of Municipal Finance Officers

Municipal Management Association of Southern California

American Water Works Association

20 Years' Experience

Ms. Alice Bou recently joined Willdan Financial Services' Financial Consulting Group as a Project Manager. She brings more than 20 years of professional finance and accounting experience to the Financial Consulting Group. Throughout her career, she has worked with a diverse range of firms in the public and private sectors in a financial oversight capacity. For the last 7 years, she has specialized as a Utility Rate Consultant, leading the development and implementation of water, wastewater, recycled water, and stormwater rates and fee studies for various municipalities across California.

Ms. Bou has developed long-term financial strategies and comprehensive business plans to support utility rates ensuring financial sustainability and adherence to industry standards and current legal statutes, such as Proposition 218. As part of the rate study process, she has established strategic frameworks that integrate cost-of-service principles, meet revenue requirements, and incorporate customer equity considerations, providing a clear roadmap for rate adjustments, operational efficiency improvements, and alignment with organizational objectives and goals. Ms. Bou has also designed methodologies for calculating capacity fees that accurately reflect the proportional cost of new connections to existing infrastructure; these methodologies integrate factors, such as system demand, capacity needs, and planned capital improvements.

Additionally, she has also conducted user fee studies and cost allocation plans, as well as detailed analyses to establish development impact fees that comply with the California Mitigation Fee Act.

Select Relevant Experience

City of Turlock, CA — Sewer Rate Study: The City had not conducted a rate or rate update study in many years. Consequently, the City's primary objectives included a comprehensive review of existing sewer rates, the development of final recommendations, and the clear communication of results to customers. Ms. Bou worked collaboratively with City staff to evaluate the capital improvement program, estimated at $131.8 million over the next five years, for the City's Wastewater Treatment Facility and Sanitary Sewer Service Collection System. She recommended viable financing options to support the planned capital projects including the issuance of new revenue bonds. Additionally, a review of the current sewer rates and rate design structure was conducted.

City of Rio Vista, CA — Water & Wastewater Rate Study and Capacity Fee Study: The City was in need of a comprehensive review and update current water and wastewater rates along with updated capacity fees; the City had not undergone a rate study in an extended period time. The City manages two wastewater treatment facilities, with plans underway to consolidate operations into the Northwest Sewer System. This consolidation initiative included financing necessary capital expenditures to decommission the Beach Plant and enhance capacity at the Northwest Plant. Ms. Bou, as the lead consultant, directed two distinct wastewater rate studies covering a 5-year period, designed to eventually merge into a unified plan by Year 6. Her role involved assessing operational and maintenance cost reductions achievable through plant consolidation. Collaborating closely with City personnel, she ensured the development of a sound financial plan encompassing O&M expenses, capital project outlays, and debt service obligations, accurately reflecting the implications of plant consolidation on the City's fiscal health.

City of American Canyon, CA — Utility Rate & Impact Fees Study: The City of American Canyon engaged Ms. Bou to conduct a comprehensive rate study for its water, recycled water, and sewer enterprise funds. The purpose of the study was to meet revenue requirements, review current rate structures based on recent consumption data, and fund capital improvements while addressing changes in costs. Ms. Bou developed financial plans to support approximately $70.5 million in O&M expenses and $28.6 million in capital improvements. She designed new recycled water rates that cover operating costs while remaining competitive with other irrigation water sources. Additionally, drought rates were created to ensure the City's financial viability in the event of decreased consumption due to increased conservation efforts or severe drought conditions. Furthermore, she made certain that the City's tiered volumetric rates matched the actual cost of service at each tier level.

References

Provided below are recent project descriptions, including client contact information, project team, and project hours that are similar in nature to those requested by the CSD.

City of Vacaville, CA
Water and Wastewater Utility Rate Study

Willdan is in the final stages of a two-year effort with the City of Vacaville to complete a comprehensive water and wastewater rate study. The City hadn't increased rates for several years and sought guidance and development of alternatives to address a number of financial objectives, including completion of numerous capital projects, and ensuring funding for increasing costs of operation and maintenance for each system and designated reserve funds. The study included the development of the above-mentioned alternatives that incorporated capital plan and reserve funding analysis for presentation, discussion and evaluation with City staff, and ultimately presentation to elected officials in small workshop sessions to solicit feedback and questions.

