

**Amendment # 3**  
**Finance & Procurement**

Date: February 1, 2024

Agreement #: 4090 – Rate Model 2022

Contractor: NewGen Strategies and Solutions, LLC

Current Amount: \$304,270.00

- I. Section 3, Compensation and Payment, of the Agreement is amended by increasing the amount by \$204,040.00, of which \$19,800.00 is included for estimated travel expenses, in order to expand the scope of services necessary for comprehensive model development and consulting services for the City’s water and wastewater systems utilized by Corpus Christi Water; additionally, Section 3 is further amended by the deletion of \$21,000.00 erroneously captured in Amendment #2; and the parties acknowledge that option year 1 was exercised in November, 2023; therefore, the revised total amount of the current Agreement is \$532,310.00.
- II. Amendment #2 to the Agreement is revised, pursuant to this Amendment #3, to eliminate Attachment A-1, which is no longer necessary following the deletion of the \$21,000.00 amount detailed above in part 1 of this Amendment #3. For clarity, Attachment A-2 of Amendment #2 is retained in full force and effect, being that Attachment A-2 includes supporting details of the professional fees and expenses necessary to the parties’ Agreement executed in July, 2022, and also includes supporting details of the additional fees stated in Amendment #1, which was previously executed by the parties.
- III. **Attachment A-3**, which is attached to this Amendment #3 and incorporated by reference as if set out here in its entirety, supplements Attachment A and includes supporting details of the expanded scope of work and associated professional fees and expenses necessary during the option years to include an in-depth analysis of consumption and revenue, multi-year financial plan updates (including operating and capital budgets), evaluation of the adequacy of reserves, water and wastewater cost of service updates, evaluation of the then-current rate design, determination of alternative rate structures, as well as public involvement and presentations to the City Council and other stakeholder groups.
- IV. This Amendment is effective upon the date of final execution by the parties, unless an earlier date is expressly stated within this document.
- V. The parties acknowledge that the Agreement and any related amendments provides for the performance of a professional service, which type of service is exempt from competitive bidding requirements pursuant to Sec. 252.022 of the Texas Local Government Code.

To the extent that the provisions of this Amendment conflict with any provisions of the Agreement and prior amendments, if any, the provisions of this Amendment shall prevail and govern for all purposes and in all respects.

\_\_\_\_\_  
Josh Chronley    Date  
Assistant Director, Finance & Procurement

DocuSigned by:  
Richard L Campbell    2/6/2024  
\_\_\_\_\_  
D77BB227B2EF40F...    Date  
Contractor

APPROVED AS TO LEGAL FORM:

\_\_\_\_\_  
Assistant City Attorney    Date

## ATTACHMENT A-3



275 W Campbell Road, Suite 440  
Richardson, TX 75080  
Phone: (972) 680-2000

November 27, 2023  
via email

Ms. Reba George  
Assistant Director – Business & Customer Support  
City of Corpus Christi, Texas  
1201 Leopard St.  
Corpus Christi, Texas 78401

**Subject: Update of Cost of Service & Rate Model for FY 2025 – Proposed Scope, Timeline, and Cost**

Dear Reba:

NewGen Strategies and Solutions (NewGen) is pleased to provide the City of Corpus Christi (City) and Corpus Christi Water with our proposed detailed scope of work, project timeline, estimated project cost, and standard billing rates for 2024, which have been enclosed for review by you and Corpus Christi Water.

### **Task 1 – Project Initiation and Project Management**

#### **1.1 Preliminary Data Request**

After a Notice to Proceed is received for the Study, the Project Team will provide the City with a preliminary data request that encompasses data needs for completing the Study. The data request will itemize information needed for understanding the financial and operating characteristics and cost drivers of the water, and wastewater utilities as well as any changes to City policies. The preliminary data request will be provided within five (5) days of contract execution, and an initial virtual meeting will be conducted with the City staff to review and clarify the data request and to answer any questions which may arise.

