



**A SPECIAL MEETING
OF THE WESLACO CITY COMMISSION
MONDAY, APRIL 7, 2025**

NOTICE IS HEREBY GIVEN THAT the City Commission of the City of Weslaco, Texas will hold a Special Meeting in the Legislative Chamber of City Hall, located at 255 South Kansas Avenue, on Monday, April 7, 2025 at 5:30 PM for the purpose of discussing the following items:

NOTE: If during the course of the meeting, any discussion of any item on the agenda should be held in executive or closed session, the Weslaco City Commission will convene in such executive or closed session whether or not such item is posted as an executive session item at any time during the meeting when authorized by the provisions of the Texas Open Meetings Act.

Pursuant to Texas Government Code Section 551.127, on a regular, non-emergency basis, the Weslaco City Commission may attend and participate in the meeting remotely by telephonic conference. Should that occur, a quorum of the members will be physically present at the location noted above on this agenda.

I. CALL TO ORDER

- A. Certification of Public Notice.
- B. Roll Call.

II. PUBLIC COMMENTS

The Public Comments portion of the meeting promotes a fair and open process for the governance of the City. This portion of the meeting is not intended to be an extended discussion or a debate and is limited to three minutes for each presenter. Due to the Texas Open Meetings Act, the Mayor and City Commissioners do not reply; they listen. Matters under litigation are not to be addressed and comments regarding specific City employees and elected officials may be prohibited.

The Public may comment on anything on the agenda, however if you comment on something not included on the agenda, the Commission cannot take any formal action until it is placed on an agenda and notice of the meeting is properly posted. Registration for Public Comments must be submitted to the City Secretary before the City Commission meeting is called to order. As the Mayor calls upon those who submitted a registration form with the City Secretary, please step to the podium and state your name and address before beginning your presentation.

III. NEW BUSINESS

- A. Discussion and consideration to approve engineering services with Sigler Winston & Greenwood. (Staffed by City Manager.)
- B. Discussion and possible action after interviews with the firms that submitted for consideration of the City of Weslaco's Municipal Comprehensive Utility Rate Study (RFP No. 2024-25-12). (Staffed by Finance Department.) Attachment.

IV. ADJOURNMENT

I hereby certify this **Notice of a Special Meeting of the Weslaco City Commission** was posted in accordance with the Open Meetings Act on the outside bulletin board at City Hall of the City of Weslaco, located at the 255 South Kansas Avenue entrance, visible and accessible to the general public during and after regular working hours. This notice was posted on this 4th day of April 2025 on or before 5:00 pm and will remain so posted continuously for at least 72-hours preceding the scheduled time of this meeting in accordance with Chapter 551 of the Texas Government Code.

/s/ Norma A. Cantu, City Secretary

NOTE: If any accommodation for a disability is required, please notify the City Secretary Office at (956) 968-3181, Ext. 1001 prior to the meeting date.

Removed from Bulletin Board

Date:

Initials:

PURSUANT TO SECTION 30.06, PENAL CODE (TRESPASS BY LICENSE HOLDER WITH A CONCEALED HANDGUN), A PERSON LICENSED UNDER SUBCHAPTER H, CHAPTER 411, GOVERNMENT CODE (HANDGUN LICENSING LAW), MAY NOT ENTER THIS PROPERTY WITH A CONCEALED HANDGUN".

"DE ACUERDO CON LA SECCION 30.06 DEL CODIGO PENAL (INGRESO SIN AUTORIZACION DE UN TITULAR DE UNA LICENCIA CON UNA PISTOLA OCULTA), UNA PERSONA CON LICENCIA SEGUN EL SUBCAPITULO H, CAPITULO 411, CODIGO DEL GOBIERNO (LEY SOBRE LICENCIAS PARA PORTAR PISTOLAS), NO PUEDE INGRESAR A ESTA PROPIEDAD CON UNA PISTOLA OCULTA".

"PURSUANT TO SECTION 30.07, PENAL CODE (TRESPASS BY LICENSE HOLDER WITH AN OPENLY CARRIED HANDGUN), A PERSON LICENSED UNDER SUBCHAPTER H, CHAPTER 411, GOVERNMENT CODE (HANDGUN LICENSING LAW), MAY NOT ENTER THIS PROPERTY WITH A HANDGUN THAT IS CARRIED OPENLY".

"DE ACUERDO CON LA SECCION 30.07 DEL CODIGO PENAL (INGRESO SIN AUTORIZACION DE UN TITULAR DE UNA LICENCIA CON UNA PISTOLA A LA VISTA), UNA PERSONA CON LICENCIA SEGUN EL SUBCAPITULO H, CAPITULO 411, CODIGO DEL GOBIERNO (LEY SOBRE LICENCIAS PARA PORTAR PISTOLAS), NO PUEDE INGRESAR A ESTA PROPIEDAD CON UNA PISTOLA A LA VISTA".



Standardized Agenda Request Form

Date of Meeting: April 7, 2025		Agenda Item No. (to be assigned by CSO): 2025-351	
From:			
Subject: Discussion and consideration to approve engineering services with Sigler Winston & Greenwood. (Staffed by City Manager.)			
Background:			
Funding Source (budget code, if applicable):			
Amount:	Term of Impact:	Identified in Current Budget:	
Additional Action Prompted: Mayor's Signature			
If item previously considered, provide date and action by Commission:			
If item requires Publication Notice, provide date and periodical of publication; indicate if comments received from letters mailed to property owners:			
Advisory Review, if any (name of board/committee, date of action, recommendation):			
ADELAIDA VEGA Rosalinda Cavazos Martin Garza		Created	
City Manager Comments: Approve subject to any comments from the governing body.			
Staff Recommendation:			
Attachments, if any: Exhibit A - City Engineer job description, Interim City Engineering Services			
Responsibilities upon Approval: Execute, retain, and notify the appropriate party.			



EXHIBIT A

POSITION TITLE: City Engineer

DATE: 04/01/2025

DEPARTMENT: Engineering

DIVISION: Administration

REPORTS TO: City Manager

FLSA STATUS: Exempt

Job Summary

The City Engineer is responsible for overseeing the planning, design, construction, and maintenance of municipal infrastructure, including roads, bridges, water and sewer systems, drainage projects and public buildings. This role ensures all engineering projects comply with safety regulations, environmental policies, and city planning goals. Incumbent works closely with city officials, contractors, and the public to develop and execute projects that improve the community's infrastructure and quality of life.

Essential Job Functions

- Plan, organize, direct, and evaluate various public works programs and activities of the Public Works Department including design, survey, inspection, developmental review, contract administration, and geographic information systems.
- Oversees the design of numerous public works and public facilities projects that are part of the City's capital improvement program by developing and reviewing master plans.
- Serves as project engineering (manager) and prepares or oversees outsourced plans, specification, and bid documents for assigned major and special projects of a complex and critical nature. Assists in the inspection and acceptance of completed projects.
- Manages the development and implementation of department goals, objectives, policies and priorities and performs short range planning of design and project management tasks and engages stakeholders in the development of long-range planning for major engineering projects.



- Coordinates with Public Works and Parks & Buildings departments in the planning and operation of the water and wastewater systems, construction projects related to utilities, planning and operation of street, drainage, grounds maintenance, parks, construction projects, building and fleets services.
- Develops planning and budget level cost estimates for professional services, construction and related project costs to support budget and capital program planning.
- Oversees the administration of all awarded grants, coordinating legal documents, surveys and appraisal requirements and with State and Federal officials to secure grant funding.
- Contract administration of consultants and contractors including negotiation of fees and change orders.
- Oversees and participates in the development and administration of the department's budget; approves the forecast of funds needed for projects; approves expenditures and implements budgetary adjustments as appropriate and necessary; ensures that all projects are completed successfully by contractors, consultants and other team members.
- Conduct site inspections and evaluations of infrastructure conditions to recommend necessary improvements or repairs.
- Other assignments may include performing engineering, calculations, selecting equipment components, preparing specifications, plan preparation, design and review of in-house projects, project management of capital improvement projects, report preparation related to water/wastewater, drainage and transportation projects.
- Prepares engineering designs, specifications and cost estimates for a wide variety of capital improvement projects; and ensures the accuracy of specifications, legal notices for receiving bids and awarding contracts, RFPs and RFQs for infrastructure projects.
- Ensures traffic engineering standards are executed for traffic impact studies,



traffic patterns, investigating and preparation of engineering recommendations to improve traffic control, reduce accidents and optimize traffic flow. Ensure warrant analysis for traffic control, signal timing plans, accurate documentation for traffic signals, pavement markings and all other traffic control devices.

- Maintain public records of highway rights-of-way and public utilities in order to provide records for legal action in respect to liability and future needs.
- Maintain regular and prompt attendance; physically present to work.
- Perform after hours work as required (nights & weekends) and assist with emergency response as needed by city hall and local EOC.

Minimum Qualifications & Requirements

- Have a minimum of more than five (5) years of experience as a Licensed Professional Engineer in Texas specializing in municipal city engineering or public works/utilities projects, is preferred. Position requires a Bachelor of Science Degree in Civil Engineering.
- Must have an Engineering License by the State of Texas and be registered with the Texas Board of Professional Engineers
- Applicant must pass pre-employment criminal background check and drug screen at City's expense.
- Applicant must have current valid Class "C" Driver's License and be insurable.
- Must successfully complete Emergency Management and Incident Command Training within first three months of hire date.
- Bilingual English/Spanish Preferred.

Knowledge, Skills, and Abilities

- Strong knowledge of engineering and administration as applied to the design and construction of public facilities, maintenance services, streets, technical inspections services, etc.
- Proficiency in engineering software (AutoCAD, GIS, Civil 3D, etc.,).



- Ability to interpret, apply, explain, and ensure compliance with federal, state, and local policies, procedures, laws, and regulations, technical written materials, and City engineering policies and procedures.
- Excellent project management and leadership skills.
- Strong problem-solving skills and decision-making abilities.
- Effective communication and collaboration with city officials, staff, and residents.
- Ability to analyze and interpret engineering plans and specifications in accordance with design requirements and applicable standards and regulations.
- Demonstrate knowledge and experience in design and construction of areas, railroads, parking lots and roadways and other engineering disciplines associated with Municipal facilities.

Working Conditions/Physical Demands

- Office setting with field visits to construction sites, public infrastructure, and community projects.
- Interaction with government officials, engineers, contractors, and the public.
- Some travel may be required for site inspections and meetings.

Disclaimer

This job description is intended to describe the general nature and level of work being performed by individuals assigned to this position. It is not intended to be an exhaustive list of all responsibilities, duties, and skills required of personnel so assigned to this position. This job description does not constitute an employment agreement and is subject to change as the needs and requirements of the job change.

Employee Signature

Date

**CITY OF WESLACO
PROFESSIONAL SERVICES AGREEMENT
(Interim City Engineering Services)**

This **Professional Services Agreement** (“Agreement”) is entered into by and between the **City of Weslaco**, a Texas home-rule municipality (“City”), and **SWG Engineering, LLC** (“Contractor”), collectively referred to as the “Parties,” and is effective as of the last date of signature below.

1. Scope of Services

Contractor shall provide interim engineering services to the City, performing all duties and responsibilities as outlined in the job description for the City Engineer, which is attached hereto and incorporated as **Exhibit A**. Contractor shall perform these services in a professional and workmanlike manner and in accordance with all applicable laws and regulations.

2. Term and Transition

This Agreement shall commence upon execution and shall continue on a month-to-month basis until terminated in accordance with Section 5. The City may continue to use Contractor’s services to assist with transition even after a permanent City Engineer is hired.

3. Compensation

In consideration for the services rendered, the City agrees to pay Contractor a flat monthly fee of **\$7,999.00**.

4. Independent Contractor

Contractor shall be an independent contractor and shall not be deemed an officer, employee, or agent of the City. Contractor shall be solely responsible for payment of wages, salaries, and other amounts due its employees, and for all taxes, insurance, and benefits.

5. Termination

This Agreement may be terminated by either party upon **five (5) calendar days’** written notice to the other party. Upon termination, Contractor shall be entitled to payment for services performed through the effective date of termination.

6. Indemnification

Contractor agrees to indemnify, defend, and hold harmless the City, its officers, agents, and employees from any and all claims, damages, losses, and expenses, including attorney’s fees, arising out of or resulting from the performance of services under this Agreement, to the extent caused by the negligence or willful misconduct of Contractor or its employees, agents, or subcontractors.

7. Ownership of Work Product

All reports, plans, drawings, specifications, calculations, data, and other work product created or developed by Contractor in the performance of this Agreement shall be the sole property of the City of Weslaco. Contractor shall not use, disclose, or distribute such work product without the prior written consent of the City.

8. Miscellaneous

- **Governing Law:** This Agreement shall be governed by the laws of the State of Texas, and venue shall lie in Hidalgo County, Texas.
- **Entire Agreement:** This document and Exhibit A constitute the entire agreement between the parties.
- **Amendments:** Any amendments must be in writing and signed by both parties.
- **Notices:** All notices shall be in writing and delivered to the parties at their respective addresses.

IN WITNESS WHEREOF, the parties have executed this Agreement to be effective as of the date signed by the last party.

CITY OF WESLACO

By: _____
Adrian Gonzalez, Mayor

Date: _____

ATTEST:

By: _____
Norma A. Cantu, City Secretary

Date: _____

Approved as to Form

By: _____
Benjamin Castillo, Interim City Attorney

Date: _____

SWG ENGINEERING, LLC

By: _____
Randall C. Winston, President

Date: _____

Exhibit A – Job Description of City Engineer



Standardized Agenda Request Form

Date of Meeting: April 7, 2025		Agenda Item No. (to be assigned by CSO): 2025-336	
From:			
Subject: Discussion and possible action after interviews with the firms that submitted for consideration of the City of Weslaco's Municipal Comprehensive Utility Rate Study (RFP No. 2024-25-12). (Staffed by Finance Department.)			
Background: The Weslaco City Commission gave the authority for staff to solicit proposals for a Municipal Comprehensive Utility Rate Study. Staff advertised in the Advanced News Journal on February 12 and 19, 2025. Staff opened the proposals on March 6, 2025, at 10:00am. We received 4 proposals from Impact Quant Group, NewGen Strategies & Solutions, Raftelis, and Wildan Financial Services.			
Funding Source (budget code, if applicable):			
Amount:	Term of Impact:	Identified in Current Budget:	
Additional Action Prompted: Mayor's Signature			
If item previously considered, provide date and action by Commission:			
If item requires Publication Notice, provide date and periodical of publication; indicate if comments received from letters mailed to property owners:			
Advisory Review, if any (name of board/committee, date of action, recommendation):			
ADELAIDA VEGA Rosalinda Cavazos Martin Garza		Created/Initiated New	
City Manager Comments: Approve as recommended by the governing body.			
Staff Recommendation: Staff is awaiting direction from the City Commission.			
Attachments, if any: 040725 RFP#2024-25-12 COMPREHENSIVE MUNICIPAL COMPREHENSIVE UTILITY RATE STUDY, RFP 2024-25-12 EVALUATION, Weslaco Municipal Comprehensive Utility Rate Study RFP_03-06-2025_FINAL_, Raftelis Proposal, Weslaco TX W WW SW Rate Study Prop_Feb 2025_Final, Proposal_Weslaco_UtilityRate_ImpactQuant			
Responsibilities upon Approval:			

City of Weslaco

"The City on the Grow"



Adrian Gonzalez, Mayor
Israel Gonzalez, Jr., Mayor Pro-Tem, Commissioner At-large
Pete Garcia, Jr. Commissioner At-large
Josh Pedraza, Commissioner, District 1
Letty Lopez, Commissioner, District 2
Jose "JP" Rodriguez, Commissioner, District 3
Adrian Farias, Commissioner District 4

Martin Garza, City Manager

Date: April 1, 2025

To: Mayor & City Commission

CC: Martin Garza, City Manager

From: Rosie Cavazos, Finance Director

Re: Summary of Proposal Evaluations – Municipal Comprehensive Utility Rate Study (RFP # 2024-25-12)

.....

The City received four proposals for the Comprehensive Municipal Rate Study. As the sole evaluator, I reviewed each proposal based on the criteria outlined in the RFP, including qualifications, responsiveness, scheduling and communication, and cost. The maximum possible score was 100.

1. ImpactQuant Group
2. NewGen Strategies & Solutions LLC
3. Willdan Financial Services
4. Raftelis

Proposals were evaluated based on the following criteria:

Category	Maximum Points
1. Experience & References	25
2. Understanding of City Needs	25
3. Project Management & Communication	20
4. Cost Proposal	30
Total	100

Evaluation Summary

Firm	Experience (25)	Understanding (25)	Management (20)	Cost (30)	Total (100)
Raftelis	25	24	20	23	90
Willdan Financial Services	25	24	20	22	92
NewGen Strategies	25	24	20	21	91
ImpactQuant Group	18	20	17	20	75

Recommendation

All four firms submitted responsive proposals and are capable of performing the study. However, **Willdan Financial Services** received the highest overall score, closely followed by **NewGen** and **Raftelis**, all of whom demonstrated strong experience, understanding of the City's needs, and a solid project approach. ImpactQuant Group scored lower primarily due to less demonstrated experience and lower cost competitiveness.

I am submitting these results to City Council for review and selection, based on the City's priorities and desired balance of experience, approach, and cost.

CITY OF WESLACO
EVALUATION FORM
MUNICIPAL COMPREHENSIVE UTILITY RATE STUDY
RFQ NO.: 2024-25-12 opening date Of 03/06/2025

Category	Points	IMPACTQUANT GROUP	NEWGEN STRATEGIES & SOLUTIONS LLC	WILLDAN FINANCIAL SERVICES	RAFTELIS
1. Extent and quality of rate study experience of the individual or firm, local office personnel to be involved, based on information provided by the firm as well as references of former and present clients.	25	18	25	25	25
2. - Consultant's ability and willingness to meet the requirements and needs of the City with respect to the study as outlined in this RFP and as demonstrated in the proposal.	25	20	24	24	24
3. Proven ability of the firm to meet work schedules, as well as existing and future time commitments of persons assigned to the project and ability to communicate effectively with City staff, City Commission, and citizen groups.	20	17	20	20	20
4. Proposed cost of the engagement. Although a significant factor, fees charged may no be the dominant factor.	30	20	22	23	21
Total Score	100	75	91	92	90
		IMPACTQUANT GROUP	NEWGEN STRATEGIES & SOLUTIONS LLC	WILLDAN FINANCIAL SERVICES	RAFTELIS
		\$ 140,000.00	\$ 91,975.00	\$ 45,060.00	\$ 130,955.00
		Frisco TX	Houston/Austin TX	DFW ,TX	Austin Tx

Evaluator:

Date:

Roni Canzler
4/1/25



RFP NO.: 2025-25-12

MUNICIPAL COMPREHENSIVE UTILITY RATE STUDY

MARCH 6, 2025



Prepared for:
City of Weslaco
Homer Rhodes - City of Weslaco
255 S. Kansas Ave
Weslaco, TX 78596

© 2025 NEWGEN STRATEGIES AND SOLUTIONS, LLC

March 6, 2025

Mr. Homer Rhodes
Purchasing Agent
City of Weslaco, Texas
255 S. Kansas Ave.
Weslaco, Texas 78596

Subject: RFP No.: 2024-25-12 – Municipal Comprehensive Utility Rate Study

Dear Selection Committee:

The City of Weslaco's (City) water, sewer, and solid waste utilities operate in a complex and ever-evolving landscape to provide public services that are affordable, reliable, and sustainable. At the same time, the pace of change in the utility market is accelerating, directly impacting your ability to provide quality service to your customers. Navigating the challenges of balancing long-term infrastructure investment, maintaining customer satisfaction and overall affordability of rates and charges, and the sheer amount of data available to drive decision making is overwhelming. How do you optimize data analysis to identify and inform the best strategic approach to deliver the right programs, address stakeholder demands, and ensure public trust?

Understanding your community, your organization, and your data are the three essential elements to developing actionable strategies to maximize your future services. NewGen Strategies and Solutions, LLC (NewGen) believes that strategy dictates everything. Our approach works across your data, markets, and communities to provide an integrated view designed to make long-term decisions with confidence. We leverage innovative modeling technology and market expertise in water, sewer, and solid waste to solve your most complicated issues. Through proactive collaboration, we upgrade or design strategies to ensure they are responsive, transparent, and reliable while paving the way for successful buy-in across all your stakeholders.

We are pleased to submit to you our statement of qualifications to perform a Municipal Comprehensive Utility Rate Study for the City. While the enclosure to this letter sets forth our project approach, experience, and qualifications, there are a few key points we would like to stress:

- **Operational Insights** – NewGen makes data operational, resulting in actionable decisions with defensible results. We harness existing and untapped data to optimize operations, develop demand management or water conservation strategies, estimate the impacts of capital investments, and identify the rational nexus underlying rate structure decisions. NewGen has helped our clients recover costs, improve service delivery, and respond to changing market conditions.
- **Stakeholder Communication** – NewGen presents complex concepts by combining visual tools and our training expertise to ensure that our clients gain a deep understanding of how the issues and underlying data drive our recommendations and scenarios. This directly impacts the evaluation of the scenarios we present, streamlines decision making, and successfully obtains buy-in from elected officials, advisory committees, regulatory bodies, utility senior management, and utility customers.

Economics | Strategy | Stakeholders | Sustainability

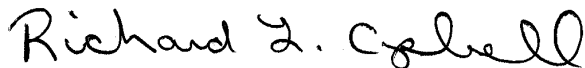
www.newgenstrategies.net

- **Expert Credentials** – NewGen professionals have served as expert witnesses in over 200 regulatory and civil proceedings and employs four of the less than twenty Accredited Senior Appraisers (ASA) certified by the American Society of Appraisers with a public utility’s designation in the United States. Every project at NewGen integrates nationally recognized experts and their insights into our analysis and deliverables, which have been pressure tested through the regulatory and civil process to deliver results with confidence. Specific to this engagement, NewGen’s proposed project manager also serves as the current Chair of the American Water Works Association’s Rates & Charges Committee.
- **Demonstrated Performance** – The issues being faced by the City are similar to those being faced by NewGen’s clients throughout the country. NewGen’s Project Team members have successfully completed similar projects to the City’s requested services and understand the key issues and challenges facing the City. We have included several references in our statement of qualifications and strongly encourage the City to contact them to learn more about our firm and specific Project Team members.

We look forward to interviewing with the City to answer any additional questions regarding the study methodology, the City’s specific objectives, and to discuss terms, timing, and pricing for the Study. We look forward to working with you on this important and interesting study and appreciate the City’s consideration of our proposal. Please feel free to contact me at (407) 913-4430 or by e-mail at rcampbell@newgenstrategies.net should you have questions or if additional information is needed.

Sincerely,

NewGen Strategies and Solutions, LLC



Richard L. Campbell
Managing Director – Water Practice

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PROPOSALS AND EXPERIENCE

Firm History

NewGen Strategies and Solutions, LLC (NewGen) is a management and economic consulting firm serving the utility industry and market. Established as a Limited Liability Company in August 2012, NewGen primarily serves public sector utilities and provides nationally recognized expertise in utility cost of service (COS) and rate design studies, financial feasibility studies, municipalization efforts, depreciation and appraisal studies, litigation support for state and federal regulatory proceedings, utility financial planning, and stakeholder engagement for electric, water, wastewater, stormwater, solid waste, and natural gas utilities. We currently have 62 employees in 13 offices nationwide. 51 of these employees are a part of the rate setting staff. Additionally, we have 8 contract employees. 7 members of the rates setting staff are a part of the proposed Project Team, including NewGen's CEO, Dave Yanke.



Over the past decade, NewGen has built a solid reputation for delivering high-quality solutions and services to over 500 clients in the public sector utility space. **The founding members of NewGen have more than 150 years of consulting experience**, which was acquired while working at nationally recognized consulting groups such as R. W. Beck, Inc. (now SAIC and Leidos), Navigant Consulting, and Touché Ross (now Deloitte), and regional practices, such as Reed, Stowe & Yanke. Individuals from NewGen provide the expertise gained from more than 1,200 economics and rates studies and over 370 regulatory and litigation projects supporting utility customers, regulatory staff, and utilities.

Rooted in our broad experience and perspectives, NewGen aligns our approach to your organization's goals and objectives to ensure your success. We listen first, then tailor our strategy to each unique situation to make the complex clear and defensible. We recognize the need for strategic intent behind our clients' actions by applying the latest market insights, technologies, and tactics to support our recommendations. Our results empower decision-makers to implement sound public policy, incorporating community input, market direction, and regulatory mandates.

Understanding your community, organization, and data are the three essential elements to developing actionable strategies to maximize the future. Our approach utilizes your data, market trends, and community values to provide an integrated view designed to make long-term decisions with confidence. We leverage our modeling technology and market expertise in energy, water, wastewater, and solid waste to solve your most complicated issues. Through proactive collaboration, we upgrade or design strategies for you to ensure they are responsive, transparent, and reliable while paving the way for successful buy-in across all your stakeholders. Our approach has three important features:

1. **Client/Stakeholder Communications:** NewGen simplifies complex concepts by combining visual tools and our training expertise to ensure that clients understand how the issues and underlying data drive our recommendations. This directly impacts the evaluation of the scenarios we present,

streamlines decision-making, and successfully obtains buy-in from elected officials, customers, regulatory bodies, and senior management.

2. **Operational Insights:** NewGen makes data operational, resulting in actionable decisions with defensible results. We harness existing and untapped data to optimize operations, develop demand management strategies, estimate the impacts of distributed generation, and identify the rational nexus underlying pricing decisions. We help our clients recover costs, improve service delivery, and respond to changing market conditions.
3. **Trusted Expertise:** We have served as expert witnesses in over 370 regulatory and civil proceedings and employ 26% of the ASA-accredited public utility appraisers in the United States. Unlike other firms, NewGen integrates the insights of nationally recognized experts into our models, both of which have been pressure tested through regulatory and civil processes.

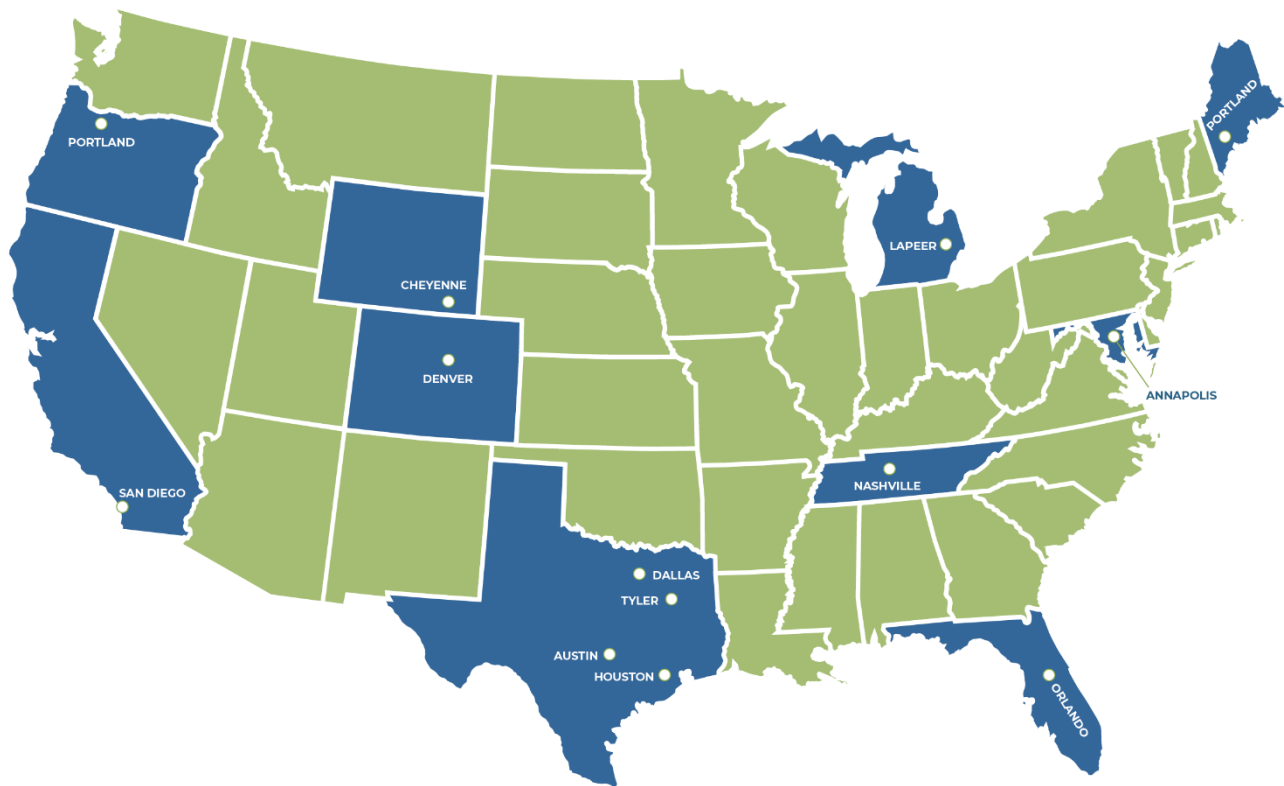


Exhibit 1. NewGen Office Locations

NewGen's Core Values

These core values drive each of our client engagements and separate us from other firms that provide similar services.

- **Make an Impact** – NewGen makes a firm-wide commitment to donate one percent of gross revenues each year to charity. This commitment is the heart of NewGen's value system.
- **Foster Innovation** – NewGen's capabilities are constantly improving, and each employee is encouraged to develop and implement cutting edge methodologies to deliver results to clients.
- **Expect Quality** – Each step of the way, NewGen expects quality deliverables both internally and externally through detailed Quality Assurance/Quality Control processes.
- **Cultivate Community** – NewGen strives to be an active member of the communities in which we work by offering employees paid time to volunteer with local charity organizations.
- **Be the Trusted Advisor** – Our clients trust us to deliver thoughtful advice in an understandable way that can be practically applied.



Nationally Recognized Rate Expertise & Market Leading Models

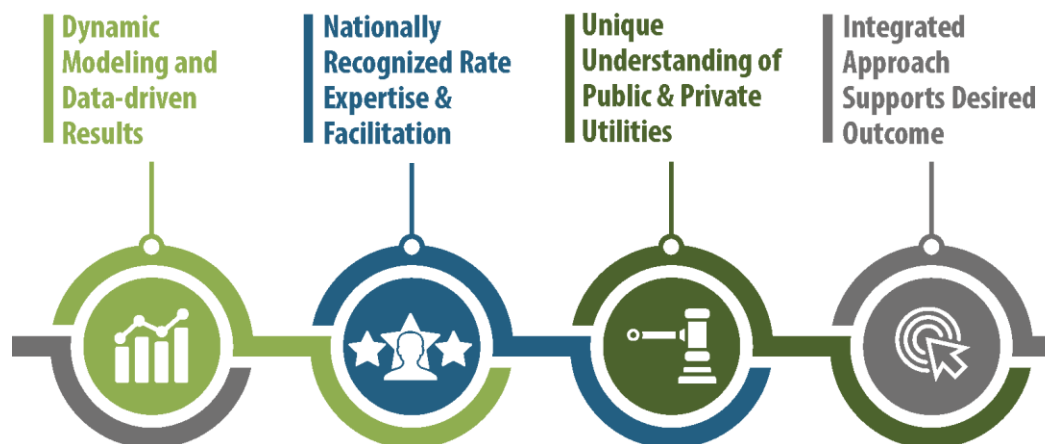


Combining our nationally recognized rate expertise with robust and dynamic modelling capabilities produces a comprehensive analysis and helps to ensure and defend the eventual Study recommendations. Our team includes nationally recognized experts in cost of service and rate making in the public utility market. As the utility industry has evolved, our experience has expanded to include more recent concerns around conservation, resource availability, revenue stability, and affordability.

NewGen leverages our deep cost of service and rate design expertise to create comprehensive, innovative, and easy-to-use models and tools. In addition, our models and methodologies have been refined and enhanced to allow for easy user entry, allocation factor selections, and scenario evaluation. All our models and tools are also tailored specifically to each client we serve and routinely facilitate presentations and demonstrations with Boards, Councils, and Commissions. Our models also include instructions with a proven track record of adoption by clients for ongoing cost of service or rate actions.

By combining our deep rate-related expertise with our modelling capabilities, it allows us to deliver more to clients for less. For instance, NewGen developed a model that allowed the City of Tucson, Arizona to quantify the impact if four departments were moved from the General Fund to the Environmental Services Department and “toggle” back and forth to determine the impact on residential and commercial solid waste rates.

The following graphic summarizes the unique perspectives, capabilities, and approaches that NewGen will incorporate into a successful cost of service analysis and rate study for the City.



Our integrated approach of rate making and stakeholder engagement expertise, market leading models, and our unique knowledge of utilities further ensures the Study's success and likelihood of achieving its desired outcomes in the market.

The table below offers all types of engagement typically performed by Newgen.

NewGen Service Offerings		
<i>Affordability Analysis</i>	<i>Financial/Funding Needs Modeling</i>	<i>Procurement Assistance</i>
<i>Cost of Service and Rate Design</i>	<i>Operation and Management Audits</i>	<i>Regulatory Compliance</i>
<i>Contract Negotiations</i>	<i>Ordinance Review and Development</i>	<i>Stakeholder Engagement</i>
<i>Collection Options Evaluations and Efficiency Studies</i>	<i>Organizational Development</i>	<i>Strategic and Master Planning</i>
<i>Feasibility Studies</i>	<i>Public Education and Outreach</i>	<i>Utility Business Planning</i>
		<i>Valuation Services</i>

Engagement Team Qualification and Experience

Our Project Team professionals have worked hard over the years to attract and maintain a diversified staff who are passionate about water, sewer, and solid waste management. We have built our reputation by providing clients with solutions based on sound principles, economic feasibility, and innovative thinking without losing sight of budget and schedule considerations and constraints. We are proud of the long-standing relationships that we have developed with our clients.

We encourage the City to contact the representative professional references listed in the References section of this proposal. These clients can speak to our ability to provide quality work and timely completion.

Water and Wastewater Experience

Corpus Christi Water, Texas

Water and Wastewater Rate Consulting & Modeling Services



Members of NewGen have been providing rate consulting and modeling services, as well as serving as a trusted advisor, to the City of Corpus Christi since 2022. Services provided to the City relative to its water and wastewater utilities have included the following:

- Built a new comprehensive financial planning and cost of service-based rate model to provide the utility more efficient data entry through an Input Manager, evaluation of multiple capital improvement program (CIP) plan scenarios through a Scenario Manager, determination of rates for contractual raw and treated water customers in accordance with numerous water service contracts, and the determination of retail water and wastewater rates through separate customer class cost of service.
- Assisted Corpus Christi Water by leading two meetings with the utility and its eleven (11) large volume customers, including equalization of inside and outside city limit rates.
- Assisted the City and utility through the public budget workshop process of running alternative rate scenarios based on public feedback and providing responses in a timely manner using the new financial planning and rate model.
- Recommended financial and rate policy changes to the City Manager's Office that will be phased-in over multiple years, including the increase in cash reserves from 90 days of Operations and Maintenance (O&M) expense to 120 days, increasing the debt service coverage policy from 1.25 times to 1.50 times for seniority debt, utilizing pay-as-you-go funding for capital projects involving repair and rehabilitation, and the elimination of outside city limit differentials that were less than, as well as more than, 2.00 times inside city limit rates for residential, commercial, and large volume customers.

Sharyland Water Supply Corporation (Mission, Texas)

Water Cost of Service and Rate Design Study



In December 2015, NewGen was retained by Sharyland Water Supply Corporation (Sharyland) to perform an independent cost of service and rate design study for Sharyland's water utility. Sharyland provides water service to approximately 17,000 customers in its water service area, making it one of the largest water supply corporations in Texas. Based on the current water rates, NewGen determined that Sharyland had sufficient funds to finance its current operations and proposed capital repairs and improvements and therefore, recommended no change to the current rate structure. NewGen also assisted Sharyland in establishing a series of reserve funds for water rights, membership fees and replacing aging infrastructure.

NewGen was retained in 2021 to conduct an update to the prior Study, with a final report issued to the Board of Directors in January 2022. The key issues associated with the 2022 Study were to review the capital improvement plan and ensure sufficient revenues to fund all required capital projects. Final rate recommendations included the elimination of the 1,000 gallons included in the minimum bill, and a 2% increase in the volumetric rate. It was envisioned that no further rate increases would be required until at least FY 2027.

City of Copperas Cove, Texas
Multiple Water and Wastewater Cost of Service and Rate Design Studies



The City of Copperas Cove is located in Central Texas, not far from the nearby U.S. military post, Fort Cavazos. The City retained NewGen to perform a multi-utility study for four existing services, including Water, Wastewater, Stormwater, and Solid Waste. In conjunction with this Study, the City also requested that NewGen evaluate the potential for the City to adopt a Transportation Utility Fee (TUF).

The City's Water and Wastewater Utilities serve approximately 15,000 customers and have annual budgeted expenses increasing from \$18 million to almost \$25 million over the projected five-year period. The City was facing wholesale costs that were doubling, along with increases to the capital improvement plan. Since much of the increased cost related to meeting increasing peaking demands on their system, NewGen helped migrate the City from flat volumetric rates to an inclining block rate structure. Doing so helped the City send price signals to higher, discretionary users of water, while helping to ease the burden of increased costs to lower volume users.

The City's Stormwater Drainage Utility had annual expenses of around \$1.3 million and expects just over \$7 million in capital needs over the next five years. NewGen evaluated the billing potential of existing customers and recommended needed increases as part of the five-year plan.

The City's Solid Waste System operations include residential and commercial collection of reuse and recycling. Additionally, the City owns and operates a transfer station. Through interviews with key staff in Solid Waste, NewGen determined the actual costs to serve each type of collection service. NewGen recommended phasing in rates that more closely align the cost to serve with the fees collected.

For each existing utility, NewGen also provided an Excel-based financial forecasting and rate model deliverable. NewGen continues to support the City as needed with training new staff on the use of the model or any customizations as special situations arise.

Establishing a TUF is a viable strategy for local governments to respond to the challenge of generating reliable revenue to support related infrastructure and operational activities. This fee is generally collected as part of the monthly utility bill, providing a stable stream of revenue for the City.

Based on our review of property uses in the City, which utilized the industry standard Trip Generation Manual, 11th Ed., the City has a total of 33,940 expected trip units, which would serve as an equitable basis for charging properties for demands placed on the transportation system. If a TUF was adopted, each \$1 per trip unit would generate \$366,555 in annual revenue, with residential properties paying only thirty-eight percent (38%) of the total, which would cost the average resident less than raising the same amount in property taxes.

Following the successful completion of the aforementioned projects, the City has since retained Mr. Matthew Garrett, Newgen's Managing Director of Client Relations and Services, to assist in implementation phases of the Transportation Utility, as well as supporting other utility rate reviews as part of the FY 2025 budget.

City of Farmington, New Mexico

Water and Wastewater Cost of Service and Rate Design Study (2022)



NewGen was retained to conduct a water and wastewater cost of service and rate design study in the fall of 2019. The Study required a ten-year forecast and the incorporation of a detailed capital improvement plan for water and sewer infrastructure. Funding was provided via cash (pay-as-you-go) and projected bond issues. The Study was put on hold for approximately one year due to COVID-19. We have re-started the Study and Mr. Dave Yanke has presented our proposed rate recommendations to both the City's Public Utility Commission and City Council in separate sessions. We have re-started the study and Mr. Yanke has presented our proposed rate recommendations to both the City's Public Utility Commission and City Council in separate sessions. Unanimous approval was provided for the recommended rate increases.

We would like to highlight that one of the key items regarding feedback from the City was that Mr. Yanke was able to explain, in an easy-to-understand approach, to the elected officials the importance of the rate increases and that, while the rate impact would not be insignificant, it was essential for the City's citizens, and as a regional business hub in the northwestern corner of New Mexico, that the City's utility system be adequately maintained and funded.

City of Kerrville, Texas

Water and Wastewater Revenue Sufficiency and Rate Design Study (2019-2020)



NewGen was selected by the City of Kerrville to prepare a Water and Wastewater Revenue Sufficiency and Rate Design Study. This Study involved a 2-phase approach, with Phase I completed in 2019 and focused solely on Fiscal Year 2019 – 2020 (FY 2020).

Phase II of the Study will commence upon completion of the City's Water and Wastewater Master Plans and focus on future time periods and increases needed to fund required capital improvements.

During Phase I, completed in 2019, NewGen prepared a summary of the anticipated cost of providing water and wastewater services for FY 2020 based on a variety of key inputs including, but not limited to, the City's proposed budget, capital programs, debt service requirements, and anticipated customers and usage. Additionally, NewGen calculated needed rates under existing rate design and prepared alternative rate adjustments that were considered by City Staff. The results of the Study were presented to the City Council and adopted effective October 1st, 2019.

City of Pflugerville, Texas

Water and Wastewater Cost of Service Study (2014, 2017, 2018, 2020, 2021, 2022, 2023)



In 2014, NewGen was retained by the City of Pflugerville (City) to perform a comprehensive water and wastewater cost of service and rate design study for the City's retail and wholesale customers. The City had not adjusted rates since 2010 and, in addition to updating the rates to reflect the current cost of providing service, there were a few structural changes recommended by NewGen in order to align the rates with industry best practices. This included the development of new rate tiers for water as well as increasing the magnitude of increases between rate tiers to properly incentivize conservation. Also, NewGen recommended that, consistent with best practices, there be no volume of wastewater included in the fixed charges.

The City also needed to plan for the financial impacts of changes dictated by the Lower Colorado River Authority (LCRA) – the City’s primary source of water. LCRA had announced a 16 percent increase in its firm water rate. Further, LCRA was mandating a watering schedule and could implement a curtailment of 20 to 30 percent due to drought conditions. This had meaningful implications for the City’s fixed cost recovery. Thus, incremental pass-through rates were designed to safeguard the City’s financial sustainability in the event of a curtailment.

In 2017, NewGen was engaged again to conduct an update to the water and wastewater cost of service and rate design study. A key issue in the update was evaluating the rate impacts projected to facilitate significant wastewater capital improvement projects (\$92.7 million over nine years). NewGen provided a financial forecast to help the utility prepare for the capital funding needs.

NewGen was engaged again in 2018 to update the water and wastewater cost of service and rate design study to reflect revisions to the wastewater capital improvement plan (now \$97 million over four years) as well as other changes to the systems. NewGen also evaluated the overall, embedded and incremental cost of water for the City’s consideration when evaluating the opportunity to supply water via contract. Finally, NewGen calculated the cost of the City providing prospective wastewater service in the Cottonwood basin.

NewGen completed a 2020 update to the water and wastewater cost of service and rate design study that incorporated the new master plans and impact fees as well as approximately \$188 million in water capital projects and \$242 million in wastewater capital projects over the five-year forecast.

NewGen completed a 2021 update to the water and wastewater cost of service and rate design study that not only incorporated changes to the significant water and wastewater capital improvement plans, but also engaged representatives from the various districts served by the City under contract on possible increases to the wastewater rates charged to customers within these districts. At the conclusion of the presentation of the results to City Council, the Assistant City Manager send us the following message (disclosed with permission):

“I wanted to let you know that you did an amazing job at City Council last night. We appreciate you being able to translate technical and complex information into something everyone can understand. Thanks for all your work on the rate study.”

NewGen worked with the City throughout 2022 to not only update the rates to accommodate the significant increases forecasted for water capital projects, but also support the City in its interactions with various districts, for which the City provides water and wastewater services via contract.

NewGen completed another update to the City’s water and wastewater rates in 2023 to accommodate a five-year capital improvement plan that now exceeds \$800 million. NewGen worked extensively with the City’s Financial Advisor to develop a debt strategy that accommodated the significant capital plan while balancing rate impacts.

Solid Waste and Recycling Experience

City of Denton, Texas

Solid Waste Cost of Service and Rate Design Study and Landfill Tipping Fee Market Analysis (2018); Solid Waste Cost of Service and Rate Design Study (2018, 2024)



In 2018, NewGen was engaged by the City of Denton to conduct a cost of service and rate design study for the solid waste utility, detailing the City's cost of providing services to its customers and providing guidance with regard to establishing cost of service-based rates for the solid waste and recycling services provided by the City. The Study allocated costs to the various services provided by the City to ensure a fair and equitable rate structure for all customers. NewGen made a series of recommendations to the City; the following highlights some of those recommendations: 1) develop an integrated rate strategy to ensure the recovery of costs; 2) bundle disposal and recycling cart services; 3) evaluate commercial rates; 4) surcharge rates for compactor containers; 4) formally establish a series of reserves and develop a comprehensive reserve policy for each reserve (i.e. operating reserve, equipment replacement reserve, closure/post-closure reserve, cell development reserve). As part of the scope, a cost of service model was also provided to the City.

NewGen also performed an independent landfill tipping fee market analysis, which compared pricing information for the public and private landfills and transfer stations within Denton's Watershed.

NewGen was retained again in 2023 to conduct an update to the solid waste cost of service and rate design study. Key issues included identifying the cost of providing a high level of service to the downtown business district as well as funding a capital improvement plan that addressed future landfill construction as well as development of a plan to fund the replacement of rolling stock and landfill equipment. This project was completed in July 2024.

City of Garland, Texas

Solid Waste, Water and Wastewater Cost of Service Studies (Multiple Studies since 2013)



GARLAND

NewGen has provided solid waste, water, and wastewater financial consulting services for over a decade.

NewGen recently completed a Municipal Solid Waste Commercial Collection Cost of Service Study for the City of Garland to analyze the City's performance of its commercial collection services. The goal of this Study was to determine the cost for providing commercial collection services and design rates to help safeguard the financial integrity of the utility.

NewGen's findings concluded that the City should consider raising its commercial collection service rates by three percent annually for FY 2025 – FY 2029 for its front load and roll-off refuse and recycling services to recover the necessary revenues for each service. As a part of this study, NewGen also benchmarked commercial collection rates for five (5) cities in the region and concluded that the City was charging below-average market rates for its front-load collection. NewGen also recommended that the City consider charging a separate per-ton disposal fee for roll-off customers to ensure an equitable recovery of disposal costs from all roll-off customers. NewGen also evaluated options for the City to increase its market share for commercial collection since it competes with the private sector for this service. NewGen completed the Study in October 2024.

The City also owns and operates a MSW landfill. NewGen completed a landfill cost of service analysis in 2019 to determine the cost of service for different landfill customers, including the City's own collection operation, as well as landfill tons from other surrounding communities and private collection companies.

Since 2013, NewGen has routinely provided services to the City's water utility. NewGen has provided periodic updates to the cost of service and rate design for the City's retail water customers and a wholesale and retail rate study for the City's wastewater customers. The City also requested NewGen's assistance in developing a new uniform wholesale wastewater contract. The City provided wholesale wastewater service to a number of entities under a variety of contract terms and conditions. These varying contracts made it difficult for City staff to manage service to wholesale wastewater customers and created a significant administrative burden in calculating wholesale wastewater rates. It was anticipated that after approval by the City's legal department, the City would phase-in the new uniform contract where possible, simplifying contract administration and allowing the City greater control and flexibility in establishing wholesale wastewater rates.

City of Waco, Texas **Solid Waste Cost of Service Study and Ten-Year Financial Plan (2024)**



The City of Waco retained NewGen to conduct a comprehensive solid waste cost of service and rate design study as well as a ten-year financial plan. This project included an analysis of residential and commercial solid waste and recycling collection operations. Key capital considerations included the closure of the City's current landfill, construction of a transfer station and opening of a new landfill. Total capital infrastructure requirements and equipment/rolling stock purchases during the ten-year period were forecasted at approximately \$105 million. NewGen obtained an understanding of the City's goals and objectives and designed rates to enable the utility to ensure its financial stability while also meeting all City financial policies.

City of Georgetown, Texas **Solid Waste Cost of Service and Rate Design Study (2023); Update and Studying Downtown Collection Services (2024)**

NewGen was retained in 2022 by the City of Georgetown to conduct a residential and commercial solid waste cost of service study. Rate recommendations were provided to the City Council, and final rate recommendations were presented in mid-August 2023. Key issues included incorporating the contractual costs of the private collection company; construction of a new transfer station; **developing equitable commercial collection rates for the historic downtown area**; and phasing in increases in the commercial collection rates to ensure a full cost recovery.



NewGen was retained again in July 2024 to conduct an update to the 2023 rate study. In addition, *NewGen has been asked to quantify the cost of downtown collection services and determine whether some level of the services should be subsidized by other customer classes due to the importance of the historic downtown area. This Study was completed in October 2024.*

Due to the high growth, several operational changes, and key changes to its Capital Improvement Plan, the City also retained NewGen in 2025 to update the cost of service analysis to refine the rate

recommendations for the City's FY 2026. NewGen will also evaluate several rate scenarios for the historic downtown area to be implemented for the next FY. ***This update is ongoing and expected to be complete by April 2025.***

City of Weatherford, Texas
Solid Waste Cost of Service and Rate Design Studies and a Recycling Workshop (2024)



In February 2020, NewGen was engaged by the City of Weatherford, Texas to conduct a cost of service and rate design study for solid waste services, determining the cost of providing solid waste services to approximately 11,000 residential customers. NewGen detailed the City's cost of providing residential services to its customers, equitably distributed costs across the various residential services, and determined cost of service-based rates for each residential service. NewGen developed an integrated rate strategy to ensure the recovery of costs, proposing phased in rate increases to the residential reuse and recycling service, in addition to the brush and bulk service. NewGen also analyzed the Utility's reserve fund and proposed increasing pay-as-you-go equipment contributions to fund existing fleet replacement, as well as funding replacements for a new route. In addition to the cost of service and rate design Study, Mr. Yanke conducted a Recycling Workshop for the City that was presented at a City Council work session in October 2021.

In 2024, NewGen was again retained by the City to conduct an update to the cost of service and rate design study. It is envisioned that the final rate recommendations will be provided to City staff in late June, with a presentation of the rates and issuance of a final report by August 2024.

City of Tucson, Arizona
Multiple Solid Waste Cost of Service and Rate Design Studies and Other Analyses (Multiple Studies Since 2000)

In 2000, Mr. Yanke conducted the first solid waste cost of service and rate design study for the solid waste utility, which allowed it to determine its costs for individual solid waste and recycling programs. Since that initial cost of service study, Mr. Yanke has completed numerous cost of service studies for the City to assist with their financial planning. The primary purpose of the 2003 update was to develop cost of service-based rates that reflected the organizational and operational changes that had been implemented by the City. ***The results of the Study were used by the City to implement a solid waste user fee for the first time.***



In 2008, a ten-year solid waste cost of service and rate design study was completed. Mr. Yanke worked closely with City staff to identify the full cost of providing solid waste services and the rates necessary to recover this cost. A major deliverable for the project was an analysis of the possible mechanisms to equitably recover the significant costs for remediation related costs.

In 2015, Mr. Yanke and NewGen staff assisted the City of Tucson in evaluating their current container maintenance operation by determining the comprehensive cost of providing container maintenance services.

NewGen was retained to conduct an update to the 2008 cost of service study in 2016 with the final report issued in June 2017. One of the primary issues addressed during the conducting of this Study was the financial impact if four departments currently located within the General Fund were transferred to the

Environmental Services Department, and the resulting impact upon the residential and commercial solid waste rates.

NewGen was engaged in 2018 to conduct a market analysis and incremental cost analysis to determine a cost effective and equitable rate for the put-or-pay contracts that the City had with several private waste haulers.

NewGen was retained in 2022 to conduct an update to the 2017 solid waste cost of service study. The 2022 Study included a three-year forecast and was used to present to City council the need for a rate increase, since the solid waste rates had not been increased in 10 years. Based on NewGen's analysis, the City council agreed to a two-phased rate increase – the first rate increase in 10 years.

Currently, NewGen is conducting a commercial collection cost of service analysis for the City and will undertake another study to begin evaluating the City's MRF contracting options.

City of Laredo, Texas **Solid Waste Management Plan (2023)**



The City of Laredo engaged the NewGen project team to develop a twenty-year Solid Waste Master Plan and conduct a Rate Study. The purpose of the project was to ensure financial, operational, and environmental sustainability for the Solid Waste Department well into the future. The scope of the project was divided into five phases of strategic planning. The project was initiated with a kickoff meeting and the development of a communications plan to solicit feedback from stakeholders regarding the solid waste system. The first phase of the project was to develop a baseline understanding of the entire system, including a cost of service analysis, baseline of the collection system including route observations, examining the waste composition and generation projections for the twenty-year planning horizon, and an inventory of existing facilities.

The second phase of the project focused on identifying potential changes to the system, including a needs and opportunities assessment and identification of potential options, evaluating current solid waste and recycling trends, and facilitating a goals and objectives workshop with the project's steering committee. The third phase of the project evaluated the potential changes to the system, including developing short, mid, and long term plans for collection and disposal, evaluating collection options, recycling options, composting options, and transfer station options. The fourth phase of the project identified the best options for the City. The fifth phase of the project included developing the comprehensive solid waste master plan with an implementation plan that guides step by step activities to implement the recommended strategies as well as the development of rate recommendations and capital improvement plans.

Multi-utility Experience

City of Stillwater, Oklahoma Water, Wastewater and Solid Waste Cost of Service Studies

Comprehensive Water and Wastewater Cost of Service and Rate Design Study (2022, 2025)



NewGen was retained by the City of Stillwater, Oklahoma in 2022 to conduct a comprehensive water and wastewater cost of service and rate design study. A key goal of the project was to develop a ten-year revenue requirement forecast that incorporated different scenarios of funding for their capital plan with the purpose of crafting fair and equitable rates based on each customer classes' level of service provided by the City. **Capital projects were forecasted at approximately \$500 million over a ten-year period.** Customer classes that needed to be addressed in an equitable manner included retail, commercial, wholesale, outside city limits and raw water customers. One of the most critical concerns was the City's ability to maintain the necessary debt service coverage and comply with debt covenants regarding the issuance of debt. Several different scenarios of capital projects and associated bond issuance scenarios, and proposed rates were provided to assist the City in selecting their best course of action moving forward.

In addition, the City retained NewGen to evaluate its current flat sewer fee structure for those customers that are not provided water service by the City, as well as evaluate the City's bulk water fee and fire hydrant meter fee. Upon completion of the Study, the results of the analysis were presented to City staff and the City Council, which allowed the City Council to vote for rate increases to support the necessary capital projects.

NewGen was recently retained in 2025 to conduct an industrial water customer analysis.

Solid Waste Management Plan with Cost of Service and Rate Design Study (2020 and 2024)

NewGen was retained by the City of Stillwater in April 2019 to conduct a comprehensive review of the City's solid waste collection services, as well as the contractual agreements for the delivery of its solid waste and recyclables to privately operated facilities (landfill and processing facility, respectively). A key priority for the City was to have NewGen evaluate its options with regard to the processing of its recyclables. The NewGen Project Team, in conjunction with its engineering subcontractor, evaluated several options including the direct haul of recyclables to either Tulsa or Oklahoma City. Other options included the evaluation of building a recycling staging facility that would allow for the long hauling of recyclables to either Tulsa or Oklahoma City. The scenarios reviewed also included evaluating the construction of a baling facility and citizen collection center at the recycling staging facility, as well as another scenario that included the construction and operation of a transfer station capable of handling both recyclables and municipal solid waste.

The Project Team's recommendations were provided to the City Council in June 2020, and the City is moving forward with a preliminary review of constructing a recycling staging facility with a baler and citizen collection center. Additional efforts related to the Solid Waste Assessment included an evaluation of current collection practices for residential and commercial customers, an evaluation of long-term landfill options, and the facilitation of citizen input regarding recycling in the City through a Citizen Recycling Task Force (a total of nine Task Force meetings). In May 2019, the City also asked NewGen to

conduct a cost of service study on a parallel track with the Solid Waste Assessment and Management Study.

The City recently retained NewGen to conduct an update of the solid waste cost of service study and evaluate the transition from rear-load to front-load dumpster collection for its commercial collection operation. This current study is ongoing.

City of Canyon, Texas
Water, Wastewater and Solid Waste Cost of Service and Rate Design Study (2022)



NewGen was retained by the City of Canyon in October 2021 to conduct a comprehensive water, wastewater and solid waste cost of service and rate design study. A key goal of the Study is to incorporate into the five-year forecast all projected water and wastewater infrastructure projects that will be required by

both current customers, as well as projects being proposed to service new areas being considered for development to the north and west of the City.

Prior to becoming the City Manager in 2019, Mr. Joe Price was the finance director in the City of Borger, Texas (see previous project profile). Based on work NewGen had done for the City of Borger in 2018, Mr. Price was familiar with the type of financial planning documents developed by NewGen and he wanted a similar study/plan developed for the City of Canyon so he could ensure a rate structure for all three of the utility services that was financially sustainable, while ensuring that all necessary capital infrastructure was fully funded.

City of Bartlesville, Oklahoma
Multiple Solid Waste, Water, and Wastewater Cost of Service and Rate Design Studies



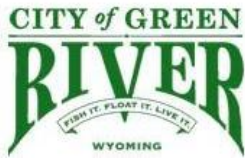
In June 2009, the City of Bartlesville retained Mr. Yanke (as R. W. Beck, Inc.) to conduct a cost of service and rate design study for the Sanitation Department within the City's Public Works Department. The purpose of this Study was to determine the total cost of providing solid waste services, equitably distribute the cost to customers, and design rates to safeguard the financial integrity of the utility. Due to the City's

satisfaction with his work, Mr. Yanke was retained to conduct a water and wastewater cost of service study for the City.

Mr. Yanke assisted the City again, in 2019, with the development, distribution, compilation and review of a solid waste services questionnaire that was distributed via several social media outlets to gather input from the citizens of Bartlesville as to what additional solid waste and recycling services they would be interested in receiving, and what they are willing to pay for those associated services. Over 2,000 individuals responded to the survey, and results were compiled by both the City and NewGen. During the conduct of gathering the survey information, NewGen used its full cost accounting-based principals to determine the cost of the City implementing a curbside recycling program, yard waste collection, etc. and summarized the findings in a report that was presented to the City Council in September 2019.

NewGen was retained in February 2021 to conduct a water, wastewater and solid waste cost of service and rate design for the City. The purpose of the study was to ensure adequate funding for the City's water and wastewater capital improvement plan, evaluate the equitability of the wholesale customers' water rates, as well as to ensure there was sufficient funding for the purchase of solid waste rolling stock. The proposed rates were approved by the City Council.

City of Green River, Wyoming
Water, Wastewater, and Solid Waste Cost of Service and Rate Design Study



The City of Green River, Wyoming has a population of over 12,000 residents and is the county seat for Sweetwater County in the southwestern portion of the state. The City retained NewGen in March 2016 to conduct a cost of service and rate design study for the City’s water, wastewater, and solid waste utilities, as well as to explore the potential creation of a stormwater utility for the City.

The Study focused on ensuring each City utility would have sufficient funds to operate and meet future capital infrastructure requirements. The ten-year revenue requirement forecast included approximately \$44 million in capital improvements – a new wastewater treatment plant, landfill closure, construction of a transfer station, and water distribution and wastewater collection system repairs and upgrades. NewGen collaborated with City staff to develop multiple rate scenarios in order to balance cost of service, revenue recovery and policy concerns.

During the course of the solid waste cost of service study, after NewGen had completed the allocation of equipment and personnel to the City’s various solid waste services, a number of operational issues were identified. Discussions between NewGen and City staff concerning these items confirmed that additional analyses were needed to evaluate the City’s solid waste operations.

As a result, the City retained NewGen in June 2016 to study certain aspects with regard to the City’s solid waste utility. The operational analysis specifically focused on the following key components:

- Collection efficiency
- Routing
- Staffing
- Equipment
- Cost (operating and capital)
- Standard operating procedures/best management practices

A key element addressed in the operational assessment was the feasibility of converting from commercial rear load to front load trucks to collect commercial waste and recyclables. NewGen’s analysis also quantified the number of commercial customers who would convert from 300-gallon plastic side load containers to front load dumpsters. The number of dumpsters and weekly lifts were forecast from an operations and financial standpoint. The projected cost savings on a “cost per cubic yard for collection and disposal” was significant. NewGen then incorporated these findings and recommendations from the operations review into the Comprehensive Solid Waste Cost of Service Study, including the development of commercial front load dumpster rates. NewGen issued the final solid waste operations report to the City in October 2016.

The Comprehensive Water, Wastewater, Solid Waste, and Stormwater Study was completed and issued to the City in January 2017. A Microsoft Excel model and model training with City staff was included as one of the deliverables, which allows the City staff to analyze various “what-if” scenarios and measure the potential rate impact of any budgetary changes. This also allows the City to ensure sufficient revenue is recovered via the rates going forward.

NewGen was retained again in 2021, and subsequently in 2025, to conduct an update to the Water and Wastewater Cost of Service Study. The 2025 study is currently ongoing.

TEXAS WATER AND WASTEWATER COST OF SERVICE AND RATE DESIGN STUDIES

The professionals at NewGen have performed water and wastewater cost of service and rate design studies for over 100 Texas municipalities, counties, water supply corporations, irrigation districts and special utility districts. The table below includes an extensive list of these clients, many of whom have engaged NewGen in multiple studies over the years.

