



Mayor: Mario Garza
Mayor Pro-Tem: Pete Garcia
Commissioners: Jesus “Jesse” Ramirez
Ernesto “Neto” Guajardo
Leonardo “Lenny” Sanchez

The City of San Juan does not discriminate on the basis of disability in the admission of, access to, treatment of, or employment in its programs, activities, or public meetings. Any individual with a disability in need of an accommodation is encouraged to contact the Office of the City Secretary at 956-223-2200 at least 24 hours prior to the scheduled meeting to make proper arrangements.

SAN JUAN CITY COMMISSION

Location: San Juan Memorial Library
Multipurpose Meeting Room
1010 S. Standard
San Juan, Texas 78589
Wednesday, May 23, 2018

SPECIAL CALLED MEETING AGENDA
6:00 PM

I. CALL TO ORDER

II. INVOCATION

III. PLEDGE OF ALLEGIANCE

IV. PUBLIC COMMENTS

V. PRESENTATIONS

- A.** Presentation of Scholarship Awards by San Juan Fire Department.
- B.** Presentation of Departmental Reports: Department of Finance, Police Department, Fire Department, Municipal Court, and Department of Utilities.
 - 1.** Department of Finance Monthly Report.
 - 2.** Police Department Monthly Report.
 - 3.** Municipal Court Monthly Report.
 - 4.** Fire Department Monthly Report.

5. Department of Utilities Monthly Report.

VI. PUBLIC HEARING/ORDINANCES

- A.** Conduct a Public Hearing and Consider Adoption of an Ordinance in First Reading for a Rezoning Request from Single-Family Residence District (R-S) to Multi-Family Rezoning Residence District (R-MF), for a Property Legally Described as Lots 6 and 7, Block 11, Palm Vista Subdivision, Located at the Southwest Corner of Citrus and Antelope Street, as Requested by Apolonio Melendez.

VII. DISCUSSION AND POSSIBLE ACTION ON THE FOLLOWING MATTERS:

- A.** Consider Selection and Authorizing the City Manager to Enter into Contract with Professional Service Company for a Cost of Service, Water and Sewer Rate and Debt Capacity Study. Pursuant to RFQ# 18-66-03-23.

VIII. CONSENT AGENDA

- A.** Consider an Ordinance in Second Reading for a Rezoning Request from Single-Family Residence District (R-S) to Heavy Commercial District (C-3) for a Property Legally Described as a 5.00-acre Tract of Land out of the South 660 Feet of the West 330 Feet of the East 370 Feet of Lot 54, Stewarts Addition to the Conway Garden Subdivision, located at the Northwest Corner of Stewart and Las Milpas Roads, as Requested by Marcos Perez.
- B.** Consider Approval of City of San Juan, Texas Quarterly Investment Report Dated March 31, 2018 as Required by the Public Funds Investment Act (PFIA).
- C.** Monthly Collection Report- April 2018.
- D.** Meeting Minutes.
 - March 27, 2018
 - April 10, 2018

IX. EXECUTIVE SESSION

CITY COMMISSION MEETING AGENDA

MAY 23, 2018

PAGE 3

- A. The San Juan City Commission will Convene into Closed Session Pursuant to the Provision of Chapter 551, Subchapter D, Exceptions to Requirements that Meetings be Open, Texas Code 551, 071 (Consultation with Attorney) as Follows:

1. Consultation with Attorney and Possible Action Regarding Public Private Opportunities for Development of the City of San Juan Public Infrastructure, Pertaining to Water and Waste Water Facilities (Pursuant to Texas Government Code 551.087, Deliberation Regarding Economic Development Negotiations; Closed Meeting and 551.071 Consultation with Attorney; Closed Session).

X. RECONVENE

- A. The City Commission will Reconvene in Open Session to Take Necessary Action, if any, in Accordance with Chapter 551, Open Meetings, Subchapter E, Procedures Relating to Closed Meeting, 551, Requirements to Vote or Take Final Action in Open Meeting.

XI. ADJOURNMENT

CERTIFICATION

I certify that the above notice of the Special Called Meeting of the City of San Juan is true and correct; and that I posted such notice on the bulletin board. A place convenient and readily accessible to the public on the _____ in accordance with the Texas Open Meetings Act (Tex. Gov't. Code §551-041 - §551.050).

DIANA CAVAZOS
CITY SECRETARY
CITY OF SAN JUAN, TEXAS

CERTIFICATION OF REMOVAL

I certify that the agenda of items to be considered by the City Commission was removed by the City Secretary's Office from the San Juan City Hall bulletin area on the the _____ of _____, 2018.

OFFICE OF THE CITY SECRETARY



Mayor: Mario Garza
Mayor Pro-Tem: Pete Garcia
Commissioners: Jesus "Jesse" Ramirez
Ernesto "Neto" Guajardo
Leonardo "Lenny" Sanchez

MEMORANDUM

To: Benjamin Arjona, City Manager
From: Leroy Gonzales, Director of Finance
Date: May 10, 2018
Subject: Monthly Departmental Report

Finance Department

Department Description

Finance Department has the responsibility to safeguard City's financial assets and manage its resources in according with state law, City Charter, and ordinances enacted by the City Commission.

- Process accounts payable and payroll for the City of San Juan Economic Development Corporation.
- Provide monthly financial reports to Department and City Commission
- Generate financial reporting according to GAAP
- Maintain an adequate level of liquidity and meet financial responsibility of City's investments policy prioritizing objective of safety, liquidity and yield

Additional Information

- 6 STAFF MEMBERS
- Maintained 26 funds, assisted 24 departments, and posted 1,844 journal entries, issued 3,264 disbursement checks, and processed 3,451 payroll checks and direct deposits, during the months of October 2017 –September 2018.
- Annual Audit 2016-2017 100% complete
- Re-numbered the City Units 25% complete
- Budget Forms out to Departments
- Manage a 21.0 million budget
 - General Fund Budget of 11.1 million
 - Utility & Sanitation Fund 6.9 million
 - Debt Service Fund 1.6 million
 - Other Funds 1.5 million

Utility Billing Department

Department Description

The Utility Billing Department is responsible for billing and collection of water usage, sanitary sewer, residential garbage collection and responding to customers complaints.

- The City collects about 6,464 water and 9,479 sewer accounts.
- North Alamo Water Supply Corporation service 3,225 water accounts
- Per Audited Financial Report, in FY ending 9/30/2017, Utility Fund collected 5.5 million and Sanitation Fund 2.9 million with a combined 8.2 million.
- Implemented Email Billing (26 have signed up)
- Payments are made by
 - 75 % paid in person
 - 1 % juniors
 - 14 % online
 - 6 % bank drafts
 - 4 % other locations
- Staff of 6 Employees



Mayor: Mario Garza
Mayor Pro-Tem: Pete Garcia
Commissioners: Jesus "Jesse" Ramirez
Ernesto "Neto" Guajardo
Leonardo "Lenny" Sanchez

**SAN JUAN POLICE DEPARTMENT
INTER-OFFICE MEMORANDUM**

To: San Juan City Commission
From: Chief Juan Gonzalez
Date: 05/14/2018
Ref: Monthly Report

This memorandum is to keep you all informed on our Monthly operational statistics and any other significant cases or events that have transpired from the previous month.

- **Statistics:** April
 - Call for service: 1265
 - Incident reports: 241
 - Accidents: 88
- **Significant Incidents:**
 - Officers continue working School Security Detail for all Schools in the City of San Juan
 - Newly install AFIX fingerprint system produced its first positive suspect match within its first month of operation.
- **Federal & State Asset Forfeiture Program:**
 - Received no State forfeiture awards.
 - Received no Federal forfeiture awards.
 - Department is in full compliance with Federal and State guidelines (Audits)
- **Special Grant Details:**
 - **Stone Garden:** No overtime hours worked for criminal interdiction by Patrol Staff.
 - **Border Star:** 3 overtime hours worked for criminal interdiction by Patrol Staff.
 - 0 overtime hours worked by dispatchers.
 - 32 overtime hours worked by SWAT operators.
 - Total 35 overtime hours worked.
 - **TxDot Traffic Enforcement:** No overtime hours worked for traffic interdiction by Patrol Staff
 - TxDot Audit results in compliance rating.
- **New Public Safety Building:**
 - Some repairs have been done but still waiting for completion of warranty and punch list.
- **New Personnel:**
 - **Peace Officers:**
 - One (1) Patrol Officer job openings

- We have exhausted our Police Applicant List, next Entry Level Exam for Police Department has been set for Tuesday, August 7, 2018
- Officers Erasmo Cardenas, Aaron Riojas and Martin Reynoso continue with field training program.
- **Tele-communicators:**
 - Jessie Diaz new Telecommunication Officer on the job training
- **Jailers:**
 - One (1) Jailer job opening
 - Jailer Job notices have been posted
- **Fleet:**
 - All Patrol Units are reported to be in good working order.
- **Traffic Enforcement Areas:**
 - Cruiser enforcement (Thursday Nights)
 - Regular patrol city wide
 - PJSA ISD Schools
 - Bears Trail/San Antonio

Respectfully



CHIEF JUAN GONZALEZ



Mayor: Mario Garza
Mayor Pro-Tem: Pete Garcia
Commissioners: Jesus “Jesse” Ramirez
Ernesto “Neto” Guajardo
Leonardo “Lenny” Sanchez

MEMORANDUM

TO: Benjamin Arjona, City Manager
FROM: Mary Enriquez, Court Administrator
DATE: May 14, 2018
SUBJECT: April Monthly Report

Amount collected	\$ 39,647.86
Defensive driving	0
Deferred	21
Pre-trials	9
Bench trials	5
Collection Agency	\$ 974.50
Scofflaw	\$ 14,693.50

COLLECTIONS 2017

April \$ 49,802.23

COLLECTIONS 2018

April - \$ 39,647.86

CITATIONS ISSUED 2017

April - 125

CITATIONS ISSUED 2018

April - 117

SCOFFLAW COLLECTIONS 2017

April - \$ 18,182.93

SCOFFLAW COLLECTIONS 2018

April - \$ 14,693.50



Mayor: Mario Garza
Mayor Pro-Tem: Pete Garcia
Commissioners: Jesus "Jesse" Ramirez
Ernesto "Neto" Guajardo
Leonardo "Lenny" Sanchez

MEMORANDUM

To: Benjamin Arjona, City Manager
From: Tirso Garza, Fire Chief
Date: May 14, 2018
Subject: Fire Department Monthly Report- April 2018

The San Juan Fire Department had the following activity during the month of April 2018:

Emergency Calls

A total of 116 Calls for the month of April 2018. (Please see attached report.)

- A Shift = 41
- B Shift = 36
- C Shift = 39

Med-Care Response

Med-Care EMS responded along with the Fire Department for a total of 75 calls along with fourteen (14) delayed responses for the month of April 2018. The Med-Care report from the EMS Company was submitted on May 3, 2018.

County Calls

For the month of April 2018 there were no County Calls.

Volunteer Department

The San Juan Volunteer Fire Department met for their monthly business meeting on April 30, 2018, at Fire Station #2. The Volunteer response and stand-by for the month of April 2018 has not been submitted by the Volunteer Firefighter/Secretary.

Fire Inspections

A total of twenty-six (26) inspections were conducted in the Month of April 2018, please see attached for detailed information about each conducted inspection.

Plan Reviews

The following plans were reviewed by Deputy Fire Chief/ Marshal Oscar Lopez for the month of April 2018:

- Monarca Investments – 205 W Nolana, Ste 8
- Texas National Utility Layout – San Juan
- LA Clothing Store Sprinkler – 916 E Bus 83
- Kings Apartment – San Juan
- Perez Garza Subdivision – Stewart and Las Milpas

Fuel Utilization

Please note that the total amount of gallons mentioned in this report belong only to the logs that were submitted by the Fire Chief, Deputy Fire Marshal/Chief, Lieutenant or Officer in Charge for the month of April 2018 to the Administration Office.

- A total of 360.2 Gallons of Diesel
- A total of 120 Gallons of Unleaded

CC: Mario Garza, Mayor
Pete Garcia, Mayor Pro Tempore
Jesus “Jesse” Ramirez, Commissioner
Ernesto “Neto” Guajardo, Commissioner
Leonardo “Lenny” Sanchez, Commissioner



CITY OF SAN JUAN

**APRIL-2018
9-1-1 AMBULANCE REPORT**

**Submitted To:
Chief Tirso Garza**

May 3, 2018

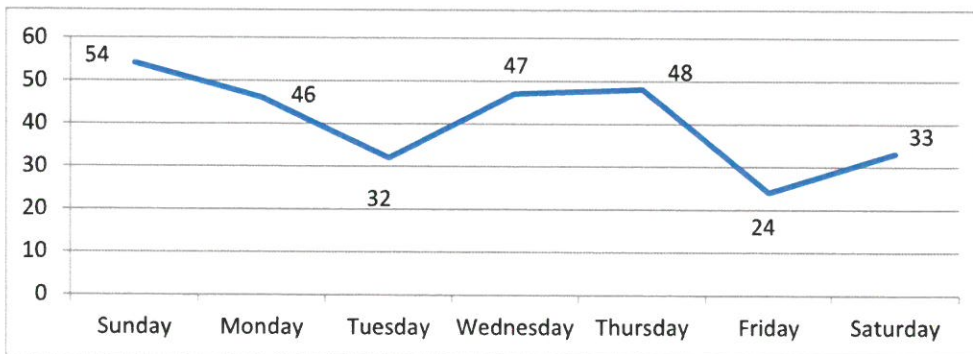
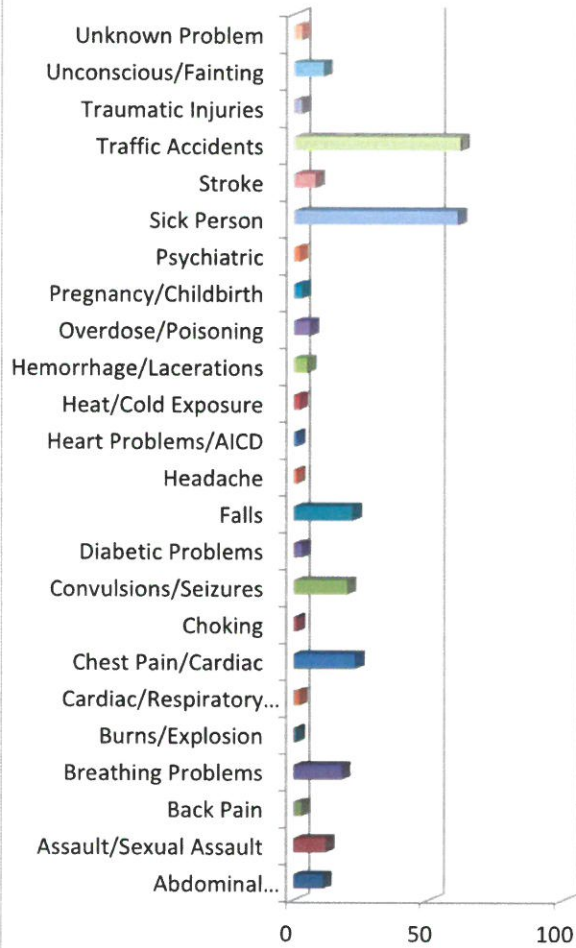
MEDCARE EMS, INC.
San Juan 9-1-1 Call Types April 2018

	San Juan
Abdominal Pain/Problems	11
Assault/Sexual Assault	12
Back Pain	3
Breathing Problems	18
Burns/Explosion	1
Cardiac/Respiratory Arrest	2
Chest Pain/Cardiac	23
Choking	1
Convulsions/Seizures	20
Diabetic Problems	3
Falls	22
Headache	1
Heart Problems/AICD	1
Heat/Cold Exposure	2
Hemorrhage/Lacerations	5
Overdose/Poisoning	6
Pregnancy/Childbirth	3
Psychiatric	2
Sick Person	61
Stroke	8
Traffic Accidents	62
Traumatic Injuries	3
Unconscious/Fainting	11
Unknown Problem	3
Total	284

Calls by Day of the Week	Total
Sunday	54
Monday	46
Tuesday	32
Wednesday	47
Thursday	48
Friday	24
Saturday	33
Total	284

Compliance Response

95.2%



trip_date	run_number	puaddr	pucity	calltime	disptime	atstime	tratripe	atdtime
4/1/2018	13,708	313 W LOS EBANOS ST	SAN JUAN	12:52:47 AM	12:53:08 AM	1:00:50 AM	12:00:00 AM	0:00:00
4/1/2018	13,729	1615 DOUGLAS ST	SAN JUAN	4:18:45 AM	4:18:56 AM	4:29:39 AM	12:00:00 AM	0:00:00
4/1/2018	13,736	400 E SIOUX	SAN JUAN	6:03:06 AM	6:03:27 AM	6:10:54 AM	12:00:00 AM	0:00:00
4/1/2018	13,740	504 W HACKBERRY AVE	SAN JUAN	7:51:13 AM	7:51:24 AM	7:55:58 AM	8:16:48 AM	8:28:30
4/1/2018	13,744	3910 N RAUL LONGORIA RD	SAN JUAN	9:13:18 AM	9:13:25 AM	9:23:08 AM	9:34:57 AM	9:46:50
4/1/2018	13,745	1603 S KANSAS AVE	SAN JUAN	9:16:56 AM	9:17:20 AM	9:21:29 AM	9:33:57 AM	9:44:41
4/1/2018	13,751	824 W 8TH ST	SAN JUAN	10:12:47 AM	10:19:31 AM	10:24:01 AM	10:40:26 AM	10:54:12
4/1/2018	13,796	2301 N. RAUL LONGORIA	SAN JUAN	4:52:54 PM	4:53:09 PM	4:58:39 PM	5:09:34 PM	17:09:34
4/1/2018	13,797	118 MARIA LN	SAN JUAN	5:00:43 PM	5:00:55 PM	5:06:07 PM	5:24:34 PM	17:39:45
4/1/2018	13,798	5103 N VETERANS RD	SAN JUAN	5:03:18 PM	5:10:03 PM	5:14:37 PM	5:30:41 PM	17:38:29
4/1/2018	13,806	1333 WAYFAIR ST	SAN JUAN	6:15:02 PM	6:15:15 PM	6:24:07 PM	12:00:00 AM	0:00:00
4/1/2018	13,808	3802 JESENIA ST	SAN JUAN	6:28:37 PM	6:29:14 PM	6:37:50 PM	6:53:23 PM	19:05:44
4/1/2018	13,824	2301 N. RAUL LONGORIA	SAN JUAN	8:32:20 PM	8:32:25 PM	8:37:27 PM	8:51:39 PM	21:06:35
4/1/2018	13,846	2307 N SAN ANTONIO AVE	SAN JUAN	11:27:45 PM	11:27:53 PM	11:48:56 PM	12:00:47 AM	0:16:18
4/2/2018	13,874	STEWART & RIDGE	SAN JUAN	5:17:15 AM	5:17:38 AM	5:29:20 AM	5:46:46 AM	6:01:59
4/2/2018	13,879	1401 N RAUL LONGORIA RD	SAN JUAN	8:02:20 AM	8:02:30 AM	8:05:18 AM	8:20:04 AM	8:33:31
4/2/2018	13,884	1401 N RAUL LONGORIA RD	SAN JUAN	8:02:20 AM	8:02:30 AM	8:05:18 AM	8:20:04 AM	8:33:33
4/2/2018	13,893	2301 N. RAUL LONGORIA	SAN JUAN	10:34:13 AM	10:34:31 AM	10:39:19 AM	10:55:01 AM	11:10:34
4/2/2018	13,905	801 W 1ST	SAN JUAN	11:37:30 AM	11:37:40 AM	11:48:50 AM	12:07:11 PM	12:18:31
4/2/2018	13,906	1600 LILA ST	SAN JUAN	11:39:57 AM	11:40:12 AM	11:44:04 AM	11:58:36 AM	12:13:33
4/2/2018	13,908	2301 N. RAUL LONGORIA	SAN JUAN	11:47:56 AM	11:48:22 AM	11:58:20 AM	12:15:57 PM	12:30:16
4/2/2018	13,923	805 W RIDGE RD	SAN JUAN	2:07:36 PM	2:07:53 PM	2:13:49 PM	2:25:01 PM	14:45:01
4/2/2018	13,949	113 SANTA FE ST	SAN JUAN	6:10:19 PM	6:10:30 PM	6:23:39 PM	6:33:50 PM	18:54:05
4/2/2018	13,959	913 ATHOL ST	SAN JUAN	7:24:35 PM	7:24:42 PM	7:28:00 PM	7:40:43 PM	19:50:04
4/2/2018	13,964	W 13TH 1/2 ST & LINCOLN ST	SAN JUAN	7:56:48 PM	7:57:05 PM	8:06:15 PM	8:30:10 PM	20:46:30
4/2/2018	13,992	701 SUN CHASE	SAN JUAN	11:23:40 PM	11:23:49 PM	11:32:08 PM	12:03:39 AM	0:21:30
4/3/2018	13,995	120 W 3RD ST	SAN JUAN	12:12:28 AM	12:12:48 AM	12:19:47 AM	12:43:03 AM	0:59:44
4/3/2018	14,013	305 E LOS EBANOS	SAN JUAN	6:16:11 AM	6:16:17 AM	6:23:06 AM	6:43:15 AM	6:54:26
4/3/2018	14,017	400 E EXPRESSWAY	SAN JUAN	8:14:15 AM	8:14:51 AM	8:21:40 AM	12:00:00 AM	0:00:00
4/3/2018	14,031	124 MARIA LN	SAN JUAN	11:02:06 AM	11:02:20 AM	11:07:15 AM	11:20:55 AM	11:31:02
4/3/2018	14,114	109 E SIOUX RD	SAN JUAN	7:34:57 PM	7:35:06 PM	7:38:54 PM	7:48:00 PM	20:01:34
4/4/2018	14,133	302 E 8TH ST	SAN JUAN	12:09:03 AM	12:09:18 AM	12:17:25 AM	12:21:05 AM	0:32:02
4/4/2018	14,134	E LOS EBANOS & CHULA VISTA DR	SAN JUAN	12:13:00 AM	12:14:55 AM	12:20:17 AM	12:00:00 AM	0:00:00
4/4/2018	14,157	900 W EXPRESSWAY 83	SAN JUAN	8:58:44 AM	9:00:16 AM	9:11:06 AM	9:23:38 AM	9:33:11
4/4/2018	14,179	300 N NEBRASKA AVE	SAN JUAN	12:30:14 PM	12:30:33 PM	12:37:17 PM	1:01:24 PM	13:16:52
4/4/2018	14,181	400 N IOWA AVE	SAN JUAN	1:07:44 PM	1:07:52 PM	1:09:51 PM	1:36:55 PM	13:48:47
4/4/2018	14,192	301 E RIDGE RD	SAN JUAN	2:48:37 PM	2:49:46 PM	2:55:50 PM	3:28:22 PM	15:44:13
4/4/2018	14,233	424 W BUSINESS 83	SAN JUAN	7:26:01 PM	7:28:10 PM	7:34:43 PM	7:49:04 PM	20:05:36
4/4/2018	14,242	2301 N. RAUL LONGORIA	SAN JUAN	9:10:11 PM	9:10:21 PM	9:13:00 PM	9:39:22 PM	21:51:29
4/4/2018	14,249	RAUL LONGORIA ST & ELDORA RD	SAN JUAN	9:34:00 PM	9:35:20 PM	9:38:22 PM	9:54:17 PM	22:08:39
4/4/2018	14,253	3900 JESENIA ST	SAN JUAN	10:41:33 PM	10:42:11 PM	10:50:30 PM	11:09:24 PM	23:20:53
4/5/2018	14,259	421 E 12TH ST	SAN JUAN	12:06:24 AM	12:06:40 AM	12:12:01 AM	12:21:13 AM	0:31:23
4/5/2018	14,262	416 W CHAPARRAL ST	SAN JUAN	12:28:57 AM	12:29:26 AM	12:37:02 AM	12:48:42 AM	1:10:36
4/5/2018	14,266	403 W 10TH ST	SAN JUAN	1:43:05 AM	1:43:22 AM	1:49:27 AM	1:58:18 AM	2:16:32

trip_date	run_number	puaddr	pucity	calltime	disptime	atstime	tratrie	atldtime
4/5/2018	14,273	207 W 2ND ST	SAN JUAN	3:40:07 AM	3:40:27 AM	3:47:02 AM	4:09:41 AM	4:20:25
4/5/2018	14,289	900 W EXPRESSWAY 83	SAN JUAN	9:10:30 AM	9:14:05 AM	9:19:47 AM	9:42:46 AM	9:51:22
4/5/2018	14,290	2900 N RAUL LONGORIA RD	SAN JUAN	9:13:21 AM	9:16:10 AM	9:24:55 AM	9:43:21 AM	10:00:08
4/5/2018	14,292	2006 S SAN ANTONIO AVE	SAN JUAN	9:15:53 AM	9:21:13 AM	9:36:01 AM	9:51:32 AM	10:08:11
4/5/2018	14,295	900 W EXPRESSWAY 83	SAN JUAN	9:10:30 AM	9:14:05 AM	9:19:47 AM	9:42:46 AM	9:51:23
4/5/2018	14,296	900 W EXPRESSWAY 83	SAN JUAN	9:10:30 AM	9:14:05 AM	9:19:47 AM	9:42:46 AM	9:51:25
4/5/2018	14,297	900 W EXPRESSWAY 83	SAN JUAN	9:10:30 AM	9:14:05 AM	9:19:47 AM	9:42:46 AM	9:51:27
4/5/2018	14,307	400 VIRGIN DE SAN JUAN	SAN JUAN	11:18:23 AM	11:18:31 AM	11:23:27 AM	11:50:26 AM	12:05:46
4/5/2018	14,322	901 W EXPRESSWAY 83	SAN JUAN	2:33:03 PM	2:33:19 PM	2:39:26 PM	2:58:40 PM	15:16:33
4/5/2018	14,343	1ST & NEBRASKA	SAN JUAN	4:37:35 PM	4:37:43 PM	4:41:10 PM	4:56:14 PM	17:17:24
4/5/2018	14,344	E 1ST ST & N NEBRASKA AVE	SAN JUAN	4:45:44 PM	4:45:52 PM	4:50:45 PM	4:56:35 PM	17:14:37
4/5/2018	14,360	2301 N. RAUL LONGORIA	SAN JUAN	6:41:36 PM	6:43:30 PM	6:50:54 PM	7:01:33 PM	19:17:34
4/5/2018	14,363	2301 N. RAUL LONGORIA	SAN JUAN	6:41:36 PM	6:43:30 PM	6:50:54 PM	7:01:33 PM	19:17:36
4/5/2018	14,364	2301 N. RAUL LONGORIA	SAN JUAN	6:41:36 PM	6:43:30 PM	6:50:54 PM	7:01:33 PM	19:17:36
4/5/2018	14,365	2301 N. RAUL LONGORIA	SAN JUAN	6:41:36 PM	6:43:30 PM	6:50:54 PM	7:01:33 PM	19:17:36
4/5/2018	14,366	2301 N. RAUL LONGORIA	SAN JUAN	6:41:36 PM	6:43:30 PM	6:50:54 PM	7:01:33 PM	19:17:37
4/5/2018	14,368	702 FAITH	SAN JUAN	7:16:54 PM	7:17:30 PM	7:31:21 PM	7:37:00 PM	19:58:11
4/5/2018	14,374	903 SHORT RD	SAN JUAN	7:32:22 PM	7:37:09 PM	7:42:54 PM	7:52:11 PM	20:03:44
4/5/2018	14,385	513 ATHOL ST	SAN JUAN	8:40:06 PM	8:40:24 PM	8:51:30 PM	9:13:57 PM	21:23:51
4/5/2018	14,388	4309 E JENICA CIR	SAN JUAN	8:50:11 PM	8:51:05 PM	8:57:19 PM	9:21:08 PM	21:38:46
4/5/2018	14,389	N RAUL LONGORIA RD & E NOLANA LOOP	SAN JUAN	8:50:51 PM	8:53:39 PM	9:03:44 PM	9:16:28 PM	21:31:41
4/5/2018	14,392	N RAUL LONGORIA RD & E NOLANA LOOP	SAN JUAN	8:50:51 PM	8:53:39 PM	9:03:44 PM	9:16:28 PM	21:31:43
4/5/2018	14,393	E NOLANA LOOP & N RAUL LONGORIA RD	SAN JUAN	9:26:34 PM	9:26:51 PM	9:37:56 PM	9:43:16 PM	22:00:27
4/5/2018	14,397	E NOLANA LOOP & N RAUL LONGORIA RD	SAN JUAN	9:26:34 PM	9:26:51 PM	9:37:56 PM	9:43:16 PM	22:00:29
4/5/2018	14,403	3407 GRANDORA DR	SAN JUAN	9:20:42 PM	9:55:14 PM	10:12:34 PM	10:30:30 PM	22:45:28
4/6/2018	14,454	804 S STEWART RD	SAN JUAN	9:15:12 AM	9:15:36 AM	9:19:56 AM	9:39:35 AM	9:59:11
4/6/2018	14,459	233 ALTA ST	SAN JUAN	10:01:40 AM	10:01:56 AM	10:04:59 AM	12:00:00 AM	0:00:00
4/6/2018	14,466	800 E CAROL ST	SAN JUAN	11:12:54 AM	11:13:15 AM	11:16:57 AM	11:28:51 AM	11:42:27
4/6/2018	14,472	1908 S SAN ANTONIO AVE	SAN JUAN	12:34:07 PM	12:34:14 PM	12:46:41 PM	1:08:03 PM	13:23:44
4/6/2018	14,479	301 E 1ST ST	SAN JUAN	1:19:11 PM	1:19:26 PM	1:23:19 PM	12:00:00 AM	0:00:00
4/6/2018	14,491	2301 N. RAUL LONGORIA	SAN JUAN	2:34:15 PM	2:34:22 PM	2:37:20 PM	2:57:06 PM	15:16:33
4/6/2018	14,494	2301 N. RAUL LONGORIA	SAN JUAN	2:40:46 PM	2:41:24 PM	2:48:25 PM	2:56:30 PM	15:39:11
4/6/2018	14,505	801 W 1ST ST	SAN JUAN	4:00:47 PM	4:00:56 PM	4:03:30 PM	4:19:22 PM	16:38:45
4/6/2018	14,514	920 BORDER BREEZE	SAN JUAN	5:26:52 PM	5:27:12 PM	5:30:25 PM	5:44:40 PM	18:00:29
4/7/2018	14,577	124 EASY ST	SAN JUAN	4:26:30 AM	4:26:47 AM	4:36:00 AM	5:04:16 AM	5:16:48
4/7/2018	14,578	124 EASY ST	SAN JUAN	4:26:30 AM	4:26:47 AM	4:36:00 AM	5:04:16 AM	5:16:48
4/7/2018	14,603	700 W ELDORA RD	SAN JUAN	11:30:44 AM	11:31:37 AM	11:35:28 AM	11:49:53 AM	12:03:13
4/7/2018	14,628	2503 N LUCKY DR	SAN JUAN	3:09:33 PM	3:10:02 PM	3:13:58 PM	3:30:53 PM	15:44:01
4/7/2018	14,638	300 N NEBRASKA AVE	SAN JUAN	4:08:35 PM	4:09:38 PM	4:14:15 PM	4:32:09 PM	16:48:35
4/7/2018	14,642	1410 STATE AVE	SAN JUAN	4:43:22 PM	4:44:46 PM	4:52:07 PM	5:05:51 PM	17:23:24
4/7/2018	14,676	1400 COCONUT PALM AVE	SAN JUAN	8:32:38 PM	8:32:51 PM	8:35:40 PM	8:53:10 PM	21:08:42
4/8/2018	14,715	3900 N RAUL LONGORIA RD	SAN JUAN	8:22:13 AM	8:22:38 AM	8:26:47 AM	8:46:14 AM	9:06:14
4/8/2018	14,767	1406 HOOPER AVE	SAN JUAN	7:58:10 PM	7:58:32 PM	8:04:00 PM	8:13:36 PM	20:26:06
4/8/2018	14,770	S STEWART RD & E SAN HOUSTON BLVD	SAN JUAN	8:23:50 PM	8:24:26 PM	8:32:20 PM	8:37:33 PM	20:56:59

trip_date	run_number	puaddr	pucity	calltime	disptime	atstime	tratrime	atdtime
4/8/2018	14,772	2210 FRESNO ST	SAN JUAN	9:26:44 PM	9:27:13 PM	9:40:21 PM	9:40:25 PM	21:54:27
4/9/2018	14,801	502 W ATHOL AVE	SAN JUAN	4:50:17 AM	4:51:15 AM	4:56:13 AM	5:12:04 AM	5:26:10
4/9/2018	14,808	205 WASHINGTON PALM AVE	SAN JUAN	6:36:16 AM	6:36:25 AM	6:40:49 AM	6:52:39 AM	7:04:19
4/9/2018	14,822	403 W 10TH ST	SAN JUAN	9:38:14 AM	9:38:41 AM	9:40:57 AM	10:05:19 AM	10:15:57
4/9/2018	14,825	1047 CITRIANA ST	SAN JUAN	10:04:00 AM	10:04:22 AM	10:09:47 AM	10:25:59 AM	10:46:47
4/9/2018	14,826	1703 CALLE TULIPAN	SAN JUAN	10:11:27 AM	10:11:33 AM	10:13:50 AM	10:37:03 AM	10:53:44
4/9/2018	14,849	1013 E 13TH ST	SAN JUAN	1:48:44 PM	1:49:00 PM	1:56:24 PM	2:10:40 PM	14:23:24
4/9/2018	14,862	1614 MARY ANN ST	SAN JUAN	3:17:21 PM	3:17:26 PM	3:20:38 PM	3:32:46 PM	15:44:41
4/9/2018	14,867	813 W CHAPARRAL ST	SAN JUAN	3:40:23 PM	3:40:38 PM	3:52:52 PM	12:00:00 AM	0:00:00
4/9/2018	14,886	2711 N RAUL LONGORIA RD	SAN JUAN	4:56:22 PM	4:56:28 PM	5:01:10 PM	12:00:00 AM	0:00:00
4/9/2018	14,903	210 W 11TH ST	SAN JUAN	7:59:45 PM	8:01:01 PM	8:09:22 PM	8:28:32 PM	20:47:50
4/9/2018	14,916	417 BUSINESS 83	SAN JUAN	9:21:34 PM	9:21:48 PM	9:30:52 PM	9:50:13 PM	22:06:09
4/9/2018	14,918	1330 MAYFAIR ST	SAN JUAN	9:51:48 PM	9:52:03 PM	9:58:24 PM	10:18:32 PM	22:30:26
4/10/2018	14,939	200 W EXPRESSWAY 83	SAN JUAN	12:46:55 AM	12:47:07 AM	12:54:04 AM	1:01:03 AM	1:11:00
4/10/2018	14,963	2301 N RAUL LONGORIA	SAN JUAN	8:37:45 AM	8:37:59 AM	8:41:20 AM	9:08:49 AM	9:22:35
4/10/2018	15,002	1010 S STANDARD AVE	SAN JUAN	2:44:46 PM	2:44:52 PM	2:48:52 PM	3:07:31 PM	15:21:18
4/10/2018	15,029	2019 LOMA BONITA	SAN JUAN	6:04:43 PM	6:04:52 PM	6:10:00 PM	6:17:47 PM	18:33:02
4/10/2018	15,051	705 MIGUEL HIDALGO ST	SAN JUAN	7:58:08 PM	7:58:16 PM	8:03:45 PM	8:22:05 PM	20:33:36
4/10/2018	15,062	920 BORDER BREEZE	SAN JUAN	9:35:07 PM	9:35:11 PM	9:44:52 PM	10:01:42 PM	22:08:02
4/10/2018	15,066	211 E CHAPARRAL ST	SAN JUAN	10:04:50 PM	10:05:26 PM	10:08:47 PM	10:26:38 PM	22:38:55
4/10/2018	15,068	225 E RAILROAD ST	SAN JUAN	10:12:04 PM	10:12:08 PM	10:17:45 PM	10:29:42 PM	22:42:36
4/10/2018	15,073	814 SAN MATEO	SAN JUAN	11:33:08 PM	11:33:22 PM	11:39:19 PM	11:49:12 PM	0:03:48
4/11/2018	15,092	803 W CHAPARRAL ST	SAN JUAN	4:16:55 AM	4:17:05 AM	4:23:01 AM	4:38:06 AM	4:48:23
4/11/2018	15,102	RIDGE & CESAR CHAVEZ	SAN JUAN	8:29:15 AM	8:29:24 AM	8:32:53 AM	8:46:15 AM	9:00:14
4/11/2018	15,104	RIDGE & CESAR CHAVEZ	SAN JUAN	8:29:15 AM	8:29:24 AM	8:32:53 AM	8:46:15 AM	9:00:17
4/11/2018	15,105	RIDGE & CESAR CHAVEZ	SAN JUAN	8:29:15 AM	8:29:24 AM	8:32:53 AM	12:00:00 AM	0:00:00
4/11/2018	15,139	STEWART & BUSINESS 83	SAN JUAN	2:10:40 PM	2:10:55 PM	2:19:06 PM	2:30:20 PM	14:44:04
4/11/2018	15,149	1205 N RAUL LONGORIA RD	SAN JUAN	3:13:29 PM	3:13:44 PM	3:17:04 PM	3:35:04 PM	15:45:04
4/11/2018	15,177	300 N NEBRASKA AVE	SAN JUAN	5:41:39 PM	5:57:38 PM	6:03:57 PM	6:27:45 PM	18:39:12
4/11/2018	15,179	2004 LOMA VISTA ST	SAN JUAN	5:52:19 PM	5:52:42 PM	6:03:27 PM	6:15:31 PM	18:31:44
4/11/2018	15,180	600 E EXPRESSWAY	SAN JUAN	5:52:19 PM	5:53:27 PM	12:00:00 AM	12:00:00 AM	0:00:00
4/11/2018	15,213	800 W US HWY 83	SAN JUAN	9:47:47 PM	9:48:03 PM	9:55:04 PM	10:38:54 PM	22:57:21
4/11/2018	15,214	STEWART & JUAN BALLI	SAN JUAN	9:58:48 PM	9:59:25 PM	10:09:10 PM	10:32:42 PM	22:43:36
4/11/2018	15,216	STEWART & JUAN BALLI	SAN JUAN	10:19:16 PM	10:19:24 PM	10:20:23 PM	10:41:15 PM	22:58:50
4/11/2018	15,218	STEWART & JUAN BALLI	SAN JUAN	9:58:48 PM	9:59:25 PM	10:09:10 PM	10:32:42 PM	22:43:38
4/12/2018	15,232	600 E U S BUSINESS 83	SAN JUAN	3:36:55 AM	3:37:44 AM	3:43:58 AM	12:00:00 AM	0:00:00
4/12/2018	15,269	100 BLOCK OF W 495	SAN JUAN	12:43:55 PM	12:44:12 PM	12:46:37 PM	12:57:00 PM	13:03:48
4/12/2018	15,272	315 S CESAR CHAVEZ	SAN JUAN	1:04:06 PM	1:04:24 PM	1:07:40 PM	1:22:18 PM	13:40:38
4/12/2018	15,321	2006 S SAN ANTONIO AVE	SAN JUAN	5:56:12 PM	5:56:32 PM	6:08:26 PM	6:25:13 PM	18:37:57
4/12/2018	15,334	504 S SAN ANTONIO AVE	SAN JUAN	7:01:37 PM	7:04:03 PM	7:20:02 PM	7:33:26 PM	20:28:46
4/12/2018	15,335	300 N NEBRASKA AVE	SAN JUAN	7:01:31 PM	7:30:59 PM	7:31:03 PM	7:34:48 PM	19:45:08
4/12/2018	15,339	607 ALAMEDA ST	SAN JUAN	7:21:04 PM	7:29:54 PM	7:33:11 PM	12:00:00 AM	0:00:00
4/13/2018	15,385	815 JOHNSON ST	SAN JUAN	2:55:12 AM	2:55:28 AM	2:58:22 AM	3:26:41 AM	3:38:06
4/13/2018	15,387	502 W LETICIA ST	SAN JUAN	4:33:47 AM	4:33:57 AM	4:41:18 AM	4:50:51 AM	5:00:50