Finally, the recommended financial plan and proposed rate adjustments were presented to the City Council. The Public Hearing is scheduled for May 2025. Our work also included the development of all documents and reports, including the creating and executing the mailing of the required Proposition 218 notice.

Client Contact: Justen Cole, Director of Utilities
Tel #: (707) 469-6404 x124 | Email: Justen.Cole@cityofvacaville.com

City of Farmersville, CA
Water and Wastewater Utility Rate Study

Willdan is currently concluding work on a comprehensive water and wastewater study for the City. The study is complete, the Prop 218 public hearing is scheduled, and notices have been mailed. Our team worked with City Staff to develop an interactive model with financial plans and projections for both utilities and prepare and present scenarios to evaluate budget and financial scenarios. We also worked with the City's financial advisor and legal counsel to implement a rate stabilization reserve to allow more flexibility in the financial plan and mitigate rate increases. We developed capital funding scenarios and rate structure options and presented them to staff for discussion and evaluation. Once the final financial plan was approved, we completed the cost-of-service analysis and calculated new rates, prepared the rate study report and Prop 218 notice, presented the results to the City Council, and coordinated the mailing of the notice.

Willdan gathered and validated financial data for the project, including budget, fund balances, capital plans, historical financial results, debt service schedules and debt covenants, and financial policy documents. The study also included the cost-of-service analysis, as required under Prop 218, and changes were made to the rate structure as a result.

Client Contact: Steve Huntley, Director of Finance and Administration
Tel #: (559) 747-0458 | Email: SHuntley@cityoffarmersville-ca.gov

City of Buellton, CA
Water, Sewer Rate and Connection Fee Study

Willdan is finalizing a comprehensive water and wastewater rate study and connection fee study for the City of Buellton. All technical work and analysis has been completed, documents finalized and delivered, and the Prop 218 public hearing notices have been mailed. The only remaining task is the public hearing. The scope of services included development of the financial plan, model, and reports, including the adjustment of the existing rate structure to ensure better compliance with Prop 218. We created several alternative scenarios for evaluation by City staff and the Council and conducted 2-by-2 meetings with Council members to ensure their understanding of the process and the results. Because of the time that had passed since their prior rate increases, the City needed significant rate increases to keep pace with rising costs, so we worked collaboratively with them to evaluate options for the financial plan to address the needs of the utilities, while balancing the impact on ratepayers.

This project is ongoing.

Client Contact: Rose Hess, Public Works Director
Tel #: (805) 686-0137 | Email: RoseH@cityofbuellton.com

City of McFarland, CA
Cost Allocation Plan and Utility Rate Study

Willdan worked with the City of McFarland to complete a utility rate study for its water, sewer, and solid waste enterprises along with a cost allocation plan. The study included the development of a comprehensive financial plan and model, and the evaluation of alternatives for funding operations and capital projects, and for recommended rate adjustments. The City had not increased its rates for several years, including the COVID period, and was facing increased costs of operations, needs for additional staffing, and multiple capital projects. We presented numerous alternative scenarios, with adjustments and changes based on feedback from City Staff.

Willdan gathered and validated financial data for the project, including budget, historical financial results, and capital plans, evaluated adjustments to the base water, sewer, and solid waste rate structures, prepared a comprehensive financial model, and presented alternatives and scenarios to City Staff. The updated rates were successfully adopted in December 2023.

Client Contact: Diego Viramontes, Finance Director
Tel #: (661) 792-3091 | Email: DViramontes@mcfarlandcity.org

City of Dinuba, CA
Water and Wastewater Utility Rate Study

Willdan worked with the City of Dinuba to complete a utility rate study for its water and wastewater enterprises. The study included the development of a comprehensive financial plan and model, and the evaluation of alternatives for rate adjustments. The City had not increased its rates for several years, including the COVID period, and was facing increased costs of operations, needs for additional staffing, and multiple capital projects. We presented numerous alternative scenarios, with adjustments and changes based on feedback from City Staff.