Texas Water and Wastewater Cost of Service and Rate Study Experience

Aledo Independent School District	City of Hutchins	Dripping Springs Water Supply Corporation
Alliance Regional Water Authority	City of Hutto	Eastland County Water Supply District
Aqua Texas Inc.	City of Idalou	El Paso Water Utilities
Aqua Water Supply Corporation	City of Irving	Garland Power & Light
Argyle Water Supply Corporation	City of Jacksonville	Goforth Special Utility District
Austin Water	City of Jarrell	Gonzales County Water Supply Corporation
BASF Corporation	City of Justin	Grass Valley Water, LP
Bell Co Water Control and Improvement District # 1	City of Keller	Green Valley Special Utility District
Bell Co Water Control and Improvement District # 3	City of Kerrville	Grey Forest Utilities
BGICO, LLC	City of Kilgore	Guadalupe-Blanco River Authority
Block House Municipal Utility District	City of Killeen	Hammond Sanitary District
Bois D'Arc Municipal Utility District	City of Lake Jackson	HILCO
Brittingham Development Group	City of Lampasas	HydroTex
Brushy Creek Municipal Utility District	City of Lancaster	Intco Development of Texas, Inc.
Buena Vista-Bethel Special Utility District	City of League City	IntegraWater
Canyon Lake Water Service Company	City of Lewisville	Jarrell Schwertner Water Supply Corporation
Canyon Regional Water Authority	City of Liberty Hill	JNC Development, Inc.
Carefree Water Company	City of Longview	John Soules Foods, Inc.
Cash Special Utility District	City of Lubbock	Johnson County Special Utility District
Central States Water Resources	City of Mabank	Kempner Water Supply Corporation
Central Texas Water Supply Corporation	City of Magnolia	L&R Utilities
City of Ada	City of Mansfield	Lake Cities Municipal Utility Authority
City of Aledo	City of Marshall	Lake Fork Water Supply Corporation
City of Allen	City of Mart	Lakeway Municipal Utility District
City of Ames	City of McGregor	Lawrence Water Supply Corporation
City of Angleton	City of McLendon-Chisholm	Lee County Water Supply Corporation

CITY OF WESLACO
MUNICIPAL COMPREHENSIVE RATE STUDY
RFP No.: 2024-25-12

City of Anna	City of Mesquite	Levi Water Supply Corporation
City of Aransas Pass	City of Mineral Wells	Liberty City Water Supply Corporation
City of Arlington	City of Missouri City	Liberty Utilities
City of Athens	City of Mount Pleasant	Manville Water Supply Corporation
City of Austin	City of Mount Vernon	Marilee Special Utility District
City of Ballinger	City of Murphy	Maxwell Special Utility District
City of Bandera	City of Nacogdoches	MCC Utilities
City of Bartlesville	City of Navasota	Meyer Ranch Municipal Utility District
City of Bartlett	City of New Braunfels	Midland County Utility District
City of Bastrop	City of New Deal	Monarch Utilities
City of Bay City	City of Newcastle	Mountain Peak Special Utility District
City of Bedford	City of Odessa	MSEC
City of Bellmead	City of Olney	Mustang Special Utility District
City of Blue Mound	City of Palestine	North Collin Special Utility District
City of Boerne	City of Palmer	North East Texas Municipal Water District
City of Bonham	City of Paris	North Texas Municipal Water District
City of Borger	City of Pecos	Nueces County Water Control and Improvement District #3
City of Bowie	City of Pflugerville	Nueces County Water Control and Improvement District #4
City of Breckenridge	City of Pharr	Palo Pinto Municipal Water District #1
City of Brenham	City of Phoenix	Parker County Special Utility District
City of Brownfield	City of Plano	Pillar Income Asset Management
City of Brownsville	City of Portland	Quadvest
City of Bryan	City of Post	Quail Springs Mobile Home & RV Park
City of Burkburnett	City of Prairie View	Ranch Road Bollinger, LLC
City of Burnet	City of Princeton	Rayburn Country Municipal Utility District
City of Canadian	City of Red Oak	Rayburn Water Source, LLC
City of Canyon	City of Richmond	RCH Water Supply Corporation
City of Carrollton	City of Roanoke	Riverbend Water Resources District
City of Carthage	City of Robinson	Rockett Special Utility District
City of Cedar Hill	City of Rockdale	Sabine River Authority
City of Childress	City of Rockport	Scurry County
City of Cibolo	City of Roswell	Seaboard Water Supply Corporation
City of Cleburne	City of Sachse	Shady Hollow Municipal Utility District
City of Colleyville	City of Sanger	Sharyland Water Supply Corporation
City of Conroe	City of Schertz	South Ellis County Water Supply Corporation
City of Coppell	City of Seabrook	South Newton Water Supply Corporation

CITY OF WESLACO
MUNICIPAL COMPREHENSIVE UTILITY RATE STUDY
RFP No.: 2024-25-12

City of Copperas Cove	City of Seagoville	South Texas Water Authority
City of Corpus Christi	City of Sealy	Southwest Milam Water Supply Corporation
City of Dalhart	City of Seminole	STV Infrastructure
City of Decatur	City of Springfield	Tarrant Regional Water District
City of Deer Park	City of Star Harbor	Texarkana Water Utilities
City of Del Rio	City of Stillwater	Texas RioGrande Legal Aid, Inc.
City of Denton	City of Sugar Land	Texas Rural Water Association
City of Diboll	City of Temple	Texas Water Development Board
City of Ennis	City of Terrell	TFT Utilities, LLC
City of Eunice	City of Thornton	Titus County Fresh Water Supply District #1
City of Farmers Branch	City of Tioga	Town of Argyle
City of Farmington	City of Tishomingo	Town of Flower Mound
City of Fate	City of Tolar	Town of Highland Park
City of Forest Hill	City of Truth or Consequences	Town of Lakeside
City of Forney	City of Tyler	Town of Little Elm
City of Fort Worth	City of Uvalde	Town of Northlake
City of Frisco	City of Van Alstyne	Town of Pantego
City of Garland	City of Victoria	Town of Prosper
City of Gatesville	City of Waco	Town of Sunnyvale
City of Georgetown, TX	City of Weatherford	Town of Trophy Club
City of Giddings	City of West Lake Hills	Town of Westlake
City of Glenn Heights	City of West University Place	Travis County Municipal Utility District # 18
City of Godley	City of White Settlement	Travis County Water Control and Improvement District # 18
City of Gonzales, TX	City of Willow Park	Trinity River Authority of Texas
City of Grapevine	City of Wilmer	Trinity Rural Water Supply Corporation
City of Green River	City of Wolfforth	Trophy Club Municipal Utility District
City of Greenville	City of Wylie	Undine Operating, LLC
City of Groves	Colorado River Municipal Water District	Unity Water Solutions
City of Gunter	Community Water Company	Utility Engineering Group
City of Haltom City	Cooper Empire, LLC	Vineyard Ridge Water Supply, LLC
City of Hamilton	County Line Special Utility District	Vital Cycle, LP
City of Heath	Cresson Crossroads Municipal Utility District # 2	Walker County Special Utility District
City of Hobbs	Culleoka Water Supply Corporation	Wellborn Special Utility District
City of Houston	Custom Water Company LLC	West Wise Special Utility District
City of Hudson Oaks	DMB Development	Westbrook Independent School District
City of Huntsville	Double Diamond Companies	Windemere Oaks Water Supply Corporation

Solid Waste and Recycling Experience

City of Grand Prairie, Texas **Solid Waste Cost of Service Study and Questionnaire (2021)**



NewGen was retained in September 2020 to conduct a comprehensive cost of service analysis to determine the cost of the City provided services (landfill operations, bulky collection, etc.), as well as the cost that Republic Services stated it incurred to provide residential garbage and recycling collection services to the citizens of Grand Prairie. Republic had requested a significant increase in the residential rates, so the City retained NewGen to verify the cost basis of the request by Republic. In addition, NewGen determined the cost associated with several different collection scenarios (manual, automated, combination) versus the rates under each of the scenarios as proposed by Republic. Finally, NewGen assisted the City in developing a questionnaire to determine the types of solid waste services preferred by the residents of Grand Prairie (automated, manual, combination, etc.).

City of Denton, Texas **Solid Waste Cost of Service and Market Analysis (2018)**



In 2018, NewGen was engaged by the City of Denton to conduct a cost of service and rate design study for the solid waste utility, detailing the City's cost of providing services to its customers and providing guidance with regard to establishing cost of service-based rates for the solid waste and recycling services provided by the City. The Study allocated costs to the various services provided by the City to ensure a fair and equitable rate structure for all customers. NewGen made a series of recommendations to the City; the following highlights some of those recommendations: 1) develop an integrated rate strategy to ensure the recovery of costs; 2) bundle disposal and recycling cart services; 3) evaluate commercial rates; 4) surcharge rates for compactor containers; 4) formally establish a series of reserves and develop a comprehensive reserve policy for each reserve (i.e. operating reserve, equipment replacement reserve, closure/post-closure reserve, cell development reserve). As part of the scope, a cost of service model was also provided to the City.

NewGen also performed an independent landfill tipping fee market analysis, which compared pricing information for the public and private landfills and transfer stations within Denton's Watershed. As part of this task, NewGen completed an incremental cost analysis that evaluated the effective cost per ton and cost savings under several scenarios. For example, one scenario evaluated the impact of losing approximately 50% of the City's wholesale tonnage. Finally, NewGen performed a comprehensive benchmarking analysis for the City of Denton's residential and commercial monthly rates, comparing the City's solid waste and recycling rates to five other cities in the surrounding areas.

City of Mesquite, Texas **Feasibility Review for Municipalizing Commercial Collection Services (2019); Development of a Solid Waste Master Plan/Cost of Service Study (2021)**



Mesquite operates its own Solid Waste Division, which collects residential trash twice weekly, residential recycling once weekly, collects brush and yard waste weekly, and operates one of the largest compost facilities in the state. In order to manage the solid waste generated from projected growth in the City and the North Texas region, the City set out to develop a master plan to ensure that the

material handling and resource recovery of the solid waste collected in all sectors—residential, industrial, commercial, and institutional – is done in a logical, manageable, and cost-efficient manner that takes into account the City’s sustainability needs over the next 20 years.

The NewGen efforts in developing the Solid Waste Master Plan included examining ways to improve efficiencies of service and recommend alternatives and options for practical, cost-effective waste management solutions for the City’s future solid waste program such as:

- Assessing needs and opportunities to develop a list of potential options to consider for changes to the system in the future;
- Evaluating the potential options for change using the triple bottom line of sustainability as a guide for evaluations to consider the environmental, social, and economic impacts of potential changes to the system;
- Conducting customer surveys, as well as stakeholder workshops, to receive feedback from the users of the City’s system;
- Evaluating the need for an additional transfer station co-located with a citizens convenience center, as well as additional capacity for yard waste processing; and
- Developing a cost of service, financial plan, and enterprise fund analysis, which was conducted concurrently with the rest of the planning effort.

City of Lubbock, Texas
Municipal Solid Waste System Assessment (2020)



The City of Lubbock, Texas (City) retained Parkhill, Smith & Cooper, Inc. (PSC), who teamed with NewGen Strategies and Solutions, LLC (NewGen), referred to here as the Project Team, to conduct three interrelated studies that encompassed the Municipal Solid Waste System Assessment (Project). The Project efforts were organized as

follows:

- Part I: Municipal Solid Waste Cost of Service and Rate Design Study
- Part II: Operational Review of Residential Collection Services
- Part III: Solid Waste Transfer Station Feasibility Study

The City of Lubbock Solid Waste Department (Department or Utility) currently provides solid waste collection services to over 75,000 households and approximately 2,700 commercial refuse customers via side-load collection. The Utility also operates two disposal facilities: West Texas Region Disposal Facility and Caliche Canyon Landfill. The Utility also operates four citizen convenience stations and six recycling drop-off locations.

The purpose of the cost of service analysis was to determine the cost of providing solid waste services, equitably distribute the costs to the appropriate customer classes, and design rates to safeguard the financial integrity of the utility. There were several key findings and recommendations developed through the cost of service efforts, including recommended rate adjustments, policy recommendations such as vehicle replacement schedules, as well as identification of ways to reduce costs or increase revenues for the City.

The purpose of the operational review of residential collection services was to evaluate current collection practices and identify potential issues and opportunities for service optimization. Route observations were conducted by the Project Team, and an operational model was developed based on route observation results and historical data provided by the City. The operational model compared the current residential collection system to three alternative collection scenarios. Each alternative scenario assumed the City built a transfer station in the City. The modeling exercise allowed the Project Team to estimate potential collection costs savings that could result from the City building a transfer station.

The purpose of the Solid Waste Transfer Station Feasibility Study was to determine the economic feasibility of constructing and operating a solid waste transfer station. A total of six potential transfer station sites were evaluated. The Project Team compared the costs of current operations, direct hauling waste to West Texas Region Disposal Facility (WTRDF) in collection trucks, versus the cost to purchase land and construct a transfer station to allow long-haul trailers to transport waste to WTRDF. The Study found that there is a direct operational cost benefit for constructing and operating a transfer station. Three potential sites were identified that should be further studied.

City of Abilene, Texas **Solid Waste Cost of Service and Rate Design Study (2020)**



NewGen completed a comprehensive cost of service and rate design study for the City of Abilene's Solid Waste Services Division (Division), which currently provides collection services to approximately 40,000 households and 3,400 commercial customers. This included analysis of residential garbage, brush, and bulky collection, in addition to the nine recycling drop-off centers that are currently available to residents. An evaluation of the City's commercial front-load and roll-off program was also included. The Study focused on ensuring that the solid waste utility has sufficient funds to meet future capital needs. Specifically, NewGen's five-year forecast incorporated funding increases for four additional residential routes and increased the funding for contributions to the Division's capital equipment reserve fund and overall revenue requirement for the five-year forecast period of FY 2021 to FY 2025.

A Microsoft Excel model and model training with Abilene staff were included as deliverables, which allows their staff to analyze scenarios and measure the potential rate impact(s) of various alternatives. Use of this model provides the city with the tools to ensure proper rates on a going forward basis.

City of Waco, Texas **Hauling Analysis, Solid Waste Cost of Service and Rate Design Study (2016, 2017)**



The City of Waco is situated along the Brazos River and Interstate 35, halfway between Dallas and Austin. The City's U.S. Census population estimate for 2016 is 134,432. ***The City retained NewGen to conduct a comprehensive solid waste cost of service and rate design study for a five-year period.*** This project included an analysis of residential and commercial solid waste and recycling collection operations. NewGen obtained an understanding of the City's goals and objectives and designed rates to enable the utility to meet its pricing objectives and financial policies.

In September 2017, the City retained NewGen for an analysis regarding the conduct of an incremental cost analysis of the additional costs that would be incurred by the City should the City considering hauling its waste to one of four alternative landfill sites. Upon the completion of this analysis, NewGen

determined the incremental cost increase to the residential rate, commercial rate (using a blended average, due to numerous dumpster sizes and collection frequencies), and the landfill gate rate.

City of Stillwater, Oklahoma
Solid Waste Assessment and Management Study/Cost of Service Study (2020)



NewGen was retained by the City of Stillwater in April 2019 to conduct a comprehensive review of the City's solid waste collection services, as well as the contractual agreements for the delivery of its solid waste and recyclables to privately operated facilities (landfill and processing facility, respectively). A key priority for the City was to have NewGen evaluate its options with regard to the processing of its recyclables. The NewGen Project Team, in conjunction with its engineering subcontractor, evaluated several options including the direct haul of recyclables to either Tulsa or Oklahoma City. Other options included the evaluation of building a recycling staging facility that would allow for the long hauling of recyclables to either Tulsa or Oklahoma City. The scenarios reviewed also included evaluating the construction of a baling facility and citizen collection center at the recycling staging facility, as well as another scenario that included the construction and operation of a transfer station capable of handling both recyclables and municipal solid waste.

The Project Team's recommendations were provided to the City Council in June 2019, and the City is moving forward with a preliminary review of constructing a recycling staging facility with a baler and citizen collection center. Additional efforts related to the Solid Waste Assessment included an evaluation of current collection practices for residential and commercial customers, an evaluation of long term landfill options, and the facilitation of citizen input regarding recycling in the City through a Citizen Recycling Task Force (a total of nine Task Force meetings). In May 2019, the City also asked NewGen to conduct a cost of service study on a parallel track with the Solid Waste Assessment and Management Study.¹

“The final product was more than I could have asked for. I was very impressed with everyone throughout the process. Everyone was very nice and easy to speak to. I personally learned a lot throughout the project. I would be happy to recommend NewGen Strategies to anyone.”

Mr. Chris Knight
Waste Management Director
City of Stillwater

The final comprehensive Study was completed in June 2020 and can be viewed at the following link.
<http://stillwater.org/files/agenda/sua/2020/070620-special/SUA-20-21-Attachment.pdf>

¹ As part of the cost of service analysis, NewGen quantified the amount of commercial opt-out revenues that were generated by commercial customers that had selected another private collection company to provide their solid waste and/or recycling collection services.

City of Phoenix, Arizona

Solid Waste Cost of Service and Financial Studies (2001, 2003, 2012, 2019)



City of Phoenix

Since 2001, Mr. Yanke has completed four solid waste financial projects for the City of Phoenix, Arizona. In 2001, Mr. Yanke (as Reed, Stowe & Yanke) was retained to evaluate the solid waste financial forecasting processes for the City of Phoenix.

The evaluation incorporated a review of all the cost and revenue components and assumptions included in the City's financial forecasts, as well as a comparison with several Arizona cities' solid waste utilities regarding multiple key solid waste issues.

The purpose of this benchmarking survey was to compare how levels of residential solid waste services and fees compared among Arizona cities. The results were conveyed in an independent report. In addition to the financial forecast evaluation, the financing options for future capital projects were evaluated.

In 2003, the City retained Mr. Yanke to complete a solid waste cost of service and rate design study. This Study included a five-year forecast of the City's revenue requirement and rates. In addition, multiple sensitivity analyses were completed to provide the City with a better understanding of how changes in collection operations could affect their rates.

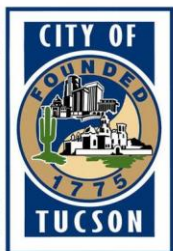
In 2012, Mr. Yanke and NewGen members (while at SAIC) were retained to conduct a more limited study that focused exclusively on the roll-off and dumpster services that the City provides to public housing and governmental entities within the City of Phoenix.

In May 2019, NewGen was retained to conduct a comprehensive solid waste cost of service study for the City of Phoenix. The scope of the Study included the following tasks:

- A comprehensive cost of service analysis determining the amount of revenue that is sufficient to fund all utility requirements and analyzing the cost of collection and post-collection versus operating and capital budgets;
- Recommendations regarding changes in rate structures and a five-year revenue requirement projection, including rate recommendations for customers who direct haul to the City's two transfer stations;
- A benchmarking comparison report regarding residential and commercial collection that compared diversion goals, core services, collection fees, etc. NewGen provided the City of Phoenix with comparisons for the following cities: Dallas (TX), Houston (TX), San Antonio (TX), Austin (TX), Las Vegas (NV), Jacksonville (FL), Oklahoma City (OK), San Diego (CA), Denver (CO), Scottsdale (AZ), Tucson (AZ), Mesa (AZ), and Chandler (AZ); and
- A report analyzing the current status of the recyclable's material market and high-level recommendations regarding how the City should address the "China impact."

City of Tucson, Arizona

Solid Waste Cost of Service and Rate Design Studies – (2000, 2003, 2008, 2017, 2018,)



In 2000, Mr. Yanke conducted the first solid waste cost of service and rate design study for the solid waste utility, which allowed it to determine its costs for individual solid waste and recycling programs. Concurrently, a feasibility analysis concerning how to cost-effectively provide recycling collection services for multi-family complexes was conducted. Since that initial Cost of Service Study, Mr. Yanke has completed three additional cost of service studies for the City. The primary purpose of the 2003 update was to develop cost of service based rates that reflected the organizational and operational changes that had been implemented by the City. ***The results of the Study***

were used by the City to implement a solid waste user fee for the first time.

In 2008, a ten-year solid waste cost of service and rate design study was completed. Mr. Yanke worked closely with City staff to identify the full cost of providing solid waste services and the rates necessary to recover this cost. A major deliverable for the project was an analysis of the possible mechanisms to equitably recover the significant costs for remediation.

In 2015, Mr. Yanke and NewGen staff assisted the City of Tucson in evaluating their current container maintenance operation by determining the comprehensive cost of providing container maintenance services. Specifically, NewGen determined the direct and indirect costs associated with the container maintenance program and further determined the cost of providing each unique container maintenance service offered by the City. These services include extensive overhauls (i.e., dumpster welding, lid replacement), minor repairs and maintenance (painting, cleaning), and dumpster/cart deliveries and exchanges. NewGen also analyzed the feasibility of using a contractor to maintain, repair, and deliver both metal and plastic containers by conducting a private vendor survey. Ultimately, NewGen recommended that the City not contract these out, as the City's Environmental Services Department was able to provide most container maintenance services at a reasonable cost, which was less expensive than their private counterparts.

NewGen was retained to conduct an update to the 2008 cost of service study in 2016, with the final report issued in June 2017. One of the primary issues addressed during the conduct of this study was the financial impact if four departments currently located within the General Fund were transferred to the Environmental Services Department, and the resulting impact upon the residential and commercial solid waste rates.

NewGen was again retained in 2018 to conduct a market analysis and incremental cost analysis to determine a cost effective and equitable rate for the put-or-pay contracts that the City had with several private waste haulers.

WORK PLAN

Phase 1 – Water and Wastewater Cost of Service and Rate Design Study

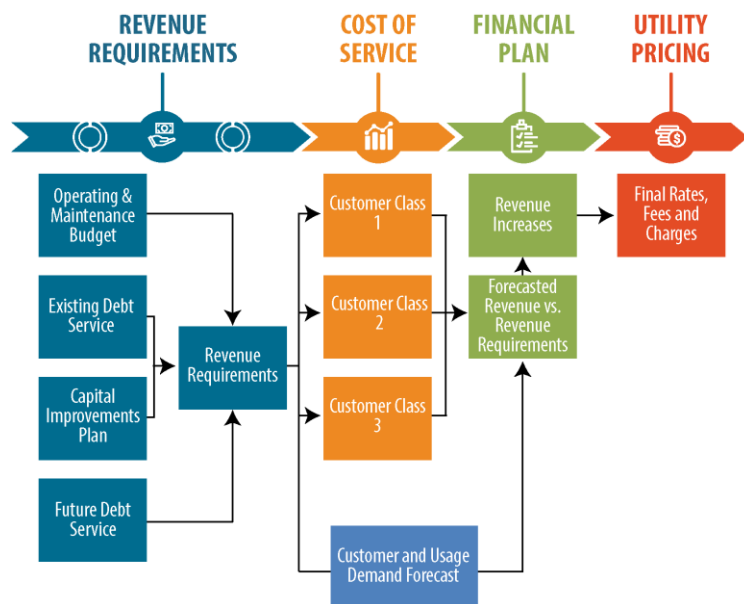
Methodology

When undertaking a cost of service and/or rate study for a municipal utility, it is important that participants in the study have a shared vision of the objectives and characteristics that must be reflected in the study. Our approach to reviewing and evaluating municipal utility rates is governed by the view that the ideal rate structure must satisfy seven criteria:

1. **Equity** requires that rates and charges result in no undue discrimination among customers or customer classes. Although equity is normally related to the cost of service, it should be realized that customer acceptance will center on preconceived notions of equity and fairness.
2. **Efficiency** refers to the ability of the rate schedule to encourage wise use of the resources devoted to the services that the utility provides. In some areas, this means the adoption of "conservation" rates. Whether or not this proves appropriate, efficiency considerations require that:
 - Rates should reflect the cost of providing service
 - Rates should be similar for customers or customer classes served under similar conditions
 - Customers who place more demands (both capacity and usage) on the system should pay appropriately for their level of service
3. **Revenue Adequacy** is the most fundamental of all considerations, as it recognizes that rates are cost driven. It is necessary that the rates produce revenues sufficient to operate the system and that those rates produce sufficient revenues if there are changes in demand for service.
4. **Affordability** means that the recommended rates must result in bills that are realistically within the ability of customers to pay – not based on some arbitrary measure, but relative to other customer expenses.
5. **Sustainability** means that the objective of the rate methodology is to keep rates low over time, not to merely keep them low for the short-term by omitting or deferring needed expenses such as maintenance and funding of necessary cash reserves.
6. **Administrative Simplicity** recognizes that customers and City staff should be able to understand the rate schedules. Customers should be able to make rational decisions regarding their purchase of service and what it will cost. In addition, the rate structure must be compatible with the City's billing system.
7. **Legal and Regulatory Compliance** is a prime consideration because rate structures must incorporate applicable local, state, and federal statutes.

The application of the criteria should recognize that a rate schedule is a form of a public policy statement, setting forth those values that the utility considers important. Rate structures must be tailored to community perceptions, realities, and values. While each utility's budgeting, financial reporting and flow of funds is unique, a generalized schematic illustrating our approach to a cost of service / rate study is shown in the graphic to the right.

Rate structures must be tailored to community perceptions, realities, and values if the project is to proceed smoothly and timely. Our standard approach to completing a cost of service/rate/fee study is predicated on a four-step process using industry-standard methodology that is explicit and replicable:



- **Revenue Requirements** - Develop and document the full cost of providing each separate service, including those costs that may not be explicitly identified in the utility's budget such as the need for repair and replacement (deferred maintenance).
- **Cost of Service** - Allocate revenue requirements to customer classes or types of customers and functions based on the cost of providing service to the extent necessary.
- **Financial Plan** - Develop a financial plan to fund system revenue requirements considering customer and usage demand forecasts.
- **Utility Pricing** - Review and evaluate rate/fee designs based on revenue needs and policy goals related to rate design (e.g., encouragement of conservation, support for economic development, affordability, etc.).

We have adapted this general study process into a work plan of specific tasks aligned with the City's desired outcomes stated in its RFP.

Task 1.1 – Project Initiation

Data Request

The Project Team will develop an initial data request to gather the data needed to develop the rate model and adequately begin the review and evaluation of the City's retail water and sewer rates. This data will include, but is not limited to, operating, financial, management, policy, and ordinance data. The purpose of the initial data request is to become more familiar with the City's operations and policies in order to maximize the effectiveness of our time with City representatives at the project kickoff meeting.

Examples of some of the items NewGen would request are listed below.

- Recent Annual Comprehensive Financial Report (formerly known as the Comprehensive Annual Financial Report)
- Line-item budget versus actuals for water and sewer utilities for FY 2022 through FY 2024
- Water (retail and wholesale) service rate revenues, by month, for FY 2022 through most recent available month.
- Water and/or wastewater cost analysis and/or engineering analysis (i.e., Master Planning documents) performed either internally or by external consultant for the City within the last five years.
- Any historically applicable water and/or sewer rate ordinances since FY 2022, including effective date of the ordinance.
- A copy of the water and or sewer rate tables from the City's Utility Billing System.
- Any contracts and applicable amendments to said contracts the City has entered into concerning the purchase of treated water.
- In electronic format, the volume of daily water production, by source, from FY 2022 to the most recent available month.
- As applicable, the monthly groundwater and/or surface water operating reports submitted to the Texas Commission on Environmental Quality (TCEQ) from FY 2022 to the most recent available month.
- In electronic format, the volume of daily and/or monthly water purchases from FY 2022 to the most recent available month.
- In electronic format, the number of **active** water connections by **meter size**, by **customer class**, and by month from FY 2022 to the most recent available month. (e.g., for FY 2022: 250 3/4-inch single family meters.) Please identify fire protection meters separately.
- In electronic format, the number of **active** water connections by **meter size**, by **customer class** of all **non-billed** water users from FY 2022 to the most recent available month.
- Provide historical water consumption, by **month**, and by **customer class** from FY 2022 to the most recent available month divided into the City's current rate consumption blocks.
- In electronic format, provide the number of **active** sewer connections by **customer class** by month from FY 2022 to the most recent available month.
- In electronic format, please provide sewer volumes billed by **customer class** by month for **active** sewer connections from FY 2022 to the most recent available month

Data and Information Assessment

Once the City has submitted the initially requested data, the data will be reviewed for discussion during the project kickoff meeting. 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 in regard to the billing data used to set rates. In all our rate study engagements, NewGen conducts a thorough review and testing of the billing data queries provided by our clients. It is essential in the development of proper cost allocations and reliable revenue projections that the billing data be as accurate as possible. NewGen will work closely with the City's billing staff and/or software provider to extract the appropriate billing data.

In addition, as necessary, the Project Team will conduct informal interviews with City staff during our review of the historical data to ensure that the Project Team understands the information provided. If any of the data necessary to conduct the Study is unavailable, the Project Team will use its extensive prior experience to work with City staff to develop assumptions or surrogate data to fulfill the needs of the Study.

Project Kickoff Meeting

After receiving, at least, a core proportion of the initially requested data, the Project Team will work with the City to schedule a kickoff meeting. The primary purposes for the kickoff meeting are 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. This meeting will also allow for the finalization of the proposed work approach, as well as discuss and clarify the information analyzed in Task 1.2.

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 the expectations, the City desires to achieve from the Study. As part of the kickoff meeting, the Project Team members would also intend to discuss:

- Political and customer views/opinions of the current rates;
- 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.

Weekly Status Updates

In order to keep the City informed as the project progresses, NewGen will provide brief status updates on the project on a weekly basis.

Task 1.2 – Cost of Service Analysis

Determination of Test-Year Revenue Requirement

NewGen takes great pride in the robust nature of our models. They reflect the proper balance between ease-of-use and comprehensive rigor, as desired by our clients. They can be flexible enough to easily expand to accommodate new line items or whole departmental budgets, without losing accuracy or integrity. We will work with City staff to ensure the architecture of the City's rate model reflects the needs of the City.

The revenue requirement embedded within in the rate model will be developed for the water and sewer utilities using the American Water Works Association (AWWA) accepted cash needs approach, unless otherwise requested by the City. The cash needs approach closely follows municipal budgeting practices and incorporates a utility's operation and maintenance costs, debt service and bond coverage requirement, cash funded capital outlays, reserve requirement, and transfers.

In developing the revenue requirement, the Project Team will assess and project each utility's cost of service by analyzing each utility's historical costs, the current budget year, any forecasts made for future FYs, as well as any debt service ratio or bond covenant requirement. The Project Team will develop a test year cost of service for each utility. A "test year" is a common term in rate studies that refers to an

adjusted FY cost that will be used as a basis for setting rates. The test year cost of service will be adjusted by non-rate revenue sources to develop the test-year revenue required from utility rates.

Determination of Realizable Revenue at Current Rates

The results of this task will provide the data to properly evaluate the cost of service, the magnitude of overall increases, if any, and the probability of redistribution of revenue responsibility between customer classes. This will also provide the Project Team the ability to compare the actual cost to provide utility service with the anticipated billed revenues of the utility. In the revenue determination, adjustments will be made to the historical billing data to reflect normalized weather conditions and usage. This task will also provide a “check” of the data provided by City staff and confirm the model is operating correctly.

Revenue Requirement Forecast

The Project Team will develop a five-year revenue requirement forecast. As necessary, interviews with City staff may be conducted to gather additional data to complete this task. During this task, it is crucial to thoroughly analyze the assumptions used in projecting the revenue requirement. These assumptions may include, but may not be limited to, growth rate, inflation rates, regulatory changes, conservation, increase in contractual obligations, and capital improvements. These assumptions will be supported by standard industry forecasting practices and available indices.

The Project Team will work closely with City staff to examine the City’s planned method of financing (e.g., cash, debt, grants, etc.) future capital improvements and the financing methods’ impact on retail rates, operating and capital reserve targets, and debt coverage requirement.

All of these metrics will be built into the rate model for ease of evaluation by City staff in the future. Any anticipated operational and/or staffing changes over the five-year forecast will be incorporated. The five-year revenue requirement will serve as the basis for the development of the financing plan to meet projected capital improvement expenditures, while balancing the rate impacts.



Functionalization of Revenue Requirement

Functionalization is the process of grouping costs based on the function, or type, of service provided. Discussions will be held with City staff to understand the types of services that are provided by the City (e.g., irrigation only accounts), and what system information is available from the City to determine the appropriate functional cost categories to be utilized in the model.

Classification of Revenue Requirement

After the development of the functionalized costs, costs are classified into the components of utility service that are provided. Again, this functionality will be built into the rate model so that it is easy for City staff to evaluate going forward. For the water utility, it is proposed that costs be classified using the AWWA accepted Base Extra-Capacity method, where costs are classified as base, extra-capacity, and

customer related. For the sewer utility, it is proposed that costs be classified using the Water Environmental Federation (WEF) recognized flow, Biochemical Oxygen Demand (BOD), Total Suspended Solids (TSS), and customer parameters, assuming the City wishes to consider an industrial strength sewer surcharge.

It should be noted that these are our proposed classification methods. Discussions will be held with City staff before the finalization of the agreement between the City and NewGen to determine the appropriate classification methods to utilize in recognition of the City's objectives as well as available system and billing data.

Allocation of Revenue Requirement

One of the most important considerations in the setting of fair and equitable rates for utility service is the establishment of the appropriate grouping of customers (i.e., customer classes for cost distribution after costs are classified). Generally, a customer class should only include those customers who: (a) are in a similar location in relation to the utility; (b) use the same or similar service from the utility; and (c) place similar demands upon the utility. As part of the City's request, the Project Team will analyze the usage patterns of the presently defined customer classes in the above context and evaluate whether a new classification of customers or amendment to the current classification would be recommended.

Costs within each utility will be allocated to the selected customer classes based on each customer class's level of service provided by the City. It is imperative that the factors that form the basis of costs incurred by the City to provide continuous and adequate service to its customers be appropriately identified. This identification requires a thorough understanding of the influencing conditions controlling the design and/or actual operation of a system. These include normal and peak demands based on variations in weather conditions. Members of the Project Team are thoroughly versed in appropriately identifying these costs and are recognized experts before the State of Texas's rate regulatory agencies. The factors for the allocation of costs to the customer classes will be dependent on the billing data and system information available from the City. This will be incorporated into the rate model for easy evaluation by the City.

After the forecasted revenue requirement is allocated to the customer classes this will provide the City with the magnitude of the potential rate adjustments needed for each customer class.

Task 1.3 – Rate Design

In the formulation of a rate design plan, a clear and distinct understanding of the City's overall goals and objectives should serve as the foundation for the development of options since rate design enables the utility to meet its service pricing objectives. Pricing objectives could include, but would not be limited to:

- Cost of Service Recovery
- Revenue Stability
- Affordability
- Equity
- Ease of Administration
- Regional Competitive Position
- Compatibility with City's Utility Billing System
- Conservation
- Economic Development

Members of the Project Team will discuss with City staff the potential rate design alternatives that meet the City's pricing goals and objectives. From these discussions, the Project Team will develop defensible rate structures that are reflective of industry accepted practices and procedures and rate regulations within the State of Texas, and which balance the recovery of revenue between base rates and volumetric rates on an equitable basis. This will be incorporated into the rate model for easy update by City staff going forward. NewGen will offer up to three rate structure alternative scenarios reflecting varying degrees of progressive volumetric water rates for the City's consideration.

Determination of Realizable Revenue at Proposed Rates

The Project Team will analyze and compare the revenues forecasted to be generated under designed rate structures, by customer class, to the forecasted cost of service to determine the adequacy of the designed rate structures to meet the City's financial goals, including bond coverage requirements and operating and capital reserves. To the extent the designed rates are projected to be inadequate, appropriate rate adjustments for each class will be calculated. In the revenue determination, adjustments will be made to the historical billing data to reflect normalized weather conditions and usage. Also, the model will automatically calculate the impact on sample monthly bills based on the current and designed rate structures.



Rate Comparison Review

The Project Team will compare the City's current and proposed utility rates to utility rates of municipal utilities of similar size, demographics, and operational characteristics so as to provide an estimation of the City's comparable and competitive position. The development of strategies to communicate any significant rate adjustments, as needed, will be discussed.

Task 1.4 – Reports, Final Presentation and Model Training

The Project Team will develop a draft report summarizing findings, conclusions, and recommendations of the Study. The report will include all methodologies, assumptions, and calculations, as well as a background section that includes all data used in the determinations made in the Study. The Project Team is committed to ensuring that the City thoroughly understands the recommendations in the draft report and will be available to discuss findings, answer questions, and receive input. The Project Team will ensure that City staff has sufficient time to address their concerns and/or questions prior to finalizing the report.

Final Report Preparation and Presentation

Upon receipt of City staff comments, the Project Team will make appropriate changes and provide the City with the final report. Either before or after completion of the final report, at the City's preference, the Project Team will assist the City in the presentation of the results of the water and sewer rate study to various stakeholders, including presenting the Study's findings, conclusions, and recommendations to the City Council. NewGen is currently projecting three (3) in-person meetings which include a kickoff meeting and two (2) presentations to City Council, one (1) which will be a workshop, and we assume these

presentations will be done for water, wastewater, and solid waste concurrently, rather than separate meetings for each.

NewGen will discuss with City staff the format of the power point presentation that will be prepared for the City Council. Our Project Managers and Project Leads have extensive backgrounds in the presentation of findings resulting from water, sewer, and solid waste rate studies to city councils, utility boards, etc. They will bring that experience to the development of the draft and final power point presentations, as well as the presentation of the findings to the City Council.

Finalization of Model and Training Session

The development of the financial forecasting and rate model will occur throughout the course of the project. Once the project has been finalized, the Project Team will train City staff on the use of the model.

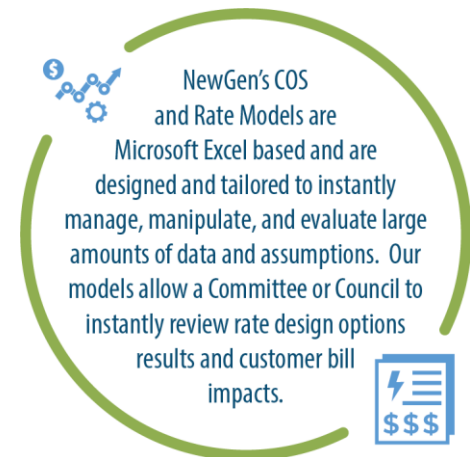
NewGen prides itself in developing user-friendly models which are specific to, and reflect the unique operational characteristics of, each client. While our Project Team utilizes standard best practices in developing rate models, each model we develop is unique and does not reflect a “canned” or “off-the-shelf” product. Given the unique nature of each of our clients, we believe it is important that the product produced as part of a rate Study also be unique and reflective of our client’s overall goals and objectives.

The model provided to the City will be built in a version of Microsoft Excel compatible with the City’s IT systems. Within the model itself, the user guide will be built-in so as to ensure that a user has immediate and constant access to instructions on the model’s functions. All assumptions will be presented in blue font and all calculations/results presented in black font so the user is aware of fields that can be amended. Additionally, if desired, the model can be provided in a fully protected version so as to limit adjustments to defined user input fields. This would prevent a user from accidentally changing a permanent function or formula in the model.

The City’s model will allow staff to run “what-if” scenarios including, but not limited to, changes in departments or operations; operating or capital costs; customer and volume growth or decline; consumption patterns; debt service structure; inflation; capital project financing; and funding sources. The model will allow the user to assess the impact various scenarios will have on a typical monthly bill for each class of customer. The model will also generate financial statistics such as debt coverage ratios and average dollar and percentage changes in rates for each customer class. Pre-defined graphical presentations of consumption, revenue and expense data will also be provided in the user dashboard.

To ensure the model is fully useable by City staff, the Project Team will conduct a hands-on training session with key model stakeholders and will discuss every worksheet within the model and fully demonstrate its functionality. As evidence of our commitment to the City, the Project Team also agrees to provide remote technical support on the model’s functions and capabilities for a full year following the Study at no extra charge.

The following graphic represents a sample dashboard where high-level rate and debt scenarios can be evaluated against key performance indicators defined by the City.



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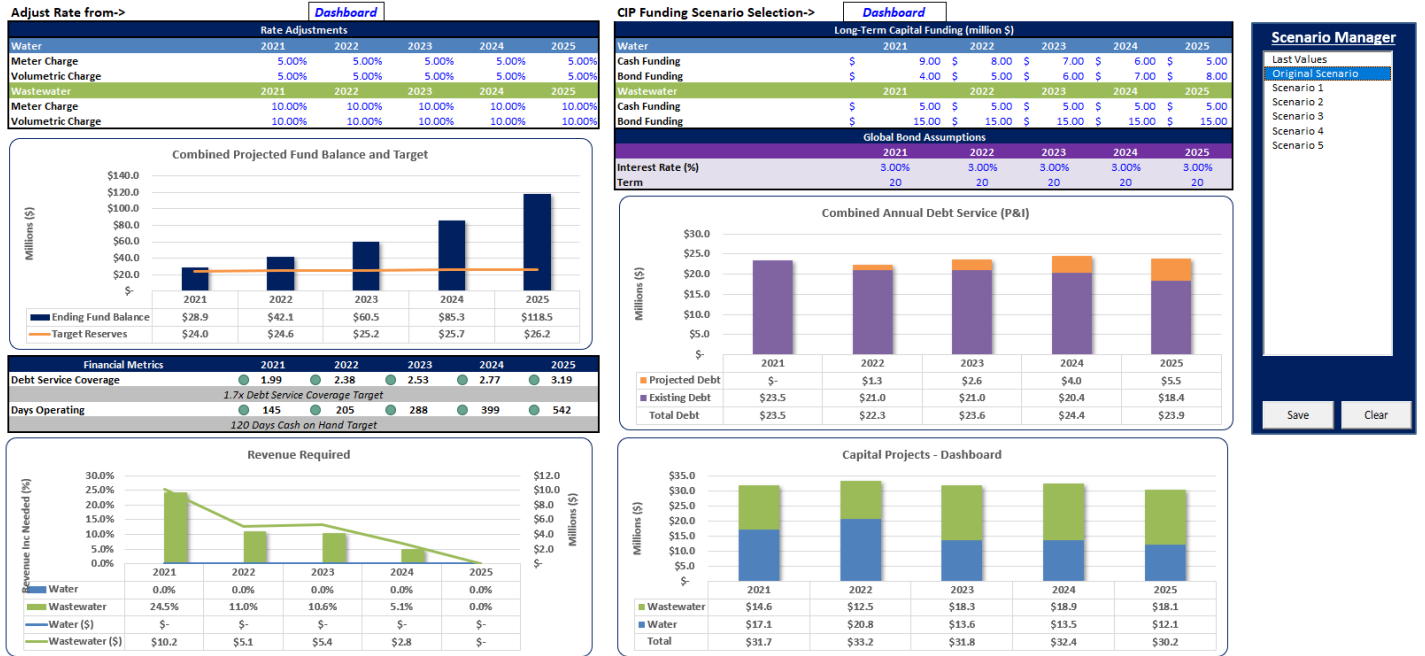


Exhibit 2. Example Model Dashboard

Phase 2 – Solid Waste Cost of Service and Rate Design Study

Task 2.1 – Project Initiation

Initial Data Request and Data Assessment

Similar to Task 1.1, NewGen will provide the City an initial request for information related to the solid waste services. The information requested will include operating, financial, management, policy, and ordinance data. For example, some of the items requested will include:

- Historical and current budgets
- Historical billing data
- Any contracts or inter-local agreements
- Schedule of debt service payments and covenants
- City financial policies
- Capital improvement plan
- A personnel roster
- An inventory of rolling stock and equipment

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 to ensure the billing data used to set rates as well as data used in the development of proper cost allocations and reliable revenue projections is as accurate as possible. The Project Team will work closely with the City's billing staff to obtain the appropriate billing data. In addition, the Project Team will conduct interviews with City staff during our review of the historical data to ensure the Project Team fully understands the information provided.

Data provided in response to the initial data request will allow the Project Team to begin the Study and become familiar with the City's operations and policies in order to maximize the effectiveness of our time with City representatives during the project kick-off meeting.

Kickoff Meeting

NewGen will work with City staff to schedule a kickoff meeting. The primary purpose 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. This meeting will also allow for the finalization of the proposed work approach, as well as discussion and clarification of the information previously provided by the City and City's goals and objectives.

Weekly Status Updates

In order to keep the City informed as the project progresses, NewGen will provide brief status updates on the project on a weekly basis.

Task 2.2 – Cost of Service Analysis

Determination of Test-Year Revenue Requirement

The revenue requirement will be developed using the cash needs approach, which closely follows municipal budgeting practices. This approach incorporates a utility's operation and maintenance costs, debt service and bond coverage requirements, cash funded capital outlays, reserve requirements, and transfers. The revenue requirement is influenced by both internal and external factors. An example of

an internal factor is a financial policy to maintain a certain operating reserve balance or to cash fund equipment purchases. An example of an external factor is a bond covenant requirement to maintain a certain debt reserve balance or coverage ratio. Both internal and external factors will be incorporated into the revenue requirement developed by NewGen.

In developing the revenue requirement, the Project Team will assess and forecast the cost of service by analyzing historical costs, the current budget, and any forecasts made by the City for future FYs. The Project Team will develop the revenue requirement for a test year (using the current budget). The “test year” is a common term in rate studies that refers to an adjusted FY cost that will be used as a basis for setting rates. The test-year will be adjusted to reflect expected recurring costs and revenues, so as not to include any one-time or non-recurring events. The revenue requirement will account for any non-rate or miscellaneous revenue sources, such as late payment fees, in order to isolate the revenue required to be recovered from utility rates.

Forecast of Revenue Requirement

Using the test-year previously developed, the Project Team will develop a five-year revenue requirement forecast. Interviews with City staff will be conducted to gather additional data to complete this task, as it is crucial to thoroughly analyze the assumptions used in projecting the revenue requirement. These assumptions may include, but may not be limited to growth rate, inflation rates, increase in contractual obligations and contractor costs, changes in operations/staffing, and capital improvements. An assessment of the rolling stock, equipment and facilities funding needs will be made to ensure sufficient recovery to keep these assets in good working condition and expand the service, as necessary. The Project Team will work closely with City staff to establish appropriate reserve funds and examine the planned method of financing (e.g., cash, debt, grants) for future capital needs. This will include analysis of the impact on rates, operating and capital reserve targets, and debt coverage requirements.

Determination of Realizable Revenue at Current Rates

NewGen will determine the revenue generated by current rates to properly evaluate the cost of service, the magnitude of overall rate increases, if any, and the need for redistribution of revenue responsibility between customer classes. This task will also provide a “check” to confirm NewGen has correctly reconstructed the billing data provided by City staff.

Allocation to Service Categories

Service categories represent the various solid waste services provided by the City, such as garbage collection, disposal, recycling collection, brush and bulk, etc. The ultimate number of service categories will be finalized during the conduct of the kick-off meeting. The administration of the Solid Waste Division is also a service category that typically includes any transfers for overhead services provided by the City, such as the City Attorney, Human Resources, Accounting, etc.

Allocation to Customer Classes

Once the revenue requirement is fully allocated to service categories it will be necessary to allocate the costs associated with services to customer classes to the extent applicable.

Determination of the Cost of Service

NewGen will then use the fully allocated revenue requirement forecast in conjunction with the billing data for the forecast period, to determine the cost of providing solid waste services for the five-year forecast. This will provide the City the necessary framework to assess the adequacy and equity of current and proposed rates.

Task 2.3 – Rate Design

The proposed rates will be developed to reflect the cost of service results and industry best practices as well as policy decisions made by the City. Policy decisions might include various considerations, such as accommodations for affordability or incentivizing economic development. These policy decisions are often important for the City to achieve its goals but also result in rates that do not equal the cost of service. In the long run, this condition results in either an inter- or intra-class subsidy (or both). Although subsidies are quite common, they do not diminish the value of the cost of service, as the cost of service determines the rate design process. Without understanding the cost of service there is no way for policy makers to judge the magnitude of the subsidies created by adopted rates or the trade-offs involved in their decisions.



NewGen will obtain a comprehensive understanding of the City’s goals and objectives regarding rates to enable the utility to meet its pricing objectives and financial policies. City policies will be reviewed by NewGen throughout the course of conducting the analysis and, if appropriate, will be vetted by the City.

Rate and Service Comparison

The Project Team has substantial experience assisting other solid waste utilities throughout the nation and will leverage this experience in comparing the City’s services and rates to other local and regional utilities, including the utilities identified by the City in its Request for Proposals.

Task 2.4 – Reports, Final Presentation, and Model Training

Draft Report Preparation

NewGen will develop a draft report summarizing findings, conclusions, and recommendations based on our analysis for the City’s review and comment. The Project Team is committed to ensuring that the City thoroughly understands the recommendations in the draft report and will ensure that City staff has sufficient time to have their concerns and/or questions addressed prior to finalizing the report.

Final Report Preparation

Upon receipt of City staff comments, the Project Team will make appropriate changes and provide the final report.

Final Presentation

NewGen will develop a Microsoft PowerPoint presentation to convey the findings and recommendations from the Study to City Council, stakeholders, and the public. NewGen will provide a draft version of the

presentation to City staff for review and comment with sufficient time to allow for all questions or concerns to be addressed. NewGen will revise the presentation, as appropriate, to accommodate City staff comments.

The Solid Waste Project Manager, Mr. Dave Yanke, will present the findings and recommendations from the analysis at a City Council meeting(s). NewGen is currently projecting three (3) in-person meetings which include a kickoff meeting and two (2) presentations to City Council, one (1) which will be a workshop, and we assume these presentations will be done for water, wastewater, and solid waste concurrently, rather than separate meetings for each.

Finalization of Model and Training Session

As mentioned in the Water and Wastewater approach above, the development of the financial forecasting and rate model will occur throughout the course of the project. Once the project has been finalized, the Project Team will train City staff on the use of the model.

The model provided to the City will be built in a version of Microsoft Excel compatible with the City's IT systems. Within the model itself, the user guide will be built-in so as to ensure that a user has immediate and constant access to instructions on the model's functions. All assumptions will be presented in blue font and all calculations/results presented in black font so the user is aware of fields that can be amended. Additionally, if desired, the model can be provided in a fully protected version, so as to limit adjustments to defined user input fields. This would prevent a user from accidentally changing a permanent function or formula in the model.

The City's model will allow staff to run "what-if" scenarios including, but not limited to, changes in departments or operations; operating or capital costs; customer and volume growth or decline; debt service structure; inflation; capital project financing; and funding sources. The model will allow the user to assess the impact various scenarios will have on a typical monthly bill for each class of customer. The model will also generate financial statistics such as debt coverage ratios and average dollar and percentage changes in rates for each customer class. Pre-defined graphical presentations of consumption, revenue and expense data will also be provided in the user dashboard.

To ensure the model is fully useable by City staff, the Project Team will conduct a hands-on training session with key model stakeholders and will discuss every worksheet within the model and fully demonstrate its functionality. As evidence of our commitment to the City, the Project Team also agrees to provide remote technical support on the model's functions and capabilities for a full year following the Study at no extra charge.

The following graphics provide additional examples of solid waste and recycling models NewGen has completed for other clients. The City can expect a similar quality model while also addressing the unique needs of the City.

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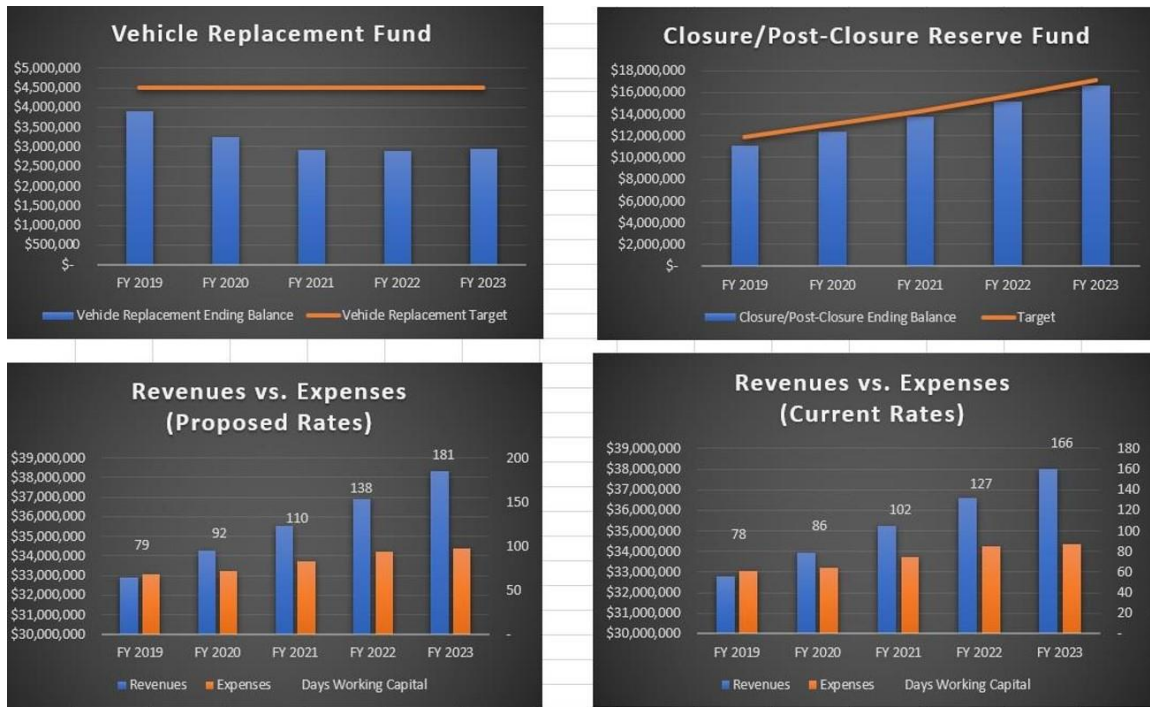


Exhibit 3. Example Dashboard

2	Solid Waste Cost of Service and Rate Design Model		
3	Table of Contents		
4			
5	Sheet Name	Description	Type of Use (Data Input, Analysis)
6	INPUTS		
7	1 General Inputs	Sheet contains general inputs utilized in the analysis (e.g. Inflation, growth).	Data Input
8	2 Residential Customer Information	User required to input residential customer count information.	Data Input
9	3 Institutional Customer Information	User required to input institutional customer count information.	Data Input
10	4 Tonnage Information	User required to input tonnage information.	Data Input
11	REVENUE REQUIREMENT		
12	5 Test Year	Sheet develops the Test Year for the utility, which serves as the basis of the cost of service analysis.	Data Input, Analysis
13	6 5 Year Revenue Requirement	Projects the cost developed in the Test Year for five years, which is then utilized for the cost annual revenue needed by the utility for five-years.	Data Input, Analysis
14	7 Outstanding Debt Service	User inputs any existing debt.	Data Input
15	8 Vehicle Replacement Summary	Sheet identifies vehicle replacement over 5-year forecast. Information is summarized from the Equipment Allocation Sheet.	Analysis
16	ALLOCATIONS		
17	9 Personnel	User inputs salary information and assigns individual employee allocations.	Data Input
18	10 Personnel - 5 Year	Sheet calculates allocations for each year of the forecast.	Analysis
19	11 Equipment	User inputs equipment information (fuel, maintenance, and replacement costs) and assigns individual equipment allocations.	Data Input
20	12 Equipment - Replacement	Sheet calculates equipment replacement allocations for each year of the forecast.	Analysis
21	13 Equipment - Fuel	Sheet calculates equipment fuel allocations for each year of the forecast.	Analysis
22	14 Equipment - Maintenance	Sheet calculates equipment maintenance allocations for each year of the forecast.	Analysis
23	15 Allocations	User inputs allocations used to allocate costs to the various solid waste service categories.	Data Input, Analysis
24	16 Year 1	User assigns allocations to each line item of the revenue requirement.	Data Input, Analysis
25	17 Year 2	Sheet allocates each line item of the revenue requirement to a solid waste service category.	Analysis
26	General Instructions TOC Inputs & Assumptions >> Inflation & Ot ...		

Exhibit 4. Example Table of Contents

Solid Waste Cost of Service and Rate Design Study						
Reserves						
	Year 1					
	FY 2019					
CLOSURE/POST-CLOSURE						
Closure/Post-Closure Beginning Balance	\$ 9,833,155					
Interest Earned	98,332					
Annual Contribution	1,169,349					
Closure/Post-Closure Ending Balance	\$ 11,100,836					
Target	\$ 11,916,893					
SUFFICIENTLY FUNDED?	NO	NO			NO	NO
WORKING CAPITAL & OPERATING (PROPOSED RATES)						
Working Capital & Operating Reserve Beginning Balance	7,276,283	\$ 7,197,368	\$ 8,325,610	10,209,123	12,960,896	
Additions						
Interest Earned	\$ 72,763	\$ 71,974	\$ 83,256	\$ 102,091	\$ 129,609	
Over-Recovery of Rates	-	1,056,269	1,800,256	2,649,682	3,955,750	
Reductions						
Under-Recovery of Rates	(151,678)	-	-	-	-	
Other	-	-	-	-	-	
Working Capital & Operating Reserve Ending Balance	\$ 7,197,368	\$ 8,325,610	\$ 10,209,123	\$ 12,960,896	\$ 17,046,255	
METRICS						
% of Revenue Requirement	21.77%	25.07%	30.26%	37.85%	49.60%	
Target	25%	25%	25%	25%	25%	
Number of Working Days	79	92	110	138	181	
SUFFICIENTLY FUNDED?	NO	YES	YES	YES	YES	

Microsoft Excel

Please note that only cells with BLUE font are to be changed by the user.

Input proposed rates for all customers. Please note that for all of the commercial rate matrices, the user may input a % increase OR manually enter each proposed rate.

Click for Instructions

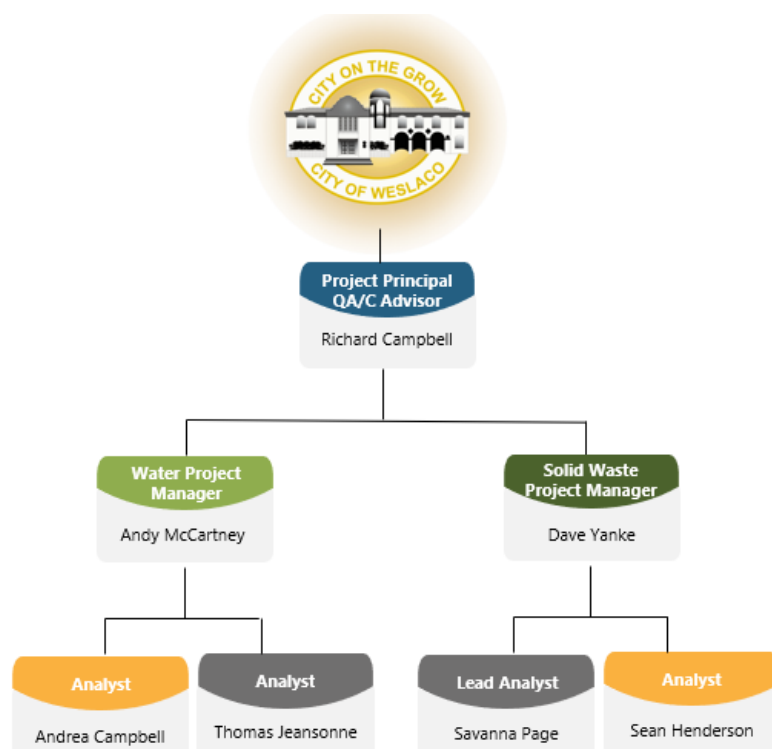
OK

Exhibit 5. Example Customizable with Built-in Instructions and Guidance

Project Team Members

NewGen evaluates the needs of each project and responds by assembling a Project Team of knowledgeable professionals who are uniquely qualified to provide the services needed. The Project Team includes widely recognized cost of service, rate-making and financial forecasting experts that possess unique knowledge of water, sewer, and solid waste resources. This includes knowledge of industry trends as well as best practices for utility systems.

We intend to serve the City of Weslaco from our Dallas and Austin, Texas offices, where our proposed Project Team members are located. The proposed Project Team organizational chart indicates the lines of communication and responsibility, followed by short bios of key Project Team members.



Richard Campbell, Managing Director – Water Practice

PROJECT ROLE: Project Principal and QA/QC Advisor | **LOCATION:** Dallas, TX | **PHONE:** (972) 528-7158 | **EMAIL:** rcampbell@newgenstrategies.net

Mr. Richard Campbell has over 36 years of experience in the industry, previously serving as the Financial Services Director of Freese and Nichols. He has led several complex electric, natural gas, and water/wastewater utilities projects. Mr. Campbell is an expert in a full range of utility finance issues, including debt issuance support (revenue bond feasibility); valuation studies for acquisitions and mergers; alternative capital financing analyses; economic feasibility studies; wholesale and retail ratemaking/cost of service; impact fee/system development fee analysis; asset planning and asset management; development of renewal and replacement programs; and strategic and business planning.



Andy McCartney, Principal

PROJECT ROLE: Water Project Manager | **LOCATION:** Dallas, TX | **PHONE:** (469) 501-5892 | **EMAIL:** amccartney@newgenstrategies.net

Mr. Andy McCartney joined NewGen as a Principal in 2022. During his tenure, he has provided financial modeling, financial analyses, and data analytics support, primarily for NewGen's Environmental Practice. Mr. McCartney is a Certified Public Accountant (license #75842) and obtained an MBA in Finance & Accounting from Dallas Baptist University. Before joining NewGen, Mr. McCartney acquired over 30 years of experience in utility finance, cost of service, and rate design for Water, Wastewater, Stormwater, Solid Waste, and Electric Utilities. Mr. McCartney is also the current Chairman of the AWWA Rates and Charges Committee. During his career, Andy has

provided a variety of client services including, but not limited to, wholesale and retail cost of service and rate design studies, user fee studies, impact fee credit calculations, strategic utility services planning, economic feasibility studies, valuations, utility billing system audits, process mapping of operations, stormwater fee models, and litigation support throughout the United States. Andy also has numerous years of experience providing auditing services for local governments.



Andrea Campbell, Consultant

PROJECT ROLE: Water Analyst | LOCATION: Dallas, TX | PHONE: (469) 661-1096 | EMAIL: acampbell@newgenstrategies.net

Ms. Andrea Campbell joined NewGen as a full-time Consultant in February 2024. She assists on cost of service and rate design projects, emphasizing data-driven analytics and applying her financial modeling skills. Ms. Campbell's experience prior to joining NewGen includes serving as a Solutions Consultant at Talus Pay and a Solutions Specialist II at Shift4 Payments.



Thomas Jeansonne, Consultant

PROJECT ROLE: Water Analyst | LOCATION: Dallas, TX | PHONE: (972) 301-7001 | EMAIL: tjeansonne@newgenstrategies.net

Mr. Thomas Jeansonne joined NewGen in May 2024 as a Consultant, providing financial analysis supporting water and wastewater cost of service, and rate design projects. In addition, he served as a financial analyst for Ochsner Health Systems in Louisiana providing strategic support for budget development and analysis, financial reporting, and operational analysis for three separate healthcare service lines. Mr. Jeansonne graduated in 2021 with a bachelor's degree in business administration with a concentration in finance from Millsaps College and obtained his MBA in 2022 from Millsaps College Else School of Management.



Dave Yanke, President

PROJECT ROLE: Solid Waste Project Manager | LOCATION: Austin, TX | PHONE: (512) 773-5494 | EMAIL: dyanke@newgenstrategies.net

Mr. Dave Yanke brings over 30 years of financial consulting insight to his public sector water, wastewater, and solid waste clients. His experience includes conducting operational reviews, system valuations, feasibility and municipalization analyses, and cost of service and rate design studies for water, wastewater, and solid waste utilities. Having effectively guided numerous repeat clients through various operational and financial challenges, Mr. Yanke serves as a trusted advisor in an ever-changing marketplace.

Savanna Page, Consultant



Savanna Page, Senior Consultant

PROJECT ROLE: Solid Waste Lead Analyst | LOCATION: Austin, TX | PHONE: (737) 210-8954 | EMAIL: spage@newgenstrategies.net

Ms. Savanna Page joined NewGen as a full-time analyst in February of 2021. She assists on cost of service and rate design projects, emphasizing data-driven analytics. Ms. Page has a B.S. in Economics from the University of Texas at Dallas and an M.S. in Ecological Economics from the University of Edinburgh.



Sean Henderson, Consultant

PROJECT ROLE: Solid Waste Analyst | **LOCATION:** Austin, TX | **PHONE:** (512) 643-2205 | **EMAIL:** shenderson@newgenstrategies.net

Mr. Sean Henderson joined NewGen as a full-time Consultant in October 2023. He has worked on several cost of service and rate design studies for water, wastewater, and municipal solid waste utilities, applying his financial modeling skills. Mr. Henderson's experience includes investment analysis, R programming, and Microsoft Excel modeling.

Please see Appendix A for full resumes.

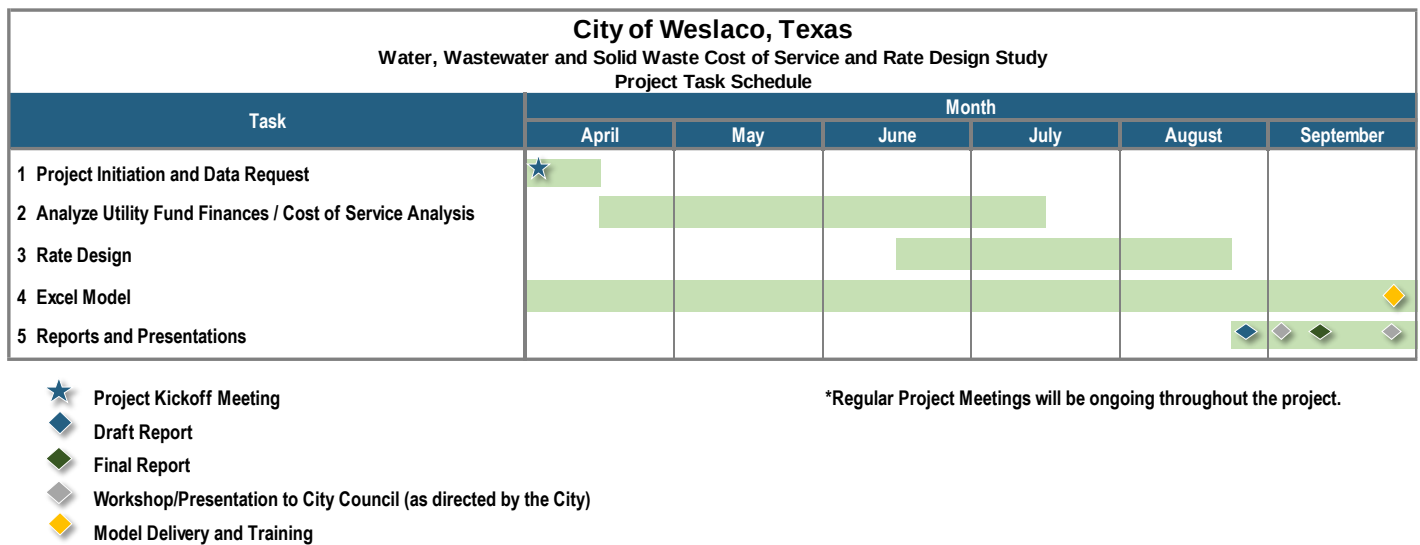
TIMETABLE FOR COMPLETION OF PROJECT

Detailed below is a timeline to complete the Study within the September 30th timeline. We have found that NewGen can complete cost of service studies typically within 120 to 150 days, assuming the timely production by the City billing department of the billing data necessary to conduct an accurate and thorough revenue reconciliation and rate design analysis. We will commit to completing the project on the schedule listed below assuming the timely receipt of the necessary billing data.

