

RESOLUTION NO. R24-17

A RESOLUTION OF THE CITY COUNCIL APPROVING A PROFESSIONAL SERVICES AGREEMENT BETWEEN THE CITY OF LAUREL AND RAFTELIS FINANCIAL CONSULTANTS, INC. FOR A WASTEWATER RATE STUDY.

BE IT RESOLVED by the City Council of the City of Laurel, Montana,

Section 1: Approval. The Professional Services Agreement with Raftelis Financial Consultants, Inc. (hereinafter “the Professional Services Agreement) for a Wastewater Rate Study (hereinafter “Wastewater Rate Study”), a copy attached hereto and incorporated herein, is hereby approved.

Section 2: Execution. The Mayor is hereby given authority to execute the Professional Services Agreement on behalf of the City.

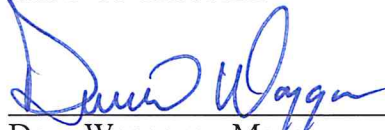
Introduced at a regular meeting of the City Council on the 26th day of March, 2024, by Council Member Sparks.

PASSED and APPROVED by the City Council of the City of Laurel the 26th day of March, 2024.

APPROVED by the Mayor the 26th day of March, 2024.



CITY OF LAUREL




Dave Waggoner, Mayor

ATTEST:



Kelly Strecker, Clerk-Treasurer

APPROVED AS TO FORM:



Michele L. Braukmann, Civil City Attorney

PROFESSIONAL SERVICES AGREEMENT BETWEEN
CITY OF LAUREL, MT
AND
RAFTELIS FINANCIAL CONSULTANTS, INC.

This Consulting Agreement (“Agreement”) is entered into this 26th day of March, 2024 (hereinafter referred to as the effective date of the agreement) by and between, City of Laurel, MT (the “Client”) and Raftelis Financial Consultants, Inc., 383 North Carona, Suite 244, Denver, CO 80218 (“Raftelis”).

Witnesseth

WHEREAS, Raftelis is engaged and experienced in public finance, management, and pricing, and service delivery, and WHEREAS, The Client desires to hire Raftelis and Raftelis agrees to provide services to the Client, NOW, THEREFORE, for good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the Parties agree to the terms and conditions set forth herein.

Article 1 – Statement of Work

Raftelis shall provide professional consulting services to prepare Water Rate Study for Client. Raftelis will perform the services as set forth in its proposal sent to Client dated March 7, 2024 and included herein as Attachment A, the “Scope.”

Article 2 – Time for Completion

This Agreement will commence upon approval by the Client and remain in effect for a period of one year. Further renewals of this Agreement are at the option of and shall be mutually agreed to by the Parties.

Article 3 – Compensation

Client shall pay to Raftelis the sum not to exceed \$39,795, which includes professional fees and direct expenses incurred in performing the scope of services, as well as an hourly technology expense reimbursement, outlined in Attachment B. The parties understand that this sum is based upon the scope of work contained herein at Raftelis’ current standard hourly rate schedule included in Attachment B. Any expansion of the scope of work by the Client shall involve discussion of and agreement about additional fees and time by both parties.

Raftelis shall submit invoices to the Client on a monthly basis for services rendered to the date thereof. Such invoices shall be supported by appropriate documentation; at a minimum, the task performed, the individuals working on such task, the level of each such individual, and expenses incurred. Each invoice

will contain all hours and expenses from Raftelis for the month. Upon receipt of monthly invoice, the Client will remit payment of same amount to Raftelis within 30 days.

Article 4 – Additional Services

At the Client's request, Raftelis may submit proposals for additional professional services. Each proposal submitted shall detail: (1) scope of work for the additional services, (2) period of services to be performed, and (3) method and amount of compensation. The Client shall provide written acceptance and authorization to Raftelis prior to the commencement of work on any proposed additional services. Each proposal for additional services accepted and approved by the Client shall become part of this Agreement and shall be governed by the terms and conditions contained herein.

Article 5 – Place of Performance

Raftelis shall be responsible for maintaining its own office facilities and will not be provided with either office facilities or support by the Client.