Willdan gathered and validated financial data for the project, including budget, historical financial results, and capital plans, evaluated adjustments to the base water and wastewater rate structures, prepared a comprehensive financial model, and presented alternatives and scenarios to City Staff. The updated rates were successfully adopted in September 2023.

Client Contact: George Avila, Interim Public Works Director
Tel #: (559) 591-5924 | Email: GAvila@dinuba.ca.gov

City of Lakeport, CA
Water and Sewer Rate Study

Willdan assisted the City of Lakeport with the development of a water and wastewater utility rate study. The scope of services included development of the financial plan, model, and reports, including the adjustment of the tiered rate structure. The City was in the position of needing potentially significant rate increases, so we worked collaboratively with them throughout the process to evaluate options for the financial plan to address the needs of the utilities, while balancing the impact on ratepayers.

Willdan team members worked closely with the City's Proposition 218 legal counsel to update the City's water rate structure while ensuring compliance with the applicable provisions of the California Constitution, as well as the San Juan Capistrano court decision.

Client Contact: Nick Walker, Assistant City Manager, Finance Director
Tel #: (707) 263-5615 x 301 | Email: NWalker@cityoflakeport.com

Fee Proposal

Water, Wastewater, and Solid Waste Rate Study

Based on our work plan provided in the scope of services, we propose a total ***fixed fee of $79,975.*** The table below provides a breakdown of these fees by task and project team member.

Channel Islands Beach Community Services District
Water, Wastewater, & Solid Waste Rate Study

Fee Proposal

	C. Fisher PIC/Project Manager	J .McGarvey Technical Advisor	M. Cronan Lead Consultant	A. Bou Project Analyst	Total	
	$310	$300	$210	$210	Hours	Cost
Scope of Work						
Project Initiation						
Task 1.1 - Data Collection, Review & Verification	0.5	1.0	6.0	8.0	15.5	$ 3,395
Task 1.2 - Kick-off Meeting & Planning Discussion	1.0	-	1.0	1.0	3.0	730
Water & Wastewater Rate Study						
Task 2.1 - Financial Plan, Requirements & Determinants	10.0	2.0	40.0	40.0	92.0	20,500
Task 2.2 - Capital Plan Analysis	2.0	1.0	6.0	6.0	15.0	3,440
Task 2.3 - Cost-of-Service Allocations	2.0	0.5	6.0	6.0	14.5	3,290
Task 2.4 - Rate Analysis & Design	6.0	1.0	8.0	8.0	23.0	5,520
Solid Waste Rate Study						
Task 3.1 - Financial Plan, Requirements & Determinants	2.0	3.0	10.0	10.0	25.0	5,720
Task 3.2 - Cost-of-Service Allocations (Service Categories)	1.0	2.0	4.0	5.0	12.0	2,800
Task 3.3 - Cost-of-Service Allocations (Customer Classes)	1.0	2.0	4.0	5.0	12.0	2,800
Task 3.4 - Determination of Billing Units/Rates	2.0	8.0	8.0	8.0	26.0	6,380
Preparation of Reports and Proposition 218 Notices						
Task 4.1 - Reports, Model & Deliverables	6.0	3.0	16.0	20.0	45.0	10,320
Task 4.2 - Proposition 218 Notice Assistance	8.0	1.0	8.0	10.0	27.0	6,560
Communicating Results - Presentations & Meetings						
Task 5.1 - Meetings & Presentations	12.0	2.0	10.0	10.0	34.0	8,520
Total Labor Cost Proposal	**53.5**	**26.5**	**127.0**	**137.0**	**344.0**	**$ 79,975**

Notes

- If the CSD wishes for Willdan to attend additional in-person meetings, the fee is $2,500 per meeting.
- The CSD will be invoiced on a monthly percentage-completion basis.
- Invoices will include a description of services, as well as a summary of costs to date by task.
- Willdan will rely on the validity and accuracy of the CSD's data and documentation to complete our analysis. Willdan will rely on the data as being accurate without performing an independent verification of accuracy, and that we will not be responsible for any errors that result from inaccurate data provided by the client or a third party.
- The CSD shall reimburse Willdan for any costs Willdan incurs, including without limitation, copying costs, digitizing costs, travel expenses, employee time and attorneys' fees, to respond to the legal process of any governmental agency relating to the CSD or relating to this project. Reimbursement shall be at Willdan's rates in effect at the time of such response.