Timing of the project would be discussed at the kick-off meeting to ensure complete satisfaction on the part of the City. A workflow tracking document identifying key milestones will be provided at the onset and weekly status updates will be provided throughout the project.

We agree to be available to the City for at least 30 days following project completion for inquiries and assistance. Additionally, we will provide remote technical support on the model's functions and capabilities for a full year following the Study at no extra charge.

The project timeline included following will be the same for both Water/Wastewater and Solid Waste Studies.



Additional References

In addition to the three references included on the Statement of Experience/References Form, we have provided additional references for the Engagement Team Qualifications and Experience in the table below. We encourage the City to contact these clients who can speak to our ability to successfully meet project milestones and contract deadlines, as well as provide quality work similar to the services being requested by the City.

Client	Project	Reference Contact
Water/Wastewater		
Corpus Christi Water - City of Corpus Christi, TX	Water and Wastewater Rate Consulting & Modeling Services	Reba George, Assistant Director-Business & Customer Support (361) 826-1648 rebag@cctexas.com
Sharyland Water Supply Corporation (Mission, TX)	Water Cost of Service and Rate Design Study	Jesse Valadez, Finance & Accounting Supervisor (950) 585-6081 jvaladez@sharylandwater.com
City of Copperas Cove, TX	Multiple Water and Wastewater Cost of Service and Rate Design Studies	Scott Osburn, Director of Public Works (254) 547-0751 sosburn@copperascovetx.gov
City of Stillwater, OK	Water and Wastewater Cost of Service and Rate Design Study	Candy Staring, Engineering Director (405) 742-8203 candy.staring@stillwater.org
City of Farmington, NM	Water and Wastewater Cost of Service and Rate Design Study	David Sypher, Community Works Director (505) 599-1062 dsypher@fmrtn.org
City of Kerrville, TX	Water and Wastewater Revenue Sufficiency and Rate Design Study	EA Hoppe, Deputy City Manager (830) 258-1110 EA.Hoppe@kerrvilletx.org
City of Pflugerville, TX	Water and Wastewater Cost of Service Study	Sereniah Breland, City Manager (512) 990-6101 sereniahb@pflugervilletx.gov
Solid Waste		
City of Denton, TX	Solid Waste Cost of Service and Rate Design Study	Brian Boerner, CPM, CHMM, Director of Solid Waste (940) 349-8001 brian.boerner@cityofdenton.com
City of Garland, TX	Commercial Solid Waste Collection Cost of Service Study	Uriel Villalpando, Sanitation Director (972) 205-3424 uvillalp@garlandtx.gov
City of Waco, TX	Solid Waste Cost of Service and Rate Design Study	Kody Petillo, Director of Solid Waste Services (254) 750-1601 kodyp@wacotx.gov
City of Georgetown, TX	Solid Waste Cost of Service and Rate Design Study	Jack Daly, Chief Business Officer - Electric Utility

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Client	Project	Reference Contact
		(512) 819-3115 jackson.daly@georgetown.org
City of Weatherford, TX	Solid Waste Cost of Service and Rate Design Study and Recycling Workshop	Dustin Deel, Director of Municipal and Community Services (817) 598-4188 ddeel@weatherfordtx.gov
City of Stillwater, OK	Solid Waste Management Plan with Cost of Service and Rate Design Study	Matt Faulkner, Waste Management Director (405) 533-8439 matt.faulkner@stillwaterok.gov
City of Tucson, AZ	Multiple Solid Waste Cost of Service and Rate Design Studies and Other Analyses	Carlos De La Torre, Director, Environmental & General Services Department (520) 837-3783 Carlos.DeLaTorre@tucsonaz.gov
City of Laredo, TX	Solid Waste Management Plan	Oscar Hinojosa, Solid Waste Administrator (956) 326-1102 ext. 3402 ohinojosa@ci.laredo.tx.us
Multi-Utility		
City of Canyon, TX	Water, Wastewater and Solid Waste Cost of Service and Rate Design Study	Joe Price, City Manager (806) 655-5000 jprice@canyontx.com
City of Bartlesville, OK	Multiple Water, Wastewater and Solid Waste Cost of Service and Rate Design Study	Jason Muninger, CFO/City Clerk (918) 338-4212 jsmuninger@cityofbartlesville.org
City of Green River, WY	Water, Wastewater and Solid Waste Cost of Service and Rate Design Study	Chris Meats, Director of Finance cmeats@cityofgreenriver.org (307) 872-6125

Resumes which include experience for each member of the proposed engagement team can be found in Appendix A.

CERTIFICATION

Richard Campbell is entitled to represent NewGen Strategies and Solutions, LLC, empowered to submit the proposal, and authorized to sign a contract.

FORMS

See Appendix B for required forms.



APPENDIX A: PROJECT TEAM RESUMES

RFP NO.: 2025-25-12

MUNICIPAL COMPREHENSIVE UTILITY RATE STUDY



Richard Campbell

Managing Director – Water Practice

CONTACT

275 W. Campbell Road, Suite 440
Richardson, TX 75080
rcampbell@newgenstrategies.net
www.newgenstrategies.net

EDUCATION

Bachelor of Science, Electrical
Engineering, University of Central Florida

United States Naval Nuclear Power
Program

PROFESSIONAL REGISTRATIONS/ CERTIFICATIONS/COMMITTEES

AWWA's National Rates and Charges
Committee

Finance, Accounting and Management
Committee

KEY EXPERTISE

Asset Planning and Management

Cost of Service and Rate Design

Economic Feasibility Studies

Financial Modeling

Valuation Studies

Mr. Richard Campbell with over 36 years of experience in the industry, previously serving as the Financial Services Director of Freese and Nichols. He has led several complex electric, natural gas, and water/wastewater utilities projects. Mr. Campbell is an expert in a full range of utility finance issues, including debt issuance support (revenue bond feasibility); valuation studies for acquisitions and mergers; alternative capital financing analyses; economic feasibility studies; wholesale and retail ratemaking/cost of service; impact fee/system development fee analysis; asset planning and asset management; development of renewal and replacement programs; and strategic and business planning.

PRIOR RELEVANT EXPERIENCE

Cost of Service and Rate Design Study

Mr. Campbell has led and assisted with financial evaluations for water, wastewater, stormwater, and sewer utilities to safeguard their financial integrity through comprehensive cost of service analyses, including wholesale services. Mr. Campbell has participated in water, wastewater, stormwater, and/or sewer cost of service and rate design studies for the following entities, to name a few:

- Allegheny County Sanitary Authority
- City of Brownsville, TX
- City of Columbia, SC
- City of Dallas, TX
- City of Duncan, OK
- City of Garland, TX
- City of Grand Prairie, TX
- City of High Point, NC
- City of Lawton, OK
- City of Pittsboro, NC
- City of Raleigh, NC
- City of Round Rock, TX
- City of Siler City, NC
- City of Stephenville, TX
- Fort Worth Water
- Jacksonville Electric Authority
- Miami-Dade County Water and Sewer Department
- NBU, New Braunfels, TX
- San Antonio Water System

Impact Fee Analysis/Study

Mr. Campbell has led or assisted in impact fee analysis to assist communities in setting the most appropriate fee amounts using a more comprehensive credit calculation. His clients include:

- City of Brownsville, TX
- City of Columbia, SC
- City of Irving, TX
- City of Shreveport, LA
- City of Wilmer, TX
- Fort Worth Water
- Jacksonville Electric Authority
- New Braunfels Utilities, TX

Richard Campbell

Managing Director – Water Practice

Other Projects

Mr. Campbell has also led other projects, including:

Revenue Bond Feasibility Report – City of High Point, NC

Mr. Campbell served as the Project Manager for multiple bond feasibility studies in 2004, 2006, 2008, 2010, and 2014 for the City of High Point for inclusion into official statements for Revenue Bond issuances totaling greater than \$176 million to fund water and sewer capital improvements.

Water and Sewer Revenue Bond Issuance, Consulting Engineer's Report – Miami-Dade County Water and Sewer Authority

In 2017, the Miami-Dade County WASD issued Revenue Bonds totaling \$929,380,000. Mr. Campbell was the Project Manager responsible for developing the required issuance of a Consulting Engineer's Report and the associated financial feasibility study. Based upon the requirements of existing bond ordinances, the Water and Sewer Department must have the system inspected, in its entirety, every three years. Arcadis performed this work, and the results are incorporated as a part of the CE report for inclusion in the bond issuance official statement, as are the results of the feasibility study, which attests to the financial well-being of the system and its ability to meet the needs of its customers and the additional financial burdens of the new bond issue.

Wastewater Cost of Service Rate Study, Financial Forecast and Wet Weather Plan Feasibility Analysis – Allegheny County Sanitary Authority

As Project Manager, Mr. Campbell was responsible for developing a detailed and comprehensive financial planning model to help the Allegheny County Sanitary Authority (ALCOSAN) determine the financial impact of eliminating sewer overflows from the 83 municipalities in its wastewater treatment service area. The model helped ALCOSAN compare multiple capital spending scenarios associated with various Wet Weather Plan options, cash financed capital, bond issuances, and rate increases over a 30-year forecast period. Mr. Campbell was also responsible for developing a cost of service and rate design model that helped ALCOSAN determine the cost of providing service to its customers and various rate design options that would enable them to recover these costs through user rates.

Inside-Outside City Rate Differential Study – City of Fort Worth, TX

Mr. Campbell served as Project Manager for a water/wastewater Inside-City/Outside-City rate differential study to determine fair and equitable rates applicable to outside-city customers. This process required a cost-of-service evaluation to allocate proper costs to various rate classes based on a pre-determined test.

Asset Management Study – City of Garland, TX

Mr. Campbell served as Project Manager in working with the City to evaluate its wastewater facilities and develop an asset management program to assist in tracking and maintaining the records and database of the system assets.

Development of Stormwater Financial Model – City of Raleigh, NC

Mr. Campbell served as Project Manager and provided the City of Raleigh's Stormwater Department with an interactive, Windows-driven financial model to assist staff in budgeting and projecting expenditures and revenue needs and rate-setting capabilities. The process allowed staff to track operational targets and provided reporting capabilities for operations staff and upper-level management.

Stormwater Division Revenue Bond Feasibility Report – City of Raleigh, NC

Mr. Campbell served as Project Manager for a Revenue Bond feasibility study in 2008 for the City of Raleigh's Stormwater Division for inclusion into an official statement for a Revenue Bond issuance to fund capital improvements for the system.

Richard Campbell

Managing Director – Water Practice

Billing/Metering Conversion Analysis – City of Raleigh, NC

Mr. Campbell served as Project Manager/Client Coordinator for an analysis of the financial impact of switching current billing practices to operate every month from a bi-monthly basis. Included in this analysis was the potential impact on the system and its customers should the City pursue varying levels of improved technologies in the billing and metering processes.

Revenue Bond Feasibility Report – City of Raleigh, NC

Mr. Campbell served as Project Manager for multiple bond feasibility studies in 2006 and 2008 for the City of Raleigh for inclusion into official statements for Revenue Bond issuances totaling greater than \$410 million to fund water and sewer capital improvements, as well as for refunding of existing debt.

10-Year Capital Financing Analysis – City of Raleigh, NC

As Project Manager, Mr. Campbell provided the City of Raleigh with a financial analysis model that allowed the City to determine its current financial operational standing concerning its water and sewer utilities. The project also projected the impact on the City's financial position from proposed future Capital Projects and provided funding for these potential projects. This analysis model provided the City with a management tool that allows the City to consider several scenarios and test sensitivities for various growth scenarios and the timing and funding sources of anticipated capital projects.

Orlando Utilities Commission Evaluation of Regionalization Alternatives – City of Orlando, FL

Mr. Campbell served as Project Manager on the Evaluation of Regionalization Alternatives for the Orlando Utilities Commission (OUC), which focused on developing a regional plan for using reclaimed water to augment the withdrawal of groundwater by local water utilities. The analysis evaluated various system configurations relative to the City of Orlando's wastewater system to identify the most economically and fiscally prudent means of transporting 9.2MGD of reuse water to the Northwest Orange County area.

Financial Services – Laurens Commission of Public Works, SC

Mr. Campbell managed the development of a financial and rate analysis model for the electric, natural gas, water, and sewer utility operations of the Laurens Commission of Public Works (CPW) to assist the CPW Commission and staff in their ongoing evaluation of the present and projected financial status of the total CPW utility system operations and the stand-alone financial status of each of its four utility system operations. The model utilized recent historical and current budget data to project or forecast the cost of service or revenue requirements of each utility system operation for six years. The model results indicated the level of rate adjustments necessary to meet the total CPW revenue requirement and the cost-based revenue requirements of each utility system operation on a stand-alone basis. Since the CPW's operations and financial status are subject to scrutiny by outsiders who have a direct or indirect financial interest in the CPW's operations, annual revenue requirements are calculated based on both the minimum cash requirements established by the CPW's bond resolutions and rate ordinances and the regulated utility rate-base/rate-of-return method. The model also produced annual financial and operating ratios, which rating agencies rely on to evaluate the financial status of a municipal utility operation.



ANDY MCCARTNEY

Principal

CONTACT

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www.newgenstrategies.net

EDUCATION

Master of Business Administration,
Dallas Baptist University

Bachelor of Business Administration,
Texas A&M University

Bachelor of Science, University of Texas
at Arlington

Bachelor of Business Administration,
University of Texas at Arlington

KEY EXPERTISE

Capital Financing

Capital Planning

Contract Reviews

Cost of Service & Rate Design

Economic & Financial Analysis

Financial Forecasting & Modeling

Impact Fee Studies

Operations & Management Reviews

Project Management

Rate Design and Strategy

Stakeholder Engagement

Valuation & Litigation Support

Mr. Andy McCartney joined NewGen as a Principal in 2022. During his tenure, he has provided financial modeling, financial analyses, and data analytics support, primarily for NewGen's Environmental Practice. Mr. McCartney is a Certified Public Accountant (license #75842) and obtained an MBA in Finance & Accounting from Dallas Baptist University. Before joining NewGen, Mr. McCartney acquired over 30 years of experience in utility finance, cost of service, and rate design for Water, Wastewater, Stormwater, Solid Waste, and Electric Utilities.

RELEVANT EXPERIENCE

Cost of Service and Rate Design – Water & Wastewater

During his time at NewGen, Mr. McCartney has carried out analyses that have contributed to cost of service and rate studies for the following organizations:

- City of Anna, TX
- City of Georgetown, TX
- City of Keller, TX
- City of Lubbock, TX
- City of Tolar, TX
- City of Corpus Christi, TX
- Coachella Valley Water District
- Jacob & Martin, LLC – Millsap
- City of Venus, TX
- City of Glenn Heights, TX
- Tangipahoa Parish, LA
- Kimley-Horn – City of Fort Worth, TX
- City of Ballinger, TX
- Kimley-Horn – Denton Water Utilities
- Texarkana Water Utilities
- City of Glenn Heights, TX
- City of Post, TX
- Austin Water, TX
- Bois D'Arc MUD
- Austin Water
- Pointe Coupee Parish, LA

PRIOR RELEVANT EXPERIENCE

Below is a small sample of Mr. McCartney's work within the water and wastewater utility industry.

Fort Worth Water Department (Fort Worth, TX) – Retail Water/Wastewater Cost of Service and Rate Studies

Mr. McCartney determined the annual revenue requirements for a projected test year and adjusted debt service coverage requirements as directed by the City's Financial Policy. The annual revenue requirements were determined under the cash basis method and assigned to functional cost categories. Cost allocation to residential, commercial, irrigation, and industrial customer classes was based on their respective water values, wastewater loadings, system strength contributions, and charges under various developed rate structures. Mr. McCartney presented study results in Customer Advisory Committee meetings with representatives from each customer class.

ANDY MCCARTNEY

Principal

City of Burleson, TX – Water and Wastewater Cost of Service and Rate Study

The City of Burleson, Texas, a rapidly growing community south of Fort Worth, receives wholesale water and wastewater service from the Fort Worth Water Department. Mr. McCartney performed a comprehensive water and wastewater cost of service and rate study for the City, which included developing a conservation-based water rate structure and a wastewater rate adjustment for Fiscal Year 2009. The City Council approved the consultant team's recommended rate changes during the annual budget process. The team also created a user-friendly rate model and trained staff on use before model delivery.

Dallas Water Utilities (Dallas, TX) – Water Rate Structure Review

Mr. McCartney was the lead consultant for this retail water rate structure review. The objective was to obtain more significant conservation efforts through peak demand reduction while considering the ratemaking goals and objectives of the City. Options reviewed included:

- Seasonal rate structures.
- Adding one or more rate tiers to the existing retail water rate structures.
- A complete retail water rate structure redesign for several customer classes.

Factored into the recommendations were the SAP Utility Billing System and its constraints and providing revenue adequacy for the affected customer classes. The results and recommendations were presented to the Dallas City Council in a workshop setting and outlined in a formal letter report.

Fort Worth Water Department (Fort Worth, TX) – Wholesale Wastewater Cost-of-Service and Rate Study

Mr. McCartney determined the annual revenue requirements for a prospective test year based on the most recent actual historical costs, adjusted for known and measurable changes, for a wholesale wastewater cost of service and rate study. Annual revenue requirements were classified under the utility basis approach and assigned to functional cost categories (volume/capacity, BOD, TSS, metering) using a functional approach. The team allocated functionalized costs to approximately 26 wholesale customer entities based on their respective load and strength system contributions and developed charges under a four-part rate structure. Mr. McCartney presented results to the Wholesale Wastewater Advisory Subcommittee in a series of meetings and ultimately to the full Wholesale Advisory Committee.

Additional Clients

Note that this is not a comprehensive list of clients for which Mr. McCartney has conducted rate design studies, cost of service analysis, financial analysis, operational reviews, valuations, contract negotiations, etc.

- | | | |
|--|---|--|
| ▪ Brownsville Public Utilities Board, TX | ▪ City of Round Rock, TX | ▪ Pittsburg Water & Sewer Authority, PA |
| ▪ City of Dallas, TX | ▪ College Station Water Utilities, College Station, Texas | ▪ San Antonio Water System (San Antonio, TX) |
| ▪ City of Ennis, TX | ▪ Guadalupe-Blanco River Authority (Victoria County, TX) | ▪ Tampa Bay Water, FL |
| ▪ City of Hoover, AL | ▪ Irving Water Utilities (Irving, TX) | ▪ Tractebel Power, Inc. |
| ▪ City of Hudson Oaks, TX | ▪ City of Shreveport, LA | ▪ Tucson Water, AZ |
| ▪ City of La Joya, TX | | |
| ▪ City of Orange, TX | | |

ANDY MCCARTNEY

Principal

PRESENTATIONS

AWWA Utility Management Conference, 2019/2022

- *Coming Soon! A New System Development Charge Manual* (2022)
- *Re-Engineering Fort Worth Water's Fleet Management Process* (2019)

EUCI, 2017/2018/2019/2020/2021/2022/2023

- *Fundamentals of Cost of Service & Rate Design for Water Utilities*

Texas AWWA Conference, 2019

- *Lessons in Cat Herding: How Fort Worth Water Renegotiated a Uniform Wholesale Wastewater with 23 Customers*

Water Capital Finance Conference, 2018

- *Cash Reserve Policy Guidelines*

AWWA National Conference, 2018

- *Fort Worth Water's Cash Reserve Policy*

Texas American Water Works Association Seminars, Dallas, Houston & Austin, TX, 2011

- *Development of Revenue Requirements/Multi-Year Financial Plans*

PUBLICATIONS

- Co-Author of "New System Development Charge Manual." AWWA Journal Money Matters, October 2021
- Co-Author of "Cash Reserves Article." AWWA Journal Money Matters, April 2018
- Co-Author of "Technical Paper on Cash Reserve Policy Guidelines." American Water Works Association, February 2018

INDUSTRY SERVICE

AWWA Rates & Charges Committee

- Vice-Chair from 2018 to 2023
- Current Chair starting June 2023

Texas AWWA Rates & Charges Committee

- Vice-Chair from 2011 to 2013



ANDREA CAMPBELL

Consultant

Ms. Andrea Campbell joined NewGen as a full-time Consultant in February 2024. She assists on cost of service and rate design projects, emphasizing data-driven analytics and applying her financial modeling skills. Ms. Campbell's experience prior to joining NewGen includes serving as a Solutions Consultant at Talus Pay and a Solutions Specialist II at Shift4 Payments.

CONTACT

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EDUCATION

Bachelor of Science in Business
Management, University of Phoenix

KEY EXPERTISE

Cost of Service and Rate Design

PRIOR RELEVANT EXPERIENCE

Talus Pay

Account Executive – Solutions Consultant

- Sales specialist/FinTech.
- Instrumental in optimizing revenue streams within the retail sector.
- Solve financial challenges and elevate the overall customer financial experience.
- Work closely with clients to break down and educate them on their monthly/annual cash flow sheets and P/L statements to help them better understand how their business is operating and how they might improve.
- Collaborate closely with the Manager of Commercial Training and Promotion.
- Enhance sales processes and identify new financial product opportunities, all with the aim of achieving monthly sales targets and delivering exceptional financial services.

Shift4 Payments

Account Executive – Solutions Specialist II

- Sales specialist/FinTech.
- Responsible for growing existing relationships and expanding product sales.
- Acquiring new client base through cold calling and demonstrating expert product knowledge.
- Daily practice of problem solving and enhancing the customer experience.
- Work closely with the Manager of Commercial Training and Promotion to improve the sales experience and develop new product to market opportunities and best practices.
- Achieve monthly sales goals by building strong customer relationships and delivering exceptional customer service.



THOMAS JEANSONNE

Consultant

CONTACT

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EDUCATION

Master of Business Administration,
Millsaps College Else School of
Management

Bachelor of Business Administration,
Millsaps College

KEY EXPERTISE

Utility Billing Analysis

Cost of Service & Rate Design

Mr. Thomas Jeansonne joined NewGen in May 2024 as a Consultant, providing financial analysis supporting water and wastewater cost of service, and rate design projects. In addition, he served as a financial analyst for Ochsner Health Systems in Louisiana providing strategic support for budget development and analysis, financial reporting, and operational analysis for three separate healthcare service lines. Mr. Jeansonne graduated in 2021 with a bachelor's degree in business administration with a concentration in finance from Millsaps College and obtained his MBA in 2022 from Millsaps College Else School of Management.

RELEVANT EXPERIENCE

Cost of Service and Rate Design Studies – Water and Wastewater

Mr. Jeansonne works with NewGen project managers to build financial models for utility clients. These models utilize industry-standard cost allocation methodologies and allow clients to project their systems' operating, capital, debt service, and reserve requirements on both a short- and long-term basis. Mr. Jeansonne provides expert utility billing analysis to project utility revenues properly, as well as Regional Billi Comparisons. Clients to whom he has provided these services include:

- Palmer, TX
- Irving, TX
- Garland, TX
- Bastrop, TX
- Paris, TX
- Kilgore, TX
- Magnolia, TX
- Bell County WCID #3
- Winnsboro, LA
- Victoria, TX
- Jarrell, TX
- Gatesville, TX
- Marshall, TX



Dave Yanke

President

Mr. Dave Yanke brings over 30 years of financial consulting insight to his public sector water, wastewater, and solid waste clients. His experience includes conducting operational reviews, system valuations, feasibility and municipalization analyses, and cost of service and rate design studies for water, wastewater, and solid waste utilities. Having effectively guided numerous repeat clients through various operational and financial challenges, Mr. Yanke serves as a trusted advisor in an ever-changing marketplace.

RELEVANT EXPERIENCE

Municipal Solid Waste Experience

Mr. Yanke has been actively involved in the municipal solid waste consulting arena since 1991. During that time, he has gained a national reputation regarding solid waste issues such as full cost accounting and environmental enforcement. Mr. Yanke's solid waste consulting experience covers a broad array of practice areas for a multitude of clients, as listed below:

Cost of Service and Rate Design Studies

- Abilene, TX
- Adams County, WI
- Austin, TX
- Bartlesville, OK
- Bismarck, ND
- Borger, TX
- Canyon, TX
- Denton, TX
- Edmond, OK
- Estancia Valley Solid Waste Authority, NM
- Garland, TX
- Georgetown, TX
- Grand Prairie, TX
- Green River, WY
- Huntsville, TX
- Irving, TX
- Killeen, TX
- Laredo, TX
- Las Cruces, NM
- Little Rock, AR
- Lynchburg, VA
- Nacogdoches, TX
- Phoenix, AZ
- Pima County, AZ
- Sandoval County, NM
- Santa Fe, NM
- Santa Fe County, NM
- Santa Fe Solid Waste Management Agency, NM
- Scottsdale, AZ
- South Central Solid Waste Authority; Las Cruces, NM
- Superior, WI
- Temple, TX
- Tucson, AZ
- York County, SC

Financial and Economic Feasibility Studies

CONTACT

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EDUCATION

Texas A&M University, College Station,
Master of Business Administration

University of Wisconsin, Madison,
Bachelor of Business Administration

ADVISORY COUNCILS & BOARDS

President of the Texas Commission on
Environmental Quality (TCEQ) Municipal
Solid Waste Management and Resource
Recovery Advisory Council

Served as Vice Chair on the State of
Texas Alliance for Recycling (STAR) Board
of Directors, formerly Treasurer (2014-
2016)

KEY EXPERTISE

Cost of Service and Rate Design Studies

Feasibility Analyses

Solid Waste Management Plans

Operations Reviews

Procurement Assistance

DAVE YANKE

President

- Albuquerque, NM
- Dallas, TX
- Phoenix, AZ
- Arlington, TX
- New Braunfels, TX
- Temple, TX

Solid Waste Management Plans and/or Operations Reviews

- Austin, TX
- Bismarck, ND
- Douglas, AZ
- Garland, TX
- Green River, WY
- Houston, TX
- Irving, TX
- Killeen, TX
- Lubbock, TX
- Mesquite, TX
- Middle Rio Grande Development Council, TX
- Muskogee, OK
- Norman, OK
- Santa Fe Solid Waste Management Agency, NM
- Stillwater, OK
- Tucson, AZ

Procurement Efforts

- Edmond, OK
- Fate, TX
- Fort Worth, TX
- Little Rock, AR
- Santa Fe County, NM
- Santa Fe Solid Waste Management Agency, NM
- Superior, WI
- Victoria, TX

Other Types of Studies

- Estancia Valley Solid Waste Authority, New Mexico – Asset Management Plan
- Grand Prairie, Texas – Franchise Fee Evaluation
- Mesquite, Texas – Private Hauler Rate Increase Review
- Houston-Galveston Area Council, Texas – Municipal Solid Waste Generation & Diversion Forecast (2005 and 2017)
- Montgomery and Wharton Counties, Texas – Review of Illegal Dumping Issues
- Tucson, Arizona – Feasibility Analysis Concerning a Multi-family Recycling Program
- U.S. EPA – Retained to Attend a Full Cost Accounting Roundtable Discussion
- Waco, Texas – Public Awareness Materials
- Walker County, Texas – Countywide Collection Program
- Developed “Municipal Solid Waste Services Full Cost Accounting” Workbook
 - Iowa Department of Natural Resources
 - Texas Commission on Environmental Quality (formerly the Texas Natural Resource Conservation Commission)
 - Wyoming Department of Environmental Quality

Water and Wastewater Experience

Below are clients for whom Mr. Yanke has managed or assisted in conducting water and wastewater cost of service and rate design studies, valuation studies, feasibility analyses, damage calculations, and/or litigation support services. (Many of these clients have retained Mr. Yanke to conduct follow-up studies in later years.)

Some of the following projects were completed by Mr. Yanke while employed at his prior firms.

DAVE YANKE

President

Cities

- Bartlesville, OK
- Bellaire, TX
- Borger, TX
- Copperas Cove, TX
- Del Rio, TX
- Denton, TX
- Donna, TX
- Douglas, AZ
- Eagle Pass, TX
- Edmond, OK
- Fate, TX
- Fort Worth, TX
- Gilmer, TX
- Green River, WY
- Greenville, TX
- Hobbs, NM
- Huntsville, TX
- Kilgore, TX
- La Feria, TX
- Lacy Lakeview, TX
- Laredo, TX
- Lewisville, TX
- Longview, TX
- Los Fresnos, TX
- Lubbock, TX
- Nacogdoches, TX
- Nogales, AZ
- Palestine, TX
- Paris, TX
- Pharr, TX
- Primera, TX
- Richmond, VA
- Rowlett, TX
- San Antonio Water System
- Stillwater, OK
- Sugar Land, TX
- Temple, TX
- Tyler, TX
- Victoria, TX
- Weatherford, Texas

Water Supply Corporations, Districts, and Authorities

- Blackland Water Supply Corporation
- El Oso Water Supply Corporation
- Greater Kelly Development Authority
- Johnson County Special Utility District
- Lake Fork Water Supply Corporation
- Lower Valley Water District
- Lower Colorado River Authority
- Manville Water Supply Corporation
- Rockett Special Utility District
- Sharyland Water Supply Corporation
- Tarrant Regional Water District
- Texas Water Development Board
- Titus County Fresh Water Supply District No. 1
- United States Marine Corps
- United States Navy Southwest Division
- Walker County Rural Water Supply Corporation
- Webb County, TX

PRESENTATIONS AND PANELS

- *Establishing Rates, Fees, and Policies to Meet Current and Future Financial Needs*, Texas Rural Water Association (TRWA), April 2022
- *Does Your Water Utility Have a Financial Plan*, Texas Rural Water Association (TRWA), March 2017

DAVE YANKE

President

- *Rate Structures and Revenues from Current Rates*, Government Finance Officers Association of Texas (GFOAT) Fall Conference, October 2015
- *Rate Fairness for Big and Small Customers*, Texas Rural Water Association (TRWA) Technical Conference, July 2015
- *Fort Worth Wholesale Water Contract Negotiations*, Texas Water Conservation Association (TWCA) Conference, March 2013
- *Retail Water & Sewer Rate Policy: Who Should Pay for Costly Infrastructure?*, Texas Water Law Conference, January 2013
- *How to Conduct a Water and Sewer Cost of Service Study for Your Utility*, Oklahoma Municipal League Conference, September 2012
- *Outside Professional Services – When to Contract Out*, TRWA Governance Conference, January 2012
- *Equitable Treatment in Rate Structure Determination*, TRWA Water District's Conference, September 2011
- *Cost of Service and Rate Design Seminars for Water and Wastewater Utilities* (one/two-day training sessions): Texas AWWA Rates and Charges Committee, Fall 2011 (Austin, Houston, Dallas)
- *Financing Today's and Tomorrow's Needs*, Western States Water Conference, November 2010
- *Building Consensus During the Development of a Uniform Wholesale Water Contract*, AWWA's Utility Management Conference, February 2010



Savanna Page

Senior Consultant

Ms. Savanna Page joined NewGen as a full-time analyst in February of 2021. She assists on cost of service and rate design projects, emphasizing data-driven analytics. Ms. Page has a B.S. in Economics from the University of Texas at Dallas and an M.S. in Ecological Economics from the University of Edinburgh.

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EDUCATION

Master of Science in Ecological
Economics, University of Edinburgh

Bachelor of Science in Economics,
University of Texas at Dallas

KEY EXPERTISE

Econometric Analysis

Financial Modeling

Feasibility Analyses

LEED Certified

Market Research

Sustainability

RELEVANT EXPERIENCE

Water and Wastewater Experience

Cost of Service and Rate Design

Ms. Page is currently conducting water and wastewater cost of service analyses and rate design studies to assist organizations in understanding the financial situations of their utility. Rates are developed in support of clients' objectives and using best practices to protect the financial integrity of the operation. Her water and wastewater cost of service and rate design clients include:

- City of Austin, TX
- City of Bartlesville, OK
- City of Borger, TX
- City of Canyon, TX
- City of Green River, WY
- City of Pflugerville, TX
- City of Springfield, MO
- City of Sugarland, TX
- Trinity Rural Water Supply Corporation, TX

Municipal Solid Waste Experience

Cost of Service and Rate Design

Ms. Page is currently conducting solid waste cost of service analyses and rate design studies to assist organizations in understanding the financial situations of their utility. Rates are developed in support of clients' objectives and using best practices to protect the financial integrity of the operation. Her solid waste cost of service and rate design clients include:

- City of Bartlesville, OK
- City of Canyon, TX
- City of Denton, TX
- City of Irving, TX
- City of Laredo, TX
- City of Plano, TX
- City of Springfield, MO
- City of Waco, TX

Other

- City of Lake Jackson, Texas - Evaluation of Recycling Options
- City of Laredo, Texas - Solid Waste Master Plan
- City of Tyler, Texas - MSW Collection Municipalization Study
- City of Waco, Texas - Solid Waste Transfer Station Feasibility

SAVANNA PAGE

Senior Consultant

PRIOR REVELVANT EXPERIENCE

Master's Thesis

Investigating the Attitude-Behavior Gap Present in America's Consumption of Single-use Plastics

- Designed and thoroughly researched a project investigating American attitudes and behaviors towards single-use plastic consumption.
- Tracked 46 socio-economic indicators from 1500+ respondents related to American consumption and waste activity.
- Created regressions, charts, and visual aids using R to thoroughly analyze collected data and establish consumption, waste, and recycling trends.

Live Nation Concerts: Amphitheater Division

Sustainability Coordinator

- Developed, closely monitored, and successfully implemented a Sustainable Business Plan that increased waste diversion from 15% to 49% within the first year, exceeding the first-year goal by 9%.
- Collected, analyzed, and reported operational data to predict waste-stream trends and identify cost-saving procedures.
- Conducted energy and water-use audits for the venue, negotiated new utility contracts, and refitted facilities with high-efficiency lighting and water sensors.



Sean Henderson

Consultant

Mr. Sean Henderson joined NewGen as a full-time Consultant in October 2023. He has worked on several cost of service and rate design studies for water, wastewater, and municipal solid waste utilities, applying his financial modeling skills. Mr. Henderson's experience includes investment analysis, R programming, and Microsoft Excel modeling.

CONTACT

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EDUCATION

Master of Business Administration,
International Business, Texas A&M
International University

Bachelor of Science, Engineering
Management, University of Arizona

PROFESSIONAL REGISTRATIONS/ CERTIFICATIONS/ AWARDS

IBM Data Analyst Professional

KEY EXPERTISE

Business Analysis

Cost of Service and Rate Design

Data Analysis

Microsoft SQL Server, MySQL, RazorSQL,
Python and R programming

Project Management

RELEVANT EXPERIENCE

Water and Wastewater Cost of Service and Rate Design Studies

Mr. Henderson works alongside NewGen project managers to build financial models for utility clients. These models utilize industry-standard methodologies for cost allocations and assist clients by forecasting their systems' operating costs, capital costs, debt service, and revenue requirements needed from service rates on short- and long-term timelines. Here are several clients in the water and wastewater utility sector that Mr. Henderson has provided services to:

- City of Ennis, TX
- City of Mount Vernon, TX
- Grey Forrest Utilities
- Manville Water Supply Corporation
- Peoples of Bastrop, LLC

Municipal Solid Waste Cost of Service and Rate Design Studies

Mr. Henderson constructs financial models for municipal solid waste utilities that forecast their cost of service and revenue requirements using cost allocations for the utilities' various service categories. These methods help forecast the rates needed for each service provided to cover costs needed for the utility and future capital needs. His municipal solid waste clients include:

- Ada County, ID
- City of Garland, TX
- City of Tucson, AZ
- City of Tyler, TX
- City of Waco, TX
- City of Weatherford, TX



APPENDIX B: REQUIRED FORMS

RFP NO.: 2025-25-12

MUNICIPAL COMPREHENSIVE UTILITY RATE STUDY

SECTION 11: STATUS OF SUCCESSFUL RESPONDENT

Successful respondent shall have the status of an "Independent Contractor" as defined by IRS regulations, and shall not be entitled to any or all rights, privileges, benefits and emoluments of either an officer or employee of the City of Weslaco.

SECTION 12: FUNDING OUT CLAUSE

In the event the City of Weslaco fails to obligate requisite funds for any specified fiscal year during the contract period which would necessitate cancellation of the resultant agreement, the successful respondent shall agree to hold the City of Weslaco free from any charge other than work completed or the pro-rated portion of the authorized work.

Firm Name: NewGen Strategies and Solutions, LLC

Signature:  Date: 03/06/2025

[An authorized representative of the proposing firm shall sign this document in the space(s) provided. An unsigned Statement of Proposals may be disqualified]

ADDRESS: 275 W. Campbell Rd, Ste. 440

CITY: Richardson STATE: TX ZIP: 75080

IS RESPONDENT A CORPORATION? ☐ YES ☒ NO FEDERAL TAX ID # 46-0863326

TELEPHONE NUMBER: 972-460-0231

FAX NUMBER: _____

OTHER LICENSES: N/A

DISCLOSURE OF PRINCIPALS
PRINT OR TYPE

COMPANY NAME: NewGen Strategies and Solutions, LLC

ADDRESS: 275 W. Campbell Rd, Ste. 440

CITY, STATE, & ZIP CODE: Richardson, TX 75080

Date Business Started Operations: August 2012

Principal Address of Company: 275 W. Campbell Rd, Ste. 440, Richardson, TX 75080

NAMES OF OFFICERS, MEMBERS, OR OWNERS OF CONCERN, PARTNERSHIP ETC.:

NAME: Allison Trulock OFFICIAL CAPACITY: Managing Director - Solid Waste Practice

STREET: 2875 S Orange Ave, Ste. 500-1905 CITY: Orlando STATE: FL ZIP: 32806

NAME: Eric Callocchia OFFICIAL CAPACITY: Partner & Deputy Managing Director – Client Relations & Services

STREET: 900 Bestgate Rd, Ste. 402 CITY: Annapolis STATE: MD ZIP: 21401

NAME: Mike Maker OFFICIAL CAPACITY: Partner & Deputy Managing Director – Water Practice

STREET: 900 Bestgate Rd, Ste. 402 CITY: Annapolis STATE: MD ZIP: 21401

NAME: Chris Ekrut OFFICIAL CAPACITY: Chief Financial Officer

STREET: 275 W. Campbell Rd, Ste. 440 CITY: Richardson STATE: TX ZIP: 75080

NAME: Matthew Garrett OFFICIAL CAPACITY: Managing Director - Client Relations & Services

STREET: 275 W. Campbell Rd, Ste. 440 CITY: Richardson STATE: TX ZIP: 75080

NAME: Dave Yanke OFFICIAL CAPACITY: President/CEO

STREET: 8140 North Mopac Expressway, Ste. 1-240 CITY: Austin STATE: TX ZIP: 78759

DISCLOSURE OF PRINCIPALS

PRINT OR TYPE

COMPANY NAME: NewGen Strategies and Solutions, LLC

ADDRESS: 275 W. Campbell Rd, Ste. 440

CITY, STATE, & ZIP CODE: Richardson, TX 75080

Date Business Started Operations: August 2012

Principal Address of Company: 275 W. Campbell Rd, Ste. 440, Richardson, TX 75080

NAMES OF OFFICERS, MEMBERS, OR OWNERS OF CONCERN, PARTNERSHIP ETC.:

NAME: Grant Rabon OFFICIAL CAPACITY: Partner

STREET: 8140 North Mopac Expressway, Ste. 1-240 CITY: Austin STATE: TX ZIP: 78759

NAME: Tony Georgis OFFICIAL CAPACITY: Managing Director - Energy Practice

STREET: 225 Union Blvd, Ste. 450 CITY: Lakewood STATE: CO ZIP: 80228

NAME: Max Bernt OFFICIAL CAPACITY: Managing Director - Strategic Analytics

STREET: 225 Union Blvd, Ste. 450 CITY: Lakewood STATE: TX ZIP: 80228

NAME: Scott Burnham OFFICIAL CAPACITY: Partner

STREET: 225 Union Blvd, Ste. 450 CITY: Lakewood STATE: TX ZIP: 80228

NAME: Brian Dickman OFFICIAL CAPACITY: Partner

STREET: 225 Union Blvd, Ste. 450 CITY: Lakewood STATE: TX ZIP: 80228

SIGNATURE OF RESPONDENT:  DATE: 03/06/2025

AFFIDAVIT OF NON-COLLUSION

STATE OF Texas)

) SS

COUNTY OF Dallas)

I, Richard Campbell (Name of party signing this affidavit and the Statement of Proposals Form), Managing Director - Water Practice (Title), being duly sworn do depose and say: That NewGen Strategies and Solutions, LLC (Name of person, firm, association, or corporation) has not, either directly or indirectly, entered into agreement, participated in any collusion, or otherwise taken any action in restraint of free competitive bidding in connection with this contract.



Signature

Managing Director - Water Practice

Title

Sworn before me this 6th day of March, 2025



Signature

Project Coordinator

Title



This form must be notarized and returned with the RFP. Failure to notarize this form may be cause for disqualification from consideration for this contract.

STATEMENT OF EXPERIENCE/REFERENCES

List references to whom your firm has provided similar projects, in particular, other municipalities. The City of Weslaco may contact these references, to affirm the quality of *similar services*. Please list any further references on another sheet of paper.

Name of Agency: Sharyland Water Supply Corporation

Contact Person: Jesse Valadez, Finance & Accounting Supervisor Telephone #: (956) 585-6081

Address: 321 S. Shary Blvd., Alton, TX 78573

Description of Project: Water Cost of Service and Rate Design Study

Amount of Contract: \$ 2016:\$29,500; 2022:\$52,000

Name of Agency: City of Corpus Christi, TX

Contact Person: Reba George, Assistant Director-Business & Customer Support Telephone #: (361) 826-1648

Address: 1201 Leopard St., Corpus Christi, TX 78401

Description of Project: Water and Wastewater Rate Consulting & Modeling Services

Amount of Contract: \$ 304,270

Name of Agency: City of Stillwater, OK

Contact Person: Candy Staring, Engineering Director Telephone #: (405) 742-8203

Address: 723 S. Lewis St, Stillwater, OK 74074

Description of Project: Water and Wastewater Cost of Service and Rate Design Study

Amount of Contract: \$ 120,000



APPENDIX C: PAST 5 YEARS OF WATER, SEWER AND SOLID WASTE PROJECTS

RFP NO.: 2025-25-12

MUNICIPAL COMPREHENSIVE UTILITY RATE STUDY

Water and Sewer Projects

Client	Project Description
Albemarle County Service Authority	ACSA 2021 Water and Sewer Rate Analysis
Albertson Water District	Albertson Water District- Water Rate Study
Alfred Benesch & Company	Benesch-Hazleton City Authority New Source Feasibility Study
Alliance Regional Water Authority	ARWA Allocations of Fiscal Year 2025 Costs
Alliance Regional Water Authority	ARWA 2023 Water Rate Study
Aqua Water Supply Corporation	Aqua WSC Rate Study & System Development Fee
Ardurra Group	Ardurra- Laredo Wastewater Master Plan
Argyle Water Supply Corporation	Argyle WSC - Capital Recovery Fee Update
Argyle Water Supply Corporation	Argyle WSC FY 2025 Water Rate Study Update
Argyle Water Supply Corporation	Argyle WSC 2024 Water Rate Projection
Argyle Water Supply Corporation	Argyle WSC- 2023 Open Services- Water Rate Adjustment
Argyle Water Supply Corporation	Argyle 2021 Water and Wastewater Rate Update
Armbrust & Brown, PLLC	Block House MUD Water Rate Study
Atlantic City Municipal Utilities Authority	Atlantic City MUA Water Rate Study
Barnhart Interests	Barnhart Interests - GW Supply Project Advisory Services
Bell Co WCID # 3	Bell County WCID #3 2024 Rate Update
Bell Co WCID # 3	Bell County WCID #3 Water & Wastewater Impact Fees
Bell Co WCID # 3	Bell Co WCID No 3- Water and Wastewater Rate Study
Bethpage Water District	Bethpage Water District Rate Analysis
BGICO, LLC	BGICO Multi-Utility Rate Forecast
Block House MUD	Block House Water & Wastewater Cost of Service Study
Bloomington-Normal WRD	Bloomington-Normal WRD 2024 Rate Model Update
Bloomington-Normal WRD	BNWRD 2023 Rate Benchmarking
Bloomington-Normal WRD	BNWRD Connection Fee Benchmarking
Bloomington-Normal WRD	Bloomington-Normal WRD WIFIA Feasibility Evaluation
Bloomington-Normal WRD	BNWRD 2021 Rate Model Update
Bois D'Arc MUD	Bois D Arc MUD Water Cost of Service Study
Bristol County Water Authority	Bristol County Water Authority Water Rate Study
Brittingham Development Group	Brittingham Development - Webb County MUD No. 1 Financial Planning
Brushy Creek MUD	Brushy Creek MUD Drought Rates
Brushy Creek MUD	Brushy Creek MUD Stormwater Fee
Brushy Creek MUD	Brushy Creek Water Rate Study
Buena Vista-Bethel SUD	BVB SUD 2025 Financial Consulting Services
Buena Vista-Bethel SUD	BVB Water Impact Fee Study
Buena Vista-Bethel SUD	BVB SUD Financial Consulting Services
Butzel Long	Butzel (DWSD) Detroit Water & Sewerage Department Rate Study
Calvert County	Calvert County Water & Sewer Rate Study Update FY 2026
Calvert County	Calvert County Water & Sewer Rate Study
Canyon Lake Water Service Company	Clear Water Estates FMV Appraisal
Canyon Regional Water Authority	CRWA Rate Update & Fixed Cost Blending
Canyon Regional Water Authority	CRWA Hays Caldwell Update
Canyon Regional Water Authority	CRWA Wells Ranch Buy-in Calculations
Carle Place Water District	Carle Place Water District Rate Study
Cash SUD	Cash SUD Service Area Compensation
Cash SUD	Cash SUD Water Financial Planning & Rate Design Study
CDM Smith	CDM Smith-Liberty Hill Wastewater Rate and Impact Fee Study
CDM Smith	CDM Smith- Georgetown Reuse WMP
CDM Smith	CDM Smith- Georgetown Impact Fee Study- Task 10
CDM Smith	CDM Smith- Wichita Subcontract
Cecil County	Cecil County Wastewater Rate Study Update (FY 2025)
Cecil County	Cecil County 2021 Wastewater Rate Study
Central Texas WSC	Central Texas WSC Review Kempner WSC Contract Dispute

City of Ada	Ada 2021 Water, Wastewater & Solid Waste Open Services
City of Aledo	Aledo Continuing Services
City of Aledo	Aledo FY 2025 Rate Review Services
City of Aledo	Aledo FY 2024 Water & Sewer Rate Review
City of Aledo	Aledo FY 2023 Water & Sewer Rate Review
City of Aledo	Aledo FY 2022 Rate Study Update
City of Aledo	Aledo FY 2021 Water & Sewer Rates Review
City of Allen	Allen 2025 Water & Sewer Rate Study
City of Allen	Allen Cost Allocation Study
City of Allen	Allen Water & Sewer Rate Study
City of Allen	Allen FY 2021 W/WW Rate Update and AMI Conv Support
City of Allen	Allen Water and Wastewater Rate Study
City of Allen	Allen 2020 Open Services
City of Amarillo	Amarillo 2025 Wholesale & Retail Water/Wastewater Cost of Service & Rate De
City of Ames	Ames Wastewater Rates Open Services
City of Angleton	Angleton 2024 Open Services-Billing Analysis
City of Angleton	Angleton Water and Wastewater Rate Design Study
City of Anna	Anna 2024 Open Services
City of Anna	Anna 2023 Open Services
City of Anna	Anna 2021 Open Services
City of Anna	Anna 2022 Open Services
City of Aransas Pass	Aransas Pass Water and Wastewater Rate Study
City of Arlington	Johnson County Special Utility District Wholesale Rate Study
City of Athens	Athens 2024 Rate Study Update
City of Athens	Athens Water & Wastewater Rate Study
City of Attleboro	Attleboro Water & Wastewater Fee Study
City of Austin	Austin Water Rate Study
City of Austin	Austin Residential Rate Advocate
City of Ballinger	Ballinger Water & Wastewater Cost of Service & Rate Study
City of Bartlesville	Bartlesville Water, Wastewater and Solid Waste Cost of Service Study
City of Bartlett	Bartlett Utility Cost of Service & Rate Study
City of Bastrop	Bastrop 2024 Water & Wastewater
City of Bastrop	Bastrop Water and Wastewater Wholesale Rates Update
City of Bastrop	Bastrop Water and Wastewater Impact Fees Update
City of Bastrop	Bastrop FY 2021 Open Services
City of Bastrop	Bastrop Water & Wastewater Impact Fee Update
City of Bay City	Bay City Multi-Year Open Services Agreement
City of Bay City	Bay City FY 2025 Open Services
City of Bay City	Bay City W+WW FY 2024 Rate Review
City of Bay City	Bay City Water and Sewer Rate Review
City of Bedford	Bedford FY 2024 Water & Sewer Update
City of Bedford	Bedford Water, Sewer & Stormwater Update
City of Bedford	Bedford Open Services- Water & Sewer Rate Projections
City of Bedford	Bedford 2021 Stormwater Fee Update
City of Bedford	Bedford Water, Wastewater, Stormwater Rate Study
City of Bellmead	Bellmead Stormwater Fee Study
City of Bellmead	Bellmead Water & Wastewater Rate Study
City of Boerne	Boerne 2024 Rate Study Update
City of Boerne	Boerne Wholesale Contract Strategy & Calculations
City of Boerne	Boerne 2023 Water & Sewer Reuse Rate Analysis
City of Boerne	Boerne FY 2020 Open Services
City of Bonham	Bonham Water & Wastewater Rate Study
City of Borger	Borger Water & Wastewater Rate Study
City of Bowie	Bowie Water and Wastewater Rate Design Study
City of Brea	Brea Water & Wastewater Rates / Impact Fees Study

City of Breckenridge	Breckenridge Water and Wastewater Utility Rate Study
City of Brenham	Brenham Water & Wastewater Rate Analysis
City of Brenham	Brenham 2023 Water & Wastewater Study
City of Brenham	Brenham- Electric, Gas, Water and Wastewater Rate Updates
City of Brownfield	Brownfield Electric, Water, Wastewater & Solid Waste Rate Studies
City of Brownsville	Brownsville 2024-2025 Open Services
City of Bryan	Bryan Water, Wastewater & Solid Waste Rate Study
City of Burkburnett	Burkburnett 2023 Water & Wastewater Study
City of Burnet	Burnet 2024 Water & Wastewater Impact Fee Update
City of Burnet	Burnet Wholesale Water Contract
City of Camden	Camden 2022 Water and Sewer Rate Study Update
City of Canadian	Canadian 2021 Open Services
City of Canadian	Canadian 2020 Open Services
City of Canyon	Canyon Water, Wastewater and Solid Waste Rate Study
City of Carrollton	Carrollton Water & Sewer Rate Analysis
City of Carthage	Carthage Water and Sewer Rate Study
City of Cedar Hill	Cedar Hill Water & Wastewater Rate Study
City of Cedar Hill	Cedar Hill Water & Wastewater Consulting Services
City of Cedar Hill	Cedar Hill FY 2021 Update
City of Cedar Hill	Cedar Hill 2020 Rate Study Update
City of Charlottesville (Charlottesville, VA)	Charlottesville Water and Sewer Rate Study Update 2021
City of Childress	Childress Water & Wastewater Rate Update
City of Childress	Childress Water & Wastewater Rate Study
City of Coachella	Coachella Comprehensive Water & Wastewater Rate Study
City of Conroe	Conroe 2025 Rate Study Update
City of Conroe	Conroe 2024 Rate Study Update
City of Conroe	Conroe 2023 Impact Fee Study
City of Conroe	Conroe Water & Wastewater Rate Update
City of Conroe	Conroe 2024 Open Services
City of Conroe	Conroe FY 2023 Utility Open Services
City of Conroe	Conroe 2022 Water and Wastewater Rate Consulting Services
City of Conroe	Conroe 2021 Water and Wastewater Rate Consulting Services
City of Conroe	Conroe 2020 Water & Wastewater Rate Consulting Services
City of Coppell	Coppell Indirect Cost Allocation Study
City of Coppell	Coppell 2023 Water & Wastewater Rate Analysis
City of Copperas Cove	Copperas Cove 2025 Rate Model Support
City of Copperas Cove	Copperas Cove 2024 Open Services- TUF
City of Copperas Cove	Copperas Cove 2024 Rate Model Support
City of Copperas Cove	Copperas Cove Utility Rate Study
City of Corpus Christi	Corpus Christi 2026 Rate Study
City of Corpus Christi	Corpus Christi Water- On Call Professional Services
City of Corpus Christi	Corpus Christi Rate Case Support
City of Corpus Christi	Corpus Christi 2025 Water Rate Study
City of Corpus Christi	Corpus Christi 2022 Rate Model
City of Dalhart	Dalhart Water & Wastewater Rate Study
City of Decatur	Decatur Water & Wastewater Rate Study
City of Deer Park	Deer Park 2025 Rate Study Update
City of Deer Park	Deer Park 2024 Water & Wastewater Rate Study
City of Deer Park	Deer Park 2021 Open Services
City of Deer Park	Deer Park 2020 Open Services
City of Del Rio	Del Rio Water & Wastewater Study
City of Dover	Dover 2024 Water & Sewer Rate Study
City of Ennis	Ennis Water & Wastewater Cost of Service Study
City of Ennis	Ennis Indirect Cost Allocation Study
City of Ennis	Ennis Water & Wastewater Cost of Service & Rate Design Study

City of Farmers Branch	Farmers Branch 2024 Water & Wastewater Rate Study
City of Fate	Fate 2024 Water & Wastewater Rate Update
City of Fate	Fate 2023 Water & Wastewater Rate Update
City of Fate	Fate FY 2022 Open Services
City of Fate	Fate FY 2021 Open Services
City of Forney	Forney Water & Sewer Rate Study
City of Fort Worth	Fort Worth Rate Training & On-Call Consulting Services
City of Fort Worth	Fort Worth Wholesale Water Cost of Service Study
City of Fort Worth	Fort Worth Wholesale Water & Wastewater Rate Study
City of Fort Worth	Fort Worth- REI Biosolids Audit
City of Frederick	Frederick Water & Sewer Rate Study
City of Fredericksburg, VA	Fredericksburg 2022 Water & Sewer Rate Study Update
City of Fredericksburg, VA	Fredericksburg Water and Sewer Rate Study Update
City of Fredericksburg, VA	Fredericksburg 2021 Water and Sewer Rate Study Update
City of Frostburg	Frostburg Utility Rate Study
City of Galesburg	Galesburg, IL Water Rate Study
City of Garland	Garland 2024 Water & Wastewater Services
City of Garland	Garland 2022 Water & Wastewater Open Services
City of Garland	Garland 2021 Water and Wastewater Open Services
City of Garland	Garland 2020 Water & Wastewater Open Services
City of Gatesville	Gatesville Water and Wastewater Rate Study
City of Gatesville	Gatesville Wholesale Water Rate Study
City of Gatesville	Gatesville Water & Wastewater Rate Analysis Study- Open Services
City of Georgetown, DE	Georgetown, DE Water & Sewer Rate Study Update 2020
City of Georgetown, TX	Georgetown 2025 CCN Valuation - JTX
City of Georgetown, TX	Georgetown 2025 Water & Wastewater Rate Study Update
City of Georgetown, TX	Georgetown 2024 Water & Wastewater Rate Study Update
City of Georgetown, TX	Georgetown 2023 Water Rate Consultation
City of Georgetown, TX	Georgetown Water and Wastewater Rate Study
City of Georgetown, TX	Georgetown 2020 Water & Wastewater Cost of Service/Rate Study
City of Giddings	Giddings Electric, Water, Wastewater Rate Study 2024
City of Glenn Heights	Glenn Heights FY 2023 Open Services Extension
City of Glenn Heights	Glenn Heights FY 2022 Open Services
City of Godley	Godley Water and Wastewater Studies
City of Gonzales, TX	Gonzales Electric, Water & Wastewater Rate Study
City of Green River	Green River Water & Wastewater Cost of Service/Rate Study
City of Green River	Green River Water and Wastewater Cost of Service Study
City of Greenville	Greenville Wholesale Water Rate Update
City of Greenville	Greenville Water & Wastewater Rate Update
City of Greenville	Greenville Wholesale Water Rate Study
City of Greenville	Greenville Retail Water and Wastewater Rate Study
City of Groves	Groves Water & Wastewater Rate Study
City of Gunter	Gunter FY 2021 Open Services
City of Gunter	Gunter Water and Wastewater Revenue Sufficiency and Rate Study
City of Hagerstown	Hagerstown 2022 Water & Sewer Rate Study Update
City of Hagerstown	Hagerstown Miscellaneous Fee and Charges Review
City of Hagerstown	Hagerstown Water & Wastewater Rate Study Update 2020
City of Haltom City	Haltom City 2023 Open Services
City of Haltom City	Haltom City 2022 Open Services
City of Haltom City	Haltom City FY 2022 Water and Wastewater Rate Study
City of Haltom City	Haltom City FY 2021 Water & Wastewater Rate Study
City of Hamilton	Hamilton 2025 Open Services
City of Hamilton	Hamilton Water and Wastewater Rate Study
City of Hampton	Hampton Fleet Open Services
City of Hampton	Hampton Stormwater Fee Study Update FY 2026

City of Hampton	Hampton Wastewater Rate Study Update FY 2026
City of Hampton	Hampton Wastewater Rate Study Update FY 2025
City of Hampton	Hampton Stormwater Fee Study Update FY 2025
City of Hampton	Hampton Wastewater Fee Study Update
City of Hampton	Hampton Stormwater Fee Study Update (MD-ER22208)
City of Hampton	Hampton 2021 Stormwater Fee Study Update
City of Hampton	Hampton- Miscellaneous
City of Hampton	Hampton Traffic Operations Financial Needs Study
City of Hampton	Hampton Stormwater Fee Study Update (MD-ER20111)
City of Hampton	Hampton Wastewater Rate Study Update
City of Hampton	Hampton Facilities Management Financial Needs Study
City of Hampton	Hampton Streets & Roads Financial Needs Study
City of Hampton	Hampton Fleet Services User Fee Study
City of Houston	Houston Review & Update Drainage Rates and Drainage Impact Fees
City of Hudson Oaks	Hudson Oaks 2023 Water & Wastewater Study
City of Hutchins	Hutchins Water & Wastewater Rate Study
City of Hutto	Hutto FY 2022 Open Services
City of Idalou	Idalou Water & Wastewater Rate Study
City of Irving	Irving Water & Wastewater Update
City of Irving	Irving W+WW Open Services
City of Irving	Irving 2021 Water and Wastewater Open Services
City of Jacksonville	Jacksonville 2025 Open Services Agreement
City of Jacksonville	Jacksonville Water & Wastewater Revenue Sufficiency-Rate Design Study
City of Jarrell	Jarrell Water Sewer Rate Study
City of Justin	Justin Public Infra Review Fee & ICAM
City of Justin	Justin Water & Sewer Open Services
City of Justin	Justin FY 2021 Open Services
City of Justin	Justin Water & Wastewater Rate Study
City of Keller	Keller Water & Wastewater Rate Study
City of Kerrville	Kerrville 2025 Stormwater Utility Fee Study
City of Kerrville	Kerrville Water & Wastewater RBC Update
City of Kilgore	Kilgore Water & Wastewater Rate Study
City of Kilgore	UT20-01 North Kilgore Service Plan
City of Kilgore	Kilgore 2020 Open Services
City of Killeen	Killeen Wholesale Water Study
City of Killeen	Killeen Water & Wastewater Rate Study
City of Lake Jackson	Lake Jackson 2024 Water & Wastewater Rate Study Update
City of Lake Jackson	Lake Jackson Water & Wastewater Cost of Service/Rate Design Study
City of Lampasas	Lampasas 2023 Open Services
City of Lancaster	Lancaster FY 2025 Water & Wastewater Rate Study
City of Lancaster	Lancaster FY 2024 Open Services Agreement
City of Lancaster	Lancaster FY 2023 Open Services for Professional Consulting
City of Lancaster	Lancaster FY 2021 Open Services
City of Lancaster	Lancaster FY 2020 Open Services
City of League City	League City Water & Wastewater Rate Study
City of Lewisville	Lewisville 2024 Water & Wastewater Study
City of Lewisville	Lewisville FY 2025 Rate Study Update
City of Lewisville	Lewisville Water & Wastewater 2024 Rate Study
City of Lewisville	Lewisville Drainage Utility Fee Study
City of Lewisville	Lewisville Open Svcs Water & Wastewater Projections for FY 2023 & Be
City of Lewisville	Lewisville- Phase 2 Water and Wastewater Rate Study
City of Longview	Longview Water & Wastewater Cost of Service Study
City of Lubbock	Lubbock W+WW Financial Management & Rate Support Services
City of Mabank	Mabank Fee Analysis Services
City of Magnolia	Magnolia Water & Wastewater Rate Study