trip_date	run_number	puaddr	pucity	calltime	disptime	atstime	tratime	altdtime
4/13/2018	15,440	E 1ST ST & N NEBRASKA AVE	SAN JUAN	2:00:24 PM	2:00:29 PM	2:06:59 PM	12:00:00 AM	0:00:00
4/13/2018	15,522	1224 S NEBRASKA AVE	SAN JUAN	10:01:13 PM	10:01:27 PM	10:09:15 PM	10:32:38 PM	22:46:31
4/13/2018	15,531	209 E 1ST ST	SAN JUAN	11:44:24 PM	11:44:36 PM	11:49:07 PM	12:06:11 AM	0:16:51
4/14/2018	15,561	306 N WYOMING AVE	SAN JUAN	6:04:55 AM	6:05:37 AM	6:15:21 AM	6:20:10 AM	6:37:09
4/14/2018	15,570	2301 N RAUL LONGORIA	SAN JUAN	8:17:58 AM	8:18:09 AM	8:20:42 AM	8:36:10 AM	8:52:09
4/14/2018	15,605	502 W LETICIA ST	SAN JUAN	1:49:57 PM	1:50:24 PM	1:57:43 PM	2:08:40 PM	14:20:24
4/14/2018	15,617	114 ENCINO DR	SAN JUAN	3:25:12 PM	3:25:21 PM	3:30:33 PM	3:41:56 PM	15:56:05
4/14/2018	15,644	110 N DEANNA DR	SAN JUAN	7:26:32 PM	7:26:43 PM	7:29:17 PM	12:00:00 AM	0:00:00
4/14/2018	15,652	900 W FM 495	SAN JUAN	8:29:38 PM	8:29:45 PM	8:30:31 PM	8:44:49 PM	20:53:47
4/14/2018	15,657	2301 N RAUL LONGORIA	SAN JUAN	9:15:39 PM	9:16:13 PM	9:22:58 PM	12:00:00 AM	0:00:00
4/14/2018	15,662	116 ALFREDO ST	SAN JUAN	9:41:57 PM	9:42:28 PM	9:49:39 PM	12:00:00 AM	0:00:00
4/14/2018	15,665	721 W 8TH ST	SAN JUAN	10:05:18 PM	10:05:35 PM	10:09:06 PM	10:24:35 PM	22:39:16
4/14/2018	15,666	609 ROSE	SAN JUAN	10:45:37 PM	10:45:55 PM	10:53:52 PM	11:12:48 PM	23:31:30
4/14/2018	15,674	310 W ELDORA RD	SAN JUAN	11:26:29 PM	11:26:40 PM	11:30:51 PM	11:48:00 PM	0:03:31
4/15/2018	15,691	130 E 4TH ST	SAN JUAN	2:32:16 AM	2:32:39 AM	2:35:02 AM	3:01:10 AM	3:18:45
4/15/2018	15,695	129 ALFREDO ST	SAN JUAN	4:04:56 AM	4:05:35 AM	4:10:25 AM	4:25:49 AM	4:39:21
4/15/2018	15,706	216 W 1ST	SAN JUAN	7:49:01 AM	7:49:07 AM	7:53:31 AM	8:07:17 AM	8:23:45
4/15/2018	15,708	1516 MARYANN	SAN JUAN	8:20:49 AM	8:21:05 AM	8:22:58 AM	8:36:31 AM	8:49:19
4/15/2018	15,717	3107 GRANDORA DR	SAN JUAN	9:56:00 AM	9:56:23 AM	9:59:27 AM	10:13:09 AM	10:28:26
4/15/2018	15,718	IRIS & EL DORA	SAN JUAN	10:16:25 AM	10:16:37 AM	10:20:19 AM	10:46:13 AM	10:55:29
4/15/2018	15,722	113 W 7TH ST	SAN JUAN	11:11:07 AM	11:11:19 AM	11:20:22 AM	11:32:15 AM	11:45:55
4/15/2018	15,731	300 N NEBRASKA AVE	SAN JUAN	11:36:12 AM	11:36:59 AM	11:47:35 AM	12:04:11 PM	12:15:05
4/15/2018	15,733	1300 S STANDARD AVE	SAN JUAN	11:38:01 AM	11:54:45 AM	12:03:39 PM	12:16:16 PM	12:29:23
4/15/2018	15,751	1007 VIA CANTERA	SAN JUAN	2:23:06 PM	2:23:12 PM	12:00:00 AM	12:00:00 AM	0:00:00
4/15/2018	15,755	1306 ANDREW ST	SAN JUAN	2:50:24 PM	2:50:40 PM	2:58:57 PM	3:08:23 PM	15:16:34
4/15/2018	15,805	917 SAN MIGUEL ST	SAN JUAN	8:21:30 PM	8:21:48 PM	8:30:57 PM	8:42:26 PM	21:02:49
4/15/2018	15,815	E DICKER DR & STEWART RD	SAN JUAN	10:00:05 PM	10:00:17 PM	10:09:22 PM	10:31:03 PM	22:45:19
4/15/2018	15,816	E DICKER DR & STEWART RD	SAN JUAN	10:15:49 PM	10:15:58 PM	10:27:51 PM	10:37:22 PM	22:58:27
4/16/2018	15,841	300 N NEBRASKA AVE	SAN JUAN	6:52:50 AM	6:53:03 AM	6:58:36 AM	7:12:23 AM	7:28:51
4/16/2018	15,849	ELDORA & GRANDORA	SAN JUAN	8:18:11 AM	8:18:20 AM	8:22:00 AM	8:33:46 AM	8:53:24
4/16/2018	15,873	2109 N RAUL LONGORIA RD	SAN JUAN	12:06:39 PM	12:08:54 PM	12:22:19 PM	12:22:36 PM	12:36:14
4/16/2018	15,901	W 6TH ST & S SAN ANTONIO AVE	SAN JUAN	4:54:45 PM	4:55:28 PM	5:05:05 PM	5:19:54 PM	17:37:03
4/16/2018	15,904	810 E SAN DIEGO ST	SAN JUAN	5:18:30 PM	5:18:55 PM	5:25:15 PM	5:42:31 PM	17:56:14
4/16/2018	15,924	1205 MONICA LN	SAN JUAN	7:46:30 PM	7:47:05 PM	7:55:14 PM	8:07:10 PM	20:21:55
4/16/2018	15,950	612 W BUS 83	SAN JUAN	11:05:23 PM	11:05:45 PM	11:09:36 PM	12:00:00 AM	0:00:00
4/17/2018	15,965	300 N NEBRASKA AVE	SAN JUAN	2:19:12 AM	2:19:42 AM	2:24:15 AM	2:50:38 AM	3:01:18
4/17/2018	15,969	1513 DOUGLAS	SAN JUAN	6:31:23 AM	6:31:36 AM	6:31:44 AM	6:45:39 AM	6:58:37
4/17/2018	15,998	215 E 2ND ST	SAN JUAN	1:03:26 PM	1:03:46 PM	1:06:31 PM	1:24:27 PM	13:34:59
4/17/2018	16,025	1703 CALLE TULIPAN	SAN JUAN	5:09:19 PM	5:10:58 PM	5:25:53 PM	5:54:06 PM	18:09:02
4/17/2018	16,041	405 MONICA LN	SAN JUAN	6:24:39 PM	6:25:23 PM	6:35:34 PM	6:47:13 PM	18:59:33
4/17/2018	16,044	504 W HACKBERRY AVE	SAN JUAN	6:37:52 PM	6:38:21 PM	6:49:20 PM	7:08:15 PM	19:17:08
4/17/2018	16,053	404 GUADALUPE ST	SAN JUAN	7:21:54 PM	7:22:29 PM	7:33:53 PM	7:47:45 PM	19:58:38
4/18/2018	16,083	3208 LAS CRUCES ST	SAN JUAN	4:33:34 AM	4:34:19 AM	4:45:41 AM	5:00:20 AM	5:15:54
4/18/2018	16,085	1308 LOS CIELOS DRIVE	SAN JUAN	4:52:05 AM	4:52:33 AM	5:02:39 AM	12:00:00 AM	0:00:00

trip_date	run_number	puaddr	pucity	calltime	disptime	atstime	tritime	atdtime
4/18/2018	16,086	206 SAN IGNACIO AVENUE	SAN JUAN	5:50:10 AM	5:50:42 AM	5:54:35 AM	6:19:01 AM	6:31:42
4/18/2018	16,094	1220 E MOORE RD	SAN JUAN	7:07:19 AM	7:07:30 AM	12:00:00 AM	12:00:00 AM	0:00:00
4/18/2018	16,095	2400 JESSICA DR	SAN JUAN	7:20:14 AM	7:20:25 AM	7:35:08 AM	7:55:33 AM	8:20:14
4/18/2018	16,114	1315 N CESAR CHAVEZ RD	SAN JUAN	11:02:35 AM	11:02:42 AM	11:07:50 AM	11:33:19 AM	11:45:01
4/18/2018	16,115	5103 N VETERANS BLVD	SAN JUAN	11:04:27 AM	11:04:42 AM	11:09:50 AM	11:25:34 AM	11:36:41
4/18/2018	16,120	300 N NEBRASKA AVE	SAN JUAN	12:00:46 PM	12:00:56 PM	12:14:12 PM	12:32:32 PM	12:41:40
4/18/2018	16,127	2301 N RAUL LONGORIA	SAN JUAN	12:33:53 PM	12:34:11 PM	12:36:50 PM	12:00:00 AM	0:00:00
4/18/2018	16,136	700 SUNSET ST	SAN JUAN	1:37:51 PM	1:38:25 PM	1:39:17 PM	2:07:22 PM	14:21:44
4/18/2018	16,148	RAUL LONGORIA & EXPRESSWAY	SAN JUAN	3:04:07 PM	3:04:19 PM	3:06:20 PM	3:15:17 PM	15:25:22
4/18/2018	16,154	1325 MAYFAIR ST	SAN JUAN	3:47:00 PM	3:47:13 PM	3:52:43 PM	4:00:07 PM	16:12:13
4/18/2018	16,161	1205 N RAUL LONGORIA RD	SAN JUAN	4:13:53 PM	4:14:30 PM	4:16:59 PM	4:33:09 PM	16:49:32
4/18/2018	16,190	803 W CHAPARRAL	SAN JUAN	7:01:06 PM	7:01:18 PM	7:03:27 PM	12:00:00 AM	0:00:00
4/18/2018	16,192	2301 N RAUL LONGORIA	SAN JUAN	7:12:35 PM	7:12:50 PM	7:26:18 PM	7:51:12 PM	20:02:50
4/18/2018	16,203	1117 PAISANO AVE	SAN JUAN	8:21:37 PM	8:21:45 PM	8:25:21 PM	8:33:41 PM	20:50:19
4/18/2018	16,216	423 W FM 495	SAN JUAN	10:26:39 PM	10:27:29 PM	10:29:44 PM	10:52:50 PM	23:06:35
4/19/2018	16,248	1602 WASHINGTON PALM AVE	SAN JUAN	7:37:20 AM	7:37:41 AM	7:44:30 AM	7:58:25 AM	8:13:24
4/19/2018	16,254	809 SAN MIGUEL ST	SAN JUAN	8:41:47 AM	8:42:21 AM	8:52:16 AM	8:57:27 AM	9:15:10
4/19/2018	16,287	805 W RIDGE RD	SAN JUAN	1:27:58 PM	1:28:39 PM	1:33:29 PM	1:46:50 PM	14:09:25
4/19/2018	16,305	S NEBRASKA AVE & RIDGE RD	SAN JUAN	3:41:38 PM	3:41:53 PM	3:49:55 PM	4:01:24 PM	16:15:47
4/19/2018	16,309	S NEBRASKA AVE & RIDGE RD	SAN JUAN	4:06:45 PM	4:06:52 PM	4:11:55 PM	4:25:17 PM	16:46:38
4/19/2018	16,336	1205 MONICA LN	SAN JUAN	7:27:36 PM	7:27:00 PM	7:34:00 PM	7:45:25 PM	20:02:03
4/19/2018	16,354	300 N NEBRASKA AVE	SAN JUAN	9:50:14 PM	9:50:45 PM	9:56:08 PM	10:19:16 PM	22:28:29
4/20/2018	16,419	1610 PULLIN AVE	SAN JUAN	1:18:53 PM	1:19:10 PM	1:21:49 PM	1:35:18 PM	13:52:02
4/20/2018	16,423	805 W RIDGE RD	SAN JUAN	1:37:55 PM	1:38:10 PM	1:43:44 PM	1:57:27 PM	14:11:51
4/20/2018	16,448	711 W 7TH ST	SAN JUAN	3:31:11 PM	3:31:27 PM	3:44:28 PM	3:56:28 PM	16:12:49
4/20/2018	16,469	300 N NEBRASKA AVE	SAN JUAN	5:10:12 PM	5:10:50 PM	5:14:27 PM	5:30:46 PM	17:46:35
4/20/2018	16,476	1000 E EXPRESSWAY 83	SAN JUAN	5:33:53 PM	5:40:50 PM	5:51:22 PM	6:01:20 PM	18:13:41
4/21/2018	16,534	1406 COCONUT PALM AVE	SAN JUAN	12:20:29 AM	12:21:42 AM	12:24:01 AM	12:37:57 AM	0:51:53
4/21/2018	16,562	2811 SAMANTHA	SAN JUAN	8:48:12 AM	8:48:50 AM	8:53:37 AM	9:00:40 AM	9:21:02
4/21/2018	16,589	236 SANDRA ST	SAN JUAN	12:32:27 PM	12:32:45 PM	12:37:13 PM	12:51:04 PM	13:02:56
4/21/2018	16,611	RAUL LONGORIA & EXPRESSWAY 83	SAN JUAN	4:35:32 PM	4:36:03 PM	4:37:55 PM	4:50:11 PM	17:21:33
4/21/2018	16,613	RAUL LONGORIA & EXPRESSWAY 83	SAN JUAN	4:41:05 PM	4:42:20 PM	4:46:10 PM	5:03:11 PM	17:10:53
4/21/2018	16,614	RAUL LONGORIA & EXPRESSWAY 83	SAN JUAN	4:40:44 PM	4:43:05 PM	4:50:08 PM	5:11:17 PM	17:19:29
4/21/2018	16,616	RAUL LONGORIA & EXPRESSWAY 83	SAN JUAN	5:02:11 PM	5:02:19 PM	5:16:01 PM	5:21:19 PM	17:30:12
4/21/2018	16,618	RAUL LONGORIA & EXPRESSWAY 83	SAN JUAN	4:35:32 PM	4:36:03 PM	4:37:55 PM	4:50:11 PM	17:21:37
4/21/2018	16,619	RAUL LONGORIA & EXPRESSWAY 83	SAN JUAN	4:35:32 PM	4:36:03 PM	4:37:55 PM	4:50:11 PM	17:21:40
4/21/2018	16,621	RAUL LONGORIA & EXPRESSWAY 83	SAN JUAN	4:40:44 PM	4:43:05 PM	4:50:08 PM	5:11:17 PM	17:19:31
4/22/2018	16,651	116 ALFREDO ST	SAN JUAN	12:06:58 AM	12:07:36 AM	12:11:16 AM	12:00:00 AM	0:00:00
4/22/2018	16,655	I ROAD & EXPRESSWAY 83	SAN JUAN	12:27:56 AM	12:28:08 AM	12:30:21 AM	1:03:33 AM	1:22:43
4/22/2018	16,658	I ROAD & EXPRESSWAY 83	SAN JUAN	12:36:13 AM	12:36:29 AM	12:36:57 AM	12:54:32 AM	1:01:19
4/22/2018	16,662	I ROAD & EXPRESSWAY 83	SAN JUAN	12:27:56 AM	12:28:08 AM	12:30:21 AM	1:03:33 AM	1:22:44
4/22/2018	16,675	803 W CHAPARRAL	SAN JUAN	4:09:20 AM	4:09:57 AM	4:13:33 AM	4:33:42 AM	4:51:41
4/22/2018	16,679	606 BAILY	SAN JUAN	6:01:32 AM	6:01:50 AM	6:08:42 AM	12:00:00 AM	0:00:00
4/22/2018	16,685	901 W CHAPARRAL	SAN JUAN	8:05:37 AM	8:05:46 AM	8:11:14 AM	8:26:59 AM	8:39:26

trip_date	run_number	puaddr	pucity	calltime	disptime	astime	trate	adtime
4/22/2018	16,712	905 W EBONY ST	SAN JUAN	1:34:51 PM	1:35:57 PM	1:45:16 PM	1:56:05 PM	14:14:56
4/22/2018	16,728	109 W 8TH ST	SAN JUAN	3:31:25 PM	3:31:35 PM	3:37:31 PM	3:57:20 PM	16:07:54
4/22/2018	16,742	400 N IOWA AVE	SAN JUAN	5:19:13 PM	5:19:24 PM	5:24:31 PM	6:03:12 PM	18:20:29
4/22/2018	16,745	705 W CHAPARRAL AVE	SAN JUAN	5:34:02 PM	5:34:18 PM	5:44:08 PM	6:00:14 PM	18:17:26
4/23/2018	16,801	129 ALFREDO ST	SAN JUAN	2:31:24 AM	2:31:39 AM	2:39:29 AM	2:46:59 AM	3:08:22
4/23/2018	16,802	400 N IOWA AVE	SAN JUAN	2:31:36 AM	2:31:49 AM	2:39:34 AM	12:00:00 AM	0:00:00
4/23/2018	16,839	2508 IRIS DR	SAN JUAN	11:50:06 AM	11:50:14 AM	11:55:16 AM	12:08:16 PM	12:20:46
4/23/2018	16,900	100 W 495	SAN JUAN	5:39:10 PM	5:39:24 PM	5:43:24 PM	5:57:35 PM	18:09:54
4/23/2018	16,920	1205 MONICA LN	SAN JUAN	7:56:40 PM	7:56:46 PM	7:56:52 PM	8:16:11 PM	20:31:25
4/23/2018	16,926	910 WATER ST	SAN JUAN	9:05:29 PM	9:05:40 PM	9:17:03 PM	12:00:00 AM	0:00:00
4/23/2018	16,928	810 W MESQUITE ST	SAN JUAN	9:14:51 PM	9:15:23 PM	9:21:42 PM	9:37:49 PM	21:49:31
4/24/2018	16,948	1620 N RAUL LONGORIA RD	SAN JUAN	12:29:14 AM	12:29:18 AM	12:36:38 AM	12:00:00 AM	0:00:00
4/24/2018	16,961	311 E 14TH 1/2	SAN JUAN	5:32:42 AM	5:33:27 AM	5:41:46 AM	5:41:46 AM	5:41:46
4/24/2018	16,965	BUSINESS 83 & NEBRASKA	SAN JUAN	7:12:50 AM	7:12:58 AM	7:17:52 AM	7:27:57 AM	7:41:14
4/24/2018	16,992	2205 S STEWART	SAN JUAN	12:14:26 PM	12:14:36 PM	12:20:56 PM	12:57:53 PM	13:23:30
4/24/2018	17,004	300 E EXPRESSWAY	SAN JUAN	2:32:02 PM	2:32:28 PM	2:35:25 PM	2:47:41 PM	14:58:29
4/24/2018	17,009	801 W 1ST ST	SAN JUAN	3:11:56 PM	3:12:11 PM	3:14:34 PM	3:29:44 PM	15:41:13
4/24/2018	17,013	2301 N RAUL LONGORIA	SAN JUAN	4:09:42 PM	4:10:21 PM	4:14:53 PM	4:28:58 PM	16:28:58
4/24/2018	17,035	1003 SUN VALLEY ST	SAN JUAN	6:00:54 PM	6:01:17 PM	6:09:07 PM	12:00:00 AM	0:00:00
4/24/2018	17,050	300 N NEBRASKA AVE	SAN JUAN	7:17:26 PM	7:17:40 PM	7:19:47 PM	7:40:32 PM	19:50:30
4/24/2018	17,059	102 N LINCOLN AVE	SAN JUAN	8:10:39 PM	8:10:48 PM	8:19:34 PM	8:30:53 PM	20:41:34
4/24/2018	17,086	300 N NEBRASKA AVE	SAN JUAN	11:09:24 PM	11:09:43 PM	11:12:52 PM	11:30:29 PM	23:40:56
4/25/2018	17,097	306 N WYOMING AVE	SAN JUAN	2:33:39 AM	2:33:54 AM	2:38:11 AM	12:00:00 AM	0:00:00
4/25/2018	17,105	103 N LINCOLN AVE	SAN JUAN	7:22:42 AM	7:23:11 AM	7:28:54 AM	7:41:37 AM	7:52:11
4/25/2018	17,106	2013 LOMA AZUL	SAN JUAN	7:30:24 AM	7:30:39 AM	7:39:05 AM	8:09:30 AM	8:29:02
4/25/2018	17,121	RAUL LONGORIA & 495	SAN JUAN	10:05:12 AM	10:05:23 AM	10:07:02 AM	10:20:59 AM	10:32:32
4/25/2018	17,182	2911 N CESAR CHAVEZ	SAN JUAN	4:52:52 PM	4:53:05 PM	4:58:58 PM	5:12:19 PM	17:35:32
4/25/2018	17,238	605 OLIVE	SAN JUAN	10:02:40 PM	10:03:10 PM	10:23:34 PM	10:34:59 PM	22:51:32
4/25/2018	17,246	1004 VIA CANTERA	SAN JUAN	10:27:28 PM	10:27:38 PM	10:32:32 PM	10:58:43 PM	22:59:15
4/26/2018	17,263	2301 N RAUL LONGORIA	SAN JUAN	2:40:37 AM	2:41:48 AM	2:49:39 AM	3:14:11 AM	3:29:33
4/26/2018	17,309	2301 N RAUL LONGORIA	SAN JUAN	1:10:32 PM	1:10:48 PM	1:17:17 PM	1:42:11 PM	13:57:57
4/26/2018	17,369	403 W 10TH ST	SAN JUAN	8:15:26 PM	8:18:32 PM	8:27:42 PM	8:44:39 PM	20:58:10
4/26/2018	17,370	813 E PINO ST	SAN JUAN	8:15:15 PM	8:17:54 PM	8:26:18 PM	8:42:29 PM	20:58:25
4/26/2018	17,372	312 N LIBERTY LOOP	SAN JUAN	8:25:05 PM	8:25:22 PM	8:36:01 PM	8:53:24 PM	21:07:30
4/26/2018	17,379	5201 N RAUL LONGORIA RD	SAN JUAN	9:11:19 PM	9:13:41 PM	9:20:03 PM	9:35:43 PM	21:47:17
4/27/2018	17,401	914 SAN ANGEL	SAN JUAN	3:13:09 AM	3:13:16 AM	3:19:22 AM	3:35:00 AM	3:45:41
4/27/2018	17,425	700 N VIRGIN DE SAN JUAN	SAN JUAN	9:00:30 AM	9:00:45 AM	9:03:48 AM	9:20:35 AM	9:39:34
4/27/2018	17,437	101 W NOLANA	SAN JUAN	11:18:45 AM	11:19:15 AM	11:25:24 AM	12:00:00 AM	0:00:00
4/27/2018	17,449	1601 PULLIN AVE	SAN JUAN	1:14:17 PM	1:14:27 PM	1:19:00 PM	1:28:56 PM	13:38:49
4/27/2018	17,460	4100 JESENIA ST	SAN JUAN	3:29:54 PM	3:30:01 PM	3:35:27 PM	3:56:23 PM	16:15:46
4/28/2018	17,539	102 N VETERANS	SAN JUAN	1:46:13 AM	1:46:29 AM	1:52:51 AM	2:12:44 AM	2:28:45
4/28/2018	17,553	518 W 10TH ST	SAN JUAN	5:39:24 AM	5:39:43 AM	5:45:32 AM	6:55:42 AM	7:08:05
4/28/2018	17,560	300 N NEBRASKA AVE	SAN JUAN	7:03:42 AM	7:03:57 AM	7:25:42 AM	7:25:45 AM	7:35:10
4/28/2018	17,581	813 E PINO ST	SAN JUAN	11:47:55 AM	11:49:32 AM	11:51:51 AM	12:08:04 PM	12:20:49

Community Events

Apr-18



Date	Address	Event
4/21/2018	San Juan Police Dept.	LEERRT OP
4/23/2018	San Juan Fire Dept	Stretcher Training
4/27/2018	Memorial Funeral Home	FF Funeral



Robert Ruiz Jr.,
Lieutenant

"The Friendly City"

April 2018 Call Volume Monthly Breakdown

Fire House Code	Incident Type	Total
322	Motor Vehicle Accidents w/Injuries	19
323	Auto-Pedestrian	2
324	Motor Vehicle Accidents w/o Injuries	12
311	Medical Call	46
142/143	Grass/Brush Fires	1
131	Vehicle Fires	1
700/750	False Alarms	12
154	Trash Fires	0
550/551	Assist other Agency/Dept.:	1
651	Smoke Scare	5
111	Structure Fires	1
1101	Equipment Fire	0
412	Gas Leak	2
480	Attempted burning, Illegal action	0
600	Good Intent Call	1
611	Cancelled in Route	0
622	Wrong Location/No Incident Found	0
541	Bee attack/ Animal Problem	3
331	Child Locked in a Vehicle	6
440/1601	Electrical Equipment Problem (Pole)	4
1131	Cooking Fire	0
100	Fire, Other	0
Grand Total:		116

Call Volume for each shift:

-A Shift= 41

-B Shift= 36

-C Shift= 39

-Total= 116

Respectfully Submitted by,

Robert Ruiz
Lieutenant

Date

5/9/18



Tirso Garza, Fire Chief
Oscar Lopez, Deputy Chief
2301 N. Raul Longoria
San Juan, TX 78589
Office: 956-223-2470
Fax: 956-783-3441

Med-Care Response Times

Date	Incident #	Location	Dispatched Time	Arrival	Delay Time	Incident Type
4-1-2018	18-290	400 East Sioux	0602	0613	11	MVA
4-1-2018	18-291	2301 North Raul Longoria	1653	1703	10	Medical
4-1-2018	18-292	3802 Jesenia	1827	1832	5	Medical
4-1-2018	18-293	2301 North Raul Longoria	2030	2036	6	Medical
4-2-2018	18-294	Stewart and Ridge	0515	0528	13	MVA
4-2-2018	18-295	1401 North Raul Longoria	0759	0806	7	Auto Ped
4-2-2018	18-296	2301 North Raul Longoria	1032	1039	7	Medical
4-2-2018	18-297	Bears Trail	1956	2013	17	Medical
4-3-2018	18-298	400 East Expressway 83	0812	0823	11	MVA
4-4-2018	18-299	800 West Expressway 83	0856	0908	12	MVA
4-4-2018	18-300	3900 Jesenia	2244	2251	7	Medical
4-5-2018	18-301	411 East 12 th	0004	0013	9	Medical
4-5-2018	18-302	207 West 2 nd	0338	0347	9	Medical
4-5-2018	18-303	900 West Expressway 83	0908	0919	11	MVA
4-5-2018	18-304	1 st and Nebraska	1636	1641	5	MVA
4-5-2018	18-306	702 Faith	1915	1927	12	Medical
4-5-2018	18-307	Nolana and Raul Longoria	2055	2111	16	MVA
4-6-2018	18-310	804 South Stewart	0913	0918	5	Medical

4-6-2018	18-312	800 East Carrol	1113	1116	3	Medical
4-6-2018	18-313	1908 San Antonio	1231	1245	14	Medical
4-6-2018	18-314	302 East 1 st	1318	1323	5	MVA
4-7-2018	18-316	700 West El Dora	1131	1135	4	MVA
4-7-2018	18-318	2503 Lucky	1510	1513	3	Medical
4-8-2018	18-321	Sam Houston and Stewart	2019	2033	14	Medical
4-9-2018	18-322	502 West Athol	0453	0500	7	Medical
4-9-2018	18-325	403 West 10 th	0950	0952	2	Medical
4-11-2018	18-329	Ridge and Caesar Chavez	0827	0832	5	MVA
4-11-2018	18-330	Stewart and Business 83	1414	1418	4	MVA
4-11-2018	18-333	800 Expressway 83	1749	1755	6	MVA
4-11-2018	18-334	Dicker and Stewart	2156	2208	12	MVA
4-12-2018	18-335	600 E Business 83	0332	0341	9	Medical
4-12-2018	18-336	FM495 and Raul Longoria	1239	1244	5	MVA
4-12-2018	18-337	San Juan Nursing Home	1909	1911	2	Medical
4-13-2018	18-339	814 Johnson	0245	0305	20	Medical
4-13-2018	18-340	502 Leticia	0434	0442	8	Medical
4-13-2018-	18-342	1 st and Nebraska	1357	1408	11	MVA
4-14-2018	18-344	114 Encino	1524	1530	6	Medical
4-13-2018	18-345	216 West 1 st	0748	0754	6	Medical
4-15-2018	18-346	500 East El Dora	1016	1021	5	MVA
4-15-2018	18-347	113 West 7 th	1115	1121	7	Medical
4-15-2018	18-348	Dicker and Stewart	2158	2212	14	MVA

4-16-2018	18-350	2109 Raul Longoria	1207	1212	5	MVA
4-16-2018	18-351	1205 Monica	1957	2001	4	Medical
4-16-2018	18-352	612 Business 83 lot 116	2303	2308	5	Medical
4-17-2018	18-354	1703 Calle Jardin	1738	1742	4	Medical
4-18-2018	18-356	2500 jessica	0719	0738	19	Medical
4-18-18	18-357	1205 Raul Longoria	1613	1619	6	Medical
4-19-2018	18-361	Nebraska and Ridge	1541	1550	9	MVA
4-20-18	18-366	1000 Expressway 83	1731	1747	16	MVA
4-21-2018	18-368	1406 Coconut Palm	0020	0026	6	Medical
4-21-2018	18-371	Raul Longoria and Frontage	1633	1645	13	MVA
4-22-2018	18-372	116 Alfredo St	0006	0013	7	Medical
4-21-2018	18-373	1rd and frontage	0021	0029	8	MVA
4-21-18	18-374	803 W Chaparral	0409	0417	8	Medical
4-22-18	18-375	606 Bailey	0556	0610	14	Medical
4-22-18	18-376	400 North Iowa	1730	1730	0	Medical
4-23-18	18-378	2508 Iris	1150	1155	5	Medical
4-24-18	18-379	311 e 14 1/2	0532	0541	9	Medical
4-24-18	18-380	Nebraska and Business83	0709	0716	7	MVA
4-24-18	18-381	300 E Expressway 83	1430	1435	5	MVA
4-25-18	18-383	309 Wyoming	0230	0240	10	Medical
4-25-18	18-384	103 n Lincoln	0730	0741	11	Medical
4-25-18	18-385	2013 Loma Azul	0726	0739	13	Medical
4-25-18	18-386	Raul and 495	1001	1007	6	MVA
4-26-18	18-390	2301 N Raul	0237	0248	11	Medical

[illegible]

Fire Inspections APRIL 2018

	Date	Name of Business	Address	Contact	Phone #	New/ Annual	Inspector	App/Deny
1	4/3/18	Munchin	2311 S Veterans Blvd	Raul Lopez	956-414-3719	New	R. Lopez	Approved
2	4/3/18	Mejor Vida	1209 E 495	Claudia Cavazos	956-293-4612	Annual	R. Lopez	Approved
3	4/5/18	Lexus	412 W Hwy 83, Ste 2	Juan Herrera	956-227-5778	Hydro	O. Lopez	Approved
4	4/5/18	Trucking Now Insurance	100 W Bus 83, Ste C	Martha Campos	956-451-0515	New	O. Lopez	Approved
5	4/5/18	Estella's Thrift Store	2209 N Raul Longoria, Ste 1	Estella Garcia	956-651-1506	New	O. Lopez	Approved
6	4/5/18	Tree of Life of Texas	700 E Exp 83	Candido Munoz	956-328-0033	New	O. Lopez	Approved
7	4/9/18	Taide's Cake Shoppee	2105 N Raul Longoria, Ste C	Jose Estrada	956-534-0806	New	O. Lopez	Approved
8	4/12/18	Tortillenia La Malinche	600 N Veterans, Ste F	Jose Luis Aleman	956-715-2360	New	O. Lopez	Approved
9	4/12/18	7-11 Store #2553	600 E Bus 83	Alex Munoz	956-975-4188	New	O. Lopez	Approved
10	4/12/18	7-11 Store	711 N Nebraska	Esmeralda Castillo	956-756-4926	New	O. Lopez	Approved
11	4/12/18	7-11 Store 40614	1701 N Raul Longoria	Janet Ramirez	956-460-2901	New	O. Lopez	Approved
12	4/12/18	111 W 495, Ste 3	111 W 495, Ste 3	Genisis Gonzalez	956-475-2622	Annual	O. Lopez	Approved
13	4/18/18	PSJA Colligate		Polo Ordaz	956-391-1191	Hydo	O. Lopez	Approved
14	4/18/18	Victoria Garcia -Foster	202 San Marcos	Victoria Garcia	956-325-6793	New	O. Lopez	Approved
15	4/18/18	Little School House	100 Sandy	Macarena Chavez	956-904-1407	Annual	O. Lopez	Approved
16	4/23/18	Alison Boutique	2003 N Veterans	Nora Onduna	956-215-4482	New	O. Lopez	Denied
17	4/23/18	Tree of Life	405 E Expressway 83	Aurelio Munoz	956-605-8321	Annual	O. Lopez	Approved
18	4/23/18	Alison Boutique	2003 N Veterans	Nora Onduna	956-215-4482	New	O. Lopez	Approved
19	4/23/18	Golden Chick	1911 N Raul Longoria	Lupe Cantu	956-607-5873	Suppression	O. Lopez	Approved
20	4/23/18	Golden Chick	1911 N Raul Longoria	Lupe Cantu	956-607-5873	Fire Alarm	O. Lopez	Approved
21	4/23/18	Golden Chick	1911 N Raul Longoria	Calixton Hernandez	956-655-2205	Fire Alarm	O. Lopez	Approved
22	4/26/18	Idana's Income Tax	2604 N Raul Longoria	Idana De La Rose	956-739-6684	Annual	O. Lopez	Approved
23	4/26/18	Tamias Flower Arrangments	2604 N Raul Longoria	Idana De La Rose	956-739-6684	Annual	O. Lopez	Approved
24	4/30/18	Smart Start Child Care	210 N Nebraska	Edward Garza	956-821-0762	Annual	O. Lopez	Approved