Hourly Rates

We will perform additional tasks, outside our scope of services, as requested and authorized by the CSD for an additional fee. Additional services may be authorized by the CSD and will be billed at our then-current hourly rates. Our current hourly rates are listed below.

Willdan Financial Services
Hourly Rate Schedule

Position	Team Member	Hourly Rate
Vice President / Director	Chris Fisher	$310
Managing Principal	Jeffrey McGarvey	$300
Principal Consultant		$270
Senior Project Manager		$250
Project Manager	Michael Cronan	$210
Project Manager	Alice Bou	$210
Senior Project Analyst		$150
Senior Analyst		$135
Analyst II		$120
Analyst I		$110

WILLDAN

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RAFTELIS

October 23, 2025

Pete Martinez
General Manager
Channel Islands Beach Community Services District
353 Santa Monica Drive
Channel Islands Beach, CA 93035

Subject: Proposal for a Water, Wastewater and Solid Waste Rate Study

Dear Mr. Martinez:

Raftelis is pleased to submit this proposal to provide financial planning and rate-setting services for the District's water, wastewater and solid waste utilities. We are active in your area and have worked for the City of Oxnard, Port Hueneme Water Agency, and Pleasant Valley County Water District to name a few.

I, Steve Gagnon, P.E. (AZ), will be the overall Project Manager, managing day-to-day progress and ensuring that the study meets your objectives. I have 28 years of consulting experience, am a registered environmental engineer in Arizona, and am registered with the SEC as a Municipal Advisor. For solid waste, I will be assisted by Ms. Lundyn Harrelson, who will manage the solid waste rate study with technical oversight from Theirry Boveri – who lead a recent solid waste study for the City of Oxnard.

We will discuss the recent Otay and San Diego court cases to assess if the District would like to modify its rate structure in light of these. For this proposal, we assumed we will not revisit the sewage conveyance rate for the City of Oxnard's use of your collection system.

We assumed a total of three virtual presentations, one to a committee, one to the Board and one at a public hearing. Please let us know if you would like to change our assumptions or wish to modify the scope. My contact information is below.

Sincerely,
RAFTELIS FINANCIAL CONSULTANTS, INC.

Steve Gagnon, P.E. (AZ)
Vice President
O: 213 262 9308 / M: 714 351 2013 / E: sgagnon@raftelis.com

Water, Wastewater and Solid Waste Rate Study Scope of Work

Task 1: Project Management, Kick-off Meeting, and QA/QC

Kick-off Meeting
The goals for the kick-off meeting include:

- Discussing Project Drivers,
- Acquainting District Staff with new member of our Project Team,
- Establishing goals and objectives,
- Establishing a schedule,
- Discussing the data request and any additional data requirements.

Prior to the kick-off meeting, we will prepare a data request. If the data is provided in time, Raftelis will review the initial data before the kick-off meeting and will come prepared with our questions to get the most out of the meeting.

Project Management and QA/QC
Task 1 includes time for project management and Quality Assurance and Quality Control (QA/QC). The project management task also involves client correspondence, progress updates, timely billing, and internal management of Raftelis staff.

As part of our quality control, the Project Manager reviews the data, model, and results to ensure they are based on sound rate-making principles. A Sr. Analyst also reviews the model to provide a fresh perspective.