#### **1.2 Kickoff Meeting**

After receiving the initially requested data, the Project Team will work with the City to schedule a virtual kickoff meeting. The primary reason for the kickoff meeting is to allow the key Project Team consultants and participants from the City to be introduced and lay the general framework for how the study will be conducted, as well as to chart the critical path towards successfully achieving the projects goals and objectives. This meeting will also allow for the finalization of the proposed work approach, as well as discussion and clarification of the information previously analyzed.

In addition, the project kickoff meeting will allow for the Project Team to gain a better understanding of the goals and objectives, as well as expectations, the City desires to achieve from the study. As part of the kickoff meeting, the Project Team members will also discuss:

- Political and customer views/opinions of current rates and departmental service/operations, as well as any changes;
- Capital/operational demand changes anticipated over the study's forecasted period;
- Initial rate design pricing objectives; and
- Initial strategies for implementing/communicating possible rate changes.

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We expect the kickoff meeting to last approximately two hours. NewGen will provide copies of the agenda and any handouts.

### **1.3 Update Contract Customer Matrices**

Throughout this Study, the Project Team will build on our prior knowledge of the City's operations, customer base, and existing customer contracts to update and develop a deeper understanding of the utility and its operations. To facilitate this, after receiving the initially requested data, the Project Team will update contract matrices to identify the following:

- Any new contracts or amendments with contractual elements that must be recognized in the development of appropriate rates including, but not limited to, the specific functionalization methods agreed to between the City and its wholesale customer group along with the specific financial metrics contractually agreed to between the parties and how said metrics drive the revenue requirement; and
- Any changes to the variety of water sources and treatment facilities that service the City's customers and how the defined customer classes utilize these facilities.

By updating and further solidifying this understanding early in the engagement, our Project Team will ensure that it is developing appropriate rates reflective of the service provided to a specific customer while recognizing key contractual commitments and minimizing potential conflict with the City's active raw water wholesale water customer group.

### **1.4 Initial Data and Information Assessment**

Once the City has submitted the initially requested data, the data will be reviewed for further discussion and clarification with the City staff. Throughout the course of the project, data received by the Project Team will be sampled and tested for accuracy. The sampling and testing of data is imperative regarding the billing data used to set rates. It is essential that the billing data be as accurate as possible in the development of proper cost allocations and reliable revenue projections. The Project Team will work closely with the City's billing staff to extract the appropriate billing data. We have extensive experience with billing software and will likely request a raw data file for analysis. This will reduce the burden of documentation by the City's utility billing staff and provide the level of detail desired by the Project Team to provide an in-depth analysis of consumption by rate class and consumption tiers enabling careful consideration of the adequacy and equity of the current rate structure.

In addition, as necessary, the Project Team will conduct informal interviews with the City staff during our review of the historical data to ensure that the Project Team understands the information provided. From this data review and assessment, the Project Team will also work to gain a comprehensive understanding of the utilities' operating environment, including identification of key financial, regulatory, operational, and political issues to be addressed. As needed, follow-up one-on-one interviews may be conducted with the City staff to ensure the Project Team has a full and complete understanding of the utility prior to proceeding with the cost of service analysis.

### **1.5 Ongoing Project Management**

To ensure the City's overall goals and objectives are met, proper management and control of the project is critical. NewGen understands the importance of proper project management and has assembled a team well versed in the proper control and coordination needed to successfully execute this engagement. Throughout the course of the Project, the Project Director and Project Manager will maintain consistent, constant, and open communication with key City stakeholders. We are also committed to maintaining

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appropriate staffing to ensure the Project is delivered on time, on budget, and results in actionable recommendations.