Article 6 – Indemnification

Raftelis hereby agrees to indemnify and defend the Client, its officers, directors, managers and employees ("Indemnified Party or Parties") and to hold the Indemnified Parties harmless against third party claims, costs and expenses, including reasonable attorney's fees, action, or demands against the Indemnified Parties and against damages for injury to or death of any person and for loss of or damage to all property caused by the negligent acts, errors or omissions of Raftelis in performing this Agreement, except to the extent the claims, demands, liabilities, cost and expenses are caused by the negligent acts, errors or omission of an Indemnified Party.

Article 7 – Insurance

Raftelis shall maintain the types and levels of insurance during the life of this Agreement as specified below. The Client will be named as additional insured on Raftelis' Certificates of Insurance and Raftelis will provide the Client with these Certificates of Insurance.

Commercial General Liability Insurance – \$1,000,000 for each occurrence and \$2,000,000 in the aggregate

Comprehensive Automobile Liability Insurance – \$1,000,000 combined single limit each occurrence- hired and non-owned only

Workers Compensation Insurance – Statutory limits

Professional Liability Insurance – \$5,000,000 occurrence and \$5,000,000 in the aggregate

Excess or Umbrella Liability – \$5,000,000 occurrence and \$5,000,000 in the aggregate

Article 8 – Confidential Information

Raftelis acknowledges and agrees that in the course of the performance of the services pursuant to this Agreement, Raftelis may be given access to, or come into possession of, confidential information from the Client, of which information may contain privileged material or other confidential information. Raftelis acknowledges and agrees, except as required by judicial or administrative order, trial, or other governmental proceeding, that it will not use, duplicate, or divulge to others any such information marked as "confidential" disclosed to Raftelis by the Client ("Confidential Information") without first obtaining written permission from the Client. All tangible embodiments of such information shall be delivered to the Client or the destination of such information by Raftelis requested by the Client. The Client acknowledges Raftelis has the right to maintain its own set of work papers which may contain Confidential Information.

Article 9 – Independent Contractor Status

It is understood and agreed that Raftelis will provide the services under this Agreement on a professional basis as an independent contractor and that during the performance of the services under this Agreement, Raftelis' employees will not be considered employees of the Client within the meaning or the applications of any federal, state, or local laws or regulations including, but not limited to, laws or regulations covering unemployment insurance, old age benefits, worker's compensation, industrial accident, labor, or taxes of any kind. Raftelis' employees shall not be entitled to benefits that may be afforded from time to time to Client employees, including without limitation, vacation, holidays, sick leave, worker's compensation, and unemployment insurance. Further, the Client shall not be responsible for withholding or paying any taxes or social security on behalf of Raftelis' employees. Raftelis shall be fully responsible for any such withholding or paying of taxes or social security.

Article 10 – Reliance on Data

In performance of the services, it is understood that the Client and/or others may supply Raftelis with certain information and/or data, and that Raftelis will rely on such information. It is agreed that the accuracy of such information is not within Raftelis' control and Raftelis shall not be liable for its accuracy, nor for its verification, except to the extent that such verification is expressly a part of Raftelis' Scope of services.

Article 11 – Standard of Performance

Raftelis will perform the services under this Agreement in accordance with the standard of professionals in its industry prevailing at the time and place the services are performed. Raftelis' opinions, estimates, projections, and forecasts of current and future costs, revenues, other levels of any sort, and events and estimates of cost-justified system development fees shall be made on the basis of available information and Raftelis' expertise and qualifications as a professional. Raftelis will perform the Scope of services in

conformance with the professional standards in its field of expertise prevailing at the time and place the Scope of services are performed. Raftelis does not warrant or guarantee that its opinions, estimates, projections or forecasts of current and future levels and events will not vary from the Clients' estimates or forecasts or from actual outcomes. Raftelis identifies costs, allocates costs to customer classes and provides rate models. It does not establish rates, which is the legislative responsibility of the Client.

Article 12 – No Consequential Damages

To the fullest extent permitted by law, neither party shall be liable to the other for any special, indirect, consequential, punitive or exemplary damages resulting from the performance or non- performance of this Agreement notwithstanding the fault, tort (including negligence), strict liability or other basis of legal liability of the party so released or whose liability is so limited and shall extend to the officers, directors, employees, licensors, agents, subcontractors, vendors and related entities of such party

Article 13 – Termination of Work

This Agreement may be terminated as follows:

1. **By Client.** (a) for its convenience on 30 days' notice to Raftelis, or (b) for cause, if Raftelis materially breaches this Agreement through no fault of Client and Raftelis neither cures such material breach nor makes reasonable progress toward cure within 15 days after Client has given written notice of the alleged breach to Raftelis.
2. **By Raftelis.** (a) for cause, if Client materially breaches this Agreement through no fault of Raftelis and Client neither cures such material breach nor makes reasonable progress toward cure within 15 days after Raftelis has given written notice of the alleged breach to Client, or (b) upon five days' notice if Work under this Agreement has been suspended by either Client or Raftelis in the aggregate for more than 30 days.
3. **Payment upon Termination.** In the event of termination, Raftelis shall be compensated for all work properly performed prior to the effective date of termination.