	Date	Name of Business	Address	Contact	Phone #	New/ Annual	Inspector	App/Deny
25	4/30/18	Tremendoz Drive Thru	2201 N Raul Longoria	Bladinch Rodriguez	956-270-7847	New	O. Lopez	Denied
26	4/30/18	The Kids Academy RGV, LLC	1110 S Stewart Road, Ste J	Carmen Campos	956-573-7265	New	O. Lopez	Denied
27								
28								
29								
30								
31								
32								
33								

FUEL LOG

April 2018

[illegible]

Total Gallons of Diesel

360.2

FUEL LOG

April 2018

DATE	TIME	UNIT/GAS CONTAINER	GALLONS	OFFICER IN CHARGE
4/1/2018	5:00 p.m.	1202	21	O. Escamilla
4/6/2018	4:32 p.m.	1208	18	C. Alaniz
4/19/2018	8:30 a.m.	1201	25	Chief T. Garza
4/20/2018	4:00 p.m.	1202	10	O. Escamilla
4/27/208	1:30 p.m.	1200	21	O. Lopez
4/27/2018	1:35 p.m.	1201	25	Chief T. Garza

Total Gallons of Gasoline 120



Mayor: Mario Garza
Mayor Pro-Tem: Pete Garcia
Commissioners: Jesus "Jesse" Ramirez
Ernesto "Neto" Guajardo
Leonardo "Lenny" Sanchez

MEMORANDUM

TO: Benjamin Arjona, City Manager
FROM: David Salinas, Director of Utilities
DATE: May 9, 2018
SUBJECT: Monthly Report April 2018

Texas Drought Outlook

1. 49% of Texas is now in a drought
2. Our area is at D0 = Abnormally Dry
3. Stage II is still in full effect

Water Treatment Facility

Combined Gallons Treated: 74,110,000
Combined Gallons Produced: 76,745,000

1. WTF No 1
 - a. 11,199,000 gals
 - b. 361,000 gals daily average
 - c. 1,084,000 gals daily maximum
 - d. 0.0 gals daily minimum
 - e. 11,403,000 gals RAW
 - f. 2,014,000 gals Well
2. WTF No 2
 - a. 65,686,000 gals
 - b. 2,119,000 gals daily average
 - c. 2,798,000 gals daily maximum
 - d. 0.0 gals daily minimum
 - e. 70,662,000 gals RAW
3. Irrigation Water
 - a. WTP No 1 - 29,680,000
 - b. WTP No 2 - 43,549,986
4. WTP 3.5 MGD Expansions and Rehab

709 S. Nebraska Ave. • San Juan, Texas 78589-2649
Phone: (956)223-2200 • Fax: (956) 787-5978



Mayor: Mario Garza
Mayor Pro-Tem: Pete Garcia
Commissioners: Jesus “Jesse” Ramirez
Ernesto “Neto” Guajardo
Leonardo “Lenny” Sanchez

- a. CBI has not been onsite for any other work this month.
- b. Having issues with New Filters air scour
- c. Both clear wells online
- d. Vertex painting existing filters/claricones

- e. Received pumps for Plant 1
- f. Working on pumps for plant 2

Water Distribution

- 1. Water Breaks & Leaks
 - a. Leaks - 7
 - b. Breaks - 3
- 2. Taps – 3
- 3. Water Loss
 - a. Reported – 90,200 gals
 - b. Unreported – 494,200 gals
- 4. Hydrants
 - a. Flushed - 15
 - b. Replaced - 0
 - c. Repaired - 4
 - d. **Stage II Water Conservation** still in effect.
- 5. Valves
 - a. Worked – 9
 - b. We continue our hydrant and valve maintenance.
- 6. Utility Billing Work Orders – 0

Wastewater Treatment Facility

- 1. Treated – 62,864,000 gals
- 2. Wetland – 2,195,000 gals
- 3. 680 cubic yards of sludge hauled to landfill
- 4. Digester Pumps Installed
- 5. Waiting on TCEQ Response (Compliance Plan Submitted to TCEQ)
- 6. Submitted U[dated schedule to TCEQ

Wastewater Collections

- 1. Work orders – 91

709 S. Nebraska Ave. • San Juan, Texas 78589-2649
Phone: (956)223-2200 • Fax: (956) 787-5978

- a. Sewer Main Repaired – 0
- b. Sewer Backups Reported – 11
- c. Sewer Backups Cleared – 5
- d. Manholes Ring and Covers – 0
- e. Manhole Repaired/replaced - 0
- f. New Manholes installed – 44
- g. Lift Station – 0
- h. Unauthorized Discharges – 0

Administration

- 1. Financials
 - a. Administration – 61.45%
 - b. Water Treatment – 40.17%
 - c. Distribution: – 56.16%
 - d. Sewer Collection – 65.26%
 - e. Wastewater Treatment – 52.61%
- 2. Projects
 - a. WTP Expansion & Rehab – 86%
 - b. First Time Sewer – 45% (Area 7 Complete, Ongoing Area 1, 3, 4)
 - c. SEP – 100% (Finalizing on Report)
 - d. We attended Texas Water 2018
 - e. Staff competed in Hydrant Hysteria (First time competing)
- 3. Training
 - a. Water Treatment – 1
 - b. Distribution – 2
 - c. Sewer Collection – 1
 - d. Wastewater Treatment – 1
- 4. Certification
 - a. Water Treatment – 2 Pending
 - b. Distribution – 1 Passed, 1 Pending
 - c. Sewer Collection – 1 Pending
 - d. Wastewater Treatment – 2 Pending

Water Weekly

For the week of 05/14/18

Water conditions

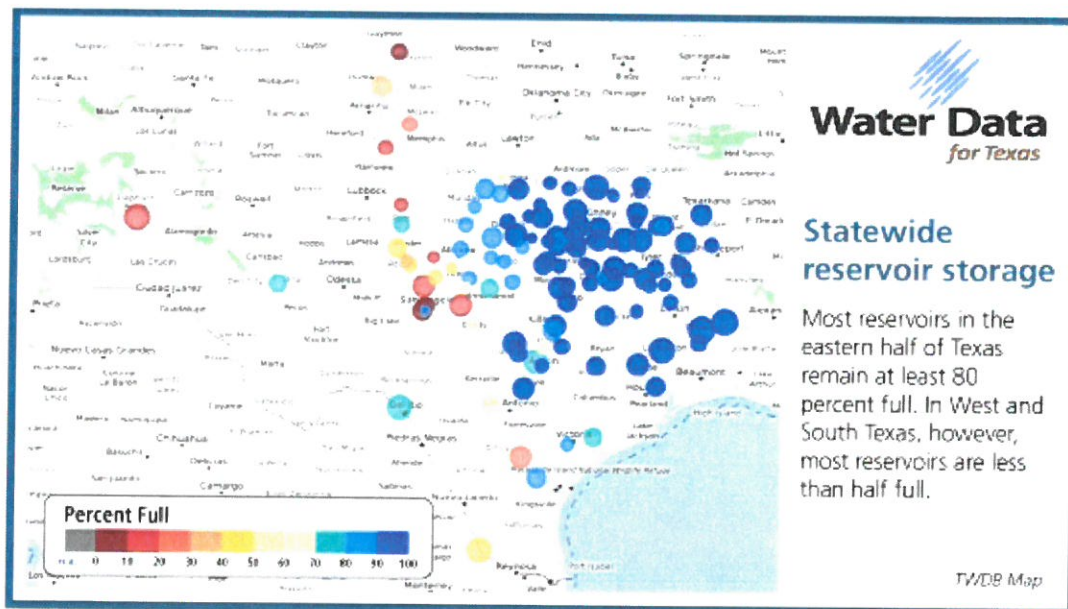
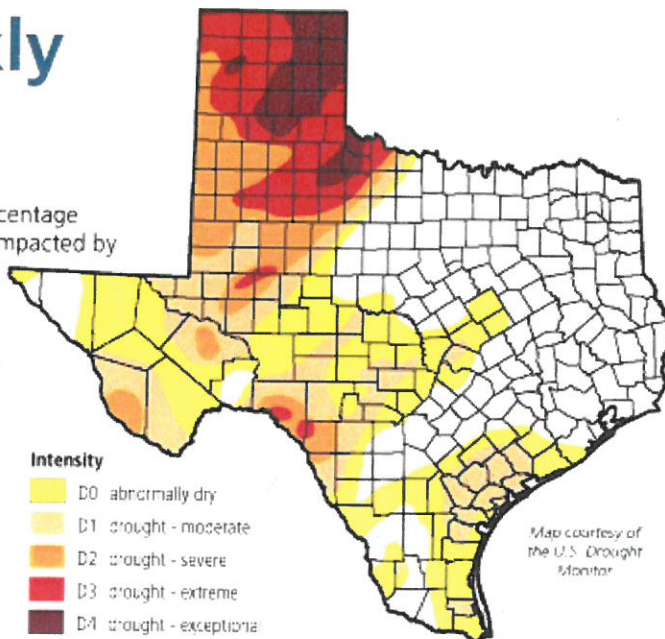
The latest drought map shows a 10 percentage point decrease in the area of the state impacted by drought. Several weeks of scattered rains have improved conditions in Central Texas, but drought has continued to intensify in the Panhandle.

Drought conditions

- ▲ 39% now
- ▲ 49% a week ago
- ▲ 65% three months ago
- ▲ 2% a year ago

Intensity

- D0 abnormally dry
- D1 drought - moderate
- D2 drought - severe
- D3 drought - extreme
- D4 drought - exceptional



Written by Dr. Mark Wentzel — Dr. Mark Wentzel is a hydrologist in the TWDB's Office of Water Science and Conservation

Tulsi Oberbeck, Governmental Relations | tulsi.oberbeck@twdb.texas.gov | 512-463-4864

Kimberly Leggett, Media Relations | kimberly.leggett@twdb.texas.gov | 512-463-5129

www.twdb.texas.gov

Stay connected: [Facebook](#) [Twitter](#) [YouTube](#) [LinkedIn](#) [Instagram](#)

Texas Water
Development Board

Water Weekly

For the week of 05/07/18

Water conditions

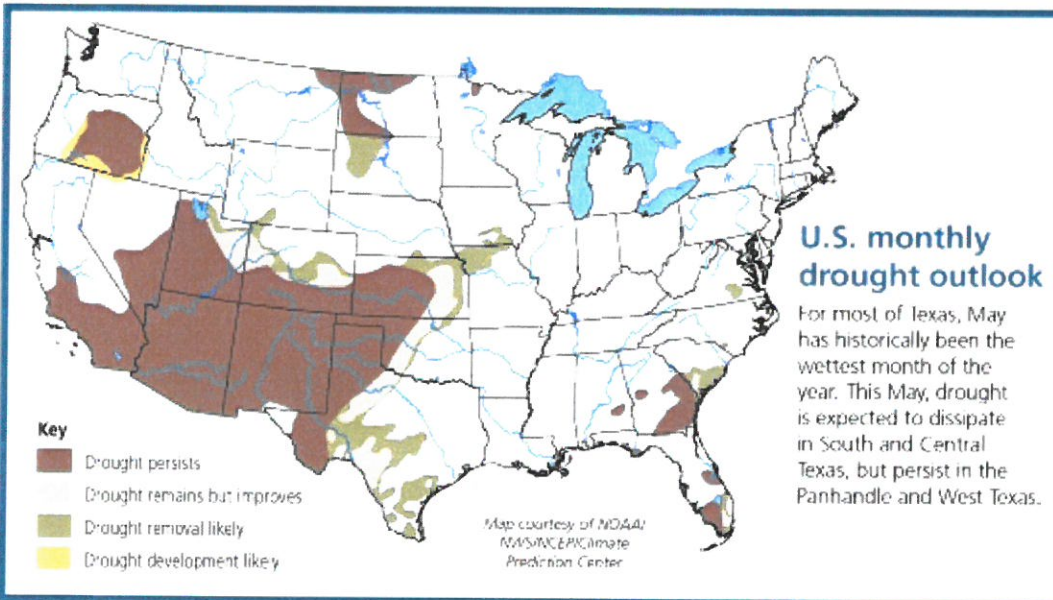
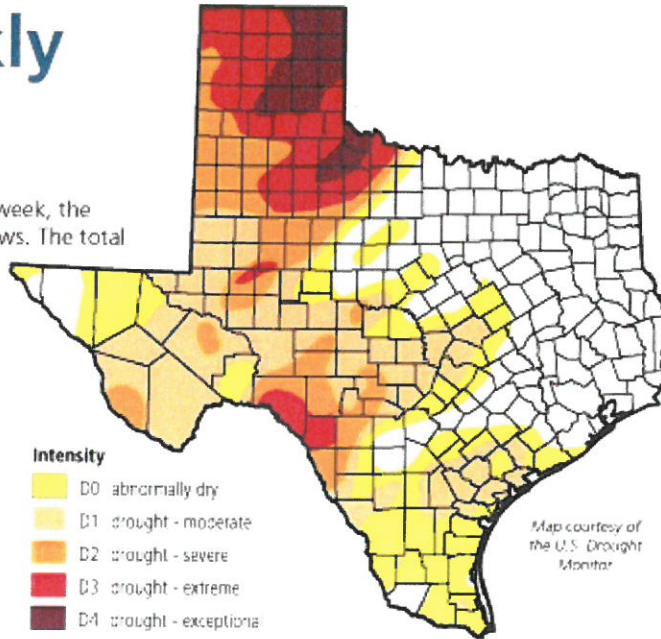
Thanks to scattered rainfall the previous week, the latest drought map has good and bad news. The total area of the state impacted by drought declined four percentage points. At the same time, exceptional drought, the most severe category, expanded from Foard into Hardeman, Cottle, King, and surrounding counties.

Drought conditions

- 49% now
- 53% a week ago
- 56% three months ago
- 1% a year ago

Intensity

- D0 abnormally dry
- D1 drought - moderate
- D2 drought - severe
- D3 drought - extreme
- D4 drought - exceptional



Written by Dr. Mark Wentzel — Dr. Mark Wentzel is a hydrologist in the TWDB's Office of Water Science and Conservation

Tulsi Oberbeck, Governmental Relations | tulsi.oberbeck@twdb.texas.gov | 512-463-4864

Kimberly Leggett, Media Relations | kimberly.leggett@twdb.texas.gov | 512-463-5129

www.twdb.texas.gov

Stay connected



Texas Water
Development Board

Water Weekly

For the week of 04/30/18

Water conditions

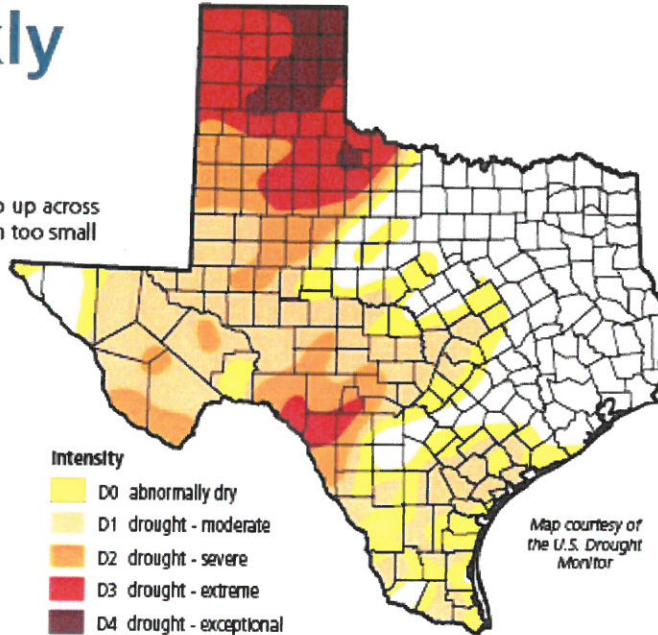
Scattered storms have recently begun to pop up across the state. Rainfall totals, however, have been too small to bring significant relief to areas where it is needed most. The latest map shows an increase of four percentage points in the area of the state impacted by drought.

Drought conditions

- ◆ 53% now
- ◆ 49% a week ago
- ◆ 49% three months ago
- ◆ 1% a year ago

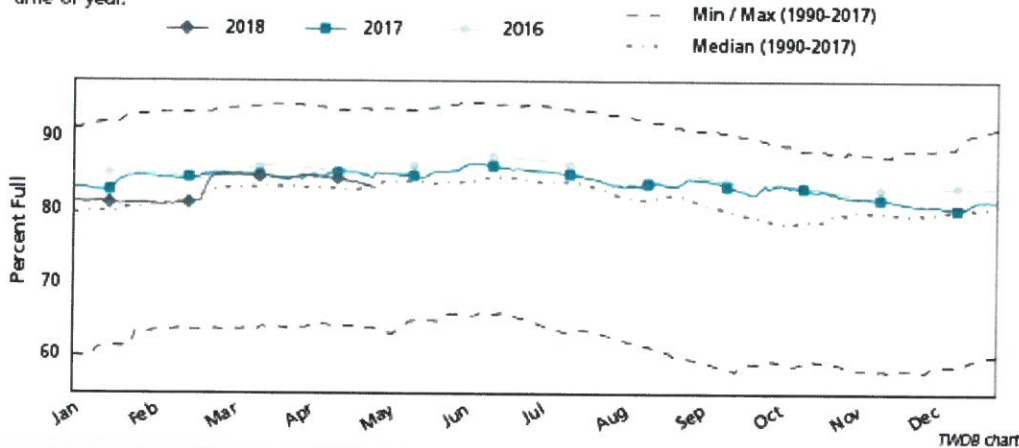
Intensity

- ◆ D0 abnormally dry
- ◆ D1 drought - moderate
- ◆ D2 drought - severe
- ◆ D3 drought - extreme
- ◆ D4 drought - exceptional



Statewide reservoir storage

In the last month, statewide water supply storage has declined about 1.4 percentage points (almost 300,000 acre-feet). Current storage is 26.5 million acre-feet, 84 percent of capacity, and right about normal for this time of year.



Written by Dr. Mark Wentzel — Dr. Mark Wentzel is a hydrologist in the TWDB's Office of Water Science and Conservation.

Tulsi Oberbeck, Governmental Relations | tulsi.oberbeck@twdb.texas.gov | 512-463-4864
 Kimberly Leggett, Media Relations | kimberly.leggett@twdb.texas.gov | 512-463-5129

www.twdb.texas.gov

Stay connected: [Facebook](#) [Twitter](#) [YouTube](#) [LinkedIn](#) [Instagram](#)

Texas Water
Development Board

AGENDA ITEM AND RECOMMENDATION SUMMARY
CITY COMMISSION REGULAR MEETING
MAY 23, 2018

Conduct a Public Hearing and Consider Adoption of an Ordinance in First Reading for a Rezoning Request from Single-Family Residence District (R-S) to Multi-Family Rezoning Residence District (R-MF), for a Property Legally Described as Lots 6 and 7, Block 11, Palm Vista Subdivision, Located at the Southwest Corner of Citrus and Antelope Street, as Requested by Apolonio Melendez.

STAFF COMMENTS AND RECOMMENDATIONS:

Mr. Melendez is proposing to rezone two properties from Single-Family Residence District (R-S) to Multi-Family Residence District (R-MF) in order to build a duplex complex in each lot. He is proposing to demolish the existing house located at the corner lot and build duplexes in both properties. The surrounding zonings consist of single family designations.

Spot zoning is defined as the application of zoning to a specific parcel of land or parcels of land within a large zoned area when the rezoning is at odds with a city's master plan and current zoning restrictions. In staff's opinion this rezoning request fits the definition of spot zoning.

Staff mailed a notice of the public hearing before the Planning and Zoning Commission to twenty-nine (29) property owners within a two hundred (200) foot radius and received no comments in favor or against this request.

RECOMMENDATION:

The Planning and Zoning Commission recommended denial of the rezoning request during their May 17 meeting.

PREPARED BY:

Diana Cavazos, City
Secretary

APPROVED BY:

Benjamin Arjona, City
Manager

MEETING DATES:
PLANNING AND ZONING COMMISSION – 05/17/2018
CITY COMMISSION – 05/22/2018
DATE PREPARED – 05/14/2018

PAGE 1

STAFF REPORT
GENERAL INFORMATION

APPLICATION:	Rezoning Request from Single-Family Residence District (R-S) to Multi-Family Residence District (R-MF).
APPLICANT:	Apolonio Melendez
SURVEYOR/ENGINEER:	N/A
LEGAL:	Lots 6 and 7, Block 11, Palm Vista Subdivision
LOCATION:	Located at the Southwest corner of Citrus Avenue and Antelope Street
LOT/TRACT SIZE:	7,000 square feet each property (14,000 square feet total)
EXISTING LAND USE AND ZONING:	<u>North</u> – Residential; Single-Family Residence District (R-S) <u>South</u> – Residential; Single-Family Residence District (R-S) <u>West</u> – Residential, Single-Family Residence District (R-S) <u>East</u> – Residential; Single-Family Residence District (R-S)
ACCESS AND CIRCULATION:	The property has access onto Antelope Street and Citrus Avenue.
PUBLIC SERVICES:	Water and sewer services are provided by the City of San Juan.
RECOMMENDATION:	Staff recommends denial of the rezoning request. In staff's opinion this is a clear spot zoning case.

EVALUATION AND CONDITIONS FOR APPROVAL

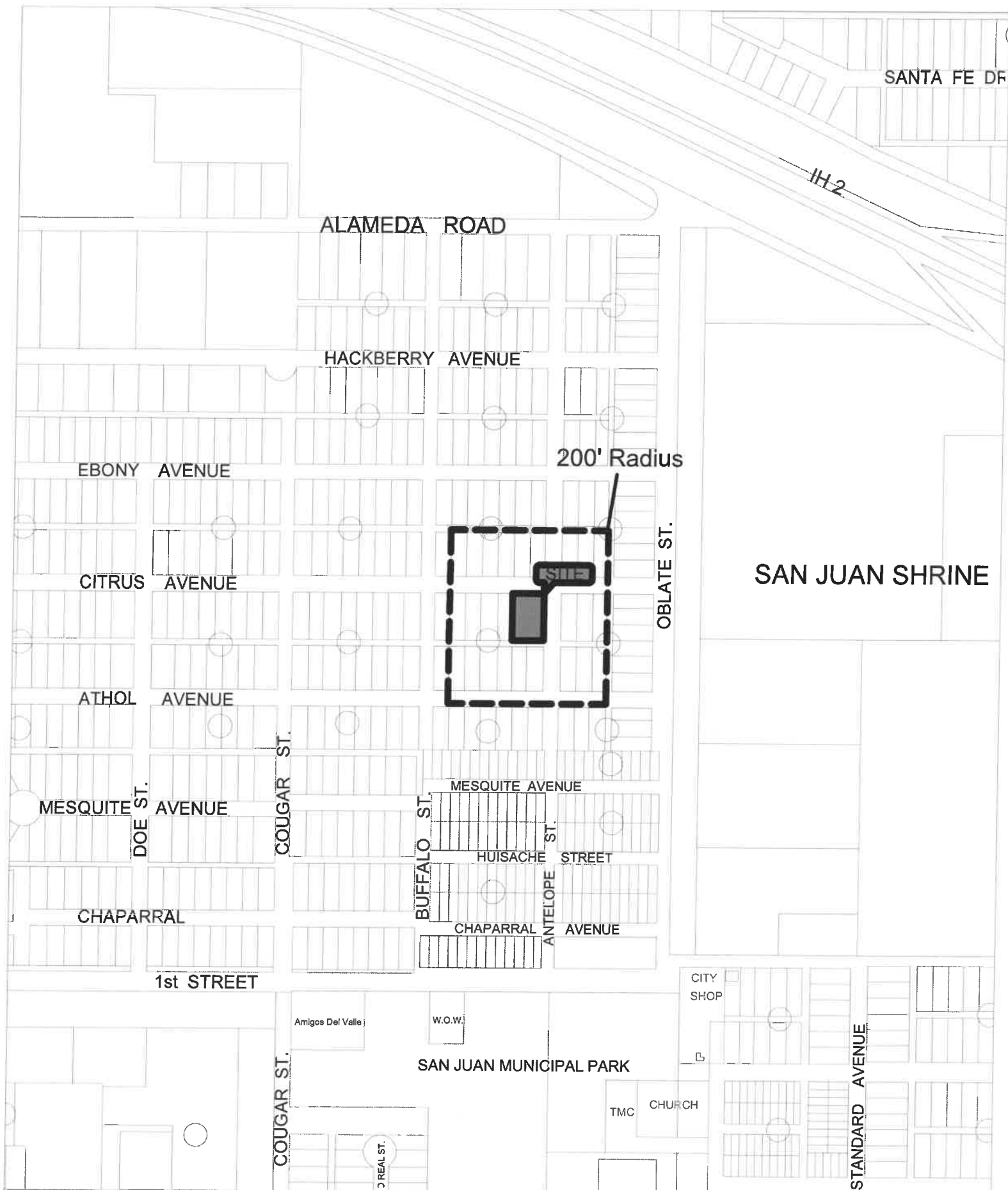
Mr. Melendez, the applicant, is proposing to rezone two properties from Single-Family Residence District (R-S) to Multi-Family Residence District (R-MF) at order to build a duplex complex. He is proposing to demolish the existing house located in the corner lot and build duplexes in both properties. The surrounding zonings consist of single family designations.

Spot zoning is defined as the application of zoning to a specific parcel of land or parcels of land within a large zoned area when the rezoning is at odds with a city's master plan and current zoning restrictions. In staff's opinion this rezoning request fits the definition of spot zoning.

Staff mailed a notice of the public hearing before the Planning and Zoning Commission to twenty-nine (29) property owners within a two hundred (200) foot radius and received no comments in favor or against this request.

ATTACHMENTS:

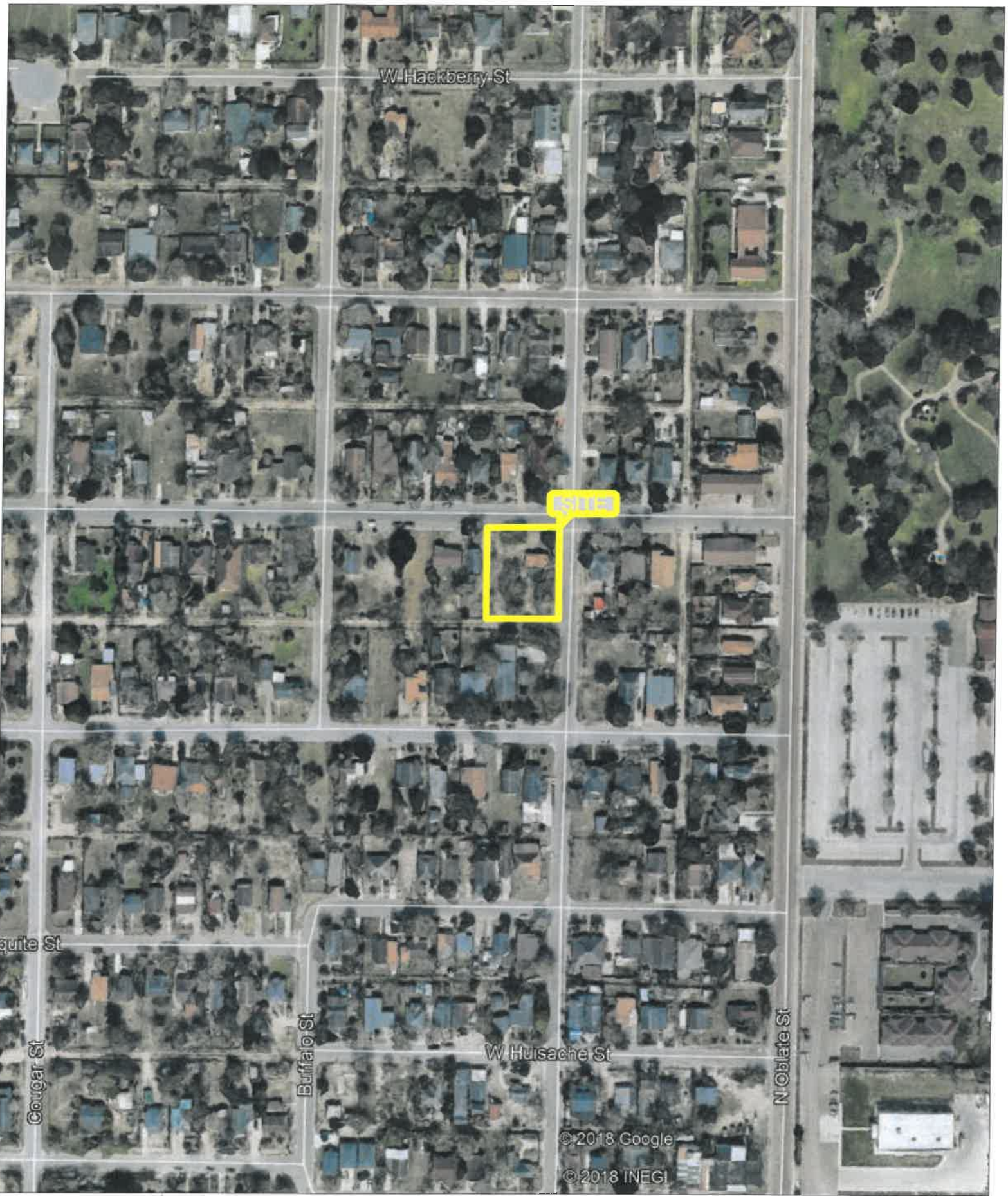
Location Map
Aerial Photo
Zoning Map
Subdivision
List of neighboring property owners receiving notice
Photos
Ordinance



- Legend**
- CITY LIMITS
 - Proposed area

Rezoning Request from Single-Family Residence District (R-S) to Multi-Family Residence District (R-MF) for a property legally described as Lots 6 and 7, Block 11, Palm Vista Subdivision, located at the Southwest corner of Citrus Avenue and Antelope Street, as Requested by Apolonio Melendez.



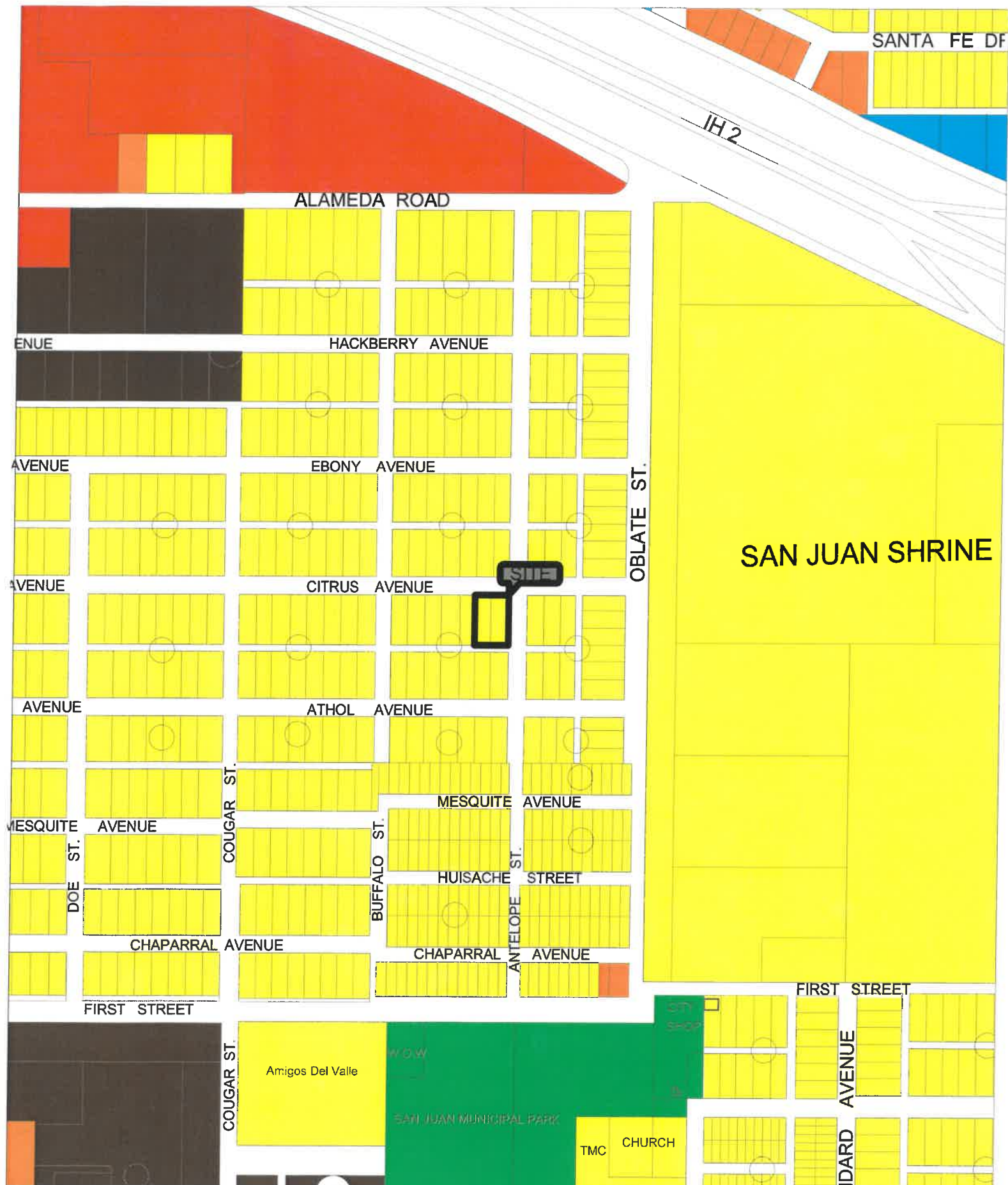


Legend

-  CITY LIMITS
-  Proposed area

Rezoning Request from Single-Family Residence District (R-S) to Multi-Family Residence District (R-MF) for a property legally described as Lots 6 and 7, Block 11, Palm Vista Subdivision, located at the Southwest corner of Citrus Avenue and Antelope Street, as Requested by Apolonio Melendez.



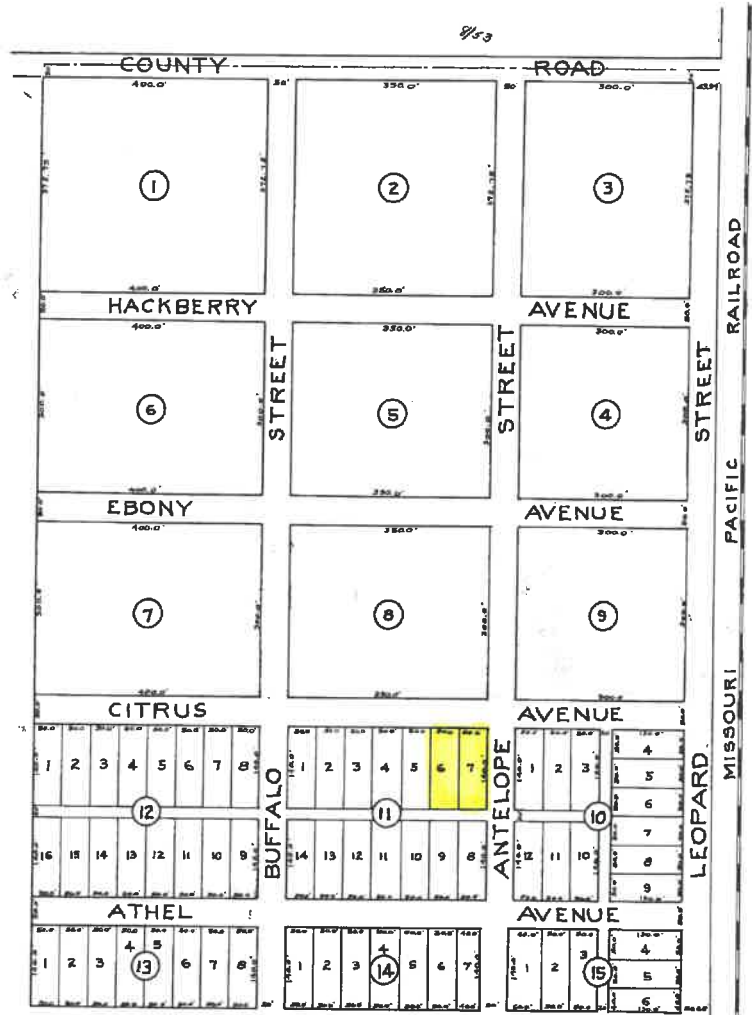


Zoning Districts

- | | |
|---------------------------------|------------------------|
| Single Family Residential (R-S) | Heavy Commercial (C-3) |
| Manufactured Home (R-MH) | Light Industrial (I-1) |
| Multi-Family Residential (R-MF) | Heavy Industrial (I-2) |
| Neighborhood Commercial (C-1) | Open Space (O) |
| General Business (C-2) | Exp. Corridor (EC) |

Rezoning Request from Single-Family Residence District (R-S) to Multi-Family Residence District (R-MF) for a property legally described as Lots 6 and 7, Block 11, Palm Vista Subdivision, located at the Southwest corner of Citrus Avenue and Antelope Street, as Requested by Apolonio Melendez.