## **Task 2 – Update Consumption and Revenue Analysis**

At a foundational level, rates are simply a fraction, with revenue requirements serving as the numerator and the units of service (e.g., number of customers or accounts, consumption, billed flow, etc.) representing the denominator. If the denominator of the rate calculation is inaccurate, the rates resulting from the analysis may be insufficient. As such, an accurate determination of service units and a projection of customers and usage is critical to a proper rate analysis. The following tasks will be utilized in Task 2 to ensure the integrity of the rates developed from this study.

### **2.1 Analyze Detailed Usage/Peak Demands**

A key step in a study of this type is to gain an understanding of the make-up of the customers served by the systems and how and when they use water (and generate sewage) throughout the year. This is necessary for determining appropriate cost allocations, to develop demand projections, to evaluate the appropriateness of the current rate structures, and to evaluate potential alternative rate structures. To facilitate this review, NewGen will request the most recent year of detailed consumption at the customer account level. The customer and customer usage data will be statistically analyzed to identify usage patterns, including seasonal usage and customer class peaking. Demand ratios (max week, max day, max hour, etc.) will be identified and considered in this analysis, as will peak demands related to any large customers or customer classes.

### **2.2 Demand Forecast**

The demand forecast will be based on historical usage patterns, including the interval analysis conducted in Task 2.1, water facilities plan, and discussions with the City as to projected water demand. We will compare projected customer growth with the City's plans to confirm consistency with such plans. If there are deviations from the City's plans, we will document the basis for and reasonableness of such deviations.

As part of developing the demand projections, it may be necessary to incorporate the estimated impact of elasticity of demand within the revenue projections. Elasticity of demand is the economic concept that recognizes the relationship between the quantity demanded of a good and a change in the price of that good or service. Failure to recognize this relationship, particularly regarding water sales, can result in an inaccurate estimate of revenue on a going-forward basis. The Project Team will presume industry standard, long-term elasticity standards within its calculations where necessary.

The demand projections will be developed for a ten-year period, by customer class. One of the key variables that must be developed is the rate of growth in the utility, including the numbers and types of new customers to be added year-by-year as well as increases (or decreases) in water usage over time by existing customers. Where possible, sensitivity analyses will be conducted to produce a potential range of service units and forecasted demand, with specific emphasis on the impact of weather and fluctuations in larger accounts.

### **2.3 Realizable Revenue Under Current Rates**

After determining and forecasting service units, the Project Team will calculate the water and wastewater revenue streams anticipated to be generated under current rates. The results of this analysis will be compared to actual and budgeted revenue performance to determine the overall accuracy and

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appropriateness of the forward-looking projections. This process will also serve as a “check” on the billing data provided to ensure the integrity of developed rates and recommendations.

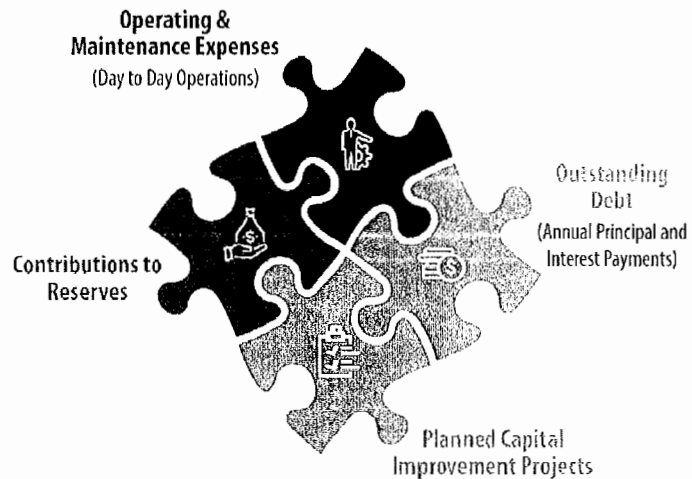
### Task 3 – Update Multi-Year Financial Plan

The model previously developed by our team will be updated to address operations and maintenance (O&M) costs, debt service, demand/usage, capital improvement plan (CIP) costs, cost of service, etc.