Meeting(s): One kick-off meeting with District Staff
Deliverable(s): Kick-off meeting presentation and minutes and data request list

Task 2: Water, Wastewater and Solid Waste Financial Plan

We will develop a Financial Plan Model for each utility that will be very similar to prior models. The financial plan assesses the current financial status and suggests revenue adjustments to ensure long-term fiscal sustainability. Raftelis will project expenses and revenue requirements over a 10-year planning horizon. Doing so illustrates future rate impacts and potential challenges to financial health so the District can plan expenses, reserve balances, or capital project scheduling to smooth rate impacts. The Financial Plan will incorporate:

1. O&M expenses,
2. Capital costs,
3. Debt service,
4. Reserve funding.

The model will have a financial Dashboard with the following features:

- Flexibility to change many assumptions such as water or wastewater use, CIP levels, and revenue adjustments,
- Error flagging and problematic results such as: failure to meet debt coverage, below target reserves, etc.,
- Sensitivity analyses and various "what-if" scenario assessments, so that impacts can be viewed instantaneously with built-in graphics.

Raftelis will hold a webinar to review assumptions and finalize the financial plan with which to calculate rates. This review will be part of Task 4.

Meeting(s): Meetings are incorporated into Task 4
Deliverable(s): Draft and final financial planning models in Microsoft Excel

Task 3: Cost of Service Analysis

We will perform a cost of service analysis for each utility. The cost of service provides Proposition 218 defensibility by establishing a nexus between utility rates and the District's costs. Although Raftelis tailors a utility's cost of service analysis to each utility, we consider industry standards and recent court cases. Typically, a utility cost of service study involves the following three steps:

- **Functionalizing** revenue requirements to functions. For example, water functions include supply, treatment, distribution, storage, and customer service.
- **Allocating** those functions to cost causation components. Water cost components include supply, base, extra capacity, customer service and meter maintenance.
- **Distributing** cost components to customer classes based on how customers use the utility services.

The water rate study will follow principles from the American Water Works Association M1 Manual, *Principles of Water Rates, Fees and Charges.* The wastewater study will follow principles from the Water Environment Federation manual 27.

We will conduct a customer and tonnage analysis under the existing solid waste rate structure that will be used to allocate costs and develop refuse rates. We will examine the cost by level and type of service (e.g., container size, collection frequency, and service type garbage/recycling/organics) and class of customer (e.g., residential automated, commercial front load, etc.) to analyze the equity of the existing rate structure. Our evaluation will consider the cost caused by each customer to ensure defensible and fair rate recommendations. The rate design will also consider recent and potential regulations, such as the recent requirement for organics collection (e.g., SB 1383), electrification, and other applicable regulations, and their impacts to rates. Once we know each classes' cost responsibility, we will calculate rates as discussed in Task 4.

Meeting(s): Webinar if needed
Deliverable(s): Cost of service analysis in Microsoft Excel

Task 4: Water, Wastewater and Solid Waste Rate Derivation and Customer Impacts

We will discuss recent court cases to see if the District would like to modify its rate structure. Changes would likely create undesirable customer bill impacts. We will assess water use behavior and its effect on revenue and rates.

The model will include a series of tables and figures that show projected rate impacts on different types of customers at various use levels.

Meeting(s): We budgeted for three virtual meetings with Staff to review the financial plan and rates
Deliverable(s): Rate model in Microsoft Excel

Task 5: Draft and Final Reports

Once the Board has provided feedback on the draft rates, we will complete a draft report. The report will describe the financial plan and proposed rate structures, along with preliminary rate recommendations. To ensure that the study includes a thorough description of how rates were derived, the Final Report will describe all financial plan assumptions and the cost and rate calculations. Raftelis will incorporate District Staff comments in the Draft Report.

Meeting(s): Phone calls as needed to discuss the draft report
Deliverable(s): Draft and Final Rate Study Report in Microsoft Word and Adobe PDF

Task 6: Two Presentations – Committee and Board of Directors

Raftelis will present the rate study results to the Water Rate Advisory Committee and the District Board and answer questions as directed by District Staff. At the Committee meeting we will summarize the rate study results, answer questions, and solicit input from the Committee. The goal of this meeting is to seek Committee direction and support for a recommended scenario to present to the Board. We will present to the Board to seek direction on moving forward with the Public Hearing.

Meeting(s): Two virtual board meetings
Deliverable(s): Presentation materials in Microsoft PowerPoint

Task 7: Public Notice Preparation

The notice is an opportunity to educate and inform the public of the need for rate increases that support these essential services. Raftelis has designed many Proposition 218 notices that go beyond the minimum dictated by statute to deliver visually appealing pieces that customers want to read. We will draft the content and match the District's established brand. The District's legal counsel will review and approve the notice. Raftelis will design and layout the Proposition 218 notice with two rounds of revisions. It will be a final press-ready PDF in English.