EL CAHEN SUBDIVISION

MAP OF PALM VISTA

A SUBDIVISION OF LOTS 14 IN BLOCKS 6 AND 7, AND THE NORTH PARTS OF LOTS 15 IN BLOCKS 6 AND 7 OF THE JOHN CLOSNER PORTION OF A SURVEY AND RESUBDIVISION OF LANDS EMBRACED IN PORCIONES 71 AND 72, LOCATED ADJACENT TO AND NORTHWEST OF SAN JUAN, HIDALGO COUNTY TEXAS.

SCALE 1 INCH = 100.0 FEET.

THE STATE OF TEXAS,
COUNTY OF HIDALGO

I, Jno. M. Rowland, of Hidalgo County, Texas, owner of Lots 14 in Blocks 6 and 7, containing approximately 36.37 acres, the north 390 acres of Lot 15 in Block 6 and the north 2.76 acres of Lot 15 in Block 7, all out of the John Clozner portion of a survey and resubdivision of Lands embraced in Porciones 71 and 72, located adjacent to and north-west of San Juan, Hidalgo County, Texas, do hereby approve, accept and adopt the above and foregoing map of said land as subdivided into blocks, lots, streets and alleys; and I do hereby dedicate to public use the streets and alleys upon said map designated and delineated.

In TESTIMONY WHEREOF, WITNESS my hand, this 15th day of April A.D. 1946.

Jno. M. Rowland

THE STATE OF TEXAS,
COUNTY OF HIDALGO

I, E. C. Dark, an Engineer, do hereby certify that the above map or plot is a true and correct representation of the survey made on the ground by me.

E. C. Dark
ENGINEER

THE STATE OF TEXAS,
COUNTY OF HIDALGO

Subscribed and sworn to before me, by E. C. Dark, on this the 15th day of April A.D. 1946.

Ella B. Bremer
NOTARY PUBLIC IN AND FOR HIDALGO COUNTY TEXAS

TOWNSHIP OF
SAN JUAN

Rezoning Request from Single-Family Residence District (R-S) to Multi-Family Residence District (R-MF) for a property legally described as Lots 6 and 7, Block 11, Palm Vista Subdivision, located at the Southwest corner of Citrus Avenue and Antelope Street, as Requested by Apolonio Melendez.

Melendez, Apolonio
1024 E. Flores St.
Hidalgo, TX 78557

Sandoval, Artemio and Maria E.
P.O. Box 1529
San Juan, TX 78589-1529

Ramirez, Jose Demetrio Jr.
713 W. Citrus
San Juan, TX 78589-2333

Montecillo, Maria L.
501 Citrus
San Juan, TX 78589

Maravilla, Maria
P.O. Box 1355
San Juan, TX 78589-1355

Rodriguez, Yolanda Executrix
512 Athol St.
San Juan, TX 78589-2316

Montecillo, Lazaro
117 W. 4th Street
San Juan, TX 78589-2717

Diaz, Jose
410 W. Citrus
San Juan, TX 78589

Santos, Oscar
1200 E. Jackson Avenue
Pharr, TX 78577-6162

Garza, Rosalba G.
33 Prior Dr.
Framingham, MA 01701-4160

Box, Dora
7380 Herbert Ct.
Colorado Springs, CO 80911-2807

Guzman, Ermelinda
206 W. 18th Street
San Juan, TX 78589-9772

Santiago, Miguel
2605 Norte Dame
McAllen, TX 78504

Box, Oscar
7380 Herbert Ct.
Colorado Springs, CO 80911-2807

Torres, Jose Mario and Maria
10901 Diaz St.
Mercedes, TX 78570-2465

Olivarez, Ramon A.
106 E. Ciro Dr.
San Juan, TX 78589-3707

Perez, Israel
504 W. Bell Avenue
Pharr, TX 78577-3704

Montanez, Jose M. and Maria I.
504 Athol St.
San Juan, TX 78589-2316

Gallardo, Belinda and Raul I. Rdz.
1109 W. Maple Avenue
McAllen, TX 78501-4281

Jasso, Ninfa A.
507 W. Citrus Avenue
San Juan, TX 78589

Villescas, Manuela and Cristobal
502 Athol St.
San Juan, TX 78589-2316

Alvarez, Alberto and Ludivina C.
504 W. Citrus
San Juan, TX 78589

Diaz, Omar
P.O. Box 962
San Juan, TX 78589-0962

Home Sweet Homes of Alamo of
the Grande Valley
809 Ridge Rd.
Alamo, TX 78516-9596

Tamayo, Fidel Jr. and Yuri Torres
222 S. 26th St.
McAllen, TX 78501-7640

Palacios, Fidela
415 Citrus St.
San Juan, TX 78589-2327

Martinez, Ruben and Martina
410 Athol Ave.
San Juan, TX 78589-2314

Martinez, Juana M.
500 citrus Ave.
San Juan, TX 78589

Santillan, Maria Y. ET AL
P.O. Box 2102
San Juan, TX 78589

Rezoning Request from Single-Family Residence District (R-S) to Multi-Family Residence District (R-MF) for a property legally described as Lots 6 and 7, Block 11, Palm Vista Subdivision, located at the Southwest corner of Citrus Avenue and Antelope Street, as Requested by Apolonio Melendez.



Corner of Citrus and Antelope Street



ORDINANCE NO.

AN ORDINANCE AMENDING THE ZONING ORDINANCE NO. 98-006, THE ZONING ORDINANCE OF THE CITY OF SAN JUAN, TO CHANGE THE ZONING DISTRICT OF LOTS 6 AND 7, BLOCK 11, PALM VISTA SUBDIVISION FROM SINGLE-FAMILY RESIDENCE DISTRICT (R-S) TO MULTI-FAMILY RESIDENCE DISTRICT (R-MF) LOCATED AT THE SOUTH WEST CORNER OF CITRUS AVENUE AND ANTELOPE STREET. BE IT ORDAINED BY THE CITY COMMISSION OF THE CITY OF SAN JUAN, TEXAS:

Consistent with the City's intentions of allowing and encouraging multi-family residence district development that generates property taxes, water and sewer revenues and sales tax revenues the zoning district of the property legally described as Lots 6 and 7, Block 11, Palm Vista Subdivision shall be changed to Multi-Family Residence District (R-MF) and the zoning map shall be amended accordingly.

PASSED and APPROVED on first reading on the 22nd day of May, 2018.

PASSED and APPROVED on second and final reading on the ____ day of _____, 2018.

CITY OF SAN JUAN

MARIO GARZA
MAYOR

ATTEST:

APPROVED BY:
Palacios, Garza & Thompson, P.C.

DIANA CAVAZOS
CITY SECRETARY

CITY ATTORNEY

AGENDA ITEM AND RECOMMENDATION SUMMARY
CITY COMMISSION REGULAR MEETING
MAY 23, 2018

Consider Selection and Authorizing the City Manager to Enter into Contract with Professional Service Company for a Cost of Service, Water and Sewer Rate and Debt Capacity Study.
Pursuant to RFQ# 18-66-03-23.

STAFF COMMENTS AND RECOMMENDATIONS:

On January 9, 2018 the City Commission Authorized Staff to Solicit Request for Qualifications for a Cost of Service, Water and Sewer Rate and Debt Capacity Study. On March 23, 2018, we received responses from the following companies:

1. Willdan
2. Capex
3. Raftelis

RECOMMENDATION:

Selection and Authorize the City Manager to Enter into a Contract with Selected Company.

PREPARED BY:

Diana Cavazos, City
Secretary

APPROVED BY:

Benjamin Arjona, City
Manager

City of San Juan

Utilities Professional Services Water and Sanitary Sewer
Cost of Service, Rate and Debt Capacity Study





March 21, 2018

Mr. Rene J. Jaime
Purchasing/Risk Manager
City of San Juan
709 S. Nebraska Ave.
San Juan, TX 78589-2649

Subject: Statement of Qualifications for Water and Sanitary Sewer Cost of Service, Rate and Debt Capacity Study

Dear Mr. Jaime:

Raftelis is pleased to submit this proposal to the City of San Juan (City) for a water and sanitary sewer cost of service, rate, and debt capacity study. We appreciate the opportunity to submit this proposal, which details our project approach to meet the City's objectives and sets forth our qualifications and experience within the water and wastewater industry.

Raftelis understands the City is seeking a qualified professional firm to develop a financial planning and cost of service rate model for the water and wastewater utilities. The model should analyze the current water and sanitary sewer rate structures, determine the cost of providing service, and provide recommendations for equitable, sustainable cost recovery by customer class and conservation incentives. The rate model should be comprehensive yet include user-friendly features that facilitate ongoing future use by City staff.

To assist the City with this work, Raftelis has put together a team with unparalleled experience and a reputation for quality service. As the Project Director for this engagement, I will be responsible for overall project management and contractual representations with the City. I have 38 years of utility industry experience, and I have served as the Chair of the Rates and Charges Committee for the American Water Works Association (AWWA). Angie Flores will be the City's primary point of contact and serve as Project Manager, overseeing the day-to-day aspects of the project and ensuring it is within budget, on schedule, and effectively meets the City's objectives. Tim Williams will serve as Lead Consultant working at Angie's direction to conduct analyses and prepare project deliverables. Melissa Elliott will serve as the Communication Specialist. In addition, the City will have the support of Raftelis's full staff of more than 70 utility rate, financial, and management consultants. Raftelis will also partner with Javier Garcia of Garcia Infrastructure Consultants to provide his expertise in helping develop a Conservation Incentives Program for the City.

We are proud of the resources that we can offer to the City of San Juan and we welcome the opportunity to be of assistance in this engagement. If you have any questions about this proposal, please do not hesitate to contact me at 303.305.1136 or by email at rgiardina@raftelis.com, or Angie at 512.790.2108 or aflores@raftelis.com.

Sincerely,
RAFTELIS

A handwritten signature in blue ink that reads "Richard D. Giardina".

Richard D. Giardina, CPA
Executive Vice President

On the following page, we have included a Board Resolution showing that Richard Giardina has the authority to bind the firm in a contract.

RESOLUTION
17-006

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 A. Brandt	Unlimited
Jon P. Davis	Unlimited
Sanjay Gaur	Unlimited
Richard D. Giardina	Unlimited
Sudhir D. Pardiwala	Unlimited
R. Keith Readling	Unlimited
Harold J. Smith	Unlimited
William G. Stannard	Unlimited
Darin H. Thomas	Unlimited
Alexis F. Warmath	Unlimited
Thomas E. Arn	\$100,000
Thomas A. Beckley	\$100,000
Elaine V. Conti	\$100,000
Seth W. Garrison	\$100,000

Anthony D. Hairston	\$100,000
Habib Isaac	\$100,000
J. Bart Kreps	\$100,000
Melissa M. Levin	\$100,000
Henrietta H. P. Locklear	\$100,000
Christopher P. McPhee	\$100,000
Andrew A. Rheem	\$100,000
Marco H. Rocca	\$100,000
C. Rockford Craley	\$50,000
Joseph F. Crea	\$50,000
David M. Fox	\$50,000
Steve J. Gagnon	\$50,000
Sally L. Van Etten	\$50,000
Cara A. Wilson	\$50,000
John J. Wright	\$50,000

Vendor Contracts

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 a vendor, with the exception of office leases, which may solely be executed by the Chief Executive Officer. The contractual ceiling to which these individuals are limited to enter into an obligation to a vendor are as follows:

Individual	Signatory Limit
Peiffer A. Brandt	Unlimited
Jon P. Davis	\$25,000
Sanjay Gaur	\$25,000
Richard D. Giardina	\$25,000
Sudhir D. Pardiwala	\$25,000
R. Keith Readling	\$25,000
Harold J. Smith	\$25,000
William G. Stannard	\$25,000
Darin H. Thomas	\$25,000
Alexis F. Warmath	\$25,000

Approved and adopted the 26th day of January 2017. I, the undersigned, hereby certify that the foregoing Resolution was duly adopted by the Raftelis Financial Consultants, Inc. Board of Directors.


Secretary

Seal



LETTER OF INTEREST

RFQ: 18-66-03-23/ Professional Services-Water and Sanitary Sewer Rate Study

The undersigned firm submits the following information (this RFQ submittal) in response to that Request for Qualifications (as amended by any Addenda), issued by the City of San Juan, Texas ("City") to perform professional services in the preparation of an evaluation for water and sanitary sewer cost of service, rate and debt service study. Enclosed, and by this reference incorporated herein and made a part of this RFQ, are the following:

- Completed RFQ Letter Of Interest form
- Completed Conflict Of Interest form (if applicable)

Firm is responsible for calling the City to determine if any addendums have been issued.

Firm also understands that the City is not bound to select any firm for the final pre-qualified list and may reject any responses submitted.

Firm further understands that all costs and expenses incurred by it in preparing this RFQ and participating in this process will be borne solely by the firm, and that the required materials to be submitted will become the property of the City and will not be returned.

Firm agrees that the City will not be responsible for any errors, omissions, inaccuracies, or incomplete statements in this RFQ. Firm accepts all terms of the RFQ submittal process by signing this letter of interest and making the RFQ submittal.

This RFQ shall be governed by and construed in all respects according to the laws of the State of Texas.

Firm's Name: Raftelis Financial Consultants, Inc.

Authorized Signature: Richard D. Giardina

Print Name: Richard D. Giardina

Date: 3/21/2018

Telephone: 303.305.1136

Fax: 720.475.1103

E-Mail: rgiardina@raftelis.com



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

01/12/2018

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Bear Insurance Service 173 North Second Street Albemarle NC 28001	CONTACT NAME: Pamela Morton PHONE (A/C, No, Ext): (704)982-1156 FAX (A/C, No): (704)982-7012 E-MAIL ADDRESS: pmorton@bearinsurance.com
INSURED Raffelis Financial Consultants, INC. 227 W Trade St Ste 1400 Suite 1400 Charlotte NC 28202-1632	INSURER(S) AFFORDING COVERAGE INSURER A: The Cincinnati Insurance Company INSURER B: Old Republic Ins Co INSURER C: INSURER D: INSURER E: INSURER F:
	NAIC # 10677

COVERAGES**CERTIFICATE NUMBER:** 2018**REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	☒ COMMERCIAL GENERAL LIABILITY ☐ CLAIMS-MADE ☒ OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: ☐ POLICY ☒ PROJECT ☐ LOC ☐ OTHER:			ECP 0208117	01/21/2018	01/21/2019	EACH OCCURRENCE \$ 2,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 2,000,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 2,000,000 GENERAL AGGREGATE \$ 4,000,000 PRODUCTS - COMP/OP AGG \$ 4,000,000
A	AUTOMOBILE LIABILITY ☐ ANY AUTO ☐ OWNED AUTOS ONLY ☒ HIRED AUTOS ONLY ☐ SCHEDULED AUTOS ☒ NON-OWNED AUTOS ONLY			ECP 0208117	01/21/2018	01/21/2019	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
A	☒ UMBRELLA LIAB ☐ EXCESS LIAB ☐ DED ☐ RETENTION \$			CAP5124411	01/21/2018	01/21/2019	EACH OCCURRENCE \$ 4,000,000 AGGREGATE \$ 4,000,000
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N ☐	N/A	WC1921777	01/21/2018	01/21/2019	☒ PER STATUTE ☐ OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
B	Professional Liability Claims Made Policy / Retro Date 7/1/17			ALT74641	01/21/2018	01/21/2019	\$5,000,000 per claim \$5,000,000 aggregate \$25,000 ded

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

CERTIFICATE HOLDER**CANCELLATION**

Raffelis Financial Consultants, Inc. 227 W. Trade Street Suite 1400 Charlotte NC 28202	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE
---	---

© 1988-2015 ACORD CORPORATION. All rights reserved.

Table of Contents

01	Experience
07	Project Team & Experience
11	Previous Projects & References
13	Appendix A: Scope of Work
23	Appendix B: Project Team Resumes

This page left blank to facilitate two-sided printing

WHO IS Raftelis

RAFTELIS HAS THE LARGEST CONSULTING PRACTICE IN THE NATION FOCUSING ON THE FINANCIAL AND RATE ASPECTS OF WATER-INDUSTRY UTILITIES.

In 1993, Raftelis was founded to provide services that help utilities function as sustainable organizations while providing the public with clean water at an affordable price. With this goal in mind, Raftelis has grown to have the largest and most experienced utility financial and rate consulting practice in the nation. Raftelis has experience providing these services to hundreds of utilities across the country and abroad, allowing us to provide our clients with innovative and insightful recommendations that are founded on industry best practices. Throughout our history, we have maintained a strict focus on the financial and management aspects of utilities, building a staff with knowledge and skills that are extremely specialized to the services that we provide, and thus allowing us to provide our clients with independent and objective advice.

OUR SUBCONSULTANT

Garcia Infrastructure Consultants, LLC

Garcia Infrastructure Consultants, LLC (GiC) is a full service civil engineering consulting firm that has extensive experience in delivering an array of complex projects with a strong emphasis in supporting municipal infrastructure including wastewater treatment, sanitary sewer collection, water treatment plant, and water distribution projects. GiC is certified by the South Central Texas Regional Certification Agency (SCTRCA) as Emerging Small Business Enterprise (ESBE), Hispanic American Business Enterprise (HABE), Minority Business (MBE), Small Business Enterprise (SBE), and Women Owned Business Enterprise (WBE).

WHAT MAKES RAFTELIS Unique



Raftelis is registered with the U.S. Securities Exchange Commission (SEC) and the Municipal Securities Rule-making 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 utility financial planning in compliance with the applicable regulations of the SEC and the MSRB.

DEPTH OF RESOURCES

With more than 70 consultants, Raftelis has the largest water-industry financial and rate consulting practice in the nation.

Benefit to the City

Our depth of resources will allow us to sufficiently staff this project with the qualified personnel necessary to efficiently and expeditiously meet the City's objectives.

FOCUS

Raftelis' services are solely focused on providing financial, rate, and management consulting services to water-industry utilities.

Benefit to the City

This focus allows Raftelis professionals to develop and maintain knowledge and skills that are extremely specialized to the services that we provide, and will allow us to provide the City with independent and objective advice.

UNPARALLELED LOCAL & NATIONAL EXPERIENCE

Raftelis staff have assisted numerous utilities throughout Texas and the U.S. with financial, rate, and management consulting services.

Benefit to the City

Our extensive experience will allow us to provide innovative and insightful recommendations to the City, and will provide validation for our proposed methodology ensuring that industry best practices are incorporated.

RATE ADOPTION EXPERTISE

Raftelis has assisted numerous agencies with getting proposed rates successfully adopted.

Benefit to the City

Our experience has allowed us to develop an approach that effectively communicates with elected officials about the financial consequences and rationale behind recommended rates to ensure stakeholder buy-in and successful rate adoption. This includes developing a "message" regarding the changes in the proposed utility rates that is politically acceptable, and conveying that message in an easy-to-understand manner.

MODELING EXPERTISE

Raftelis has developed some of the most sophisticated yet user-friendly financial/rate models available in the industry.

Benefit to the City

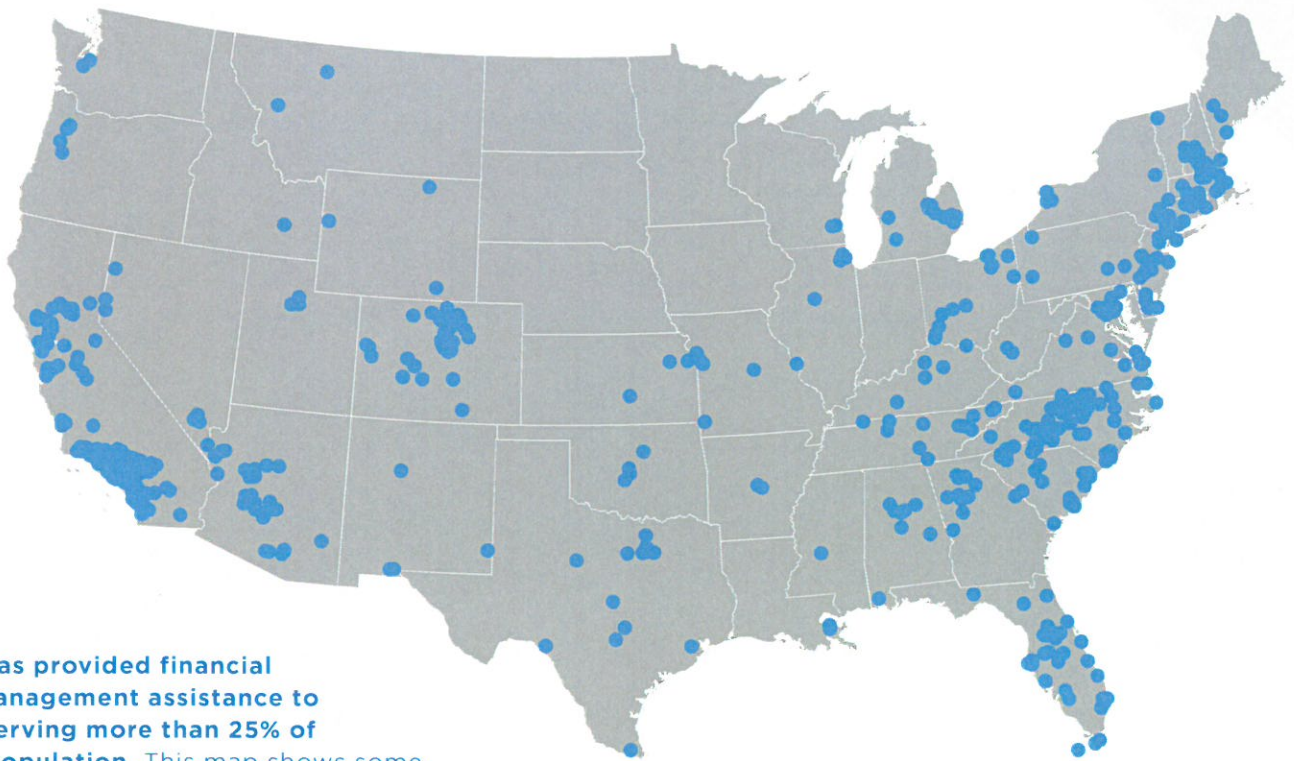
Our models are tools that allow us to examine different policy options and cost allocations and their financial/customer impacts in real time. Our models are non-proprietary and are developed with the expectation that they will be used by the client as financial planning tools long after the project is complete.

INDUSTRY LEADERSHIP

Our senior staff is involved in shaping industry standards by chairing various committees within the American Water Works Association (AWWA) and Water Environment Federation (WEF). Raftelis' staff members have also contributed to many industry standard books regarding utility rate setting.

Benefit to the City

Being so actively involved in the industry will allow us to keep the City informed of emerging trends and issues, and to be confident that our recommendations are insightful and founded on sound industry principles.



Raftelis has provided financial and/or management assistance to utilities serving more than 25% of the U.S. population. This map shows some of the stormwater, water, and/or wastewater utility clients where Raftelis has provided financial/management consulting.

Experience

Raftelis has focused on financial consulting for water, wastewater, and stormwater utilities since the firm's founding in 1993, and our staff consists of some of the most experienced consultants in the industry. Raftelis has provided financial, rate, management, and operational assistance to hundreds of water, wastewater, and stormwater utilities across the U.S. In the past year alone, Raftelis worked on more than 400 financial, rate, management, and operational consulting projects for over 300 water, wastewater, and/or stormwater utilities in 36 states, the District of Columbia, Canada, and Puerto Rico.

NATIONAL EXPERIENCE

This matrix shows a brief sample of some of the utilities throughout the U.S. and Canada that our staff have assisted and the services performed for these utilities.

		FINANCIAL AND RATE CONSULTING										MANAGEMENT CONSULTING									
STATE	CLIENT	AFFORDABILITY ANALYSIS AND PROGRAM DEVELOPMENT	DEBT ISSUANCE SUPPORT	DISPUTE RESOLUTION	FINANCIAL AND CAPITAL IMPROVEMENTS PLANNING	IMPACT FEES	RATE CASE SUPPORT	RATE STUDY	RISK ANALYSIS	STORMWATER UTILITY DEVELOPMENT	CUSTOMER RELATIONSHIP MANAGEMENT	CUSTOM SOFTWARE AND TOOL DEVELOPMENT	DATA SERVICES	ORGANIZATIONAL OPTIMIZATION	PERFORMANCE MANAGEMENT AND BENCHMARKING	PROJECT/PROGRAM PROCUREMENT ASSISTANCE	PUBLIC/STAKEHOLDER EDUCATION, OUTREACH, AND FACILITATION	STORMWATER PROGRAM DEVELOPMENT SUPPORT	STRATEGIC BUSINESS PLANNING	WATER/WASTEWATER UTILITY VALUATION	
AL	Birmingham Water Works Board	●	●	●	●	●		●	●				●		●		●		●	●	
AL	Mobile Area Water & Sewer System				●			●											●		
AR	Central Arkansas Water				●			●						●	●				●		
AR	Little Rock Wastewater Utility				●			●						●	●		●			●	
AZ	Peoria, City of		●		●	●		●												●	
AZ	Phoenix, City of		●		●										●	●					
AZ	Pima County			●	●	●		●	●							●				●	
AZ	Tucson Water				●			●									●				
CA	Atwater, City of		●		●			●									●				
CA	Beverly Hills, City of				●			●	●					●	●						
CA	MWD of Southern California			●	●			●							●						
CA	San Diego, City of				●	●		●	●												
CA	San Francisco PUC				●			●											●		
CA	Santa Clara Valley Water District			●	●			●													
CO	Littleton Sewer Rate Coalition			●	●			●													
DC	DC Water				●	●		●	●				●	●	●				●		
DE	Wilmington, City of													●		●			●		
FL	Clearwater, City of													●	●						
FL	Pompano Beach, City of				●			●						●							
FL	Port St. Lucie, City of				●	●		●													
FL	St. Johns County		●		●	●		●	●												
GA	Columbus Water Works		●		●			●	●							●					
HI	Honolulu ENV, City and County of				●			●													
IL	Naperville, City of				●			●													
KS	Wichita, City of				●			●	●												
KY	Hardin County Water District #1				●		●	●													
LA	New Orleans, Sewerage & Water Board of		●		●			●		●			●		●	●	●	●			
MD	Baltimore, City of	●			●			●	●	●	●	●	●	●			●	●	●		
MO	Metropolitan St. Louis Sewer District		●		●		●	●						●							

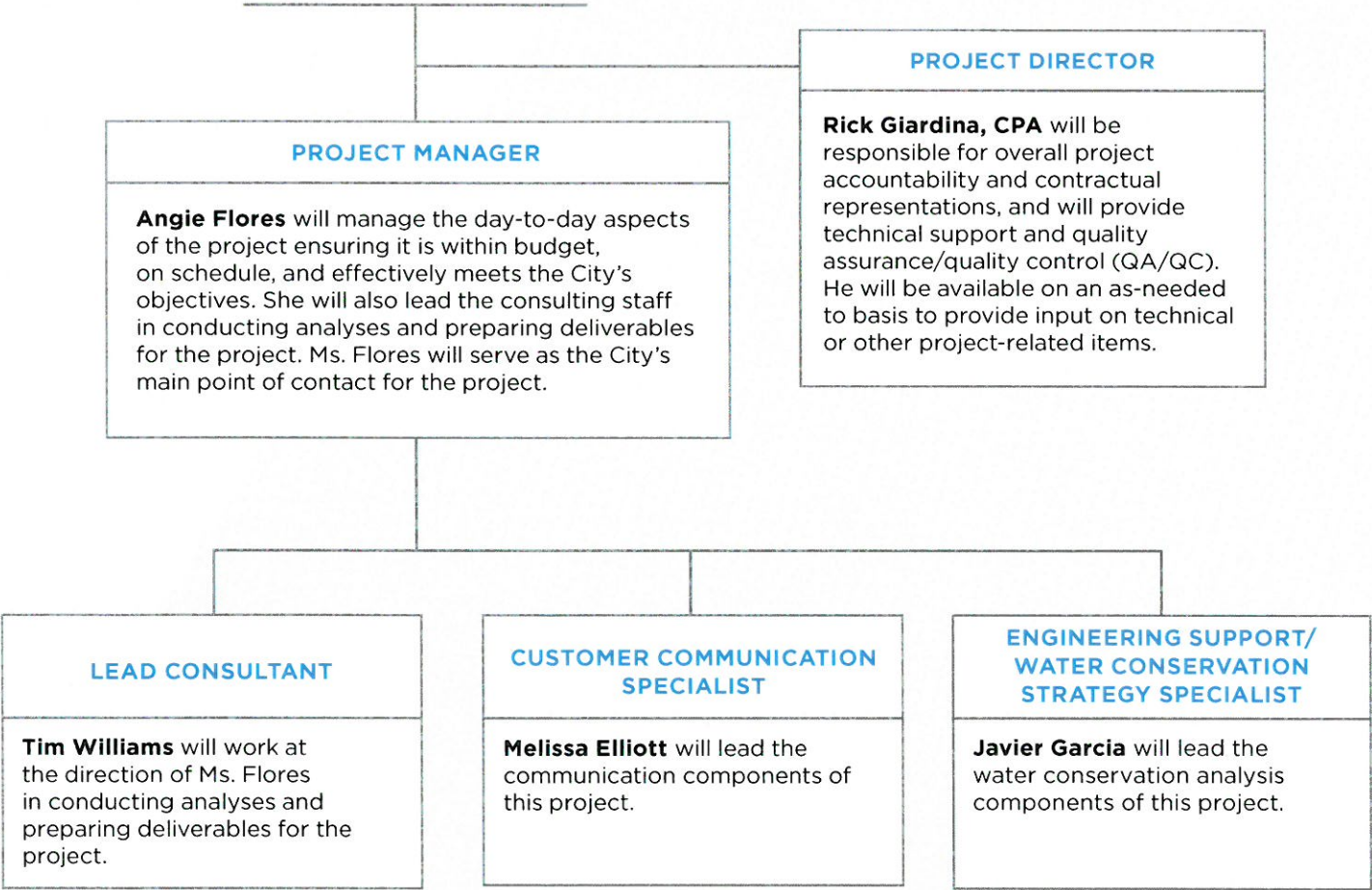
		FINANCIAL AND RATE CONSULTING										MANAGEMENT CONSULTING									
STATE	CLIENT	AFFORDABILITY ANALYSIS AND PROGRAM DEVELOPMENT	DEBT ISSUANCE SUPPORT	DISPUTE RESOLUTION	FINANCIAL AND CAPITAL IMPROVEMENTS PLANNING	IMPACT FEES	RATE CASE SUPPORT	RATE STUDY	RISK ANALYSIS	STORMWATER UTILITY DEVELOPMENT	CUSTOMER RELATIONSHIP MANAGEMENT	CUSTOM SOFTWARE AND TOOL DEVELOPMENT	DATA SERVICES	ORGANIZATIONAL OPTIMIZATION	PERFORMANCE MANAGEMENT AND BENCHMARKING	PROJECT/PROGRAM PROCUREMENT ASSISTANCE	PUBLIC/STAKEHOLDER EDUCATION, OUTREACH, AND FACILITATION	STORMWATER PROGRAM DEVELOPMENT SUPPORT	STRATEGIC BUSINESS PLANNING	WATER/WASTEWATER UTILITY VALUATION	
NC	Asheville, City of		●		●			●						●			●				
NC	Cary, Town of		●		●	●		●					●		●				●		
NC	Charlotte-Mecklenburg Utilities	●			●	●		●	●				●	●	●	●		●		●	
NC	Durham, City of		●		●			●												●	
NC	Raleigh, City of		●		●	●		●		●				●				●			
NV	Henderson, City of				●			●													
NY	New York City Water Board				●			●					●								
OH	Northeast Ohio Regional Sewer District	●			●			●		●		●	●		●			●			
OR	Portland Water Bureau, City of		●		●				●				●								
RI	Newport, City of		●		●		●	●								●					
RI	Providence Water Supply Board				●		●	●						●	●						
SC	Grand Strand Water & Sewer Authority				●			●						●						●	
SC	Mount Pleasant Waterworks				●	●		●	●										●		
SC	Spartanburg Water System		●		●			●	●						●						
TN	Johnson City, City of	●	●		●			●													
TN	Nashville and Davidson County MWS		●		●	●		●						●	●		●				
TX	Austin, City of				●		●	●									●				
TX	Dallas, City of							●					●				●	●			
TX	Denton, City of				●			●													
TX	El Paso Water Utilities Public Service Board		●	●	●	●	●	●		●	●	●	●	●	●		●	●	●	●	
TX	Fort Worth, City of							●													
TX	Round Rock, City of				●	●		●							●						
TX	San Antonio Water System	●			●	●		●	●								●				
VA	Newport News Waterworks, City of		●		●			●	●				●								
VA	Richmond DPU, City of	●			●			●					●				●	●			
VA	Suffolk, City of		●		●			●	●												
WA	Tacoma, City of							●					●						●		
WI	Milwaukee Water Works				●		●	●													

This page left blank to facilitate two-sided printing

Project Team

For this project, we have included senior-level personnel to provide experienced leadership for the project, with support from talented consultant staff. Raftelis places a high priority on being responsive to our clients and, therefore, actively manages each consultant's project schedule to ensure appropriate availability for addressing client needs. Raftelis currently has a team of over 70 consultants specializing in financial and management consulting for water, wastewater, and stormwater utilities. In addition to our dedicated Project Team, the City will have the support of Raftelis' full staff for this project. Here, we have included an organizational chart showing the structure of our Project Team and roles for each team member. On the following pages, we have included brief profiles for each of our team members, and detailed resumes are provided in Appendix A.

CITY OF SAN JUAN





Rick Giardina CPA

PROJECT DIRECTOR

*Executive Vice President
(Raftelis)*

EXPERIENCE: 39 years

CAREER HIGHLIGHTS

- Member of EPA Environmental Financial Advisory Board
- Co-author of WEF's MOP No. 27, Financing and Charges for Wastewater Systems
- Chair of AWWA Rates and Charges Committee
- Chaired AWWA's committee for re-write of M1 Manual & Water Utility Capital Financing Manual
- Financial/rate consulting experience with El Paso Water Utilities, Austin, Dallas, Denver, Seattle, San Diego, Salt Lake City, & MWD of Southern California

Mr. Giardina is an Executive Vice President with Raftelis and, while serving in a national role, he also leads the Rocky Mountain regional practice of Raftelis. His over 39 years of managerial and financial experience includes more than 300 financial studies serving both the private and public sector. His experience covers technical areas and industries such as municipal fee development, utility cost of service and rate structure studies, litigation support, economic feasibility analyses, privatization and regionalization feasibility and implementation studies, impact fee studies, management and operational audits, reviews of policies and procedures and operating practices, mergers and acquisitions, valuation services, and rate filing and reporting. He has also served as an arbitrator for several wholesale rate disputes. As a member of several industry associations, he has developed industry guidelines regarding financial and rate-making practices. Mr. Giardina is currently a Trustee and Vice Chair of the AWWA Management and Leadership Division. In addition, as the former Chair of the AWWA Rates and Charges Committee, he chaired one group that prepared the first edition of the *M54 – Small System Rate Manual* and another that re-wrote the *Water Utility Capital Financing Manual*. In addition, he was a contributing author to the WEF's *Financing and Charges for Wastewater Systems* manual. In 2011, he was appointed to a two-year term to the EPA Environmental Financial Advisory Board and served on the board until June 2017.



Angie Flores

PROJECT MANAGER

Manager (Raftelis)

EXPERIENCE: 24 years

CAREER HIGHLIGHTS

- Member of AWWA Rates and Charges Committee
- Financial/rate consulting experience with Addison, Abilene, Corpus Christi, San Marcos, Round Rock, San Jacinto River Authority, Universal City, Three Rivers, Pharr, & Georgetown

Ms. Flores has worked in the water and wastewater utility business for over 20 years. Most recently, she worked at HDR as the Rates and Finance Lead in Austin. While at HDR, Ms. Flores completed various cost of service and rate studies, financial planning models, and impact fee studies for cities throughout Texas. Prior to HDR, she worked for the Lower Colorado River Authority for 12 years. LCRA is responsible for managing the Highland Lakes system in Central Texas and a major wholesale electric provider. While at LCRA, Ms. Flores was responsible for developing budgets and rates for 32 water and wastewater utility systems. Before LCRA, she worked at the Texas Water Development Board as a financial analyst. The Texas Water Development Board is a financial resource for political subdivisions of the State of Texas. Ms. Flores is a member of AWWA and Texas Women of Public Finance. She is also an affiliate member of the Texas Municipal League and the Government Finance Officers Association of Texas.



Tim Williams

LEAD CONSULTANT

*Associate Consultant
(Raftelis)*

EXPERIENCE: 1 years

CAREER HIGHLIGHTS

Financial/rate consulting experience with Addison, San Jacinto River Authority, & Manor

Mr. Williams has a geology background paired with a quantitative financial background. His expertise includes writing and reading technical reports and associated financial models. Since joining Raftelis, he has completed many financial planning models for utilities. In association with these models he has completed various benchmarking studies to allow cities to see how their rates compare to regional utilities. Through his model work he has worked with many different utility managers and has gained very valuable industry knowledge. He is a member of the Young Professionals group in AWWA.