#### Development of Revenue Requirements and Financial Plan

While the focus of this study will be on the development of the cost of providing water and wastewater service to the City’s customers, the revenues and expenses related to the provision of raw and wholesale treated water service (contracted customers) will not be overlooked. Our approach includes a detailed review of each of the costs incurred by the City to ensure the cost of service is developed while maintaining compliance with contractual requirements. The cost analysis can be broken down into four main categories of costs: O&M costs, capital improvements, existing debt service (including compliance with debt service coverage requirements), and any contributions need to meet debt service coverage and reserve requirements. The total amount of cash required on an annual basis for all purposes and from all sources is called the “Revenue Requirements.”

The completion of this task will provide a comprehensive ten-year forecast of revenue requirements for the City water and wastewater systems with the ability to change assumptions (capital financing, economic assumptions, etc.) and immediately see the impact on revenue requirements. At this point, the Project Team will provide an assessment of the adequacy of the current rates and their ability to recover the full cost of service, as well as an assessment of the current rate structure’s performance as a baseline for comparing recommended changes.



#### Review Operating and Maintenance Costs

Using the City’s current operating budget as a starting point, we will review the adequacy of budgeted O&M costs. To the extent that costs are directly identified to specific functions of the water and wastewater systems, they will be documented. Any indirect support from other City funds will be reviewed for appropriateness. O&M expenses will be forecasted based on estimated annual inflation rates at the budgetary account line-item level. The forecast of operating expenditures will be based on:

- Review of historical operating expenditure increases by individual budget account line item,
- Any additional information that would increase the accuracy of the estimates (e.g., staffing increases/decreases, etc.), and
- Identifying and assessing the impact of the current capital improvement program on operating expenditures.

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### Review Capital Improvement Plans and Evaluate Potential Capital Financing Sources

We will review the City's most recently adopted capital improvement plans for the water and wastewater systems to gain a better understanding of the City's forward-looking capital plans. NewGen will then examine the types and levels of various funding sources available to pay for the capital and operating costs of the utility systems, and the impacts of various approaches will be quantified. While it is presumed that all operating and maintenance costs will be funded via user rates, there are various approaches to funding capital expenses. Typically, a utility might use a mix of financing sources including grants, cash or pay-as-you-go (PAYGO) funding from revenues, General Obligation or Revenue Bonds, or State Revolving Fund (SRF) Loans. Based on the proposed funding of each capital project within the City's capital plan, NewGen will incorporate those impacts into revenue requirements. If so desired by the City, the Project Team will work closely with City Staff, the City's engineers, and the City's financial advisors to develop detailed capital planning and funding scenarios for the rate study.

### Analyze Current and Projected Debt Service

NewGen will document the annual principal and interest payments for existing debt service related to the utility systems. Those projects or categories of projects contained in the CIP, and which are anticipated to be debt-funded will be identified, and projections of debt service will be developed. The City's practices on types of debt (general obligation bonds, revenue bonds, SRF loans, frequency of borrowing, etc.) will be determined, as will typical debt structure (e.g., payment term, level principal payments vs. level debt service) and assumed interest rate. Additionally, the Project Team will ensure that the revenue requirements account for and support agreed debt-service coverage factors and reserve requirements for both priority and subordinate debt.

### Evaluate the Adequacy of Reserves

The wise use and management of financial reserves provides many advantages to a utility, such as rate stabilization and "smooth" rate increases, as well as enhanced credit ratings and resulting interest savings. NewGen will review the adequacy of the City's current reserves or fund balances based on the City policy and our industry expertise. The analysis will include development of recommended target balances for the City's water and wastewater reserves or fund balances. The maintenance of adequate reserves and contingency funding for emergency preparedness have been elevated to greater levels since 2021's Winter Storm Uri, which highlighted the need for back-up power generation and other extreme weather preparedness. The Project Team will discuss the City's level of contingency planning with City Staff as it relates to reserves or fund balance as well as Capital Outlays.