Article 14 – Notices

All notices required or permitted under this Agreement shall be in writing and shall be deemed deliverable when delivered in person or deposited in the United States mail, postage prepaid, addressed as follows:

If for the Client:

If for Raftelis:



Name

Raftelis Financial Consultants, Inc.

383 North Corona Street

Suite 244

Title

Denver, CO 80218

Address

Article 15 – Ownership of Work Product

All documents, data, compilations reports and studies prepared by Raftelis in performing the Scope of services shall be the property of the Client; provided that any use other than as contemplated in this Agreement or any alteration or modification of the Work Product shall be at the sole risk of Client, and Client shall indemnify, defend and hold Raftelis harmless from any claim, demand, liability, cost or expenses incurred by Raftelis from such use or modification. Nothing contained herein shall be deemed an assignment, transfer, or divestiture its use by Raftelis of any of its trade secrets, know-how or intellectual property.

Article 16 – Compliance with Applicable Laws

Raftelis is an equal opportunity employer and complies with all federal, state, and local fair employment practices laws. Raftelis strictly prohibits and does not tolerate discrimination against employees, applicants, or any other covered persons because of race, color, religion, national origin or ancestry, gender identity, sexual orientation, marital status, sex, pregnancy, age, disability, past, current, or prospective service in the uniformed services, or any other characteristic protected under applicable federal, state, or local law. All Raftelis employees, other workers, and representatives are prohibited from engaging in unlawful discrimination. This policy applies to all terms and conditions of employment, including, but not limited to, hiring, training, promotion, corrective action, compensation, benefits, and termination of employment.

Any act of discrimination committed by Raftelis in the course of its performance under this Agreement, or failure to comply with these statutory obligations when applicable, shall be grounds for termination of this Agreement.

Article 17 – General Provisions

- A. Entire Agreement: This Agreement represents the entire and sole agreement between the Parties with respect to the subject matter hereof.
- B. Waiver: The failure of either Party to require performance by the other of any provision hereof shall in no way affect the right to require performance at any time thereafter, nor shall the waiver of a breach of any provision hereof be taken to be a waiver of any succeeding breach of such provision or as a waiver of the provision itself. All remedies afforded in this Agreement shall be taken and construed as cumulative; that is, in addition to every other remedy available at law or in equity.
- C. Relationship: Nothing herein contained shall be construed to imply a joint venture, partnership, or principal-agent relationship between Raftelis and the Client; and neither Party shall have the right, power, or authority to obligate or bind the other in any manner whatsoever, except as otherwise agreed to in writing.
- D. Assignment and Delegation: Neither Party shall assign this Agreement or any rights, duties, or obligations hereunder without the express written consent of the other. Subject to the foregoing, this Agreement shall inure to the benefit of and be binding upon the successors, legal representatives, and assignees of the Parties hereto.
- E. Severability: If any provision of this Agreement is declared invalid or unenforceable, such provision shall be deemed modified to the extent necessary to render it valid and enforceable. In any event, the unenforceability or invalidity of any provision shall not affect any other provision of this Agreement, and this Agreement shall continue in force and effect, and be construed and enforced, as if such provision had not been included, or had been modified as above provided, as the case may be.
- F. Governing Law: This Agreement shall be governed by, and construed in accordance with, the laws of the State of North Carolina.
- G. Paragraph Headings: The paragraph headings set forth in this Agreement are for the convenience of the Parties, and in no way define, limit, or describe the scope or intent of this Agreement and are to be given no legal effect.
- H. Third Party Rights: Nothing in this Agreement shall be construed to create or confer any rights or interest to any third party or third-party beneficiary. It is the intent of the parties that no other outside, non-party claimant shall have any legal right to enforce the terms of this Agreement.