City of Manassas	Manassas Cost of Service & Utilities Rate Study
City of Mansfield	Mansfield FY 2025 Open Services
City of Mansfield	Mansfield Water & Wastewater Retail Rate Study Update
City of Mansfield	Mansfield 2023 Open Services
City of Mansfield	Mansfield FY 2022 Open Services
City of Mansfield	Mansfield Modernize Drainage Utility Rate Model
City of Mansfield	Mansfield FY 2021 Open Services
City of Marshall	Marshall Water & Sewer Rate Study
City of Mart	Mart Wholesale Water Rate Study
City of Maryville	Maryville 2023 Rate Update
City of Maryville	Maryville Water and Sewer Rate Study
City of McGregor	McGregor Open Services
City of McLendon-Chisholm	McLendon-Chisholm Utility Billing Plan
City of Mesquite	Mesquite- City Services Feasibility Study
City of Mineral Wells	Mineral Wells Open Services
City of Mineral Wells	Mineral Wells Water & Wastewater COS & Rate Design Study
City of Missouri City	Missouri City Groundwater Reduction Program Fee Analysis
City of Mount Pleasant	Mount Pleasant 2023 Water & Wastewater Study
City of Mount Pleasant	Mount Pleasant 2021 Water and Wastewater Consulting Services
City of Mount Vernon	Mount Vernon Water & Wastewater Rate Study
City of Murphy	Murphy 2025 Water & Wastewater Services
City of Murphy	Murphy 2024 Water & Wastewater Services
City of Murphy	Murphy FY 2024 Open Services
City of Murphy	Murphy FY 2023 Open Services- Water & Sewer Rate Analysis & Update
City of Murphy	Murphy FY 2022 Open Services
City of Murphy	Murphy 2021 Water & Sewer Rate Analysis Update
City of Nacogdoches	Nacogdoches 2024 Rate Study Continuation
City of Nacogdoches	Nacogdoches Cost of Service & Rate Design Study
City of Navasota	Navasota Water, Wastewater & Natural Gas Rate Study
City of New Deal	New Deal Water & Wastewater Revenue Sufficiency and Rate Study
City of Newcastle	Newcastle Water & Wastewater Cost of Service/Impact Fee Study
City of Niles	Niles, Electric, Water & Wastewater Rate Study
City of Odessa	Odessa 2023 ECUD Wholesale Water Rate Update
City of Odessa	Odessa ECUD Wholesale Water Rate Update (TX-ER2285)
City of Odessa	Odessa FY 2021 Open Services (Greater Gardendale WSC)
City of Odessa	Odessa ECUD Wholesale Water Rate Update (TX-ER2166)
City of Olney	Olney Water Revenue Sufficiency Analysis
City of Palestine	Palestine 2023 Open Services
City of Palestine	Palestine Water, Wastewater & Stormwater Rate Study
City of Palmer	Palmer Water & Sewer Rate Study
City of Paris, TX	Paris FY 2025 Cost of Service & Rates Study
City of Paris, TX	Paris 2023 Water & Wastewater Cost of Service Study
City of Paris, TX	Paris FY 2024 Cost of Service & Rates Study
City of Paris, TX	Paris Water and Wastewater Cost of Service Study
City of Paris, TX	Paris FY 2021 Water and Wastewater Cost Service Rate Study
City of Paris, TX	Paris 2020 Water & Wastewater Cost of Service Study
City of Perrysburg	Perrysburg Water & Sewer Rate Study Update FY 2024
City of Perrysburg	Perrysburg Water and Sewer Rate Model Training
City of Perrysburg	Perrysburg Water & Sewer Rate Study
City of Pflugerville	Pflugerville 2024 Rate Review
City of Pflugerville	Pflugerville 2023 Rate Update
City of Pflugerville	Pflugerville Water & Wastewater Rate Update
City of Pflugerville	Pflugerville General Fund Forecast Modeling
City of Pflugerville	Pflugerville Utility Rate Study Update
City of Pflugerville	Pflugerville Water and Wastewater Rate Update

City of Phoenix	Phoenix Facilities Rate Study
City of Plano	Plano 2024 Long Term Financial Modeling
City of Plano	Plano 2024 Water & Wastewater Rate Study
City of Platte City	Platte City Water & Sewer Rate Study
City of Portland, TX	Portland FY 2023 Open Services
City of Portland, TX	Portland Water and Wastewater Rate Study
City of Portsmouth	Portsmouth Water & Sewer Long-Term Financial Plan
City of Post	Post Water & Wastewater Revenue Sufficiency & Rate Study
City of Prairie View	Prairie View Water & Wastewater Impact Fee Study
City of Prairie View	Prairie View Water & Wastewater Rate Study
City of Princeton	Princeton Open Services for Water & Wastewater Consulting Services
City of Princeton	Princeton and Culleoka Rate Study
City of Princeton - Multiple Clients	Princeton-Culleoka FY 2025 Water Rate Study & Sanitary Sewer Rate Study
City of Red Oak	Red Oak 2024 Water & Wastewater Study
City of Red Oak	Red Oak Water & Wastewater Rate Study
City of Richmond, TX	Richmond Wholesale Water & Wastewater Rate Study
City of Roanoke	Roanoke 2023 Water & Wastewater Study
City of Rock Hill	Rock Hill Water, Sewer, Storm, Fire & Road Impact Fee Study
City of Rockdale	Rockdale 2020 Water & Wastewater Rate Study
City of Rockport	Rockport W+WW+Natural Gas Rate Study Update
City of Rockport	Rockport 2021 Water, Wastewater and Gas Rates Update
City of Rockport	Rockport Water, Wastewater & Gas 2020 Update
City of Rockville	Rockville Fiscal Impact Model Update (FY 2025)
City of Rockville	Rockville Fiscal Impact Model Update
City of Roswell	Roswell Water, Wastewater & Solid Waste Rate Study
City of Sachse	Sachse 2025 Open Services - Stormwater
City of Sachse	Sachse Stormwater Drainage Fee Study
City of Sachse	Sachse FY 2024 Water & Wastewater Rate Study
City of Sachse	Sachse Financial Review & Capital Management Policies
City of Saginaw	Saginaw Water & Wastewater Rate Study
City of Sanger	Sanger - Water, Wastewater & Electric Rate Update
City of Sanger	Sanger- MUD No 12 Feasibility Study
City of Sanger	Sanger Stormwater Fee Feasibility Study
City of Sanger	Sanger Electric, Water & Wastewater Rate Study Updated
City of Seabrook	Seabrook 2025 Open Services
City of Seagoville	Seagoville FY 2025 Open Services
City of Seagoville	Seagoville Water & Wastewater Rate Study Update
City of Seagoville	Seagoville Water/Wastewater Cost of Service & Rate Design Study
City of Seminole	Seminole Water & Sewer Rate Study
City of Springfield	Springfield 2025 Wastewater Model Update
City of Springfield	Springfield Wastewater and Solid Waste Cost of Service Study
City of St. Peters	St. Peters Open Services 2025
City of St. Peters	St. Peters Water & Sewer Rate Study
City of Star Harbor	Star Harbor Litigation Assistance PUC Docket No 50433
City of Stillwater	Stillwater Large Industrial User-Rate Analysis Study
City of Stillwater	Stillwater Comprehensive Water & Wastewater Cost of Service Study
City of Stillwater	Stillwater Water & Wastewater Cost of Service and Rate Design Study
City of Stillwater	Stillwater Rural Fire Fee Study
City of Stillwater	Stillwater Rural and Wholesale Cost of Service Study
City of Sugar Land	Sugar Land 2025 Rate Review
City of Sugar Land	Sugar Land FY 2025 Utility Rate Study Update
City of Sugar Land	Sugar Land Phase 2 and 3 of Utility Rate Study
City of Tallmadge	Tallmadge 2022 Water & Sewer Rate Study Update
City of Temple	Temple Industrial Raw Water Rate
City of Terrell	Terrell 2025 Water & Sewer Rate Services

City of Terrell	Terrell FY 2024 Open Services
City of Terrell	Terrell Indirect Cost Study Update
City of Terrell	Terrell FY 2022 Open Services Agreement
City of Terrell	Terrell Water & Wastewater Rate Model
City of Thornton	Thornton Financial Model Review
City of Tioga	Tioga Water and Wastewater Rate Design Study
City of Tishomingo	Tishomingo Water & Wastewater Cost of Service Study
City of Tishomingo	Miscellaneous- Tishomingo
City of Tolar	Tolar Water & Wastewater Revenue Sufficiency & Rate Design Study
City of Truth or Consequences	Truth or Consequences Water & Wastewater Cost of Service Study
City of Tyler	Tyler Impact Fee Feasibility Study
City of Tyler	Tyler FY 2025 Stormwater Fee Update
City of Tyler	Tyler FY 2025 Water & Wastewater Services
City of Tyler	Tyler 2024 Water & Wastewater Rate Study Update
City of Tyler	Tyler Wholesale Sewer Analysis
City of Tyler	Tyler Stormwater Fee Study
City of Tyler	Tyler 2021 Water and Wastewater Rate Study Update
City of Uvalde	Uvalde FY 2023 Open Services Agreement
City of Victoria	Victoria Stormwater, Water & Wastewater Rate Study
City of Waco	Waco FY 2025 Open Services
City of Waco	Waco Water FY 2024 Open Services
City of Waco	Waco Water & Wastewater COS, Rate Design & Financial Planning Study
City of Waco	Waco FY 2022 Open Services
City of Waco	Waco 2021 Open Services
City of Waco	Waco Stormwater Utility Implementation Planning
City of Waco	Waco Animal Services Cost of Service and Fee Study
City of Watertown	Watertown Water & Sewer Rate Study
City of West Lake Hills	West Lake Hills Utility Rate Rev
City of Westminster	Westminster 2024 Water and Wastewater Rate Model Update
City of White Settlement	White Settlement 2024 Open Services
City of White Settlement	White Settlement FY 2021 Open Services
City of Wichita	Wichita Water & Wastewater- 2024 Services
City of Wichita	Wichita Water Sewer COSA
City of Willow Park	Willow Park FY 2024 & Beyond Water and Sewer Rate Projections
City of Willow Park	Willow Park Water and Wastewater Revenue Sufficiency Rate Study
City of Wilmer	Wilmer 2024 Water & Wastewater Rate Study
City of Wilmer	Wilmer Water & Wastewater 2020 Rate Study
City of Wolfforth	Wolfforth Impact Fee and Rate Study
City of Worcester	Worcester Water and Sewer Rate Study
City of Wylie	Wylie Water and Wastewater Rate Study
City of Wylie	Wylie FY 2021 Open Services
Civitas Engineering Group, Inc.	Civitas - Richmond Water & Wastewater Master Plan/Rate Analysis
Clermont County	Clermont County W/WW Rate and Fee Study
Coachella Valley Water District	CVWD Sanitation Fund Cost of Service and Rate Study
Colantuono Highsmith & Whatley, P.C	CVWD Project #FIN004: Domestic-Canal-RAC COSS
Colorado River Municipal Water District	CRMWD Wholesale Water Rate Study
County Line Special Utility District	County Line SUD Mult-Year Rate Services
County Line Special Utility District	County Line SUD Water Rate & Fee Study
Cresson Crossroads MUD # 2	Cresson Water & Wastewater Cost of Service Study
Culleoka Water Supply Corporation	Culleoka WSC Water Rate Study Update
Culleoka Water Supply Corporation	Culleoka WSC 2021 Water Rate Study
D&B Engineers	Williston Park Water Rate Study
DCS Engineering	DCS-Hutto Water & Wastewater Impact Fees Update
DCS Engineering	DCS- Hutto Water and Wastewater Rate Study
DCS Engineering	DCS- Hutto Impact Fees

Delaware Co Regional Water Quality Control Authority
Delaware Co Regional Water Quality Control Authority
Delaware Co Regional Water Quality Control Authority
Delaware Co Regional Water Quality Control Authority
Dripping Springs Water Supply Corporation
Eastland County Water Supply District
EUCI
Fairfax County
Fairfax County
Fayetteville Public Works Commission
Fayetteville Public Works Commission
Fayetteville Public Works Commission
Fayetteville Public Works Commission
Fishers Island Utility Company
Fox Metro Water Reclamation District
Frederick County
Frederick County
Frederick County
Frederick County
Frederick County
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Frederick County
Frederick County
Frederick County
Freese and Nichols, Inc.
Freese and Nichols, Inc.
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Freese and Nichols, Inc.
Freese and Nichols, Inc.
Freese and Nichols, Inc.
Gemstone Communities
GKY & Associates, Inc.
GPD Group
GPD Group
Greater Ouachita Water Company
Green Valley SUD
Green Valley SUD
Green Valley SUD
Grey Forest Utilities
Halff Associates, Inc.
Halff Associates, Inc.
Halff Associates, Inc.
Halff Associates, Inc.
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Halff Associates, Inc.
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Halff Associates, Inc.
Halff Associates, Inc.
Halff Associates, Inc.
Hammond Sanitary District
Henderson Water Utility
Henrico County
Hicksville Water District
Hicksville Water District

DELCORA FY 2025 Rates Update
DELCORA 2022 Rate Model Update
DELCORA Rate Model Update for 2022 Rates
DELCORA Model Update for 2021 Rates
Dripping Springs WSC Water Cost of Service Study
Eastland County Water Supply District - Wholesale Water Rate Study
EUCI- 2023 Fundamentals of Cost of Service and Rate Design for Water Course
Fairfax Co Stormwater Mg. Division- Performance Data Reporting
Fairfax Co Stormwater Management Branch- Organizational Roadmap
Fayetteville PWC 2024 Water & Wastewater COS Study
Fayetteville FY 2023 Water & Wastewater Cost of Service & Rate Desi
Fayetteville PWC Water Wholesale Rates and Water System Fees
Fayetteville FY 2021 Water & Wastewater Cost of Service
FIUC Water Financial Analysis
Fox Metro Water Reclamation District 2024 Rate Study
Frederick County Water & Sewer Study Update Support (FY 2026)
Frederick County Stormwater Rate Study
Frederick Co Water & Sewer Rate Study Update Support 2023
Frederick County FY 2025 Water & Sewer Update
Frederick Co Water & Sewer 2022 Rate Study Update Support
Frederick County Water and Sewer Rate Study Update Support
Frederick Co Fleet Services Financial Analysis
Frederick Co Stormwater Rate Study
FNI- Frisco Impact Fees 2024
FNI- Buda Water and Wastewater Impact Fees
FNI- League City CRF- Roadway
FNI- Pflugerville W+WW Impact Fee Update
FNI- League City W+WW Capital Recovery Fees Plan
FNI- Lago Vista Water and Wastewater Impact Fees
Gemstone- Adobe Estates
GKY Assoc- Falls Church 2020 Sewer Rate Model Update
GPD- Bedford Wastewater Financial Analysis
GPD- Ashtabula Wastewater Rate Analysis
GOWC Debt Issue Support
GVSUD Rate Order Development
GVSUD Water & Wastewater Rate Update Open Services
GVSUD Rate Assistance
Grey Forest Utilities Water Rate Design
Halff- Pflugerville Drainage Master Plan & Utility Fee Study
Halff- Alton 2024 Stormwater Additional Services
Halff- Alton Stormwater Utility Consulting Services
Halff- Mesquite 2023 Stormwater Drainage Rate Study
Halff- Georgetown CIP & Water Quality Management Plan
Halff-Bastrop Drainage Utility Fee Study
Halff- Northlake Impact Fee Update
Halff- Seguin LiDar, Impervious Cover Analysis & Aerial Imagery
Halff- Lake Dallas Stormwater Utility Rate Study
Halff- San Antonio RSWMP
Halff- Pflugerville Drainage Utility Fee Study
Halff- Lewisville Stormwater Utility Update
Hammond Sanitary District Wastewater Cost of Service and Rate Study
Henderson Water Utility Cost of Service Study
Henrico County Utility Rate Study
Hicksville Water Rate Study Update (FY 2025)
Hicksville Water Rate Study

Jacob & Martin, LLC	Venus W+WW Rate Study
Jacob & Martin, LLC	Millsap Wastewater Rate Study
Jarrell Schwertner WSC	JSWSC 2023 Water Rate Study
Jarrell Schwertner WSC	JSWSC 2022 Market Price for Water
Jericho Water District	Jericho Water District FY 2025 Rate Study Update
Johnson County SUD	JCSUD Miscellaneous Services
Johnson County SUD	Johnson County SUD Long-Term Financial Forecasting
Johnson County SUD	Johnson County SUD Wholesale/Retail Water and Wastewater Rate Study
Johnson County SUD	Johnson County SUD BRPUA Contract Review
Kean Miller, LLP	Kean Miller- GOWC Rate Filing
Kean Miller, LLP	Kean Miller- Peoples of Bastrop Rate Filing
Kent County	Kent County Water & Sewer Rate/Allocation Fee Study
Kimley-Horn	K-H Decatur Impact Fees
Kimley-Horn	K-H Grapevine Water and Wastewater Rate Study
Kimley-Horn	K-H Hutto Water & Wastewater Impact Fees
Kimley-Horn	K-H 2024 Amarillo Street Maintenance Fee Support
Kimley-Horn	K-H Denton One Water Study
Kimley-Horn	K-H Marion Water & Sewer Rate Study
Kimley-Horn	K-H Amarillo Street Maintenance Fee Development System
Kimley-Horn	K-H Fate 2022 Impact Fee Update
Kimley-Horn	K-H Ft. Worth Impact Fees 2023 On Call Support
Kimley-Horn	K-H Lytle Stormwater Utility
Kimley-Horn	K-H Round Rock Impact Fees
Kimley-Horn	K-H Leander 2021 Roadway Impact Fee Study
Kimley-Horn	K-H Denton Water and Wastewater Contract Assistance
Kimley-Horn	K-H Mesquite Water and Wastewater Impact Fee Update
Kimley-Horn	K-H Denton W+WW Impact Fee Update
Kimley-Horn	K-H Denton Roadway Impact Fees
Kimley-Horn	K-H Fort Worth Transportation Impact Fee Update
Kimley-Horn	K-H JCSUD Impact Fee Feasibility Study
Kimley-Horn	K-H Rhome Water & Wastewater Rate Study
Kimley-Horn	K-H Fair Oaks Ranch Stormwater Utility
Kimley-Horn	K-H Frisco Water/Wastewater Impact Fees Update
Kimley-Horn	K-H Pflugerville Roadway Impact Fees
Kimley-Horn	K-H Tierra Blanca Public Water System
Kimley-Horn	K-H Odessa Impact Fees
Kimley-Horn	K-H Pilot Point Wastewater Roadway Impact Fees
Kimley-Horn	K-H Flower Mound Impact Fees Update
KSA Engineering	KSA - TWDB Asset Management Plan for Cottonwood Shores
L&R Utilities	L&R Utilities LPSC Rate Filing
Lake Cities Municipal Utility Authority	Lake Cities Municipal Utility Authority Water & Wastewater Rate Study
Lake Cities Municipal Utility Authority	Lake Cities FY 2022 Open Services
Lake Cities Municipal Utility Authority	Lake Cities FY 2021 Open Services
Lakeway MUD	Lakeway MUD Water & Wastewater Rate Study
Lakeway MUD	Lakeway MUD 2020 Water & Wastewater Rate Consulting
Lawrence WSC	Lawrence Water Supply Corp- PUC Docket No 53824
Lee County WSC	Lee County WSC Rates & Capital Recovery Fee Study
Lloyd Gosselink Rochelle & Townsend, P.C.	LG- NTMWD Customer Rate Premium Advisory Services
Lloyd Gosselink Rochelle & Townsend, P.C.	LG- Temple Industrial Water Rate
Lockwood Andrews & Newnam, Inc.	LAN- McLennan County
Louisiana Sewer Utilities	LSU Sewer Rate Case
Manville WSC	Manville WSC Five-Year Forecast & Rate Study
Manville WSC	Manville 2023 Comprehensive Water Rate Study
Manville WSC	Manville WSC Preliminary Analysis
Massapequa Water District	Massapequa Water District Rate Study

Mathews & Freeland, LLP	Mount Pleasant Wholesale Rate Study
Mathews & Freeland, LLP	Lindale EDC
Maxwell SUD	Maxwell SUD Wheeling Rate/OCLE Analysis
Maxwell SUD	Maxwell SUD Comprehensive Water Rate & Fee Study
McGinnis Lochridge	McGinnis Lochridge- Shady Hollow Strategic Financial Planning Review
McGinnis Lochridge	McGinnis Lochridge Portland CCN
Meyer Ranch Municipal Utility District	Meyer Ranch MUD Rate Design Study
Midland County Utility District	Midland County Utility District - Financial Services
Mountain Peak SUD	Mountain Peak SUD Water COS & Connection Fee Study
MSEC	MSEC Open Services
MSEC	MSEC OCLE and RCNLD Update
Mustang SUD	Mustang SUD Connection Fee Study
National Water Infrastructure, LLC	NWI Regulatory and Rate Assistance
National Water Infrastructure, LLC	NWI Wastewater Rate Filing at LPSC
Navajo Tribal Utility Authority	NTUA Water & Wastewater Rate Study
North Collin SUD	North Collin SUD 2025 Rate Update
North Collin SUD	North Collin SUD 2023 Open Services
North Collin SUD	North Collin SUD Water Rate Study
North East Texas Municipal Water District	NETMWD FY 2024 Rate Study
North Middleton Township	North Middleton Stormwater Fee Credit Program Development
North Texas Municipal Water District	NTMWD Pretreatment Cost Allocation Study
North Texas Municipal Water District	NTMWD Task 22- ICAM Updates
North Texas Municipal Water District	NTMWD Strategic Financial Plans
Nueces County WCID #3	NCWCID #3 2023 Water & Wastewater Study
Office of Public Utility Counsel	OPUC Docket No 53759- Nerro Supply, LLC- Application for Authority
Palo Pinto Municipal Water District #1	Palo Pinto MWD#1 Financial Planning/Wholesale Water Rate Study
Parker County SUD	Parker County SUD FY 2021 Rate Study
Parkhill	PSC- Midland County Water Utility Financial Plan
Peninsula Light Company	Peninsula Light Co Water Revenue Sufficiency & Rate Design Study
Plainview Water District	Plainview Water District Water Rate Study
Port Washington Water District	Port Washington Water District 2022 Rate Study Update
Quail Springs Mobile Home & RV Park	Quail Springs FY 2021 Open Services
Quiddity Engineering, LLC	Quiddity Engineering- Pflugerville Reclaimed Water Rates
Ramboll	Ramboll AdvanSix Water Reuse Analysis 2023
Ramboll	Ramboll AdvanSix Hopewell Water Reuse Analysis
Rapidan Service Authority	Rapidan Service Authority Water & Sewer Rate Study
RCH Water Supply Corporation	RCH 2025 Water Supply Water Rate Analysis Update
RCH Water Supply Corporation	RCH Water Supply Corporation Rate Study
Ridge Rider Campground	Ridge Rider 2025 Campground Fee Study
Ridge Rider Campground	Ridge Rider 2024 Rates
Ridge Rider Campground	Ridge Rider Campground 2023 Rates
Rockett SUD	Rockett SUD Rate Study
Sabine River Authority	SRA 2023 Water Rate Study
Seaboard WSC	Seaboard Water Supply Corporation Cost of Service & Rate Design Stu
Shady Hollow MUD	Shady Hollow Water and Wastewater Rate Study
Shady Hollow MUD	Shady Hollow 2021 Open Services
Sharyland WSC	Sharyland WSC Water Cost of Service Study
Skiris Law, LLC	Ridge Rider Campground 2021 & 2022 Rates
South Ellis County WSC	South Ellis County WSC Financial Consulting Services
South Newton WSC	South Newton Water Supply Corporation Water and Wastewater Rate Desi
South Texas Water Authority	STWA- Corpus Chrii FY 2022 Rate and Model Review
South Texas Water Authority	STWA Corpus Christi FY 2021 Rates & Models Review
Southwest Milam WSC	SW Milam Equity Buy & Impact Fee Study
St. Mary's County Metropolitan Commission (MetCom)	St. Mary's MetCom Water & Sewer Rate Study
State of Louisiana	State of Louisiana- United Water System Water & Miscellaneous Fees Study

State of Louisiana	State of Louisiana- Simpson Water/Sewer/Misc Fees Study
State of Louisiana	State of Louisiana- Morgan City Water/Sewer/Misc Fees Study
State of Louisiana	State of Louisiana- Oakdale Water/Sewer/Misc Fees Study
State of Louisiana	State of Louisiana- Winnsboro Water/Sewer/Misc Fees Study
State of Louisiana	State of Louisiana- Turkey Creek Water System Water Rate Study
State of Louisiana	State of Louisiana- Natchitoches Water/Wastewater/Misc Fees Study
State of Louisiana	State of Louisiana- Alexandria Water/Wastewater/Misc Fees Study
State of Louisiana	State of Louisiana- Assumption Parish
State of Louisiana	State of Louisiana- Louisiana Water Company Water & Misc Fees Rate Study
State of Louisiana	State of Louisiana- St. Bernard Parish Water/Sewer/Misc Fees Study
State of Louisiana	State of Louisiana- Pleasant Ridge Water System Water Rate Study
State of Louisiana	State of Louisiana- Pointe Coupee Parish Waterworks Water & Misc Fees Study
State of Louisiana	State of Louisiana- Tangipahoa Parish Sewerage Wastewater Rate Study
State of Louisiana	State of Louisiana- Pollock Area Water System Water & Misc Fees Rate Study
State of Louisiana	State of Louisiana- South Toledo Bend Waterworks Water Rate & Misc Fees Study
State of Louisiana	State of Louisiana- Social Springs Water Systems Water Rate & Misc Fees Study
Texarkana Water Utilities	TWU Water & Wastewater Open Services
Texarkana Water Utilities	Texarkana Water and Sewer Rate Study
Texas Water Development Board	Texas Water Development Board- WUTAP
Texas Water Utilities	TWU- NextEra Appraisal
Town of Barnstable	Barnstable 2024 Water Rate Model Update
Town of Barnstable	Barnstable 2024 Sewer Rate Model Update
Town of Barnstable	Barnstable Water 2023 Rate Model Update
Town of Barnstable	Barnstable WPC 2023 Rate Model Update
Town of Barnstable	Barnstable 2022 Water Rate Model Update
Town of Barnstable	Barnstable WPC 2022 Rate Model Update
Town of Barnstable	Barnstable 2021 Water Rate Model Update
Town of Barnstable	Barnstable 2021 WPC Rate Model Update
Town of Barnstable	Barnstable Water FY 2022 Rate Memo Update
Town of Barnstable	Barnstable 2020 Water Rate Model Update
Town of Barnstable	Barnstable 2020 WPC Rate Model Update
Town of Brattleboro	Brattleboro Water & Sewer Rate Study
Town of East Brunswick	East Brunswick 2023 Sewer Rate Study
Town of Elkton	Elkton 2022 Water & Sewer Rate Study Update
Town of Elkton	Elkton 2020 Water Audit & Rate Model Update
Town of Emmitsburg	Emmitsburg Water and Sewer Rate and Connection Fee Study
Town of Flower Mound	Flower Mound Indirect Cost Allocation Study 2025
Town of Flower Mound	Flower Mound 2025 Stormwater Impervious Area & Utility Billing
Town of Flower Mound	Flower Mound FY 2026 Water & Wastewater Rate Updates
Town of Flower Mound	Flower Mound 2025 Water & Sewer Fee Update
Town of Flower Mound	Flower Mound 2023 Stormwater Study
Town of Flower Mound	Flower Mound FY 2024 Water & Wastewater Rate Projection
Town of Flower Mound	Flower Mound Water & Wastewater Cost of Service & Rate Design Study
Town of Herndon	Herndon Water & Sewer Rate Study Update
Town of Highland Park	Highland Park Water and Sewer Rate Study
Town of Holly Springs	Holly Springs Water & Sewer Rate Study Update (FY 2026)
Town of Holly Springs	Holly Springs FY 2025 Water & Sewer Rate Study Update
Town of Holly Springs	Holly Springs Water & Sewer Rate Study Update (FY 2024)
Town of Holly Springs	Holly Springs Bond Feasibility Study
Town of Holly Springs	Holly Springs Water, Sewer and Reclaimed Water Rate Study
Town of Leesburg	Leesburg Water & Sewer Indirect Cost Allocation Research
Town of Leesburg	Leesburg Water & Sewer Rate Study
Town of Little Elm	Little Elm 2023 Water & Wastewater Rate Study
Town of Little Elm	Little Elm Water & Wastewater Rate Study Update
Town of Little Elm	Little Elm 2021 Water and Wastewater Rate Update

Town of Little Elm	Little Elm Water & Wastewater Rate Study
Town of Middleburg	Middleburg 2024 Water & Sewer Rate Study
Town of Middleburg	Middleburg 2021 Rate Model Update
Town of Munster	Munster Water, Wastewater and Stormwater Rate and Fee Evaluation
Town of Narragansett	Narragansett Water & Wastewater Financial Analysis
Town of North East	North East Water Rate Study
Town of Northlake	Northlake 2024 Open Services
Town of Northlake	Northlake 2024 Water & Wastewater Rate Study
Town of Northlake	Northlake FY 2023 Open Services
Town of Northlake	Northlake FY 2022 Open Services
Town of Northlake	Northlake 2021 Open Services
Town of Ocean City	Ocean City 2023 Rate Study
Town of Pantego	Pantego Water Rate Study
Town of Perryville	Perryville Water & Sewer Rate Study
Town of Prosper	Prosper 2025 Water & Wastewater Rate Update
Town of Prosper	Prosper 2024 Water & Wastewater Rate Update
Town of Prosper	Prosper 2023 Water & Wastewater Rate Update
Town of Prosper	Prosper FY 2021 Water and Wastewater Rate Update
Town of Prosper	Prosper 2020 Open Services
Town of Sunnyvale	Sunnyvale 2024 Rate Study Update
Town of Sunnyvale	Sunnyvale 2025 Rate Study Update
Town of Sunnyvale	Sunnyvale Water & Sewer Rate Analysis
Town of Trophy Club	Trophy Club Dissolution Feasibility Study
Town of Vienna	Vienna 2021 Rate Model Update and ARPA Scenarios
Town of Vienna	Vienna 2020 Rate Model Update
Town of Wallingford	Wallingford 2024 Sewer Rate Study
Town of Wallingford	Wallingford 2023 Water Rate Study
Town of Warrenton	Warrenton Water & Sewer Rate Study Update (FY 2024)
Town of Warrenton	Warrenton Water and Sewer Rate Study
Town of Westlake	Westlake 2023 Open Services
Town of Westlake	Westlake 2022 Water & Sewer Rate Study Update
Town of Westlake	Westlake Water & Sewer System Development Charge Analysis
Town of Westlake	Westlake Water & Sewer Rate Study
Township of Hamilton	Hamilton Sewer Rate Study
Township of Verona	Verona Pool Utility Evaluation
Township of Verona	Verona Water & Sewer Rate Study
Travis County WCID # 18	Travis County WCID # 18 - Water Rate Study Update
Travis County WCID # 18	Travis Co WCID #18 Water Service and Rate Design Study
Trinity Rural WSC	Trinity Rural Water Supply Corporation Water Rate Study
Trophy Club MUD	Trophy Club MUD 2025 Winter Average
Trophy Club MUD	Trophy Club MUD 2024 Winter Average
Trophy Club MUD	Trophy Club MUD - FY 2025 Water & Sewer Rate Projection
Trophy Club MUD	TCMUD FY 2024 Financial & Rate Projections
Trophy Club MUD	TCMUD FY 2023 Financial & Rate Projections
Trophy Club MUD	TCMUD Winter Average Calculations (TX-ER2134)
Trophy Club MUD	TCMUD 2021 Water and Wastewater Utility Rate Study
Trophy Club MUD	TCMUD Ad-Hoc Analysis
Trophy Club MUD	TCMUD FY 2021 Budget Financial & Rate Projections
Unity Water Solutions	Unity Water - Mustang Springs Analysis
Urbana & Champaign Sanitary District	UCSD Wastewater Rate Study
Utility Engineering Group	UEG Corbet WSC Industrial Rate
Utility Engineering Group	UEG- Green Valley SUD- NBU Rate
Utility Engineering Group	UEG- Green Valley SUD 2021 Open Services
Utility Engineering Group	UEG Schertz Water and Wastewater Rate Design Study
Village of Glen Ellyn	Glen Ellyn Water & Sewer Model Update

Village of Glen Ellyn	Glen Ellyn Water and Sewer Rate Study
Village of Greenport	Greenport Electric, Water & Sewer Rate Study
Village of Libertyville	Libertyville 2024 Water & Sewer Rate Study
Village of Libertyville	Libertyville Stormwater Rates Update
Village of Lombard	Lombard 2024 Water and Sewer Rate Study Update
Village of Niles	Niles Lead Service Line Funding Study
Village of Northbrook	Northbrook 2025 Stormwater Rate Model Update
Village of Northbrook	Northbrook Stormwater Rate Study
Village of Northbrook	Northbrook Water & Wastewater Rate Study
Village of Orland Park	Orland Park Water and Sewer Rate Study
Walden Associates	Ontario County Public Works Sewer District Consolidation Study
Walker County SUD	Walker County SUD Water Rate Study & CCN Valuation
Wellborn SUD	Wellborn SUD 2024 Rate Study
Wellborn SUD	Wellborn SUD Rate Study Update
West Hempstead Water District	West Hempstead Water District Rate Study
Westbrook ISD	Westbrook ISD
Windemere Oaks WSC	Windemere Oaks WSC Ad Hoc Services
Windemere Oaks WSC	Windemere Oaks WSC Financial Assessment
Wise County Public Service Authority	WCPSA- Coeburn Consolidation Study

Solid Waste Projects

Client	Project Description
Ada County	Ada County Landfill Cost of Service Study
Adams County	Adams Co MSW Cost of Service/Valuation Study
Alta Arizona	Alta Arizona- Casa Grande Solid Waste Rate Study
Angelina County	Angelina County Landfill Cost of Service & Rate Design Study
City of Ada	Ada Water, Wastewater & Solid Waste Cost of Service
City of Albuquerque	Albuquerque Material Recovery Facility Feasibility Study
City of Austin	Austin Resource Recovery Transfer Station Feasibility Study
City of Baton Rouge	Baton Rouge Waste to Energy Feasibility Analysis
City of Brea	Brea Solid Waste Cost of Service Study
City of Carlsbad	Carlsbad Recycling Feasibility Study
City of Charlottesville	Charlottesville Solid Waste Cost of Service Study 2024
City of Cleburne	Cleburne Solid Waste & Reuse Management and Ops Study
City of Denton	Denton Solid Waste Cost of Service Study
City of Garland	Garland Municipalization Feasibility Study
City of Georgetown, TX	Georgetown MSW Consulting Services- FY 2026
City of Georgetown, TX	Georgetown MSW Consulting Services
City of Georgetown, TX	Georgetown Solid Waste Cost of Service & Rate Design Study
City of Grand Prairie	Grand Prairie Task 1- Solid Waste Cost of Service Study
City of Hampton	Hampton Solid Waste Fee Study Update FY 2026
City of Hampton	Hampton Solid Waste Fee Study Update FY 2025
City of Hampton	Hampton Solid Waste Fee Study Update (MD-ER22209)
City of Hampton	Hampton Solid Waste Fee Study Update (MD-ER20108)
City of Hampton	Hampton Steam Plant Fee Study
City of Helena	Helena Solid Waste Rate Study
City of Huntsville	Huntsville Solid Waste Rate Study
City of Irving	Irving Solid Waste Cost of Service and Rate Study
City of Lake Jackson	Lake Jackson Roll-Off Feasibility Study
City of Lake Jackson	Lake Jackson Solid Waste Cost of Service Study
City of Phoenix	Phoenix Solid Waste Financial Model Update & Training
City of Plano	Plano Solid Waste Cost of Service & Rate Analysis Study
City of Roswell	Roswell Solid Waste Financial Assistance
City of Tucson	Tucson Solid Waste Cost of Service Study
City of Tucson	Tucson Commercial Collection Market Analysis
City of Tucson	Tucson Environmental Services- 3 Year Financial Plan
City of Tyler	Tyler Commercial Collection Cost of Service Study
City of Tyler	Tyler Solid Waste Negotiations Assistance
City of Tyler	Tyler Municipalization Feasibility Study
City of Victoria	Victoria Landfill Contracting Assistance
City of Waco	Waco Solid Waste Model Update
City of Waco	Waco MSW Model Development & Training
City of Waco	Waco Solid Waste Cost of Service and Ten-Year Financial Plan
City of Waco	Waco Transfer Station Feasibility Study
City of Weatherford	Weatherford Solid Waste Cost of Service & Rate Design Study
City of White Settlement	White Settlement Procurement Continuation Open Services
City of White Settlement	White Settlement Solid Waste Collection Procurement
Estancia Valley Solid Waste Authority	Estancia Valley Collection Municipalization Feasibility Study
Financial Consulting Solutions Group	FCS Group- Santa Fe Environmental Services Rate Study
Freese and Nichols, Inc.	FNI- Lawton Solid Waste Rate Study
Parkhill	Sandoval County Municipal Solid Waste Financial Plan
Parkhill	Parkhill- Truth or Consequences, NM COS & Rate Design Study
Parkhill	PSC- Sandoval Co Landfill Operations RFP Analysis
Santa Fe County	Santa Fe County Solid Waste Rate Analysis
Santa Fe Solid Waste Management Agency	Santa Fe SWM Agency Solid Waste Cost of Service & Rate Design Study
South Central Solid Waste Authority	SCSWA Ten-Year Financial Plan

Taos County

Town of Barnstable

Town of Barnstable

Town of Barnstable

Town of Barnstable

Town of Barnstable

Town of Little Elm

Taos Solid Waste Cost of Service Study

Barnstable Solid Waste Fee Study Update FY 2026

Barnstable Solid Waste Fee Study Update FY 2025

Barnstable Solid Waste 2023 Fee Study Update

Barnstable 2022 Solid Waste Fee Study Update

Barnstable 2021 Solid Waste Financial Model Update

Little Elm Solid Waste Disposal Cost Evaluation



THANK YOU!



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www.newgenstrategies.net



City of Weslaco

Municipal Comprehensive Utility Rate Study

PROPOSAL / RFP NO.: 2024-25-12 / MARCH 6, 2025





March 6, 2025

Mr. Homer Rhodes, Purchasing Agent
City of Weslaco, 255 S. Kansas Avenue, Weslaco, TX 78596

Subject: Proposal for Municipal Comprehensive Utility Rate Study (RFP No.: 2024-25-12)

Dear Mr. Rhodes:

Given the rising infrastructure costs and ongoing growth in many Texas cities, it is essential to conduct utility rate studies regularly. This helps ensure that enterprise funds remain financially sustainable and can anticipate any challenges that may require adjustments to rate revenues. The City of Weslaco (City) is no exception; its continued growth necessitates that infrastructure is available when needed.

We are pleased to present this proposal for an important study. As you know, Raftelis has been selected for the Ordinance Development project. You may be concerned about our ability to staff both studies simultaneously, but rest assured, we are well-equipped for this task. As the largest management consulting firm in the United States, we have over 180 consultants available to assist local governments. While both projects will share a project manager, the teams working on each study will be different. Our project managers are adept at handling multiple projects at once.

Raftelis was established in 1993 to provide financial, rate, and management consulting services of the highest quality to water and wastewater utilities. Since then, Raftelis has grown to serve water, wastewater, solid waste, and other utilities and provide government management consulting services across the country. Our staff has provided rate and financial planning assistance to over 1,700+ local governments and utilities across the United States and has conducted thousands of studies. Our mission has always been focused on assisting our clients in meeting their goals of financial viability.

Raftelis recognizes that the City aims to conduct a rate study for water, wastewater, and solid waste services that results in fair and equitable rates. The study should include a cost-of-service analysis that allocates expenses among different customer classes. Additionally, the study should present rate alternatives that align with the City's goals and objectives.

We strongly believe our team would successfully complete the study and provide significant value to the City. In our proposal, we highlight our team and our experience. We welcome the opportunity to work with the City of Weslaco.

Sincerely,

Angie Flores

Vice President

P: 512.790.2108 / E: aflores@raftelis.com



Diversity and inclusion are an integral part of Raftelis' core values.

We are committed to doing our part to fight prejudice, racism, and discrimination by becoming more informed, disengaging with business partners that do not share this commitment, and encouraging our employees to use their skills to work toward a more just society that has no barriers to opportunity.



Raftelis is registered with the U.S. Securities and Exchange Commission (SEC) and the Municipal Securities Rulemaking Board (MSRB) as a Municipal Advisor.

Registration as a Municipal Advisor is a requirement under the Dodd-Frank Wall Street Reform and Consumer Protection Act. All firms that provide financial forecasts that include assumptions about the size, timing, and terms for possible future debt issues, as well as debt issuance support services for specific proposed bond issues, including bond feasibility studies and coverage forecasts, must be registered with the SEC and MSRB to legally provide financial opinions and advice. Raftelis' registration as a Municipal Advisor means our clients can be confident that Raftelis is fully qualified and capable of providing financial advice related to all aspects of financial planning in compliance with the applicable regulations of the SEC and the MSRB.

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PROPOSALS AND EXPERIENCE

Proposals and Experience

Size of the Firm

The City will have the support of our full staff of 222 employees, including 192 consultants and 30 additional support staff to provide administrative, billing, and graphic design services.

Size of the Firm's Rate Setting Staff

Our staff consists of 73 rate setting consultants.

Location of the office from which the work on this engagement is to be performed

Work will be performed from our Austin, TX office (address provided below) as well as the offices of our subconsultants in San Antonio, TX and Pharr, TX.

3755 S. Capital of Texas Highway, Suite 245
Austin, TX 78704

Number and nature of the professional staff to be employed

We have provided a team organizational chart and resumes introducing our team on pages 23 – 54.

Types of engagements typically performed by Raftelis

Raftelis strengthens organizations for the communities they serve and the people who make them work. We provide support in the following key areas:

- **Finance:** Meet your goals while maintaining a financially sustainable organization
- **Organization:** Plan for long-term sustainability and operate with maximum efficiency
- **Capital & Operating Budgets Development & Delivery:** Provide insight into utility best practices for developing budgets and delivering projects on scope, schedule and budget to meet annual spending goals
- **Communication:** Communicate strategically to build an informed, supportive community
- **Technology:** Use your data and technology to improve experience and gain valuable insights
- **Strategic planning:** Set the direction for the future of your organization and community
- **Executive services:** Identify and develop top talent to lead local governments and utilities
- **Stormwater:** Implement sustainable financial practices to equitably fund your stormwater program
- **Solid waste:** Deliver effective solid waste services while ensuring financial sustainability and customer engagement

WORK PLAN FOR ACCOMPLISHING RATE STUDY REQUIREMENTS

Work Plan

The following scope has been developed based on the City's Request for Proposals (RFP). The approach has been tailored to address the specific objectives and concerns identified in the RFP while maintaining those elements that we believe are essential for a successful project. We have used a similar project approach on many of our rate study projects for utilities throughout Texas, the Southwest, and the U.S.

Task 1: Project Development and Management

The key outcomes for Task 1 are:

- A plan for project delivery that effectively and efficiently meets the needs of the City in a thorough, effective, and timely manner (Task 1.1)
- An in-depth understanding (on the part of the Raftelis team) of the operations of the utilities and the receipt and review of the relevant data needed for the study (Task 1.2)
- Identify the pricing objectives of the City (Task 1.3)
- Quality and accurate deliverables provided on time and on budget (Task 1.4)

Task 1.1: Project Initiation and Stakeholder Engagement

The project team will conduct a kick-off meeting with City staff to confirm the project approach, work plan, schedule, and priorities. A successful kick-off meeting ensures that City staff and the project team agree on the project's goals and expectations. We will develop a kick-off meeting package that contains the meeting agenda and presentation materials to guide the discussion. Following the meeting, we will provide a brief memorandum summarizing the discussion and any action items.

Task 1.2: Initial Data Request, Review and Evaluation of Data, and Supplemental Data Requests

We will provide a data request upon receipt of notice to proceed from the City. Before the kick-off meeting, we will thoroughly review the data provided by the City. This review is critical for two reasons. First, it is critical to appropriately use the most accurate data possible. This means communicating the types of data we need from the City and ensuring we received what we requested and are using it appropriately. Discrepancies regarding the data can cause significant deviations between expectations and actual results. Raftelis staff will work closely with the City's point person in each area (e.g., finance, operations, and customer service) to ensure that we all agree on the intended use of what is provided. Second, we have found that beginning to work with the data provided by our clients in advance makes for a much more productive kick-off meeting, as it allows us to begin framing preliminary analyses, formulate any questions, and come fully prepared to discuss any issues. Even though we may request additional data or clarification as the study progresses, we will minimize the additional data requests. We will strive to balance the time and effort required to provide the data and its relative impact on the analysis.

Task 1.3: Pricing Objectives Workshop

Raftelis will hold a workshop to develop priorities related to pricing and rate design. This workshop can be conducted after the initial kick-off Meeting. Attendees of this workshop should include key stakeholders who will have input into the proposed rate design. These often include city management, city staff, and sometimes, council members. The purpose of this workshop would be to determine whether modification to the City's water and

wastewater rate structures is necessary. The results of this workshop provide direction regarding the adequacy of the existing structure and direction regarding potential modifications/enhancements to effectively and efficiently meet the most important objectives of the community. Depending on the needs of the community, the topics covered by Raftelis will include the process of developing cost of service water rates using American Water Works Association (AWWA) ratemaking principles and wastewater rates using Water Environment Federation (WEF) ratemaking principles. Most importantly will be a discussion of the often conflicting financial and public policy objectives that must be evaluated by the City when considering potential modifications to its existing water and wastewater rate structures.

Affordability Considerations

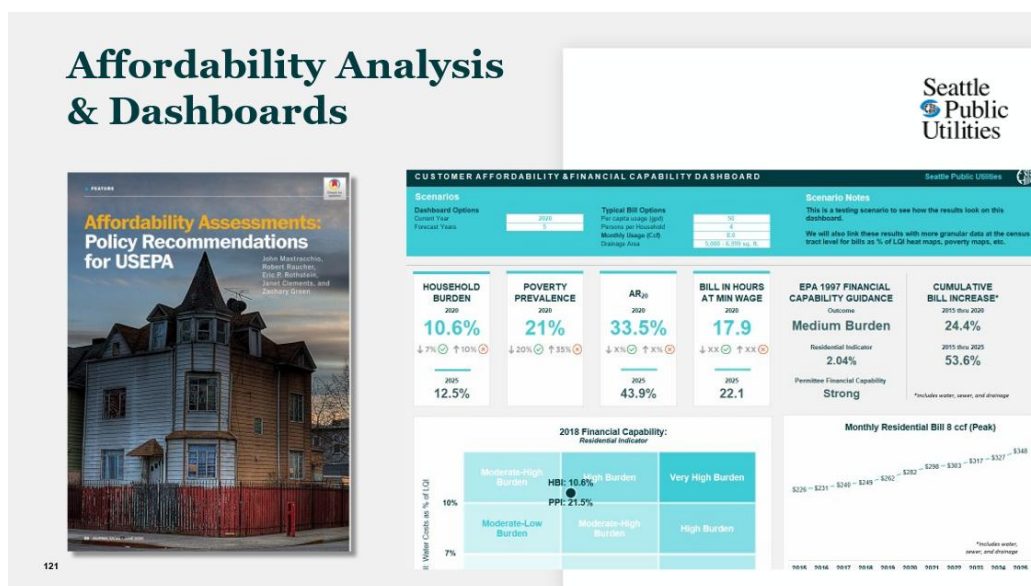
The affordability of water, wastewater, and solid waste service is the ability of a household to pay monthly bills. The “ability” to pay relates to a household having to forego other discretionary expenditures to pay utility bills. Historically, customers must access funds from charitable organizations when needing assistance with paying bills. Some utilities have developed programs where customers donate money to fund assistance programs. Typically, these attempts to address affordability do not generate sufficient dollars to meet the community’s needs, especially now that inflationary pressures have increased the income spent on basic needs like housing, food, utilities, healthcare, etc. Addressing utility service affordability over the long term requires innovative solutions and community partnerships.

Defining affordability is possible, but it’s also nuanced. While several frameworks provide guidance on defining the affordability of utility services, each community must choose the metrics that

best fit their community. Regardless of the metrics used, the more difficult challenge is often the establishment of an affordability threshold, which helps identify the level of funding needed. This is accomplished by analyzing and layering several data sets and creating data visualization of the areas of the community in need. Raftelis leads in affordability assessments. We have assisted utilities across the U.S. like Great Water Alliance Program Manager in Waukesha, WI; Lakewood, OH Financial Capability Assessment; Seattle Affordability Assessment; and El Paso Water Affordability Assessment and Customer Assistance Program development. We have created affordability factors, including the Household Burden Indicator and Poverty Prevalence Indicator, which have allowed us to establish an Affordability Data Library to monitor how other utilities have addressed affordability challenges.

Task 1.4: Ongoing Project Management and Quality Assurance/Quality Control

Effective ongoing project management ensures that City staff always receive the support they need. This means regular and responsive communication, timely provision of deliverables, and prompt communication of any issues or challenges. One of Raftelis’ key project management objectives is to serve as an asset to City staff, enhancing their capabilities and bringing a broader industry perspective to bear on any challenges. Our project management



team includes senior Raftelis staff who have successfully collaborated on numerous engagements of a similar size and complexity. This team is prepared to continue to leverage our institutional knowledge to support the critical work performed by the City going forward. Some of the key features of our project management approach for this engagement include:

- Senior-level participation and oversight with a Project Director and Project Manager, each with 20+ years of experience providing similar services to utilities throughout Texas and the United States
- Control of project budget and schedule through Deltek, our project management software
- Control of project team capacity through Raftelis' weekly and monthly workload planning meetings, which will ensure the project team has sufficient capacity to meet the City's needs
- Effective communication between the project team and City staff via scheduled check-in calls, meeting summary memoranda, and regular meetings with the project team.
- Leveraging, as needed, the broader Raftelis team, consisting of 160+ consulting professionals to address issues and questions that may arise during the study

Quality assurance and quality control (QA/QC) is critical to the success of the project because errors undermine the credibility of the process and ultimate recommendations. Our QA/QC process is as follows:

First, we verify the data used for the study. Verification is critical because the data, while accurate for its original intended purpose, may reflect adjustments or anomalies that we would not want to include in our projections. The opposite is also sometimes true in that manual adjustments are occasionally made which are not reflected in the detailed data we receive. One example is detailed customer billing data, which may contain billing errors that are later manually corrected but may not be reflected in the detailed data we receive. One check on this issue involves calculating revenues for a recent historical period and comparing them against actual results. If the results are materially different, we can examine the data more closely to identify what may be causing the issue.

Verification also involves clear communication between the Raftelis team and City staff to ensure that we correctly interpret what we have received and are using it appropriately. We look to establish a staff "subject matter expert" on certain data sources. We will then work with this person to ensure that they understand what we have requested, that we have received what we requested, and that we're using it appropriately. This step is critical because data used for the wrong purpose, even if accurate, will compromise the results.

Second, we verify the accuracy of the calculations. Periodically, an experienced consultant who is not involved in the project reviews the calculations. This reviewer can edit the rate model and schedule a call with the project team to review their findings. This is not a methodological review but a check on the calculations themselves. We also involve utility staff early in the process. We provide copies of the rate calculations throughout the engagement to allow staff to review, ask questions, and identify any misinterpretation issues. Finally, we create internal error checks within the rate model. Wherever something is summarized, allocated, or otherwise manipulated, we use conditional formatting to ensure the integrity of the calculations. This will also help avoid future issues with utility staff's model use.

Finally, we ensure the methodology used for the study is appropriate. In addition to the accuracy of the data and calculations, we want to ensure that the product delivered to the City meets industry standards and is defensible. To accomplish this objective, we will leverage the experience of our Project Director, Todd Cristiano, and our Project Manager, Angie Flores. Our QA/QC process, which ensures the appropriateness of the data, calculations, and methodology, will be critical to the study's success.

Task 2: Financial Plan Development

The financial plans identify the overall level of revenue necessary to fund operations and maintenance expenses (O&M), routine repair and replacement capital expenditures, and repayment of debt service (current and future) while achieving the City's financial management objectives. Determining the revenue requirement involves a detailed cash flow forecast, which compares projected baseline revenues to projected expenditures and identifies any adjustments to revenues that may be necessary to fund utility operations in a financially sustainable manner. This will involve the following subtasks: a projection of revenue under existing rates (Task 2.1); a projection of O&M expense (Task 2.2); a projection of routine and major capital expenditures (Task 2.3); and a projection of revenue adjustments based on a detailed cash flow analysis (Task 2.4).

The projections we typically develop include the balance of the utility's current fiscal year plus the following 5-10 fiscal years. To the extent that the City has identified major capital improvements or incremental increases in O&M that lie outside of the 5-10-year window, we can extend the plans to include the additional years at no additional cost to the City.

Task 2.1: Projection of Revenue Under Existing Rates

Raftelis will develop revenue projections for each utility under existing rates and projected customer usage by customer class, which will be developed in Task 2.2. If no adjustments to rate levels or structures are made, this will serve as a revenue baseline. In Task 2.5, we will compare these baseline revenue projections to projected expenditures to determine the overall level of revenue necessary (including revenue increases) to fund these projected expenditures and achieve the City's financial performance objectives.

Revenues typically consist of operating and non-operating revenues. Operating revenues consist principally of rate revenues derived from the services provided by the utility to customers. Operating revenues are directly affected by the level of rates and charges, the service levels provided, and purchased water costs, which are passed through directly to customers. We will forecast other operating revenues using a trend analysis with adjustments to reflect known changes historically experienced and anticipated changes during the forecast period.

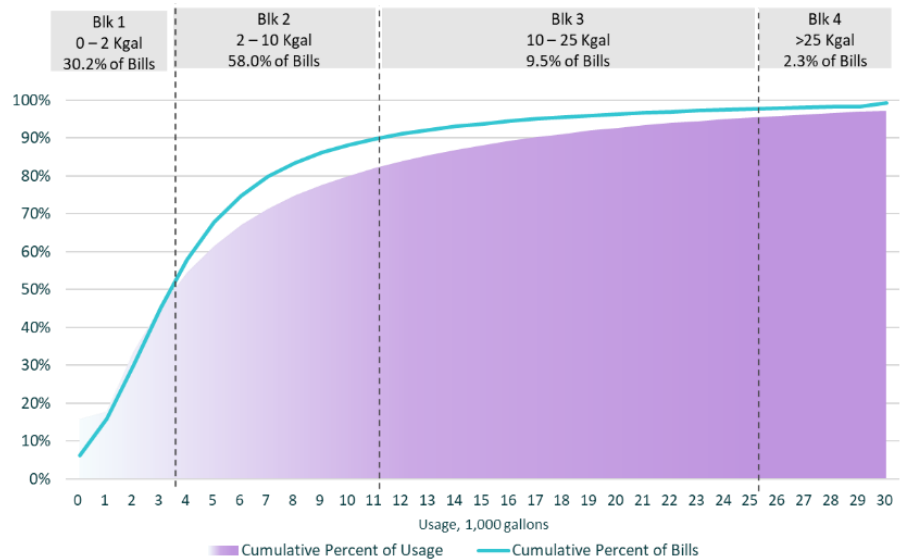
We will compare these revenues to the operating and capital expenses forecast in Tasks 2.3 and 2.4 to determine whether existing revenues are sufficient to fund projected expenditures.

Task 2.2: Billing Determinants

Raftelis will analyze the historical billing determinants for each utility. For water, projecting future demand and developing realistic per capita consumption estimates is one of the most challenging tasks a utility faces each year. This difficulty arises because several unpredictable factors can influence consumption. For instance, a particularly rainy or dry season, as well as unexpected changes in population growth or decline, can significantly impact water usage. Despite these challenges, accurate projecting of consumption remains one of a utility's most critical tasks. For wastewater and solid waste, Raftelis will evaluate the City's billing methodologies to forecast future billing determinants.

These projections directly affect user rates, which, in turn, determine how much cash a utility will collect. If a utility overestimates consumption, rates will be too low, leading to revenue under-recovery, a deficit, and decreasing fund balances. Yet, if a utility underestimates consumption, revenue over recovery occurs, which can be met with public scrutiny because of unjustly high rates.

Afterward, we will study the available historical consumption of the city's different customer types to determine each type's corresponding usage and growth rate. As a result of these analyses, Raftelis will be able to develop consumption projections for the forecast period under various scenarios. Raftelis will then calculate the revenues under current rates at projected consumption levels to understand the potential realizable revenues. We will then compare these revenues to the revenue requirements forecast in the financial plan developed in Task 3 to understand the magnitude of the potential shortfall under the current rates. Through this analysis, Raftelis can create graphs like the one for water shown here for each of the City's customer classes. This graph shows how water customers are using water.



Task 2.3: Projection of O&M Expense

The City's budgets (for the current year and any available future years) will be the starting point for projecting O&M expenses. We typically make three adjustments to project O&M expenses for the forecast period: budget performance adjustments, incremental expense adjustments, and inflationary adjustments.

Budget performance adjustments will be made based on a detailed review of budgeted O&M expenses compared to actual performance. To the extent that the utility tends to outperform in certain areas (i.e., spend less than budgeted), we will discuss the root causes and potential adjustments so that the projection of baseline O&M (i.e., before any incremental expenses and inflationary adjustments) is a reasonable reflection of what is likely to occur. If the root causes include staffing, process or other limitations, we will also discuss appropriate methods to address and optimize consistent with utility best practices.

The current budget may include one-time expenses that are not expected to be incurred in the future. In this case, the one-time expense will either be excluded from future years or, if it occurs periodically, normalized in future years. To the extent that the current year budget represents a snapshot plan for the year in question, **incremental expense adjustments** ensure future years carry forward the appropriate level of O&M expense. The current budget may also exclude incremental changes in operating expenses anticipated to occur in the future.

Inflationary adjustments account for expected future inflation in O&M expenses, after accounting for budget performance and any incremental expenses. Inflationary adjustments will be based on the best and most relevant data possible. Expenses driven by customer growth and usage will be adjusted based on the projections in Task 2.1. Personnel costs will be adjusted based on planned compensation adjustments from City. For expenses with less detailed data, we will rely on historical trends, discussions with City staff, and our experience working with similar utilities throughout the United States.

Task 2.4: Projection of Routine and Major Capital Expenditures

Task 2.4 involves developing a capital improvement financing plan that identifies the City's capital projects (routine and major) and the mix of cash and debt¹ used to finance them. The cash flow impact of the capital financing plan is incorporated into the cash flow analysis in Task 2.4 as annual cash outlays (i.e., PAYGO or revenue-funded capital) and new debt service. To develop the capital financing plan, we will review the City's approved capital improvement plan (CIP) and work with City staff to ensure that the appropriate level of investment is balanced against the potential rate implications. To the extent that the CIP is in current year dollars, we will include adjustments for future construction cost inflation based on an analysis of trends for the appropriate cost indices (e.g., Engineering News-Record). We will also incorporate any projects that the City already has in progress from prior approved CIPs that will be completed in the first few years of the forecast period.

The CIP financing plan we develop for the City will incorporate routine repair and replacement expenditures and major capital improvements. Raftelis will incorporate the City's policy for funding routine expenditures and major capital improvements with reserves. Debt funding of capital improvements will be estimated based on the reserves available. We will work with City staff to recommend CIP financing alternatives that will achieve the City's financial management objectives. The projected capital costs, including PAYGO and any new debt service, will be incorporated into the cash flow projections in Task 2.5.

Raftelis will review the city's water, wastewater, and solid waste capital improvement plans compared to utility best practices for this task. Our team will discuss the projects with staff to understand details, confidence in project budgets, confidence in annual forecasted spending, growth projections, risks identification, and whether projects will achieve the desired outcomes. The City's current regulatory requirements and permits will be considered to determine if the City's regulatory short and long-term obligations are met with the proposed capital projects. If gaps are identified, recommendations will be provided to consider for adjustments to the capital budgets.

Our review work will also include:

- Identify potential opportunities to reduce project costs or achieve regulatory compliance and growth needs more cost-effectively. We will then recommend the next steps to achieve those cost savings.
- Identify if projects in the CIP have the necessary mix of asset management (renewal of existing assets) and new assets construction to meet WEF and AWWA utility best practices, metrics, and the City's objectives. For example, is system asset renewal targeting 1% of the system's annual renewal rate? If no, should asset renewal be increased to meet this rate? If yes, identify the opportunities and costs to ramp up over time to increase asset renewal. Do assets have business risk exposure scores and does the CIP reflect the level of service the City wants to achieve to reduce system risks? This approach can also help prioritize asset renewal projects versus new construction to meet growth needs and regulatory obligations.
- Review the CIP and City's Asset management program for technology and software needs. For example, should future CIPs include improvements to existing GIS, maintenance management software, and/or financial information systems to address the existing and planned new assets? If yes, discuss exact needs with staff and develop appropriate costs to include in the short-term and long-term CIPs.
- Review and discuss with City staff potential adjustments to the Operations budget to address the operations and maintenance costs for new and existing assets.
- If requested, review the City's capital program's current delivery processes and procedures and identify process, procedure, and/or staffing improvements to allow for more efficient delivery of capital projects and

¹ Under the Dodd-Frank Wall Street Reform and Consumer Protection Act, all firms that provide debt issuance support services, including financial feasibility studies, must be registered with the SEC and MSRB to legally provide official opinions and related services. Raftelis' registration allows our clients to be confident that Raftelis is fully qualified and capable of providing financial advice related to debt issuances in compliance with the applicable regulations of the SEC and the MSRB.

annual capital spending. This review will specifically focus on delivering capital projects on scope, schedule and on budget to meet target capital spending rates, achieve target annual cash flow goals, and anticipated growth.

Task 2.5: Utility Cash Flow Forecasts and Revenue Adjustments

We will develop a detailed cash flow forecast for the multi-year planning horizon. This forecast will compare existing revenues (Task 2.1) to forecast expenditures (Tasks 2.3 and 2.4), identifying any deficiencies in funding under existing revenues. Throughout Task 2.5, we will discuss the City's existing financial policies and objectives (formal and informal). This will include reviewing the utility's performance relative to key financial ratios (e.g., days cash, capital structure, and debt service coverage). Throughout these discussions, we will provide recommendations to ensure the City's financial management strategies align with industry best practices.

We will structure rate adjustments to achieve the City's strategic financial management objectives and maintain alignment with best financial management practices regarding debt service coverage ratios and reserve balances. Revenue adjustments will be smoothed where possible, mitigating the impact on customers in any given year. The ultimate outcome of Task 2.5 will be identifying the overall level of revenue required (including any adjustments to revenue) to fund the provision of safe and reliable service in a financially sustainable manner. This revenue requirement will support the development of the proposed rates in Task 3.

Task 3: Water, Wastewater, and Solid Waste Cost-of-Service Analysis and Rate Calculation

We will tailor the City's utility's cost-of-service analysis to incorporate the unique attributes of system operations, operating and capital spending. This tailored cost of service will be premised on the principles outlined in state and local laws, the AWWA's *Manual M1, Principles of Water Rates, Fees, and Charges*, the WEF's *Manual of Practice No. 27, Financing and Charges for Wastewater Systems*, Full Cost Accounting, and other legal precedents.

The first step of a cost-of-service analysis is to complete a cost functionalization to allocate costs to the various functions within the utility. For example, in the water utility, these categories may include source of supply, treatment plant, transmission, and distribution. The next step is the classification of costs based on cost-causative parameters. In water, these parameters would be average day demand, maximum day demand, maximum hour demand, meters, and customer service. Finally, the cost of serving each customer class will be determined based on each class's usage characteristics. Raftelis will discuss with the City whether this task and allocation analysis is necessary for each utility.

Task 3.1: Outside City Limit Rates

The Public Utility Commission of Texas has heard and considered a few appeals from Outside City Limit customers in recent years. Because of this, we recommend completing a separate cost-of-service analysis that aligns with the rulings from these cases. Raftelis will discuss this methodology with city staff.

Task 3.2: Rate Calculation

After the revenue requirements have been functionalized, classified, and allocated, we will use the consumption analysis performed in Task 2 and combine it with the new revenue requirements to calculate user rates reflecting the City's specific rate goals and objectives developed in Task 1.3. Based on these goals and objectives, Raftelis will evaluate the City's current rate structures and discuss how they compare to industry standards. At this point, we will discuss and evaluate the need for new customer classes, such as senior citizens or irrigation/sprinkler rates. Raftelis

has worked with many customers to evaluate existing and new customer classes. This evaluation will be based on existing data and the outcomes of the pricing objectives workshop.

We will project these rates for the forecast period to ensure that all covenant requirements are met and that customer impacts of rate increases do not lead to rate shock. At the end of this task, we will conduct a meeting with City staff. Raftelis will review the entire cost-of-service and rate-setting process at this meeting and present preliminary rates. Before the meeting, City staff will be provided with the draft rate model and preliminary rates so that they can review our methodology and make suggestions for changes. We will discuss all suggested changes and then work with the City to develop final rate recommendations to incorporate into the City's rate ordinances.

Task 3.3: Comparison of Costs by Customer Class

Based on the rate structures identified in this task, we will compare the cost of service to rate recovery under the new and existing rates. This will allow the City to understand any inequities in the existing rate structure as well as how any proposed changes to the rate structure address those inequities.