### Develop Revenue Requirements

The sum of the O&M costs, annualized capital costs (debt service plus cash purchases of capital assets), and any contributions to reserves constitutes the revenue requirement – the amount of money that must be raised from all sources over a given year. This amount becomes significant when sensitivity analyses are performed to evaluate miscellaneous revenues, since any shortfall in miscellaneous revenues must be offset by either drawing down fund balance or increasing user rates. The gross revenue requirement less miscellaneous revenues result in the net revenue requirement to be collected from customers.

As part of the complete development of revenue requirements, the Project Team will forecast revenue requirements over a ten-year period and incorporate key assumptions including, but not limited to, population changes, inflation rates, increase in contractual obligations, contractor costs, anticipated new

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or augmented programs and staffing levels, and capital improvements. All assumptions will be clearly defined and discussed with the City staff prior to finalizing the revenue requirements projection.

## **Task 4 – Water and Wastewater Cost of Service**

During the cost of service study, NewGen will identify specific cost of service methodology issues and review these with City Management, the Corpus Christi Water Project Team, and the Public Involvement Committee. The two most employed methods for water utility cost allocation are base-extra capacity and commodity-demand methodologies. However, it is not uncommon for the base-extra capacity method to yield a lower cost of service for the residential customer class based on the way the commodity-demand method limits the costs divided by total volume of consumption to variable costs (e.g., chemicals and electricity), whereas the base-extra capacity method also includes costs associated with providing service at average annual rates of consumption. Further, as mentioned in the AWWA M1,<sup>1</sup> the base-extra capacity method also identifies the lowest rates possible at perfect load factor (or constant rate of consumption), which can prevent a utility from establishing rates that could result in the sale of water below cost. These concepts will be important to discuss and evaluate as part of the public involvement process.

## **Task 5 – Rate Design and Benchmarking**

### **5.1 Evaluation of Current Rate Design**

Based on the goals and objectives that are determined during preliminary discussions with the City, the Project Team will perform an evaluation of the current rate structure's ability to achieve these goals and objectives. We will communicate a list of strengths and weaknesses of the current rate structure, as well as potential changes which may better achieve these goals and objectives.

On completion of this Rate Design and Benchmarking task, the Project Team will prepare a draft report for the City to review. Upon review, the Project Team will meet with the City to make any necessary changes, which will be used to guide our completion of Task 6. In developing the proposed rates, the Project Team will also discuss with the key stakeholders any limitations and/or guidelines when incorporating the cost of services results developed in earlier tasks into the rate design. For example, if it is not politically feasible to move immediately to cost of service-based rates for a particular class of customers, we will seek to set boundaries on the overall changes seen by a customer class and/or identified group of customers. When needed, the implementation of structural changes or significant adjustments through a phased-in approach, combined with ratepayer education, helps minimize the financial impact to customers and increases public acceptance and understanding.

### **5.2 Development of Rates**

Based on the rate design plan developed in Task 5.1, the Project Team will develop a rate design for the City's consideration. Please note that based on past experiences, the Project Team anticipates up to two (2) alternative water rate designs and up to two (2) alternative wastewater rate designs. The recommendations for a ten-year rate plan will be developed to include the following objectives:

- Rates will be developed with consideration of the recovery of cost of serving each of the respective classes of customers based on industry standards,

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<sup>1</sup> American Water Works Association, Manual of Water Supply Practices, M1, *Principles of Water Rates, Fees and Charges, Fifth Edition*, 2000, Page 59.

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- Consideration and identification of the fixed and variable elements of the rate,
- Compatibility with the existing utility billing computer software, and
- The ease of communicating and explaining changes in the rates to ratepayers.