IN WITNESS WHEREOF, the Parties have executed this Agreement by their duly authorized representatives.

By: *David Wagner*
Signature
Mayor
Title
3/26/24
Date

Raftelis Financial Consultants, Inc.

By: *Todd Gristano*
Signature
Vice President
Vice President
3/27/2024
Date

This is to certify that an appropriation in the amount of this contract is available therefore and that _____ has been authorized to execute the contract and approve all requisitions and change orders.

By: _____
Signature

Title

ATTACHMENT A

STATEMENT OF WORK/ENGAGEMENT LETTER

Wastewater

Rate

Study

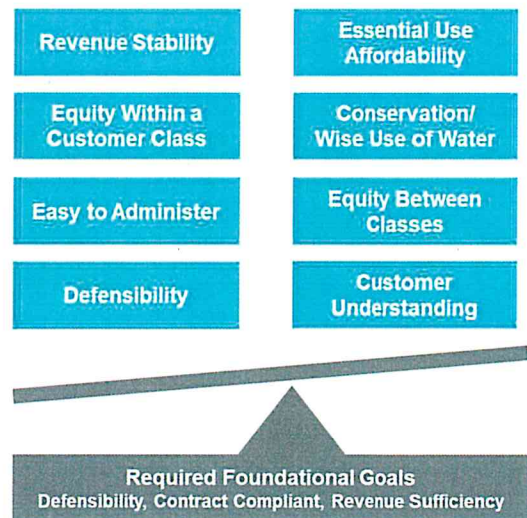
Scope of Work

Task 1.0 – Project Management and Project Initiation¹

We will facilitate an on-site kick-off meeting, potentially over the course of one and one-half days, with staff to review and validate data, and gather any outstanding items or questions. We will also use this meeting to discuss study objectives and other project management items. We anticipate covering the following:

- **Data Request:** Prior to the meeting we will submit a data request list for the information needed for this study. Gathering this information prior to the kick-off meeting will allow us to review and aggregate our list of questions and clarifications. We will also be able to show how this data will be used in the models.
- **Project Management:** Finalize scope, milestones, and deliverables, set up regular project conference calls, and determine primary points of contact. Finalize project goals and objectives to establish guiding principles for the study against which we will measure results.
- **Rate Structure Pricing Objectives:** Review pricing objectives identified in the RFP and rank them in order of importance. Determine how well the existing rate structure meets those objectives and identify potential rate structure changes that align with those objectives. Typical pricing objectives are listed to the right. Many of these are ‘standard’ or ‘must haves’ such as defensibility and revenue sufficiency however others can be ranked in order of importance. We will also develop measurable criteria to benchmark the objectives against the alternatives

Common Pricing Objectives



Task 0 Deliverables:

- On-site Project Kickoff meeting
- Revised data request list (if needed)
- Memo summarizing project management items
- Listing of ranked pricing objectives by staff

Task 2.0 – Financial Plan

Task 2.1 – Customer Demand and Revenue Projections

¹ Hours and expenses for this task split equally between water and wastewater project fee.

Raftelis will develop customer characteristic profiles for the customer classes. The analysis will include:

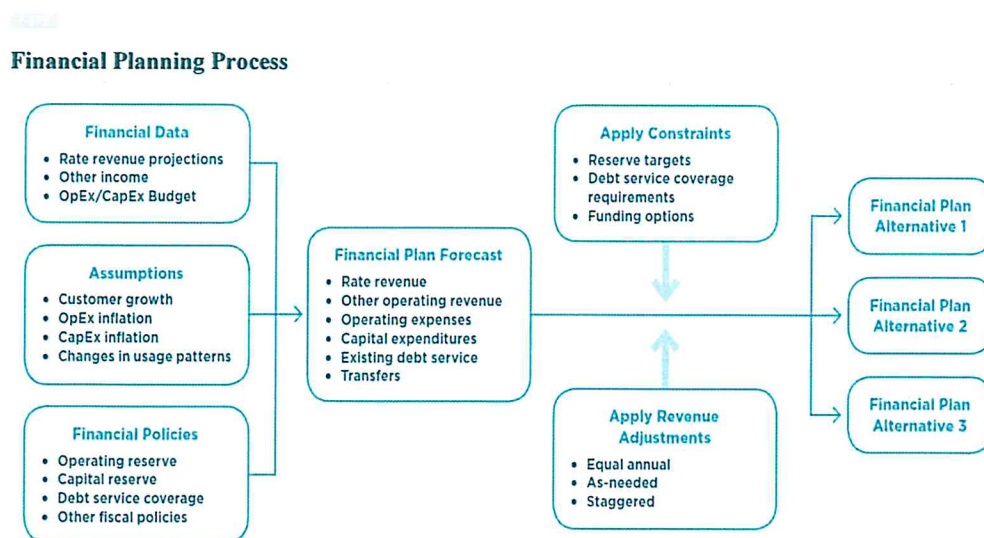
- Analysis of annual and monthly billed water consumption of each customer class for the past three fiscal years
- Development billed volume per account based on historical data and a projected use per account based on planning data from the City.