Task 4: Rate Model Development

At the heart of any successful cost-of-service and rate study is the computer model used to develop revenue requirements, perform cost functionalization, classification, and allocation, and calculate rates. The model must be sophisticated enough to perform the complex calculations involved in a comprehensive cost-of-service and rate analysis and yet simple enough to allow for future updates by City staff.

The model will incorporate the rate structures and calculation methodologies developed during Task 3. During the project, City staff will be provided with working copies of rate model drafts in Microsoft Excel so that they can provide input into the development of the model. Once the project is complete, the City will be provided with fully functioning copies of the model, and Raftelis personnel will train members of the City staff in its use.



Raftelis will develop a customized financial model that incorporates a dashboard to allow you to easily run scenarios and see the impacts in real time. Shown here is a sample dashboard that we developed for another project.

Task 5: Reports and Presentations

Benchmark Rate Comparison

Raftelis will compare the City's current and proposed water, wastewater, and solid waste rates to those of comparable peer utilities. This comparison will be used in the reports and presentations of the study's findings to provide a frame of reference for stakeholders and decision-makers.

Draft Report

The draft report will document the rate development process, describe any recommended changes to the existing rate structures and the reason for such changes, and present the cost-of-service and rate study results. City staff will receive an electronic copy of the draft report for their review and comment.

Final Report

Raftelis will incorporate the City staff's comments on the draft report into a final report. Upon finalization of the report, the City will receive an electronic copy. In addition to the final report, the City will be provided with electronic copies of the final rate model in Microsoft Excel. Raftelis will also deliver a model training workshop for City staff.

Presentations

We will prepare a PowerPoint presentation summarizing the rate study process, findings, and recommendations clearly and concisely. We will provide a draft of this presentation to City staff for their review and comment before delivering the final version.

Raftelis will also present our findings for the City Council using this presentation.

TIMETABLE FOR COMPLETION OF PROJECT

Timetable for Completion of Project

Raftelis will complete the scope of services within the timeframe shown in the schedule below. The proposed schedule assumes a notice-to-proceed by the beginning of April 2025, that Raftelis will receive the needed data in a timely manner, and that it will be able to schedule meetings as necessary. Substantial project completion is estimated for September 2025.

Our scope of work assumes we complete the project according to the schedule provided below. If the City elects to extend the project completion schedule beyond the initial schedule, we will work with the City to identify any necessary revisions to the project budget.

TASKS	Apr 2025	May 2025	Jun 2025	Jul 2025	Aug 2025	Sep 2025
1. Project Development and Management	●	●				
2. Financial Plan Development			●		●	
3. Water, Wastewater, and Solid Waste Cost of Service and Rate Calculation		●		●		
4. Rate Model Development			●		●	
5. Reports and Presentations						● ●

● In-person Meetings

● Web Meetings

● Deliverables

ABILITY OF THE FIRM TO MEET WORK SCHEDULES

Raftelis employs several management strategies to heighten the effectiveness and efficiency of the services we provide to our clients. We place a high priority on being responsive to our clients and, as we determine scope and staffing for each project, we carefully consider our workload and the availability of resources to meet the City needs and project schedules.

Each week, the Raftelis management team participates in a conference call to review the number of consulting hours required to meet the needs of our clients during the upcoming week. This weekly meeting allows our project managers to deploy our consulting staff in a flexible manner that ensures a suitable level of hours will be devoted to the City even during periods of accelerated deadlines and heavy work requirements.

Our project management conference calls provide Raftelis project managers with opportunities to effectively distribute work within a project. However, it is equally important that consulting hours spent on the project are tracked and compared to project budgets on a real-time basis. Raftelis uses project management software to monitor project progress, consulting hours, and budgets.

If selected for this project, we will conduct a comprehensive scoping meeting with the City staff and our project team to discuss the work plan to ensure we are in agreement on how best to achieve the City's goals and objectives. This meeting will include a discussion of our proposed schedule and the City's timing requirements for meetings, milestones, and deliverables, so that our teams have a full understanding of what to expect on the project. Throughout the project, we will provide the City with frequent updates so that you are constantly aware of the status of the project and our progress towards meeting milestones and deadlines.

EXISTING AND FUTURE TIME COMMITMENTS OF PERSONS ASSIGNED TO THE PROJECT

Team Member	Project Role	Availability
John Mastracchio, ASA, PE, CFA	Project Director	10%
Angie Flores	Project Manager	15%
Christopher Williams	Technical Lead - Water/Wastewater	25%
Sarah Neely	Technical Lead – Solid Waste	25%
Brandon Vatter	CIP Specialist	15%
Pool of Staff Consultants	Staff Consultants	35%
Subconsultant Staff	Engineering Leads	15%

ABILITY TO COMMUNICATE EFFECTIVELY WITH CITY STAFF, CITY COMMISSION, AND CITIZEN GROUPS

The success or failure of any consulting engagement is defined by the effectiveness of communications between the City and consultant and among the project team members. A cornerstone of Raftelis' success is our commitment to regular, fully transparent, and highly effective communications with each client, as well as within our project teams.

Raftelis has used many different approaches in past consulting engagements to ensure the timely flow of information and documents between the firm, the client, and other relevant parties. These approaches will be defined by the City to meet your unique needs and preferred communications protocols. On other projects, these protocols have included weekly, bi-weekly, or monthly meetings, telephone calls, and/or email communications between Raftelis' Project Manager and our designated the City contact. They have also included detailed monthly written reports describing the status of the project. We encourage all of our clients to contact us if they require any type of assistance.

Tasks	Meetings		Hours										Total Fees & Expenses
	Virtual	In Person	John Mastracchio	Angie Flores	Christopher Williams	Sarah Neely	Summer Simpson	Brandon Vatter	Ricardo Salazar	Javier Garcia	Admin	Total Hours	
1. Project Development and Management	1	1	4	32	16	8	8	8	4	4	4	88	\$31,737
2. Financial Plan Development	2			8	16	4	32	24	16	16		116	\$34,040
3. Water, Wastewater, and Solid Waste Cost of Service and Rate Calculation	2			8	16	4	32					60	\$15,600
4. Rate Model Development	2			8	16	4	32					60	\$15,600
5. Reports and Presentations	2	1	4	24	16	4	24	16	4	4	8	104	\$33,977
Total Meetings / Hours	9	2	8	80	80	24	128	48	24	24	12	428	–
Hourly Billing Rates	–	–	\$425	\$375	\$295	\$260	\$195	\$325	\$325	\$325	\$100	–	–
Total Professional Fees	–	–	\$3,400	\$30,000	\$23,600	\$6,240	\$24,960	\$15,600	\$7,800	\$7,800	\$1,200	–	\$120,600
Travel Expenses													\$6,555
Technology Fee													\$3,800
Total Expenses													\$10,355
Total Fees & Expenses													\$130,955

RATES FOR ADDITIONAL PROFESSIONAL SERVICES

Rates for Additional Professional Services

Project team hours and expenses will be billed on the same invoice. Expenses related to travel will be billed at cost. Additional services outside the agreed upon scope of work will be billed on a time and materials basis. Raftelis' billing rates can be found below. These rates will be in effect for calendar year 2025 and will then increase annually by 3% unless specified otherwise by contract.

POSITION	HOURLY BILLING RATE**
Executive Vice President/Senior Principal	\$425
Vice President	\$375
Principal Consultant	\$310
Manager	\$295
Senior Consultant	\$260
Associate	\$195
Administration	\$100
Technology Charge*	\$10

**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.*

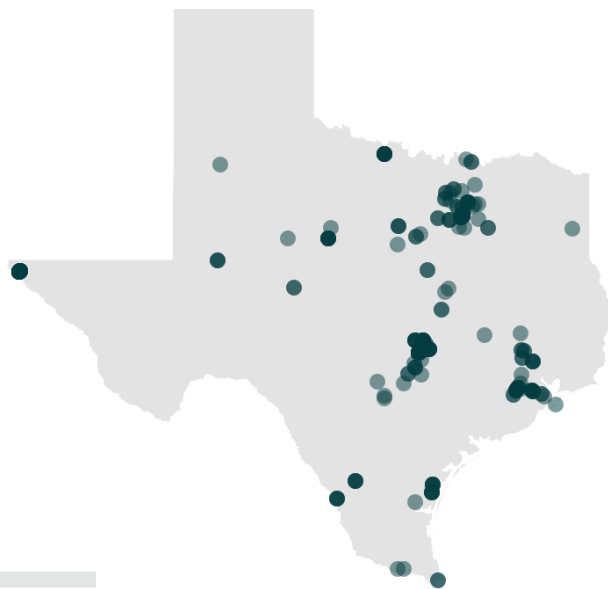
***For services related to the preparation for and participation in deposition and trials/hearings, the standard billing rates listed above will be increased by an amount up to 50 percent.*

REFERENCES

Experience

Raftelis has the most experienced utility financial and management consulting practice in the nation.

Our staff has assisted more than 1,700 public agencies and utilities across the U.S., including some of the largest and most complex agencies in the nation. In the past year alone, Raftelis worked on more than 1,300 financial/organizational/technology consulting projects for over 700 agencies in 47 states, the District of Columbia, and Canada. Below, we have provided descriptions of projects that we have worked on that are similar in scope to the City's project. We have included references for each of these clients and urge you to contact them to better understand our capabilities and the quality of service that we provide.



Raftelis has unparalleled experience providing financial and rate assistance to water and wastewater utilities in Texas. This map shows some of Raftelis' Texas water and wastewater utility clients who we've assisted with financial and rate issues.

City of Pharr TX

Reference: Karla Saavedra, Finance Director

118 South Cage Boulevard, 2nd Floor, Pharr, TX 78577 / P: 956.702.5318 / E: karla.saavedra@cityofpharr.com

Raftelis was selected by the City of Pharr (City) to complete a water and wastewater rate study. The City is part of the greater McAllen metropolitan area and the Rio Grande Valley in Hidalgo County and contains the Pharr-Reynosa International Bridge into Mexico. The City has a population of roughly 80,000 residents. The City obtains its water primarily from the Rio Grande River. In March 2019, the City of Pharr engaged Raftelis to complete a comprehensive water and wastewater rate study for the City utility. The utility has roughly 21,000 connections. The study included an evaluation of the current rate structure and a determination of the cost of service for each customer class. Along with the cost-of-service analysis, Raftelis developed a financial planning model that can be used to evaluate future operating or capital scenarios. Raftelis presented the rate plan to the City Council in August 2019 with the final adoption of the rate proposal in September.

City of Huntsville TX

Reference: Steve Ritter, Finance Director

1212 Avenue M Huntsville, TX 77340 / P: 936.291.5486 / E: sritter@huntsvilletx.gov

Raftelis was engaged in 2022 by the City of Huntsville (City) to conduct a cost-of-service rate study for the City's fourteen different customer classes for the water and wastewater utility. The City has to balance growth while significant capital investment is needed to accommodate the new demand, approaching \$95 million over the next five years and \$5 million annually needed upgrades and maintenance of current facilities. Raftelis developed a user-

friendly scenario analysis functionality into the financial planning and rate model to assist the City with this critical challenge. The model enables the City to evaluate different levels of funding as well as multiple financing instruments each year. The previous study performed for the City did not look at cost-of-service, and Raftelis found that the water customers were subsidizing the wastewater. Raftelis worked with the City staff to phase into rate increases that would right size each utility and recover their operations, maintenance, and capital costs.

City of Kyle TX

Reference: Perwez A. Moheet, CPA, Director of Finance

100 W. Center Street, Kyle, TX 78640 / P: 512.262.1010 / E: pmoheet@cityofkyle.com

Raftelis was engaged in 2024 to complete a water and wastewater cost of service study. The City of Kyle (City) serves approximately 15,000 water and wastewater accounts in the greater Kyle area. The City reviews and updates rates periodically but has not completed a formal cost-of-service study with a consultant. The study determined the level of rate revenue required to meet annual operating expenses, payment on existing debt service and fund the capital improvement program while maintaining financial performance metrics. Rate proposals were presented to Council in August 2024 and were approved.

EXPERIENCE – TRIMAD CONSULTANTS

City of Pharr TX

Reference: Ruben Rosales, Public Utilities Director

801 E Sam Houston, Pharr, TX 78577 / P: 956.402.4300 / E: ruben.rosales@pharr-tx.gov

Trimad Consultants provided professional engineering services for the City of Pharr (City), focusing on the development of a comprehensive capital improvement plan to address future growth and regulatory compliance. The project involved a detailed analysis of the City's wastewater treatment plant and collection system, evaluating their current capacities and identifying areas for improvement. This effort aimed to ensure the infrastructure could meet the City's needs over the next 20 years while adhering to environmental and operational standards. Ricardo worked closely with GIC during this project to ensure coordination and alignment of all technical aspects (which is why the contract amount remains confidential).

The scope of work encompassed the evaluation of existing water and wastewater treatment facilities, along with the collection and distribution systems. Key tasks included proposing system alignments, determining optimal pipe sizing, and identifying critical crossings. Additionally, cost estimates for the recommended improvements were prepared to guide implementation planning. The resulting master plan provides the City of Pharr with a strategic roadmap to enhance its infrastructure, accommodate anticipated growth, and maintain compliance with regulatory requirements.

City of San Juan TX

Reference: Juan Martinez, Utilities Director

709 S Nebraska Ave San Juan, TX 78589 / P: 956.223.2000 / E: jmartinez@sjtx.us

Trimad Consultants was engaged by the City of San Juan (City) to develop a comprehensive Wastewater Master Plan aimed at addressing future growth and ensuring regulatory compliance. This project involved a thorough analysis of the City's wastewater treatment plant and collection system to assess their current capabilities and

identify improvements needed to meet projected demands over the next 15 years. The work focused on creating a strategic capital improvement plan to enhance system performance and reliability.

The scope of the project included a detailed evaluation of the existing water and wastewater treatment plants, as well as the collection and distribution systems. Key tasks involved proposing new system alignments, determining appropriate pipe sizing, identifying critical crossings, and preparing cost estimates for the recommended improvements. The finalized master plan serves as a guiding document for the City of San Juan, enabling informed decision-making to support sustainable growth and maintain compliance with environmental and operational standards.

Client List – Trimad Consultants

- City of Pharr
- City of Donna
- City of San Perlita
- City of Alamo
- City of Elsa
- City of San Juan
- City of Bishop
- City of La Grulla
- Brooks County
- City of La Villa
- Kleberg County
- City of Progreso
- City of Del Rio

EXPERIENCE – GARCIA INFRASTRUCTURE CONSULTANTS, LLC

City of Pharr TX

Reference: Ruben Rosales, Public Utilities Director

801 E. Sam Houston, Pharr, TX 78577 / P: 956.402.4300 ext. 2326 / E: ruben.rosales@pharr-tx.go

Project Purpose:

This project was developed to replace a deficient and undersized lift station. A larger lift station was provided to meet current and future flows. LS 25 is located within an existing easement at the intersection of Nolana Loop and Fir Street. The existing force main which extends south from LS 25 to Sioux Road was found to be undersized.

Project Description:

Two alternatives were evaluated but ultimately it was decided to replace LS 25 with a new submersible type of lift station. The new station was sized to meet ultimate flows for the corresponding sewershed (5-mgd). Construction of a new station in lieu of rehabilitating the station had multiple benefits including (1) improved safety, (2) ease of maintenance, and (3) compliance with TCEQ Regulations.

The submersible lift station includes three (3) pumps, each with a capacity of 1,750-gpm. The lift station wet well is approximately 35-ft deep. The station was equipped with a permanent generator and odor control facility.

Challenge:

The existing lift station had to be kept in service while the new facility was constructed. The available space was limited.

City of McAllen TX

Reference: Carlos Gonzalez, P.E., Utility Engineer

1300 W. Houston Ave. McAllen, TX 78501 / P: 956.681.1777 / E: cagonzalez@mcallen.net

Project Purpose:

This project was developed to provide Type I Non-Potable Water (NPW) to residential and commercial customers. It was initially developed from a master plan then moved to design and construction. The water reuse master plan was developed to encompass the northwest quadrant of the City of McAllen. The primary driver, a new 2,500-Acre Subdivision (Tres Lagos) which provides reclaimed water for its residents. Moving from master planning to design, construction plans were developed to modify the NWWTP to meet Type I Water Quality Standards.

Project Description:

The 210 Water Reuse Permit was amended to allow Type I Reuse Water and NWWTP was modified to include the following improvements:

- Modify existing Ultraviolet (UV) Disinfection Basin to divert treated water to the Type I Water System.
- To reduce cost, an existing effluent pipe from the old plant and the secondary clarifiers were reused to transfer and store Type 1 reuse water.
- Covers were provided for the re-purposed secondary clarifiers.
- New recycle pump station (5-mgd). This pump station included three (3) vertical turbine pumps, 30,000-gallon hydro pneumatic tank, and other appurtenances.
- 16-inch Recycle Main.

As part of this project, Garcia Infrastructure Consultants helped MPU identify potential water reuse customers, established water reuse demand projections, sized the water reuse main, developed alignment from the source (NWWTP) to terminus point (Tres Lagos Subdivision). A hydraulic model was developed to size the pump station and associated recycle distribution system. The model indicated that three pumps would be required to meet initial Phase I and Phase II. However, an elevated storage tank (0.5-MG) would be required to meet ultimate demand conditions.

Challenge:

This project required our design team to keep the existing NWWTP in operation during construction. The delivery point was over six (6) miles from the recycle pump station at the NWWTP. Furthermore, reuse consumption was estimated for the various customers when no data was available, as this was the first project that included reuse water for residential consumption. Rules of use were developed to ration available reuse water and mitigate the size of the reuse pump station.

Additional Experience

Past Projects

We have completed hundreds of projects of similar scope. Below is a brief list of projects highlighting the experience of the project team in carrying out studies of similar scope. A full list can be made available upon request.

Type of Work	Completion Date	Owner's Name	Contact Info
Abilene - Financial Plan Update	11/14/2024	Rodney Taylor	rodney.taylor@abilenetx.com
Kyle - Water and Wastewater Cost of Service & Rate Design Study	11/14/2024	Perwez Moheet	pmoheet@cityofkyle.com
Wichita Falls 2025 Wholesale Rate Study	11/1/2024	Azura Kerr	azura.kerr@wichitafallstx.gov
City of Lockhart - Financial Plan Update	10/10/2024	Joseph Resendez	jresendez@lockhart-tx.org
Lorena - Water and Wastewater Rate Study	10/10/2024	Kevin Neal	kneal@lorenatx.gov
College Station-Water & Waste Rate Study	6/6/2024	Stephen A. Maldonado, Jr.	samaldonado@cstx.gov
Denison - Roadway, W/WW Impact Fee Study	6/6/2024	Fanchon Stearns	fstearns@cityofdenison.com
Manor - 2023 W/WW Rate Study Update	6/6/2024	Scott Moore	Smoore@manortx.gov
Prosper - NTMWD Customer Cities Surcharge Review	6/6/2024	Bob Scott	bscott@prospertx.gov
Fair Oaks Ranch - Water/Wastewater/ Reuse Rate Update	11/10/2023	Sarah Buckelew	sbuckelew@fairoaksranchtx.org
Pottsboro - Rate Study	10/10/2023	Kacie Galyon	kgalyon@cityofpottsboro.com
Huntsville - Water and Wastewater Rate Study	9/13/2023	Steve Ritter	sritter@huntsvilletx.gov
Town of Argyle - W & WW Financial Planning & Rate Study	8/29/2023	Marissa Barrett	mbarrett@argyletx.com
Lakeside - Utility Rate Review	6/30/2023	Jeff Monzingo	jeff@jeffmcpa.com
San Jacinto River Authority - Raw Water Model Update	6/30/2023	Jace Houston	jhouston@sjra.net

Cedar Park - Rate Model Review	6/26/2023	Michael Huber	michael.huber@cedarparktexas.gov
Kaufman - 2023 Water/Wastewater Rate Study Update	6/6/2023	Mike Holder	mholder@kaufmantx.org
Lakeside Water Control - Water and Wastewater Rate Study	5/16/2023	David Klein	dklein@lglawfirm.com
Wichita Falls - Wholesale Rate Study	2/28/2023	Stephen Calvert	stephen.calvert@wichitafallstx.gov
Addison - 2021 W/WW Rate Study Update	12/30/2022	Steven Glickman	sglickman@addisontx.gov
Arlington - Water and Wastewater Rate Study	12/30/2022	Medria Browhow	medria.browhow@arlingtontx.gov
Cedar Park - Wholesale Utility Rate Study	12/30/2022	Michael Huber	michael.huber@cedarparktexas.gov
Copper Canyon 2021 Rate Study	12/30/2022	Donna Welsh	dwelsh@coppercanyontx.com
Corinth - Utility Rate Study Services	12/19/2022	Lee Ann Bunselmeyer	leeann.bunselmeyer@cityofcorinth.com
Round Rock- W/WW Impact Fee Study Update	11/7/2022	Becca Thibodaux	bthibodaux@roundrocktexas.gov
Creedmore Maha - Rate Water Study	10/24/2022	Matthew Pickle	mpickle@creedmoorwsc.com
Bear Creek Special Utility District - Water Rate Study	8/16/2022	Camille Reagan	creagan@bearcreeksud.com
Aubrey - Comprehensive Water and Wastewater Rate Study	8/12/2022	Leanne Wilson	lwilson@aubreytx.gov
Manor - Financial Planning Model & Benchmarking Study	8/11/2022	Scott Moore	smoore@manortx.gov
Granbury - Impact Fee Study Update	5/11/2022	Eva Gregory	egregory@granbury.org
Wichita Falls - 2023 Wholesale Rate Study	3/24/2022	Jessica Williams	jessica.williams@cityofdenton.com
Goforth Special Utility District - Water Impact Fee Study	2/11/2022	Mario Tobias	mario@goforthwater.org
Robinson - Water/Wastewater Rate Study Consultant	1/25/2022	Craig Lemin	c.lemine@robinsontexas.org

Current Projects

Raftelis currently has hundreds of active contracts. Below, we have provided a list of current projects for members of the project team. The firm's full list of active contracts can be made available upon request.

Type of Work	Completion Date	Contact Name	Contact Info
Arlington, TX Wholesale Rate Study	Ongoing	Medria Browhow	medria.browhow@arlingtontx.gov
Aubrey - 2025 Cost of Service Study	Ongoing	Leanne Wilson	lwilson@aubreytx.gov
Austin - Water Rate Advocate	Ongoing	Christina Romero	christina.romero@austintexas.gov
Cedar Park - Professional Services Utility Rate Model Enhancement Project	Ongoing	Michael Huber	michael.huber@cedarparktexas.gov
City of Kemp, Texas - Water and Wastewater Rate Study	Ongoing	Dean Winters	dean.winters@cityofkemp.org
City of Kyle Phase II-IV Rate Study	Ongoing	Perwez Moheet	pmoheet@cityofkyle.com
Collinsville Cost of Service Study	Ongoing	Dannielle Talley	dtalley@collinsvilletexas.org
Denton - FY2025 Financial Planning Model Update	Ongoing	Azura Kerr	azura.kerr@cityofdenton.com
Denton - Wholesale Cost of Service Study	Ongoing	Azura Kerr	azura.kerr@cityofdenton.com
DeSoto - Utility Rate Selection	Ongoing	Brandon Lacy	blacy@desototexas.gov
DeSoto 2025 - Rate Study Updates for Water, WasteWater, & Sanitation Services	Ongoing	Brandon Lacy	blacy@desototexas.gov
Kaufman FY 2024 W/WW Rate Study Update	Ongoing	Mike Holder	mholder@kaufmantx.org
Lakeside Water Control - Water and Wastewater Rate Study	Ongoing	David Klein	dklein@lglawfirm.com
Laredo - Comprehensive Water & Wastewater Rate Study	Ongoing	Angelica P. Cantu	acantu1@ci.laredo.tx.us
Little Elm Cost of Service Study	Ongoing	Kelly Wilson	kwilson@littleelm.org

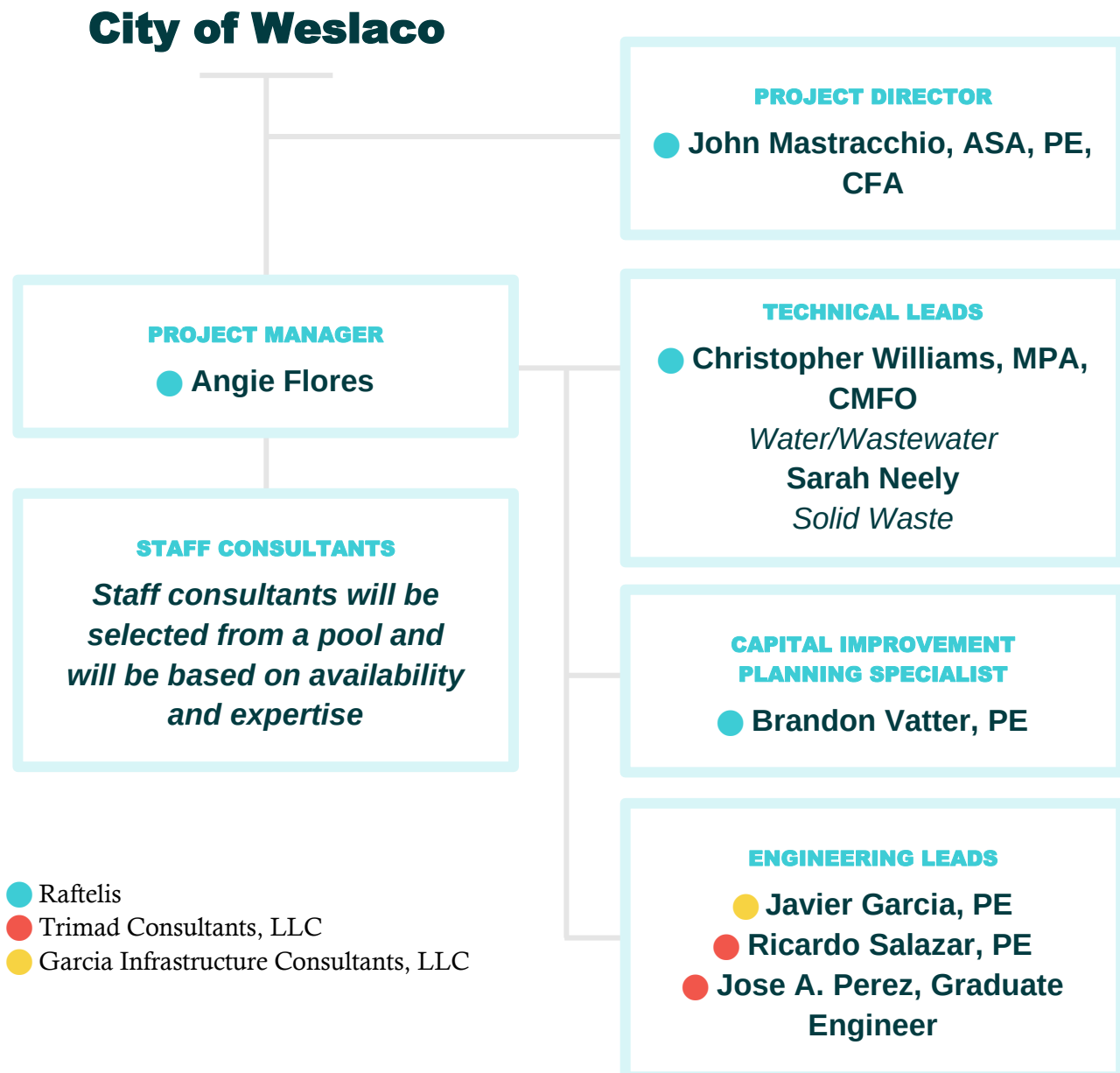
Lucas, City of - Council Presentation & On - Call Services	Ongoing	Toshia Kimball	tkimball@lucastexas.us
Manor - On-Call Services	Ongoing	Scott Moore	smoore@manortx.gov
New Braunfels - Rate Review and Community Education Consultant	Ongoing	John Warren	jwarren@nbutexas.com
Round Rock - Water/WW/Stormwater Update	Ongoing	Becca Thibodaux	bthibodaux@roundrocktexas.gov
Round Rock Expert Witness Litigation Services	Ongoing	Becca Thibodaux	bthibodaux@roundrocktexas.gov
Sachse-Customer Premium & Buy-In Charges Study	Ongoing	Lauren Rose	lrose@cityofsachse.com
San Marcos - Impact Fee Study	Ongoing	Brigit Buff	bbuff@plummer.com
SH-130 Feasibility Study	Ongoing	Alex Makled	alex.makled@accenture.com
Shallowater - Rate Study and Financial Planning	Ongoing	Amanda Cummings	acummings@shallowatertx.us
South Texas Water Authority - Water Rate and Financial Planning Study	Ongoing	John Marez	jmarez@stwa.org
Springs Hill Water Financial Plan and Rate Study	Ongoing	Mike Andrews	mandrews@springshill.org
Texas Water Development Board - Water Utilities Technical Assistance Program	Ongoing	LaTrichia Spikes	latrichia.spikes@twdb.texas.gov

Project Team

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

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

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



Team Members Project Hours

Team Member	Hours
John Mastracchio, Project Director	8
Angie Flores, Project Manager	80
Christopher Williams, Technical Lead	80
Sarah Neely, Technical Lead	24
Brandon Vatter, CIP Specialist	48
Consultant	128
Javier Garcia, Engineering Lead	24
Ricardo Salazar, Engineering Lead	24

SUBCONSULTANT: TRIMAD CONSULTANTS, LLC

Firm Identification

Trimad Consultants, L.L.C. (Trimad) is a civil engineering firm that was incorporated in 2017. The Trimad Team consists of one Professional Engineer, two E.I.T.'S, four Graduate Engineers, two Designers, and three Administrative support staff. Their team has extensive experience in delivering an array of complex projects with a strong emphasis in supporting municipal and private infrastructure including roadway, transportation, stormwater management, drainage improvements, wastewater treatment, sanitary sewer collection, water treatment plant, and water distribution projects.

Trimad has multiple certifications from the Small Business Administration and the State of Texas.



Trimad's approach is designed to meet the structured and efficient requirements outlined by the City of Weslaco. The Trimad team understands the importance of conducting this project with precision and clarity to achieve the desired outcomes effectively.

Their methodology involves a systematic approach tailored to address the specific needs outlined in the request. Leveraging their expertise in civil engineering and planning services, they will commence with a comprehensive analysis of the existing conditions and project objectives.

Familiarity with Applicable Rules and Regulations

Trimad has delivered a multitude of projects similar to those anticipated to be undertaken by the City of Weslaco. This includes subdivision standard manuals, wastewater works, roadway reconstruction and drainage improvements. Clients they have served include several high-profile entities from the Rio Grande Valley. Based on their experience, they are confident that their team is well qualified to assist the City of Weslaco.

Trimad has a long history of working in the Rio Grande Valley and South Texas Region. Trimad is experienced in delivering a wide range of engineering services from planning to final construction. Provided below are examples of projects Trimad is currently working on or recently delivered.

- Subdivision Standards Manual
- Feasibility Study Report
- Program Management
- Project Engineering Design Report/permitting application assistance.
- Civil Design, Specifications, and preparation of Construction Documents
- Construction Cost Estimating
- Construction Contract Administration and Inspection

SUBCONSULTANT: GARCIA INFRASTRUCTURE CONSULTANTS, LLC



Garcia Infrastructure Consultants, LLC (GIC) is a Texas-based civil engineering firm with a diverse staff of professionals that have served clients in the Rio Grande Valley (RGV) since mid-1990. GIC is a certified small minority woman-owned business by the South-Central Texas Regional Certification Agency (SCTRCA) and the State of Texas as a Historically Underutilized Business (HUB). Their vision is simple, to provide solutions to complex projects in a responsible and cost-effective manner. They have supported wastewater treatment, sanitary sewer collection, water treatment, and water distribution projects. Communities that their staff has served include the Harlingen Water Works System (HWWS), Brownsville Public Utility (BPUB), McAllen Public Utilities (MPU), and the Cities of Pharr, San Juan, Alamo, Mercedes, Donna, Elsa, San Benito, La Grulla, and Los Fresnos.

GIC assisted the City of Pharr to complete two (2) Water and Sewer Rate Studies. They assisted the City of Donna, and the San Antonio Water System (SAWS) complete an Impact Fee Study. They are currently assisting the City of Elsa complete its Impact Fee Study.

At GIC, they take immense pride in their commitment to quality, and this is reflected in their exceptional record with change orders. With an average of less than 1.5% in non-owner-driven change orders, they consistently demonstrate efficiency and attention to detail.

John Mastracchio ASA, CFA, PE

PROJECT DIRECTOR

Executive Vice President

ROLE

John will be responsible for overall project accountability and will be available to provide quality assurance and control, industry perspective, and insights into the project.

PROFILE

John is an Executive Vice President serving in a national role and leading the Northeastern practice of Raftelis. He has more than 28 years of experience as a financial and management consultant serving the utility, governmental, and private sectors. His extensive experience includes over 250 financial projects covering technical areas including valuation, financial planning and rate setting, capital financing, asset management, regionalization, litigation support, and transactional consulting, and spans several utility sectors including water, wastewater, electric, solid waste, and stormwater, along with consulting for the federal government and municipal general governments, transportation agencies, and ports.

John's utility valuation experience includes appraisals for mergers and acquisitions, reorganizations, eminent domain condemnation, and litigation support. He has provided acquisition and transactional advisory services to equity investors, business owners, and government officials on deals ranging in size from \$50 million to \$2.5 billion. His other valuation-related experience includes due diligence investigations, development of financial projections, remaining useful life analyses, customer and supplier contracts, strategic investment decision-making, and deal structuring support.

John has earned the Chartered Financial Analyst (CFA) designation, is a Series 50 Municipal Advisor Representative, and is also a Licensed Professional Engineer. He is the Immediate Past Chair of the Finance, Accounting and Management Controls committee and a member of the Rates and Charges committee of the American Water Works Association (AWWA).

John has co-authored manuals of practice and utility industry papers on valuation, infrastructure investment, capital financing, financial management practices, and rate-setting, including AWWA's *Manual of Practice M1, Principles of Water Rates, Fees, and Charges*; *Water Rates, Fees, and the Legal Environment*; *Manual of Practice M29, Water Capital Financing*; and *Financial Management for Water Utilities: Principles of Finance, Accounting, and Management Controls*, along with the textbook *The Effective Water Professional: Leadership, Communication, Management, Finance, and Governance*, published by the Water Environment Federation (WEF).



Specialties

- Financial analysis & modeling
- Financial planning, cost of service, rate design
- Bond feasibility studies
- Transactional due diligence support
- Government consolidation/regionalization
- Public-private partnerships
- Inter-municipal agreement support
- Valuation assessments
- Expert witness & litigation support
- Benchmarking
- Capital financing & project planning
- Business process improvement
- Asset management/business case evaluations
- Transactional due diligence support
- Valuation and appraisals

Professional History

- Raftelis: Executive Vice President (2022-present); Vice President (2017-2021)
- Arcadis, U.S., Inc. (2003-2017)
- Arthur Andersen (2001-2002)
- Parsons Corporation (1994-2000)

Education

- Master of Business Administration, Finance - Cornell University (2001)
- Master of Science, Civil & Environmental Engineering - Clarkson University (1994)
- Bachelor of Arts - State University of New York, College at Geneseo (1993)

Certifications

- Accredited Senior Appraiser (ASA)
- Chartered Financial Analyst (CFA)
- Professional Engineer (PE)
- Lean Six Sigma
- Series 50 Municipal Advisor Representative

Professional Memberships

- American Society of Appraisers
- AWWA: Immediate Past Chair of Finance, Accounting, & Management Controls Committee & Member of Rates & Charges Committee
- Chartered Financial Analyst Institute
- Water Environment Federation

PROJECT LIST

- Albany Water Board (NY) – Business case evaluations to support an asset management program
- Borough of Elmwood Park (NJ) – Water financial plan
- City of Bridgeport (CT) – Wastewater rate study
- Buncombe County MSD (NC) – Merger study
- Chesterfield County (VA) – Capacity fee evaluation and water and wastewater rate study
- City of Darien (CT) – Inter-municipal wastewater service agreement
- DC Water (DC) – Conveyance cost of service evaluation
- Delaware County (OH) – Capacity fee evaluation
- Department of the Public Advocate (NJ) – Valuation assessment
- City of East Providence (RI) – Water and wastewater rate study
- Erie County DEP (NY) – Merger feasibility studies
- City of Evanston (IL) – Water and wastewater rate study
- City of Fort Wayne (IN) – Water and wastewater valuation study
- Town of Greenburgh (NY) – Water rate study
- Greene County (OH) – Wastewater rate study
- City of Harrisburg (PA) – Asset transfer support
- City of Heath (OH) – Water and wastewater rate study
- Henrico County (VA) – Water and wastewater rate studies and capacity fee evaluation
- City of Hopewell (VA) – Wastewater bond feasibility study
- Isle of Wight County (VA) – Water and wastewater rate studies and financial planning
- City of Key West (FL) – Sewer, stormwater, solid waste, and marina rate studies and indirect cost study
- City of Kingston (NY) – Wastewater rate study
- City of Lancaster (OH) – Water and wastewater rate study and financial capability assessment
- City of Lansing (MI) – Wastewater rate study
- Town of Lincoln (RI) – Wastewater rate study
- City of Lorain (OH) – Wastewater regionalization study
- Macomb County (MI) – Wastewater acquisition evaluation and rate studies
- City of Marysville (OH) – Water and Wastewater rate studies and capacity fee analyses
- Metropolitan District Commission (CT) – Financial planning and acquisition support
- Miami-Dade County Seaport Department (FL) – Financial planning and bond consulting support
- City of Miamisburg (OH) – Water and wastewater rate studies and valuation assessment
- Milwaukee Metropolitan Sewer District (WI) – Owner’s agent operations contracting assessment
- Monroe County Department of Environmental Services (NY) – Wastewater rate studies
- Montgomery County (OH) – Water and wastewater rate studies
- New Castle County (DE) – Inter-municipal wastewater agreement support
- City of New London (CT) – Water and wastewater rate study
- City of Newark (NJ) – Water and wastewater rate study
- City of Newark (OH) – Water and wastewater rate study
- Town of Newburgh (NY) – Wastewater affordability assessment and rate study
- City of Norwalk (CT) – Wastewater rate study, stormwater feasibility assessment, and strategic plan
- Onondaga County Water Authority (NY) – Water rate study
- Onslow Water and Sewer Authority (NC) – Water and wastewater rate studies and capacity fee evaluation
- Passaic Valley Sewerage Commission (NJ) – Wastewater cost of service evaluation
- Philadelphia Water Department (PA) – Financial modeling support
- Prince William County Service Authority (VA) – Water and wastewater rate study
- City of San Diego (CA) – Water rate study

- Sanitation District No. 1 of Northern Kentucky (KY) – Wastewater financial modeling
- Saratoga County Water Authority (NY) – Water bond feasibility support
- Solid Waste Authority of Central Ohio (OH) – Financial planning and modeling
- City of Stamford (CT) – Capacity fee expert witness support
- Summit County (OH) – Wastewater rate study
- U.S. Virgin Islands Waste Management Authority (U.S. Virgin Islands) – Sewer and solid waste fee assessment
- Union County (NC) – Water and wastewater rate study and capacity fee assessment
- City of Virginia Beach (VA) – Water and wastewater rate studies and bond feasibility support
- City of Warren (OH) – Inter-municipal agreement support
- Williamsport Sanitary Authority (PA) – Wastewater rate study, nutrient credit support, inter-municipal agreement support

PUBLICATIONS

- Affordability of Wastewater Service, 2nd Edition, Water Environment Federation, 2022.
- “Thinking Outside the Bill: A Utility Manager’s Guide to Assisting Low-Income Water Customers”, A study sponsored by the AWWA Water Utility Council, Third Edition. 2022.
- “How Much Is It Worth? An Overview of Valuing Water Utilities”, published in the Journal of the American Water Works Association, August 2020.
- “Affordability Assessments: Policy Recommendations for USEPA,” published in the Journal of the American Water Works Association, June 2020.
- “The Financial Impact of the COVID-19 Crisis on U.S. Drinking Water Utilities,” prepared for the American Water Works Association and the Association of Metropolitan Water Agencies, April 14, 2020.
- “Developing a New Framework for Household Affordability and Financial Capability Assessment in the Water Sector,” prepared for the American Water Works Association, National Association of Clean Water Agencies, and the Water Environment Federation, April 17, 2020.
- "Principles of Water Rates, Fees, and Charges," Manual of Water Supply Practice M1, 7th Edition, 2017
- "Financing and Charges for Wastewater Systems," Manual of Practice M27, 4th Edition, 2017
- “New and Emerging Capital Providers for Infrastructure Funding, Project #4617,” Water Research Foundation
- “Rate Approval Process Communication Strategy and Toolkit, Project #4455,” Water Research Foundation, 2016
- “The Effective Water Professional: Leadership, Communication, Management, Finance, and Governance,” Water Environment Federation, 2015
- "Water Capital Financing, Manual of Practice M29," Led the subcommittee involved in updating and publishing a new edition of the M29 Manual
- "Developing Rates for Small Systems M54," Chapter author involved in updating and publishing a new edition of the M54 Manual
- “Financial Management for Water Utilities: Principles of Finance, Accounting, and Management Controls,” American Water Works Association, 2nd Edition, 2012
- “Water Rates, Fees, and the Legal Environment,” American Water Works Association, 2nd Edition, 2010
- "Budgeting and Financial Planning," Wastewater Collection System Management, Manual of Practice No. 7, Chapter 8, Water Environment Federation 2009
- "Maintaining Long Term Financial Health," Talk of the Towns, Association of Towns of the State of New York, 2007

PRESENTATIONS

- “Review of EPA Proposed 2022 Financial Capability Assessment Guidance, presented at the Utility CFO Forum, April 2022.

- “Financial Planning and Using ARPA and ILJA Funds for a Transformative Future,” AWWA Webinar, March 16, 2022.
- “Evaluating Revenue and Financing Considerations. Developing a Financing Strategy in Uncertain Times,” the Utility Management Conference. February 22, 2022.
- “Covid-19’s Financial Impact on Water Utilities,” Webinar Sponsored by American Water Works Association, May 2020.
- “Developing a New Framework for Household Affordability and Financial Capability Assessment in the Water Sector,” prepared for the American Water Works Association, National Association of Clean Water Agencies, and the Water Environment Federation, April 17, 2020.
- “A Path Forward on Affordability,” Utility Leaders Plenary Session at WEFTEC, 2019
- “The Nuts and Bolts of the New Affordability Proposal,” River Rally Conference, 2019
- “Evaluating if Water Service is Affordable – Integrated Planning and Beyond,” American Water Works Association Annual Conference, 2019
- “Strategies and Approaches that Small Utilities Can Use to Improve Success in Funding Deferred Capital Needs,” Utility Management Conference, 2019
- “Asset Bundling, Alternative Financing, and Cold Hard Cash,” American Water Works Association Annual Conference, 2018
- “Sustainability and Implications for Utility Management and Financing,” P3 Water Summit, 2018
- “Innovations in Water Infrastructure Financing – Getting the Right Fit, Water Infrastructure Conference, 2017
- “Rate Approval Process Communication Strategy and Toolkit: Results from WRF 4455,” American Water Works Association Annual Conference, 2017
- “New and Emerging Capital Providers for Infrastructure Funding – Addressing the Infrastructure Gap,” American Water Works Association Annual Conference, 2017
- “Rate Approval Process Communication Strategy and Toolkit: Results from WRF 4455,” American Water Works Association Annual Conference, 2017
- “New and Emerging Capital Providers for Infrastructure Funding,” NACWA Conference, 2017
- “Innovations in Water Infrastructure Financing: Addressing the Infrastructure Gap,” Utility Management Conference, 2017
- “New Capital Providers for Water Infrastructure Funding – Overview,” webinar sponsored by the American Water Works Association, 2016
- “Public Financial Management in a Changing Economy – Preparing for Financing,” National Forum for Black Public Administrators, 2016
- “Five Ways to Achieve Long-Term Financial Strength,” Utility Management Conference, 2015
- “Financial Management: Equip Your Utility for Economic Resilience,” American Water Works Association Conference, 2014
- “Rate Approval Triumphs and Challenges: Keys to Successful Governing Board Communications,” American Water Works Association Conference, 2014
- “Financial and Rate Planning, A Strategic Perspective,” New York State County Manager’s Association Annual Meeting, 2012
- “Utility to Utility Collaboration: Working Together to Tackle Today’s Issues,” Annual Conference of the American Water Works Association, New York Section, 2010
- “Economic and Financial Elements of Water Utility Facilities Master Planning,” Spring Meeting of the American Water Works Association, New York Section, 2007

Angie Flores

PROJECT MANAGER

Vice President

ROLE

Angie will manage the day-to-day aspects of the project ensuring it is within budget, on schedule, and effectively meets the City's objectives. She will also lead the consulting staff in conducting analyses and preparing deliverables for the project. Angie will serve as the City's main point of contact for the project.

PROFILE

Angie has been working in the water and wastewater utility industry for over 30 years. During this time, she has completed various cost-of-service and rate studies, financial planning models, and impact fee studies. As a consultant, Angie has worked with over forty clients on various water and wastewater financial studies. She has worked with many of her clients multiple times, always aiming to achieve financial sustainability for them. Before starting her work as a consultant in 2013, Angie worked for the Lower Colorado River Authority (LCRA) for 12 years. Her responsibilities included developing rate studies and financial planning models and participating in the business plan process for 32 water and wastewater utilities. LCRA manages the Highland Lakes system in Central Texas and is a major wholesale electric provider. Prior to her time at LCRA, Angie worked as a financial analyst at the Texas Water Development Board, which is a financial resource for political subdivisions of the State of Texas.

KEY PROJECT EXPERIENCE

City of Pharr (TX): Water and Wastewater Financial Plan and Rate Study

While with a previous employer, Angie was engaged to complete a water and wastewater rate study for the City of Pharr (Pharr). The City had not completed a rate study in several years and had some capital improvements that would be required in coming years. Angie worked with Javier to develop a financial plan that considered the revenue requirements of the City as well as the upcoming capital improvements. Angie coordinated with the City's financial advisor and finance director to ensure that all coverage requirements were being met, as new bonds would be required to fund capital improvements. Angie provided the results to City management to determine which rate increases to present to Council.

In 2019, Angie once again completed a rate and cost-of-service study for the City. Due to a significant capital program, the City was facing the need for rate increases. Raftelis developed a financial planning model that will allow the City to forecast capital expenditures and see the future impact on rates. Angie presented a rate recommendation to the City Council in July 2019.



Specialties

- Financial planning modeling
- Utility cost-of-service & rate studies
- Acquisition analysis
- Conservation pricing
- Cost analysis & cost allocation
- System development/impact fee studies
- Affordability analysis
- Rate case experience

Professional History

- Raftelis: Vice President (2024-present); Senior Manager (2020-2023); Manager (2018-2019); Senior Consultant (2016-2017)
- HDR Engineering, Inc.: Rates & Finance Lead (2013-2016)
- Lower Colorado River Authority: Senior Financial Analyst & Rates Supervisor (2001-2013)
- Texas Water Development Board: Senior Financial Analyst (1992-2001)

Education

- Bachelor of Arts in Government - The University of Texas, Austin (1991)

Professional Memberships

- AWWA
- AWWA: Publications Committee
- AWWA: Rates and Charges Committee
- Water Environment Federation

City of Denison (TX): Water, Wastewater, Roadway Impact Fee Study

In 2022, Raftelis was engaged by the City of Denison through Huitt-Zollars, Inc. to complete a water, wastewater, and roadway impact fee study. Raftelis participated in the Capital Improvement Advisory Committee process as required by Chapter 395 of the Texas Local Government Code. The impact fee public hearing is scheduled to occur in April 2023.

City of Round Rock (TX): Water and Wastewater Rate Study (Retail and Wholesale), Water and Wastewater Impact Fee Study

Angie has served as the City of Round Rock project manager on several impact fees and rate studies. In 2015 and 2018, Angie updated the City's water and wastewater impact fee study. The impact fee study is completed in coordination with the City's master plan process for water and wastewater. This includes coordination with the Impact Fee Advisory Committee (Planning & Zoning Committee) and presenting reports and findings to the City Council.

Raftelis has conducted rate studies for the City since 2014. Since joining Raftelis in 2016, Angie has been on the team for Raftelis and, most recently, managing the studies. In 2015, Raftelis provided an analysis that established the cost of service between retail and wholesale customers. The City has been increasing retail rates at a nominal level to achieve revenue sufficiency for water and wastewater service, but wholesale service rates were updated some time ago. Raftelis determined the cost of service and calculated wholesale rates according to the utility approach and developed a three-year phase-in of rates for 2016-2018. Raftelis also developed alternative rate structures for the residential, commercial, and irrigation customer classes. City Council approved and adopted rate structures and rates for retail and wholesale customers.

In 2022, Raftelis updated the City's rate study and provided rate calculations for two new wholesale customers. This latest rate study calculated rates for retail and wholesale customers. No changes to the retail rates were required in this study. Wholesale customers saw a decrease in wastewater rates and an increase in water rates.

In 2019, the wholesale customers of Round Rock appealed the rates from the FY 2017 rate study. The case has been filed through the Public Utilities Commission of Texas. The rate case has progressed through the PUCT. Angie is managing the Raftelis team.

City of Wichita Falls (TX): Wholesale Rate Study, Retail Water and Wastewater Rate Study

Since 2016, Angie has worked with the City of Wichita Falls (City) to complete its wholesale rate study. The study is conducted annually and follows a prescribed process developed through negotiations with the wholesale customers of the City. After the study, results are presented to the wholesale customers.

In 2019, a couple of the City's wholesale customers initiated discussions about the current rate study process. Angie worked with the customers' consultants to discuss their issues. In particular, the customers were concerned with the fluctuation in rates from year to year caused by fluctuations in consumption patterns of the wholesale and retail customers. Angie and the Raftelis team successfully negotiated a solution with the customers so that the City could revise the contracts for the wholesale customers.

In 2021, as project manager, Angie completed a retail water and wastewater rate study for the City. This study included the development of a financial planning model and cost of service analysis. Before this study, the City developed rates in-house. The financial planning model will be an essential tool for the City considering the significant investment of a new reservoir in the future. The model will allow the City to anticipate the future rates needed to support the future debt service and allow the City to cash-fund a portion of the investment with revenue from a potential water supply fee. In addition, Raftelis analyzed the City's asset list to identify assets needing repair

and replacement. This allows the City to maintain the appropriate level of funding for assets nearing the end of their useful life.

City of Denton (TX): Water and Wastewater Financial Plan and Rate Study

In 2019, Raftelis was engaged by the City of Denton to complete a cost-of-service study that considered retail and wholesale rates. Angie worked as a project manager on this study. The study included the cost of service allocations to the City's customer classes. As part of the study, Raftelis will complete a pricing objectives workshop that will allow the City to identify the goals of the Public Utility Board and City Council. Rate recommendations were made to City management in March 2021. The project was delayed due to Covid-19.

The city is currently engaging Rafelis to complete an update of its financial planning model and calculate a wholesale water and wastewater rate for its existing customers.

City of Arlington (TX): Water and Wastewater Financial Plan and Rate Study

In 2019, Raftelis was engaged by the City of Arlington to complete a cost-of-service study considering water and wastewater rates. Angie worked as a project manager for this study. The study included the cost of service allocations to the City's customer classes. With the diversity of the City's commercial class, Raftelis considered the usage patterns of the classes and made recommendations for the class. In addition, an essential aspect of the study was the development of the cost of service for fire protection. The study results showed that the customer classes were each covering their costs. The study was completed in 2021 after a pause due to Covid-19.

Raftelis continues to work for the City of Arlington in various aspects of the city's financial planning. Most recently Raftelis completed a wholesale rate study.

City of Midland (TX): Rate Study and Financial Planning Model

In 2019, Raftelis was engaged by the City of Midland to complete a rate study and financial planning model. Angie worked as a project manager on this study. The City was undergoing significant capital improvements and was facing the need for rate increases. The study considered five years and looked at the City's water and wastewater rates. The initial rate study was completed in March 2020. In 2020, Raftelis also developed a raw water rate for a potential wholesale customer. In 2021, Raftelis updated the City's Rate Study to reflect the "new normal" after Covid-19. The study results were presented to City Management.

In 2024, Raftelis was engaged to update the City's financial planning model to consider a future water supply project.

Lakeside Water Control and Improvement District Nos. 1, 2A, 2B, 2C, and 2D (TX)

The Lakeside Water Control and Improvement District Nos. 1, 2A, 2B, 2C, and 2D (District) initially retained Raftelis in 2021 to review a rate study completed by the City of Pflugerville. The City of Pflugerville had proposed a 40% rate increase to the Districts' wastewater rate. As project manager, Angie led the team that reviewed the rate study. Raftelis successfully disputed the proposed rate ensuring that the District was receiving the rate required by contract.

In 2022, Raftelis was engaged again to review the next rate study from the City of Pflugerville. In this study, Pflugerville was also proposing an increase to its operations contract. Raftelis reviewed the study and was able to provide feedback to the Districts. Based on our analysis, the Districts determined that it would be in their best interest to change operators for their internal system. Raftelis assisted by reviewing bids from operators.

In 2023, Raftelis was engaged to complete a water and wastewater rate study, based on its new operator costs. The District adopted the recommended rates at their August 2023 meetings.

Angie continues to work with the Lakeside Districts.

Customer Cities of North Texas Municipal Water District (TX): Rate Review

The North Texas Municipal Water District (NTMWD) provides wholesale water service to 80 communities in North Texas. NTMWD provides this service to “member” and “customer” cities through contracts with each city. Throughout the existence of “customer” cities, NTMWD has recovered a five-cent premium from the customer cities. In 2022, Raftelis was retained to provide an opinion on the recommendations made by a consultant to NTMWD through an Independent Review Report. Raftelis provided its analysis of the recommendations in the report to NTMWD and the customer cities. Our review resulted in NTMWD postponing its decision to implement a higher premium until a formal cost-of-service study could be completed.

Raftelis continues to be engaged in the review of the recent cost-of-service study completed by NTMWD’s consultant.

Town of Addison (TX): Water and Wastewater Rate Study

In 2016, as project manager, Angie worked with the Town of Addison to develop a financial planning model and rate study. With the need for future capital investment, the Town needed a tool to determine what rate increases may be required in the next ten years. As part of the study, Raftelis reviewed the Town’s current financial policies and recommended rate changes. As a result of this initial study, the Town Council adopted rates for five years of 2017 – 2022. Raftelis has assisted the Town in making revisions to the model to help the Town more closely estimate certain costs and future demands as more information becomes available. Raftelis is currently updating the Town’s financial planning model. This will include updating consumption data, budget, and Capital Improvement Plan.

In 2022, Raftelis updated the Town’s rate study to determine rates for the next three-year period.

City of Manor (TX): Water and Wastewater Financial Plan and Rate Study

In 2017, the City of Manor (City) engaged Raftelis to complete a financial planning model and rate study. The City had completed a rate study about three years prior and needed to generate the amount of revenue that had been estimated for the rate increases adopted. This study needed to determine why the City was seeing shortfalls in revenue and make adjustments accordingly. Raftelis performed the required analysis and provided the City with a financial plan and rates that considered the City’s most recent consumption patterns, which had changed since the previous study. The City has grown significantly in recent years and will begin requiring capital improvements. This study provided the City with the information it will need to fund future capital investments. The City Council approved rates in April 2010. In addition, Raftelis reviewed a rate study provided by one of the City’s wholesale water providers as it proposed a rate increase.

In 2022, Manor engaged Raftelis to update its water and wastewater rate study. In addition, Raftelis has been assisting the City in negotiating a contract for its next water supply. This project is ongoing.

San Jacinto River Authority (TX): Raw Water Rate Study, GRP Rate Study

Angie has served as project manager for several studies for the San Jacinto River Authority (SJRA). Starting in 2013, while at another firm, Angie participated in developing a financial planning model that allows for a 10-year forecast given various “what-if” assumptions with a focus on the capital program and SJRA’s Groundwater

Reduction Plan (GRP) program. Differentiated rates for surface water and groundwater customers of the system were calculated. This study also considered the development of financial reserve policies for the GRP. The recommended policies were based on a benchmarking study completed by Angie.

In 2018, Angie completed a raw water rate study for SJRA. This study considered rates for the Raw Water Enterprise. A financial planning model was developed that would allow SJRA to see the impact on rates for ten years and allows for the consideration of various capital projects. The model also provides for the calculation of the City of Houston costs as required by the contract.

In 2019, Angie completed an update for the GRP program. This included developing a new model that considers capital plans, growth, and shortfalls caused by non-paying customers. This study included completing a risk assessment for revenues and consumption and providing recommendations to mitigate revenue risk in the system.

In 2021, Angie again managed the update to the raw water model. This update included adding features for inputting additional operations and maintenance divisions and modifications to the City of Houston allocation.

City of Pearland (TX): Water and Wastewater Financial Plan and Rate Study

Angie has served as project manager for the City of Pearland on several engagements related to the City's water and wastewater rates. In 2016, Raftelis was engaged by the City to conduct a rate study for the City's water and wastewater services and develop a financial planning and rate model for ongoing and future use by City staff. Raftelis developed the model for FY 2017 and conducted a cost allocation and rate design study during model development. The City is a rapidly growing community located on the outskirts of Houston, TX. The City is fortunate to have significant areas for continued growth in the City's western service area. Three key study components were 1) scenario analysis for financing the capital improvement program (CIP), 2) evaluating the fixed cost recovery, and 3) user-friendly functionality in the financial planning rate model.

The City is facing significant capital investment and re-investment to address rapid growth and aging infrastructure. The City, which has approximately 40,000 accounts, developed a CIP of more than \$360 million from 2017-2021. To assist the City with this critical challenge, Raftelis developed sophisticated financing scenario analysis functionality into the financial planning and rate model. This enables the City to evaluate different levels of funding as well as multiple financing instruments each year.

The City wanted Raftelis to evaluate its current water and wastewater rate structures and suggest alternatives. One of the City's objectives was to increase revenue stability. Raftelis assessed the utility's fixed costs compared to the level of fixed cost recovery from fixed charges. Raftelis discovered an imbalance, which is typical for almost all utilities. Raftelis evaluated fixed charges to increase revenue stability and provided alternatives that increase by meter size, which was ultimately implemented.

Finally, the City has a knowledgeable staff that has been using the previous rate model for nearly ten years. Due to several changes in budgeting and cost accounting, and with the significant CIP financing issues mentioned above, the City decided it was appropriate to have a qualified consultant develop a new model for their use for the next ten years. Raftelis kept this premise in mind during every step of development so that we provided the City with a fully functioning yet user-friendly and adaptable, updateable financial planning and rate model. City staff has successfully used this model for the FY 2018 update. Raftelis has continued to work with the City to review the model as a team has updated it. This review is typically a quality check to ensure the model works as initially set up.

In 2020, Raftelis did a Utility Billing Process review. The objectives of this review included assessing the organization and structure of Pearland's utility billing and meter services groups to determine where enhancements

could be made to improve performance, streamline operations, and improve customer service. Raftelis reviewed the meter-to-cash processes for performance gaps and inefficiencies and identified recommended changes to address these areas. Raftelis also compared Pearland's meter-to-cash operations with national industry data and peers, noting any significant differences. Further, Raftelis analyzed a subset of billing data to confirm the accuracy of bills in the sample. Raftelis provided a report with its findings and recommendations.

In 2021, Raftelis updated the City's financial planning model. Through this update, Raftelis made modifications to the model to enhance its capital planning portion of the model. Since the initial development, the City has estimated debt service during its budget process. The model now reflects the newest approach. Raftelis also worked with City staff to extract consumption data in the format needed to update consumption in the model every year. This will allow for better estimates of future revenues.

Goforth Special Utility District (TX): Water and Wastewater Impact Fee Study

Angie completed a water impact fee study for the Goforth Special Utility District (District). The District has been experiencing significant growth in recent years and projects that growth will only continue. To be prepared to serve future growth, the District has been adding additional water supply sources, including Guadalupe-Brazos River Authority water. This water supply has added additional costs to the utility. To recover these costs from future growth, Raftelis completed an impact fee study that considered the new water supply and future utility improvements to serve future development. Raftelis provided presentations to the Capital Improvement Advisory Committee about the land use assumptions, capital improvement plan, and impact fees. In August 2022, Raftelis presented the impact fee recommendation at a public hearing held by the Goforth Board of Directors. The Board approved the impact fee.

City of Corpus Christi (TX): Water and Wastewater Financial Plan and Rate Study, Water, Wastewater, Roadway Impact Fee Study, EPA Financial Capability Analysis

During her tenure at HDR, Angie completed the annual update to the City of Corpus Christi's (City) rate study and financial planning model. This included coordination with City staff and management. The study calculates rates for water (including raw water, treated water, and retail rates), wastewater, and gas utilities.

Since 2021, as Project Manager, Angie has been working with Pape-Dawson to complete a water, wastewater, roadway, and stormwater Master Plan and Impact Fee Study. The process includes communication with the City and meetings with the Capital Improvement Advisory Committee. Raftelis completed the impact fee calculation before the City determined that it would not adopt the fee.

City of College Station (TX): Water and Wastewater Financial Plan and Rate Study

In 2019, Raftelis was engaged by the City of College Station to complete a cost-of-service study that considered water and wastewater rates. Angie served as the project manager on this project. The study included the development of a financial planning model and rate design alternatives. The City is unique in that they have many multifamily connections with unique metering issues. Raftelis provided the City with other options for charging these customers. A report was submitted to City Management at the end of 2021. This study was delayed due to Covid-19.

City of San Angelo (TX): Water and Wastewater Rate Updates, Cost-of-service Study

Angie has been the project manager and completed two water and wastewater rate updates for the City of San Angelo. The Water Utilities Department engaged Raftelis in 2015 to complete a financial planning and cost-of-service study. Raftelis conducted a review of the City's financial policies and developed a comprehensive long-term financial plan to ensure sufficient funding of operations, capital improvements, and debt service costs. Annual revenue was determined to satisfy debt service ratios and bond covenant requirements. Also, a phase-in of rate

revenue adjustments for the water and water reclamation services was determined, resulting in each service operating on a self-sustaining basis. Raftelis conducted a cost-of-service study that identified the cost to the Utility for serving the distinct customer classes and worked with City staff to evaluate alternative rate structures that more accurately addressed current utility objectives. Raftelis developed a recommended rate structure and set of rates that the City Council approved. Raftelis has updated this study and reviewed the rate plan annually through 2019.

Raftelis is once again engaged by the City to complete a water, wastewater, and stormwater study.

City of Abilene (TX): Raw Water Rate, Water and Wastewater Financial Planning Model, and Cost-of-service Analysis

Angie has worked with the City of Abilene as a project manager since joining Raftelis. The first study was to develop a raw water rate for a potential new customer of the City. The second study was a water and wastewater financial planning model and cost-of-service analysis. The study, which was the first for the City in many years, provided the City with information for setting rates in the future as capital investment becomes necessary. Included in this study was the development of a financial planning model used by the City each year. In 2020, Raftelis completed another study to determine the cost of providing wholesale treated water from the City of Abilene. The City will use the results of this study to negotiate with future wholesale customers.

In 2024, the City engaged Raftelis to update its financial planning model. This was a complete overhaul of the model to address new needs of the City. This project is ongoing.

City of Roscoe (TX): Water and Wastewater Financial Plan and Rate Stud

In 2019, Angie served as project manager for a rate study for the City of Roscoe. The water and wastewater rate study considered rate design changes for its commercial water and wastewater customers. Rate recommendations were presented to the City Council in 2020.

Porter Special Utility District (TX): Water Rate Study

In 2019, Angie served as project manager for a water rate study for the Porter Special Utility District. This was the first rate study completed and considered the adoption of residential and non-residential rates. Rate recommendations were presented to the SUD Board in 2020.