### **5.3 Determination of Realizable Revenue with Alternative Rate Structures**

The Project Team will analyze and compare the revenues forecasted to be generated under proposed rates to the forecasted cost of service to determine the adequacy of the rate structures to meet the City's financial goals, including debt service coverage requirements and fund balance. Finally, the monthly impact on customer bills under the proposed rates will also be examined, along with the impact on the City's revenue stability.

### **5.4 Rate Comparison Review**

NewGen's study will include data and graphics to facilitate comparison of the City's current and proposed bills for a typical residential customer compared to the bills of residential customers of at least seven (7) of the largest Texas cities as well as utilities of comparable size and service characteristics. A rate comparison of the current rates will be compared to both the new rates and those of comparable cities.

## **Task 6 – Public Involvement and City Council Meetings (with Presentations)**

NewGen will develop presentations based on the findings and draft report and present it to the City Management Team, Corpus Christi Water Project Team, Public Involvement Committees, and the City Council. Draft versions of the PowerPoint presentations will be provided to the Corpus Christi Water Project Manager for review, comment, and approval prior to finalization.

### **Deliverables**

- Draft and final PowerPoint presentations
- Up to ten (10) Public Involvement meetings with various City's customer groups
- Up to two (2) City Council Meetings to present the draft report and proposed rates
- A revised final report will be finalized after rates are adopted by the City Council as discussed in Task 7 below

## **Task 7 – Report**

The Project Team will develop a draft report summarizing analyses conducted as well as findings, conclusions, recommendations, and associated rationale for all relevant components of the cost of service and rate design study shortly after completion of Task 5. The risks of potential challenges to various issues will be identified and discussed. The report shall include an Executive Summary and a full discussion of the impacts of the recommendations on revenue requirements, cost of service and rates.

NewGen will provide the draft report to the City Management Team and the Corpus Christi Water Project Team and will meet virtually to discuss the report. NewGen will then compile all comments and revise the report, as appropriate. The revised draft report will be shared with the City Council prior to their consideration to adopt the recommended rates. A final report will then be provided after adoption of rates in early October 2024.



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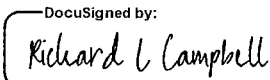
## **Deliverables**

- Draft and final reports
- Up to two (2) virtual meetings to present and discuss the draft report to City Staff
- Ten (10) bound hard copies of the final report
- One (1) digital PDF copy of the final report

The project team at NewGen looks forward to hearing from you so we can draft the initial data request. If you require any further information, please feel free to contact Andy McCartney at (817) 475-5813 or by email at [amccartney@newgenstrategies.net](mailto:amccartney@newgenstrategies.net).

Sincerely,

**NewGen Strategies and Solutions, LLC**

DocuSigned by:  


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Richard Campbell

Managing Director – Water and Wastewater

*Enclosures:*

Projected Timeline

Estimated Cost

Hourly Rates by Position

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Task Description	Corpus Christi Water																																																						
	Update Cost of Service & Rate Model																																																						
Week	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46									
Task	12/01	12/08	12/15	12/22	12/29	1/5	1/12	1/19	1/26	2/2	2/9	2/16	2/23	3/1	3/8	3/15	3/22	3/29	4/5	4/12	4/19	4/26	5/3	5/10	5/17	5/24	5/31	6/7	6/14	6/21	6/28	7/5	7/12	7/19	7/26	8/2	8/9	8/16	8/23	8/30	9/6	9/13	9/20	9/27	10/4	10/11									
1.1 Preliminary Data Request	█																																																						
1.2 Kick-off Meeting		█																																																					
1.3 Update Contract Customer Metrics			█																																																				
1.4 Initial Data and Information Assessment				█																																																			
1.5 Ongoing Project Management					█																																																		
2.1 Analyze Detailed Usage/Peak Demands							█																																																
2.2 Demand Forecast								█																																															
2.3 Realizable Revenue Under Current Rates									█																																														
3 Update Multi-Year Financial Plan										█																																													
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6 Public Involvement / City Council Meetings																																																							
7 Reports																																																							

Notes:

- ★ Signifies a meeting with City staff and/or Customer Group with Possible Presentation
- ◇ Issuance of report

## Corpus Christi Water Rate Study for Update of FY 2025 Rates

<u>Employee</u>	<u>Hours</u>	<u>Hourly Billing Rate</u>	<u>Total</u>
Chris Ekrut	8	\$ 340	\$ 2,720
Richard Campbell	86	\$ 350	30,100
Andy McCartney	246	\$ 250	61,500
Tia Carnes	380	\$ 180	68,400
Steve Doogue	10	\$ 210	2,100
Noah Healey	76	\$ 170	12,920
Administrative Staff	50	\$ 130	6,500
	<b>856</b>		<b>\$ 184,240</b>
Other: Travel Expenses	6 Trips for 3 people @ \$3,300/Trip		<b>\$ 19,800</b>
			<b>\$ 204,040</b>

### Tasks

- 1 - Project Initiation and Project Management
- 2 - Update Consumption and Revenue Analysis
- 3 - Update Multi-Year Financial Plan
- 4 - Water & Wastewater Cost of Service
- 5 - Rate Design and Benchmarking
- 6 - Public Involvement and City Council Meetings (with Presentations)
- 7 - Report

### Tasks by Hours

<u>Employee</u>	<u>Task 1</u>	<u>Task 2</u>	<u>Task 3</u>	<u>Task 4</u>	<u>Task 5</u>	<u>Task 6</u>	<u>Task 7</u>	<u>Hours</u>
Chris Ekrut	-	-	-	-	-	-	8	8
Richard Campbell	16	-	2	2	2	56	8	86
Andy McCartney	40	4	4	32	10	132	24	246
Tia Carnes	24	24	32	64	32	180	24	380
Noah Healey	-	24	12	24	16	-	-	76
Steve Doogue	-	4	-	4	2	-	-	10
Administrative Staff	-	-	-	-	2	32	16	50
	<b>80</b>	<b>56</b>	<b>50</b>	<b>126</b>	<b>64</b>	<b>400</b>	<b>80</b>	<b>856</b>

### Tasks by Dollars

<u>Employee</u>	<u>Task 1</u>	<u>Task 2</u>	<u>Task 3</u>	<u>Task 4</u>	<u>Task 5</u>	<u>Task 6</u>	<u>Task 7</u>	<u>Total</u>
Chris Ekrut	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,720	\$ 2,720
Richard Campbell	5,600	-	700	700	700	19,600	2,800	\$ 30,100
Andy McCartney	10,000	1,000	1,000	8,000	2,500	33,000	6,000	\$ 61,500
Tia Carnes	4,320	4,320	5,760	11,520	5,760	32,400	4,320	\$ 68,400
Steve Doogue	-	840	-	840	420	-	-	\$ 2,100
Noah Healey	-	4,080	2,040	4,080	2,720	-	-	\$ 12,920
Administrative Staff	-	-	-	-	260	4,160	2,080	\$ 6,500
	<b>\$ 19,920</b>	<b>\$ 10,240</b>	<b>\$ 9,500</b>	<b>\$ 25,140</b>	<b>\$ 12,360</b>	<b>\$ 89,160</b>	<b>\$ 17,920</b>	<b>\$ 184,240</b>
Effective Hourly Rate	\$ 249.00	\$ 182.86	\$ 190.00	\$ 199.52	\$ 193.13	\$ 222.90	\$ 224.00	\$ 215.23

## Corpus Christi Water Rate Model Development

### NewGen Strategies and Solutions 2024 Billing Rates

Position	Hourly Billing Rate
Partner	\$265 – \$405
Principal	\$250 – \$405
Senior Manager	\$225 – \$280
Manager	\$195 – \$225
Senior Consultant	\$170 – \$195
Consultant	\$160 – \$170
Administrative Services	\$130

Note: Billing rates are subject to change based on annual reviews and salary increases.