Task 2.2 – Financial Planning Projections

The financial planning task will include the development of forecasted revenues, O&M, debt service, and capital expenditures along with project bond or loan issues with any rate increases required to meet these requirements and financial metrics.

A primary consideration in developing an ‘optimal’ financial plan is minimizing annual revenue increases through balancing the use of reserves, existing rate revenue, revenue bonds, grants, etc. This balance is subject to the constraints of meeting the City’s target reserve policies, debt service coverage, and other financial policies requirements on any proposed debt.

This approach is an iterative process. For example, issuing debt to fund a capital project may keep revenue increases low however, new debt payments may decrease the coverage below the target level. As a result, a revenue increase may be needed to meet to maintain compliance with the target. The revenue generated from the increase now may meet debt service coverage and produce an ending balance more than the target reserve. This excess can be used to partially fund the capital project which, in turn, could reduce the proposed loan amount. The graphic below illustrates the requirements needed to build a sound financial plan.



The financial plan activities will include:

- A forecast revenue under existing rates using the demands projections in Task 2.1, and other operating and non-rate revenues for each utility.

- Review existing financial plans, budgets, actuals data, and capital improvement plan programs
- Review and discuss with City staff growth assumptions and type of growth anticipated
- Develop historical billing analysis to validate wastewater revenue projections
- Forecast operations and maintenance (O&M), repair and replacement (R&R) capital, expansion capital (based on master plan results or other engineering reports), and existing and proposed debt service
- Incorporate new positions, changes in operating efficiencies, inflation, etc.
- Identify the projects eligible for bond or state loans based on timing, duration, and the amount of the project. Raftelis can present financial plan alternatives considering specific projects financed through revenue bonds, state loans, etc.

Task 2 Deliverables:

- Two (2) virtual meetings to present draft and draft-final results to all internal stakeholders and develop various scenarios to meet revenue requirements
- Technical memorandum summarizing the results of the wastewater financial planning analysis

Task 3.0 – Cost of Service Analysis

Raftelis will start with industry-accepted cost-of-service principles and customize our analysis to account for the specific requirements of this study. The cost-of-service analysis will provide the City with a defensible justification explaining the reason why the costs are assigned in the manner they are. Raftelis will need this information to evaluate the level of the current and proposed rates.

The cost-of-service analysis is a multi-step process. It includes determining the revenue requirement, assigning the revenue requirement to various facilities (functional areas), and further allocating those costs based on their design criteria or function in the system. Those costs are then distributed to customer classes based on their wastewater flow and strength characteristics as well as accounts or equivalent meters. Raftelis will use the cost allocation process based on the industry standard methodologies published in the Water Environment Federation (WEF) *Manual of Practice No. 27, Financing and Charges for Wastewater Systems*.

Task 3.1 – Test Year Revenue Requirement

Raftelis will develop a separate test-year revenue requirement as the basis for our cost of service analysis. The test year revenue requirement will be based on the City's forecasted financial plans. The revenue requirement is the amount of revenue required from rates to meet annual expenditures such as operating, capital, debt service, and changes in reserves, and is net of other operating and non-operating revenue. Raftelis will develop a revenue requirement and a cost of service analysis for each utility.

Task 3.2 – Functionalize Revenue Requirements

As a first step in the wastewater cost of service process, Raftelis will allocate the test-year revenue requirement to the appropriate functional cost categories. O&M expenses are often listed functionally in

the budget and capital expenditures are typically organized based on the type of facility. Debt service can be functionalized based on the project the proceeds are intended to fund. During the initial phases of the study, Raftelis will work with City staff to determine the appropriate functional categories and factors to use in the analysis.