Melissa Elliott APR
**CUSTOMER COMMUNICATION
 SPECIALIST**
Manager (Raftelis)

EXPERIENCE: 20+ years

CAREER HIGHLIGHTS

17 years of experience working directly for utilities in communications roles, including most recently before joining Raftelis, serving as Director of Public Affairs for Denver Water

Ms. Elliott has a 20+ year public relations career spent almost entirely with water and wastewater utilities and municipalities. She oversees communication planning and stakeholder engagement for rate studies. Most recently, Ms. Elliott directed the public affairs efforts at Denver Water, which included leading water conservation outreach efforts through the innovative “Use Only What You Need” campaign and securing stakeholder support and informed customers for significant, complex rate structure changes, while maintaining a high level of customer satisfaction. She also led the public engagement strategy for four years of double-digit rate increases to support Aurora Water’s \$1.2 billion capital improvement program. Ms. Elliott has led drought communications efforts for both Denver Water and Aurora Water. Successful rate change communication and outreach requires developing, implementing, and directing communication plans; coordinating public relations activities; educating customers; anticipating concerns; and quickly addressing issues. Ms. Elliott has extensive experience working with elected officials, stakeholders and the public on issues as diverse as affordability, water efficiency, drought, rate structure change, demand management and customer assistance programs. She has an M.S. in technical communication and a B.A. in journalism and is Accredited in Public Relations (APR) through the Public Relations Society of America.

Highly active in the water industry nationally and regionally, Ms. Elliott is the chair of the American Water Works Association’s Public Affairs Council. Recent contributions to the industry include a *Journal AWWA* article, “Getting to know your stakeholders in advance of a rate change,” and workshops and presentations on building support for, and factoring in affordability during rate structure change.



Javier Garcia PE
**ENGINEERING SUPPORT/
 WATER CONSERVATION
 STRATEGY SPECIALIST**
Owner (GiC)

EXPERIENCE: 26 years

CAREER HIGHLIGHTS

Consulting experience with Pharr, San Juan, Los Fresnos, & Laredo

Mr. Garcia supports a variety of civil related projects from GiC San Antonio Office. His experience includes design of wastewater treatment plants, municipal collection systems including submersible and dry-well/wet-well lift stations, large-diameter and domestic urban waterlines, and potable groundwater wells and associated water plants. Mr. Garcia has over 20 years of experience working on projects in South Texas including the Rio Grande Valley, Laredo, and San Antonio and surrounding counties.

Mr. Garcia has also recently worked closely with the City of Pharr and McAllen Public Utilities (MPU) to assist with developing water and sewer rates for reclaimed water system. MPU is currently finalizing a project to deliver reclaimed water to new residential neighborhood (Tres Lagos). He also developed a Water Reuse Master Plan for the City of Pharr and established reclaimed water rates and accounted for impact to overall system.

This page left blank to facilitate two-sided printing

Previous Projects & References

On the following pages, we have provided detailed descriptions of six 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.

CITY OF THREE RIVERS (TX)

Reference:

Sam Garcia, Mayor
105 Harborth Avenue
Three Rivers, Texas 78071
P: 361.786.2528

While with a previous employer, Ms. Flores worked with the City of Three Rivers as a rate expert. The City's outside city limit customers had appealed a rate increase that resulted in a rate hearing process. Ms. Flores worked with the City's attorneys to get through the process of the appeal including completing financial analyses as it related to the adopted rates and negotiating with the appellants. A settlement that included the completion of a cost of service was reached with the appellants.

The City then engaged Ms. Flores to complete a Cost of Service Study. The previous study used to adopt the rates for the outside-city-limit (OCL) customers did not fully allocate costs between the customer classes. Ms. Flores developed a cost of service study that followed industry-standards to allocate costs between all customers classes including inside and outside-city-limit customers. After results of the study were determined,

Ms. Flores worked with the City Council and City staff to develop a rate plan that would increase rates for the OCL customers over a three-year period.

CITY OF PHARR (TX)

Reference:

David Garza, CWP, Utilities Director
City of Pharr - Public Utilities
P.O. Box 1729
801 E Sam Houston
Pharr, TX 78577
P: 956.402.4300

While with a previous employer, Angie Flores was engaged by Javier Garcia to complete a water and wastewater rate study for the City of Pharr. The City had not completed a rate study in several years and had some capital improvements that would be required in coming years. Ms. Flores worked with Mr. Garza and Mr. Garcia to develop a financial plan that considered the revenue requirements of the City as well as the upcoming capital improvements. Ms. Flores 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.

Ms. Flores provided the results to City management for use in determining which rate increases to present to Council.

CITY OF SAN MARCOS (TX)

Reference:

Steve Parker, Assistant City Manager/
Chief Financial Officer
630 E. Hopkins
San Marcos, TX 78666
P: 512.393.8106
E: sparker@sanmarcostx.gov

Angie Flores, while at a different employer, was engaged by the Assistant City Manager of the City of San Marcos (City) in 2014, 2015, and 2016 to complete a financial planning model and rate study. Each year, Ms. Flores updated the 10-year financial planning model with the most recent consumption data, customer counts, actual expenses, budgets, capital improvement plan, and debt service for the water, wastewater, and electric utilities. Rates were calculated so that the total revenue was sufficient to recover the revenue requirements for each utility. Debt service coverage ratios and reserve requirements of each utility were verified each year.

Ms. Flores worked with the City to identify goals and objectives for the particular year

being evaluated. In FY 2014, Angie worked with City staff to consider customer class rates and rate structures as the City's existing rates are only based on meter size. In FY 2015, various changes were made to the model to reflect changes in the City's purchased power. In FY 2016, the model was further modified to include more rigorous checks and balances to ensure that data throughout the model is accurate.

In 2017, Raftelis was engaged by the City to once again update the financial planning model. Raftelis undertook making modifications to portions of the model to further improve on the previous work. In addition, Raftelis is working with the City to develop new goals for its rate structures to determine if future modifications should be considered.

In 2017, Raftelis was engaged by the City to once again update the financial planning model. Raftelis undertook making modifications to portions of the model to further improve on the previous work. In addition, Raftelis is working with the City to develop new goals for its rate structures to determine if future modifications should be considered.

CITY OF ROUND ROCK (TX)

Reference:

David Freireich, PE, Manager, Utilities Engineering
2008 Enterprise Drive
Round Rock, TX 78664
P: 512.671.2756
E: dfreireich@roundrocktexas.gov

The City of Round Rock (City) is approximately 20 miles north of Austin. Once just a small suburb of Austin, the City now supports its own economic development and is home to numerous commercial enterprises. The City provides water and wastewater service to approximately 100,000 City residents and another 40,000 residents outside the City through several wholesale customers. The City first engaged Raftelis in 2014 to conduct a comprehensive cost of service and rate study. Raftelis assisted the City in the equitable cost of service analysis and rate design that will continue to promote the

quality and balance of life that is evident in its community and commercial initiatives.

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 had not been updated in some time. Raftelis determined cost of service and calculated wholesale rates according to the Utility Approach, and developed a three-year phase-in of rates.

Raftelis was engaged again in 2017 to conduct an update to the cost of service study and develop a 3-year rate forecast for retail and wholesale customers to be implemented for FY 2018 – FY 2020. Raftelis also developed alternative rate structures for the residential, commercial and irrigation customer classes. Rate structures and rates for retail and wholesale customers were approved and adopted by City Council in September 2017.

Additionally, Raftelis provided assistance to the Drainage Utility for the City of Round Rock in 2017. Raftelis developed the first comprehensive financial planning model for the Drainage Utility for capital planning and annual fee development.

CITY OF ABILENE (TX)

Reference:

Rodney Taylor, Director of Water Utilities
534 Cypress Street
Abilene, TX 79601
P: 325.676.6452
E: rodney.taylor@abilenetx.com

The City of Abilene has a population of about 126,000 residents including Dyess AFB, six Higher Education campuses, and two State Prison units. Abilene has experience slow but steady growth over the past several years, but is currently in the midst of a residential and commercial building boom. In addition to serving customers within the city limits of Abilene, the City provides treated water

to 14 wholesale customers, wastewater treatment service for 4 contract customers and wastewater collection and treatment service to about 100 customers located outside the City's limits.

Initially, Raftelis served as a subconsultant with Enprotec/Hibbs & Todd to provide rate and financial services to the City of Abilene (City) related to the development of a system raw water user rate. The City of Abilene receives raw water from several reservoirs, including O.H. Ivie Reservoir, Lake Kirby and Fort Phantom Hill. O.H. Ivie Reservoir is operated by the West Central Texas Municipal Water District. Lake Kirby and Fort Phantom Hill are both owned by the City. The City is investigating the possibility of selling raw water to other utilities located outside the City.

Raftelis worked with City Staff to establish the cost of service for the raw water system by analyzing the utility's operations and maintenance expenses and assets to allocate the costs specific to the raw water service. Using historical consumption data, Raftelis develops the billing determinant in order to calculate a cost per 1,000 gallons. Raftelis presented its findings through a technical memo presented to City Management.

In 2017, Raftelis was hired by the City of Abilene to conduct a water and wastewater cost of service study and rate structure update. The study includes the review of City's current rate structure and cost allocation between customer classes. In addition, Raftelis is completing a financial planning model to be used by the City for future planning. Raftelis is completing the study and report by early 2018.

APPENDIX IX A ■ Scope ■ of Work

Scope of Work

In the following paragraphs, Raftelis has provided the tasks to complete the Scope of Work described in the RFQ. Overarching all of these tasks is the importance of management oversight to ensure that the project is completed on time and on budget.

Project Management

Consistent and competent project management is required to ensure project success and adherence to timelines and budgets. This project involves multiple interrelated work efforts that will require effective coordination between City staff, the consultant team, the City Council and any other stakeholders. Our management approach stresses transparency, communication, teamwork, objectivity, and accountability for meeting project objectives. Management responsibilities extend to general administrative duties such as client correspondence, billing, and project documentation.

Assignment of key project team members, including:

- A strong Project Manager, Angie Flores, who is familiar with water systems, as well as regional utility trends and issues. She will be responsible for facilitating a close working relationship between the City and the Raftelis staff. She will be accountable for meeting the project schedule, budget and technical requirements of the project.
- A highly experienced Project Director, Rick Giardina, CPA, who has more than 35 years of utility industry experience and recently served as the Chair of the Rates and Charges Committee of the American Water Works Association.
- A highly experienced engineer, Javier Garcia of Garcia Infrastructure Consultants, who has worked with the City previously and will provide his expertise on the Water Conservation Incentives programs.
- Highly qualified consulting staff.
- Sufficient support resources to ensure timely completion.
- Ample resources to quickly and effectively respond to the City's requirements.

In order to successfully complete the project, Raftelis will be in frequent communication with City staff regarding data requests, data validation, data decisions and review of preliminary results. Much of this can be accomplished through conference calls, emails, and weekly demonstrations using tools such as GoToMeeting. In the kick-off meeting, which we believe is the most effective way to begin a project of this nature, our goals will include:

- Providing a forum to finalize the work plan and schedule with City staff
- Ensuring that we have an understanding of the overall goals for the study
- Providing an opportunity for City staff to meet and become comfortable with our staff
- Reviewing the data needs for the project
- Develop vision for the rate model.

We also recommend that we have regularly scheduled conference calls with the City's project manager. These efforts provide for consistent and competent project management to ensure that all deadlines and objectives are met in a timely and efficient manner. We believe in a no-surprises approach so that the client is aware of the status of the project at all times.

Detailed on the following pages are highlights of our scope of services for this project.

Task 1 ANALYSIS OF CUSTOMER WATER CONSUMPTION CHARACTERISTICS

This project's primary objective is to provide the City with a rate recommendation that can be presented to the City Council that will ensure the long-term sustainability of the utility. In order to evaluate the City's current rate structure and self-sustainability of the utility, Raftelis will conduct a financial planning, cost of service, and rate design analysis and will concurrently develop a financial model to ensure that rates are sufficient to recover costs.

Data Review

First, Raftelis will conduct a thorough review of pertinent information provided by City staff. For example, Raftelis will analyze and gain an understanding of the nature of the revenue streams and requirements over the study period to be incorporated in the model, especially for non-recurring expenditures or volatile historical revenues or revenue requirements. Raftelis will send City staff a data request list, which may include the following information:

- Financial data such as historical costs, operating budgets, revenue sources (including non-operating revenues), and reserve funds
- Capital improvement plans and anticipated capital funding sources
- Existing and proposed debt, respective reserve policies, and annual coverage requirements
- Current utility policies, procedures, and regulatory requirements
- Detailed description of the assets utilized by the City

Demand Analysis and Forecast

To achieve an equitable allocation of costs among customer classes and to fully understand the appropriateness of the City's water and wastewater rate structures, Raftelis must obtain a detailed understanding of customer water consumption characteristics. Further, a key component of the water and wastewater financial planning process is the devel-

opment of a comprehensive demand forecast based on realistic assumptions regarding current and future customer water demand.

In order to properly address cost allocation and rate structure-related issues and prepare a demand forecast for the financial plan, Raftelis must conduct a detailed quantitative and qualitative review of customer demographic data and billed consumption data for each customer class. The data Raftelis will seek to obtain regarding customer water consumption will include, but not necessarily be limited to, those described below for the fiscal years of 2015-2017:

- Aggregate monthly and annual billed water consumption and customer count data for each customer class
- Individual monthly water billing records for representative sample customers in each customer class

Based on our analysis of customer consumption characteristics, Raftelis will develop a comprehensive water and wastewater demand forecast for the five-year period.

Task 2 COMPREHENSIVE FINANCIAL PLANNING AND REVENUE REQUIREMENT DETERMINATION

Raftelis will compile, analyze and forecast all of the operating expenditures, capital expenditures, debt service, and miscellaneous items to be included in the comprehensive financial planning model for the water and wastewater fund for the five-year study period. The projections contained in the financial plan will be developed in consultation with the utility and will focus on determining the level of the required rate revenue to fund utility operations, meet target reserve balances, comply with debt service coverage ratios, and ensure overall long-term financial sustainability and viability.

Task 3 WATER UTILITY COST OF SERVICE ANALYSIS

After forecasting the water utility revenue requirement, a cost of service study must be conducted to determine the amount of revenue that should be recovered from each customer class. To accomplish this objective, Raftelis will use a multi-step cost allocation process based on the industry standard methodologies published by the AWWA in *Manual of Water Supply Practices M1, Principles of Water Rates, Fees, Charges* (Manual M1), which is co-authored by several Raftelis staff members. The use of AWWA standard processes ensures that costs will be allocated to each water customer class based on the proportionate demands they impose on the water utility system.

Cost Functionalization

As a first step in the water cost of service process, the revenue requirement must be allocated to the appropriate functional cost categories. These functional cost categories are based on utility engineering design and/or operational characteristics, coupled with our experience performing cost allocations for other water utilities throughout the United States and Texas. Depending on the characteristics of the City, they generally include:

- Source of supply costs
- Purchased water costs
- Water treatment costs
- Pumping costs associated with each elevation level
- Transmission costs
- Distribution costs
- Meter, billing and collection, and customer service costs
- Administrative costs

Note, that as part of the process of assigning costs to functional categories, Raftelis will identify those costs that are common to all customers (for example, operations and maintenance costs that benefit the entire system) and those costs that are unique to a single or limited number of customers (for example, a transmission line required to serve a single non-contiguous customer).

Cost Allocation

After assigning the water utility revenue requirement to functional categories, Raftelis will allocate the costs according to the type of service they are incurred to provide. Under the base-extra capacity method of cost allocation described in AWWA's Manual M1, these cost classification parameters generally include:

- Base demand
- Maximum day demand
- Maximum hour demand
- Meters and Service
- Billing and Collection.

Determine Customer Class Maximum Day and Maximum Hour Capacity Factors

Based on the analysis of customer water consumption characteristics and the preparation of a demand forecast, Raftelis will estimate the annual demands and the unique non-coincident maximum day and maximum hour capacity factors for each water customer class. In general, customer classes with higher maximum hour and maximum day capacity factors have larger per unit revenue requirements than those with lower capacity factors.

Estimate of Total System Units of Service and Unit Costs of Service

Based on the capacity factor analysis, Raftelis will estimate the total system units of service associated with each cost classification parameter referenced above. At a minimum, these units of service will include: base demand units (i.e., annual demand units); maximum day and maximum hour peak load demand units; equivalent customer meters based on AWWA flow rate equivalencies; and actual connections on the water utility system.

Raftelis will then estimate the total system unit cost of service for each cost classification parameter. Raftelis anticipates the development of a total system unit cost of service, expressed in dollars per gallon basis for the base, maximum day, and maximum hour volumetric cost parameters. In addition, we anticipate the development of a unit cost of service for water meters expressed in dollars per equivalent meter basis.

Distribute Cost to Customer Classes

The final step in the cost of service process is the determination of the specific revenue requirement for each water service customer class. This is achieved by multiplying the total system unit cost of service for each customer parameter by the unique units of service estimated for each customer class.

Task 4

WASTEWATER UTILITY COST OF SERVICE ANALYSIS

After forecasting the wastewater utility revenue requirement, as cost of service study must be conducted to determine the amount of revenue that should be recovered from each customer class. To accomplish this objective, Raftelis uses a multi-step cost allocation process based on the industry standard methodologies published by the Water Environment Federation's (WEF) *Manual of Practice No. 27, Financing and Charges for Wastewater Systems*, which is co-authored by Raftelis staff members. The use of WEF standard processes ensures that costs will be allocated to each wastewater customer class based on the proportionate demands they impose on the wastewater utility system.

Cost Functionalization

As a first step in the wastewater cost of service process, the revenue requirement must be allocated to the appropriate functional cost categories. Wastewater functions typically include treatment (often subdivided by unit process), collection, solids management, and customer service. During the initial phases of the study, we will work with City staff to determine the appropriate functional categories and factors to use in the analysis. Criteria for allocating costs will be based on an evaluation of the design and function of system facilities. These functional categories may include:

- Service laterals
- Collection lines
- Interceptor/conveyance systems
- Lift and pumping stations
- Treatment plant – preliminary, secondary and tertiary treatment

- Treatment plant – disinfection
- Sludge processing/biosolids handling
- Meters
- Customer service
- Administration

Cost Allocation

Following functionalization, an allocation process will be undertaken. Some costs the utility incurs are a function of the water quantity discharged by a customer, while other costs are associated with addressing wastewater strengths or conveying wastewater. Customer service, billing, and metering costs are generally a function of the number of customers served, and the size and type of meter or service. As with the functionalization process, Raftelis will work with City staff to determine the specific allocation factors that best represent wastewater utility system cost drivers. These cost allocation factors may include:

- Average Day Volume
- Biochemical Oxygen Demand (BOD)
- Suspended Solids (TSS)
- Nutrients such as Nitrogen (TKN) or Phosphorous (P), if applicable
- Customer Billing, Service and Metering

Estimate the Total System Units of Service and Unit Costs of Service

Using information regarding customer class billed wastewater discharge volumes (i.e., customer water consumption applicable to wastewater) and information regarding influent flows at the City's wastewater treatment plant, Raftelis will estimate the total system units of service associated with each cost classification parameter referenced above. At a minimum, these units of service will include: wastewater volumes, including allocated infiltration and inflow volumes; BOD strength loadings, including estimated BOD loadings associated with infiltration and inflow; TSS strength loadings including estimated TSS loadings associated with infiltration and inflow; and equivalent meters (i.e., wastewater service connections) based on AWWA flow rate equivalencies.

Raftelis will then estimate the total system unit cost of service for each cost classification parameter. Raftelis anticipates the development of a total system unit cost of service, expressed in dollars per gallon basis

for volume, BOD and TSS. In addition, we anticipate the development of a unit cost of service for water meters (i.e., wastewater service connections) expressed in dollars per equivalent meter basis. As part of this process, Raftelis will develop the unit cost of service associated with treating BOD and TSS using the parameters contained in the City's current rate structure.

Distribution of Cost to Customer Classes

The final step in the cost of service process is the determination of the specific revenue requirement for each customer class. This is achieved by multiplying the total system unit cost of service for each customer parameter by the unique units of service estimated for each customer class.

Task 5 RATE DESIGN

Raftelis will reviewing the existing rate structures for consistency with industry-accepted approaches. Raftelis will discuss the advantages and disadvantages of the existing rate structures with City staff and will model two alternatives based on City staff's input. Rate structure alternatives may include revising cost recovery from fixed and variable charges or evaluating the appropriateness of the volumetric thresholds of the tiered rate structures. Coupled with the results of the cost allocation analysis, the existing and alternative rate structure will be examined and evaluated using the model. Customer impact analyses will be performed for comparison and a proposed rate structure and schedule will be recommended. The implementation of the recommended rates or potential phasing to lessen impacts will be discussed with City staff.

Task 5.2: Pricing Objectives Workshop (Optional)

Raftelis routinely conducts pricing objective workshops for clients considering potential modifications to their existing water and wastewater rate structures. If the City wishes, we can conduct such a workshop as part of the initial project meeting. The purpose of this workshop would be to

determine whether modifications to the City's water and wastewater rate structures are necessary. Depending on the needs of the City, the topics covered by Raftelis will include the process of developing cost of service water rates using AWWA rate-making principles and wastewater rates using WEF ratemaking principles. Most important 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. These include:

Revenue Stability

Rates should generate revenue sufficient to meet revenue requirements despite fluctuations in demand caused by variability in climatic or economic conditions. This is often accomplished by increasing the amount of revenue generated by fixed charges.

Water Conservation/ Demand Management

Rates should send effective conservation pricing signals and assist in managing maximum day demands.

Intra- and Inter-Class Rate Equity

Rates should ensure that each customer class, and each individual customer within a specific class, is contributing equitably

towards revenue requirements based upon their unique consumption characteristics.

Affordability

Rates should be designed such that there are mechanisms in place that allow for economically disadvantaged customers to continue to receive water service.

Rate Stability

Rate should be designed and implemented in an effort to avoid inordinately large increases or decreases in customers' bills during the course of a single year.

Simplicity and Ease of Implementation

Rates should be readily understandable by customers and be able to be implemented using existing staff and the existing billing and collection infrastructure with only minor modifications. In many cases, the capabilities of the utility customer information system are a limiting factor which prevents the implementation of new or modified water rate structures.

Economic Development

Depending on the policy objectives of the utility in question, rates may be designed to protect or attract specific types of business or industries.

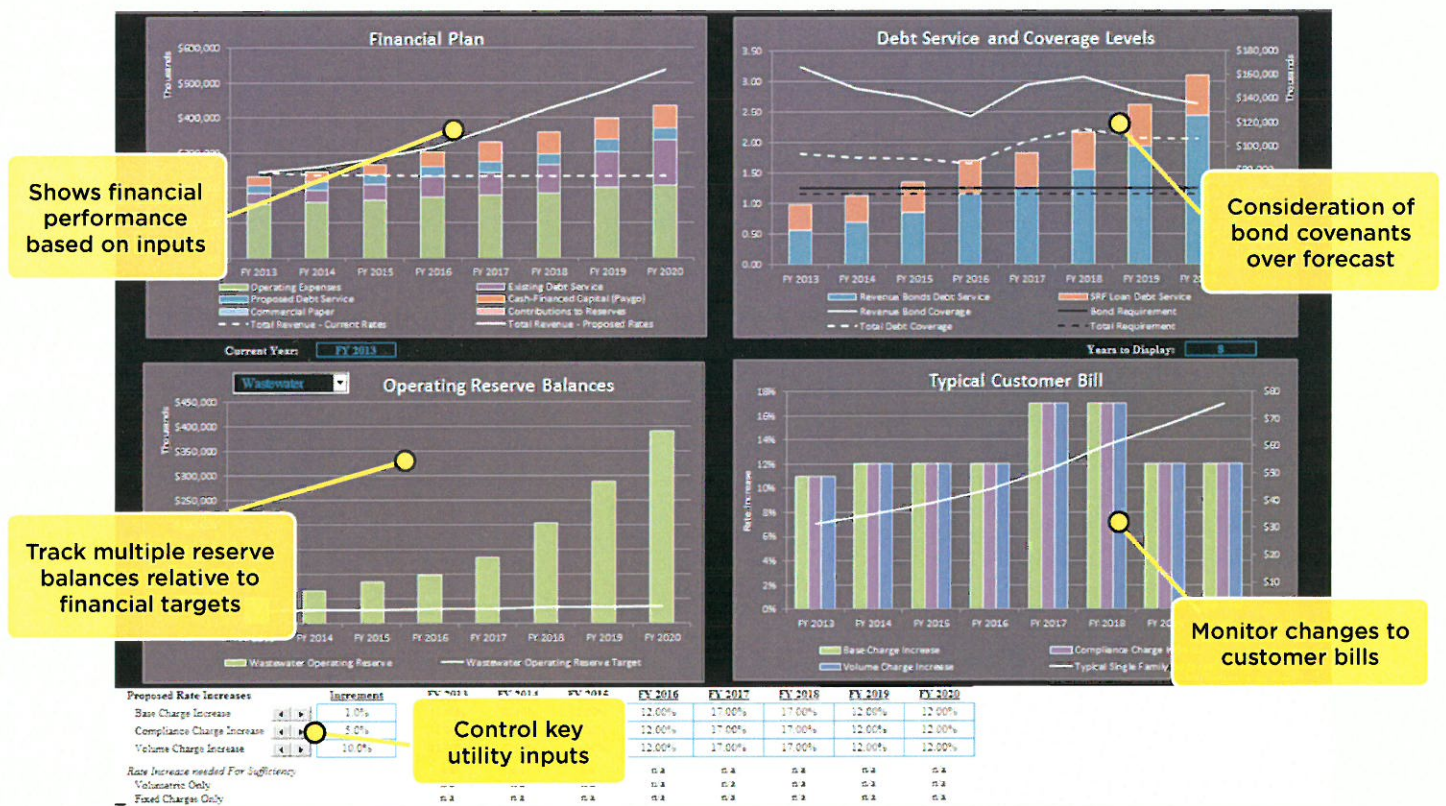
A sample scorecard from a client pricing objectives workshop is shown below.

Pricing objectives drive the entire rate-setting process.
Below is a sample pricing objectives scorecard

Classification	Rank Total	Objective
Most Important	1	Conservation/Demand Management
	2	Financial Sufficiency
	3	Rate Stability
Very Important	4	Revenue Stability
	5	Equitable Contributions from New Customers
	5	Affordability to Disadvantaged Customers
Important	7	Cost of Service Based Allocations
	8	Minimization of Customer Impacts
	9	Simple to Understand and Update
Least Important	10	Defensibility
	11	Ease of Implementation
	12	Economic Development

SAMPLE MODEL DASHBOARD

The dashboard allows quick decision-making by visually displaying impacts of changes to selected variables.



Task 6 FINANCIAL PLANNING AND RATE DESIGN MODEL

The project's primary deliverable is the creation of a customized water, wastewater, and reuse financial planning and rate design model tailored to the City's specific situation and needs. Raftelis will be developing the financial planning and rate design model in tandem with the cost allocation and rate study process to provide the quantitative support needed by staff to develop a rate recommendation. During the course of the project, City staff will be provided with working copies of the then-current model such that they will be able to provide continual input into the development of the model. Once we have developed a working model to calculate preliminary rate recommendations, Raftelis will conduct a work session with City staff to review and discuss the rate model and preliminary results. We will walk through the model to ensure appropriate model functions are included. Any necessary modifications will be incorporated into the final rate model.

Once the project is complete, the City will be provided with fully functioning copies of the model with written operating instructions. In addition, Raftelis will train members of the City staff in its use.

Dashboard and Other Features

Raftelis understands the importance of developing a user-friendly, flexible model that the City can use in the future for financial planning and developing rates. In addition to the core rate study component, the rate model will include various features that will: allow for dynamic analysis, succinctly summarize the data, and graphically represent the results.

Some of the features of the model include:

- Developed in Microsoft Excel 2016 (compatible with earlier versions if necessary)
- Ability to model multiple rate structures simultaneously
- Ability to model changes in usage

- Incorporation of financial planning over a five-year planning horizon with ability to change certain standard assumptions by year
- Ability to calculate rates for multiple years and update rates annually with ease
- Ability to flag errors and problematic results such as failure to meet debt coverage, reserve below target levels, etc.
- Ease of input, updating, and rate schedule/graphics printing

Task 7 CUSTOMER COMMUNICATION

Raftelis will work with City staff to create a communication plan to explain any rate changes and wastewater conservation incentives to customers. A strategic approach to communicating rate changes to customers is important, especially when the City is responding to drought and implementing conservation incentives. Rate changes that occur while communicating the need for water efficiency can be confusing to customers. Without a carefully developed strategy, customers can be left feeling that they are receiving mixed messages from their city that tells them to use less water, but then increases rates because of declining revenue often driven by reduced consumption.

Raftelis will create a plan that integrates with the City's other communication efforts to ensure proactive engagement in informing customers of the rate change, while factoring in the need to reduce water demand and explain available water conservation incentives. The communication plan would include the following components:

- Key messages and a message platform that ties the need to conserve to the value of water and the addition of water conservation incentives
- Communication channels and tactics such as FAQs and infographics explaining the rate change
- An outline of collateral materials and project timeline

Task 8 PRESENTATION TO CITY COUNCIL, CITY ADMINISTRATION AND REPORT

As mentioned previously, the primary objective of the study is to develop a set of rates that can be presented to City Council that will ensure the financially sustainable operation of the utility. Raftelis will be prepared to attend City staff and City Administration meetings, Council workshops, or other Council meetings. To support the presentation of results, Raftelis will prepare a report highlighting the study process and results. Additionally, Raftelis will prepare a presentation package in PowerPoint for presentation to City Council and the public.

Task 9 EVALUATION AND UPDATE OF MISCELLANEOUS FEES

Utilities typically collect several non-user fees or charges such as tap and service fees. For the study, Raftelis will first review the City's current residential and commercial water service taps, meter costs, meter installation cost, fire system taps, rates for sewer service taps, rates for maintenance of service lines, and maintaining back flow preventers and grease traps and the methodology by which each fee was developed (if available). The Project Team will interview City staff in order to gain any insight into the prior calculation of each fee and the purpose for each of the fees. The Project Team will then inventory each of these fees including the level of the fee, the date the fee became effective, and the level of revenue generated from each of the fees. The second step will involve determining the appropriate methodology for updating each fee. The non-user fees and charges involve a wide range of fees that will have to be validated and/or updated using various methodologies.

Several approaches for updating miscellaneous fees are explained in more detail below. Most of the fees would be updated using one of these approaches:

- Inflationary adjustment
- Benchmarking with peer utilities
- Bottom up approach
- Top down approach

Inflationary Adjustment

Some of the City's fees and charges may be cost justified based on prior studies that are now outdated. However, if the methodology used in the past was an appropriate methodology, then it may be feasible to validate the fee by applying an inflationary factor using the consumer price index or another appropriate inflationary factor.

Benchmarking

Many utilities have realized that fees can provide an important component of the revenue stream and have focused on having appropriate fees. As a result, Raftelis has conducted a number of benchmarking exercises and has valuable data available from other utilities. For example, we recently completed a survey of miscellaneous fees (for select miscellaneous fees) for 20 utilities in the Southeast. The Project Team will compare the current fees to those offered by other communities (local and regional) in order to determine if the City's fees are reasonable.

As part of the scope of work, Raftelis can, if requested, utilize our experience in performing benchmarking analyses to assist in conducting a more comprehensive benchmarking survey for all of the City's fees. The results of this survey can serve as a benchmarking tool to assess the effectiveness of the City's current miscellaneous fees. We will also determine whether the current types of miscellaneous fees collected are appropriate or if the City would benefit from consolidating or expanding the types of fees.

Bottom-up and Top-Down Approach

Some service fees can be classified as miscellaneous fees. Fees for these services can be calculated using cost of service-based principals meaning that fees can be calcu-

lated by either a top-down or bottom-up approach. A "bottom-up" approach (or activity-based costing approach) involves calculating costs for each service based on the time, labor, and equipment required to complete each service. For example, labor, material, overhead, and other costs are assigned to each service performed to determine the unit cost for each miscellaneous fee service. In contrast, a "top-down" approach involves taking a portion of the total budget that involves customer service, field services, and other overhead centers such as accounting, etc. and then allocating these costs to specific services such as maintenance of back flow preventers and grease traps. These costs are then divided by the average number of annual occurrences of each of these services to determine the unit cost of each service.

The Project Team will determine the most appropriate methodology for updating each type of fee consistent with any state statutes that limit the level of any of the City's miscellaneous fees and charges.

Based on a review of each fee, a Miscellaneous Fee Report will be prepared summarizing the Project Team's recommendation of the most appropriate methodology needed to update each fee and the calculated fee. The report will document whether or not these fees are cost justified and, if not, document the methodology used to ensure these fees and services are structured to be more cost justified. A draft of this report will be provided to City staff and, after staff approval of the draft report, Raftelis will submit a final report.

Task 10

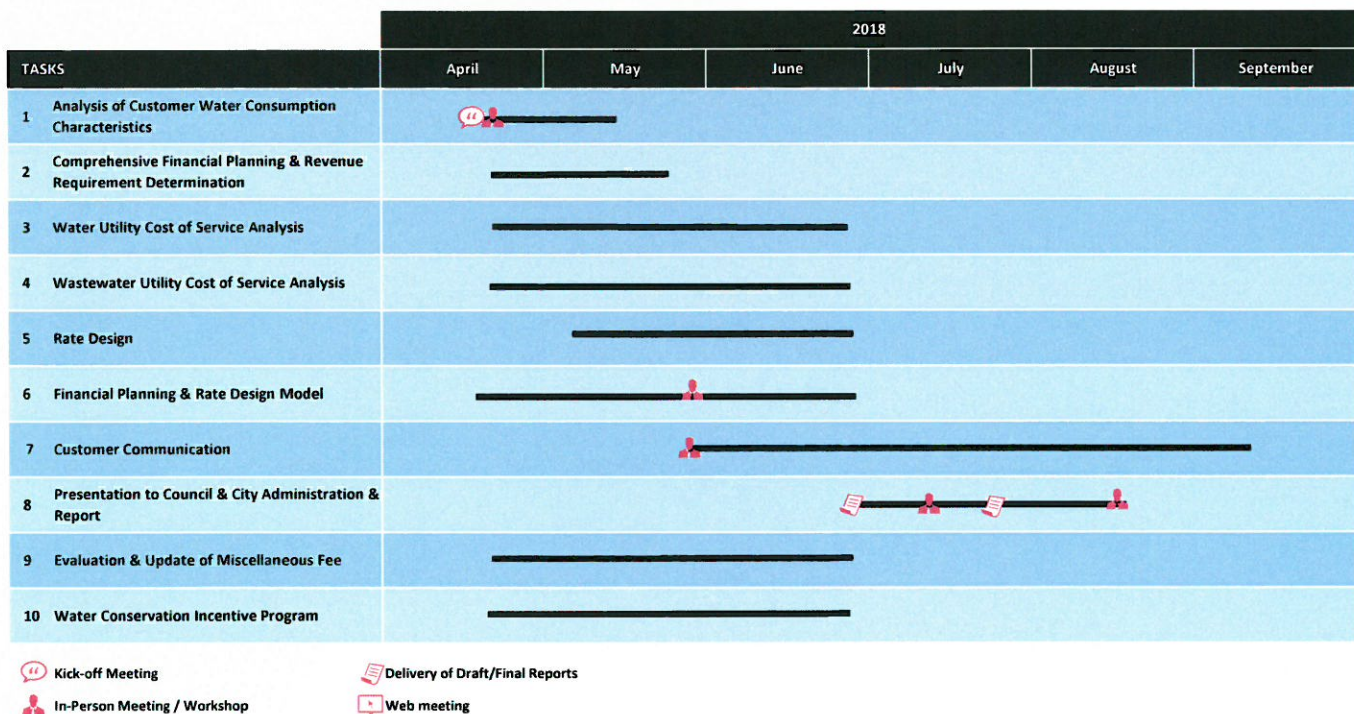
WATER CONSERVATION INCENTIVE PROGRAM

When implementing a conservation incentive program, it is important to consider the costs related to the various programs. In addition, depending on the program, the impact to water consumption can vary. Raftelis has partnered with Javier Garcia of Garcia Infrastruc-

ture Consultants (GIC) to assist in the evaluation process of the water conservation program. GIC will use its expertise in engineering design and developing cost estimates to determine the costs associated with various conservation incentive programs. The Project Team will work with City staff to determine the programs that will address the City's conservation plan and goals. Finally, the team will determine how the water conservation will impact water usage and, ultimately, revenue.

Schedule

Raftelis will complete the scope of services within the timeframe shown in the schedule below. The proposed schedule assumes a notice-to-proceed by April 2018, and that Raftelis will receive the needed data in a timely manner and be able to schedule meetings as necessary. Project completion is estimated within 90 days for August 2018, however customer communication will continue until September 2018.