Meeting(s): Phone calls as needed to discuss the notice

Deliverable(s): Final press ready notice in PDF.

Task 8: Public Hearing

Raftelis will present the rate study drivers, rate derivation, and resulting bill impacts to the public and the District Board. The Board normally votes on the implementation of the rates after the public hearing.

Meeting(s): One virtual public hearing
Deliverable(s): Presentation materials in Microsoft PowerPoint

Proposed Fee

We propose to complete this engagement on a time and materials basis with the hours and fee shown below. The table shows our anticipated hours, rates, and fee.

Channel Islands Beach Community Services District

Tasks	Web Meetings	Hours							Total Fees & Expenses
		PM	SW SME	SW PM	SC	MW	Graphic Designer	Total	
1. Project Management, Kick-off Meeting, QA/QC	1	24	4	8	8			44	**$14,580**
2. Water, Wastewater and Solid Waste Financial Plans		10	0	6	72			88	**$20,230**
3. Cost of Service Analysis		10	4	6	52			72	**$17,670**
4. W, WW and SW Rate Derivation & Bill Impacts	3	22	2	10	54			88	**$23,010**
5. Draft and Final Reports		10	0	8	64			82	**$19,130**
6. Two Presentations	2	10	0	8	6			24	**$7,240**
7. Public Notice Preparation		1			1	8	8	18	**$3,110**
8. Public Hearing	1	4	0	4	2			10	**$3,030**
Total Estimated Meetings / Hours	**7**	**91**	**10**	**50**	**259**	**8**	**8**	**426**	
Hourly Billing Rate		**$375**	**$375**	**$260**	**$195**	**$295**	**$170**		
Total Professional Fees		**$34,125**	**$3,750**	**$13,000**	**$50,505**	**$2,360**	**$1,360**	**$103,740**	

PM - Project Manager, Steve Gagnon, PE (AZ)
SW SME - Solid Waste Sub Matter Expert - Thierry Boveri
SW PM - Solid Waste PM, Lundy Harrelson
SC - Staff Consultants
MW - Matt Wittern, Outreach Lead
Admin - Administrative Staff

Total Fees	**$103,740**
Total Expenses	**$4,260**
Total Fees & Expenses	**$108,000**

CHANNEL ISLANDS BEACH
COMMUNITY SERVICES DISTRICT

Board of Directors:

MICHAEL LEBOW, President
SHAWN THOMAS, Vice President
JARED BOUCHARD, Director
KRISTINA BREWER, Director
SEAN DEBLEY, Director

PETER MARTINEZ
General Manager

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Regular Board Meeting, December 9, 2025
To: **Board of Directors**
From: **Peter Martinez, *General Manager***
Subject: **Review of Record Retention Schedule**
Item: **F-1**

RECOMMENDATION:

1. Review and confirm the current Records Retention Schedule.

FINANCIAL IMPACT: None.

BACKGROUND/DISCUSSION:

The District's current Records Retention Schedule was last updated in 2018. Its main purpose is to ensure that all District records are maintained in accordance with regulatory compliance and those records are properly disposed of when no longer needed.

Pursuant to California Government Code Sections 60200 through 60203, special districts are authorized to destroy or dispose of certain records once they are no longer required, provided those records are included in a Board-approved retention schedule which follows guidelines established by the California Secretary of State.

Since the 2018 update, no new laws, administrative regulations, and operational practices have materially modified record retention requirements. Accordingly, District staff, in consultation with District Counsel, have reviewed the Records Retention Schedule and do not recommend any revisions at this time.