Task 3.3 – Allocate Functionalized Costs to Cost Components

After assigning the wastewater utility revenue requirement to functional categories, Raftelis will allocate the costs according to the type of service they are incurred to provide. Cost allocation involves assigning the functionalized costs from Task 3.2 to the design parameter used to size and construct that facility.

Raftelis will allocate the functionalized costs based on the type of service they provide. Some costs the utility incurs are a function of the water quantity discharged by a customer, while other costs are associated with addressing wastewater strengths. Customer service, billing, and metering costs are generally a function of the number of customers served and the size and type of meter or service. As with the functionalization process, Raftelis will work with City staff to determine the specific allocation factors that best represent wastewater utility system cost drivers.

Task 3.4 – Customer Class Wastewater Flow and Loading Characteristics and System Flow Characteristics

Raftelis will develop customer characteristic profiles for the customer classes. Building on the analysis in Task 2.1, this analysis will include:

- Raftelis will determine billable flow volume, BOD, TSS, equivalent meter, and bills by customer class
- We will use the data from Task 2.1 to project the number of accounts, equivalent meters, and bills.

We will analyze treated influent data for the last three years to estimate projected flows and strength discharged to the treatment plant. These units serve as the denominator in developing the unit costs of service for each cost component (Flow, BOD, and TSS)

Task 3.5 – Distribute Costs to Customer Classes

The distribution of allocated costs to customer classes is the final step in determining class cost of service. This essentially distributes the costs associated with flow, BOD, TSS, and customer costs based on each classes proportionate contribution based on their flow and strength requirements.

Raftelis will allocate costs in Task 3.3 and 3.4 to each customer class based on their proportionate share of service characteristics or units of service calculated in Task 3.3. For example, if the residential class' billable flow represents 50% of the total contributed flow, Raftelis would allocate 50% of the flow costs to the residential class. In a similar manner, if the commercial class represents 10% of total BOD, Raftelis would allocate 10% of the BOD costs to the commercial class. Using the BOD and TSS cost allocations developed

in Task 3.4, Raftelis will calculate the unit cost of BOD and TSS on a dollar per pound basis for extra strength customers.

Task 3 Deliverables:

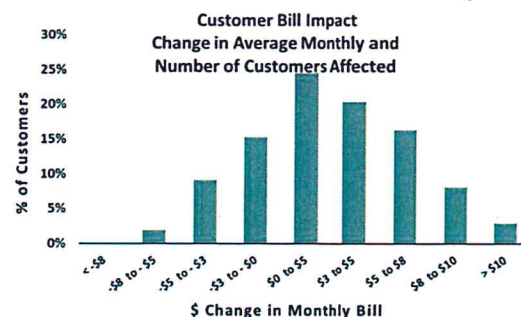
- Three (3) virtual meetings to present draft and draft-final results to all internal stakeholders
- Technical memorandum summarizing the results of the wastewater cost of service analysis

Task 4.0 – Rate Design

The rate design task will identify the volume- (variable) and customer-related (fixed) costs to be recovered through rates. Wastewater-related costs recover the costs to collect, treat, and discharge wastewater. Customer-related costs typically include meter reading and maintenance and administrative costs.

Raftelis will calculate the test-year rates under the current structure for each class. Raftelis will also develop test-year rates for any rate structure alternatives. Rate structure alternatives will be based on the results of the pricing objectives identified in Task 1. We will complete the following tasks:

- Calculate the cost of service rates under the current rate structure.
- Evaluate the current rate structures' ability to meet the pricing objectives from Task 1. This will serve as the baseline for comparing other rate structure alternatives.
- Create alternative rate structures based on the pricing objectives identified in Task 1. This may include adjusting the tier thresholds, pricing ratios, or the addition of new tiers.
- Evaluate and rank these alternatives against the rate structure objectives.
- Develop monthly bill impacts and customer bill impacts. Customer bill impacts will evaluate each customer's 12 months of bills under existing rates and the proposed rate structure. This will show the average monthly change for customers and will provide a realistic picture of how the entire class of customers will be affected.
- Develop a wastewater utility bill comparison under the City's existing and proposed rate alternatives compared against up to 7 peer utilities



task 4 Deliverables:

- Two virtual meetings to present draft and draft-final results to all internal stakeholders.
- On-site meeting to review cost of service results
- Technical memorandum summarizing the results of the rate design alternatives

Task 5.0 – City Council Meetings and Reports

Task 5.1 – Draft and Final Reports

Raftelis will prepare a report documenting the Rate Study to serve as a part of the City's administrative record. The purpose of this report is to document the methodology used to calculate the City's wastewater rates. The report will include an executive summary highlighting decisions reached during the development of rates. The main body of the report will summarize the underlying model assumptions, the long-term financial plans, the cost of service analyses, proposed revisions to rate structures, proposed rate derivation, and customer impacts.