San Antonio Water System (TX): Water and Wastewater Cost of Service Study

Raftelis has been engaged by the San Antonio Water System (SAWS) to complete a cost-of-service study. Angie served as project manager on the study. SAWS updates the cost-of-service study every five years. As a project manager, Angie led the cost-of-service model's effort and developed the presentations to the Rate Advisory Committee (RAC) in coordination with SAWS staff. The RAC met several times to provide comments on the cost-of-service process and results. Raftelis completed a Rate Advisory Committee Report and suspended the study due to Covid-19.

City of Richmond (TX): Water and Wastewater Financial Plan and Rate Study

As a sub-consultant to KIT Professionals, Inc., Angie served as the project manager to complete a water and wastewater rate study and impact fee study for the City of Richmond (City) as part of a master plan update. The water/wastewater rate study considered rates for the City's retail and wholesale system, which included a Groundwater Reduction Program (GRP). The City provides water service through a groundwater system and a surface water treatment plant that is part of the GRP. As part of the study, Raftelis developed a financial planning model that allowed the City to consider various timelines for the capital projects identified in the master plan. The

timing variation considered the impact on rates. Finally, Raftelis completed an impact fee update for the City. The City Commission approved the study's rate and impact fee recommendations.

Brownsville Public Utilities Board (TX): Utility Strategic Plan

At the successful conclusion of its 2013-2018 strategic plan, the Brownsville Public Utility Board (BPUB) retained Raftelis to assist with developing an updated five-year strategic plan. BPUD is a large, publicly owned electric, water, and wastewater service provider to more than 180,000 customers in south Texas. Angie served as the project's financial subject matter expert and co-facilitator for internal and external stakeholder engagement exercises, including employee focus groups and external stakeholder interviews. Raftelis is also tasked with developing and delivering an online strategy management system that will allow the organization to continuously measure, monitor, and report organizational progress and performance as it implements its new strategic plan.

City of Three Rivers (TX): Water and Wastewater Rate Study

In 2017, Angie participated as a Rate Expert for the City of Three Rivers (City) in a rate appeal against the City. This included reviewing the cost-of-service study initially prepared by the City's consultant, attending hearings at the State Office of Administrative Hearings, and coordinating with staff at the Public Utility Commission. Angie also participated in the successful negotiation of a settlement with the appellants. Most recently, Angie developed a rate study and financial planning model for the City's water and wastewater utility. This included coordination with City staff, Council, and other consultants.

City of Copperas Cove (TX): Water and Wastewater Financial Plan and Rate Study

In 2017, Angie worked with the City of Copperas Cove (City) to develop a financial planning model and cost-of-service study. The City will be able to utilize the financial planning model for planning in the future. The cost-of-service study provided the city with rate alternatives for their various customer classes.

City of Georgetown (TX): Water and Wastewater Impact Fee Study

Angie updated the City of Georgetown's (City) water and wastewater impact fee study in 2015 and 2018. This includes coordination with the Impact Fee Advisory Committee (Planning & Zoning Committee) and presenting reports and findings to the City Council.

City of Granbury (TX): Water and Wastewater Impact Fee Study

In 2019, Angie managed the completion of a Water and Wastewater Impact Fee study for the City of Granbury (City). The study required coordination with the City's engineer, Enprotec/Hibbs & Todd, Inc., City Staff, and the Capital Improvement Advisory Committee. The final impact fee recommendation was presented to City Council.

In 2023, Angie is once again managing the City's impact fee update in partnership with Enprotec / Hibbs & Todd, Inc.

El Paso Water Utilities (TX): Customer Assistance Program

Angie worked with El Paso Water Utilities (EPWU) to develop a Customer Assistance Program. Angie developed the policies adopted by the EPWU for the Customer Assistance Program, where EPWU will coordinate with a local agency to disburse funds to low-income residents.

Liberty Utilities (TX): Water PUCT Rate Case

In 2018, Angie participated in the Silverleaf Resorts, Inc. case against Liberty Utilities. While Angie was not the rate expert, she provided support to Bill Stannard of Raftelis in helping write testimony and do research. The issues raised by Bill included the proposed capital structure and return on equity, the proposed rate design, and the

appropriateness of a phase-in of the significant increase requested. The Public Utilities Commission of Texas recently ruled favorably for Silverleaf.

PROJECT LIST

- Brownsville Public Utilities Board (TX) – Utility Strategic Plan
- El Paso Water Utilities (TX) – Customer Assistance Program
- City of Abilene (TX) – Water and Wastewater Financial Plan and Rate Study
- City of Arlington (TX) – Water and Wastewater Financial Plan and Rate Study
- City of College Station (TX) – Water and Wastewater Financial Plan and Rate Study
- City of Copperas Cove (TX) – Water and Wastewater Financial Plan and Rate Study
- City of Corpus Christi (TX) – Water and Wastewater Financial Plan and Rate Study
- City of Corpus Christi (TX) – Water, Wastewater, Roadway Impact Fee Study
- City of Corpus Christi (TX) – EPA Financial Capability Analysis
- City of Denton (TX) – Water and Wastewater Financial Plan and Rate Study
- City of Denison (TX) – Water, Wastewater, Roadway Impact Fee Study
- City of Georgetown (TX) – Water and Wastewater Impact Fee Study
- City of Granbury (TX) – Water and Wastewater Impact Fee Study
- City of Liberty Hill (TX) – Water and Wastewater Rate Study (Retail and Wholesale)
- City of Manor (TX) – Water and Wastewater Financial Plan and Rate Study
- City of Midland (TX) – Water and Wastewater Financial Plan and Rate Study
- City of Midland (TX) – Reclaimed Water Rate Study
- City of Missoula (MT) – Acquisition Analysis
- City of Pearland (TX) – Water and Wastewater Financial Plan and Rate Study
- City of Pharr (TX) – Water and Wastewater Financial Plan and Rate Study
- City of Pueblo (CO) – EPA Financial Capability Analysis
- City of Richmond (TX) – Water and Wastewater Financial Plan and Rate Study
- City of Roscoe (TX) – Water and Wastewater Financial Plan and Rate Study
- City of Round Rock (TX) – Water and Wastewater Rate Study (Retail and Wholesale)
- City of Round Rock (TX) – Water and Wastewater Impact Fee Study
- City of San Angelo (TX) – Water and Wastewater Financial Plan and Rate Study
- City of San Marcos (TX) – Economic Development Analysis
- City of Three Rivers (TX) – Water and Wastewater Rate Study
- City of Universal City (TX) – Water and Wastewater Impact Fee Study
- City of Wichita Falls (TX) – Wholesale Water Rate Study
- City of Wichita Falls (TX) – Economic Analysis
- City of Wichita Falls (TX) – Water and Wastewater Rate Study
- Goforth Special Utility District (TX) – Water and Wastewater Impact Fee Study
- Lakeside WCID Nos. 1, 2A, 2B, 2C, and 2D (TX) – Pflugerville Rate Study Review
- Lakeside WCID Nos. 1, 2A, 2B, 2C, and 2D (TX) – Water and Wastewater Rate Study
- Liberty Utilities (TX) – Water PUCT Rate Case
- Porter Special Utility District (TX) – Water Rate Study
- San Antonio Water System (TX) – Water and Wastewater Cost of Service Study
- San Jacinto River Authority (TX) – Raw Water Rate Study
- San Jacinto River Authority (TX) – GRP Rate Study
- Town of Addition (TX) – Water and Wastewater Rate Study

PRESENTATIONS

- “Sharing Our Resources – How Abilene Priced Its Newest Service,” Texas Water 2018
- “Laying the Foundation for a New Reservoir: Economic Analysis and Financial Planning to Ensure Success,” Texas Water 2023

ARTICLES

- “Utility Best Management Practices: Strong Adopted Financial Management Policies,” coauthored by Bryan A. Mantz and Angie Flores, JournalAWWA, April 5, 2022

DEPOSITIONS/TESTIMONY

- SOAH Docket No. 582-08-2863, TCEQ Docket No. 2008-0093-UCR, “Appeal of Retail Water and Wastewater Rates of the Lower Colorado River Authority

Brandon Vatter PE

CAPITAL IMPROVEMENT PLANNING SPECIALIST

Senior Manager

ROLE

Brandon will provide input and guidance as a Specialist for the capital improvement planning components of this project.

PROFILE

Brandon has over 27 years of experience working directly with multiple public and private clients on the regulatory, consulting, water, wastewater and stormwater utility sides to deliver capital, operations, and asset management programs on-time, at or under budget, and in compliance with necessary regulatory obligations. Brandon's experience includes NPDES permit review and compliance, NPDES permit writing, Clean Water Act (CWA) consent decree negotiations with Federal EPA and ORSANCO, and CWA consent decree implementation. Brandon regularly works with communities to bring practical hands-on experience with capital improvement program development and delivery, asset management program development and implementation, planning & implementation of integrated watershed management plans, green and gray infrastructure projects for wet weather and consent decree compliance, hydraulic modeling, water, sewer and storm sewer design, wastewater collection and treatment facilities, **solids digestion methane processing and utilization, and solids processing facilities**, nutrient removal studies, and water, stormwater and wastewater master planning. Brandon also brings practical field construction knowledge through performance of onsite construction management and inspections for multiple projects and has directed instrumentation, control, process coordination, and start-up for multiple projects.

With a strong technical, operations, and project management background, Brandon regularly provides guidance on necessary capital investments, capital delivery and throughput improvements, NPDES permit compliance and EPA regulatory compliance to meet the obligations, goals, asset management needs, and affordability of clients.

KEY PROJECT EXPERIENCE

Bear Creek Special Utility District (TX): Capital Improvement Program

Brandon worked with finance and engineering staff to develop a 10-year capital improvement program for the water utility based on Best in Class practices for asset management and new asset construction based on the projects identified in their Master Plan. The CIP was then used in a 10-year rate study to account for necessary future costs and to optimize the amount and timing of rate increases to address affordability constraints of the community.



Specialties

- Capital Program Development & Risk Advisor
- Capital Program Delivery Technical Expert
- Asset Management Program Development & Execution
- Capital & Operating Program Organizational Review and Efficiency Improvements
- Cost Efficiency and Reductions Reviews
- Integrated Watershed Management Technical Expert

Professional History

- Raftelis: Senior Manager (2019-present)
- Mott MacDonald: Senior Project Manager (2011-2019)
- Sanitation District No. 1 of Northern Kentucky: Program Manager, Director of Planning & Design (2004-2011)
- Black & Veatch Corporation: Project Manager (2001-2004)
- CH2M Hill: Project Manager (1997-2001)
- Ohio EPA, Division of Surface Water: Regulatory Compliance Officer (1994-1996)
- B.G. Danis Industries, Heavy Construction: Cost Estimator (1993-1994)

Education

- Bachelor of Science in Civil Engineering - University of Cincinnati (1997)

Professional Registrations

- Professional Engineer: OH, 66169, 2001
- WEF Utility Management Committee – Capital Program Development

Professional Memberships

- WEF
- National Society of Professional Engineers
- NACWA
- Chi Epsilon

City of Aubrey (TX): Capital Improvement Program

Brandon worked with finance and engineering staff to develop a 10-year capital improvement program for the water and sewer utilities based on Best in Class practices for asset management and new asset construction. The CIPs were then used in a 10-year rate study to account for necessary future costs and to optimize the amount and timing of rate increases to address affordability constraints of the community.

City of Corinth (TX): Capital Improvement Program

Brandon worked with finance and engineering staff to develop a 10-year capital improvement program for the water and sewer utilities based on Best in Class practices for asset management and new asset construction. The CIPs were then used in a 10-year rate study to account for necessary future costs and to optimize the amount and timing of rate increases to address affordability constraints of the community.

City of Manor (TX): Water and Wastewater Financial Rate Study

Brandon is currently assisting Manor with review of the water and wastewater master plans as part of a financial rate study. Brandon is working with the local engineer and utility staff to confirm growth and flow assumptions, projects sizing and costs, and identify opportunities to reduce nearly \$400M of estimated capital investments to provide a more affordable short-term and long-term capital improvement plan for the City.

Brandon reviewed the stormwater utility's current operations and capital programs and asset management practices compared to Best in Class stormwater utility programs and provided recommendations for incremental and proactive improvements. The improvements were then incorporated into a stormwater rate study to account for necessary future costs and rate increases.

PUBLICATIONS & PRESENTATIONS

- Asset Management Made Easy - SD1's Continuous Sewer Assessment Program Implements Practical Asset Management," WEFTEC, 2014
- Asset Management Made Easy – Applying Best Business Practices to Develop Practical Asset Management, WEFTEC 2013
- “Great, we now have a Stormwater Utility! Now how do we prioritize and fix all the problems?, multiple presentations, 2020 - 2022
- "Do Not Forget the Force Mains!,, WEF Collections System, 2010," Five Cities Plus Conference, 2010
- SD1's Innovative Continuous Sewer Assessment Program and Data Automation: Lessons Learned After Three Years of Implementation, WEFTEC 2011 & 2013.
- The Need for an Integrated Water Quality Affordability Strategy, NYWEA, June 2012, WEF Webinar, June 2012, WEFTEC USEPA Integrated Planning Panel, October 2012, Charleston, WV Infrastructure Task Force 2013, WEFTEC 2013, Great Lakes - St Lawrence GI Conf 2017
- Alternative Approaches to Affordability Workgroup, WEF, AWWA, US Conf of Mayors – Reviewer of guidance developed on alternative approaches for measuring a community's ability to afford needed water, wastewater and stormwater improvements and infrastructure, 2013
- Water Quality Trading, WEF Publication, Chapter Author – The Future of Water Quality Trading for CWA Compliance, 2014
- Green Infrastructure Implementation, WEF Publication, Chapter Author – Navigating the Institutional Landscape for Implementation of GI, 2013
- Ask the Experts, Green Infrastructure, Center for Watershed Protection - Watershed Science Bulletin, April 2013

- Developing and Defending Your Utility's Private Lateral Program: A Legal Perspective, KY/TN WEA Annual Conference, July 2011.
- Integrating Stormwater Controls Designed for Channel Protection, Water Quality, and Inflow/Infiltration Mitigation in Two Pilot Watersheds to Restore a More Natural Flow Regime in Urban Streams, Watershed Science Bulletin, Center for Watershed Protection, Spring 2012
- Peeking into the World of Private Source I/I Control, An Integrated Approach to SSO Control, KY/TN WEA Annual Conference, July 2011
- Sanitation District No.1 Partners with Development Community to Cost-Effectively Reduce Overflows into the Ohio River, WEF Collections System, 2008
- Backing Them Up - Staging Inline Storage and Green Infrastructure as Low Cost Steps Towards Controlling a Big CSO - Willow Run CSO, WEF Collections System, 2010
- Cleaning Large Diameter Interceptors: Everybody Knows They Need to Do It, But Doesn't Want to Admit It, WEF Collections System, 2010
- What if Industrial Flows Don't Make It to the Plant? Determining and Addressing Potential Water Quality Impacts of Non-Domestic Dischargers in a Combined Sewer System, WEF Collections System, 2010
- Knowing Your Pump Station's Stress Level, WEF Collections System, 2010
- Don't Let Your Model Sit on a Shelf: Are You Getting the Most Out of Your Model?, WEF Collections System, 2010 (Co-author)
- Understanding Tunnel Operation: The Use of Transient Analysis in the Planning and Design of the Northern Kentucky Western Regional Tunnel, WEFTEC, 2008
- Floatables Control is Surfacing Again, What Can You Do? WEFTEC, 2008
- Accurate Representation of Inflow and Infiltration in Separate Sewer System Models, Revolutionizing Infrastructure Sizing, WEF Collections System, 2007
- Developing an Accurate Model to Support Cost-Effective Collection System Design Solutions: Methods and Benefits, WEF Collections System, 2006
- Practical Applications of a System-Wide Model, KY-TN Water Professionals Conference, 2005
- Providing Sanitary Sewer Service Across the Great Miami River, WEFTEC, 2004
- How Should You Remove Your Nitrogen and Phosphorus? A Nutrient Removal Study for the City of Dayton, Ohio Advanced Wastewater Treatment Facilities (AWTF), OWEA Annual Conference, Dayton, Ohio, 2001
- Chlorine Risk Reduction Through the Use of Chlorine Gas Scrubbers, A Chlorine Risk Reduction Study for the City of Dayton, Ohio Water Treatment Plants, AWWA Southwest District, Ohio Section Meeting, 2000
- "Proving that Bladder Surge Tanks Cured Excessive Surge Conditions in a 30" Force Main," WEFTEC, 2011
- "When Good Water's Gone Bad: Prevention and Control of Sewer System Overflows. SD1's Watershed Approach to Water Quality Improvement and Compliance with the Consent Decree," WEFTEC, 2011
- "SD1's Watershed Approach," WEFTEC, 2009
- "Integration of Field Inspection Data and Automated Analysis Streamlines Sewer System O&M and Rehabilitation Work for SD1," WEFTEC, 2009
- "Implementing a Sewer Overflow Consent Decree through Watershed Management," WEFTEC, 2008
- "Western Regional Conveyance and Storage Tunnel," KSPE Annual Conference, 2008
- "Steps to Implementing an Early Warning and Predictive Water Quality Monitoring Program," KY/TN AWWA/WEA Annual Conference, 2004

Christopher Williams MPA, CMFO

TECHNICAL LEAD – WATER/WASTEWATER Manager



ROLE

Christopher will serve as the Technical Lead for the water and wastewater portions and will work at the direction of Angie in conducting analyses and preparing deliverables for the project.

PROFILE

Christopher has 14 years of public finance experience and specifically with Raftelis – he specializes in water and wastewater demand analyses, rate studies (financial planning and cost-of-service), bond feasibility studies, and more. Before Raftelis, Christopher spent the last 10 years working in finance, budget, city, and county management offices throughout the United States, advising executive teams with budgets greater than \$1 billion on financial decisions. He most recently was with Dallas County, Texas. As the first Budget System Administrator for Dallas County, he led continuous improvement initiatives, including modernizing and leading the \$1.8 billion budget process for the 8th most populous county in the country. In addition to serving as a local government budget and evaluation professional with Dallas County, he was a core team member with the “best in class” Office of Management & Budget with Mecklenburg County (\$2.5 billion); and the Metropolitan Government of Nashville & Davidson County (\$3.2 billion).

A public servant at heart, Christopher is motivated by solving complex problems affecting communities and governing bodies entrusted with good governance. During the Pandemic, Christopher partnered with the University of North Carolina – School of Government to coordinate a learning and development session on budgeting in the pandemic. While in North Carolina, he served as President (2020-2021) and Vice President (2017-2020) for the North Carolina Local Government Budget Association.

KEY PROJECT EXPERIENCE

City of Abilene (TX): Utility Financial Plan and Rate Design

Christopher served as the Assistant Project Manager and Technical Lead to develop a Financial Planning Model to set retail and wholesale rates. Deliverables include developing a five-year financial planning model factoring historical demand patterns, growth, and forecasted revenues. As for the revenue requirement – Raftelis factored operations and maintenance costs, the capital improvement plan, existing and proposed debt service. The objective was to craft a recommendation for rates over the next five fiscal years, allowing the utility to monitor the percentage of reserves on-hand in relation to its fund balance policy.

Specialties

- Financial leadership & messaging
- Budgeting & financial analysis
- Financial planning & modeling
- Cost of service & rate studies
- Power BI (DAX modeling)
- Project management
- Strategic planning

Professional History

- Raftelis: Manager (2025-present); Senior Consultant (2023-2024)
- Dallas County: Budget System Administrator (2020-2022)
- Mecklenburg County: Enterprise Management Analyst (2015-2020)
- Metropolitan Government of Nashville & Davidson County: Finance Officer II (2013-2015)
- Canaan CDC: Executive Director (2010-2012)
- City of Paducah: City Management Intern (2010)

Education

- Master of Public Administration - Western Kentucky University (2010)
- Bachelor of Arts in Political Science, Minor in Broadcast Journalism - Western Kentucky University (2009)

Certifications

- Certified Municipal Finance Officer
- Lean Six Sigma (Green Belt)
- Team Leadership Certification

Professional Memberships

- Government Finance Officers Association
- North Carolina Local Government Budget Association; Past President

City of Corinth (TX): Utility Financial Plan, Cost-of-Service, and Rate Design

Served as the Lead Consultant to develop a Financial Planning and Cost-of-service Model for the client. Developed a simplistic presentation to be delivered to the City Council, factoring scenarios, charts, and graphs from the Financial Planning Model's dashboard and rate comparisons from peer jurisdictions.

City of Denton (TX): Retail Financial Plan and Rate Design

Christopher is serving as the Assistant Project Manager and Technical Lead to develop the Water and Wastewater Financial Planning Model to evaluate impact on retail rates. Deliverables include developing a 5-year financial planning model factoring growth in water and wastewater accounts and demand, impact fee revenues, operations and maintenance, existing debt, and a \$1.1 billion Capital Improvement Plan. Ultimately, the financial plan will help inform the CIP funding methodology and aid in facilitating policy decisions at the City Council level.

El Paso Water (TX): Retail Rate Study, Wholesale Rate Study, and Impact Fee Study

While serving as the Lead Consultant for various El Paso Water (EPWater) projects, including the retail rate study, wholesale cost-of-service rate study, and impact fee study – Christopher has utilized data analytic tools to conduct analyses for the rate studies and impact fee study. Specifically with the rate studies, recognizing EPWater has migrated to a new Enterprise Resource Planning (ERP) system, Christopher utilized data analytic tools to aggregate 10 million lines of historical billing data and ensure accuracy while conducting a demand analysis. The water and wastewater demand analysis included evaluating EPWater's 280K+ customer accounts and 40+ rate codes. Various calculations were performed to validate rate design options factoring affordability, tier breakpoints, bill frequency, and more. In addition to the detailed analyses, the retail and wholesale cost-of-service rate models were updated with financial data related to operations and maintenance, existing debt, capital, and proposed debt.

As for the Impact Fee Study, Christopher developed a model factoring the cost of future capital improvement costs, growth, equivalent dwelling units (EDUs), and cost recovery according to the Texas Local Government Code – Chapter 395 – Financing Capital Improvements Required by New Development in Municipalities, Counties, and Certain Other Local Governments. Impact fee rate recommendations were presented to staff, various committees, and the City of El Paso City Council; the final report also included benchmarks for other major Texas Cities.

North Texas Municipal Water District (NTMWD) Customer Cities (TX): Premium Negotiations

Serving as Lead Consultant for the NTMWD (13) Customer Cities – Premium Negotiations Project, Christopher has evaluated multiple iterations of NTMWD rate model to determine a fair premium to be paid by non-member cities. Detailed contributions cannot be discussed at this time.

City of Phoenix (AZ): Water and Wastewater Rate Review / Bond Feasibility Study

Served as Lead Consultant for the City of Phoenix's – Independent Water and Wastewater Rate Review and Bond Feasibility Study. Christopher utilized data analytic tools to validate forecasted water and wastewater revenues based on consumption data, recommended rates, and municipal code nuances. Detailed analyses were conducted to audit the 5-year forecasted rate revenue and expenditures within the financial plan, including expenditure growth factors, debt service coverage ratios, city policies, and more. In addition to the independent rate review, Christopher conducted a bond feasibility study including parity and additional bonds tests to determine if coverage requirements were adequate prior to issuing additional water and wastewater debt.

City of Columbus (OH): Demand Analysis & Revenue Proof

Christopher utilized data analytic tools to develop a demand analysis and evaluate historical consumption patterns by customer class, meter size, and selected dates. The dashboard allowed the client to dynamically visualize customer statistics including meter counts, meter count percentages, demand by tier breakpoints, bill frequency,

annual consumption patterns by month, etc.; the demand analysis is based on 200K+ customer accounts with the ability to drill down by customer class or individual customer accounts.

PROJECT LIST

- City of Phoenix (AZ) – Water & Sewer Rate Review
- City of Phoenix (AZ) – Bond Feasibility Study
- City of Big Bear CSD (CA) – Solid Waste Financial Plan
- Napa Sanitation District (CA) – Capacity Charge Study
- Sacramento County Water Agency (CA) – Rate Study
- City of Signal Hill (CA) – Water Master Plan & Rate Study
- Three Lakes Water and Sanitation District (CO) – Columbine Water District Financial Plan
- Central Florida Tourism Oversight District (FL) – Rate Consultation
- Collier County Public Utilities Department (FL) – Hurricane Resiliency Project
- Lee County (FL) – Financial Rate Consulting Services
- Sarasota County Government (FL) – Bond Feasibility Study
- Sarasota County Government (FL) Solid Waste Financial Consulting Services
- City of Pocatello (ID) – Water, Wastewater, and Solid Waste Rate Study
- City of Pocatello (ID) – Impact Fee Study
- City of Columbus (OH) – Financial Advisory Services
- City of Aubrey (TX) – Water and Wastewater Rate Study
- City of Corinth (TX) – Water and Wastewater Rate Study
- City of Denton (TX) – Water and Wastewater Rate Study
- City of DeSoto (TX) – Water, Wastewater, and Solid Waste Rate Study
- City of Lucas (TX) – City Council Update on Wholesale Water Rate Negotiations
- City of Plano (TX) Utility Billing Solution Consultation
- City of Pottsboro (TX): Water Services Rate Design
- City of Round Rock (TX) – Round Rock Expert Witness Litigation Services
- City of Shallowater (TX) – Water and Wastewater Rate Study
- El Paso Water (TX) – Water and Sewer Impact Fee Study
- El Paso Water (TX) – Retail Water & Wastewater Financial Plan
- El Paso Water (TX) – Wholesale Financial Plan and Cost-of-Service
- North Texas Municipal Water District (NTMWD) Customer Cities (TX) – Premium Negotiations
- South Texas Water Authority (TX) – Corpus Christi Rate Model review
- South Texas Water Authority (TX) – Water Rate Study
- Town of Argyle (TX) – Water and Wastewater Rate Study
- City of Casper (WY) – Water and Sewer Rate Study

Sarah Neely

TECHNICAL LEAD – SOLID WASTE

Senior Consultant



ROLE

Sarah will serve as the Technical Lead for the solid waste portions and will work at the direction of Angie in conducting analyses and preparing deliverables for the project.

PROFILE

Sarah brings a client-centric approach with a desire to provide value in all her engagements. She has contributed to projects involving water, wastewater, solid waste, and stormwater enterprise systems. She specializes in the performance of solid waste cost of service and financial planning evaluations with the following areas of concentrations:

- Solid waste collection cost of service and rate studies
- Disposal cost of service and rate studies
- Long-Range Financial Modeling / Master Plans planning support
- Financial/economic evaluations of solid waste system operations
- Review of contractual arrangements (e.g., evaluation of collection hauler bids/contracts)
- Assistance in feasibility studies in the issuance of debt (i.e., Bond Feasibility studies) and assistance in development of Bond Resolution / Trust Indenture agreements

KEY PROJECT EXPERIENCE

City of Oklahoma City (OK): Solid Waste Cost-of-service Rate Study; Collection In-housing Study & Contract Negotiations Support

Sarah assisted the City in a formal cost of service rate study and financial forecast model, including a life cycle analysis of vehicle and cart costs. Key elements of the engagement included: i) providing recommendations concerning rate revenue adjustments over a 10-year period; ii) providing recommendations concerning the establishment of cash reserves for operating, capital, storm, cart, and other reserves; iii) identification of the cost of service for several of the City's key services including, bulky waste collection, recycling, illegal dumping and litter collection, and flow fee design. Sarah also assisted in the development of a management dashboard that City staff could use to test the sensitivity of rate requirements based on various capital financing scenarios and financial objectives.

City of Oxnard (CA): Solid Waste Impact Fee and Cost-of-service Study

Sarah assisted in the analysis and development of solid waste impact fees for the City of Oxnard (City). The fees developed included solid waste container, truck, and facility fees. Sarah supported the development of an impact fee model assessing the City's solid waste costs in terms of the appropriate units of service capacity per the fee type and the application of the cost per unit of service capacity to the customer's level of service requirements for fee design. The evaluation required review of the City's solid waste related fixed asset records and functional allocation of the assets (e.g., MRF and transfer station equipment, etc.). Most recently, Sarah assisted in a cost-of-service analysis for the City evaluating their collection and disposal rate structure for residential, commercial, and industrial customers. With the City having not conducted a cost-of-service analysis in over ten years, while subject to local, state, and

Specialties

- Solid waste fees
- Water & sewer fees
- Utility impact fee analysis
- Financial modeling/forecasting
- Revenue sufficiency studies
- Customer billing analysis

Professional History

- Raftelis: Senior Consultant (2025-present); Consultant (2023-2024); Associate Consultant (2021-2022)

Education

- Master of Business Administration, Finance - Rollins College (2021)
- Bachelor of Arts, International Business – Rollins College (2020)

Professional Memberships

- Solid Waste Association of North America (SWANA)
- Water Environment Federation (WEF)

federal mandates regarding solid waste handling (e.g., S.B. 1383), and rising costs, they were faced with funding deficiencies. A financial plan was developed to ensure adequate reserves over the five-year planning period and developed equitable rates for the City's customers.

Hillsborough County (FL): Solid Waste Rate Study and Bond Feasibility

Sarah assisted in preparing the annual financial forecast and revenue sufficiency analyses of the County's Solid Waste Division. The financial forecast and model were prepared to evaluate the current and projected fiscal position, support the development of collection and disposal fee rates for service, and develop a funding plan for ongoing capital re-investment. Sarah is also assisting the County in the issuance of solid waste bonds – the evaluation is currently on-going.

Lee County (FL): Solid Waste Rate Study

Sarah has assisted with the annual financial forecasts for the solid waste system. This project required performing comprehensive revenue sufficiency and cost of service evaluations for the solid waste system resulting in the adoption of the current solid waste assessment and tip fees currently charged by the County. Sarah has also assisted the County in ongoing updates to a capital planning tool for water and wastewater utility designed for County staff to determine effects on financial position and rates over various capital financing scenarios.

Madera County (CA): Solid Waste Master Plan & Disposal COS Study

Sarah assisted in the County in an expedited evaluation of the landfill cost of service. The primary purpose of the engagement was to: i) assess the cost of landfill disposal for the County's unincorporated residents; and ii) assess any effects to the unit cost of landfill disposal and the corresponding tip fee charged to the County's unincorporated residents from accepting contracted waste. The key study objectives and milestones achieved for the engagement included i) development of multi-year financial forecast (5 years) of the County's solid waste enterprise business operations; ii) allocations of cost for determination of the cost of disposal services to the unincorporated Residents of the County; and iii) assessed the effects to the unit cost of disposal from the County's current policy of accepting contracted waste at the landfill. In addition, Raftelis was engaged to perform an evaluation of the County's solid waste system stemming from: i) findings of a prior cost-of-service evaluation performed by Raftelis which identified the need for substantial fee increases; and ii) to address stakeholder concerns related to mandatory collection, perceived inequities in the cost recovery and rates charged to the differing disposal customers of the system, and general understanding of the financial and operational health of the solid waste system to assist with near-term and long-term planning and system operation for the County's Solid Waste Management System (SWMS). The evaluation examined the key elements of the County's SWMS including, but not limited to, customer demands, operations review, legal and regulatory environment, contractual relationships, and potential changes to the County's SWMS. As part of the evaluation, a comprehensive stakeholder outreach effort was developed to help ensure input and concerns from residents were identified and addressed.

PROJECT LIST

- City of Bainbridge Island (WA) – Solid waste collection system and waste management assessment
- City of Cape Coral (FL) – Solid waste collection in-housing study
- City of Chandler (AZ) – Solid waste cost-of-service rate study
- City of Galveston (TX) – Solid waste cost-of-service rate study
- City of Huntsville (AL) – Solid waste cost-of-service rate study
- City of Lincoln (CA) - Solid waste cost-of-service rate study
- City of Long Beach, (CA) - Solid waste waste-to-energy and SB1383 procurement support services
- City of Oklahoma City (OK) – Solid waste cost-of-service rate study, Collection In-housing Study & Contract Negotiations Support

- City of Orlando (FL) – Solid waste cost-of-service rate study
- City of Oxnard (CA) – Solid waste impact fee study, and solid waste cost-of-service rate study
- City of Port St. Lucie (FL) – Solid waste collection in-housing Study
- City of Tulsa (OK) – Solid waste cost-of-service rate study and waste-to-energy evaluation
- Calaveras County (CA) – Solid waste cost-of-service rate study
- Charlotte County (FL) – Solid waste rate study
- Hillsborough County (FL) - Solid waste cost-of-service rate study and bond feasibility
- Lee County (FL) - Solid waste cost-of-service rate study
- Manatee County (FL) – Solid waste rate and bond feasibility study
- Martin County (FL) - Solid waste cost-of-service rate study
- Madera County (CA) – Solid waste cost-of-service rate study and solid waste management system evaluation
- Village of Ruidoso (NM) – Solid waste cost-of-service rate study

PRESENTATIONS

- “Rates Across the State,” SWANA-Florida Winter Conference 2023
- “Solid Waste Impact Fees,” SWANA-Florida Winter Conference, 2022

Javier Garcia, PE

ENGINEERING LEAD

Managing Partner (Garcia Infrastructure Consultants, LLC)



ROLE

Javier will serve as an Engineering Lead and will work at the direction of Angie in conducting analyses and preparing deliverables for the project.

PROFILE

Javier has 32-years of experience with a focus in the design and design management of wastewater treatment facilities, wastewater collection and pump stations, water distribution, and water pumping and storage facilities. He has successfully delivered multiple water and wastewater projects throughout South Texas to include the Cities of Pharr, McAllen, Donna, San Juan, Mercedes, and Brownsville.

KEY PROJECT EXPERIENCE

City of Laredo (TX): El Pico Water Treatment Plant (WTP)

This project consisted of the master planning of a 120-mgd water treatment plant and the design of the first 20-mgd phase. Facilities included: raw water intake structure, raw water pump station, raw water transmission main, raw water holding ponds, rapid mix, flocculation and sedimentation unit, filtration and backwash system, chemical system (alum, polymers, chlorine, and ammonia), solids treatment process, clear well and high-service pump station and SCADA system. Javier was responsible for managing all settled solids from the sedimentation basin and backwash waste from the filters. The solids handling system included: Equalization Basin and Equalization Basin Pump Station, Backwash Clarifier and Backwash Clarifier Pump Station, Gravity Thickener, Solids Holding Tank, Thickened Solids Pump Station (BFP Feed Pumps), and Dewatering Facility. The solid handling system was designed in accordance with 30 TAC Subchapter D Rules and Regulations for Public Water Systems as well as AWWA Water Treatment Plant Design, Fourth Edition.

City of Pharr (TX): Pharr Water Treatment Plant Evaluation

Javier assisted the City of Pharr assess the existing water treatment. A report was prepared identifying hydraulic bottle necks and deficiencies in the overall treatment process. Multiple improvements were recommended, which included modifications to the rapid mix, filters, ground storage tank, dewatering system, and electrical improvements. These improvements formed the basis of the City's current Water Treatment Plant Improvement Project which is under design.

City of Pharr (TX): Pharr WTP High Service Pump Station Evaluation

Evaluated the City's 30-mgd water treatment plant main high service pump station. Developed a model and alternative to split pump station into two (2) independent facilities and divide system into two separate pressure planes.

Professional History

- Garcia Infrastructure Consultant, LLC: Managing Partner (2016 – present)
- S&GE: Managing Partner (2004-2016)
- CH2MHILL: Project Manager (2000-2004)

Education

- Bachelor of Science in Civil Engineering, University of Texas at Austin (1991)

Certifications

- TBPE No 83920

Professional Memberships

- American Council of Engineering Companies (ACEC)- Ex-President (San Antonio Chapter)
- Water Environment Association of Texas (WEAT)- Member
- American Water Works Association (AWWA)- Member
- Texas American Water Works Association (TAWWA)- Member
- SAWS Citizen Advisory Committee (CAP)- Co-Chairman

McAllen Public Utilities (MPU) (TX): North McAllen WWTP Improvements and Recycle Pump Station

Modified treatment process at the NWWTP to meet TCEQ Type I Reclaimed Water Standards. These improvements included modifications to the UV Basin, addition of cloth media filters, disinfection system, recycle water storage tanks, and 5-mgd pump station to deliver reclaimed water to the Tres Lagos Subdivision and new McAllen Sports Complex. Developed civil site and stormwater management plan.

City of Mercedes (TX): City of Mercedes Water Treatment Plant Dewatering Improvements

Javier evaluated alternative technologies to manage and dispose of solids at the City of Mercedes WTP. The study included the following: (1) determining the range of solids produced by the treatment process the plant must handle on a daily and annual basis, (2) complete an evaluation of alternatives for upgrading the WTP's solids handling facilities, and then setting the design criteria and treatment goals of the new recommended equipment from which final design documents can be developed.

City of Brownsville (TX): BPUB Robindale NWWTP UV Structure Canopy and Monorail Crane

This project included the addition of a canopy and monorail crane over the existing UV Disinfection System at the Robindale NWWTP. Other work included the addition of an access drive to allow UV Equipment to be loaded adjacent to the structure.

Ricardo Salazar, PE

ENGINEERING LEAD

President (Trimad Consultants, LLC)

ROLE

Ricardo will serve as an Engineering Lead and will work at the direction of Angie in conducting analyses and preparing deliverables for the project.

PROFILE

Ricardo Salazar, Professional Engineer, has over 20 years of experience in a broad range of Civil Engineering areas which include roadway, drainage, utilities, etc. His knowledge and experience have been gained mainly by working with the South Texas Region and its community. Areas that Mr. Salazar has served include the City of Pharr, City of Edcouch Elsa, City of Weslaco, City of Edinburg, City of McAllen, City of Brownsville, City of La Joya, San Antonio Water Supply Corporation, as well as the Counties of Hidalgo, Starr, Cameron, and Willacy.

KEY PROJECT EXPERIENCE

City of Pharr (TX): Water and Wastewater Master Plan

This project involved the analysis of the wastewater treatment plant and collection system to assist the City in developing a capital improvement plan to meet future demands and regulatory requirements. The scope of work included the analyzation of existing water and wastewater treatment plants, the collection and distribution system. The tasks also included proposed system alignments, pipe sizing, crossing, and estimates. The completed master plan was designed for 20-year duration.

City of San Juan (TX): Water and Wastewater Master Plan

This project involved the analysis of the wastewater treatment plant and collection system to assist the city in developing a capital improvement plan to meet future demands and regulatory requirements. The scope of work included the analyzation of existing water and wastewater treatment plants, the collection and distribution system. The tasks also included proposed system alignments, pipe sizing, crossing, and estimates. The completed master plan was designed for 15-year duration.

City of Pharr (TX): WWTP Headworks Improvements

This project involved the demolition and replacement of the existing headworks and associated lift station. It includes the redirection of the existing gravity flow mains from the City's sanitary sewer collection as well as the plant drain line to the new lift station. The scope of work includes calculating wastewater flow projections to match the projected year 2040 plant flows, analyzing and designing new yard piping to accommodate to the upgraded headworks facility, and develop an opinion of probable construction cost (OPCC).



Specialties

- Water and Wastewater Design
- Construction Management
- Surveying
- Paving and Drainage

Professional History

- Trimad Consultants, LLC: President (2017-Present)
- GIC, L.L.C.: Professional Engineer (2017)
- S&GE, L.L.C.: Professional Engineer (2013-2017)
- Tropical Construction: Construction Manager, Engineer (2012-2013)
- SAMES, Inc: Engineer (2003-2012)
- Bain, Medina, Bain: Engineer (2006-2007)
- JE Saenz & Associates: Engineer (2003-2006) & (2007-2009)

Education

- Bachelor of Science in Civil Engineering – Texas A&M Kingsville (2003)
- Associates of Science in Civil Engineering – South Texas College (2001)

Certifications

- Texas P.E. No. 125392

Professional Memberships

- City of Alamo EDC: Executive Board Member (Former Board President)
- Water Environment Association of Texas (WEAT): Member
- American Water Works Association (AWWA): Member
- American Society of Civil Engineers (ASCE): Member
- PSJA ISD Engineering Student Chapter Liaison

Jose A. Perez, Graduate Engineer

ENGINEERING LEAD

Graduate Engineer (Trimad Consultants, LLC)

ROLE

Jose will serve as an Engineering Lead and will work at the direction of Angie in conducting analyses and preparing deliverables for the project.

PROFILE

Jose has approximately five years of broad range experience in all related field of Civil Engineering which includes sewer networks, reports and construction estimates, and roadway / drainage improvements. His experience has been proudly based in the Rio Grande Valley. The agencies to have received his assistance include the City of Pharr, City of Alamo, City of San Juan, City of Donna, and Brownsville Public Utilities (BPU).

KEY PROJECT EXPERIENCE

City of Alamo (TX): City of Alamo Morningside South-Sewer Project

Jose is assisting in the design of this project which consists of a new 0.31 MGD lift station, installation of a gravity line, and force main. It includes the installation of approximately 2,210-lf of 8-inch and 720-lf of 4-inch force main. The scope of work includes an analysis of existing water and wastewater from as-builts. He maintains frequent contact with gas companies and City of Alamo Public Works personnel for inquiries related to existing underground lines and is currently under design phase. The alignment starts along Ridge Rd. and goes along Morningside South Subdivision alleys for the gravity line and East from starting point to an existing manhole in front of Mayfair Subdivision for the force main. The Lift Station will be installed in front of a proposed subdivision East of Morningside South Subdivision along Ridge Rd.

San Juan (TX): City of San Juan Lift Station No. 6 – San Juan, Texas

Jose is assisting in the design of this project which consists of the abandonment and relocation of Lift Station No. 6 and installation of a gravity line. It includes the installation of approximately 1,318-lf of 24-inch and 68-lf of 12-inch force main. The scope of work includes an analysis of existing water and wastewater from as-builts. He maintains frequent contact with gas companies, TXDoT, and City of San Juan Public Utilities personnel for inquiries related to existing underground lines and is currently under design phase. The alignment starts from the existing lift station along Cesar Chavez Rd and goes South approximately 1,100-lf to the proposed lift station location. The force main will tie in to the existing force main located on the east side of Cesar Chavez. The Lift Station will be installed in front of a proposed subdivision (Oak Ridge Estates) and will be designed to service the majority of the north side of the City of San Juan.



Specialties

- Design and Drafting Technician
- Surveying
- Paving and Drainage
- AutoCAD Civil 3D Operator
- Water and Wastewater Utility work

Professional History

- Trimad Consultants, LLC: Graduate Engineer (2017-Present)

Education

- Bachelor of Science in Civil Engineering – UTRGV, 2017

Professional Memberships

- Water Environment Association of Texas (WEAT): Member
- American Water Works Association (AWWA): Member
- American Society of Civil Engineers (ASCE): Member
- PSJA ISD Engineering Student Chapter Liaison

Pool of Staff Consultants

Below are three consultants located in Austin that have experience working on other Texas projects with Angie. The staff consultants will work under the direction of Angie conducting analyses and preparing deliverables for the project. A full resume for these consultants can be provided upon request.

Summer Simpson

STAFF CONSULTANT

Associate Consultant

PROFILE

Summer is an Associate Consultant in the Austin office. She is aiding and learning from other members of the team. Prior to her role at Raftelis, Summer was a Business Consultant through her master's program at Wake Forest University where she gained experience working with clients and large sets of data. Summer holds a bachelor's degree in business administration and a master's degree in business analytics. With this, she is looking forward to utilizing her analytical skills to provide data-driven insights within the industry.



Specialties

- Financial Planning
- Cost of Service
- Predictive analysis
- Data analysis

Education

- Bachelor of Science in Business Administration, Management Major - Webber International University (2021)
- Master of Science in Business Analytics - Wake Forest University (2022)

Professional Memberships

- AWWA: Texas Section

Richardson Irvine

STAFF CONSULTANT

Associate Consultant

PROFILE

Richardson is an Associate Consultant in the Austin office. He is aiding and learning from other members of the team. Before his role at Raftelis, Richardson completed two year-long stints as an Americorps Volunteer where he gained experience working with local stakeholders and a great appreciation for water infrastructure. Richardson holds a bachelor's degree in economics from Sewanee: The University of the South.



Specialties

- Financial Planning
- Cost of Service
- Forecasting
- Data analysis

Education

- Bachelor of Arts in Economics, Environmental Science Minor – Sewanee: The University of the South (2018)

Professional Memberships

- AWWA: Texas Section

Trey Hund

STAFF CONSULTANT

Associate Consultant

PROFILE

Trey recently joined Raftelis in June 2024 as an Associate Consultant, where he works with the Finance team in Austin, Texas. Trey holds a bachelor's degree in finance from Texas Tech University. He uses his financial background and analytical skills to create impactful solutions for Raftelis' clients.



Specialties

- Data Analysis
- Forecasting

Professional History

- Raftelis: Associate Consultant (2024 - present)

Education

- Bachelor of Business Administration in Finance - Texas Tech University (2024)

Professional Memberships

- AWWA: Texas Section

ADDITIONAL PROPOSAL SUBMISSION REQUIREMENTS

RESOLUTION 2025-001

AUTHORIZING CONTRACTUAL SIGNATORY AUTHORITY FOR RAFTELIS FINANCIAL CONSULTANTS, INC.

WHEREAS the Amended RFC Bylaws state “The Board of Directors may authorize any officer or officers, agent or agents, to enter into any contract or execute and deliver any instrument in the name of and on behalf of the Corporation, and such authority may be general or confined to specific instances,” now

Therefore, the Board of Directors of Raftelis Financial Consultants, Inc. authorizes the following signatory authority.

Professional Services Contracts

The Board authorizes any Officer or Vice President of the Corporation to execute, on behalf of the Corporation, any contractual documentation related to entering into an obligation to perform professional services for an entity and/or an obligation with a subcontractor to perform such professional services. The Board also authorizes individuals who are acting on an executive level to execute on behalf of the Corporation any contractual documentation related to entering into an obligation to perform professional services for an entity. The contractual ceiling to which these individuals are limited to enter into an obligation to perform professional services for an entity are as follows:

Individual	Signatory Limit
Peiffer Brandt	Unlimited
Elaine Conti	Unlimited
Jon Davis	Unlimited
Michelle Ferguson	Unlimited
Bart Kreps	Unlimited
Melissa Levin	Unlimited
Henrietta Locklear	Unlimited
John Mastracchio	Unlimited
Christine McIntyre	Unlimited
William Stannard	Unlimited
Stacey Aukamp	\$1,000,000
Thomas Beckley	\$1,000,000
Thierry Boveri	\$1,000,000
Rocky Craley	\$1,000,000
Joe Crea	\$1,000,000
David Fox	\$1,000,000
Steve Gagnon	\$1,000,000

Murray Hamilton	\$1,000,000
Nancy Hetrick	\$1,000,000
Chris McPhee	\$1,000,000
Jan Perkins	\$1,000,000
Harold Smith	\$1,000,000
Doug Spiers	\$1,000,000
Henry Thomas	\$1,000,000
Catherine Tuck Parrish	\$1,000,000
Catherine Carter	\$500,000
Todd Cristiano	\$500,000
Collin Drat	\$500,000
Angie Flores	\$500,000
Jonathan Ingram	\$500,000
Scott Parker	\$500,000
Jennifer Tavantzis	\$500,000
Mike Burton	\$250,000
Katie Cromwell	\$250,000
Anthony Hairston	\$250,000
Will Kerr	\$250,000
Kevin Kostiuk	\$250,000
Steven McDonald	\$250,000
Rob Ori	\$250,000
Sudhir Pardiwala	\$250,000
Jennifer Porter	\$250,000
Andrew Rheem	\$250,000
Keith Readling	\$250,000
Brandon Vatter	\$250,000
Joe Williams	\$250,000
John Wright	\$250,000

Engagement Letters

The Board also authorizes the list above plus the following individuals to execute engagement letters with no terms and conditions contained therein. The contractual ceiling to which these individuals are limited to enter into an obligation to perform professional services through an engagement letter for an entity are as follows:

Individual	Signatory Limit
Chad Cowan	\$100,000
Toby Fedder	\$100,000
Heather Gantz	\$100,000
Rebekka Hosken	\$100,000
Jackie Jarrell	\$100,000
Shawn Ocasio	\$100,000
Samantha Villegas	\$100,000
Pam Wideman	\$100,000
Kathryn Willis	\$100,000

Vendor Contracts

The Board authorizes individuals who are acting on the corporate level to execute on behalf of the Corporation any contractual documentation related to entering into an obligation to a vendor, with the exception of office leases. The contractual ceiling to which these individuals are limited to enter into an obligation to a vendor are as follows:

Individual	Signatory Limit
Peiffer Brandt	Unlimited
Elaine Conti	\$100,000
David George	\$100,000
Christine McIntyre	\$100,000
Chris McPhee	\$100,000
Lisa Wilson	\$100,000

Office Leases

The Board authorizes only the Chief Executive Officer to execute office leases.

Approved and adopted the 20th day of February 2025. I, the undersigned, hereby certify that the foregoing Resolution was duly adopted by the Raftelis Financial Consultants, Inc. Board of Directors.

Secretary

Christine McIntyre

Seal



SECTION 11: STATUS OF SUCCESSFUL RESPONDENT

Successful respondent shall have the status of an "Independent Contractor" as defined by IRS regulations, and shall not be entitled to any or all rights, privileges, benefits and emoluments of either an officer or employee of the City of Weslaco.

SECTION 12: FUNDING OUT CLAUSE

In the event the City of Weslaco fails to obligate requisite funds for any specified fiscal year during the contract period which would necessitate cancellation of the resultant agreement, the successful respondent shall agree to hold the City of Weslaco free from any charge other than work completed or the pro-rated portion of the authorized work.

Firm Name: Raftelis Financial Consultants, Inc.

Signature: Anjie Flores Date: 03/05/2025

[An authorized representative of the proposing firm shall sign this document in the space(s) provided. An unsigned Statement of Proposals may be disqualified]

ADDRESS: 3755 S. Capital of Texas Highway, Suite 290

CITY: Austin STATE: TX ZIP: 78704

IS RESPONDENT A CORPORATION? ☒ YES ☐ NO FEDERAL TAX ID # 20-1054069

TELEPHONE NUMBER: 512.790.2108

FAX NUMBER: 828-484-2442

OTHER LICENSES: N/A

DISCLOSURE OF PRINCIPALS

PRINT OR TYPE

COMPANY NAME: Raftelis Financial Consultants, Inc.

ADDRESS: 3755 S. Capital of Texas Highway, Suite 290

CITY, STATE, & ZIP CODE: Austin, TX 78704

Date Business Started Operations: May 10th, 1993

Principal Address of Company: 227 W. Trade Street, Suite 1400, Charlotte, NC 28202

NAMES OF OFFICERS, MEMBERS, OR OWNERS OF CONCERN, PARTNERSHIP ETC.:

NAME: Peiffer Brandt OFFICIAL CAPACITY: 10% ownership

STREET: 227 W. Trade Street, Suite 1400 CITY: Charlotte STATE: NC ZIP: 28202

NAME: Harold Smith OFFICIAL CAPACITY: 8% ownership

STREET: 383 N. Corona Street CITY: Denver STATE: CO ZIP: 80218

NAME: Jon Davis OFFICIAL CAPACITY: 6% ownership

STREET: 227 W. Trade Street, Suite 1400 CITY: Charlotte STATE: NC ZIP: 28202

NAME: Bart Kreps OFFICIAL CAPACITY: 5% ownership

STREET: 227 W. Trade Street, Suite 1400 CITY: Charlotte STATE: NC ZIP: 28202

NAME: _____ OFFICIAL CAPACITY: _____

STREET: _____ CITY: _____ STATE: _____ ZIP: _____

NAME: _____ OFFICIAL CAPACITY: _____

STREET: _____ CITY: _____ STATE: _____ ZIP: _____

SIGNATURE OF RESPONDENT: Anjie Flores DATE: 03/05/2025

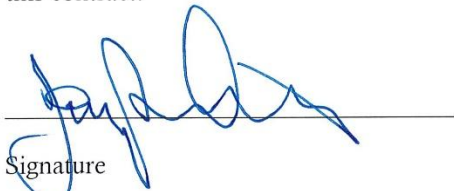
AFFIDAVIT OF NON-COLLUSION

STATE OF North Carolina)

) SS

COUNTY OF Mecklenburg)

I, Jon Davis (Name of party signing this affidavit and the Statement of Proposals Form), Senior Principal (Title), being duly sworn do depose and say: That Raftelis Financial Consultants, Inc. (Name of person, firm, association, or corporation) has not, either directly or indirectly, entered into agreement, participated in any collusion, or otherwise taken any action in restraint of free competitive bidding in connection with this contract.

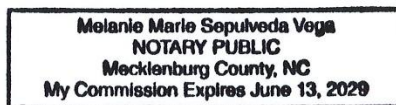

Signature

Senior Principal

Title

Sworn before me this 5th day of March, 2025


Signature



Melanie Marie Sepulveda Vega

~~Title~~ Name of Notary Public

This form must be notarized and returned with the RFP. Failure to notarize this form may be cause for disqualification from consideration for this contract.

STATEMENT OF EXPERIENCE/REFERENCES

List references to whom your firm has provided similar projects, in particular, other municipalities. The City of Weslaco may contact these references, to affirm the quality of *similar services*. Please list any further references on another sheet of paper.

Name of Agency: City of Pharr, TX

Contact Person: Karla Saavedra, Finance Director Telephone #: 956.702.5318

Address: 118 South Cage Boulevard, 2nd Floor, Pharr, TX 78577

Description of Project: Water and wastewater Rate Study

Amount of Contract: \$75,000

Name of Agency: City of Huntsville, TX

Contact Person: Steve Ritter, Finance Director Telephone #: 936.291.5486

Address: 1212 Avenue M, Huntsville, TX 77340

Description of Project: Cost-of-service Rate Study

Amount of Contract: \$65,000

Name of Agency: City of Kyle, TX

Contact Person: Perwez A. Moheet, CPA, Dir. of Finance Telephone #: 512.262.1010

Address: 100 W. Center Street, Kyle, TX 78640

Description of Project: Water and wastewater cost of service study

Amount of Contract: \$129,000



CITY OF WESLACO



Proposal

Municipal Comprehensive Utility Rate Study
RFP No.: 2024-25-12





March 6, 2025

Mr. Homer Rhodes
Purchasing Agent
City of Weslaco
255 S. Kansas Ave.
Weslaco, TX 78596

Re: *Proposal to Conduct Consultant Services for Comprehensive Utility Rate Study for the City of Weslaco*

Dear Mr. Rhodes:

Thank you for the opportunity to present this proposal to the City of Weslaco ("the City") to conduct a comprehensive Utility Rate Study. The purpose of the study is to provide the City with sufficient information to support a recommendation to the City Commission for adjustments in rates for *water, sewer and solid waste operations*. **Willdan Financial Services** ("Willdan") is one of the largest public sector financial consulting firms in the United States. We have worked with over 1,200 public agencies across the USA to successfully address a broad range of financial challenges, including comprehensive rate studies, financing the costs of growth, and generating revenues for utilities to fund desired services. **Our company has completed similar studies for over 125 cities in Texas, including 25 utilities in the Rio Grande Valley and Texas/Arizona border region.**

We have a proven track record of completing projects on time and staying within the quoted budget. Our client references will confirm that we do not miss deadlines or exceed our budget in our engagements. We encourage you to contact the references provided for feedback on our performance, commitment to our clients and adherence to project milestones.

As stated above, Willdan has prepared similar studies for utilities in the RGV and border region, including but not limited to: **Harlingen WaterWorks, Brownsville PUB, Edinburg, Primera, Laguna Madre Water District, Del Rio, Laredo, Webb County, San Juan, and Mercedes**. Our familiarity with and expertise in the border region is unparalleled. We are located in the Dallas-Fort Worth metroplex, and are only a few hours by direct flight from the Rio Grande Valley. One of our project team members is fluent in Spanish.

Willdan's interactive approach will result in a customized financial model developed in Microsoft Excel that is easy to use, and a focused and tailored analysis of the City's current rates, revenues, capital project and operational expenditures, debt commitments, reserve funding, and other financial data. The culmination of our analyses will be a comprehensive rate plan for each utility that develops projected system operating results and allows for alternative rate plans for a ten-year time horizon. We will employ our proven interactive approach and will adapt our internationally recognized Excel-based financial model for the specific use of the City. This will prove invaluable in helping us guide the City through operating and financial scenarios, evaluate the impact of policy assumptions, and perform sensitivity analysis on utility rate 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. This combination 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:

Extensive Expertise in Financial Rate Modeling – Our team has decades of experience in water, wastewater and solid waste utility wholesale/retail rate modeling. Unlike many other firms, **our project team has extensive experience designing rates for all three utilities, and does not require any subcontractors to complete the tasks involved in this study.** Our final interactive dashboard-driven model will be tailored specifically for the City and will be both technically proficient and remarkably easy to understand and update. The Willdan rate model is considered to be one of the premier ratemaking tools in the industry and has been adapted for the use of setting rates for hundreds of cities across Texas, the USA and five sovereign nations. The Project Team's efforts will result in a focused and tailored analysis of the City's current utility rates and revenues, development of a comprehensive financial management plan, wholesale and retail cost of service analysis based on guiding industry practices, and innovative rate design solutions. Our internationally recognized model will have the capability to carefully test and evaluate financial scenarios and rate design and policy assumptions.

Effectively Communicate Study Results — Sound technical analysis is only one element of this process. It will be equally important to effectively and transparently communicate results to City staff, City Commission members, key stakeholders and, ultimately, to those that will be subject to new rates.

In other words, the objective of this study is not simply to write a report, deliver it to the client, and leave. **We consider rate studies to be part of an overall process, the ultimate goal of which is to adopt a formal, and final 5 to 10-year revenue requirement analysis and rate plan for each utility.** This involves far more than the completion of a report – the public involvement process is critical, and we will work tirelessly with staff to ensure that our recommended alternatives are successfully implemented. 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. We take pride in the frequent compliments we receive from clients about the ease and understandability of our presentations, and the fact that they present critical information required to make decisions in a straightforward and easy to follow manner.

Appreciate the Sensitivity of Rate Proposals – Our team understands the fact that the political, social and economic impact of rate alternatives on ratepayers is of critical importance to those who responsible for deciding whether to implement these plans. We recognize that it is never easy to ask ratepayers to pay more for utility service. Therefore, we will work with City staff to design rate alternatives that will recover the revenue the utility requires, while to the best extent possible minimizing the impact of any increases on ratepayers and their families.

Offer a Highly Innovative Approach — Our approach to the development of utility rates has been carefully honed over the years. We will work collaboratively with City staff to carefully assess and understand the City’s unique water, wastewater and solid waste system concerns and issues 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 all aspects of utility operations and management. This allows us to work collaboratively to provide comprehensive business solutions. Our objective is to educate and inform throughout the process, not just at the completion of the project.

In summary, we are very excited about the opportunity to provide such a valuable service to the City. For that reason, we will devote our firm’s resources to ensure that the City’s objectives are achieved with the highest level of satisfaction. Our project team has significant additional capacity to prepare this study while maintaining our existing book of business.

I will personally serve as Project Director for this engagement, and I am authorized to sign the City’s contract with Willdan. I can be reached directly at (972) 378-6588, extension 302, or via email at JGray@willdan.com. Thank you once again for this opportunity. We look forward to hearing from you.

Respectfully submitted,

Willdan Financial Services



Jason Gray, Vice President

Contact Information

Primary Contact

Jason Gray

Cell #: (469) 396 -9640

Fax#: (888) 326 - 6864

Email: jgray@willdan.com

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Qualifications

Firm History

Willdan Financial Services is an operating division within Willdan Group Inc. (WGI), which 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 surrounding communities.

A financially stable company, Willdan has approximately 1,600 employees working in more than a dozen states 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 City's engagement.

Willdan has solved complex challenges for local communities and delivered industry-leading solutions that have transformed government and commerce. Today, we are leading our clients into a future accelerated by change in resources, infrastructure, technology, regulations, and industry trends.

Willdan Financial Services

Established in 1988, Willdan Financial Services, is one of the largest public sector economic and financial analysis consulting firms in the United States. We have helped over 800 public agencies successfully address a broad range of infrastructure challenges. Willdan assists local public agencies by providing the following services:

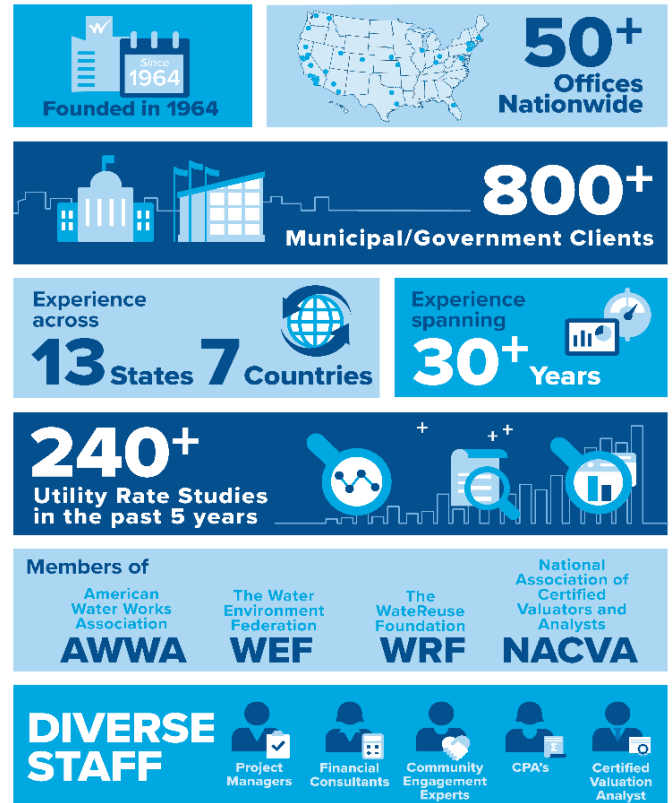
Willdan Financial Services

Primary Services

- Utility rate and cost of service studies
- User fee studies
- Cost allocation studies
- Real estate economic analysis
- Tax increment finance district formation and amendments
- Property tax audits
- Housing development and implementation strategies
- Municipal advisory services
- Public Improvement District Formation and Administration
- Development impact fee establishment and analysis
- Economic development strategic plans
- District administration services
- Feasibility studies
- Arbitrage rebate and continuing disclosure services
- Debt issuance support
- Long-term financial plans and cash flow modeling.

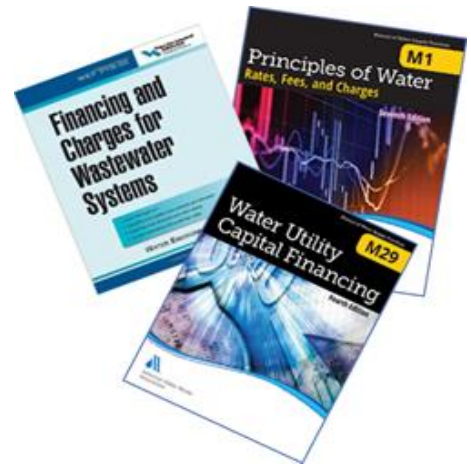
Our staff of nearly 80 full-time employees supports our clients by conducting needs based project delivery to assist them in keeping current with the latest developments in our areas of expertise.

In 2015, the Plano, Texas office of Economists.com joined Willdan. Economists.com provided economic analysis and innovative financial solutions since 1997 to a wide range of municipal and public sector utilities and other critical infrastructure organizations.



Utility Rate Experience

Willdan's professional staff has provided professional consulting services, including financial planning; rate and cost-of-service studies; alternative and feasibility analyses; and operational and management studies for water, reclaimed water, wastewater, solid waste, and stormwater utility clients across the United States for three decades. Additionally, *Willdan staff are involved with the development of the rate-setting methodologies set forth in the American Water Works Association (AWWA) M-1 manual "Principles of Water Rates, Fees and Charges," the AWWA M-85 manual "Development Impact Fees", and the AWWA M-29 manual "Water Utility Capital Financing."* Willdan is nationally recognized for its expertise with staff frequently being called upon to speak or instruct on utility financial matters, as subject matter experts, including the AWWA Utility Management conference.