This page left blank to facilitate two-sided printing

APPENDIX IX

B: Project Team Resumes

TECHNICAL SPECIALTIES

- Cost of service and rate structure studies
- Litigation support
- Economic feasibility analyses
- Impact fee studies
- Management and operational audits
- Reviews of policies, procedures, and operating practices
- Public-Private Partnerships
- Mergers and acquisitions - regionalization
- Valuation services
- Rate filing and reporting

PROFESSIONAL HISTORY

- Raftelis: Executive Vice President (2013-present, 1993-1995)
- Malcolm Pirnie-Arcadis-US (2004-2013)
- Rick Giardina & Associates, Inc. (1995-2004)
- Ernst & Young (1984-1993)
- Stone & Webster Management Consultants, Inc. (1981-1984)
- State of Colorado Public Utilities Commission (1978-1981)

EDUCATION

- Bachelor of Arts in Business Administration - Western State College of Colorado (1978)

CERTIFICATIONS

- Certified Public Accountant, Colorado
- Series 50 Municipal Advisor

PROFESSIONAL MEMBERSHIPS

- American Institute of Certified Public Accountants
- American Water Works Association
- Government Financial Officers Association
- Water Environment Federation

Rick Giardina CPA**PROJECT DIRECTOR**

Executive Vice President (Raftelis)

Mr. Giardina is an Executive Vice President with Raftelis and, while serving in a national role, he also leads the Rocky Mountain regional practice of Raftelis. His over 39 years of managerial and financial experience includes more than 300 financial studies serving both the private and public sector. His experience covers technical areas and industries such as municipal fee development, utility cost of service and rate structure studies, litigation support, economic feasibility analyses, privatization and regionalization feasibility and implementation studies, impact fee studies, management and operational audits, reviews of policies and procedures and operating practices, mergers and acquisitions, valuation services, and rate filing and reporting. He has also served as an arbitrator for several wholesale rate disputes.

As a member of several industry associations, he has developed industry guidelines regarding financial and rate-making practices. Mr. Giardina is currently a Trustee and Vice Chair of the AWWA Management and Leadership Division. In addition, as the former Chair of the AWWA Rates and Charges Committee, he chaired one group that prepared the first edition of the *M54 - Small System Rate Manual* and another that re-wrote the *Water Utility Capital Financing Manual*. He also chaired the re-write of *Manual M1, Principles of Water Rates, Fees, and ges* (the Sixth Edition was published in June of 2012 and oversaw the publication of the Seventh Edition in January 2017). In addition, he was a contributing author to the WEF's *Financing and Charges for Wastewater Systems* manual. Mr. Giardina organized and led WEF-sponsored seminars in 2010 and 2011 titled "Weathering the Storm: Is This the Right Time for You to Form a Stormwater Utility?"; seminars on the opportunities and challenges surrounding the creation of a stormwater utility. In 2011, he was appointed to a two-year term to the EPA Environmental Financial Advisory Board and served on the board until June 2017.

RELEVANT PROJECT EXPERIENCE**El Paso Water Utilities Public Service Board (TX)**

Mr. Giardina served as Project Officer to assist the City of El Paso in identifying and assessing potential organizational and institutional arrangements for the management and funding of stormwater-related activities; and recommend the preferred structure for providing stormwater management and prepare an implementation plan. Subsequently, Mr. Giardina assisted the utility in the creation of the stormwater utility, development of staffing plan and organization structure, preparation of financial plan, rate design and customer billing data base all culminating with the issuance of stormwater bills 18 months after beginning the initial feasibility effort.

Mr. Giardina also served as Project Director for a water and sewer rate and financial planning study for the City of El Paso Water Utilities Public Service Board. He evaluated a number of pricing alternatives including the board's inverted residential block structure and excess use approach for nonresidential customers. Mr. Giardina projected demand reductions based on price elasticity estimates so that, when considered within the spectrum of a comprehensive water conservation program, per capita usage would decrease from 200 to 160 gallons per day by the year 2000. He also developed excess strength sewer surcharges as well as permit fees for significant industrial users and other permitted accounts.

City of Austin Water Utility (TX)

Mr. Giardina served as Project Director under the Water and Wastewater Cost of Service Rate Study contract for the City of Austin Water Utility (AWU) The project included cost

of service and rate studies for the water and wastewater utilities and development of cost of service and rate models. He prepared several issue papers to educate Public Involvement Committee (PIC) about issues relating to cost of service methodologies and rate design and presented issue paper topics to PIC and the utility's Executive Committee.

Mr. Giardina also served as Project Director for a Revenue Stability Fee Study. He provided expertise relating to revenue stability efforts among water and wastewater utilities throughout the country. In addition, he researched and presented information regarding options for improving utility revenue stability to AWU staff and appointed Joint Subcommittee on AWU's Financial Plan. Recommendations were made to AWU staff regarding revenue stability fee structure.

City of Dallas (TX)

Mr. Giardina assisted with a two-phased user fee study that involved the evaluation of all general fund services (including solid waste collection and disposal fees), and, as appropriate, the development of specific user fee recommendations. Our study process included strategic planning sessions with the City to identify objectives and policies to be followed in setting cost recovery levels for all services. The goals of the study included identifying full costs (direct, indirect, capital) for all City services with user fee potential and developing of full and recommended cost recovery fee schedules. The study included a review of Emergency Medical Services (EMS) for the Dallas Fire Department as well as various permit and alarm fees. New fee areas, such as fire code re-inspections, were examined for this and other departments. The study was conducted with the cooperation of all general fund departments and their appointed boards.

City of Aurora (CO)

Mr. Giardina examined user charges and impact fees as part of a water, wastewater, and stormwater rate and financial study. He developed automated financial plans and cash flow statements for each utility, further segregated into operation and system development. He also examined several alternatives for determining appropriate transfers from the city's utility operations to the General Fund. Subsequently, Mr. Giardina worked with the city to update impact fees and rates and develop a rate structure in response to a drought. He also developed a financial plan to provide the city with reasonable assurance that its costs would be funded with a combination of rate revenue and existing unrestricted cash. Conducted an update for the city utility's financial plans evaluating alternative user fee and impact fee methodologies, and developed a reclaimed water pricing policy/structure.

City of Broomfield (CO)

Mr. Giardina served as Project Director for comprehensive financial planning and system development or an impact fee study for the city's utility. The financial plan covered a five-year horizon and provided the city with revenue and expense projections for its water, sewer, and reclaimed water funds,

including debt service coverage, cash position, and fund balance information. The plan encompassed the results of a CIP review, miscellaneous or specific service charge analyses, and system development fees. Mr. Giardina designed system development charges for water and sewer operations to approximate the capital cost of serving a new customer. He evaluated alternative calculation and assessment methodologies. The project also included an evaluation of issues associated with funding storm drainage capital and O&M requirements, as well as potential organizational alternatives. Mr. Giardina evaluated water pricing structures designed to achieve the city's goals and objectives and completed a rate analysis for the city's high-strength discharges and entire industrial pretreatment program. Most recent work included updates to financial planning models for the utility, as well as the preparation of recommended financial policies and development of "drought rates."

City of Chandler (AZ)

Mr. Giardina provided financial consultation to City of Chandler's utilities since 1993. He managed comprehensive rate studies that included development of long-range financial plan, analysis of outside City rate differentials, detailed study reports, and meetings with City Council. Mr. Giardina managed a study to examine feasibility of alternative solid waste disposal options. He recently completed a study of water and wastewater development fees that included meeting with the Homebuilders Association of Central Arizona to address their questions.

Mr. Giardina also served as Project Director in reviewing and updating System Development Charges for solid waste, water, and wastewater operations and analyzed the cost associated with water and wastewater extensions. The overall objective of this project included: recommending development fees and charges which more equitably recover water, wastewater, and solid waste capital costs; designing a schedule of Utility System Development Charges for the five-year study period; and evaluating developer paid extension or "buy-in" charges for water and wastewater service and recommending new charges and/or procedures for the assessment, collection and refunding of such charges. Subsequently, Mr. Giardina was retained by the City to update impact fees based on newly modified utility master plans.

Regional Water Cooperation Commission (Fort Collins, CO)

The purpose of this project (completed in 2014) for the Regional Water Cooperation Commission (the RWCC) evaluated the merits of alternative regional water treatment solutions to providing drinking water to customers in Northern Colorado. More specifically, we determined if there is an opportunity to achieve operational and economic benefits for the region at-large through regionalization. Mr. Giardina is serving as Project Manager for the project.

The Tri-Districts (East Larimer County Water District, the North Weld County Water District, and the Fort Collins Loveland Water District) and the City of Fort Collins were looking at the merits of crafting a regional water treatment solution through possible creation of a regional water treatment cooperative involving the Tri-Districts and the City (the stakeholders) versus the continued operation of the two completely autonomous facilities. As was identified in the request for proposals issued by the RWCC, "...the evaluation of each entity will need to include, but not be limited to, equitable financial representation of assets and debt, cost of service equity, equitable treatment of staff and equal representation relative to governance."

During Phase 1 of the project, Mr. Giardina met with key senior representatives, (e.g., managers, directors, elected officials) from each RWCC stakeholder, over a 2-3 day period to identify key issues and opportunities related to the potential regionalization. Mr. Giardina then led all of the economic/financial analysis and worked extensively with the RWCC "working group" to define Status Quo requirements, identify regionalization options, determine data needs, create the analysis frame-work, etc. A key initial activity included the identification of any technical or institutional factors that would be considered as "non-starters" in terms of moving forward with a collaborative arrangement. This was accomplished early in Phase 1 via the interview with key management from the four entities – the conclusion being that there were not any major technical issues that should be considered "non-starters." Based on this finding, the financial analysis was undertaken to demonstrate how the region and the entities would be impacted under the current versus regionalization or collaboration scenario.

The balance of the Phase 1 and 2 efforts centered on the development of demand projections, cost estimates, and the financial plan. Key to this included assumptions regarding historic use and cost responsibility for the Tri-District's Soldier Canyon Plant, a determination of the plant "value" each of the Tri-District's members would bring to the table, and an appropriate means of acknowledging these differences. With input from the client and team, Raftelis' Mr. Giardina developed a series of options for this valuation that quantified the value "shortfall" or "excess" for each entity and included in the financial analysis how this would be recognized along with future capacity additions, financing needs, and plant investment fee or impact fee revenues.

The detailed financial analysis was used to estimate preliminary net present value costs for the region in total, as well as for each entity, over a 30-year study period under both the Status Quo and an alternative Regionalization option. The entities were presented with the preliminary findings and recommendations through a series of two separate valida-

tion workshops facilitated by Mr. Giardina that included an impact/sensitivity analysis around the major assumptions, including future demand projections, capacity sharing, and potential savings in operation and maintenance expenses due to regional efficiencies. Stakeholders were also presented with a proposed governance structure (developed and presented by another team member – a local legal firm). Based on the financial analysis, the stakeholders elected to not move forward with the regionalization alternative.

Denver Water (CO)

Mr. Giardina is currently working with Denver Water in a facilitation and technical assistance capacity as the utility considers changes to its rate structure. It has been over 20 years since Denver Water last made significant changes to its rate structure. Working with Denver Water staff, Mr. Giardina is facilitating/leading a series of meetings with a citizen-stakeholder Rate Structure Review Committee. His role includes the development of the agenda for each meeting, preparation of meeting materials, facilitation and presentation, post-meeting staff de-briefs, and assistance in the formulation and development of rate structure alternatives.

City and County of Denver (CO)

This project was the first ever bond issue (\$30.7 million) for the City of Denver's (City) Wastewater Management Division and, as such, required the development of a number of "bond-related" documents in addition to the financial feasibility plan. The engagement was completed in several phases: 1) Reviewed the City's ordinances and regulatory materials concerning the storm drainage utility, including the Denver revised municipal code, wastewater policies and procedures related to the assessment and collection of storm drainage fees within the City. The storm drainage capital projects 6-year and long-term needs were reviewed and the costs of services for maintaining and operating the storm drainage utility, including assessing the current and projected financial requirements of operating the utility and the planned capital projects was assessed. 2) Prepared a plan of finance, including projections of storm drainage fees which supported completion of the planned capital projects.

Mr. Giardina also conducted a financial planning study for storm drainage in several phases:

- Reviewed the City's ordinances and regulatory materials concerning the storm drainage utility and the storm drainage capital project's six-year and long-term needs. Assessed the cost of services for maintaining and operating the storm drainage utility, including the current and projected financial requirements of operating the utility and the planned capital projects.
- Prepared a plan of finance, including projections of storm drainage fees, which supported completion of the planned capital projects.

City of Thornton (CO)

Mr. Giardina served as the Project Director for a financial planning and cost of service study consulting engagement with

the City of Thornton, CO (City). The City, located in the fast growing northern suburbs of the Denver metropolitan area, currently provides water utility service for a population of 125,000. With an estimated service territory population of up to 250,000 at full system build-out, the City's ten-year capital improvement program includes expenditures of approximately \$560 million for water resources, treatment facilities and storage projects to meet long-term demand growth. As part of the consulting engagement, Mr. Giardina assisted the City in several key areas including: 1) the development of multiple long-range financial planning scenarios to determine the optimal capital financing strategy; 2) the preparation of a comprehensive cost of service study to identify misalignments between customer class revenue recovery and the actual cost of service; 3) the analysis of alternative water rate structures; and, 4) and an update of the City's system development charges. Throughout the consulting engagement, Mr. Giardina made numerous presentations at City Council workshops. Ultimately, the City Council approved a long-term financial planning strategy that includes the forecast issuance of \$280 million in revenue bond financing. In addition, the City Council adopted three straight years of annual 13% increases and new system development charges featuring a \$4,255 increase in single family residential connection fees.

Adams County (CO)

Raftelis completed a Stormwater Utility Credit Study for Adams County (County), of which the outcome was to develop guidelines, policies, and procedures for offering utility fee credits to customers in the Adams County Stormwater Utility. The team completed a preliminary review of the stormwater program and utility documentation, financial materials, billing data, and the Stormwater Management Task Force meeting materials and minutes. Raftelis visited sites around the utility service area that were representative of existing stormwater management or special drainage conditions. The team's summary of these site visits and an overview of available credit types were presented to utility staff and the County board along with the preliminary Raftelis recommended program structure. We used program costs and other data to determine maximum available credits and estimate the revenue impacts of implementing the program. Raftelis recommended that the utility implement a limited credit program, focused primarily on incentivizing treatment practices that result in improved water quality or reduced peak flow or runoff volume. Recommendations were based on analyses of the utility's costs and a determination of which costs have the potential to be reduced through customers' stormwater treatment or activities, and which costs could not be further reduced through these means. Finally, Raftelis estimated the potential revenue impact of implementing the recommended credit program.

City of Boulder (CO)

Mr. Giardina is serving as Project Director for an ongoing water, wastewater, and storm drainage rate study initiated in 2016. The study includes a detailed review of policies and practices incorporated in separate utility rate models maintained

and updated by the City for validation and/or modification as well as a comprehensive review of improvements to the utility rate structures. The City implemented an individualized customer water budget based rate structure in 2007 and this study will include a review of how well the rate structure accomplished the intended goals. The City's wastewater utility faces increased capital costs associated with increased regulatory requirements combined with repair and replacement requirements. The City's stormwater collection and drainage systems are faced with equitably recovering increased operating and capital requirements associated with increasing storm drainage service levels following the flooding experienced by the City in the fall of 2013. Alternative water, wastewater and storm drainage rate structures will be developed that incorporate adjustments that better align the rate structures with the City's financial and rate setting goals and objectives. The alternative rate structures will be completed to the existing rate structure updated for increased utility revenue needs and a January 1, 2017 effective date. Raftelis also reviewed the City's revenue requirement and provided recommendations to the Utility debt service coverage and cash reserve policies.

Throughout the project, Raftelis worked extensively with City staff to review and refine study findings and recommendations. Raftelis and City staff will present interim and final study recommendations to the standing Water Resource Advisory Board (WRAB) to provide direction regarding policies, practices and adjustments to the utility rate structure for review and approval by City Council.

Mr. Giardina also served as Project Director on an engagement to conduct a management study of the City's development review process. This study evaluated the organization and operating processes in place and also included a review of the degree to which various functions could be and/or should be automated. A third area of study included a comprehensive review and revision of the city's design standards manual.

Northern Colorado Water Conservancy District (CO)

The Northern Colorado Water Conservancy District and its Municipal Subdistrict provide water to Northeastern Colorado from the Colorado-Big Thompson and Windy Gap projects. Their customers are primarily cities, towns, rural-domestic water districts and industries with year-round deliveries. Mr. Giardina recently met with the District Board to provide an overview of the water rate process that the District might use to develop water rates. Virtually all of the customers served by the District are wholesale customers requiring special considerations in the water rate process. He also was the finance/economics team leader on the District's alternatives analysis projecting 2003-2004.

City Council of Salt Lake City (UT)

Mr. Giardina led the council through a process of identify-

ing and ranking water rate or pricing objectives. This effort resulted in the adoption of a seasonal rate approach (the existing method was a uniform rate). On the basis of the most recent rate study, the city has adopted a combination fixed-block rate for its residential accounts and a customer-specific block approach for nonresidential accounts. This approach was the result of a comprehensive evaluation of rate options using a 20-member citizen committee. He also assisted the City Council in developing financial policies and leading a discussion regarding pay-as-you-go versus debt financing for capital projects, and in providing a detailed analysis of a bonding proposal. The work included general fund activities as well as water, sewer, and storm drainage operations. Mr. Giardina analyzed such issues as alternative financing vehicles (including impact fees) and customer/taxpayer impact analyses. He completed a rate alternative workshop with the sewer rate methodology and assisted the Utility in implementation of both user rates and impact fees.

Additionally, Mr. Giardina was the Project Manager in assisting the City to develop and implement non-utility impact fees for the first time under state legislation.

Seattle Water Department (WA)

Mr. Giardina served as Project Manager on an engagement to assist the Seattle Water Department in conducting a comprehensive water cost-of-service and rate study and another rate study a couple of years later. The base-extra capacity cost allocation approach was used for this study. The department provides retail service to in-city residents and wholesale service to twenty-nine purveyor customers. Issues examined in this study included marginal cost pricing; seasonal rate development; rate of return; and inside/outside rate differentials. He provided consulting services and direction to the department on each of these issues.

City of Phoenix (AZ)

Mr. Giardina was retained by the City of Phoenix (City) Water Services Department to develop a long-range financial planning model of the City's water and wastewater utilities. The models, to be used by Department Management and the Natural Resources subcommittee of the City Council, had the capability to examine alternative funding sources for the capital improvement program and project results of operations in overall cash flows. The financial parameters of the City were incorporated into the model so that such indicators could be readily reviewed to ensure that debt service coverage requirements were met or that the use of debt to fund capital projects did not exceed target levels.

As part of an ongoing contract with the Department, he converted this model for use with the wastewater utility. The wastewater financial planning model was enhanced so that the revenue requirement can be projected by customer class. The primary reason for this enhancement was to provide the Department with the ability to analyze the impact that anticipated upgrades to the City's two wastewater treatment plants would have on various

customer classes. These upgrades were necessary in order to comply with anticipated NPDES permit requirements.

He is currently working with the City/Department to complete a comprehensive water and wastewater rate study that includes a review of and as appropriate modifications to the cost-of-service methodology, rates and an update to the water and wastewater environmental rates or user charges.

City of Tucson (AZ)

Mr. Giardina served as Project Manager in providing rate and financial services for Tucson Water under a multi-year contract for services, including cost allocation and alternative rate design considerations. Specifically, he assisted the city in analyzing the rate blocks for its inclining block water rate structure and customer class designations. He developed new impact fees and provided recommendations on revenue projections and financial modeling.

City of Reno (NV)

Mr. Giardina served as project officer on this comprehensive wastewater rate study. He directed the team in developing a financial model that was used to evaluate revenue sufficiency, determine the cost of providing wastewater service including charges for excess-strength discharges, and determine equitable connection fees based on the cost of expansion. Our interactive approach facilitated the development of a rate structure that was legally defensible, and met the City's goals related to rate defensibility and equitably paying for growth. Unanimous consensus was reached in all forums and the project ended with a unanimous vote by the City Council to adopt all recommendations.

City of Laramie (WY)

Mr. Giardina served as Technical Advisor for a water and sewer cost-of-service rate study for the City of Laramie with the support of citizen committee meetings. On the basis of this study we updated the City's water and wastewater financial plan and rates and presented the findings to Laramie's City Council.

Mr. Giardina also served as Project Manager to assist the City in soliciting and evaluating proposals to privatize (design/build with possible contract operations) a new wastewater treatment facility. Mr. Giardina was responsible for drafting the request for proposals, a design/build contract and other related documents. Efforts also included assisting City Council in understanding the privatization process and evaluating contract operation for the completed facility. Wyoming state law relating to municipal procurement requirements added to the complexity of this project. Council workshops and a close working relationship with the City's outside legal counsel were necessary to address these and other issues.

City of Sheridan (WY)

As Project Director, Rick Giardina developed financial plans for the City's three utility operations – water, sewer and sanitation

(collection and disposal). The financial plans contained cashflow projections and identified revenue deficiencies on a year-to-year basis and were designed to achieve goals and objectives relating to cash recovery, debt coverage, and renewal and replacement funding. For the water utility a cost of service and rate design model was also developed. Impact fees were evaluated and recommended for use as a capital recovery mechanism.

Metropolitan Water District of Southern California (CA)

While he was with a previous employer, Mr. Giardina facilitated a series of workshops with management, member agencies and stakeholders to assess the economic, political and technical feasibility of a growth-related infrastructure charge (approximately 2006-2007). He led seminars to inform participants of the prevailing industry standards for adhering to cost of service principles and navigating California's complex legal environment. Again, in 2011, he led the long-range financial planning process with a focus on better aligning fixed costs with fixed revenue sources as well as a variety of related issues. He facilitated and provided technical input as a variety of rate and financial planning alternatives were considered.

From 2015 to 2016, Mr. Giardina developed alternatives to the current MWD 100% variable rate methodology for treated water service. He lead Raftelis' efforts to frame and develop a number of fixed charge alternatives considering the basis or rationale for historic investments in treatment capacity and the demand characteristics of the MWD Member Agencies, i.e., average, peaking and standby demands.

OTHER RELEVANT PROJECT EXPERIENCE

- City of Albuquerque (NM) - Various Rate Studies since the early 1990's
- Bear Creek Water and Sanitation District, Lakewood, Colorado – Water and Wastewater Rate and Financial Planning Study
- Bancroft Clover Water & Sanitation District, Lakewood, Colorado – Water and Wastewater Rate and Financial Planning Study
- City of Buckeye (AZ) – Water and Wastewater Rate and Financial Planning Study
- Crestview Water & Sanitation District, Denver, Colorado – Water and Wastewater Rate and Financial Planning Study
- City of Dallas (TX) – Water and Wastewater Rate and Financial Planning Study
- City and County of Denver (CO) – Bond Feasibility and Storm Drainage Financial Planning Study
- Eastern Municipal Water District (CA) – Potable Water System Access Policy and Rate Development
- Town of Gilbert (AZ) – Solid Waste, Water, and Wastewater Financial Planning Study
- Grand River Dam Authority (TX) – Management Audits
- City of Hobbs (NM) - Rate Study

- Honolulu Board of Water Supply (HI) – Rate and Financial Planning Study
- Town of Jackson (WY) – Water and Sewer Rate Study
- Joint Powers Water Board (WY) – Forecast and Feasibility Study
- City of Lakewood (CO) – Water and Wastewater Rate and Financial Planning Study
- City of Las Vegas (NV) – Solid Waste Financial Planning Study
- Little Rock Water Works (AR) – Management Study
- City of Newport Beach (CA) – Water Cost of Service Study, Financial Plan, Evaluation and Implementation of a Conservation Rate Structure
- City of Nogales (AZ) – Water and Wastewater Management Study and Organizational Assessment
- City of Oxnard (CA) – Projection of Water User Charge Revenues
- City of Pocatello (ID) – Sanitation, Water, and Wastewater Rate and Cost of Service Study
- Puerto Rico Aqueduct & Sewer Authority (Puerto Rico) – Review of Financial Forecasts and Rate Study
- City of Reno (NV) – Wastewater Rate Study
- Rio Rancho (NM) - Rate and Impact Fee Studies
- City of Rohnert Park (CA) – Impact Fees and Rate Model
- City of San Diego (CA) – Bond Feasibility Study and Financial Planning and Rate Study Training Program
- City of San Jose (CA) – Pricing Methodologies and Rate Structure Development
- City of Santa Fe (NM) – Financial Feasibility Study
- Santa Fe Metropolitan Water District (NM) - Rate Study
- City of Santa Rosa (CA) – Water and Wastewater Rate Development
- City of Winnipeg (Canada) – Organizational and Financial Management Study
- Woodmoor Water and Sanitation District No. 1, Monument, Colorado – Water and Wastewater Rate and Financial Planning Study

SPECIAL RECOGNITION

- Water Rates Summit, Invited Expert, Alliance for Water Efficiency (AWE), The Johnson Foundation, August 2012 and April 2014
- US EPA – Appointee to the Environmental Financial Advisory Board, 2011 to present
- Rates and Charges Committee, American Water Works Association, 1999 to present
- Utility Management Committee, Water Environment Federation, 2005 to 2011
- Water For People, Annual Fund Raising Event, Organizing Committee, 2006 to 2012
- Utility Management Conference, AWWA-WEF, past co-chair and organizing committee, 2005 to 2010
- Conference President, the Growth and Infrastructure Consortium (formerly known as the National Impact Fee Roundtable), Annual Conference, Denver, CO, October 2005

- Board Member, East Cherry Creek Valley Water & Sanitation District, CO 2001 to 2002

RECENT PUBLICATIONS/ PRESENTATIONS

- Giardina, R.D., Cramer, C., "How Much Does It Cost To Build Here," presented at the Growth and Infrastructure Consortium Annual Conference, Denver, CO, October 13, 2016.
- Giardina, R.D., Gaur, S., Kiger, M.H., Ziebertz, W., "Committee Report: Ripples From the San Juan Capistrano Decision," Journal – American Water Works Association, September 2016, Volume 108, Number 9.
- Giardina, R. D., "What's In Your Rates?," presented at the Colorado Water Congress, 2016 Summer Conference, Steamboat Springs, CO, August 24, 2016.
- Giardina, R.D., Ash, T., "Constructing Successful Rates: The Art and Science of Revenue and Efficiency," presented at the 5th Annual WaterWise Pre-Conference Workshop, Denver, CO, October 24, 2013.
- Giardina, R.D., Ash, T., Mayer, P., "Constructing Successful Rates," presented at the WaterSmart Innovations Annual Conference, Las Vegas, NV, October 4, 2013.
- Giardina, R.D., Burr-Rosenthal, Kyrsten, "Considering Water Budget Rates? One City's Approach," presented at the 2013 CA-NV AWWA Spring Conference, Las Vegas, NV, March 27, 2013.
- Corssmit, C.W., Editor, and contributing editors, reviewers, and technical editors: Hildebrand, M., Giardina, R.D., Maletsky, C.F., Matthews, P.L., Mastracchio, J.M., "Water Rates, Fees, and the Legal Environment," American Water Works Association (AWWA), 2nd Edition, 2010. ISBN 978-1-58321-796-2.
- Giardina, R.D., "Is This the Right Time for You to Form a Stormwater Utility?," presented at a Seminar on Weathering the Storm: Is This the Right Time for You to Form a Stormwater Utility? sponsored by the Water Environment Federation (WEF), Alexandria VA, May 18, 2010. This seminar was also presented in 2011. See also <http://www.wef.org/blogs/blog.aspx?id=7312&blogid=17296>
- Giardina, R.D., "Financial Viability - Can Budget or Individualized Water Rates Work for You?," presented at the Utility Management Conference sponsored jointly by the American Water Works Association and Water Environment Federation (AWWA/WEF), San Francisco CA, February 21-24, 2010.
- Giardina, R.D., "Attaining Sustainable Business Performance Finance - Water Budget Based Rates," presented at a Meeting of the Association of Metropolitan Water Agencies (AMWA), New Orleans LA, October 20, 2008.
- Jackson, D.E., Giardina, R.D., "Financing Options for Drinking Water CIP Projects," presented at a Seminar sponsored by the Arizona Water and Pollution Control Association (AWPCA) on Treatment Technologies for Compliance with the Stage 2 Disinfection Byproducts Rule, Phoenix AZ, February 16, 2006.
- Giardina, R.D., "Impact Fee with a Defined Short-Term Build-Out Horizon," presented at the National Impact Fee Roundtable, Naples FL, October 22, 2004.
- Giardina, R.D., "Calculating Impact Fees: Methods," presented at the American Planning Association State Conference, Vail CO, September 24, 2004.
- Giardina, R.D., "Funding Local Government Services," presented at the 97th Annual Convention of the Utah League of Cities and Towns, Salt Lake City UT, September 15, 2004.
- Giardina, R.D., "Understanding Water Issues in Arizona," presented at the Government Finance Officers Association Summer Training Program, Tucson AZ, August 20, 2004.
- Giardina, R.D., "Impact Fees: A Vote of Confidence for Economic Growth?," published in Colorado Government Finance Officers Association (GFOA) Footnotes, December 2003, the Arizona GFOA Newsletter, January 2004, and the Illinois Government Finance Leader, Spring 2004.
- Giardina, R.D., "Impact Fee Basics / Impact Fees with a Defined Short-Term Build-Out Horizon," presented at the National Impact Fee Roundtable, San Diego CA, October 16, 2003.
- Giardina, R.D., "Local Government Utilities Establishing Rates for Service," presented at Arizona State University, Phoenix AZ, September 23, 2003.
- Giardina, R.D., "Selecting a Water Rate Structure through Public Involvement," presented at the Annual Conference of the American Water Works Association, Intermountain Section, Jackson Hole WY, September 17, 2003.
- Giardina, R.D., "Ratemaking 101," presented at the Government Finance Officers Association of Arizona, Summer Training, Flagstaff AZ, August 22, 2003.
- Giardina, R.D., "Impact Fees," presented at the Colorado Government Finance Officers Association, Metro Coalition, Golden CO, May 9, 2003.
- Giardina, R.D., "Impact Fees – A Primer," presented at a Conference of the Colorado River Finance Officers Association, Parker AZ, February 4, 2003.
- Giardina, R.D., "Impact Fees and Economic Development," presented at the Annual Conference of the Colorado Government Finance Officers Association, Vail CO, November 20, 2002.
- Giardina, R.D., "Case Study: City of Chandler, Arizona, Utility System Development Charges," presented at the National Impact Fee Roundtable, Phoenix AZ, October 24, 2002.
- Giardina, R.D., "Using Impact Fees to Fund Streets and Roads," presented at the Utah League of Cities and Towns 2001 City Streets and County Road School Convention, St. George UT, April 25, 2001.
- Giardina, R.D., "Addressing Capital Needs," presented at the Utah League of Cities and Towns Mid-Year Conference 2001, St. George UT, April 5, 2001.
- Giardina, R.D., "Fine Tuning Your Rate Structure Using a

TECHNICAL SPECIALTIES

- Financial planning modeling
- Utility cost of service and rate studies
- Acquisition analysis
- Conservation pricing
- Cost analysis and cost allocation
- System development fee studies
- Affordability Analysis

PROFESSIONAL HISTORY

- Raftelis: Senior Consultant (2016-present)
- HDR Engineering, Inc: Rates and 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 at Austin (1991)

PROFESSIONAL MEMBERSHIPS

- American Water Works Association
- Government Finance Officers Association of Texas

Angie Flores

PROJECT MANAGER

Manager (Raftelis)

Ms. Flores has worked in the water and wastewater utility business for over 20 years. Ms. Flores joined Raftelis in August 2016. Since joining she has completed various studies. She has completed various cost of service and rate studies, financial planning models and impact fee studies for cities such as the Cities San Marcos, Abilene, Copperas Cove, Round Rock and Georgetown. Prior to beginning her work as a consultant in 2013, Ms. Flores worked for the Lower Colorado River Authority for 12 years. LCRA is responsible for managing the Highland Lakes system in Central Texas and a major wholesale electric provider. While at LCRA, Ms. Flores was responsible for developing budgets and rates for 32 water and wastewater utility systems. Before LCRA, Ms. Flores worked at the Texas Water Development Board as a financial analyst. The Texas Water Development Board is a financial resource for political subdivisions of the State of Texas.

RELEVANT PROJECT EXPERIENCE

City of San Marcos (TX)

For the past 4 years, Ms. Flores has completed the annual update for the City's rate study and financial planning model for the water, wastewater and electric utility. She works closely with City staff to complete the update and participates in meetings with the City Utility Advisory Board and City Council.

City of Corpus Christi (TX)

During her tenure at HDR, Ms. Flores completed the annual update to the City's 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.

San Jacinto River Authority (TX)

Ms. Flores participated in the development of 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 program. Differentiated rates for surface water and groundwater customers of the system will be identified.

City of Universal City (TX)

Ms. Flores developed an update of water and wastewater capital recovery fees for the City. This included coordination with the Impact Fee Advisory Committee (Planning & Zoning Committee) and presentation of the report and findings to the City Council.

City of Three Rivers (TX)

Ms. Flores participated as a Rate Expert for the City of Three Rivers in a rate appeal against the City. This included reviewing the cost of service study originally prepared by the City's consultant, attending hearings at the State Office of Administrative Hearings, and coordination with staff at the Public Utility Commission. Ms. Flores also participated in the successful negotiation of a settlement with the appellants. Most recently, Ms. Flores 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 Pharr (TX)

Ms. Flores is developed a rate study and financial planning model for the City's water and wastewater utility. This included coordination with City staff and City Management.

City of Georgetown (TX)

Ms. Flores updated the City's Water and Wastewater Impact Fee Study. This includes coordination with the Impact Fee Advisory Committee (Planning & Zoning Committee) and presenting reports and findings to the City Council.

City of Round Rock (TX)

Ms. Flores updated the City's Water and Wastewater Impact Fee Study. This includes coordination with the Impact Fee Advisory Committee (Planning & Zoning Committee) and presenting reports and findings to the City Council.

City of Abilene (TX)

Ms. Flores has worked with the City of Abilene since joining Raftelis. The first study was to develop a raw water rate for a potential new customer of the City. The second study, which is ongoing, is a water and wastewater financial planning model and cost of service study. The study, which is the first for the City in many years, will provide the City information for setting rates in the future as capital investment becomes necessary.

City of Copperas Cove (TX)

Ms. Flores worked with the City of Copperas Cove 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.

Town of Addison (TX)

Ms. Flores is working 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 10 years. As part of the study, Raftelis is reviewing the Town's current financial policies and making recommendations for possible changes. This will require significant input and interaction with Council.

City of Granbury (TX)

Ms. Flores is working with the City of Granbury to complete a Water and Wastewater Impact Fee Study. The study will require coordination with the City's engineer, Enprotec / Hibbs & Tood, Inc., City Staff and the Capital Improvement Advisory Committee.

El Paso Water Utilities (TX)

Ms. Flores is working with the El Paso Water Utilities to develop a Customer Assistance Program. The work will result in specific recommendations for consideration by EPW management and the Board as well as implementation of the program.

City of Manor (TX)

Ms. Flores is working with the City of Manor to develop a financial planning model and cost of service study. The City has grown significantly in recent years and will begin requiring

capital improvements. This study will provide the City with the information it will need to fund future capital investment.

City of Wichita Falls (TX)

For the past three years, Ms. Flores has worked with the City of Wichita Falls to complete its Wholesale Rate Study. The study is completed on an annual basis and follows a prescribed process developed through negotiations with the wholesale customers of the City. At the completion of the study, results are presented to the wholesale customers.

San Jacinto River Authority (TX)

Ms. Flores is working with the San Jacinto River Authority to complete a financial planning model and rate study for its Raw Water Enterprise. The 10-year financial planning model will allow the Authority to plan for future needs as it completes the development of its Comprehensive Plan.

OTHER RELEVANT EXPERIENCE

Hill Country Regional Water Rates, Lower Colorado River Authority

Ms. Flores developed a regional rate model for 16 water systems. She participated in cross-functional team that considered the impacts of adopting a regional rate, including proactive discussions with TCEQ staff. She participated in the development of business plan forecasts for each system, including developing operating budgets and estimating future debt service based on the system's 10-year Capital Improvement Plan.

West Travis County Regional Water & Wastewater Rate Appeal, Lower Colorado River Authority

Ms. Flores participated as the expert witness for rate design in the appeal of retail rates. Although she was only the expert witness on rate design, she testified in the State Office of Administrative Hearings for two days about various topics, including the revenue requirement and the cost of service study.

Liberty Hill Regional Wastewater System, Lower Colorado River Authority

Ms. Flores participated on a team responsible for developing the Liberty Hill wastewater system. Her responsibilities included the financial forecast for the system, calculating the appropriate rates for the customers of the system, and contract negotiations with developers. On a biannual basis, reviewed and updated the rate study and provided updates to the customers of the system.

Various Contract Systems, Lower Colorado River Authority

Ms. Flores was responsible for developing and communicating annual budgets to the wholesale customers of various LCRA wholesale systems.

TECHNICAL SPECIALTIES

- Utility financial and rate analyses
- Financial and rate modeling
- Statistical analysis
- Business analysis

PROFESSIONAL HISTORY

- Raftelis: Associate Consultant (2017-present)
- DART intern (2017)
- University of Texas at Austin Research Assistant (2014-2016)

EDUCATION

- Master of Science in Finance – Southern Methodist University Cox School of Business (2016-2017)
- Bachelor of Science in Geology – University of Texas at Austin (2012-2016)

Tim Williams

LEAD CONSULTANT

Associate Consultant (Raftelis)

Mr. Williams has a technical geology background paired with a quantitative financial background. He recently completed a Master's degree in finance. Since joining Raftelis, he has worked on several financial planning models and rate studies. His expertise includes writing and reading technical reports and associated financial models.