ATTACHMENTS:

1. Current Records Retention Schedule

ATTACHMENT 1 - Records Retention Schedule

Record	Retention Period
ACCOUNTING RECORDS	
Bank Deposits	Audit + 4
Bank Statements	Audit + 5
Checks	Audit + 5
Budget	Permanent
Audits	Permanent
Loans & Grants	Closed/ Completion + 5
Cash Receipts	Audit + 5
Security Deposits	Audit + 5
Payroll	Audit + 6
Meter Books	Audit + 5
Depreciation Schedules	Audit + 5
Bonds (Final Bond Documentation)	CL + 10
Payment Stubs	1 year
Fund Reports	Audit + 5 years
Investment Reports	Audit + 5 years
Accounts Payable	5 years
Invoice Copies	Audit + 5
Monthly Billing Reports	5 years
Collection Accounts	Current + 1 year
Budget work papers	Current + 1 year
Audit work papers	Current + 5 years
PERSONNEL RECORDS	
Payroll, personnel forms and authorizations	Permanent
Vehicle Mileage Reimbursement / Travel records	Record is superseded + 2
Accident Reports, Injury Claims & Settlements	Permanent
Employee Rights Documents	Terminated + 6
DMV Reports	Closed/Completion + 7
IRS Forms	Audit + 4
Employee Handbook	Superseded + 2
Negotiation (notes, correspondence, MOUs)	Permanent
Employment Applications, Tests, Changes, Terminations	Terminated + 3
Job Descriptions	Superseded + 3
Job Announcements, Recruitment Materials, Eligibility Lists	Closed /Completion + 3
Performance Evaluations & Disciplinary Actions	Terminated + 6
Retirements	Permanent
Time Sheets or Cards	Audit + 6
Employee Training Records	Current year + 7

Record	Retention Period
OPERATIONS AND MAINTENANCE RECORDS	
Bacteriological Analysis	Current Year + 5
Chemical Analysis	Current Year + 10
Reports and Surveys from State Agencies	Current Year + 10
Customer Complaints	Current Year + 2
Work Orders	Current Year + 2
Water Rights and Water Permits and Licenses	Permanent
Master Plans; Capital Improvement Projects	Permanent
Groundwater and Project Studies	Permanent
Construction photos and videos	Life + 5
Underground Service Alert	Current year + 2
Monthly Operations Reports	Current year + 2
Station Work Logs	5 Years
Consumer Confidence Report	Permanent
ENGINEERING RECORDS	
Construction Project Inspection Reports	Life + 7
Construction Videos and Photos	Life + 7
Reports, Plans, Studies Contracted by District	Permanent
Bids, Proposals and Notices	Closed/ Completion + 10
Contract and As-Built Drawings and Submittals	Permanent
Construction Related Correspondence	Closed/ Completion + 10
Permits (Issued by Others)	Life + 3
Environmental Impact Studies and Reports	Permanent
Maps	Permanent
Easements, Encroachments and Deeds	Permanent
MISCELLANEOUS RECORDS	
Correspondence (To or From District)	Current year + 2
Staff and Committee Reports	Current year + 2
Agreements, Contracts, Leases	Permanent
Annexations and Detachments	Permanent
Policies, Rules and Regulations	Superseded + 5
Press Releases and Newsletters	Current Year + 2
PURCHASING RECORDS	
Inventory Records	Audit + 4
Bids and Quotes	Audit + 5
Maintenance Agreements	Life + 4
ADMINISTRATION RECORDS	
Agendas (Board)	10 years

Record	Retention Period
Minutes (Board)	Permanent
Resolutions and Ordinances	Permanent
Public Records Act Requests	2 years
Board Meeting Recordings	Held until Minutes Adopted
ELECTIONS/POLITICAL RECORDS	
Elections Results	Permanent
Proposition 218 Ballots	10 years
Campaign Statements, Conflict of Interest	4 years
Statement of Economic Interest (Elected)	4 years
Statement of Economic Interest (Not Elected)	4 years
RISK MANAGEMENT RECORDS	
Insurance	Permanent
Accident Reports	2 years
Bonds, Insurance	Permanent
Incident Reports	Completion + 2
Insurance (Joint Powers Agreement)	Permanent
Worker's Compensation Insurance and Claims	Permanent
Suits, Claims, Liens where District is Party	Settled + 10 years

Board of Directors:

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PETER MARTINEZ
General Manager

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Regular Board Meeting, December 9, 2025
To: **Board of Directors**
From: **Pete Martinez, *General Manager***
Subject: **Final Project Closeout – District Administration and Operations Facility**
Item: **F-2**

RECOMMENDATION:

1. Receive and file report.

BACKGROUND/DISCUSSION:
Construction of the new District Administration and Operations Facility began on October 2, 2023, and is now complete. All inspections and punch-list corrections have been finalized.