Willdan staff is 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, some team members have held staff positions with local jurisdictions and therefore understand the financial, operational, and political realities faced by governmental staff and management. We craft solutions which are sensitive to this. Our expertise spans across the following financial planning services:

Willdan Financial Services

Experience and Expertise

- Retail and wholesale rate studies
- Revenue sufficiency analyses
- Utility management and policy assistance
- Connection fee / impact 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
- Impact Fee/System Development Charge Studies
- CIP financial scenario planning
- Bond feasibility reports
- Valuation/divestiture studies
- Litigation Support & Expert Witness Services
- Public Improvement District Administration

Willdan works with City to identify and prioritize operational and fiscal objectives, and then to match these objectives to specific rate attributes. We use this information throughout the engagement to develop a comprehensive financial plan and design utility rates that effectively meet not only financial, but also your policy goals. The culmination of our analyses will be rate policies that guide the rate setting process and long-term financial management plan that develops projected system operating results for the utility for the forecasted period.

Willdan employs its proven interactive approach coupled with advanced financial modeling techniques to design rates and a financial plan that meets established goals and performance criteria. These modeling techniques serve as a powerful decision-support tool to provide the City with genuine business solutions and recommendations as to the strategic direction of its utilities.

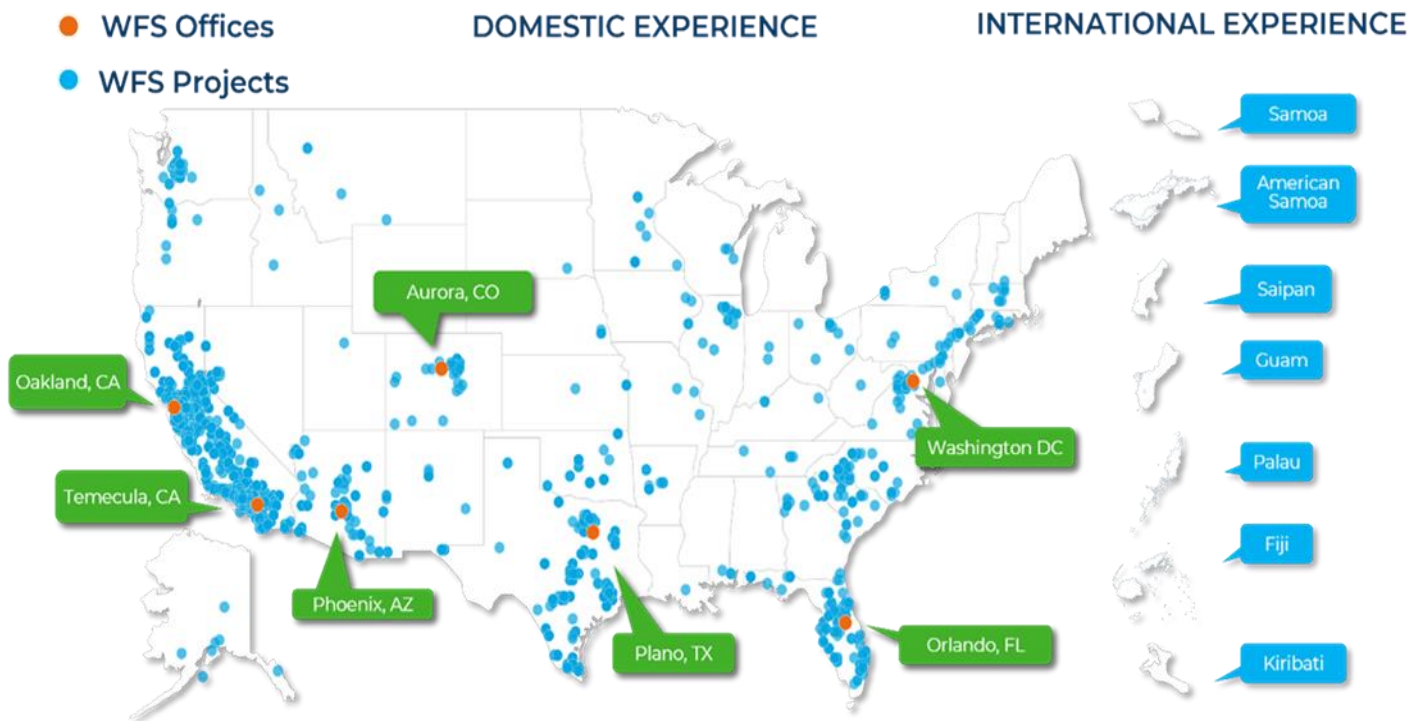
During rate and financial planning projects we employ tools and techniques which focus on consensus building among stakeholders to ensure the team understands the future financial implications of current management decisions. Our extensive project expertise is bolstered by our unique interactive financial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

Similar Projects

Willdan has a long history of successful project engagement and management, both in the state of Texas and around the world. In addition to over 125 cities in Texas alone, the Plano office has worked for over 75 cities across the USA, the sovereign nations of Fiji, Palau, Samoa and Kiribati, and the US Commonwealth/Territories of Saipan CNMI, Guam and American Samoa. Designated project team members listed in this proposal worked on every one of these engagements.

National & International Presence

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 and seven sovereign nations and territories in the Pacific Region. The graphical representation below depicts Willdan's office locations and geographical client presence.



Texas Projects Delivered by WFS | Texas

Willdan Financial Services -- Plano Office			
Texas Clients			
Large Cities	Mid-Sized Cities		SUDs/Districts
Allen	Alamo Heights	Marble Falls	Aqua Water Supply Corporation
Amarillo	Alvarado	Marfa	Brazos River Authority
Arlington	Aubrey	McLendon-Chisholm	Cinco Southwest MUD 1, 2, 3
Bellaire	Balch Springs	Melissa	Cibolo Creek Municipal Authority
Brownsville PUB	Bellmead	Mercedes	Cibolo Valley Local Govt Corp
Burleson	Beeville	Midlothian	Denton County FWSD #1A
Cedar Hill	Brady	New Summerfield	Denton County FWSD #8C
Coppell	Castroville	Oak Point	Denton Cty Transportation Agency
Del Rio	Celina	Parker	East Medina County SUD
Denison	Cleburne	Primera	El Paso County WCID #4
Denton	Combes	Princeton	Harris County MUD 188
DeSoto	Crandall	Prosper	Jonah Water SUD
Duncanville	Donna	Raymondville	Kempner WSC
Frisco	Eagle Pass	Robstown	Laguna Madre Water District
Grand Prairie	Edinburg	Rockport	North Fort Bend Water Authority
Galveston	Fairfield	Royse City	Palo Pinto CMWD #1
Garland	Fairview	San Benito	Peach Creek WSC
Harlingen	Ferris	San Juan	Schertz Seguin LGC
Laredo	Glen Rose	Schertz	Southmost Regional Water Auth
Leander	Graham	Seguin	Tornillo Water Improvement Dist
League City	Groesbeck	Selma	Trent WaterWorks
McKinney	Hackberry	Sonora	Wells Branch MUD
Mesquite	Harker Heights	Taylor	West Harris County RWA
New Braunfels	Heath	Troup	Yancey Water Supply Corporation
Plano	Hempstead	Van Alstyne	
Port Arthur	Hewitt	Venus	
Richardson	Hutchins	Waxahachie	
Richland Hills	Hutto	Webb County	
Rockwall	Kennedale	Whitehouse	
Rowlett	La Villa	Wilmer	
San Marcos	Lavon	Winona	
Sherman	Liberty Hill	Woodway	
Tomball	Little Elm	Waller	
Waco	Llano		
	Los Fresnos		

Rio Grande Valley/Border Region Clients | Plano Office

Willdan Financial Services -- Plano Office Border Region Clients	
Client	Most Recent Engagement
Texas	
Brownsville PUB	2023
Del Rio	2020
Edinburg	2024
El Paso County Tornillo WCID	2025
El Paso County WCID #4	2018
Harlingen WaterWorks	2025
La Villa	2007
Laguna Madre Water District	2022
Laredo	2015
Mercedes	2005
Primera	2025
Raymondville	2001
San Juan	2019
Southmost Regional Water Authority	2001
Webb County	2023
Arizona	
Bisbee	2025
Douglas	2017
Nogales	2018
Patagonia	2005
San Luis	2025
Somerton	2025
Tombstone	2002
Wellton	2024
Willcox	2025
Yuma	2025

Non-Texas and International Clients | Plano Office

Willdan Financial Services Client List -- Plano Office -- Non-Texas Clients					
Arizona			Arkansas		
1	AZ Dept Environ Qual	25	Miami	1	Bryant
2	Avondale	26	Nogales	2	Community Water System
3	Bisbee	27	Oro Valley	3	Conway
4	Buckeye	28	Patagonia	4	Greenbrier
5	Bullhead City	29	Payson	5	Hot Springs
6	Camp Verde	30	Picacho Peak	6	Hot Springs Village
7	Carefree	31	Pine Strawberry WID	7	North Little Rock WW Utiliuty
8	Casa Grande	32	Pomerene Domestic WID	8	Russellville
9	Chino Valley	33	Prescott	9	Benton Washington RPWA
10	Clarkdale	34	Prescott Valley		
11	Clifton	35	Quartzsite	Oklahoma	
12	Cottonwood	36	Queen Creek	1	Ada
13	Chloride DWID	37	Safford	2	Chickasha
14	Douglas	38	Show Low	3	Lindsay
15	Eagar	39	San Luis	4	Potawatomi Nation
16	Eloy	40	Somerton	5	Edmond
17	Flowing Wells Irr Dist	41	Springerville	6	Miami
18	Florence	42	Tombstone	7	Pryor
19	Gila Bend	43	Water Infra Finance Auth		
20	Globe	44	Wellton	USA	
21	Goodyear	45	Willcox	1	North Chicago, IL
22	Holbrook	46	Winslow	2	South Adams County, CO
23	Jerome	47	Yuma	3	Sarpy County, NE
24	Marana			4	Eustis, FL
Pacific Nations and Territories					
		1	Water Authority of Fiji		
		2	Palau Public Utilities Corp		
		3	Kiribati PUB		
		4	American Samoa Power Auth		
		5	Electric Power Corp – Samoa		
		6	Cwealth Utilities Corp – Saipan		
		7	Guam Power Authority		
		8	World Bank		
		9	Asian Development Bank		
		10	Pacific Region Infrastructure Auth		

Key Personnel

Our management and supervision of the project team is very simple: staff in every position with experienced, capable personnel in sufficient numbers to deliver a superior product to the client, on time and on budget. With that philosophy in mind, we have selected experienced professionals for this engagement. The chart below identifies each team member and their role specific to this project.

The team presented within this proposal has worked collectively on numerous similar projects. An established work practice among the team members has been forged, allowing us to deliver your project effectively and efficiently.

City of Weslaco, Texas Project Team			
Jason Gray Vice President & Managing Principal Project Director			
Areas of Expertise:	Rate and Cost-of-Service Studies; Impact/Capacity Fees; Expert Witness Testimony; Debt Issuance Support; Financial and Cash Flow Analyses; Bond Feasibility Reports; Revenue Sufficiency Studies		
Office Location:	5500 Democracy Drive, Suite 130, Plano, Texas 75024		
Telephone:	(972) 378-6588	Email:	jgray@willdan.com
Dan Jackson Vice President Senior Project Advisor			
Areas of Expertise:	Rate and Cost-of-Service Studies; Strategic Planning; Expert Witness Testimony; Financial and Cash Flow Analyses; Revenue Sufficiency Studies; Special District Formation and Administration		
Office Location:	5500 Democracy Drive, Suite 130, Plano, Texas 75024		
Telephone:	(972) 378-6588	Email:	djackson@willdan.com
Dennis Goral Project Manager Senior Financial Analyst			
Areas of Expertise:	Rate and Cost-of-Service Studies; Impact/Capacity Fees; Revenue Sufficiency Studies; Water, Wastewater, Stormwater, and Solid Waste Financial Planning; Financial and Cash Flow Analyses		
Office Location:	5500 Democracy Drive, Suite 130, Plano, Texas 75024		
Telephone:	(972) 378-6588	Email:	dgoral@willdan.com
Alex Hulevich Senior Project Analyst			
Areas of Expertise:	Cost-of-Service Studies; Rate Studies; Revenue Sufficiency Studies; Cost Allocation Studies; User Fee Studies		
Office Location:	5500 Democracy Drive, Suite 130, Plano, Texas 75024		
Telephone:	(972) 378-6588	Email:	ahulevich@willdan.com

Subcontractors

Due to the nature of the requested services and Willdan's vast experience with the proposed scope of work, Willdan will not employ, contract with, or use the services of any subcontractors at any point during this engagement.

Resumes

A resume for each team member has been provided on the following pages.

Education

Master of Public Service
Administration, George Bush
School of Government & Public
Service at Texas A&M
University

Bachelor of Arts in Political
Science, Minnesota State
University at Moorhead

Certificate in High
Performance/High Potential
Leadership

Cox School of Business at
Southern Methodist University

Certification in Mediation &
Dispute Resolution

George Bush School of
Government & Public Service
at Texas A&M University

Areas of Expertise

Executive-level reporting

Data storytelling to enhance
decision support

Strategic Planning

Financial Forecasting

Economic Impact Analysis

Economic Development
Negotiations

Financial Impacts of
Municipal Growth

Bond Rating Optimization

Expert Witness Testimony

Affiliations

Member, International
City/County Management
Association

Member, Texas City
Management Association

Member, American Public
Works Association

26 Years' Experience

Jason D. Gray, MPSA Project Director

Jason Gray is a management consultant with over 25 years of combined city staff and municipal consulting experience. As a former City Manager, Mr. Gray gained a hands-on appreciation of the operational, political, and financial considerations necessary for rate and fee studies. As a professional consultant, Mr. Gray has led over 170 municipal projects ranging from utility rate studies and long-term financial plans, City Council workshop facilitations, city-wide strategic planning efforts, financial and economic impact analyses of growth and development, and consistently engaging project stakeholders in meaningful ways.

Relevant Consulting Experience

Project manager and analyst for multiple water/wastewater rate studies and long-term financial plans:

- Celina, TX
- Friendswood, TX
- Harlingen, TX
- Burleson, TX
- Mesquite, TX
- Hewitt, TX
- McKinney, TX
- Sherman, TX
- Josephine, TX
- Cleburne, TX
- Heath, TX
- Denison, TX
- Safford, AZ
- Richland Hills, TX
- Melissa, TX
- Bellaire, TX
- Friendswood, TX
- Graham, TX
- Great Lakes Water Authority, MI
- Kennedale, TX
- Palo Pinto County Municipal WD #1

North Texas Municipal Water District (TX)

Solution architect for the restructuring of a multi-billion-gallon wholesale water rate, assisting thirteen member cities to compromise on a generational rate structure settlement

Frisco, TX

Lead city negotiator and project manager on a multi-decade 2,100-acre mixed-use development projected to deliver over \$3 billion in direct value growth

Frisco, TX

Lead negotiator for a community to partner with a quality developer on a high-profile 14-acre commercial development site with a planned improvement value of over \$350 million

Denton County Transportation Authority, TX Sales tax and revenue impact analyst for mass transit authority adapting revenue estimates to account for COVID-19 pandemic

Facilitated strategic planning, goal alignment, goal execution, and reporting processes:

- Bismarck, ND, TX
- Missouri City, TX
- Pilot Point, TX
- Hutto, TX
- Argyle, TX
- Rio Grande Valley MPO

Founded the Center for Public Servant Leadership, an organization that provides tools and training to public-sector entities to develop a culture of servant leadership

Recent Relevant Projects

McKinney, TX

- Increased General Fund reserve by 28% in three years with no tax increases and limited assessed value increases
- Elevated S&P Credit Rating to the industry best AAA

J. Gray

Resume Continued

- Cultivated a culture of transparency which led to one of just four perfectly rated Texas Comptroller's Office Gold Leadership Circle awards (2012) and a Platinum Leadership Circle award (2014)
- Developed multi-year financial plan to execute reasonable and regular property tax rate reductions
- Developed and implemented a strategic "Program/Service Level" methodology of budget decision-making utilizing quantitative and qualitative
- Improved ISO rating from ISO3 to ISO1, significantly decreasing commercial property and liability insurance costs
- City Manager of Money Magazine's Best Place to Live in America in 2014

Celina, TX

- Increased Moody's and S&P Bond Ratings three steps from junk bond status to investment grade
- Created and administered multiple Tax Increment Reinvestment Zones
- Renegotiated the City's largest single development agreement to provide for city public safety services to a residential community outside of the city limits
- Dramatically increased General Fund reserve from 3 days of operating reserve to over 80 days of reserve in three years
- Led effort to plan, propose, and approve the three successful bond elections

Frisco, TX

- Created and administered multiple Tax Increment Reinvestment Zones
- Led effort to plan, propose, and approve the three successful bond elections
- Project manager for selection of and transition to a new Enterprise Resource Planning (ERP) system

Expert Witness Testimony & Litigation Experience

Petition by Outside City Ratepayers Appealing the Water Rates Established by the City of Leander, TX

Public Utility Commission of Texas | Docket #53063 | Testifying Expert for the City of Leander

MC Trilogy, Texas, LLC v. City of Heath et al

United States District Court for the Northern District of Texas, Dallas Division | Docket #3:22-CV02154-D | Testifying Expert Witness

Petition of the Cities of Garland, Mesquite, Plano, and Richardson Appealing Wholesale Water Rates Implemented by North Texas Municipal Water District

Public Utility Commission of Texas | Docket #46662 | Analyst and Settlement Solution Architect for multiple parties

Collin County Municipal Utility District No. 1 Appealing Water and Wastewater Rates established by the City of Celina

Public Utility Commission of Texas | Docket #49448 | Testifying Expert Witness for City of Celina

City of Celina v. City of Pilot Point and Talley Ranch Management LTD

Texas 2nd District of Appeals | 362nd District Court of Denton County | Docket #2-08-230-CV | Fact witness for City of Celina

Upstream Addicks and Barker (Texas) Flood-Control Reservoirs v. United States

Court of Federal Claims | Sub-Master Docket No. 17-9001L | Brief for Amici Curiae

City of Marana, AZ v. Pulte Home Company, LLC

Arizona Superior Court, Pima County | Case No. C2020 5095 | Testifying Expert Witness for City of Marana

Dan V. Jackson, MBA

Project Advisor

Education

Master of Business Administration, University of Chicago, Specialization in Finance/Accounting

Bachelor of Arts, University of Chicago, Major in Social Sciences, Dean's Honor List

Areas of Expertise

Rate Design

Cost of Service

Financial Forecasting

Valuation Analysis

Acquisition Analysis

Privatization Analysis

Economic Impact Analysis

Expert Witness Testimony

Affiliations

Member, American Water Works Association

National Association for Business Economics

Other

The Forgotten Men (fiction) – Mediaguruz

Rainbow Bridge – Fiction – Mirador Publishing

39 Years' Experience

Dan Jackson has 40 years of experience as an international financial expert, having completed utility rate/cost of service studies and long-term financial plans for clients throughout the USA and five sovereign Pacific nations. He also has served as an expert witness in state court, federal court and before several public utility commissions. Mr. Jackson's prior experience includes positions with Deloitte and Touche and Reed-Stowe and Company.

Mr. Jackson has prepared over 400 utility rate studies for over 100 clients in Texas, 200 clients across the USA, and 5 sovereign nations during his long career. He has given dozens of lectures and presentations before professional associations on utility rate issues.

Water/Wastewater – Rate Studies and Long-Term Financial Plans

Mr. Jackson has served as project manager for over 400 water and wastewater rate studies and long-term financial plans. His clients have primarily been cities and public utilities located in Texas, Oklahoma, Arkansas, Arizona and across the USA. He has given over 300 public presentations on rate and long-term financial plans for city councils and ratepayers throughout the USA. His clients have ranged from Arizona and Texas border communities to Northwestern metropolises, rural water districts, urban suburbs and inner-city communities.

Electric – Rate Studies and Financial Plans

Mr. Jackson has managed over 25 electric rate studies across the USA. He has helped set electric rate policy in 5 nations and has met with senior government officials and regulatory agencies to develop appropriate guidelines. He is frequently engaged by the Asian Development Bank to prepare electric tariff analyses and assess the impact of solar PV on the cost of service for Pacific utilities. He has provided expert witness testimony supporting electric rate designs.

Solid Waste and Stormwater – Rate Studies and Financial Plans

Mr. Jackson has managed over 15 solid waste and 10 stormwater rate studies and financial plans, across the southwest United States and the Pacific Region. He has provided expert witness testimony supporting electric rate designs on numerous occasions.

Water/Wastewater – CCN/ System Valuations and Acquisitions

Mr. Jackson has prepared approximately 50 water and wastewater CCN and system valuations, for the purpose of enabling utilities to acquire additional service territory. A critical component of these analyses was the impact of the acquisitions on the user rates for both existing ratepayers and the acquired territories.

Water/Wastewater – Impact Fee Studies

Mr. Jackson has prepared approximately 25 water and wastewater impact fee studies for utilities throughout the United States.

International Experience

Mr. Jackson is recognized as an international expert on utility financial planning and tariff (rate) design by the World Bank and the Asian Development Bank. Under their direction, he has assisted in projects that have brought potable water to villages in developing nations. He has worked on these engagements in the independent nations of Fiji, Samoa, Palau, Kiribati, and the U.S. territories of American Samoa and the Commonwealth of Northern Mariana Islands. He has worked independently for water, wastewater and electric utilities in Guam, Tuvalu and the Kingdom of Tonga.

Other

Mr. Jackson has prepared numerous additional utility financial analyses, include: utility wholesale contract reviews, cost allocation studies, non-rate fee studies, lease vs. purchase, economic impact of desalination, telecommunications franchise fees, and the financial feasibility of reuse.

Representative Client Listing

Water/Wastewater/Electric – Rate Studies and Long-Term Financial Plans

Texas – Dallas/Fort Worth

D. Jackson

Resume Continued

- Allen
- Cedar Hill
- Denison
- DeSoto
- Ferris
- Garland
- Heath
- Kaufman
- Mesquite
- Princeton
- Rowlett
- Rockwall
- Venus
- Balch Springs
- Celina
- Denton County FWSD 1A
- Duncanville
- Grand Prairie
- Hutchins
- Little Elm
- Kennedale
- Midlothian
- Parker
- Prosper
- Royce City
- Sachse
- Burleson
- Cleburne
- Coppell
- Denton County FWSD 8C
- Fairview
- Frisco
- Hackberry
- Josephine
- McKinney
- Oak Point
- Plano
- Richardson
- Sherman

Texas — Statewide

- Alvarado
- Beeville
- Castroville
- Crystal Clear SUD
- El Paso County WCID #4
- Galveston
- Harlingen WaterWorks
- Harker Heights
- Hondo
- Laredo
- Leander
- Los Fresnos
- McLendon-Chisholm
- North Fort Bend Water Authority
- Port of Houston Authority
- Robinson
- Schertz
- Schertz-Seguin Local Govt Corp.
- Tomball
- Waller
- Webb County
- Amarillo
- Brownsville PUB
- Cibolo Creek Municipal Authority
- Del Rio
- El Paso County Tornillo WCID
- Galveston County WCID
- Hempstead
- Jonah Special Utility District
- Laguna Madre Water District
- League City
- Marble Falls
- Mercedes
- Paris
- Primera
- Robstown
- Seguin
- Sonora
- Troup
- West Harris Co. Reg. Water Auth
- Whitehouse
- Aqua Water Supply Corporation
- Brady
- Combes
- Donna
- Edinburg
- Fairfield
- Groesbeck
- Hewitt
- Kempner WSC
- La Villa
- Liberty Hill
- Marfa
- New Braunfels
- Port Arthur
- Raymondville
- San Juan
- Selma
- Southmost Reg. Water Authority
- Venus
- West University Place
- Winona
- Yancey Water Supply Corporation

D. Jackson

Resume Continued

Arizona

- Bisbee
- Carefree
- Chloride Domestic Water Imp District
- Cottonwood
- Eloy
- Goodyear
- Marana
- Oro Valley
- Prescott
- Queen Creek
- Show Low
- Tonto Village DWID
- Winslow
- Buckeye
- Casa Grande
- Clarkdale
- Douglas
- Florence
- Holbrook
- Miami
- Patagonia
- Prescott Valley
- Safford
- Somerton
- Wellton
- Yuma
- Camp Verde Sanitary District
- Chino Valley
- Clifton
- Eagar
- Flowing Wells Improvement Dist.
- Jerome
- Nogales
- Payson
- Quartzsite
- San Luis
- Tombstone
- Willcox

Arkansas

- Bryant
- North Little Rock Wastewater Utility
- Conway
- Russellville
- Benton Washington RPWA
- Hot Springs
- Hot Springs Village
- Community Water System

Oklahoma

- Ada
- Edmond
- Lindsay
- Altus
- Miami
- Chickasha
- Pryor

Electric and International Regulated Utilities – Pacific and Caribbean

- Water Authority of Fiji
- EPC, Independent State of Samoa
- Palau Public Utilities Corporation
- Guam Power Authority
- Commonwealth Utility Corp Saipan
- Virgin Islands Telephone Company
- Kiribati Public Utilities Board
- American Samoa Power Authority

Stormwater – Rate Studies and Long-Term Financial Plans

- Hot Springs, AR
- Balch Springs, TX
- Prescott Valley, AZ
- Hewitt, TX
- Coppell, TX
- Bryant, AR
- San Marcos, TX

Solid Waste – Rate Studies and Long-Term Financial Plans

- Duncanville, TX
- Frisco, TX
- Hewitt, TX
- Mercedes, TX
- San Luis, AZ
- Somerton, AZ
- Goodyear, AZ
- Altus, OK
- Miami, OK

Impact Fee Studies

- E. Medina Co. Special Utility Dist, TX
- Harlingen, TX
- Los Fresnos, TX
- Seguin, TX
- Wellton, AZ
- Yuma, AZ
- Cibolo Creek Municipal Auth., TX
- Laguna Madre Water District, TX
- Marble Falls, TX
- San Luis, AZ
- Prescott, AZ
- Hot Springs, AR
- Crystal Clear SUD, TX
- Liberty Hill, TX
- Mesquite, TX
- Marana, AZ
- Prescott Valley, AZ

Dennis Goral

Project Manager

Education

Double Bachelor of Science,
Finance and Economics,
University of Texas

Areas of Expertise

Rate Studies

Rate Design

Dynamic Computer
Modeling

Dashboard Design

Cost of Service Studies

Alternatives Analysis

Advanced Excel

Cost Allocation Studies

User Fee Studies

Clubs and Organizations

GFOAT, Government Finance
Officers Association of Texas

SEED, Student Entrepreneurs
and Economic Development

SIFE, Student in Free
Enterprise

Alpha Beta Gamma,
Business Honors Society

Honors and Awards

Lowe's Community
Improvement
Grant for Collin
Community College

Languages Spoken

Russian

10 Years' Experience

Dennis Goral is a Senior Analyst with 8 years of municipal utility analysis experience and 2 years in financial and economic analysis experience. His consulting experience includes a variety of projects associated with public water, wastewater, reclaimed water, sanitation, natural gas, and electric utility systems throughout the United States and Pacific Islands.

Mr. Goral has been involved with many different facets of project analysis for water and wastewater utility systems including data gathering, dashboard development, dynamic model development, sensitivity analysis, cost-benefit analysis, alternative analysis, demographic analysis, consumption analysis and rate design. Additionally, he has been involved in model development and analysis for cost allocation and user fee studies.

He has special expertise in dashboard development and dynamic model development. In addition, Mr. Goral has an extensive working knowledge of Microsoft Excel and the ability to perform detailed and complex analyses. He has experience in presenting complex information in a simple and easy to understand way.

Representative Client Listing

Water and Wastewater Experience

- DeSoto, TX
- Balch Spring, TX
- Donna, TX
- Schertz, TX
- Fairview, TX
- Altus, OK
- Winslow, AZ
- Cedar Hill, TX
- Frisco TX,
- Camp Verde, AZ
- Allen, TX
- Amarillo, TX
- Brady, TX
- Edmond, OK
- Florence, AZ
- Laredo, TX
- Leander, TX
- Los Fresnos, TX
- Somerton, AZ
- Prosper, TX
- Carefree, AZ
- Duncanville, TX
- Rockwall, TX
- Ada, OK
- Eloy, AZ
- Goodyear, AZ
- Liberty Hill, TX
- Marble Falls, TX
- Denton County Fresh Water Supply District 8C, TX
- Castroville, TX
- Crandall, TX
- Hutchins, TX
- Midlothian, TX
- Springtown, TX
- Royse City, TX
- Buckeye, Az
- Water Authority of Fiji, Fiji
- Plano, TX
- San Luis, AZ
- Rowlett, TX
- Russellville, AR
- Springerville, AZ
- Tomball, TX
- Tornillo, TX
- College Station, TX
- LAZY 9 MUD 1A, TX
- New Summerfield, TX
- Princeton, TX
- Mesquite, TX
- Alamo Heights, TX
- Brownsville, TX
- Ferris, TX
- Grand Prairie, TX
- Port Arthur, TX
- Seguin, TX
- Schertz-Seguine-Local Government Corp., TX
- Denton County Fresh Water Supply Dist., 1A, TX

D. Goral

Resume Continued

Cost Allocation and User Fee Related Project Experience

- City of Missouri City, TX
- City of DeSoto, TX
- City of San Luis, AZ
- City of Bedford, TX
- City of Mesquite, TX
- Town of Sunnyvale, TX
- City of Coppell, TX
- City of Port Arthur, TX

Recent Relevant Projects

City of Coppell, TX – Stormwater, Water and Wastewater Rate Study and Cost Allocation Plan Analysis

Mr. Goral prepared a water and wastewater rate analysis and report for the City of Coppell in 2017. The report included recommended rates and a financial plan for the next 10 years. In 2019, Mr. Goral, prepared a stormwater rate analysis for the City. In 2020, Mr. Goral, prepared a water and wastewater rate update and a cost allocation plan analysis for the City.

City of Frisco, TX – Solid Waste, Water and Wastewater Rate Study

Mr. Goral prepared a comprehensive water and wastewater rate study and long-term financial forecast for fiscal year 2017 and beyond. The City was experiencing rapid growth and needed to plan for and fund the significant level of growth it expects to experience in the next decade. Several alternative rate structures were developed and an impact analysis of these alternatives on customers and the City were provided. Additionally, Mr. Goral helped develop the solid waste model for the City.

City of San Luis, AZ – Solid Waste, Water and Wastewater Rate Study and Cost Allocation Plan Analysis

Mr. Goral prepared a solid waste, water and wastewater rate analysis and report for the City of San Luis. The report included recommended rates and a financial plan for the next 10 years. The study included evaluations of alternative rate structures, and an impact analysis of recommended rate increases on customers. Also, in 2020, Mr. Goral prepared a cost allocation plan analysis for the City.

City of Leander, TX – Water and Wastewater Rate Study

Mr. Goral prepared a comprehensive water and wastewater rate study and long-term financial forecast for fiscal year 2021 and beyond. The City was experiencing rapid growth and needed to plan for and fund the significant level of capital improvements expected in the next decade. The City had many unique issues such as unique wholesale contracts and outside city utility basis calculation. Several alternative rate structures were developed and an impact analysis of these alternatives on customers and the City were provided.

Alexander Hulevich

Project Analyst

Education

*Bachelor of Science,
Business Administration,
University of Mountain
College*

Areas of Expertise

Rate Studies

Rate Design

*Dynamic Computer
Modeling*

Cost of Service Studies

Alternatives Analysis

Advanced Excel

Cost Allocation Studies

User Fee Studies

*Expertise in Banking Rules
and Regulations*

Other Languages

Spanish; Russian

10 Years' Experience

Alex Hulevich is a Financial and Budget Analyst with over 10 years of experience. His consulting experience includes a variety of projects associated with public water, wastewater, stormwater, and sanitation utility systems throughout the United States.

Mr. Hulevich has been involved with many different facets of project analysis including collecting, interpreting, and analyzing a variety of raw data received from clients (budgets, billing data, historical usage, current and future debt, CIP plans, etc.) for creation of water/wastewater rate models, user fees studies, and cost allocation plans. He has experience evaluating utility rates and charges, and forecasting future revenue requirements, cost of service, population growth, and consumption patterns in order to develop rate recommendations.

In addition, Mr. Hulevich has an impressive knowledge of preparing reports, presentations, and making recommendations for internal and external stakeholders, including utility management, elected officials, and the public.

Relevant Project Experience

- Missouri City, TX
- Temple, TX
- Mesquite, TX
- Heath, TX
- Bellaire, TX
- Sunnyvale, TX
- Chino Valley, AZ
- Alvarado, TX
- Van Alstyne, TX
- Rockport, TX

Recent Relevant Projects

City of Bellaire, TX – Water, Wastewater, Stormwater and Sanitation Rate Study

Mr. Hulevich prepared a water, wastewater, stormwater, and sanitation rate analysis and report for the City of Bellaire in 2024. The study was used by the City to establish a new stormwater utility and adopt new FY2025 rates for its water, wastewater and sanitation utilities.

City of Van Alstyne, TX – Water and Wastewater Rate Study

Mr. Hulevich prepared a water and wastewater rate analysis and a 5-year rate plate for the City of Van Alstyne, TX that is facing the challenges associated with rapid growth and the need to update its aging infrastructure.

City of Rockport, TX – Water and Wastewater Rate Study and Non-Rate User Fee Analysis

Mr. Hulevich prepared a comprehensive water and wastewater rate study and financial plan for the City of Rockport, TX in 2024 with an emphasis on the outside city rates. Additionally, Mr. Hulevich assisted in water utility user fee analysis for the City.

City of Mesquite, TX – Water and Wastewater Rate Study and Cost Allocation Plan Analysis

Mr. Hulevich prepared a water and wastewater rate analysis and report for the City of Mesquite in 2023. The report included recommended rates and a financial plan for the next 10 years. Also, Mr. Hulevich, assisted in preparing a cost allocation plan analysis for the City.

City of Temple, TX – User Fee Study

Mr. Hulevich prepared a comprehensive user fee study in fiscal year 2023. The cost to provide individual services for each department was developed using fully burdened hourly rates. The study included calculations of services being provided and any additional services needed by the City. Also, Mr. Hulevich, assisted in preparing a report of the findings.

Town of Chino Valley, AZ – User Fee Study

Mr. Hulevich prepared a comprehensive user fee study in fiscal year 2023 for the Town of Chino Valley. The cost to provide individual services for each department was developed using fully burdened hourly rates. The study included calculations of services being provided and any additional services needed by the City. In Addition, Mr. Hulevich, assisted in preparing a report of the findings.

Scope of Work and Schedule

Methodology and Approach

Description of Study Understanding

Willdan understands that the City of Weslaco (“City”) seeks a comprehensive water, wastewater and solid waste rate study that will assist the City in modifying rates, if needed, *to ensure financial sufficiency to meet current and future expenses including operation, maintenance, capital improvement projects, and debt service*. The overall objective is to establish user rates and charges that are sufficient to meet the City’s growing system revenue requirements including capital improvement needs, debt service coverage, operating costs (*including cost of purchased water, garbage disposal and treating wastewater*) and non-operating costs, and minimum operating reserves (typically 60 - 90 days).

The project team will also work with the City to establish rates around a broader set of policy goals and objectives, including but not limited to developing options for revenue recovery for each utility system, which may include rate structure modification to better align the cost of service with the rates charged for those services. Ultimately, these goals need to align with the guiding principles of:

- *Ensuring operating revenues are sufficient to meet current and future expenses including operation, maintenance, capital improvement projects, and debt service.*
- *Achieving equitable rates within the classes.*
- *Providing cost of service analysis and developing rate alternatives.*
- *Identifying a path for water, wastewater, and solid waste to be self-sustaining.*

This policy alignment may also include enhancement of financial/rate stability, *conservation, consumption characteristics of the utility’s customer classes*, minimizing customer impacts, *deviation from cost-of-service principles and fairness and equity implications*, and *customer understanding* as well as maintaining competitive rates with neighboring communities and utilities.

To accomplish these overall goals and objectives for the rate study, our team’s approach will utilize the “generally accepted” cash basis rate setting methodology as delineated in AWWA’s Manual M1 for the water utility and WEF MOP No. 27 for the wastewater utility and with solid waste industry standards such as the American Public Works Association (APWA).

The rate study project team will collect standard inputs such as account growth projections, historical and forecast adjusted water and wastewater and consumption (billing units), number and sizes of containers, outstanding debt service schedules, the current CIP, three (3) years of account/usage/revenue data from City’s billing system, and current budget information to develop the forecast of future costs. The information developed during this rate study will allow the City to choose alternative capital plans that will minimize the impact on all classes of ratepayers, while still allowing it to meet the increasing expense demands of operations and environmental standards and regulations.

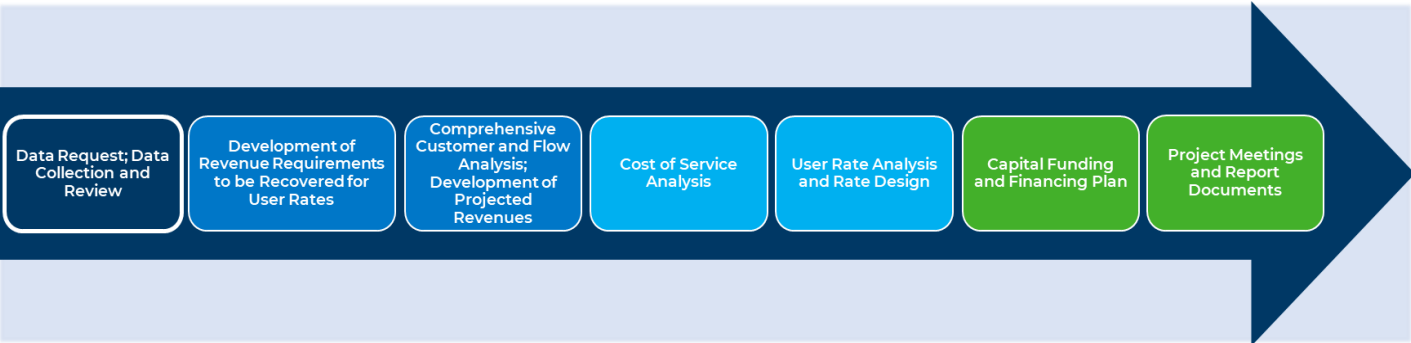
Upon finalization of the inputs outlined above, the project team will prepare a comprehensive 10-year forecast water and wastewater rate model and a comprehensive 10-year forecast solid waste rate model. Both of these models will be developed in Microsoft Excel based workbooks that will present alternative long-term water, wastewater and solid waste rate plans sufficient to fund operating and non-operating expenditures for *at least two years and a rate schedule (i.e. comparative rates by customer class) that will maintain its integrity for at least five years*.

Our rate model allows the City to test a variety of “what-if” alternatives. This is especially useful in testing the affordability of the *capital improvement program by allowing the user to turn new projects “on or off” in the model, determine funds needed to support the CIP*, change the costing with updated information, delay their funding, or look at cash vs. debt vs. fee-funding alternatives and their impact on affordability.

Our deliverables include written reports that are understandable to those who are not ratemaking or financial professionals.

Work Plan

Below summarizes the standard approach commonly employed by Willdan to develop utility rates. Each subtask of the steps is typically performed in tandem.



Water, Wastewater and Solid Waste Rate Study Scope of Work

The remainder of this section presents our approach to performing the major tasks required to successfully conduct a water, wastewater and solid waste rate study and long-term financial plan engagement, in accordance with City's *RFP no.: 2024-25-12*. Assuming timely responses to information/data requests by City, *we will complete the rate study work plan in 26 weeks (April 1, 2025 – September 30, 2025)*. The minimum period required to accomplish each work plan task is listed in the task header. Many of these tasks will be performed in tandem so the sum of each task's level of effort will not necessarily match the 26-week completion commitment.

Task I:Project Kick-off, Data Acquisition and Assessment 4 Weeks

The project team will meet with City staff at the outset of this project. The purpose of this meeting will be to discuss study goals and objectives, review requirements for completing each task, establish responsibilities and lines of communication, and refine the work plan and schedule.

To assist the project team in *analyzing the existing Utility fund financial condition and the planned infrastructure improvements*, prior to this meeting we will provide a preliminary data request list to initiate data collection and organization. The initial data that will be required by the project team will include, but not be limited to, the following: current fiscal year utility budget; most recent audited financial statements; water, wastewater and solid waste billing data/reports identified by customer class by month from the previous three to four years to present; the volumes of treated water purchased and wastewater treated in the previous four years; debt schedules for all outstanding water/ww/solid waste related debt; copy of the most recent Capital Improvement Plans (planned infrastructure improvements) approved by City; *current City working capital requirements*; debt service coverage requirements; wholesale contracts; and historical and current rate schedules.

NOTE: Gathering this data and attending the kick-off meeting and work sessions with the project team represents the bulk of the time required by City staff.

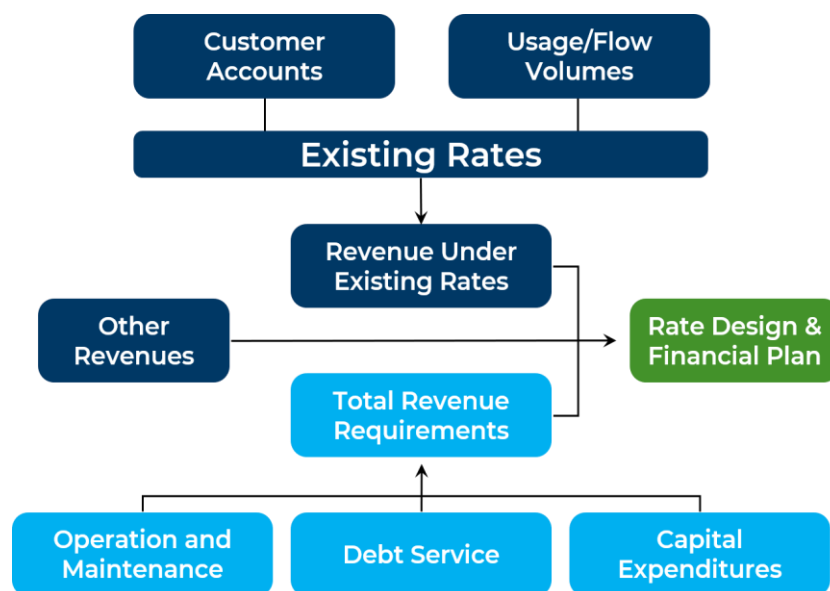
Task II: Demographic Analysis and Benchmarking 3 Weeks

The project team will prepare a comprehensive demographic analysis of ratepayers as a pretext to the development of water, wastewater and solid waste rate plans. The project team will develop current data on number of households; median household income; average water, wastewater and solid waste monthly bills, both in total and as a percentage of household income; *and benchmark all comparable customer classifications of the City's current and proposed rates to monthly rates and fees charged by other utilities in neighboring and similar communities for a comparison survey. The results of the survey will include comments as to whether the developed rates will materially impact the City's ability to attract and retain retail and commercial businesses.*

Task III: Determine Revenue Requirements

6 Weeks

In this task, the project team will analyze the City’s existing water, wastewater and solid waste fund financial condition and the planned infrastructure improvements. Based on this analysis the project team will determine overall revenue requirements for the current year and for a ten-year forecast period. The revenue requirements consist of the total cost to provide this service, including operation and maintenance (O&M) costs (*including cost of water purchased, garbage disposal and wastewater treated*), transfers to the General Fund, debt service payment and coverage requirements on existing and any proposed new debt, direct capital outlays financed by rates, and other financial needs. We will consider the levels of cash reserve funding required (typically 60 – 90 days) for the utility systems operation in our determination of the revenue requirements.



The development of a reasonable set of assumptions concerning future operating and non-operating costs and capital spending for repairs and replacements and system expansion is one of the most critical elements of the revenue requirement.

The project team will discuss and analyze all components of these categories with City staff, including: the expected amount of CIP, *the impact of peak demands on the cost of providing service*, inflation estimates, anticipated changes to operating costs, various funding alternatives, expected reserve and *working capital requirements*, and debt coverage requirements. The underlying assumptions used to project the water, wastewater and solid waste financials will be clearly stated in all rate study presentations and the rate study report.

Finally, the cost of service/revenue requirements that allocate costs to appropriate users will be calculated based on the Cash Basis for City’s retail customers, in accordance with industry standards outlined in AWWA M-1 and WEF MOP No. 7 publications. For wholesale customers and retail customers outside city limits, the project team may need to calculate revenue requirement based on the “Utility Basis” to provide City with a fair return on utility assets in accordance with AWWA M-1 and other industry guidelines. We will advise City on the most appropriate and defensible method to determine the revenue requirement for these customers.

Task IV: Determine User Characteristics and Customer Classes

6 Weeks

A fundamental principle of cost-of-service ratemaking for water, wastewater and solid waste utilities is for *costs to be allocated to user groups based on the peak demands each group places on the system*. In the case of water service, demands typically are measured in terms of base and peak demands that are critical to the sizing and operation of system facilities. For sewer service, demands usually are measured in terms of customer flows and sewage strength characteristics that determine sewer treatment plant influent loadings. These demands are collectively referred to as “user characteristics.”

Using information gathered from the City’s billing data, the City’s master planning consultant, or other internal sources, this task involves determining the appropriate groupings of customers so that customers with similar user characteristics populate the same customer class. *Including multifamily, and irrigation for residential, commercial, and government/schools. For cost-allocation purposes, analysis of historic demand and consumption characteristics with the purpose of properly classifying and segregating the costs associated with the different functions and customers of the City’s utility system.* Customers are then grouped into different classes based on differences in their user characteristics. The development of information for grouping customers and allocating costs to specific customer groups is an essential step in the ratemaking process, to ensure that costs will be recovered from these groups in direct proportion to their use of the system.

As with all our studies, AWWA Manual M-1 will provide the framework for our allocation methodology.

The determination of customer user characteristics as noted above will include a careful review of the City's sales volume histories and forecasts. The volume data must be considered as a whole and separately for each defined customer class. Methodologies for projecting water, sewer and solid waste revenues will be assessed to confirm appropriate accounting for expected growth, water losses, inflow and infiltration, and normal weather conditions. The project team will analyze historical demand and consumption characteristics.

Historical water sales data used for forecasting purposes will be reconciled against water supply/production records; historical sewer flow and loadings data will be used to determine flows and loadings for the system and individual customer classes.

The utility system accounts and respective usage will be forecast for a 10-year planning period. Such projections will be developed by considering historical growth trends, peak demands, climatological patterns, local economic conditions, the potential for adding/losing major utility customers, changes in customer class usage patterns over time, and experienced judgment. The forecast usage 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. The project team will finalize 10-year projections of sales volumes that will then be used to calculate projected revenues under current rates for the 10-year rate forecast period.

Task V: Cost Functionalization, Classification and Allocation

3 Weeks

In this task the project team will calculate the cost of water transmission/distribution, water supply and treatment, wastewater and solid waste collection and wastewater treatment based on the information gathered in previous tasks. As discussed in Task III, these costs include such categories as O&M (personnel, chemicals, contractual obligations, engineering, administrative, equipment maintenance, vehicles, customer service, materials, etc.), reserves, debt service, and capital outlays funded by rates (assuming that the Cash Basis is utilized). These costs will then be assigned to individual customer classes through a three-step apportionment process designed to prevent deviation from cost-of-service principles and enhance fairness and equity.

These steps are referred to as "functionalization," "classification," and "allocation." Functionalization involves the categorization of utility costs according to the utility functions these costs are incurred to perform. Typical water utility functions include treatment, pumping, storage, distribution, and customer billing; wastewater functions include treatment, collection, disposal, and customer billing. Classification is the apportionment of functionalized utility costs according to the types (or classes) of demands served by the utility and is primarily applicable to the water utility. For water utilities, AWWA M-1 ratemaking methodologies prescribe classification of costs according to base, maximum-day, maximum-hour, and customer demands.

Water Environment Federation (WEF) and U.S. Environmental Protection Agency (EPA) methods classify sewer costs according to flow, biochemical oxygen demand (BOD) loadings, and total suspended solids (TSS) loadings. Allocation is the assignment of classified utility costs to individual customer classes. Costs are allocated proportionately to customer classes based on their contributions to total utility system demands.

Under typical circumstances, standard industry ratemaking principles and practices as outlined in AWWA and WEF ratemaking manuals and guidelines serve as the foundation for cost allocations to customer classes. These industry manuals and guidelines are not prescriptive and recognize the need to afford utility decision makers the flexibility to reflect local circumstances.

Task VI: Alternative Rate Designs for Current Year and Ten-year Forecast

5 Weeks

After allocating costs to customer classes, a plan will be developed for evaluating rate design options that will recover allocated costs, including O&M, debt service, and reserve requirements. Because several rate alternatives will be examined in this study, the project team proposes that for ease of evaluation the rate design process be segregated into a two-step process.

In this task, the current year and 10-year forecast rate design alternatives will be presented separately. This will enable City staff to evaluate both their immediate short-term needs and their longer-term needs under each alternative.

The rate model spreadsheet will be developed in a dynamic manner such that Willdan and City staff will be able to analyze various “What If” scenarios detailing the financial impacts under each scenario. The rate structure alternatives will be developed to recover the projected revenues needed to fund utility operations, recognizing equitable cost recovery by customer class, establishing reasonable recovery of costs from existing and new utility customers, and complying with applicable regulations and policies.

Importantly, we will ensure that any proposed rate design can be easily incorporated into City’s billing system.

We intend to consult closely with City officials to develop a consensus on the most appropriate alternative rate designs for each of the alternatives. In this task we also intend to accomplish the following objectives:

- Determine whether any rate classes are subsidizing the others, and the degree to which any subsidy is equitable by identifying the relative costs of servicing different classes of customers.
- *Provide analysis and recommendations for fixed vs. variable elements of the rate.*
- *Rates will be designed to reduce peak (hour and day) demands on the utility systems and encourage conservation.*
- Estimate the impact of the proposed rate structures regarding affordability (assisting low-income customers) and conservation efforts.
- Provide a detailed delineation of the advantages and disadvantages of each alternative including industry best practices for rate design, such as a more conservation oriented tiered pricing approach.
- Calculate the impact of any proposed “transition period” into the new rates.
- Compare the recommended rates to the City’s historical rate structure.
- *Any proposed rate alternative will be compatible with the existing utility billing computer system and software.*
- *Proposed rates will be easily described to customers and laypersons.*

The project team will prepare the cost of water, wastewater and solid waste utility service per household based on the new rate design (also known as a “bill impact analysis” which is commonly performed in our rate studies). If desired, we will moderate an internal review/discussion with management to align the cost of service and alternative rate structures with the City goals regarding such topics as operational objectives, long term objectives, rate impacts on users, alternative rate designs, rate elasticity and use of rate studies in implementing rate changes.

Specific attention will be given to the sensitivity of system revenues to possible changes in customer usage prompted by a more aggressive affordability and/or conservation rate structure. Rate designs will be subjected to revenue generation tests and reviewed for administrative efficiency and ease of explanation to the customers and other lay people.

In instances where cost-of-service-based changes in revenue responsibility will result in significant rate increases for any one customer class, the merits of implementing rate changes over a multi-year period will be discussed with City staff. If appropriate, multi-year-rate transition plans will be developed that meet, to the extent possible, expressed criteria for rate change acceptance. The project team will meet with City officials prior to unveiling any recommendations to City Commission or the public to go over the initial alternatives and to make any revisions as deemed appropriate by City staff.

Task VII: Prepare & Present Draft and Final Reports and Rate Models

4 Weeks

The project team will prepare a concise draft and final rate study report. The report will provide detailed information on the determination of revenue requirements, document allocations of revenue requirements to functional parameters and customer classes, and alternative rate recommendations for the City’s water, wastewater and solid waste utilities. Information on the impact of recommended rate changes to customers’ typical monthly bills will be provided. The steps in the rate calculations will be described clearly so that there is a full understanding of the technical steps and assumptions contained in the determination of the rates.

The draft report will be presented to the City’s senior management staff, and the project team will address questions and/or concerns and incorporate management comments into final recommendations. The final report will include an executive summary that succinctly documents the rate study’s findings and recommendations. A bound copy of the study and with final recommendations will be presented to City.

*The final deliverable will include electronic copies of both the water and wastewater rate model and the solid waste rate model in Microsoft Excel and training of City personnel to update both the models. The models will be designed to integrate the revenue produced by rates with the water, wastewater and solid waste fund financial plans. These models will have specific input areas for City staff to update consumption/flow patterns, accounts per container size and meter classifications, O&M, debt service and capital (CIP) costs and other financial data needed to develop an updated rate and financial plan forecast. Most importantly, City's water and wastewater and the solid waste rate models will include interactive executive dashboards. This will be a comprehensive financial tool to allow planning and evaluation of variable inputs and assumptions. **This dashboard includes pre-defined graphical presentations of consumption, revenue and expense data as well as other vital financial indicators to determine the utility's ability to maintain financial integrity as input assumptions change.***

Upon request, the project team will facilitate a rate model workshop with City of Weslaco staff and run scenarios for comparison and analysis of impacts to user classes.

Task VIII: City Commission and Public Meetings

3 Weeks

With the approval of staff, we will be prepared to conduct the following formal meetings with City: an initial staff meeting to review project goals and data requirements (with additional meetings with staff as necessary during the analysis segment of this project), a formal meeting with senior management to present and review preliminary findings and recommendations and to make adjustments as necessary based on staff input, *a workshop with City Commission to present and review initial findings and recommendations, and a final meeting and public hearing with City Commission to approve the chosen rate plan.*

Task IX: Project Management and Quality Control

16 Weeks

At Willdan, we utilize a Project Management Process/Approach that ensures projects are completed on time, within budget and most importantly yield results that match our clients' expectations. We will document discussions leading to important policy decisions and/or the choice of critical assumptions used in constructing the analysis and model. Following key stakeholder discussions, we will schedule a call to summarize findings and direction with Utility staff, to make certain that we are in agreement with stated objectives, and that feedback is incorporated as appropriate.

Project Management Approach

Project Management				
				
Define the project	Plan the project	Manage the project	Review the project	Communicate the project
- Identify the project scope, set objectives, list potential constraints, document assumptions. - Define a course of action and develop an effective communication plan. - Provide a forum for applying the team's collective expertise to solving difficult analytical issues that arise in complex projects.	- Collaborate with the project team and client staff and agree upon a timeline to meet the estimated project timeline. - Assign workload functions to appropriately qualified staff to ensure milestones are met, on time. - Pre-schedule quality control meetings with project team to maintain the progressive motion of the project.	- Manage the execution of the project. - Direct existing and upcoming project tasks. - Control and monitor work in progress. - Provide feedback to client and project team. - Identify and resolve deviances from project timeline.	- Review all work product and deliverables. - Utilize structured quality assurance process involving up to three levels of review at the peer level, project manager level. - Procure executive officer level review.	- Communicate with the client regarding work status and progress. - Ensure client is in receipt of regular status updates. - Schedule regular conference calls to touch base. - Inform client of roadblocks, work outside of projected scope.

Quality Assurance / Quality Control Process

Our quality control program is incorporated as a required element of Willdan’s day-to-day activities. There are three levels of reviews incorporated for our deliverables:

- 1) Peer review
- 2) Project Manager review; and
- 3) Final quality assurance manager review.

Peer reviews involve one analyst reviewing the work of another, while project manager reviews are conducted prior to delivery to the quality assurance manager. The quality assurance manager then performs a final review. This ensures that our final product has been thoroughly evaluated for potential errors; thus, providing quality client deliverables, and high levels of integrity and outcomes.

The primary mission of our quality control plan is to provide staff with technical and managerial expertise to plan, organize, implement, and control overall quality effort, thereby ensuring the completion of a quality project within the time and budget established.



Quality Assurance Goals	
Goal	Task
Quality Assurance / Control Process	- Establish a set of planned and systematic actions for maintaining a high level of quality in the professional services performed; Emphasize quality in every phase of work; - Ensure efficient use of resources; - Establish a consistent and uniform approach to the services performed; and - Implement appropriate quality control measures for each work task of the project.
Quality Control Plan	- Contract deliverables; - Specific quality control procedures; - Special quality control emphasis; - Budget and manpower requirements; - Overall project schedule and budget; and - Project documentation requirements;

Current Workload

Regrettably, because Willdan is a private company in an industry with significant competition, we are unable to provide information on current client engagements and employee/team member workload. However, by copy of this proposal, we assure the City of Weslaco that the staff designated for this engagement have sufficient existing capacity to complete this engagement within the timeframe outlined both in this proposal and the City’s RFP. We note that we have a proven track record of completing engagements on time and on budget, and we encourage the City to contact our references as listed in this proposal for confirmation of our reliability. We take all of our commitments with the upmost seriousness.

Interactive, “What-If” Model Capability

Our Excel-based rate model has the elements necessary to conduct a full financial planning analysis and rate study. The comprehensive analysis model allows us to develop various scenarios regarding such things as:

- Capital financing alternatives;
- Debt service coverage tests; and
- Liquidity tests (cash reserves) and modeling of rate structure alternatives to test “what-if” scenarios, to address such questions that may arise during project team meetings with staff or elected officials. This process helps to gain consensus regarding the rate and financial plan which best addresses your needs.



Features of the 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 system. The sample dashboard, shown below, illustrates how we can summarize data, assumptions, and calculations into an easy-to-understand graphical interface that updates with each alternative scenario evaluated.

To summarize, rate model development is an integral part of the Willdan consulting process, and one in which staff and other stakeholders play a collaborative role.

At the completion of the analysis, the model will be customized to generate the financial metrics and targets desired by the District. Also, an Excel version of the model will be provided to the District for use by staff. The ultimate goal is to develop an effective, efficient, and interactive working relationship that will carry forward into future rate-setting processes.

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 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 team 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.

Timetable

Below is our initial proposed timeline for completing this engagement. Assuming the project commences the first week of April 2025, we anticipate an approximately 16-week process for final completion of the rate study and associated deliverables. We can adjust this timeline according to the needs of the City. However, please be advised that should there be any significant delays in the provision of requested data from the City, we will have to adjust our timeline accordingly.

Weslaco, Texas Comprehensive Utility Rate Study																	
Project Month	Apr-25				May-25				Jun-25				Jul-25				
Week of	7	14	21	28	5	12	19	26	2	9	16	23	30	7	14	21	28
Project Week	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
Task 1: PROJECT KICKOFF/DATA ACQUISITION																	
Task 2: DEMOGRAPHIC ANALYSIS																	
Task 3: DETERMINE REVENUE REQUIREMENTS																	
Task 4: USER CHARACTERISTICS & CUSTOMER CLASSES																	
Task 5: COST FUNCTIONALIZATION, CLASSIFICATION, AND																	
Task 6: ALTERNATIVE RATE DESIGNS																	
Task 7: PREPARE AND PRESENT DRAFT AND FINAL REPORTS																	
Task 8: GOVERNING BODY MEETINGS																	
PM/QA PROJECT MANAGEMENT & QUALITY CONTROL																	

Note: This estimated project schedule is highly dependent upon the client providing all required data and documents within two (2) weeks of the project kickoff. Any delays in data delivery will likely incur project delays.

Proposed Fee

The attached table reveals our proposed professional fees and expenses for this engagement. As shown we are proposing to complete this scope of services for professional fees and expenses of **\$45,060**.

Weslaco, Texas Comprehensive Utility Rate Study													
PROJECT COST SUMMARY		Project Director		Senior Advisor		Senior Analyst		Project Analyst		Total Hours by Task		Total Cost by Task	% of Total
		Jason Gray	%	Dan Jackson	%	Dennis Goral	%	Alex Hulevich	%				
Hourly Billing Rates		\$	310	\$	310	\$	210	\$	120				
		Est. Effort		Est. Effort		Est. Effort		Est. Effort		Est. Effort			
Task 1: PROJECT KICKOFF/DATA ACQUISITION		4.0	25%	4.0	10%	4.0	30%	4.0	35%	16.0	3,800	9%	
Task 2: DEMOGRAPHIC ANALYSIS		2.0	25%	2.0	10%	2.0	30%	4.0	35%	10.0	2,140	5%	
Task 3: DETERMINE REVENUE REQUIREMENTS		2.0	25%	2.0	10%	8.0	30%	16.0	35%	28.0	4,840	12%	
Task 4: USER CHARACTERISTICS & CUSTOMER CLASSES		2.0	25%	2.0	10%	8.0	30%	16.0	35%	28.0	4,840	12%	
Task 5: COST FUNCTIONALIZATION, CLASSIFICATION, AND ALLOCATION		2.0	25%	2.0	10%	8.0	30%	16.0	35%	28.0	4,840	12%	
Task 6: ALTERNATIVE RATE DESIGNS		4.0	35%	2.0	10%	8.0	25%	16.0	30%	30.0	5,460	14%	
Task 7: PREPARE AND PRESENT DRAFT AND FINAL REPORTS AND RATE MODELS		8.0	40%	2.0	10%	8.0	20%	16.0	30%	34.0	6,700	17%	
Task 8: GOVERNING BODY MEETINGS		8.0	50%	8.0	10%	0.0	20%	0.0	20%	16.0	4,960	12%	
PM/QA PROJECT MANAGEMENT & QUALITY CONTROL		8.0	50%	0.0	10%	0.0	40%	0.0	0%	8.0	2,480	6%	
Total Professional Services Hours		40.0		24.0		46.0		88.0		198.0		\$ 40,060	100%
Percent of Professional Fees		31%		19%		24%		26%					
Travel Expenses		\$	2,500	\$	2,500	\$	-	\$	-			\$ 5,000	11%
Other Expenses												\$ -	0%
Total Estimated Cost													\$45,060
Fixed Price Proposal													\$45,060

Rates for Additional Professional Services

Hourly Rates

In the unlikely event that additional services outside of the scope of this proposal are requested by the City, Willdan will provide an estimated cost for those services and will bill the additional services at our then-current hourly rate as shown in the table below:

Willdan Financial Services Hourly Rate Schedule		
Position	Team Member	Hourly Rate
Vice President / Director	Jason Gray	\$310
Managing Principal		\$300
Principal Consultant	Dan Jackson	\$270
Senior Project Manager		\$250
Project Manager	Dennis Goral	\$210
Senior Project Analyst		\$150
Senior Analyst		\$135
Analyst II	Alex Hulevich	\$120
Analyst I		\$110

References

Harlingen Water Works TX Water and Wastewater Rate Study | 2023-2024

HWWS engaged Willdan in 2023 to conduct a comprehensive water and wastewater study and long-term financial plan. The city is facing the need to invest as much as \$260 million in capital improvements in the next decade to maintain its existing system and fund new growth. The utility had not adjusted rates for over a decade and its operating revenues are now struggling to cover costs. Further, staff and the City Commission requested a comprehensive review of multifamily rates, monthly charges and the potential implementation of senior citizen rates. A multiyear comprehensive rate plan was implemented in Spring of 2024.

Client Contact Mr. Ron de la Garza, Financial Director
121 E. Harrison, Harlingen TX 78551
Tel #: (956) 430-6155 | Email: rdelagarza@hwws.com

City of Brownsville PUB, TX Water and Wastewater Rate Study | 2020-2024

Brownsville PUB originally engaged Willdan in 2020 to conduct a comprehensive water and wastewater study and long-term financial plan. The city is experiencing rapid growth and water supplies in the Rio Grande Valley have become increasingly strained. Further, the PUB has identified over \$100 million in capital improvement needs in the coming decades. The PUB is seeking to have a new long-term rate plan developed that will ensure that each utility is covering their cost of service and none is being subsidized. A number of different rate plans involving the funding of both the water wastewater operation and the surrounding Resaca maintenance has been evaluated by the project team, PUB staff and the Board of Directors. Because of the COVID-19 pandemic the plan implementation was repeatedly delayed. The PUB Board and the City Council adopted the proposed rate plan in 2022. It represented the first set of water and wastewater rate increases in several years.