RELEVANT PROJECT EXPERIENCE**City of Addison (TX)**

Mr. Williams developed a water/wastewater financial planning model for the City of Addison. The City will be able to utilize the financial planning model to set water/wastewater rates. Mr. Williams attended various meetings with finance and engineering managers to understand the problems the City was facing.

San Jacinto River Authority (TX)

Mr. Williams developed a water financial planning model for the Authority. The model allows the Authority to input different scenarios and see how rates respond. The model's many functionalities allow the Authority to toggle many different assumptions.

City of Manor (TX)

Mr. Williams developed a cost of service and financial planning model for the City. The model allows the City to track cost of service for various customer classes.

Cost of Service Comparison

At Raftelis Mr. Williams has assisted with comparing cost of utility service for residential customers in Texas and in Colorado. This work consisted of finding and compiling different residential water utility rates throughout the states.

TECHNICAL SPECIALTIES

- Strategic Communication Planning
- Water Conservation Program Management
- Community Outreach
- Water Conservation Campaigns
- Crisis and Risk Communication
- Reputation Management

PROFESSIONAL HISTORY

- Raftelis: Manager (2018-present)
- Denver Water: Director of Public Affairs (2012-2018); Manager of Water Conservation (2008-2012)
- Aurora Water: Manager of Public Relations and Water Conservation (2000-2008)

EDUCATION

- Masters of Science in Technical Communication (Public Relations) – Colorado State University (2005)
- Bachelors of Arts in Technical Journalism (Public Relations) – Colorado State University (1991)
- Graduate, Water and Wastewater Leadership Center, University of North Carolina, Kenan-Flagler Business School (2016)

PROFESSIONAL MEMBERSHIPS

- American Water Works Association: Public Affairs Council Chair
- Water Environment Federation
- Public Relations Society of America

Melissa Elliott APR

CUSTOMER COMMUNICATION SPECIALIST

Manager (Raftelis)

Ms. Elliott has a 20+ year public relations career spent almost entirely with water and wastewater utilities and municipalities. She oversees communication planning and stakeholder engagement for rate studies. Most recently, Ms. Elliott directed the public affairs efforts at Denver Water, which included leading water conservation outreach efforts through the innovative “Use Only What You Need” campaign and securing stakeholder support and informed customers for significant, complex rate structure changes, while maintaining a high level of customer satisfaction. She also led the public engagement strategy for four years of double-digit rate increases to support Aurora Water’s \$1.2 billion capital improvement program. Ms. Elliott has led drought communications efforts for both Denver Water and Aurora Water. Successful rate change communication and outreach requires developing, implementing, and directing communication plans; coordinating public relations activities; educating customers; anticipating concerns; and quickly addressing issues. Ms. Elliott has extensive experience working with elected officials, stakeholders and the public on issues as diverse as affordability, water efficiency, drought, rate structure change, demand management and customer assistance programs. She has an M.S. in technical communication and a B.A. in journalism and is Accredited in Public Relations (APR) through the Public Relations Society of America.

Highly active in the water industry nationally and regionally, Ms. Elliott is the chair of the American Water Works Association’s Public Affairs Council. Recent contributions to the industry include a *Journal AWWA* article, “Getting to know your stakeholders in advance of a rate change,” and workshops and presentations on building support for, and factoring in affordability during rate structure change.

RELEVANT PROJECT EXPERIENCE

Denver Water - Denver Water’s TAP (2017-2018)*Strategic Communication*

Water is the one of the top issues in Colorado, if not the entire West, and Denver Water is a water expert. Denver Water developed “TAP” to showcase that work and provide customers, community leaders, schools, the news media and other stakeholders a way to look to the utility for answers and information about our most precious natural resource. TAP is content marketing—a self-contained news site that skips traditional media and delivers news directly to audiences. News media use it too. TAP is designed to function like a news room and there’s lots of videos and fun news on water in addition to balanced reporting on water issues. Stories focus on the following:

- Educating the 1.4 million people Denver Water serves and the communities in which they operate about water issues, including conservation, infrastructure, business and environmental concerns.
- Explaining the science and technology behind water treatment and delivery and water-related issues.
- Taking audiences behind the scenes to show what it takes to deliver water from a snowflake to their tap.
- Lending Denver Water’s expertise to the ongoing conversation about water.
 - » Engaging employees in the mission, expertise and accomplishments of Denver Water.

RESULT: The amount of positive media coverage has grown exponentially since Denver Water launched TAP, and tens of thousands of content impressions (story readers) by year-end 2017.

Aurora Water - Prairie Waters Potable Reuse Project (2004-2008)

Strategic Communication and Risk Communication

The City of Aurora's Prairie Waters Project includes 34 miles of 60-inch diameter pipeline, three pump stations, a natural purification area and the Binney Purification Facility. Designed to protect the city against drought, like the one in 2002 that left Aurora with only a 9-month supply of water, the system uses a sustainable water source by recapturing river water. The project meets the definition of an indirect potable reuse project, however doing an internet search on that term won't provide many hits—and that's purposeful. The project was branded as a drinking water project. As drought gripped the City of Aurora, engineers grappled with how to get a project in the works quickly that would require no federal permitting. Prairie Waters was borne out of necessity. Ms. Elliott led the communication program for this project with the assistance of an outside contractor that included the following:

- Branding the project name and water purification facility in a way that would build support from the public concern for this new water source.
- Securing customer and elected city council support for rate increases that were significant—four years of double digit increases—yet necessary to ensure borrowing capacity.
- Retained positive reputation during eminent domain and right-of-way negotiations over the 34-mile pipeline in three counties.
- Ensuring public acceptance for a new water source by securing third-party endorsements of the project and public engagement opportunities to leverage public interest in solving the water crisis.
- Building the community rationale for the project by pitching media, conducting 750+ media interviews over 18 months during the drought.

RESULT: Protected City of Aurora's reputation and the public's interests while maintaining positive public relations for Aurora Water, resulting in public acceptance of a new water source and accompanying rate increases.

OTHER PROJECT EXPERIENCE

Denver Water - Public Policy Change - (2014)

Influenced public policy on water issues as a liaison to regulators and stakeholders by cultivating relationships and providing water efficiency and conservation expertise. Resulted in Colorado State Legislature passage of a bill that restricts the sale of inefficient water fixtures and appliances. Bill was signed into law by Governor John Hickenlooper.

Denver Water - Conservation Programming - (2008-2012)

Developed a community-based social marketing campaign, customer programs, and incentives, supporting a Board of Water Commissioners resolution to reduce area water usage 22 percent over 10 years. Contributed to water use reduction

by leading programs that exceeded benchmarks, resulting in improved water use efficiency and resizing of future infrastructure, such as water treatment plants.

Denver Water - Community Based Social Marketing - (2008-2012)

Engaged customers and gained national recognition by creating and implementing a community-based social marketing strategy to "Use Only What You Need," resulting in national recognition, slogan's brand association with Denver Water, and a high level of customer engagement.

Aurora Water - Water Budget Rate Structure and Rate Increase (2003-2006)

Secured stakeholder support and informed customers of four years of double digit rate increases for Aurora Water's \$1.2 billion capital improvement project by developing, implementing, and directing communication plans; coordinating public relations activities; educating customers; anticipating concerns; and quickly addressing issues.

Aurora Water - Drought Response (2002-2004)

Contributed to per capita water use reduction by understanding conservation needs, developing and implementing water conservation campaign with free or low-cost awareness, partnering with agencies, and leveraging media exposure, resulting in increased support for water conservation and a 33 percent reduction in water use.

Aurora Water - Crisis Communication (2002-2004)

Led drought response crisis communication efforts by pitching stories, conducting 750+ media interviews, and securing national coverage of conservation needs.

INDUSTRY ENGAGEMENT

- AWWA/WEF Transformative Issues Symposium on Affordability," Co-chair, 2018
- "Public Affairs - Getting to Know Your Stakeholders in Advance of a Rate Change," Article, Journal AWWA, December 2017
- "Building Support for Rate Structure Change," Presentation at WaterNow Alliance Workshop, 2017
- "Communicating About Water Quality: Lead Case Study #1: Denver Water," Presentation at the 2017 AWWA Annual Conference and Exposition
- "Providing a Customer Outreach Program Related to Lead Service Line Replacement," Presentation at the 2017 AWWA Annual Conference and Exposition
- "The Recipe to Success in Implementing a Water Rates Campaign: Case Studies," Presentation at the 2017 AWWA Annual Conference and Exposition
- "Factoring Affordability into Rate Structure Change," Webinar for AWWA Infrastructure Finance Series: Innovative Strategies for Customer Affordability, 2017

TECHNICAL SPECIALTIES

- Wastewater treatment and collection
- Water treatment and distribution

EDUCATION

- B.S., Civil Engineering, UT-Austin 1991

PROFESSIONAL REGISTRATION

- Texas P.E. No. 83920

Javier Garcia PE**ENGINEERING SUPPORT/WATER CONSERVATION STRATEGY SPECIALIST**

Owner (GiC)

Mr. Garcia supports a variety of civil related projects from GiC San Antonio Office. His experience includes design of wastewater treatment plants, municipal collection systems including submersible and dry-well/wet-well lift stations, large-diameter and domestic urban waterlines, and potable groundwater wells and associated water plants. Mr. Garcia has over 20 years of experience working on projects in South Texas including the Rio Grande Valley, Laredo, and San Antonio and surrounding counties.

Mr. Garcia has also recently worked closely with the City of Pharr and McAllen Public Utilities (MPU) to assist with developing water and sewer rates for reclaimed water system. MPU is currently finalizing a project to delivery reclaimed water to new residential neighborhood (Tres Lagos). He also developed a Water Reuse Master Plan for the City of Pharr and established reclaimed water rates and accounted for impact to overall system.

RELEVANT PROJECT EXPERIENCE**City of Pharr and San Juan Water Reuse Master Plan**

Mr. Garcia was project manager and responsible for developing a water reclaimed master plan for the City of San Juan and Pharr. This project was fully funded by the Texas Water Development Board (TWDB). Mr. Garcia evaluated multiple uses for reclaimed water. This included using reclaimed water for irrigation purposes, direct potable reuse, and indirect potable reuse. Rates were also developed based on projected project costs and potential customers.

City of Pharr Wastewater Treatment Plant, City of Pharr

Mr. Garcia served as Project Manager for the 3-mgd expansion of the City of Pharr WWTP. The expansion included modifications to the headworks, new biological nutrient removal reactor, clarifiers, filters, UV disinfection, gravity belt thickener, and relocation of the existing belt filter press facility. The new facility is designed to meet more stringent TCEQ effluent limits. In addition, we also evaluated tertiary treatment options to meet Reclaimed Water 210 Regulations (Type II Water Quality). Mr. Garcia also served as project manager during construction, managing all activities for the City among which included handling RFI, RFP, Shop Drawing Submittals, Pay Requests, resident inspection, and start-up services.

City of Pharr Water and Wastewater Master Plan, Pharr, Texas

Task lead for all deliverables. Mr. Garcia was involved in analyzing the wastewater treatment plant and collection system. This project helped the City develop a capital improvements plan (CIP) to meet future demands and regulatory requirements. Work included an analysis of the existing water and wastewater treatment plants, collection system, and distribution system. Mr. Garcia's responsibilities included developing process and hydraulic models for the wastewater treatment plant to verify plant capacity and identify bottlenecks in the treatment system.

City of Los Fresnos Wastewater Master Plan, Los Fresnos, Texas

Responsible for developing the wastewater treatment plant process model to verify capacity and identify bottlenecks in the treatment system. The results of this study were used to develop a capital improvement plan. The results of the model indicated that the plant could be re-rated from 1.0-mgd to 1.5-mgd without any significant expansion of the existing process units

This project which was developed to provide Type I Non Potable Water (NPW) to residential and commercial customers was initially developed from a master plan then moved to design and now is under 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 intends to provide 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.

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 secondary clarifiers were reused to transfer and store Type 1 reuse water.
- Covers were provided for the re-tasked 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 we also assisted MPU developed reclaimed water rates. Conservation was taken into consideration to developed these rates.

El Pico Water Treatment Plant, City of Laredo, Laredo, Texas

This project consists of the master planning of a 120-mgd water treatment plant and the design of the first 20-mgd phase. Facilities include: raw water intake structure, raw water pump station, raw water transmission main, raw water holding ponds, rapid mix, flocculations and sedimentation units, filtration and backwash system, chemical system (alum, polymers, chlorine, and ammonia), solids treatment process, clearwell and high-service pump station and SCADA system. Mr. Garcia 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 solids 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*.

Secondary Potable Water Supply, Technical Consultant, Laredo, Texas

Mr. Garcia, while employed at CH2MHILL was part of the program management team/technical consultant assisting the City develop the City's Secondary Water Supply Source. The City of Laredo began a process to procure a secondary source of water to support economic development throughout the region and supply potable drinking water. The City devel-

oped a procurement process to field interest to provide for the financing, design, construction, and operation of a secondary water supply project, conditioned on the City of Laredo's purchase of this water delivered to its distribution system at pre-established minimum volume amounts. The City's intent was to select one team and establish a service agreement to purchase water.

Multiple proponents submitted proposals and the City selected Montgomery Watson to provide a turn-key water supply project that consisted of developing a well field in north central Webb County, booster pump station, and transmission main. Mr. Garcia was primarily responsible for reviewing conceptual design of the well field, booster pump station, and transmission main. Final design and construction of the associated project was cancelled due to funding and possible water quality concerns.

Aquifer Storage and Recovery Program, SAWS, San Antonio, Texas

CH2M HILL was the Program Manager overseeing design and construction of Phase 2 of SAWS's underground storage facility. Water will be pumped from the Edwards Aquifer and travel 30-miles via a 60-inch steel pipeline to the Carrizo Aquifer, where it will be stored and used to offset demand during peak times and drought conditions. Mr. Garcia, while employed at CH2MHILL was part of the quality control team responsible for reviewing design of the booster pump station and transmission main.

Salado Creek/Dos Rios Interconnect Pipeline, San Antonio, Texas

The Salado Creek/Dos Rios is one of three projects that make up SAWS Interconnect Program. This project includes 16,300-feet of 90-inch raw wastewater transfer pipeline, 13,500 feet of 36-inch recycled waterline, and 20,000 feet of fiber optic cable, and two 15-foot diameter tunnels, one of which is under the San Antonio River. Mr. Garcia was part of the quality control team in charge of reviewing the pipeline design. During design, the project team was faced with numerous challenges, including an archeological site that extended onto the alignment, unmarked utilities at both recycling centers and excavation through buried construction debris. The site also crossed several roads, a river, a shallow water table near the river and a line of large, protected oak trees that lined the banks of the San Antonio River.

City of Rio Bravo Webb County Water Plant, Rio Bravo, Texas

Assisted in the design of a 2.5-mgd water plant. Primary duties included design of the intake pump station and International Boundary and Water Commission (IBWC) Permitting.

Title Page

RFQ Response Submitted by:



CAPEX Consulting
Group

Project Finance & Economics

Address: 3245 Main Street, Suite 235-171

Frisco, Texas 75033

Tel 214-619-0692 Fax 214-619-0694 Cell 214-514-6382

Contact: Jeff G. Snowden, Principal

jsnowden@capexconsulting.com

Response to Request for Qualifications

18-66-03-23

Utilities Professional Services to Provide
Water and Sanitary Sewer Cost of Service, Rate,
and Debt Capacity Study
The City of San Juan, Texas

www.capexconsulting.com

Table of Contents

**Response to Request for Qualifications
City of San Juan, Texas
Utilities Professional Services
Water and Sanitary Sewer Cost of Service, Rate, and Debt Capacity Study**

RFQ Requirement		Page
	Letter of Transmittal	2
A	Qualifications and Relevant Experience	4
B	Professional References	10
C	Length of Time in Business	11
D	Prior Studies for the City of San Juan	12
E	Resume of Key Personnel	13
F	Specific Services and Proposed Strategy	18
G	Work Plan and Timeline	25
H	Completed Letter of Interest Form	26
I	Completed Conflict of Interest Form	27
K	Disclosure of Litigation	28
L	Certification Regarding Insurance Coverage	29

Letter of Transmittal

March 14, 2018

Rene J. Jaime
Purchasing / Risk Manager
City of San Juan
709 S. Nebraska Avenue
San Juan, Texas 78589-2649

Dear Mr. Jaime and the City of San Juan's RFQ Response Evaluation Team:

Thank you for allowing Capex Consulting Group ("Capex") the opportunity to submit this response to San Juan's Request for Qualifications for Professional Services related to a Water and Sanitary Sewer Cost of Service, Rate, and Debt Capacity Study. Capex was founded in 2007 and provides project finance and economic consulting services to a diverse range of private and public sector clients including utilities, municipalities, counties, cooperatives, and state and federal agencies. Our objective on every engagement is to exceed the client's expectations through the combination of thorough analysis, innovative thinking, proactive collaboration with project team members, and clear and direct communication with stakeholders. Our offices are located in Frisco, Texas.

Capex services include:

- Ad Valorem and Sales Tax Analysis & Optimization
- Affordability Analysis
- Bond Feasibility
- Comprehensive Project Definition, Feasibility, and Development Services
- Development of Comprehensive Financial and Technical Feasibility Models
- Economic Development Agreements / Incentive Structuring
- Electricity, Natural Gas, Water, Wastewater, and Solid Waste Cost of Service / Rate Studies
- Expense Reduction Identification and Implementation
- Impact Fees/System Development Charges
- Industrial District Program Development
- Life Cycle Cost Analysis
- Litigation Support
- Loan and Grant Program Management [Identification / Application / Disbursement / Compliance]
- Lost Business Income Claims / Time Element Deductible
- Municipal Airport Fee Development and Revenue Studies
- Non-Rate Revenue [tapping and connection, late charge, disconnect fees, etc.] Evaluations
- Oil and Gas Lease Negotiation and Royalty Analysis
- Operational Optimization Studies / Operating and Capital Cost and Benchmarking
- Owners Representative Services
- Project Definition and Feasibility Studies
- Qualified Scheduling Entity Evaluation and Procurement
- Renewable Energy Credit and Carbon Financial Instrument Marketing
- Renewable Energy Project Development Services

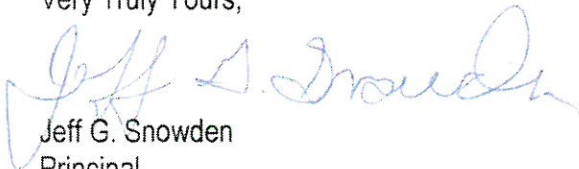
- Retail Electricity Contract and Demand Charge Negotiation
- Water Conservation and Drought Contingency Plans
- Wholesale Electricity and Natural Gas Procurement and Supply Services

I am confident that Capex has the qualifications and ability to professionally and expertly conduct your rate study. As Chief Executive of Capex Consulting Group, I will serve as Project Manager and will be responsible for all aspects of the study. For this reason I have not provided an organizational chart. I can be reached anytime on my cell phone at (214)514-6382 or by email at jsnowden@capexconsulting.com.

Please accept this proposal as Capex' formal commitment to allocate the necessary level of human resources and expertise to complete this project on time and within the agreed upon budget.

I hereby certify that as Chief Executive Officer of Capex Consulting Group, I possess all requisite legal and administrative authority to submit this proposal.

Very Truly Yours,



Jeff G. Snowden
Principal
Capex Consulting Group
3245 Main Street, Suite 235-171
Frisco, Denton County, Texas 75034-4411
Tel (214) 619-0692
Fax (214) 619-0694
Cell (214) 514-6382
jsnowden@capexconsulting.com

A. QUALIFICATIONS AND RELEVANT EXPERIENCE

Introduction to Capex Consulting Group

Capex Consulting Group is pleased to submit this RFQ response to the City of San Juan, Texas ("San Juan"). We possess over nineteen years of experience in infrastructure finance and have worked on projects in the United States and Mexico. The professionals associated with Capex Consulting Group have collaborated successfully on numerous assignments for municipalities, special districts, and agencies such as the North American Development Bank, US Department of Agriculture, the Texas Water Development Board and the Water Infrastructure Finance Authority of Arizona ("WIFA").

- **Project Manager Jeff G. Snowden possesses more than 19 years of experience in economic and financial analysis, project management, and lending, and has worked directly on a variety of infrastructure projects valued at over \$3 billion.** He has prepared utility rate and impact fee studies for some of the fastest growing cities in Texas and he has utilized his fluency in Spanish on projects in the United States and Mexico. Mr. Snowden founded Capex Consulting Group in 2007.

- **Capex does not use junior level personnel to collect and analyze data and prepare the rate study.** Mr. Snowden will do 100% of the work associated with the study, and utilize his experience to expedite the work and minimize the amount of Alamo staff time that inexperienced rate study consultants tend to consume.

- Our designated project team members are active participants in professional societies, serving on committees at the forefront of the establishment of industry standards. Utility cost of service and rate design requires knowledge of local and state issues as well as expertise in water and wastewater finance. Mr. Snowden has served as Board Chairman of the Frisco Economic Development Corporation, and Board Treasurer of the Denton County Transportation Authority, and as a member of the AWWA's North Texas Rates and Charges Committee and the National Impact Fee Roundtable.

- **Rate and non-rate revenues represent only half of the equation in utility finance.** Capex also provides utility managers with a broad range of data so that operating costs and metrics can be evaluated and improved upon.

Capex believes that our clients make the best infrastructure financing decisions based on a thorough understanding of all aspects of a proposed project, and that it is the consultant's role to develop this understanding in a manner that can be interpreted by both the technician and the layman.

Partial Client Listing

Agua Special Utility District	Maverick County, Texas
Alamo, Texas	North West Cotton Growers, Moscow Kansas
Alton, Texas	Pearsall, Texas
Alma Plantation, Ltd	Rio Grande City, Texas.
Bexar County WCID No. 10	Rio Grande Valley Sugar Growers, Santa Rosa, TX.
Brownsville, Texas	San Benito, Texas
Cajun Sugar Cooperative	San Juan, Texas
Carrizo Springs, Texas	Sugar Cane Growers Cooperative of Florida
Cotulla, Texas	Sunnyvale, Texas
Crystal City, Texas	St. Mary's Sugar Cooperative
Dilley, Texas	Taft, Texas
Dimmit County, Texas	Zapata County, Texas
Eagle Pass, Texas	Zavala County WCID, La Pryor, Texas
Fort Stockton, Texas	Weslaco, Texas
Hempstead, Texas	
Falfurrias, Texas	
Hutto, Texas	
Kickapoo Traditional Tribe of Texas	
Laguna Madre Water District, Port Isabel, Texas	
LaSalle County, Texas	
Laredo, Texas	
Louisiana Sugar Cane Cooperative	
Lucas, Texas	

The following presents detailed descriptions of our firm's relevant experience, with references provided.

**Water and Wastewater Rate Study and Long-term Financial Plan, Water Impact Fee Study
Lucas, Texas**

Capex was engaged by the City of Lucas, Texas to prepare a water and wastewater rate study and long-term financial plan designed to recover the operating and debt service costs associated with numerous capital projects. Additional services included the evaluation of meter size based minimum charges and price elasticity of demand analysis. The studies were completed in July 2012 and 2017. The Water Impact Fee Study is underway.

Reference(s): Mrs. Liz Exum
Finance Manager
City of Lucas
665 Country Club Road
Lucas, Texas 75002
(972) 727-8999
lexum@lucastexas.us

Water Impact Fee Study, Evaluation of Proposal to Provide Outsourced Operating Services

Agua Special Utility District, Palmview, Texas

In 2014 Capex prepared a water impact fee study designed to generate revenue sufficient to fund eligible capital improvements over a ten year planning period. In 2017 Capex was engaged to evaluate the merits of a proposal to provide outsourced treatment and collection operating services.

Reference(s): Mr. Eduardo Saenz
Interim General Manager
Agua Special Utility District
3120 N Abram Rd
Palmview, TX 78572
(956) 585-2459
eddiessaenz95@gmail.com

Water and Wastewater Rate Study and Long-term Financial Plan

Alamo, Texas

In 2017 Capex Consulting Group was engaged by Alamo to prepare a water and wastewater rate study and long-term financial plan designed to recover the operating and debt service costs associated with a \$12 million wastewater treatment plant. Additional services included the structuring of residential and commercial retail rates and the development of multi-year rate adjustments based on varying account growth and consumption scenarios.

Reference(s): Mr. Luciano Ozuna
City Manager
City of Alamo
420 North Tower Road
Alamo, Texas 78516
(956) 787-0006
lozuna@alamotexas.org

Development of Economic Incentive Structure for Medical Facilities and Local Sales Tax Development & Optimization

LaSalle County, Texas

In 2016 Capex Consulting Group was engaged by LaSalle County to develop a funding mechanism and incentive structure sufficient to attract a private sector operator of medical facilities, to include dialysis treatment and urgent care, to LaSalle County. The project is ongoing.

Reference(s): Hon. Joel Rodriguez
County Judge
LaSalle County
101 Courthouse Square
Cotulla, Texas 78014
(830) 879-4430 joelrodriguezjr@ymail.com

Water, Wastewater, Solid Waste and Natural Gas Rate Study and Long-term Financial Plan

Cotulla, Texas

Engaged by the City of Cotulla, Texas to prepare a comprehensive rate study and long-term financial plan designed to recover the operating and debt service costs associated with various capital projects. Additional services included multi-year funding recommendations on operations and maintenance and debt service reserves, the development and implementation of meter size based minimum charges, price elasticity of demand analysis, and close collaboration with bond counsel and financial advisors in order to assure compliance with covenants and revenue adequacy. Update is underway.

Reference(s): Mr. Larry Dovalina
City Manager
City of Cotulla
117 N. Front Street
Cotulla, TX 78014
(210) 223-4888
larrydovalina@yahoo.com

Water, Wastewater, and Solid Waste Rate Study and Long-term Financial Plan

Rio Grande City, Texas

Capex Consulting Group was engaged by Rio Grande City to prepare a water and wastewater rate study and long-term financial plan designed to recover the operating and debt service costs associated with a \$24 million water and wastewater capital project. Additional services included the structuring of residential and commercial bulk sales rates and the renegotiation of wholesale rates assessed to three water supply corporations in the area. The study was completed in October 2008, and an update was prepared in 2013. All recommendations were approved by unanimous consent of the City Council. Update and Solid Waste Rate studies are underway.

Reference(s): Mrs. Elisa Beas
Assistance City Manager
Rio Grande City
101 S. Washington Street
Rio Grande City, Texas 78582
(956) 487-0672
eybeas@cityofrgc.com

Roadway Impact Fee Study

LaSalle County, Texas

Capex Consulting Group was engaged by LaSalle County to prepare an impact fee designed to equitably recover the increasing costs of maintaining County roadways due to high traffic levels stemming from the Eagle Ford Shale development. The fee, which is to be assessed based on approved drilling permits, was developed in draft form in late 2011. Dimmit County also engaged Capex to prepare the same study.

Reference(s): Hon. Joel Rodriguez
County Judge
LaSalle County
105 Courthouse
Cotulla, Texas 78014
(830) 879-4430

joelbelayrodriguez@yahoo.com

Water and Wastewater Rate Study and Long-term Financial Plan

Eagle Pass Waterworks, Eagle Pass, Texas

Capex Consulting Group was engaged by Eagle Pass Waterworks to prepare a water and wastewater rate study and long-term financial plan designed to recover the operating and debt services costs associated with a \$105 million regionalization project. Additional services included the creation of a discounted customer class for senior citizens and disabled veterans and the development of a rate structure capable of minimizing revenue downturns during periods of above average precipitation. The study was completed in August 2005, with the initial series of rate increases approved by unanimous consent of the City Council. Updates were conducted in 2006, 2007, 2011 and 2016. Additional services are underway.

Reference(s): Mr. Jorge Barrera
General Manager
Eagle Pass Waterworks
415 Madison
Eagle Pass, Texas 78852
(830) 773-2351- jorge_ag1@hotmail.com

Water & Wastewater Rate Study and Financial Feasibility Analysis of Secondary Water Supply Project

Laredo, Texas

Engaged by the City of Laredo, Texas to prepare a financial feasibility and affordability analysis of a secondary water supply project that addressed the City's long-term needs. The project team initially evaluated the City's water enterprise fund in order to define the system's current and forecast cost of service. Thereafter, a scenario analysis model was prepared that facilitated the direct comparison of a variety of supply options based on planning horizons, construction costs, interest rates, and the cost of municipal water rights. The study was completed in December 2005, with additional services provided in 2006, 2007, 2008, 2011, and 2013 - 2016.

Reference(s): Mr. Adrian Montemayor
Former Utilities Operations Manager
Webb County
513 Martha Drive,
Laredo [Rio Bravo], Texas 78046
(956) 523-5590
agmontemayor@webbcountytx.gov

Professional Services for Wastewater Infrastructure Development and Local Sales Tax Optimization

Alton, Texas

After completing two previous wastewater rate studies for Alton, Capex was engaged by the City in 2016 to manage and coordinate the City's Engineer, Bond Counsel, Financial Advisor, and other service providers in order to assure compliant TWDB application submittal and project implementation. Additional services included optimizing local sales tax collections from materials used in new development, land acquisition and permitting, timelines, bond feasibility, and assistance at public forums and agency meetings. The project is ongoing.

Reference(s): Mr. Jorge Arcaute
City Manager
City of Alton

509 S. Alton Blvd.
Alton, Texas 78573
956-581-2733
jorge.arcaute@alton-tx.gov

Development of Business Income Loss and Time Element Deductible Model, Owners Representative Services

Rio Grande Valley Sugar Growers, Santa Rosa, Texas

After the 2015 mechanical failure of RGVSG's largest turbine-generator, Capex was engaged to evaluate all associated lost revenue and added costs. Capex' analysis focused on reduced exhaust steam and resulting losses in sucrose recovery and revenue. Other claim elements included increased power purchases and lost energy and renewable energy credit sales. Ultimately, RGVSG received payment for a total claim value in excess of \$1.6 million.

Reference(s): Mr. Sean Brashear
President and Chief Executive Officer
Rio Grande Valley Sugar Growers
1300 Hwy 107, P.O. Box 459
Santa Rosa, Texas 78593-0459
956-633-0831
sbrashear@rgvsugar.com

Water and Wastewater Wholesale Rate Development and Dispute Resolution Dilley, Texas

After successfully completing a water, wastewater, and natural gas rate study for Dilley, in 2015 the City requested that Capex evaluate a \$500 thousand demand letter issued to Dilley by the Texas Department of Criminal Justice for perceived overbillings for water and wastewater service. Capex reviewed TDCJ's request and then performed a comprehensive cost of service analysis and contract review. As a result TDCJ agreed to abandon the demand for payment and instead agreed to pay Dilley over \$500,000 through a modified wholesale rate structure, which represented a net improvement in Dilley's position of over \$1 million.

Reference(s): Mr. Rodolfo Alvarez
City Manager
City of Dilley
101 S. Commerce Street
Dilley, Texas 78017
830-965-1624
cityadministrator@cityofdilleytx.com

B. PROFESSIONAL REFERENCES

Liz Exum
Finance Director
City of Lucas
665 Country Club Road
Lucas, TX 75002
(972) 727-8999
Lexum@lucastexas.us

Raymond A. Cowley
Member
Dykema Cox Smith
1400 N. McColl Road, Suite 204
McAllen, Texas 78501
(956) 984-7401
RCowley@dykema.com

Dale Murden
President
Texas Citrus Mutual
901 Business Park Drive
Mission, Texas 78572
Tel (956) 585 - 1772
dale@valleyag.org

Mr. Jorge Arcaute
City Manager
City of Alton
205 W. Main Ave
Alton, TX 785
(956) 581-2733
jorge.arcaute@alton-tx.gov

James L. Gandy
President
Frisco Economic Development Corporation
6801 Gaylord Parkway, Suite 400
Frisco, Texas 75034-1507
(972) 292-5150
JGandy@FriscoEDC.com

Sean Brashear
Chief Executive Officer
Rio Grande Valley Sugar Growers, Inc.
P.O. Box 459
Santa Rosa, TX 78593-0459
(956) 636-1411
sbrashear@rgvsugar.com

Jorge Barrera
General Manager
City of Eagle Pass Waterworks
415 Madison
Eagle Pass, Texas 78852
(830) 773-2351
jbarrera@epwaterworks.org

Mr. Larry Dovalina
City Manager
City of Cotulla
117 N. Front Street
Cotulla, Texas 78014
Tel (830) 879-2367
larrydovalina@yahoo.com

C. LENGTH OF TIME IN BUSINESS

Capex Consulting was founded by Jeff G. Snowden in 2007. We provide economic consulting services to a diverse range of private and public sector clients including corporations, utilities, municipalities, cooperatives, tribal governments, and state and federal agencies. Our objective on every engagement is to exceed the client's expectations through the combination of thorough analysis, proactive collaboration with project team members, and clear and direct communication with stakeholders. Our offices are located in Frisco, Texas.

We believe that our clients make the best infrastructure financing decisions based on a thorough understanding of all aspects of a proposed project, and that it is our role to develop this understanding in a manner that can be interpreted by both the technician and the layman.

Our consultants possess a broad range of technical capabilities and a minimum 20 years of consulting and professional experience, guaranteeing our clients that all of our work product will fully reflect this high level of experience.

D. PRIOR STUDIES FOR THE CITY OF SAN JUAN, TEXAS

In 2005 while employed at Economists.com Jeff G. Snowden was awarded a contract to provide a water, wastewater, solid waste, and connection fee study and long-term financial plan for the City of San Juan. The study was completed on time and within budget.

E. RESUME OF KEY PERSONNEL

Jeff G. Snowden – Principal & Practice Leader

Mr. Jeff G. Snowden obtained a BA in Economics from Texas A&M University in 1991 and earned an MBA from the University of Texas at San Antonio in 2000. He possesses more than 20 years of experience in economic and financial analysis, project management, and lending, and has worked directly on a variety of infrastructure projects valued at over \$3 billion.