Raftelis will provide a draft report to City staff and the City's attorney for review and comment. We will then incorporate any revisions into the final report.

Task 5.2 – Council Presentations

Raftelis will attend up to two City Council meetings to present initial and final results of the study.

Task 5 Deliverables:

- Two virtual meetings to review comments and edits to the draft reports.
- Draft and final reports
- Attendance at up to two (2) City Council meetings

Proposed Fee

The table below lists the tasks and hours by Raftelis consultant to complete the efforts in this scope of work. This fee assumes this study will proceed concurrently with the water rate study to save on meeting costs and other overlapping, similar tasks. The fee will require adjustment should the studies be completed at separate times.

| Tasks | Web Meetings | In-person Project Meetings | Hours | | | | Total Expenses | Total Fees & Expenses |
|--|--------------|----------------------------|-----------------|----------------|-----------------|-----------------|----------------------------------|-----------------------|
| | | | TC | AR | NB | Total Labor | | |
| 1. Project Management and Project Initiation | | 1 | 12 | | 12 | 24 | \$865 | \$7,465 |
| 2. Financial Plan | 2 | | 6 | 2 | 28 | 36 | \$0 | \$9,000 |
| 3. Cost of Service | 2 | | 6 | 2 | 28 | 36 | \$0 | \$9,000 |
| 4. Rate Design | 2 | | 6 | 2 | 24 | 32 | \$0 | \$8,080 |
| 5. Council Meetings and Reports | 2 | 2 | 8 | | 12 | 20 | \$930 | \$6,250 |
| Total Meetings / Hours | 8 | 3 | 38 | 6 | 104 | 148 | | |
| Hourly Billing Rate | | | \$320 | \$320 | \$230 | | | |
| Total Professional Fees | | | \$12,160 | \$1,920 | \$23,920 | \$38,000 | | |
| | | | | | | | Total Fees | \$38,000 |
| | | | | | | | Total Expenses | \$1,795 |
| | | | | | | | Total Fees & Expenses | \$39,795 |

TC - Todd Cristiano
 AR - Andrew Rheem
 NB - Nicki Bartak
 -
 -

Raftelis' 2024 Standard Hourly Billing Rates

| <u>Position</u> | <u>Hourly Billing Rate*</u> |
|------------------------------------|-----------------------------|
| Chair/Chair Emeritus | \$500 |
| Chief Executive Officer/President | \$450 |
| Executive Vice President | \$400 |
| Vice President | \$360 |
| Senior Manager | \$320 |
| Recruiter | \$295 |
| Principal/Senior Advisor | \$295 |
| Manager | \$285 |
| Senior Consultant | \$250 |
| Executive Coach | \$250 |
| Consultant | \$220 |
| Creative Director | \$220 |
| Associate Consultant | \$185 |
| Graphic Designer | \$160 |
| Analyst | \$135 |
| Administration | \$100 |
| Technology/Communications Charge** | \$10 |
| | |
| PRMG – Executive Vice President | \$375 |
| PRMG – Vice President | \$340 |
| PRMG – Senior Manager | \$305 |
| PRMG – Manager | \$270 |
| PRMG – Senior Consultant | \$240 |
| PRMG – Consultant | \$210 |
| PRMG – Associate | \$175 |
| PRMG – Administration | \$100 |
| Technology/Communication Charge** | \$10 |

* These rates will be in effect for calendar year 2024 and will then increase annually by 3% unless specified otherwise by contract.

** Technology/Communications Charge – this is an hourly fee charged monthly for each hour worked on the project to recover telephone, facsimile, computer, postage/overnight delivery, conference calls, electronic/computer webinars, photocopies, etc.

*** For services related to the preparation for and participation in deposition and trial/hearing, the standard billing rates listed above will be increased by an amount up to 50%.