In 2023 and 2024 the project team has prepared several additional analyses for PUB on an ongoing basis, including a review of PUB's Resaca fees and an update of the adopted rate plan.

We continue to serve Brownsville PUB on an as-needed basis.

Client Contact: Ms. Monica Garza Cavazos, Financial Manager
1425 Robinhood Drive, Brownsville, TX 78521
Tel #: (956) 983-6172 | Email: mcavazos@brownsville-pub.com

City of Edinburg, TX Water and Wastewater Rate Study | 2023-2024

The City of Edinburg engaged Willdan in 2023 to conduct a comprehensive water and wastewater study and long-term financial plan. The city is experiencing rapid growth, and is facing the need to invest as much as \$260 million in capital improvements in the next decade. Further, the City had gone several years without an adjustment to its water and wastewater rates, and therefore the rates had not been recovering operating expenses. The project team conducted a series of meetings with staff and the City Council, and developed a 5 year rate plan that would recover sufficient revenues to fund all operating and capital costs while minimizing the impact on ratepayers. The Council approved the proposed rate structure in January 2024. The City expressed satisfaction with the project team's efforts, and has engaged the project team to prepare a non-rate fee analysis, which is currently in progress.

(Cont.)

Client Contact: Mr. Gerardo Carmona, Director of Utilities
415 West University Drive, Edinburg TX 78539
Tel #: (956) 388-8212 | Email: gcarmona@cityofedinburg.com

Laguna Madre Water District, TX Water and Wastewater Rate Study | 1997 -- present

Willdan and its predecessor firm, Economists.com, has been providing water and wastewater rate consulting services to LMWD since 1997. Willdan/Economists.com has completed over 20 separate engagements for LMWD in the past 20 years. Our services have resulted in millions of dollars of capital improvement financing and the ability for the District to properly finance the rapid growth on South Padre Island and the surrounding community. Our most recent rate study was completed in 2018. In this study we analyzed the District's need to issue new long-term debt to fund capital improvements, and evaluated the prospect of altering the methodology by which the District charged its hundreds of condominiums. We forecast revenues and expenses over a ten year period and recommended a long-term water and wastewater rate plan that was adopted by the District's Board of Directors. We are proud of our long-standing service to the District and the people of the Port Isabel – South Padre Island community.

Client Contact: Mr. Carlos Galvan, General Manager
105 Port Rd, Port Isabel TX 78578
Tel #: (956) 943-2626 | Email: cgalvan@lmwd.org

City of Donna, TX Water Wastewater and Sanitation Rate Study | 2000 -- 2021

Willdan and its predecessor firm, Economists.com, has been providing water, wastewater and solid waste rate consulting services to the City of Donna since 2000. Willdan/Economists.com has completed over 15 separate engagements for Donna during this period. Our most recent rate study was completed in 2021. Our services have resulted in new rate plans that have allowed the city's water, wastewater and solid waste funds to remain financially viable and to extend service to the colonias adjacent to the City. We have also provided rate plans that have funded the City's increasing landfill costs and have enabled the City to expand its water treatment plant. Our rate studies and financial plans have also assisted the City in obtaining needed grant funding to finance its CIP.

Client Contact: Mr. David Vasquez, Finance Director
307 S. 12th St, Donna TX 78537
Tel #: (956) 464-6913 | Email: dvasquez@cityofdonna.org

Webb County, TX Water and Wastewater Rate Consultant Services| 2004-2022

Willdan/Economists.com is very proud of its nearly two-decade record of service to Webb County. In 2004 Economists.com, and Mr. Dan V. Jackson, was originally engaged to complete a preliminary financial impact analysis of the County's proposed Highway 59 Colonias Water and Wastewater Improvements Project. The study analyzed household income, debt capacity and other financial factors to assess the overall affordability and financial impact of the project. It presented details on the size of the overall system, total accounts, and impact of the proposed project on the monthly user rates. This analysis was a critical component of the overall project assessment.

(Cont.)

In 2011 we were engaged by Webb County to complete a water and wastewater rate study and long-term financial plan. Our analysis indicated that the water and wastewater fund was not self-sufficient, and in order to fund the County's proposed \$9 million capital improvement plan, a series of annual moderate rate adjustments would be required. We presented several alternative rate plans to the County Commission for their consideration and approval.

In 2014 we were engaged to complete a comprehensive water and wastewater rate study update. Many of the issues from the previous study remained – the County's revenues were not sufficient to fund all operating expenses, and the County was facing the need to fund millions of dollars of capital improvements. Once again, we presented a series of alternative rate structures and long-term plans for the County Commission to consider. Finally, in 2022 we completed a new comprehensive water and wastewater rate plan that resulted in a new multi-year rate plan adopted by the County Commission.

Our long record of service has given us a concise and detailed understanding of the challenges faced by the County in providing affordable water and wastewater service, as well as the challenges of implementing inevitable rate adjustments. We understand that any plan for adjustments is bound to face skepticism and outright opposition, but we remain convinced that a properly presented plan will acquire the approval from the County Commission.

Client Contact: Mr. Luis Perez-Garcia
1620 Santa Ursula 2nd Floor, Laredo, TX 78040
(956) 523-4055 | email: lperezgarcia@webbcountytx.gov

City Seguin, TX

Water and Wastewater Cost of Service and Rate Design Study | 2015-Present

The City engaged Willdan /Economists.com to develop a comprehensive water and wastewater rate plan for the period FY 2015 through FY 2024. The City faces the need to spend tens of millions of dollars to repair and replace its aging water distribution and wastewater collection system. Further, the City is beginning to experience a significant level of growth in both its commercial and residential sectors.

The project team developed a multi-year water and wastewater rate plan that uniformly applied rate adjustments to all customer classes based on projected revenue requirements. The rate plan is intended to fully fund needed capital improvements over the next five years. Additionally, as part of this study, special rates were developed for a new large water customer based on that customer's cost of service. The rate model designed for the City included a specific cost of service for each class of water and wastewater customers in accordance with American Water Works Association (AWWA) and Water Environment Federation (WEF) ratemaking guidelines. City Council adopted the multi-year rate plan after a public hearing in open session in September 2015.

The project team has prepared annual updates of the rate plan every year since 2015. The project team also provided a more in-depth analysis of the City's options regarding the financing of long-term capital improvements to the water and wastewater system. These options included the development of an impact fee to ensure that new growth paid its share of the capital improvement costs.

Willdan has provided ongoing assistance to the City on a variety of matters relative to their water and wastewater utility for the past decade. This includes service to the supplier co-owned by the City, the Schertz-Seguin Local Government Corporation.

Client Contact: Mr. Ricardo Cortes, Assistant City Manager
205 N River Street, Seguin, TX 78155
Tel #: (830) 401-2401 | Email: rcortes@seguintexas.gov

City Beeville, TX

Water and Wastewater Cost of Service Rate Study | 2016, 2022

The City of Beeville engaged Willdan to conduct a comprehensive rate study in 2016 and again in 2022. The City has been experiencing very little growth and has capital improvement needs exceeding \$11 million in the next decade. This meant that a long-term rate plan had to be developed that enabled the CIP to be funded while minimizing the impact on the City's existing ratepayers. A rate plan containing multiple years of adjustments was developed and passed on a unanimous vote by the City Council.

Client Contact: Ms. Kristine Horton, Finance Director

Client Contact: Ms. Kristine Horton, Finance Director
12 North Rowe, A, Beeville, TX
Tel #: (361) 358-4641 kristine.horton@beevilletx.org

City of Richland Hills, TX

Richland Hills, Water and Wastewater Rate Study; 2024

The City of Richland Hills engaged Willdan in 2024 to prepare a comprehensive Water and Wastewater rate study and financial plan. The City was interested in conducting a rate study that would include a detailed analysis and cost-of-service forecast for the wholesale water and wastewater contracts with the City of Fort Worth and Trinity River Authority, as well as a determination of the need for funding capital projects through the issuance of long-term debt. The project team analyzed and recommended a five-year rate plan which included the introduction of a new pass-through rate for water and wastewater based on the effective wholesale cost of service. The recommended rate structure allows Richland Hills' retail customers to see the direct costs associated with wholesale suppliers and permits the City to quickly adapt to fluctuating wholesale costs without frequently changing their rate structure by simply adjusting the pass-through rate.

Client Contact Candice Edmondson, City Manager
3200 Diana Dr., Richland Hills, TX 76118
Tel: (817) 616-3800 | Email: cedmondson@richlandhills.com

City of Burleson, TX

Water and Wastewater Rate Study; 2023

The City of Burleson engaged Willdan in January 2023 to conduct a comprehensive Water and Wastewater rate study and financial plan. The project was put on a temporary hold in mid-2023 and was resumed in 2024. During the course of the study, City staff, the project team, and the City Council evaluated numerous alternative rate scenarios based on different levels of CIP requirements. After significant analysis, review and deliberation, the Council opted to adopt a one-year rate plan and continue to review rates annually based on the updated bond issuance estimates. A training on the rate model for city Staff was conducted by the project team in January 2025.

Client Contact: Mr. Harlan Jefferson, Deputy City Manager
141 W Renfro Street, Burleson, TX 76028
Tel: (817) 426-9651 | Email: hjefferson@burlesontx.com

City of San Juan, TX Water and Wastewater Rate Study | 2019

Willdan was selected to manage and complete a comprehensive review of the City of San Juan's water and wastewater rates. The City's rates were among the lowest in the Rio Grande Valley, and the City had gone several years between rate adjustments. Further, the City required over \$58 million in long-term capital projects to overhaul its aging facility. The project team presented a comprehensive rate plan to the City Commission, which included recommendations for a series of annual rate adjustments to ensure that all expenses, including forecast capital improvements, would be sufficiently funded. The project was completed in late 2019.

Client Contact: Mr. David Salinas, Utilities Director
709 S. Nebraska St, San Juan TX 78589
Tel #: (956)223-2303 | Email: dsalinas@cityofsanjuantexas.com

City of Hewitt, TX Water and Wastewater Cost of Service Rate and Annual Updates 2010-2016, 2016, 2021; Stormwater Drainage Study 2010

Economists.com and Willdan is proud of its 15 year record of service to the City of Hewitt. We were originally engaged in May 2009 to prepare a comprehensive water and wastewater rate study and long-term financial forecast for fiscal year 2009 and beyond. The objective was to develop a long-term rate plan that will enable the City to recover sufficient funds to meet all operating and capital expenses while minimizing the impact on ratepayers. The final report was completed in September 2009 with the acceptance of the rate plan by Council.

In 2010 we were engaged to prepare a stormwater utility financial analysis and rate forecast for the City. The rate plan included an aggressive capital improvement plan for addressing the accumulating stormwater issue in the City. The City Council unanimously approved the stormwater rate plan in 2010.

The City engaged Economists.com/Willdan on an annual basis between 2011 and 2015 to review the water and wastewater rate plan and recommend new annual rates. In 2015, the City adopted a multi-year rate plan based on our recommendations, with annual increases for the period 2016-2020.

In 2021 we prepared a new comprehensive water and wastewater rate study and long-term financial plan for the City. The City was experiencing both an increase in its account growth and the need to fund approximately \$20 million in new debt to fund capital improvements. The project team developed several alternative rate plans for the City to consider, each of which would recover sufficient revenues to fund its operations and capital improvements. In late 2021 the City Council adopted a new long-term rate plan based on our recommendations.

Client Contact: Mr. Bo Thomas, City Manager
200 Patriot Court, Hewitt, TX 76643
Tel #: (254) 666-6171; Email: bthomas@cityofhewitt.com

City of McKinney, TX Water and Wastewater Cost of Service Rate Study; 2016, 2019, 2021, 2023, 2024

Willdan was engaged in 2016 and again in 2019, 2021, 2023 and 2024 to conduct a comprehensive review of the water and wastewater rates and complete a full cost of service rate study for the City of McKinney. The City has been experiencing significant growth in recent years, which has added to the challenge of maintaining a superior quality water system. Further, the City has had to absorb significant cost increases from its regional provider, North Texas Municipal Water District (NTMWD). The rapidity of growth and the frequency of NTMWD rate changes have necessitated frequent updates to the rate plans. Each study has recommended a new rate plan for the current year that will enable the City to fund its capital improvements and rate increases from NTMWD. The City Council unanimously adopted the recommendations of each study.

Client Contact: Mr. Mark Holloway, Chief Financial Officer
221 N. Tennessee, McKinney, TX 75069
Tel #: (972) 547-7536 | Email: mholloway@mckinneytexas.org

City of San Luis, AZ Water, Wastewater and Solid Waste Rate and Capacity Fee Studies; 2003 – 2025

Willdan/Economists.com is proud of its 22 year relationship with the City of San Luis. We have prepared 6 water, wastewater and solid waste rate and impact fee studies for the City over the past 16 years. We have assisted the City in financing its remarkable growth by preparing and implementing water and wastewater impact fees and assisted the City in issuing debt to expand the wastewater treatment plan. We have addressed the City Council 15 times, in proceedings that occasionally became contentious due to opposition to adjusting the rate structure. We are proud of our long-standing continued service to the City and its ratepayers.

Client Contact: Ms. Jenny Torres, City Manager
1090 East Union Street, San Luis, Arizona 85349
Tel#: (928) 341-8584 | Email: jtorres@cityofsanluis.org

City of Somerton, AZ Water, Wastewater and Solid Waste Rate and Capacity Fee Studies; 1998 – 2025

Willdan/Economists.com is proud of its 27-year relationship with the City of Somerton. We have prepared 18 water, wastewater and solid waste rate studies for the City over the past 2 decades. We have assisted the City in financing its remarkable growth by preparing and implementing water and wastewater impact fees and assisted the City in acquiring two outside water companies. We have addressed the City Council 25 times, and every time presented a set of recommendations to the City that have been adopted.

Our most recent engagement was a water, wastewater and solid waste rate study completed in early 2022; as with the others, a new multi-year rate plan was presented to Council and adopted. The City anticipates engaging us to prepare a new study in 2025.

Client Contact: Mr. Sam Palacios, Public Works Director
143 State Street, Somerton, AZ 85350
Tel#: (928) 722-7371 | Email: sampalacios@somertonaz.gov

Additional Proposal Submission Requirements

Signature Certification

I will personally serve as Project Director for this engagement, and I am authorized to sign the City's contract with Willdan. I can be reached directly at (972) 378-6588, extension 302, or via email at JGray@willdan.com.

Sample Contract Terms

Willdan Financial Services (Willdan) is pleased to submit the following proposal to the City of Weslaco ("City") to provide a comprehensive water and wastewater utility rate study. Our team of management consultants has more than 100 years of combined experience and has prepared 1,200+ governmental rate design and cost of service studies nationwide with objectives similar to those stated by the City. Our Plano, Texas office (see address below), the principal location where our analysis will be conducted, has prepared similar rate studies for over 100 cities in Texas, 75 cities in Arizona, Arkansas, Oklahoma, 4 sovereign nations and 3 US commonwealths/territories.

As your partner on this project, we pledge to:

- Sign the City's Standard Form of Agreement as written;
- Develop a thorough understanding of your specific needs and objectives;
- Build customized tools and solutions to best meet the City's needs and enable you to easily track outcomes;
- Develop a multi-year plan to fund utility operations, capital improvement costs, and debt obligations;
- Develop an effective public involvement program that ensures effective and transparent communication of the study results and the implications of the proposed revenue requirement and rates to City staff, Council members, key stakeholders and, ultimately, to those that will be subject to new rates.

Project Disclaimer

The City further represents, acknowledges, and agrees that:

- (i) The City uses, or may use, the services of one or more municipal advisors registered with the U.S. Securities and Exchange Commission ("SEC") to advise it in connection with municipal financial products and the issuance of municipal securities;
- (ii) The City is not looking to Willdan to provide, and City 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 City with respect to financial, economic or other matters relating to a prospective, new or existing issuance of municipal securities of the City, (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 City, 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 City 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 City 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 City is not asking Willdan to provide, and Willdan is not in fact providing or required to provide, any municipal advisory services.

Status of Successful Respondent Form

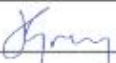
SECTION 11: STATUS OF SUCCESSFUL RESPONDENT

Successful respondent shall have the status of an "Independent Contractor" as defined by IRS regulations, and shall not be entitled to any or all rights, privileges, benefits and emoluments of either an officer or employee of the City of Weslaco.

SECTION 12: FUNDING OUT CLAUSE

In the event the City of Weslaco fails to obligate requisite funds for any specified fiscal year during the contract period which would necessitate cancellation of the resultant agreement, the successful respondent shall agree to hold the City of Weslaco free from any charge other than work completed or the pro-rated portion of the authorized work.

Firm Name: Willdan Financial Services

Signature:  Date: 03/06/2025

[An authorized representative of the proposing firm shall sign this document in the space(s) provided. An unsigned Statement of Proposals may be disqualified]

ADDRESS: 5500 Democracy Dr., Suite 130

CITY: Plano STATE: TX ZIP: 75024

IS RESPONDENT A CORPORATION? ☒ YES ☐ NO FEDERAL TAX ID # 33-0302345

TELEPHONE NUMBER: 972-378-6588

FAX NUMBER: 888-326-6864

OTHER LICENSES: N/A

Disclosure of Principals Form

DISCLOSURE OF PRINCIPALS

PRINT OR TYPE

COMPANY NAME: Willdan Financial Services

ADDRESS: 5500 Democracy Dr., Suite 130

CITY, STATE, & ZIP CODE: Plano, TX 75024

Date Business Started Operations: 1988

Principal Address of Company: 27368 Via Industria, Ste 200 | Temecula, CA | 92590

NAMES OF OFFICERS, MEMBERS, OR OWNERS OF CONCERN, PARTNERSHIP ETC.:

NAME: Mark Risco OFFICIAL CAPACITY: President & CEO

STREET: 27368 Via Industria, Ste 200 CITY: Temecula STATE: CA ZIP: 92590

NAME: Chris Fisher OFFICIAL CAPACITY: Vice President/Director

STREET: 27368 Via Industria, Ste 200 CITY: Temecula STATE: CA ZIP: 92590

NAME: Gladys Ceballos OFFICIAL CAPACITY: Vice President/Director

STREET: 27368 Via Industria, Ste 200 CITY: Temecula STATE: CA ZIP: 92590

NAME: Jason Gray OFFICIAL CAPACITY: Vice President

STREET: 5500 Democracy Dr., Suite 130 CITY: Plano STATE: TX ZIP: 75024

NAME: Dan Jackson OFFICIAL CAPACITY: Vice President

STREET: 5500 Democracy Dr Suites 100 CITY: Plano STATE: TX ZIP: 75024

NAME: Jeff McGarvey OFFICIAL CAPACITY: Vice President

STREET: 200 S Orange Ave #1550 CITY: Orlando STATE: FL ZIP: 32801

SIGNATURE OF RESPONDENT: _____ DATE: _____

Affidavit of Non-Colussion Form

AFFIDAVIT OF NON-COLLUSION

STATE OF Texas)

) SS

COUNTY OF Collin)

I, Jason Gray (Name of party signing this affidavit and the Statement of Proposals Form), RFP No. 2024-25-12 (Title), being duly sworn do depose and say: That Willdan Financial Services (Name of person, firm, association, or corporation) has not, either directly or indirectly, entered into agreement, participated in any collusion, or otherwise taken any action in restraint of free competitive bidding in connection with this contract.



Signature

Vice President

Title

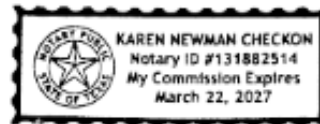
Sworn before me this 5 day of March, 20 2025



Signature

Proposal Coordinator

Title



This form must be notarized and returned with the RFP. Failure to notarize this form may be cause for disqualification from consideration for this contract.

References

STATEMENT OF EXPERIENCE/REFERENCES

List references to whom your firm has provided similar projects, in particular, other municipalities. The City of Weslaco may contact these references, to affirm the quality of *similar services*. Please list any further references on another sheet of paper.

Name of Agency: Harlingen Water Works, TX

Contact Person: Ron de la Garza, Financial Director Telephone #: 956-430-6155

Address: 121 E. Harrison, Harlingen, TX 78551

Description of Project: Water and Wastewater Rate Study

Amount of Contract: \$ 92,910

Name of Agency: Brownsville PUB, TX

Contact Person: Monica Garza Cavazos, Financial Mgr. Telephone #: 956-983-6172

Address: 1425 Robinhood Dr., Brownsville, TX 78521

Description of Project: Water and Wastewater Rate Study

Amount of Contract: \$ 59,540

Name of Agency: Edinburg, TX

Contact Person: Gerardo Carmona, Director of Utilities Telephone #: 956-388-8212

Address: 415 West University Dr., Edinburg, TX 78539

Description of Project: Water and Wastewater Rate Study

Amount of Contract: \$ 38,920

STATEMENT OF EXPERIENCE/REFERENCES

List references to whom your firm has provided similar projects, in particular, other municipalities. The City of Weslaco may contact these references, to affirm the quality of *similar services*. Please list any further references on another sheet of paper.

Name of Agency: Laguna Madre Water District, TX

Contact Person: Carlos Galvan, General Manager Telephone #: 956-943-2626

Address: 105 Port Rd., Port Isabel, TX 78578

Description of Project: Water Wastewater Rate Study

Amount of Contract: \$ 28,000

Name of Agency: City of Donna, TX

Contact Person: David Vasquez, Finance Director Telephone #: 956-464-6913

Address: 307 S. 12th St., Donna, TX 78537

Description of Project: Water Wastewater and Sanitation Rate Study

Amount of Contract: \$ 15,000

Name of Agency: Webb County, TX

Contact Person: Luis Perez Garcia Telephone #: 956-523-4055

Address: 1620 Santa Ursula 2nd Floor, Larado, TX 78040

Description of Project: Water and Wastewater Rate Consultant Services

Amount of Contract: \$ 31,880

STATEMENT OF EXPERIENCE/REFERENCES

List references to whom your firm has provided similar projects, in particular, other municipalities. The City of Weslaco may contact these references, to affirm the quality of *similar services*. Please list any further references on another sheet of paper.

Name of Agency: City of Sequin, TX

Contact Person: Richard Cortes, Asst. City Manager Telephone #: 830-401-2401

Address: 205 N. River St., Sequin, TX 78155

Description of Project: Water and Wastewater Cost of Service and Rate Design Study

Amount of Contract: \$ 20,000

Name of Agency: City of Beeville, TX

Contact Person: Kristine Horton, Finance Director Telephone #: 361-658-4641

Address: 12 North Rowe, A, Beeville, TX 78102

Description of Project: Water and Wastewater Cost of Service Rate Study

Amount of Contract: \$ 33,180

Name of Agency: City of Richland Hills, TX

Contact Person: Candice Edmondson, City Manager Telephone #: 817-616-3800

Address: 3200 Diana Dr., Richland Hills, TX 76118

Description of Project: Richland Hills, Water and Wastewater Rate Study; 2024

Amount of Contract: \$ 31,940

STATEMENT OF EXPERIENCE/REFERENCES

List references to whom your firm has provided similar projects, in particular, other municipalities. The City of Weslaco may contact these references, to affirm the quality of *similar services*. Please list any further references on another sheet of paper.

Name of Agency: City of Burleson, TX

Contact Person: Harlan Jefferson, Deputy City Manager Telephone #: 817-426-9651

Address: 141 W Renfro Street, Burleson, TX 76028

Description of Project: Water and Wastewater Rate Study

Amount of Contract: \$ 45,540

Name of Agency: City of San Juan, TX

Contact Person: David Salinas, Utilities Director Telephone #: 956-223-2303

Address: 709 S. Nebraska St, San Juan TX 78589

Description of Project: Water and Wastewater Rate Study

Amount of Contract: \$ 30,000

Name of Agency: City of Hewitt, TX

Contact Person: Bo Thomas, City Manager Telephone #: 254-666-6171

Address: 200 Patriot Court, Hewitt, TX 76643

Description of Project: Water and Wastewater Cost of Service Rate and Annual Updates

Amount of Contract: \$ 26,000

STATEMENT OF EXPERIENCE/REFERENCES

List references to whom your firm has provided similar projects, in particular, other municipalities. The City of Weslaco may contact these references, to affirm the quality of *similar services*. Please list any further references on another sheet of paper.

Name of Agency: City of McKinney, TX

Contact Person: Mark Holloway, Chief Financial Officer Telephone #: 972-547-7536

Address: 221 N. Tennessee, McKinney, TX 75069

Description of Project: Water and Wastewater Cost of Service Rate Study

Amount of Contract: \$ 39,000

Name of Agency: City of San Luis, AZ

Contact Person: Jenny Torres, City Manager Telephone #: 972-341-8584

Address: 1090 East Union Street, San Luis, Arizona 85349

Description of Project: Water, Wastewater and Solid Waste Rate and Capacity Fee Studies

Amount of Contract: \$ 25,000

Name of Agency: City of Somerton, AZ

Contact Person: Sam Palacios, Public Works Director Telephone #: 928-722-7322

Address: 143 State Street, Somerton, AZ 85350

Description of Project: Water, Wastewater and Solid Waste Rate and Capacity Fee Studies

Amount of Contract: \$ 19,000



5500 Democracy Drive, Suite 130

Plano, TX 75024

Phone: 972.378.6588

www.willdan.com

Proposal for Municipal Comprehensive Utility Rate Study

City of Weslaco – RFP No.: 2024-25-12

Submitted by:

Ali Dadpay, PhD
5670 Gadwall Dr
Frisco, TX 75034
(414) 339 – 5360
ali.dadpay@impactquant.com

Date: March 5, 2025

Submitted to:

Homer Rhodes
Purchasing Agent
City of Weslaco
956-447-2240
hrhodes@weslacotx.gov

1. Executive Summary

ImpactQuant Group LLC is pleased to submit this proposal for the Municipal Comprehensive Utility Rate Study for the City of Weslaco. With over 3 years of expertise in utility rate analysis, cost-of-service studies, and (power) rate model development for municipalities and more than 10 years of experience in studying the link between water resource management and economic development, our team is uniquely positioned to address the region's unique geographic challenges, including water scarcity, seasonal consumption variations, and the need for progressive, conservation-focused rate structures.

Recent data for the Weslaco region indicate that average per capita water consumption ranges between 150 – 200 gallons per day. The Hidalgo County Water District supplies the water. However, due to prolonged drought periods and increasing water demand, available water resources have been observed to drop to as low as 70% of historical levels during peak summer months. Our proposal leverages these statistics and regional insights to design a rate structure that meets financial sustainability and fairness objectives and penalizes excessive consumption while rewarding conservation. Our goal is to use the rate structure to conserve water resources available to the City of Weslaco to ensure its sustainable development.

Our comprehensive approach will provide the City of Weslaco with:

- A detailed cost-of-service analysis customized for:
 - Water
 - **Current Rates:** Using water rates for Weslaco that are detailed in the city's official documents.

- **Regional Comparison:** According to the Texas Municipal League's 2024 survey, the average monthly cost for 5,000 gallons of residential water usage across Texas cities is \$46.23.
 - Sewer
 - **Current Rates:** Using Weslaco's wastewater service rates that are structured with a minimum monthly charge.
 - **Regional Comparison:** The Texas Municipal League's 2024 survey indicates that the average cost of wastewater service for residential usage of 5,000 gallons is \$36.83.
 - Solid Waste
 - **Service Provider:** Using information on solid waste collection in Weslaco which is managed by Allied Waste.
 - **Regional Data:** The Texas Commission on Environmental Quality's 2023 report highlights that the Lower Rio Grande Valley Development Council (LRGVDC) region, which includes Weslaco, has a remaining landfill capacity of approximately 82 years.
- Additional Considerations:
 - Operational Expenses: Weslaco's Annual Comprehensive Financial Report provides insights into the city's financial performance, including expenses related to water, wastewater, and solid waste services.
 - Regional Initiatives: The Lower Rio Grande Valley Development Council's 2025 Annual Report outlines regional programs and initiatives related to community and environmental services, which may impact service costs.
 - Seasonally adjusted, progressive rate designs that impose higher rates during periods of water scarcity and offer incentives for low consumption.
 - A robust benchmarking study comparing Weslaco's rates with those of peer municipalities facing similar environmental constraints.
 - A dynamic, computerized rate model that supports ongoing scenario analysis and future rate adjustments.

2. Understanding of the Project

- The City of Weslaco's utility rate study seeks to establish **equitable, sustainable rates** that ensure **sufficient operating revenues** to cover current and future expenses, support capital improvements, and maintain **fiscal stability**. Given the **growing gap between operational costs and revenues**, a **review of utility rates** is necessary to ensure that revenue streams remain aligned with service demands and infrastructure investments. The study will assess **current**

utility rates, cost structures, and potential adjustments to maintain financial sustainability and operational efficiency **Financial Sufficiency:** Establishing rates that cover operating expenses, capital improvement costs, and debt service.

- **Equity Across Customer Classes:** Developing rate structures that are fair and reflective of the cost of service for residential, commercial, irrigation, and multi-family customers.
 - **Environmental Considerations:** Recognizing the region’s limited water resources and seasonal variations necessitate rate adjustments to encourage conservation. For instance, progressive water rates penalize high consumption during summer months while providing lower rates or rebates for low-consumption users.
 - **Competitive Benchmarking:** Comparing current and proposed rates with neighboring cities facing similar geographic and climatic conditions.
 - **Transparency and Usability:** Delivering a computerized rate model that is user-friendly, fully documented, and provides visual dashboards for decision-makers.
-

3. Proposed Approach and Methodology

Our methodology is designed to address the unique challenges of the Weslaco region—including water resource limitations, seasonal demand variations, and the need for progressive, conservation-based pricing. Our approach is organized into four comprehensive phases:

Phase I – Data Collection, Geographic Assessment, and Seasonal Analysis

- **Comprehensive Data Collection:**
 - **Historical Utility Data:** Gather and review at least 10 years of historical data on water, sewer, and solid waste consumption, operating expenses, and capital expenditure records.
 - We believe this stage
 - **Environmental & Climatic Data:** Compile regional hydrological data, including seasonal precipitation, evaporation rates, temperature trends, and drought frequency from state sources such as the Texas Water Development Board. For example, current regional statistics show that average per capita water usage ranges between 150–200 gallons per day, with supply reliability falling to around 70% during peak summer months, while the city experiences an average annual precipitation of approximately **24.8 inches**, where the wettest month is typically **September**, averaging around **3.6 inches** of rainfall, while **December** tends to be the driest, with about **0.8 inches**. Combine this stats with updates on Rio Grande flow conditions, we can get a better picture on sustainable water consumption in the region.
 - **Infrastructure & Growth Projections:** Assess current and planned infrastructure investments and forecast population growth trends to understand future demand.
- **Geographic and Seasonal Assessment:**

- **Mapping Resource Limitations:** For this project, we propose using QGIS Cloud as our online GIS tool. QGIS Cloud is a low-cost (often free for basic usage) platform that offers robust mapping and spatial analysis capabilities. It allows us to perform detailed analyses of water resource availability, seasonal consumption patterns, and other geographic factors critical to this study. This solution will provide the necessary insights while keeping project costs in check.
- **Seasonal Consumption Trends:** Analyze monthly consumption data to identify peak and off-peak periods. Develop seasonal profiles for each customer class (Residential, Commercial, Irrigation, Multi-Family), taking into account that irrigation and residential demand can spike during the summer, while commercial and multi-family may exhibit more stable usage.
- **Stakeholder Engagement:**
 - Conduct in-depth interviews and focus groups with City staff, water resource experts, local planners, and customer representatives to verify data and understand on-the-ground impacts.
 - Gather qualitative insights regarding historical challenges during drought periods and how current rates influence customer behavior.

Phase II – Cost-of-Service Analysis, Progressive Rate Design, and Seasonal Differentiation

- **Detailed Cost-of-Service (COS) Analysis:**
 - **Segregation of Costs:** Decompose operating expenses into fixed (infrastructure, maintenance, debt service) and variable components (energy, chemicals, labor for peak operations). Additionally, account for contingency costs associated with unexpected natural disasters, extreme weather events, emergency repairs, and resilience measures, ensuring financial stability in the face of unforeseen disruptions.
 - **Inclusion of Seasonal Variability:** Adjust variable cost estimates for seasonal fluctuations. For example, increased treatment costs during summer peaks are incorporated into the analysis.
 - **We would like to address the following topics:**
 - 🔍 **Data Collection:** Gather historical data on water usage and treatment costs specific to your municipality, focusing on identifying patterns and cost variations between seasons.
 - **Cost Segmentation:** Break down operational costs into fixed and variable components. Variable costs, such as energy and chemical usage, are likely to fluctuate with seasonal demand.
 - **Rate Adjustment:** Consider implementing a rate structure that accounts for these seasonal cost variations, ensuring that increased summer operational costs are adequately covered.
 -

- **Attribution by Customer Class:** Use activity-based costing to assign costs to Residential, Commercial, Irrigation, and Multi-Family classes, ensuring each class's rate reflects its actual service cost.
- **Progressive Rate Structure Development:**
 - **Tiered Pricing for Water:**
 - Develop multiple tiers within each customer class, with a base tier designed to cover essential usage.
 - Establish higher tiers that progressively penalize consumption above baseline levels. For example, Residential customers may face a standard rate for the first 5,000 gallons/month, a moderate rate for 5,001–10,000 gallons, and a premium “penalty” rate for usage exceeding 10,000 gallons during drought periods.
 - **Seasonal Multipliers:**
 - Implement seasonal multipliers that increase rates during identified high-demand months (typically summer/drought periods) and offer reduced rates during lower-demand periods.
 - Use historical consumption and cost data to calibrate these multipliers so that revenue requirements are met even during times of higher operational stress.
 - **Incentives for Conservation:**
 - Introduce rebates or rate credits for customers whose consumption consistently falls below established conservation benchmarks.
 - Develop an “early alert” system integrated into the computerized model to flag customers approaching higher consumption tiers, enabling proactive conservation measures.
- **Integration with Capital Improvement Plans:**
 - Incorporate future infrastructure investments and maintenance needs into the COS analysis to ensure long-term rate adequacy.
 - Use scenario planning to evaluate the financial impact of various capital projects on rate structures over a 15-year horizon.

Phase III – Dynamic Model Development and Scenario Analysis

- **Computerized Rate Model:**
 - **Model Architecture:** Develop a dynamic model in Excel (or an equivalent platform) that integrates historical data, cost allocations, seasonal adjustments, and progressive rate tiers.

- **Scenario Simulation:** Enable users to adjust key variables (e.g., consumption patterns, seasonal multipliers, capital expenditure assumptions) and visualize the impact on revenue, customer cost distribution, and conservation outcomes.
- **Graphical Dashboards:** Build interactive dashboards that display key metrics, such as the Seasonal Utility Rate Index, consumption curves by customer class, and projected revenue under different scenarios.
- **Validation and Sensitivity Testing:**
 - Conduct rigorous sensitivity analyses to test the robustness of the proposed rate structures under varying conditions (e.g., prolonged drought, rapid population growth).
 - Validate model assumptions with historical data and peer benchmarks to ensure credibility and reliability.

Phase IV – Reporting, Stakeholder Engagement, and Final Recommendations

- **Draft Report Preparation:**
 - Consolidate detailed findings from the COS analysis, progressive rate design, seasonal differentiation, and dynamic model outputs into a comprehensive draft report.
 - Include technical appendices detailing methodologies, assumptions, and data sources.
- **Stakeholder Presentations and Feedback:**
 - Organize workshops and public meetings to present the draft findings to City staff, the Commission, and community representatives.
 - Incorporate feedback and perform additional analyses as needed to refine the recommendations.
- **Final Report Delivery:**
 - Produce a final report that includes actionable recommendations, a fully functional rate model, and detailed guidance for implementation.
 - Provide training sessions for City staff on using the rate model and interpreting its outputs.

4. Proposed Benchmarking Approach for Utility Rates

Our benchmarking approach ensures that the City’s proposed rates are competitive, sustainable, and aligned with environmental imperatives. The approach consists of the following key steps:

1. Identification and Selection of Peer Municipalities

- **Criteria for Selection:**

- Focus on municipalities within Texas and neighboring regions that face similar water resource challenges, climate conditions, and demographic profiles.
- Prioritize cities that have implemented progressive rate structures and seasonal pricing adjustments.
- **Data Sources:**
 - Utilize publicly available databases, municipal websites, and industry reports.
 - Engage with regional associations and water resource management organizations for supplementary data.

2. Data Normalization and Development of Seasonal Metrics

- **Normalization of Rate Data:**
 - Adjust for **variations in service volumes, customer mix, seasonal demand, and regional cost structures** to enable an **accurate, like-for-like comparison** across different utility providers and service areas.
 - Standardize key performance metrics, such as **cost per thousand gallons (Kgal) for water, cost per pickup for solid waste, and cost per customer category (residential, commercial, industrial)** to ensure **equitable rate benchmarking and financial assessment**.
- **Development of a Seasonal Utility Rate Index:**
 - Create an index that reflects the variability of water rates between high-demand (summer/drought) and low-demand (winter/rainy) periods.
 - Calculate the index using weighted averages of consumption and cost data over multiple years, ensuring that the impact of seasonal peaks is fully captured.
- **Inclusion of Progressive Rate Elements:**
 - Benchmark progressive rate tiers by comparing how peer municipalities' structure penalties for high consumption and incentives for conservation.
 - Analyze the elasticity of demand in response to tiered pricing and seasonal multipliers across different customer classes.

3. Comparative and Statistical Analysis

- **Regression and Econometric Analysis:**
 - Utilize regression models to understand the relationship between consumption, pricing tiers, and revenue outcomes among peer municipalities.
 - Determine statistically significant factors that drive consumption behavior, such as climatic conditions, economic activity, and conservation incentives.

- **Gap Analysis:**

- Conduct a detailed comparison between Weslaco's current utility rates and the benchmarks established from industry standards, regional municipalities, and best practices in water, wastewater, and solid waste management.
 - Identify key discrepancies in rate structures, including:
 - Revenue sufficiency gaps – Assess whether current rates generate enough revenue to cover operating costs, capital improvements, and long-term sustainability.
 - Cost-recovery shortfalls – Determine if certain customer classes (residential, commercial, industrial) are subsidizing others due to misaligned rate structures.
 - Seasonal and demand-based gaps – Evaluate whether current rates account for peak demand periods (e.g., higher treatment costs during summer months).
 - Affordability & equity concerns – Analyze whether rate adjustments disproportionately impact low-income or high-usage customers.
 - Capital & Infrastructure Needs – Assess whether rate structures align with the funding requirements for system upgrades, maintenance, and emergency reserves.
 - Provide a quantified analysis of the gap in per-unit pricing (e.g., cost per 1,000 gallons (Kgal) or per service pickup) and highlight areas where adjustments are necessary to ensure long-term fiscal sustainability.
- Quantify potential impacts on revenue, conservation, and customer equity if rates were adjusted to match best practices.

- **Impact on Economic Competitiveness:**

- Assess how the proposed progressive and seasonal rate structures would affect the City's ability to attract and retain residential and commercial customers.
- Provide recommendations on balancing competitive pricing with the need for revenue stability during periods of water scarcity.

4. Integration into the Dynamic Rate Model

- **Dashboard and Visualization:**

- Embed benchmarking metrics and the Seasonal Utility Rate Index into the computerized rate model.
- Provide City staff with interactive dashboards that allow for real-time scenario analysis and visualization of how rate adjustments compare with peer data.

- **Feedback Loop:**

- Develop a feedback mechanism within the model that updates benchmarking data as new information becomes available, ensuring that the model remains current and reflective of market conditions.
 - **Policy Alignment:**
 - Ensure that the benchmarking outcomes support the City's broader policy objectives of water conservation, fiscal responsibility, and sustainable urban development.
-

By providing detailed, multi-dimensional analysis in both our methodology and benchmarking approach, we ensure that the City of Weslaco receives a comprehensive, forward-looking utility rate study. Our proposal not only identifies cost drivers and consumption trends but also offers a robust mechanism to adjust rates dynamically in response to seasonal and environmental challenges.

5. Project Team and Experience

Our multidisciplinary team includes:

- **Faraz Farhidi, PhD:** Lead Investigator – Over 5 years of experience in utility rate studies, urban planning and cost-of-service analyses. Proficient in model development and survey analytics.
- **Ali Dadpay, PhD:** Stakeholder Engagement Specialist and Project Manager – Experienced in public consultations and environmental planning, as well as benchmark analysis.

Our previous projects include comprehensive utility studies for municipalities similar to Weslaco, where we successfully implemented progressive rate structures and seasonal adjustments that have led to improved water conservation and financial sustainability.

6. Project Schedule and Deliverables

- **Project Start Date:** April 1, 2025
- **Completion Date:** September 30, 2025

Key Milestones:

- **April 1 – April 15, 2025:** Project Kick-off, Data Collection, and Initial Geographic/Seasonal Assessment.
- **April 16 – April 30, 2025:** Stakeholder Interviews and Preliminary Analysis.
- **May 1 – June 15, 2025:** Cost-of-Service Analysis, Progressive Rate Design, and Seasonal Differentiation.
- **June 16 – August 15, 2025:** Benchmarking Study and Dynamic Rate Model Development.

- **August 16 – September 5, 2025:** Draft Report Preparation and Internal Review.
- **September 6 – September 20, 2025:** Stakeholder Presentations and Feedback Integration.
- **September 21 – September 30, 2025:** Final Report Delivery, Model Handover, and Training.

For a detailed timeline, please see **Appendix A – Detailed Work Schedule**.

7. Conclusion

ImpactQuant Group LLC is committed to delivering a comprehensive, sustainable, and forward-thinking utility rate study that addresses the Weslaco region's unique geographical and seasonal challenges. Our progressive rate structure—penalizing high water consumption during critical periods and rewarding conservation—ensures that the City's utility rates remain both fair and environmentally responsible. Our dynamic, computerized rate model will empower City staff to continuously adjust rates in response to evolving consumption patterns and water resource availability.

This detailed holistic proposal reflects our deep understanding of the City of Weslaco's unique geographic and environmental challenges and our commitment to delivering a utility rate study that balances fiscal responsibility, environmental sustainability, and customer equity. We look forward to the opportunity to partner with the city and are available to provide further details or clarifications as needed.

We appreciate the opportunity to partner with the City of Weslaco and look forward to discussing our proposal in greater detail.

Sincerely,

Ali Dadpay, PhD
 Founder and Lead Economist
 ImpactQuant Group LLC

Appendices

Appendix A – Detailed Work Schedule

Project Duration: April 1, 2025 – September 30, 2025

Task/Phase	Dates	Activities	Deliverable
1. Project Kick-off & Data Collection	April 1 – April 15, 2025	- Kick-off meeting with City staff and stakeholders - Gather historical financial, consumption, and climatic data - Establish reporting protocols and review regional water statistics (e.g., 150–200 gallons per capita, supply	Project Initiation Report with Data Inventory and Meeting Minutes

Task/Phase	Dates	Activities	Deliverable
		reliability at 70% during peak months)	
2. Preliminary Analysis & Stakeholder Interviews	April 16 – April 30, 2025	- Conduct interviews with utility staff and local water resource experts - Analyze historical operating expenses and seasonal consumption trends	Preliminary Data Summary Report and Stakeholder Feedback Documentation
3. Cost-of-Service Analysis & Progressive Rate Design	May 1 – June 15, 2025	- Segregate fixed and variable costs with seasonal adjustments - Develop progressive rate tiers (e.g., base, moderate, and penalty rates for water consumption) - Integrate incentives for conservation	Draft Cost-of-Service Analysis Report with Proposed Progressive Rate Structures
4. Benchmarking & Dynamic Rate Model Development	June 16 – August 15, 2025	- Identify peer municipalities with similar water scarcity challenges - Develop Seasonal Utility Rate Index - Build a computerized, scenario-based rate model	Benchmarking Report and Preliminary Dynamic Rate Model
5. Draft Report Preparation & Internal Review	August 16 – September 5, 2025	- Compile analysis findings, progressive rate design, and benchmarking results - Internal review and quality assurance	Draft Report submitted to City staff for review
6. Stakeholder Presentations & Feedback Integration	September 6 – September 20, 2025	- Present findings to City management, Commission, and public forums - Collect and incorporate feedback	Revised Report with Incorporated Feedback
7. Final Report Delivery, Model Handover & Training	September 21 – September 30, 2025	- Finalize report and computerized rate model - Conduct training sessions for City staff on model operation	Final Report, Final Rate Model, and Training Completion Documentation

Appendix B – Detailed Fee Schedule and Terms

Detailed Fee Breakdown

Task/Item	Estimated Hours	Hourly Rate	Lump Sum Amount	Cost
1. Project Kick-off & Data Collection	80 hrs	\$125	–	\$10,000
2. Preliminary Analysis & Stakeholder Interviews	100 hrs	\$125	–	\$12,500
3. Cost-of-Service Analysis & Progressive Rate Design	120 hrs	\$125	–	\$15,000
4. Benchmarking & Dynamic Rate Model Development	200 hrs	\$125	–	\$22,500
5. Draft Report Preparation & Internal Review	80 hrs	\$125	–	\$10,000
6. Stakeholder Presentations & Feedback Integration	40 hrs	\$125	–	\$5,000
7. Final Report Delivery, Model Handover & Training	40 hrs	\$125	\$10,000	\$5,000 + \$10,000 = \$15,000
8. Project Management & Overhead	–	–	–	\$35,000 (lump sum)
9. Contingency	–	–	–	\$15,000 (lump sum)
Total Estimated Cost	–	–	–	\$140,000

Notes:

- Tasks 1–7 are based on hourly work at \$125 per hour, offering a 30% discount rate from our average rate of \$180 per hour
- Items 8 and 9 are fixed lump sum amounts.
- This breakdown reflects our estimated effort and resources necessary to complete the comprehensive utility rate study.

Additional Professional Services – Extra Consultation

- Extra consultation outside the defined project scope will be billed at **\$150 per hour**.

Payment Terms

- **30% (\$42,000) – Upon Contract Award:**
Due within 30 days of contract execution.
- **50% (\$70,000) – Upon Submission of Draft Report and Preliminary Rate Model:**
Due upon delivery of interim deliverables (early September 2025).

- **20% (\$28,000) – Upon Final Acceptance of Deliverables:**
Due upon final submission and acceptance of the Final Report, finalized rate model, and completion of training (by September 30, 2025).
- **Reimbursement of Expenses:**
The city will reimburse out-of-pocket expenses (e.g., travel, lodging, printing) incurred during the project upon submission of documentation. These expenses are not included in the base fee.
- **Invoicing & Payment Terms:**
Invoices are **payable within 30 days of receipt**. A **monthly interest charge of 1.5%** will be applied to any overdue balances. Failure to remit payment within the specified period may result in **service delays or suspension until payment is received**.

General Conditions

- All fees are exclusive of applicable taxes, which will be added at the prevailing rate.
- This fee schedule reflects our best and final offer for the scope outlined in this proposal.
- Any modifications or additional work required by the City will be documented and agreed upon through a formal change order process.

Appendix C – Firm’s relevant works and staff’s resumes

Year	Project Topic	Location	Key Findings
2024	Grid Services Rates for Utility Power in Nevada	NV Energy, NV	
In this report, I present an innovative departure from the conventional net metering framework by proposing five distinct pricing schemes tailored for solar customers of utility companies. These alternative schemes aim to incentivize customers to transition away from net metering towards novel rate structures. Such a transition promises mutual benefits, empowering customers to unlock new revenue streams while simultaneously addressing the challenges faced by utilities entrenched in stagnant net metering models. Methodology: - Using cooperative game theory framework to achieve win-win situation for both utility and solar customers. - Building the benchmark rate based on the production cost and market price. - Taking advantage of the ratio analysis for ancillary services across other utility divisions such as PJM, ERCOT, and CAISO		Outcomes: Developed new rates for the following grid services to participate in ancillary market: - Peak Load Management - Energy Arbitrage - Phase Balancing - Frequency Regulation - Voltage Support (both active and reactive power)	
2024	Impact of State and Federal Incentives on Solar Adaptation in Nevada	NV Energy, NV	
The State of Nevada previously offered two incentives for solar rooftop PV installations: a net metering program with declining rates (from 91% to 75% of the retail power rate for exported electricity) and a \$250/kW rebate, which ended in 2021. While the state rebate has been discontinued, residents still benefit from federal tax credits (22%, and then 30% tax credits) and net metering. This report analyzes how these incentives have influenced the adoption of solar PV systems. Methodology: A fixed-effect panel regression analysis was performed using financial data collected from both solar vendors and utility company. This approach allowed us to examine the impact of various incentives on the adoption of solar PV systems over time while controlling unobservable variables that are constant within entities but vary across different vendors and utilities. By utilizing panel data, we could isolate the effects of state and federal incentives on residents' decisions, accounting for factors like pricing strategies, utility rates, and other external cost adjustments implemented by the vendors.		Key findings: Although state incentives in the form of cash payments were significantly smaller than federal incentives, they played an important role in motivating residents to incorporate solar PV into their energy systems rather than federal incentives in terms of tax credit. State incentives directly reduced the final costs of solar PV systems, unlike federal incentives, as solar vendors tended to adjust their pricing to account for the latter. Solar vendors adjust their final pricing based on utility rates, accordingly, in addition to accounting for external cost factors.	
2023	Financial analysis of NV Energy demand responds program and the rate impact	NV Energy, NV	

Demand response (DR) programs are utility initiatives that encourage customers to reduce or shift electricity usage during peak demand periods in exchange for financial incentives. These programs help utilities enhance grid reliability, lower peak demand, and delay costly infrastructure investments. For customers, DR offers financial benefits, increased energy awareness, and the opportunity to support grid stability and sustainability, though it may involve minor adjustments to comfort or daily routines.

Methodology:

I analyzed load data for the northern and southern regions throughout the entire season. To evaluate the impact of individual hour-events on total load, I employed a methodology that incorporated a dummy variable for each hour-event. The analysis controlled for critical variables, including temperature, pricing, time, date, and load contributions from adjacent regions. Multiple scenario analyses were conducted, with the most substantiated scenario presented in the findings. Additionally, I examined meter data from randomly selected premises, categorizing them into treatment and control groups, to assess the financial impact of the hour-events.

Key findings:

- The load was successfully shifted for an average duration of two hours.
- No significant energy savings were achieved during the events, with an average energy loss of 20 MWh per event.
- Peak reduction results were inconclusive, likely due to the implementation of load-shifting strategies to later hours.
- Significant snapbacks occurred, even during the projected reduction periods, resulting in a lack of control or capping of the rebound effect.
- No financial savings were made for either customers or NVE. On average, NVE incurred losses of approximately \$10,000 per event, while customers experienced a minor loss of \$440 per event, which has a negligible impact at the individual level.
- New strategy was presented based on scenario simulation to improve the future program

2023

Business Valuation and Execution for Battery-Storage-as-a-service

NV Energy, NV

At the request of senior leadership, I developed a distributed energy resources (DER) strategy and implementation plan. As part of this initiative, I analyzed business models for new DER products and services that align with strategic objectives. The report evaluates Energy Storage-as-a-Service (ESaaS) business models and assesses their "Chance of Success" using market potential and scenario analysis.

Business Approach:

- Design new rate substituting Net energy metering (NEM).
- Reducing the cost of utility-owned and installed storage projects.
- The deployment of ESaaS with complimentary products and services in a bundle that makes an overall value proposition cost effective for customers.

Design Progress:

For the initial market size estimates, three realistic adoption scenarios were developed to evaluate the utility capital investment potential associated with Energy Storage-as-a-Service (ESaaS) in utility-owned storage assets. Each scenario assumes that customers, on average, purchase storage blocks equivalent to 4 kW / 16 kWh of storage capacity. The scenarios—conservative, moderate, and aggressive—are based on an initial forecast of photovoltaic (PV) market adoption.

Using a 5-year Net Present Value (NPV) method, the ESaaS capital investment potential is estimated to range from \$12 million to \$100 million. The "Chance of Success" has been characterized as medium (\$58 million) for the Virtual Storage Service concept and high for the Storage Shares service concept. Both service concepts are assessed with medium regulatory friction and low competition dynamics.

Ali Dadpay

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Summary

A highly accomplished economist with 18 years of experience analyzing and quantifying the economic impact of development projects across sectors such as healthcare, transportation, international business, and education. Skilled in collaborating with international organizations and local government agencies, with expertise that aligns with openings for Economist, Business Intelligence Analyst, and Data Scientist roles. Offers strong communication abilities and advanced proficiency in analytical tools, including Excel, SAS, SQL, R, Python, and Tableau, to drive data-driven insights and strategic decision-making. US Citizen.

Experience

Health Economist

DCHHS

Apr 2022 - Present (2 years 9 months)

- Quantified the economic impact of STIs in North Texas through advanced econometric analysis, employing data mining techniques to develop a statistical model in alignment with CDC guidelines, which informed public health policy.
- Directed a critical economic evaluation of public budgets for housing the homeless in Dallas and Collin Counties, Texas, calculating the ROI and presenting findings to the Dallas City Council, which optimized budget allocations and enhanced public health sector savings by 47%.
- Engineered a financial model on cost components for epidemics and pathogens, spearheading cross-functional efforts to augment DCHHS data solutions, boosting the effectiveness of data-driven decision-making by 100%.

Economist & Development Consultant

Aug 2009 - Present (15 years 6 months)

- Led economic impact analyses, including assessing the role of international businesses in Austin's regional economy 2017 - 2029 and quantifying the economic impact of the Fayette County public school system on the **Atlanta** region, providing insights for policymakers.
- Utilized Moody's Analytics data to assess the impact of the Tax Cuts and Jobs Act of 2017 on reverse mortgage markets using R, identifying key market segments for strategic focus.
- Conducted a comprehensive economic impact analysis of the **Austin Marathon**, developing a first-of-its-kind dashboard to enhance visitor spending insights, which informed targeted marketing and budget allocation strategies, leading to significantly improved public engagement.

Data Scientist & Python Developer (Contractor & Part Time)

Global Risk Analytics, Bank of America

Mar 2022 - Dec 2022 (10 months)

- Developed economic scenarios aligned with NGFS recommendations, showcasing expertise in environmental economics and policy impact analysis, providing insights for CMBS market analysis.
- Engineered ARIMA models in Python to quantify climate change's financial risks on bond and interest rates, enhancing risk analytics capabilities by 30% through advanced econometric techniques and validating results.
- Analyzed and presented Green Finance and Energy trends using time series analysis, uncovering investment patterns in alternative energy sector, directly contributing to strategic decision-making.

Associate Professor of Finance & Data Analytics

Gupta College of Business

Aug 2019 - May 2023 (3 years 10 months)

- Led developing and delivering comprehensive data modeling and predictive analytics training for professionals and graduate students, utilizing R and Python with Freddie Mac and NYSE data, enhancing data-driven decision-making capabilities in the financial sector.
- Conducted in-depth analysis on over sixty projects in R or Python to identify risk factors and consumer behavior patterns in financial markets, directly contributing to strategic planning and risk management with quantifiable improvements in predictive accuracy by 50%.
- Initiated and facilitated a workshop on **Financial Resiliency for Small Businesses** during the pandemic, developing content and presenting strategies that supported business continuity planning, benefiting over 100 small businesses in the Dallas – Fort Worth area.

Professor of Economics & Business Statistics

Munday School of Business

May 2016 - Jul 2019 (3 years 3 months)

- Spearheaded academic program enhancements, resulting in a 15% increase in master program enrollment by participating in decision-making bodies and evaluating faculty performance.
- Revolutionized the Economics & Finance Department by overhauling the curriculum and pioneering a new approach to analytical thinking in the economics of innovation, significantly enriching student learning experiences.
- Forged a partnership with **Tarmac TX** and participated as a referee in their business pitch competitions and offered workshops on the economics of entrepreneurship to their cohorts.

Associate Professor of Business Statistics & Economics

Clayton State University

Aug 2009 - May 2016 (6 years 10 months)

- At Clayton State University, I led strategic initiatives as Assistant Dean and Associate Professor. Despite budget constraints, I significantly grew the MBA program, achieving a 250% increase in applications and a 50% enrollment rise within three years. I spearheaded partnerships with global
- institutions and local governments, enhancing the program's international presence and generating \$6 million in revenue, the highest for any campus program. My efforts in promoting the program through media and international recruitment underscore my leadership and strategic planning skills.
- Prepared training workshops and economic impact studies for various chambers of commerce and presented my work to policymakers and business leaders at annual meetings.

Data Scientist and Research Analyst

CitiGroup, Rapp Collins Marketing Worldwide & Office of Aviation Information

2005 - 2009 (4 years)

- Developed and refined a credit scoring model for consumer financial products in Japan, leveraging macroeconomic variables and consumer behavior patterns, which enhanced credit risk assessment accuracy, as measured by reduced default rates, by employing SAS and SQL for data analysis and modeling.

Education

University of Wisconsin-Milwaukee

Ph.D., Economics

Concentration in industrial organizations, labor economics, and econometrics.

Virginia Tech

M.A. Economics

Licenses & Certifications

- **Healthcare Economics** - Harvard Business School
- **Leadership: Leadership North Texas Certificate** - North Texas Commission
- **Leadership Essentials** - Leadership Austin
- **Regional Leadership Institute** - Atlanta Regional Commission

Skills

ETL Processing • R • Python • SAS • SQL • Econometric Modeling • Predictive Analytics • Regression Analysis • Tableau • Risk Assessment

Memberships

International Economic Development Council, American Economic Association

SUMMARY

Accomplished Ph.D. Economist with over 12 years of diverse experience in utilities, oil and gas, and academia. I have an extensive publication record in top-tier juried journals and a proven track record of managing large-scale projects, including a \$4M DOE-awarded R&D initiative. My expertise spans energy program evaluation, forecasting, optimization, and the development of innovative models for alternative market potential and economic analysis.

INDUSTRY EXPERIENCE

Freelance Consultant, Economic Insights & AI Innovation for Sustainable Future

2024 - Now

- Developed AI training program tailored to energy management professionals, emphasizing practical applications of machine learning in residential energy forecasting and optimization.
- Led impact studies on residential and commercial initiatives, quantifying energy savings, cost reductions, and environmental benefits through robust statistical and econometric analyses.
- Conducted comprehensive evaluations of state and federal program incentives for residential solar adoption.
- Trained AI models for advanced economic and econometrics analyses, leveraging computationally intensive calculations and complex reasoning.

NV Energy, Public Utility, Generating and Distributing Electricity in Nevada

2022 - 2024

Senior Quantitative Analyst, Project Manager

- **Technical, Evaluation & Forecast** (Program evaluation, load forecasting, optimization)
 - Evaluated energy efficiency programs such as direct installation, home energy assessments, and demand response for smart thermostats, battery storage, pool pumps, and electric water heaters.
 - Forecasted energy prices for CAISO day-ahead and real-time, Solar PV generation, premises and feeder level loads optimizing customers' daily/monthly bill utilizing machine learning algorithms.
 - Projected demand side market capacities for 10-year growth, system load peaks, and 30-year Demand Response load reduction utilizing weather conditions and demographic characteristics.
 - Designed price schemes for energy storage as a service and 5 new grid services such as peak load management, energy arbitrage, phase balancing, voltage support, and frequency regulation.
 - Led the DOE project on Optimization of Excess Solar and Storage Capacity for Grid Services: Co-designed DER aggregation model, created DER's AI agents, optimal energy storage calculator, co-optimization of grid services and premise bill minimization, resulted in virtual power plan (VPP).
 - Co-designed algorithm accessing utility Battery Energy Storage System from Cloud-based engine outside of utility security zone via Energy Management System navigating across 4 security zones.
 - Architected optimization, forecasting, and counterfactual algorithms and models leveraged artificial intelligence, in addition to residential customers bill settlement and recruitment process.
 - Optimized electricity load intervention strategies reducing peak loads and forecasting loads impacts for more than 100 thousand customers at state level, distribution level, and premise level.
 - Quantified and assessed Demand Response cost effectiveness and estimated intervention treatment effect and counterfactuals with no demand response and energy efficiency programs.
- **Management, Regulatory** (Budgeting, coordination, time management)
 - Managed a team of +20 for a DOE Grant, modified budgets and contracted vendors, administered audit requirements, finalized overhead costs, reported quarterly progress and financial status, compiled slide decks and presented team's achievement, and documented project deliverables.
 - Led technical assistance on Clean Energy Filing, designed and prepared appendices, tabulated programs' progress, analyzed battery-charging/discharging patterns and post-installation surveys.
 - Assisted compiling Integrated Resource Plan filing, providing engineering, economic and statistical support for filings, by projecting program growth, costs and benefits, kW and kWh reductions, environmental and societal gains such as carbon reduction and low income and multifamily boons.
 - Supported regulatory team in responding to data requests from the Utility Commission and regulative and permissive interveners on Clean Energy program, DSM, DRP, IRP, ERTEP and TEP.

Meam Team Co., Leading Oil & Gas EPC General Contractor**2007 - 2012***Senior Engineer, Project Manager, Site Manager*

- **Management, Strategy** (P&L ownership, HR, operational excellence, negotiation)
 - Headed a construction site in \$100M EPC project (140 miles pipeline including one pump station), managed 300+ crew in diversified teams at 9 workshops, cultivated a collaborative environment.
 - Turned a loss-making project profitable, implemented resource optimization solutions, executed rewarding mechanisms, reformed operational process which boosted annual earnings by 30%
 - Overseen 1000 tons of steel structure manufacturing/shipping, hired sub-contractors, settled the ventures' aggregate deals, strategized & negotiated claims, resolved and sealed additional works.
- **Technical, Engineering** (bidding, designing, evaluation, scheduling)
 - Sketched procurement/construction proposals' roadmaps, scheduled projects' timetables, finalized bids: ultimately led to winning more than twelve projects worth 200+ million dollars.
 - Engineered 3000 tons of piping and mechanical equipment installations for an incineration plant, diagnosed technical mismatch in execution, formulated invoices, and submitted reports periodically.

ACADEMIC EXPERIENCE**Georgia State University, Clarkson University****2018 - Now***Visiting/Adjunct Professor*

*Research & Publications: Authored 21 articles in top-tier journals and 3 under-review papers in environmental economics, game theory, and utility policy. Presented findings at 22 international conferences and reviewed submissions for 10+ prestigious journals.

*Teaching & Mentorship: Developed and taught 16 courses (6 in-person, 11 online) in economics and econometrics. Supervised 3 Ph.D. and 10+ master's theses, overseeing 150+ student projects. Awarded the Teaching Award at Georgia State University.

EDUCATION

Ph.D.	Economics (Georgia State University)	2013 - 2018
M.S.	Water Resources Engineering (University of Central Florida)	2012 - 2013
M.A.	Economics (University of Isfahan)	2007 - 2010
B.Sc.	Marine Engineering (Tehran Polytechnic)	2002 - 2007

Others

Analytics	Causal Inference, Cost-Benefit Analysis, Experimentation, Forecasting, AI/ML Modeling, Optimization, Policy Assessment, Program Evaluation, Research, Statistical Analysis
Business	Asset & Project Management, Bidding, Budget Planning, Cost Efficiency, Grant Writing, Market Potentials, P&L Ownership, Sales and Revenue, Teamwork, Time Management
Software	Excel-VB, Jira, MATLAB, PLEXOS, PowerPoint, Python, R, SQL, STATA
Certificates	Certified Measurement and Verification Professional, Basics in Plexos
Membership	Sigma Xi, The Scientific Research Honor Society
Interest	Ping Pong, Soccer (University team member), Comedy, Geopolitics, History

* References are available upon request