Throughout the project, seven total change orders were executed to address necessary revisions and unforeseen conditions.

Change Order	Amount
Change Order #1	$52,148.08
Change Order #2	$42,399.83
Change Order #3	$57,971.86
Change Order #4	$163,397.89
Change Order #5	$17,688.95
Change Order #6	$40,690.66
Change Order #7	$45,982.71

FINANCIAL SUMMARY

Final Construction Cost: $3,642,606.97

Board-Approved Contract + Approved Contingency: $3,447,327.00

Channel Islands Beach 2013
Find Report
All Transactions

Type	Date	Num	Name	Memo	Account	Class	Clr	Split	Amount	Balance
Bill	05/01/2025	62039	McGillivray Constructi...	Pymt 16-Final	2000 - Accounts Paya...			5326 · Yard/Bld...	-182,130.42	-182,130.42
Bill	04/10/2025	62037	McGillivray Constructi...	Pymt. #15	2000 - Accounts Paya...			5326 · Yard/Bld...	-75,922.67	-258,053.09
Bill	04/09/2025	61975	McGillivray Constructi...	Pymt. #14	2000 - Accounts Paya...			5326 · Yard/Bld...	-94,737.91	-352,791.00
Bill	12/01/2024	61960	McGillivray Constructi...	New Building p...	2000 - Accounts Paya...			5326 · Yard/Bld...	-244,845.85	-597,636.85
Bill	12/01/2024	61937	McGillivray Constructi...	New Building P...	2000 - Accounts Paya...			5326 · Yard/Bld...	-335,201.82	-932,838.67
Bill	09/26/2024	61911	McGillivray Constructi...	Application #10	2000 - Accounts Paya...			5326 · Yard/Bld...	-230,283.82	-1,163,122.49
Bill	09/01/2024	61925	McGillivray Constructi...	Payment 11	2000 - Accounts Paya...			5326 · Yard/Bld...	-600,793.02	-1,763,915.51
Bill	06/27/2024	61897, ...	McGillivray Constructi...	Application #9	2000 - Accounts Paya...			5326 · Yard/Bld...	-244,760.06	-2,008,675.57
Bill	05/30/2024	61886, ...	McGillivray Constructi...	Application #8	2000 - Accounts Paya...			5326 · Yard/Bld...	-323,710.64	-2,332,386.21
Bill	05/01/2024	61870	McGillivray Constructi...	Payment # 6	2000 - Accounts Paya...			5326 · Yard/Bld...	-107,993.01	-2,440,379.22
Bill	05/01/2024	61879	McGillivray Constructi...	Payment # 7	2000 - Accounts Paya...			5326 · Yard/Bld...	-333,786.56	-2,774,165.78
Bill	04/16/2024	61864	McGillivray Constructi...	#5 Payment for...	2000 - Accounts Paya...			5326 · Yard/Bld...	-158,482.45	-2,932,648.23
Bill	02/08/2024	61836	McGillivray Constructi...	Charges for 12-...	2000 - Accounts Paya...			5326 · Yard/Bld...	-243,676.17	-3,176,324.40
Bill	02/01/2024	61848	McGillivray Constructi...	Adjusted Pymt ...	2000 - Accounts Paya...			5326 · Yard/Bld...	-205,033.61	-3,381,358.01
Bill	12/01/2023	61814	McGillivray Constructi...	Payment 1 on ...	2000 - Accounts Paya...			5326 · Yard/Bld...	-173,389.80	-3,554,747.81
Bill	11/30/2023	61830	McGillivray Constructi...	Payment #2	2000 - Accounts Paya...			5326 · Yard/Bld...	-87,859.20	-3,642,607.01
Total									**-3,642,607.01**	**-3,642,607.01**