

Attachment A: Water Cost of Service Analysis and Rate Design Evaluation Summary

Criteria	1. Proposed Solution	2. Experience	3. Price Proposal	4. Local Pasadena Business	5. Small or Micro-Business	Total Score
Max Score	40	35	15	5	5	100
AVERAGE SCORES						
Raftelis Financial Consultants, Inc.	37	33	11	0	0	81
NewGen Strategies & Solutions	32	25	15	0	0	72
Black & Veatch Management Consulting, LLC	32	31	8	0	0	70