Mr. Snowden has worked with over 70 public and private sector clients while developing and implementing water, wastewater, solid waste, air quality and cogeneration projects in the United States and Mexico. He has established effective working relationships with project teams consisting of municipalities, engineers, financial advisors, ratings agencies and various state, federal and bi-national co-financing institutions. Mr. Snowden has a successful track record in the development of strategic and viable project financing structures. His experience is summarized as follows:

Infrastructure – Public Sector

- *Agua Prieta, Sonora* – Reduction of Suspended Air Particles through Paving – March 2003. Project management, financial analysis, multi-agency coordination, and structuring of a \$4 million loan to complement a total project valued at \$17 million
- *Alton, Texas* – Wastewater Collection & Treatment Project – June 2008 to Present. Wastewater rate study and long term financial plan
- *Bisbee, Arizona* – Wastewater System Improvements – October 2003. Project management, financial and debt capacity analysis, structuring of debt, equity and grant, and negotiation of an \$11.3 million grant to complement a total project valued at \$30 million
- *Brownsville, Texas* – Water and Wastewater Impact Fee Evaluation – 2005-07
- *Calexico, California* – Water System Improvements Project – May 2000. Documentation, administration, compliance, and client services related to \$6.48 million grant to complement a total project valued at \$11.3 million
- *Ciudad Juarez, Chihuahua* – North and South Wastewater Treatment Plants and Supplemental Wastewater Collection Projects – June 1999. Documentation, administration, compliance, and client services related to a \$12 million grant and \$4.6 million loan to complement a total project valued at \$31.5 million
- *Carrizo Springs, Texas* – Natural Gas, Water, and Wastewater Rate Study and Long-Term Financial Plan – 2010 - Present.
- *Cotulla, Texas* – Solid Waste, Water, and Wastewater Rate Study and Long-Term Financial Plan – August 2009 - Present.
- *Del Rio, Texas* – Water Treatment Plant & Improvements – October 1999. Documentation, administration, compliance, and client services related to a \$15 million grant to complement a total project valued at \$44.6 million
- *Dimmit County, Texas* – Road and Bridge Impact Fee Study. October 2011 - Present. Engaged to develop a fee mechanism that the County can utilize to equitably recover costs associated with accelerated road and bridge damages from oil and gas development
- *Donna, Texas* – Construction, Expansion and Rehabilitation of the Water Treatment, Water Supply and Wastewater Collection and Treatment Systems Project – May 2000. Documentation, administration, compliance, and client services related to a \$2.6 million grant to complement a total project valued at \$21.6 million
- *Eagle Pass, Texas* – Water and Wastewater Rate Study and Long-Term Financial Plan – August 2005 - Present. The study provided a multi-year series of rate adjustments designed to generate revenues sufficient to fund operations costs and debt service associated with a regionalization project valued at over \$103 million. Currently updating the study

- *El Paso, Texas* – Jonathan Rogers Water Treatment Plant Expansion – February 1999. Documentation, administration, compliance, and client services related to a \$14.9 million grant to complement a total project valued at \$37.8 million
- *El Paso, Texas* – Water and Wastewater Project for Lower Valley Water District in El Paso County, Texas – June 1999. Documentation, administration, compliance, and client services related to a \$17.5 million grant to complement a total project valued at \$100 million
- *Heber, California* – Wastewater Treatment Plant Expansion Project – November 1999. Documentation, administration, compliance, and client services related to a \$1 million grant to complement a total project valued at \$3.3 million
- *Hempstead, Texas* – Electricity, Natural Gas, Water, and Wastewater Rate Study and Long-Term Financial Plan 2008 - 2009
- *Hutto, Texas* – Water and Wastewater Impact Fee Study – 2006.
- *Laguna Madre Water District, Port Isabel, Texas* – Water and Wastewater Rate Study and Long-Term Financial Plan. 2008, with additional assignments in 2010 and 2011.
- *Laredo, Texas* – Financial Feasibility and Affordability Analysis of Secondary Water Supply Project– October 2005 - Present. Prepared a financial capacity study of the City's Water Enterprise Fund, followed by a wastewater rate study and a retail water rate restructuring study in order to support a \$260 million five-year CIP. Currently engaged to monitor rate and non-rate revenue and bond compliance
- *LaSalle County, Texas* – Road and Bridge Impact Fee Study. March 2011 - Present. Engaged to develop a fee mechanism that the County can utilize to equitably recover costs associated with accelerated road and bridge damages from oil and gas development
- *Maverick County, Texas* – Water Rate and Impact Fee Study. 2010 - 2011.
- *Mercedes, Texas* – Water and Wastewater Enterprise Fund Debt Capacity Analysis– August 2004. Prepared a preliminary financial analysis and additional debt capacity study of the City's Water and Wastewater Enterprise Fund. The primary objective of this study was to evaluate the Utility's additional debt capacity for the implementation of a wastewater system expansion project valued at \$9.4 million
- *Mercedes, Texas* – Water Supply, Wastewater Collection and Treatment System – November 1997. Managed disbursement and compliance of \$896,000 grant and \$1.8 million loan to complement a total project valued at \$11.1 million
- *Mexicali, Baja California* – Sanitation Program – February 1999. Documentation, administration, compliance, and client services related to a \$20.62 million grant to complement a total project valued at \$57.3 million
- *Naco, Sonora* – Water Supply and Wastewater Collection and Treatment System – January 1998. Project management, documentation, administration, compliance, and client services related to a \$945,000 grant and a \$150,000 loan to complement a total project valued at \$2.1 million
- *Nogales, Arizona* – Replacement of the International Outfall Interceptor, Upgrade of the Nogales International Wastewater Treatment Plant and Partial Replacement of the Wastewater Collection System – October 2003. Project management, financial analysis and client services related to a \$59.5 million grant to complement a total project valued at \$74.4 million
- *Patagonia, Arizona* – Wastewater Treatment Facility Replacement and Sewer Collection System Improvements – November 2002. Project management, financial and debt capacity analysis, and structuring of a \$1.3 million grant for the \$2.3 million project
- *Puerto Penasco, Sonora* – Collection and Final Disposal of Solid Waste – June 1999. Managed disbursement and compliance of \$500,000 loan to complement a total project valued at a \$2.29 million
- *Prosper, Texas* – Water and Wastewater Rate Study and Long-Term Financial Plan – April 2005. The study provided a multi-year series of rate adjustments designed to generate revenues sufficient to fund operations costs and debt service associated with aggressive rates of growth and regional supply, treatment and discharge take-or-pay agreements.
- *Reynosa, Tamaulipas* – Comprehensive Sanitation Project – March 1999. Documentation, administration, compliance, and client services related to a \$33.5 million grant to complement a total project valued at \$83.4 million
- *Rio Grande City, Texas* - Water and Wastewater Rate Study. 2008

- *San Benito, Texas* – Water & Wastewater System Improvements – July 2004 - Present. Water and wastewater cost of service study, project financial feasibility analysis, and long-term financial plan to complement a total project valued at \$32.4 million. Update to rate study completed in 2011.
- *San Diego, California* – South Bay Water Reclamation Plant – June 1998. Documentation, administration, compliance, and client services related to a \$17.2 million grant to complement a total project valued at \$99.5 million
- *San Luis Rio Colorado, Sonora* – Construction of a Wastewater Treatment Plant and Rehabilitation of the Wastewater Collection System– November 2000. Documentation, administration, compliance, and client services related to a \$5.9 million grant to complement a total project valued at \$13.7 million
- *San Juan, Texas* – Water and Wastewater Enterprise Fund Debt Capacity Analysis– October 2004. Prepared a preliminary financial analysis and additional debt capacity study of the City's Water and Wastewater Enterprise Fund. The primary objective of this study was to evaluate the Utility's additional debt capacity for the implementation of a water and wastewater system expansion project valued at \$32.8 million
- *San Juan, Texas* – Solid Waste Cost of Service and Rate Study – March 2006. Developed rate recommendations and a long term financial plan which reflected the City's desire to explore the transition from twice to once-a-week collections while evaluating the impact of this decision on labor, fuel, and equipment.
- *Somerton, Arizona* – Water Main Replacement Project – October 2003. Project management and coordination of funding activities with USDA-RD. Also managed a \$1 million grant to complement a total project valued at \$3.4 million
- *Somerton, Arizona* – Replacement of the Wastewater Treatment Facility – June 2003. Project management, financial and debt capacity analysis, structuring of debt, equity and grant, and negotiation of a \$4 million grant to complement a total project valued at \$7.8 million
- *Southmost Regional Water Authority* – Regional Desalination Plant – February 2004. Prepared current and forecast wholesale rate structure based on contractual volumetric usage among member entities, existing and forecast debt service related to planned Phase II expansion, and O&M costs. Prepared a non-member wholesale rate using the utility-basis of ratemaking for non-member entities interested in purchasing surplus water
- *Tecate, Baja California* – Improvement and Expansion of the Water and Wastewater Systems – March 2001. Documentation, administration, compliance, and client services related to a \$3.7 million grant to complement a total project valued at \$8.2 million
- *Tijuana, Baja California* – Parallel System and San Antonio de los Buenos Sewage Treatment Plant Rehabilitation and Expansion – March 2000. Documentation, administration, compliance, and client services related to a \$16 million grant and \$6.7 million in loans to complement a total project valued at \$27.4 million
- *Webb County, Texas* – Water and Wastewater Enterprise Fund Debt Capacity Analysis– December 2004. Prepared a preliminary financial analysis and additional debt capacity study of the County's Water and Wastewater Enterprise Fund. The primary objective of this study was to evaluate the Utility's additional debt capacity for the implementation of a water and wastewater system expansion project valued at \$16 million
- *Zavala County, Texas* – Road and Bridge Impact Fee Study. May 2011 - Present. Engaged to develop a fee mechanism that the County can utilize to equitably recover costs associated with accelerated road and bridge damages from oil and gas development
- *Zavala County WCID* – Water and Wastewater Rate Study. 2010 - 2011

Infrastructure – Private Sector

- *Rio Grande Valley Sugar Growers, Inc* – 2005-Present. Engaged to provide project development services, including comprehensive analysis of imported and exported electricity rate structures. RGVSG sought to expand grinding capacity while developing an alternative revenue source via the generation and marketing of electricity and renewable energy credits. Capex developed a technical and financial evaluation model capable of quantifying operational uplifts stemming from reduced grinding days, reductions in purchased electricity and gas, variations in tonnage of cane per acre, improvements in the pounds of steam per pound of bagasse from the new boiler, pounds of high-pressure steam required to produce a kilowatt in the proposed turbine generator set, and a multitude of other metrics demonstrating the project's benefits. This tool was then presented to a number of lending institutions in order to secure tax exempt financing for 100% of the project's costs. Also provided grant writing, project management and owner's representative services throughout the course of the engagement. In 2009 Capex was awarded an additional engagement in order to pursue funding opportunities made available under the 2009 American Recovery and Reinvestment Act, resulting in a grant award of \$10.2 million.
- *Marine Military Academy, Harlingen, Texas* – 2008-2009. Engaged by the Marine Military Academy to evaluate the technical and financial feasibility of on-site generation of renewable energy coupled with net reductions in electrical load. Explored renewable generation alternatives, including geothermal cooling, wind, and solar, and then developed a technical and financial model capable of demonstrating the net benefits to MMA while serving as the lead in the preparation and submittal of funding applications to various providers of financing including the State Energy Conservation Office, Office of Rural Community Affairs, USDA-Rural Development, and the U.S. Departments of Energy and Treasury. Provided project management and owner's representation services to MMA in order to assure that equipment vendors, permitting agencies, and all others involved in the project worked together in full collaboration while observing the project's budget. Also responsible for the review and renegotiation of current retail electric and gas purchase agreements, and coordination with the Texas Public Utilities Commission, Electric Reliability Council of Texas, and the Chicago Climate Exchange in order to facilitate the generation and marketing of renewable energy and carbon credits.
- *Rio Grande Ethanol / RGVSG* – 2006-2008. Collaborated with the RGVSG Board, a third party development group, and various technical participants in order to develop a financial feasibility model for a proposed ethanol facility to be located adjacent to the existing sugar cane processing plant. This project involved a data gathering and refinement period followed by a series of work sessions with key stakeholders which included the development team, Mill management and board, engineers, and others. At the culmination of Phase 1 of the engagement, the client was provided with an analytical tool capable of assessing the effect on net income of a multitude of scenarios, including variations in plant capacity, financial structure, by-product marketing, and variable cost reductions stemming from biomass derived thermal energy. The client has since expanded the initial engagement to include a second phase during which I will work with the team to develop logistic and marketing channels, as well as manage various permitting efforts, with other services to be provided as needed.

Other Experience

In addition to his work at the North American Development Bank (NADB 1997-2003), Mr. Snowden has held positions as Lending Officer for National Bancshares Corp. of Texas. (1993-1997) and the Laredo National Bank (1997). A highlight of his experience includes:

- Implemented a first of its kind hedge mechanism, working closely with Mexican Governmental and Banking officials to effectively adapt existing methods in order to preserve the long-term value of NADBank capital
- Developed system of accounting/reporting which facilitated the successful execution of a USD\$210 million grant facility provided by the U. S. Environmental Protection Agency
- Established mortgage loan department in San Antonio, Texas. Installed and integrated loan system, developed reliable vendor and referral network, and consistently exceeded loan volume goals by creative application of ARM loan products. Successfully marketed to Mexican National client-base

- Implemented, and managed micro-lending program regulated by Chapter 3.16 of the Texas Credit Code, at the time the only in-bank program of its kind in Texas

EDUCATION

UNIVERSITY OF TEXAS AT SAN ANTONIO -- MBA, 2000

- Specialization in International Finance and Business Management

TEXAS A&M UNIVERSITY -- BA, 1991

- Major in Economics, specialization in Economic Development.
- Minor in English
- Significant course-work in Spanish

OTHER

- Member, Texas A&M University Institutional Biosafety Committee – 2017
- Member, Frisco Independent School District Long Range Planning Committee, 2017
- Member, Frisco Independent School District Priorities Based Budget Committee, 2016-2017
- Treasurer, Vice Chairman, and Chairman, City of Frisco, Texas Economic Development Corporation Board of Directors, 2009 – 2015
- Member, North Texas Enterprise Center for Medical Technology Board of Directors
- Treasurer and Chairman of Finance & Administration Committee, Denton County Transportation Authority Board of Directors, 2005-2012
- Fluent in Spanish
- Former Member, Texas Renewable Energy Industries Association

PUBLICATIONS/PRESENTATIONS/SEMINARS

First, Second, and Third Annual Regional Conference for South Texas Water and Wastewater Managers and Operators – 2016, 2017, and 2018 (Speaker)

Frisco ISD School Board Trustee Candidate Forums – 2017 (Candidate and Speaker)

Advancing Commuter Rail in Denton County – Leadership Frisco. (Speaker)

Water Utility Capital Financing – Government Finance Officers Association. (Speaker)

Texas Water Law – CLE International Water Law Institute

Financing Options for Solid Waste Projects in Arizona – Solid Waste Association of North America

Governmental Accounting and Financial Statement Disclosures – Bond Market Association

F. SPECIFIC SERVICES TO BE PROVIDED AND STRATEGY

Project Objectives

It is our understanding that San Juan seeks to institute water and sewer rate structures and fees that will generate revenues sufficient to recover the City's full cost of service. From an operations standpoint, San Juan must ensure that the various systems provide sufficient service to meet the demands of growth and debt service, and that service standards remain at or exceed current levels. A properly developed rate, financial plan, and debt capacity study must support this growth while minimizing the burden on ratepayers, and ensuring that the rates charged are equitable and defensible. Additional goals and objectives for a successful rate plan include:

- Analyze the cost of service and distribute these costs among existing and proposed customer classes, to include a lifeline rate for qualifying ratepayers
- Develop current and forecast operations costs and then "functionalize" these costs for the various systems
- Evaluate the effect on system revenue of winter averaging when calculating volumes driving sewer rates
- Determine the percentage of household income devoted to selected services
- Develop a series of rate structures which provide sufficient revenues to fund alternate scenarios consisting of current operations, proposed capital projects and additional capital improvements
- Recommend a phased series of adjustments which minimize "rate shock"
- Incorporate debt service, reserve and coverage funding requirements into the revenue streams to be generated by alternate rates
- Recommended rates must generate revenue sufficient to meet the financial requirements over a time-frame that is equal to or greater than the current and proposed debt's amortization periods
- Incorporate conservation oriented incentives and funding as requested, to include a conservation based rate structure for the water and wastewater systems.

Benefit of Long-Term Planning

Capex will evaluate the impact over the next twenty to twenty-five years of several alternative scenarios. A multi-year financial plan will enable San Juan to better evaluate the potential economic and financial impact of the customer, volume and revenue growth of its various systems. This includes addressing such questions as whether future system and revenue growth will finance some of these improvements and lessen the need for rate increases. It also will allow San Juan to determine whether it may be appropriate to implement rate adjustments over a period of several years.

To summarize, the information developed during the course of this rate study will allow San Juan to choose a financial plan that will minimize the impact on all classes of ratepayers while still allowing it to meet growth demands and environmental quality standards.

Our rate study will quantify the expected increases in numbers of customers, volumes, operating and maintenance expenses, non-rate revenues, and capital outlays over the forecast period. We will utilize such

authoritative sources as the Texas Water Development Board and the Texas State Data Center and Office of the State Demographer for current and forecast population growth data. We will also discuss with San Juan the appropriateness of other potential information sources of population growth projections.

Assumptions for the amount of and timing of the proposed capital improvements will be a critical component of the alternative rate scenarios to be presented in this report.

The results of the study will include, but not be limited to:

- Development of itemized costs to produce and distribute potable water and collect and treat wastewater.
- Identification of system costs and revenue requirements attributable to new development
- The benchmarking of San Juan's various rates, non-rate revenue sources, and other operating metrics
- The true and correct functionalization and classification of water costs into treatment, distribution, administration, customer, and debt service, and the allocation of costs to identified customer classes
- The true and correct functionalization and classification of sewer costs into treatment, collection, administration, customer and debt service, and the allocation of costs to identified customer classes
- For all systems, the clear identification of any cross customer class revenue subsidies
- The delivery of a comprehensive financial model which defines **maximum debt capacity** based on an adjustable series of capital funding requirements, rate structures, reserve funding and coverage requirements
- The preparation of an implementation plan that reflects staff and elected official recommendations

Capex Consulting Group will produce the study through the use of financially and technically sound approaches resulting in rates and charges that are equitable and consistent with standard industry practices, state and federal regulations, and community needs and values.

We propose to meet with staff early in the project to determine their needs and formatting and to customize our model to those needs. As the project progresses, we will review the model development with staff and ensure its compatibility with local accounting and data processing systems.

Project Tasks & Method of Approach

In order to complete the objectives listed above and produce San Juan's desired deliverables, we propose the following menu of primary tasks:

- I. Project Kick-Off and Data Acquisition
- II. Demographic Analysis
- III. Non Rate Revenue Evaluation and Recommendations
- IV. Evaluation and Benchmarking of Key Operating Metrics
- V. Determine Revenue Requirements
- VI. User Characteristics and Customer Class Identification
- VII. Cost Functionalization, Classification, and Allocation for each Utility / Enterprise Fund / System
- VIII. Rate Design and Transition Plan
- IX. Prepare and Present Draft and Final Reports

- X. Public Involvement
- XI. Project Management

The remainder of this section presents our approach to performing the major tasks required to successfully complete the study.

Task I: Project Kick-off and Data Acquisition

Capex Consulting Group's project manager will meet with staff at the outset of the 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, refine the work plan and schedule, develop computer model architecture and review data needs and availability. Deliverables from each task will be discussed and confirmed. We have found in our rate studies that these meetings are extraordinarily beneficial in terms of gathering required data, finalizing study objectives, and ensuring that the goals of the project team and San Juan are synonymous. The project kick-off meeting will be followed by a detailed review of data available to support the cost-of-service rate study.

During the course of the study we intend to maintain constant contact with San Juan to keep all parties informed of the project team's progress. This is also emphasized in the forthcoming task entitled Project Management. This will help ensure that the final rate study will contain information and analysis that will benefit San Juan to the maximum extent.

Task II: Demographic Analysis

The project team will prepare a comprehensive demographic analysis of ratepayers. This provides information that is critical in establishing a framework for determining the appropriateness of potential rate adjustments.

The project team will develop historical (5-10 years) and current data on:

- Median household income of service area residents
- Number of accounts per system
- Average bill per system, both total and as a percentage of household income
- Percentage of household income in other cities and counties within the area available for and dedicated to payment of water and wastewater services
- Comparison of actual billings and collections for service
- Rate comparisons with Corpus Christi, Robstown, Alice, Harlingen, Edinburg, Weslaco, and Portland, at a minimum.

Task III: Non Rate Revenue Evaluation and Recommendations

Because a significant portion of a utility's revenue stream is derived from non rate revenue sources, it is critical to evaluate current fee levels and assess the potential for adjustments. Ultimately, contributions from these sources can offset the need for rate increases while optimizing operational efficiencies. Capex will review the following fee structures and provide recommendations in the event that one or more require adjustments:

- Water Connection Fees
- System Development Charges
- Water Rights Recovery Charges
- Meter Installation Fee [Existing Tap, Including Cost of Meter]
- Water Line Extension Charge per Linear Foot

- Fire Hydrants
- Per Acre & Per Lot Development Fees
- Industrial / Mining / Wholesale Meter Charges
- Reconnection Fees - Business & Non Business Hours
- Meter Testing & Re-Read Fees
- Plumbing Permits
- Retuned Check Fees
- Removal of Unauthorized Tap
- Customer Service Fee for New Connections
- Late Charges
- Water Well Permit Fees
- Hauled or Trucked Wastewater Charges
- Customer History Report Fees
- Pipeline Permit Fee [Initial & Annual Renewal]
- Deposit Structure
- Right of Way / Easement Fees
- Others fees as requested.

Task IV: Evaluation and Benchmarking of Key Operating Metrics

Rate and non rate revenues represent only half of the equation in utility finance. Capex also provides utility managers with a broad range of data so that operating costs and metrics can be evaluated and improved upon. Capex will develop list of opportunities for improvement in operating efficiencies by comparing San Juan to a broad peer group in the following measurement areas:

- Annual non rate revenue per connection
- Monthly gallons treated and sold per connection
- Annual personnel costs per connection & Kgal treated
- Annual health and liability insurance costs per connection & Kgal treated
- Annual O&M costs per connection & Kgal treated
- Annual electricity and chemical costs per connection & Kgal treated
- Annual transfers out to GF per Connection & Kgal treated
- Total debt outstanding and annual debt service per connection & Kgal treated
- Number of employees per mile of pipe
- Number of employees per thousand gallons of water treated
- Number of employees per budgeted mile of line repair

Other areas of evaluation will include Annual Capital Outlays, Treatment Costs, Distribution Costs, Administration Costs, and Customer Billing Costs. At the clients request Capex will be glad to add other items to this list.

Task V: Determine Revenue Requirements

Overall revenue requirements will be determined for the current year. The project team will also prepare a forecast of revenue requirements for twenty-five years into the future. Requirements will reflect current local policies and practices regarding appropriate levels of fund balance, interfund transfers, and capital financing (including debt service coverage levels and debt-to-equity ratios). Accordingly, revenue requirements that will

meet financial performance measures based on current operations, the proposed project and additional projects will be determined.

The first step in this analysis includes analyzing historical information such as volumetric data, budgets, financial statements, capital expenditures, customers, debt service, rates, fees, rate setting procedures, and historic collection efficiency.

Total revenue requirements for the utilities will be calculated after analyzing the data outlined above. The revenue requirements consist of the total cost to provide each service, including water produced and/or purchased, cost of sewer treatment operation and maintenance costs, payments in lieu of taxes (if applicable), debt service requirements (including coverage requirements) on existing and any proposed debt, direct capital outlays financed by rates, reserve account funding, and other financial needs.

O&M costs will be projected by detailed expenditure categories and, if necessary, by component system. **The fixed and variable nature of each line item within the budget will be established and utilized for forecasting purposes.** These projections will be based on past trends, expected inflation levels, new facilities that may affect operating costs, changes in the customer base and other factors.

If requested and/or required by covenant, we will include the funding of operations and maintenance, debt service, repair and replacement, and other reserves as well as compliance with targeted debt service coverage ratios in our determination of revenue requirements.

San Juan's capital improvement plan ("CIP") will be a critical element of the revenue requirement. The project team will discuss all components of this category, including the expected amount of CIP, funding alternatives (i.e. pay-as-you-go vs. long term (tax vs. revenue) bonds), expected reserve requirements, and coverage requirements. It is essential that all parties agree on the reasonableness of these assumptions, since they will have the greatest impact on the recommended rate alternatives.

Once the total costs of providing services have been calculated, these costs will be compared to the actual billing and collection for the past several fiscal years. This will have the effect of determining both the adequacy of the billing and collection procedures in effect, and the degree to which customers are currently paying the costs of providing this service.

Task VI: Determine User Characteristics and Customer Classes, including Sales Forecast Review and Revenue Test

A fundamental principle of cost-of-service ratemaking for public utilities is for costs to be allocated to user groups based on the demands each group places on the system. For cost-allocation purposes, customers are 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.

The determination of customer user characteristics as noted above will include a careful review of sales volume history. The volume data must be considered as a whole and separately for each defined customer class. The project team will discuss its customer class evaluation in detail with staff to ensure that the ultimate classifications are reasonable and acceptable.

Historical sales data used for forecasting purposes will be reconciled against collection and/or production records; historical flow and loadings data will be used to determine flows and loadings for the system and

individual customer classes. The project team will finalize the projection of sales volumes that will then be used to calculate projected revenues under current rates for the forecast period. This final step is often referred to as a revenue test.

Task VII: Cost Functionalization, Classification, and Allocation

In this task various system costs will be itemized and allocated. These costs include O&M (personnel, chemicals, engineering, administrative, equipment maintenance, vehicles, 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.

Under typical circumstances, standard industry ratemaking principles and practices as outlined in AWWA and WEF ratemaking manuals serve as the foundation for cost allocations to customer classes. These industry manuals are not prescriptive and recognize the need to afford utility decision makers the flexibility to reflect local circumstances.

Task VIII: Rate Design and Transition Plan

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. We intend to consult closely with San Juan 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
- Analyze meter size based minimum charges based on AWWA equivalent meter ratios and flow rates and develop extensive peer group comparisons over a broad range of consumption levels to assure that retail rates are competitive with surrounding communities
- Estimate the impact of the proposed rate structures on conservation efforts
- Calculate the impact of any proposed "transition period" into the new rates
- Compare the recommended rates to the historical rate structure
- Analyze the impact of winter averaging for sewer charges
- Prepare the cost of service per household based on the new rate design

Specific attention will be given to the sensitivity of system revenues to possible decreases in usage prompted by a more aggressive conservation rate structure. Rate designs will be subjected to revenue generation tests and also reviewed for administrative efficiency.

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 multiyear period will be discussed. If appropriate, multiyear rate transition plans will be developed that meet, to the extent possible, expressed criteria for rate change acceptance.

Task IX: Prepare and Present Draft and Final Reports

Capex Consulting Group will prepare concise draft and final reports, to include documentation of the analyses conducted for each study task as well as recommendations for implementation, administration, and future updating. 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 utilities.

The project team will present and review the draft report with City staff. The report will then be revised to incorporate the comments provided. A final report based on this review will then be submitted.

Throughout the project, analyses will be completed through the construction of computerized rate models in Microsoft Excel software. This model will be used to perform the analytical functions of the cost-of-service study. The model worksheets are integrated and linked to perform automatic calculations when numbers are changed. The worksheets are flexible and are divided into major subject areas that include user characteristics, O&M costs, capital costs, revenue requirements, cost allocations, and rate design.

Task X: Public Involvement

It is important that ratepayers have a proper understanding of the reasons for any proposed rate changes, and the impact of these changes on their monthly bills. It is also important for staff to reach out to the public, to solicit comment and input, to determine the preferences among ratepayers as to alternative rate structures, and to ensure that accurate information is disseminated among the community.

We will conduct a formal presentation with the most significant findings to staff and elected officials, if requested. Our presentation will include easy-to-understand graphic displays in Microsoft PowerPoint. If so desired, we will assist in developing an insert into ratepayer bills explaining the reasons for any rate adjustments. We would also recommend developing a guest column under the signature of the appropriate government official for local newspapers explaining the reasons behind any recommended rate adjustment.

Task XI: Project Management

The cost-of-service rate study will be effectively managed through a variety of project planning and monitoring tools, including the project budget and schedule and regular project progress reporting.

Our project team consists of experienced senior-level professionals who have conducted dozens of cost of service and financial studies for clients over the past two decades. This is not a team composed of one senior person and little-experienced staff; all team members are seasoned professionals who know how to complete a study on time and on budget.

G. WORKPLAN AND TIMELINE

CITY OF SAN JUAN, TEXAS				
WATER AND SANITARY SEWER COST OF SERVICE, RATE, AND DEBT CAPACITY STUDY				
PROPOSED WORK SCHEDULE				
Task Number	Task Description	Start Date	Completion Date	Duration [Days]
1	Project Kick-off and Data Acquisition	5/1/2018	5/16/2018	15
2	Demographic Analysis. Assemble peer group consisting of 15 or more members and evaluate non rate revenues, minimum charges by meter size, retail volumetric rates, levels of median household income, and numerous other metrics.	5/12/2018	6/6/2018	25
3	Develop rate models incorporating user characteristics and customer classes. Prepare sales forecasts and revenue tests along with expense forecast template to accommodate multiple consumption and account growth scenarios.	5/12/2018	7/11/2018	60
4	Provide rate and non-rate recommendations to ensure revenue adequacy, to include debt capacity, bond feasibility for planned capital improvements, if any. Model will be capable of evaluating multiple debt service coverage ratio and reserve funding scenarios.	6/6/2018	7/21/2018	45
5	Work with Engineers providing design services in order to make sure that final deliverable(s) includes detailed operating and maintenance costs for each new facility.	6/6/2018	7/16/2018	40
6	Non Rate Revenue Evaluation and Recommendations	6/6/2018	7/16/2018	40
7	Evaluation and Benchmarking of Key Operating Metrics, including development of list of opportunities for improvement in operating efficiencies	7/16/2018	7/31/2018	15
8	Prepare model illustrating the effects of declining water consumption due to higher rates and the corresponding effect on treatment capacity.	7/16/2018	7/31/2018	15
9	Develop cost of implementing water conservation incentives to include but not be limited to showerhead, aerator, toilet flappers, toilet replacement, landscape irrigation, clothes washer, rainwater harvesting, greywater reuse, and other to be identified conservation programs	6/16/2018	7/21/2018	35
10	Submit Draft Report	7/31/2018	8/10/2018	10
11	Revise model to incorporate staff and/or board comments & accommodate alternative financing structures.	8/10/2018	8/24/2018	14
12	Submit Final Report	8/24/2018	9/3/2018	10
TOTAL DAYS			125	
TOTAL MONTHS			4.2	

H. LETTER OF INTEREST

LETTER OF INTEREST

RFQ: 18-66-03-23/ Professional Services-Water and Sanitary Sewer Rate Study

The undersigned firm submits the following information (this RFQ submittal) in response to that Request for Qualifications (as amended by any Addenda), issued by the City of San Juan, Texas ("City") to perform professional services in the preparation of an evaluation for water and sanitary sewer cost of service, rate and debt service study. Enclosed, and by this reference incorporated herein and made a part of this RFQ, are the following:

- Completed RFQ Letter Of Interest form
- Completed Conflict Of Interest form (if applicable)

Firm is responsible for calling the City to determine if any addendums have been issued.

Firm also understands that the City is not bound to select any firm for the final pre-qualified list and may reject any responses submitted.

Firm further understands that all costs and expenses incurred by it in preparing this RFQ and participating in this process will be borne solely by the firm, and that the required materials to be submitted will become the property of the City and will not be returned.

Firm agrees that the City will not be responsible for any errors, omissions, inaccuracies, or incomplete statements in this RFQ. Firm accepts all terms of the RFQ submittal process by signing this letter of interest and making the RFQ submittal.

This RFQ shall be governed by and construed in all respects according to the laws of the State of Texas.

Firm's Name: Capex Consulting Group

Authorized Signature: Jeffrey Snowden

Print Name: Jeff G. Snowden

Date: March 14, 2018

Telephone: 214-619-0692

Fax: 214-619-0694

E-Mail: jsnowden@capexconsulting.com

I. CONFLICT OF INTEREST QUESTIONAIRRE

CONFLICT OF INTEREST QUESTIONNAIRE

For vendor doing business with local governmental entity

FORM CIQ

This questionnaire reflects changes made to the law by H.B. 23, 84th Leg., Regular Session.

This questionnaire is being filed in accordance with Chapter 176, Local Government Code, by a vendor who has a business relationship as defined by Section 176.001(1-a) with a local governmental entity and the vendor meets requirements under Section 176.006(a).

By law this questionnaire must be filed with the records administrator of the local governmental entity not later than the 7th business day after the date the vendor becomes aware of facts that require the statement to be filed. See Section 176.006(a-1), Local Government Code.

A vendor commits an offense if the vendor knowingly violates Section 176.006, Local Government Code. An offense under this section is a misdemeanor.

OFFICE USE ONLY

Date Received

1 Name of vendor who has a business relationship with local governmental entity.

Capex Consulting Group

2 ☐ Check this box if you are filing an update to a previously filed questionnaire. (The law requires that you file an updated completed questionnaire with the appropriate filing authority not later than the 7th business day after the date on which you became aware that the originally filed questionnaire was incomplete or inaccurate.)

3 Name of local government officer about whom the information is being disclosed.

None

Name of Officer

4 Describe each employment or other business relationship with the local government officer, or a family member of the officer, as described by Section 176.003(a)(2)(A). Also describe any family relationship with the local government officer. Complete subparts A and B for each employment or business relationship described. Attach additional pages to this Form CIQ as necessary.

Capex Consulting has no employment or other business relationship with anyone working for City of San Juan or any family members.

A. Is the local government officer or a family member of the officer receiving or likely to receive taxable income, other than investment income, from the vendor?

☐ Yes

☒ No

B. Is the vendor receiving or likely to receive taxable income, other than investment income, from or at the direction of the local government officer or a family member of the officer AND the taxable income is not received from the local governmental entity?

☐ Yes

☒ No

5 Describe each employment or business relationship that the vendor named in Section 1 maintains with a corporation or other business entity with respect to which the local government officer serves as an officer or director, or holds an ownership interest of one percent or more.

None

6 ☐ Check this box if the vendor has given the local government officer or a family member of the officer one or more gifts as described in Section 176.003(a)(2)(B), excluding gifts described in Section 176.003(a-1).

7 
Signature of vendor doing business with the governmental entity

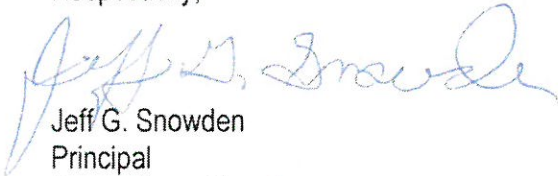
March 12, 2018
Date

J. DISCLOSURE OF LITIGATION

I, Jeff G. Snowden, Chief Executive Officer of Capex Consulting Group, hereby certify that Capex Consulting Group is not currently involved and has never been involved in any litigation.

Please note that I am personally involved in litigation as a plaintiff in an anti-defamation lawsuit related to my recent run for local elected office. However, this lawsuit does not involve Capex Consulting Group in any way.

Respectfully,

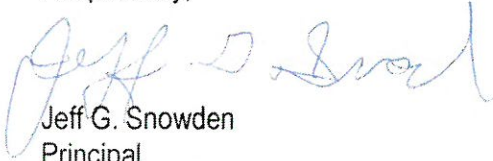


Jeff G. Snowden
Principal
Capex Consulting Group
3245 Main Street, Suite 235-171
Frisco, Denton County, Texas 75034-4411
Tel (214) 619-0692
Fax (214) 619-0694
Cell (214) 514-6382
jsnowden@capexconsulting.com

K. CERTIFICATION REGARDING INSURANCE COVERAGE

I, Jeff G. Snowden, hereby certify that Capex Consulting Group either currently possesses or is able to acquire in a timely manner all requisite insurance coverage(s) as listed in San Juan's Request for Qualifications.

Respectfully,



Jeff G. Snowden

Principal

Capex Consulting Group

3245 Main Street, Suite 235-171

Frisco, Denton County, Texas 75034-4411

Tel (214) 619-0692

Fax (214) 619-0694

Cell (214) 514-6382

jsnowden@capexconsulting.com

City of San Juan, TX

Proposal

Utilities Professional Services



Table of Contents

Table of Contents	i
Letter of Transmittal.....	ii
Scope of Services	1
Project Understanding	1
Willdan's Unique Project Approach	2
Firm Qualifications and Experience.....	10
Firm Background	10
Utility Rate Analysis Experience.....	11
Rate Setting Staff	12
References.....	13
Similar Projects	13
Relevant Project Experience	19
Team Qualifications.....	20
Project Team	20
Resumes	20
Dan V. Jackson.....	21
Rebecca Schafer, MBA	23
Daniel D. Lanning	25
Dennis Goral.....	27
Additional Information	28
Real-Time Financial Modeling.....	28

Letter of Transmittal

March 21, 2018

Mr. Rene J. Jaime
Purchasing/Risk Manager
City of San Juan
709 S. Nebraska Ave.,
San Juan, Texas 78589-2649

Re: *Statement of Qualifications Presented to the City of San Juan for a Water and Sanitary Sewer Rate Study - RFQ # 18-66-03-23*

Dear Mr. Jaime:

Thank you for the opportunity to present our qualifications for a Water and Sanitary Sewer (Wastewater) Cost of Service, Rate and Debt Capacity Study to the City of San Juan ("The City"). **Willdan Financial Services** ("Willdan") is one of the largest public sector financial consulting firms in the United States. Our company has helped over 1,200 public agencies successfully address a broad range of financial challenges, such as financing the costs of growth and generating revenues to fund desired services.

On April 6, 2015, Willdan merged with **Economists.com**, a Texas-based economic and financial consulting firm established in October 1997. Our combined firm specializes in municipal and public-sector utilities and our principal clients are national, state and local governments. Each of our clients is served directly by our senior level professionals with decades of experience in utility consulting and economic/financial management. We are proud of our history of building long term relationships with clients based on affordability, professionalism and performance.

Willdan's interactive approach will result in a customized Excel financial model that is easy to use and that the City will retain. The model and accompanying documentation will provide 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 financial management plan that develops projected system operating results for the next ten fiscal years, and allows for alternative rate plans. We will employ our proven interactive approach, supported with advanced financial modeling techniques, to develop a sophisticated and flexible financial model to help us guide the City through operating and financial scenarios, while evaluating the impact of policy assumptions, and performing 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, and enables us to bring unmatched value to our clients. Our team brings a set of nationally-recognized qualifications and experts that sets us apart. These qualifications include:

Extensive Experience in Texas – The project team has completed similar rate studies across Texas in the last five years for municipalities including, but not limited to: **Schertz, Seguin, Aubrey, Allen, Celina, Crandall, DeSoto, Donna, Duncanville, Garland, Frisco, Hewitt, Little Elm, McKinney, Midlothian, Oak Point, Parker, Plano, Princeton, Prosper, Richardson, Robinson, Rowlett, Sachse, and Tomball**. Additionally, we have a long record of service to clients in the Rio Grande Valley and the Texas/Mexico border region, dating back to the 1990s. ***We were honored to work with the City of San Juan in 2006 on a cost of service utility rate study.*** Other clients we have worked with in the region includes: **Donna, Eagle Pass, El Paso County WCID #4, Harlingen, Laguna Madre Water District, La Villa, Laredo, Los Fresnos, Mercedes, Raymondville, San Benito, Southmost Regional Water Authority, Tornillo Water Improvement District and Webb County.**

Local and Nationwide Expertise in Financial and Rate Modeling – While our project team is based in our Plano office, we can also draw from the vast resources and industry expertise of fellow Willdan employees in other regions of the United States. With a staff of over 70 financial professionals, Willdan combines the approach and attention of a boutique, North-Texas based consulting firm with the resources of a nationwide consulting organization. Additionally, Willdan staff are involved with the development of the rate-setting methodologies set forth in the American Water Works Association (AWWA) M1 manual “Principles of Water Rates, Fees and Charges,” and the AWWA M29 manual, “Water Utility Capital Financing.” The customized dashboard-driven model developed for the City will be both technically proficient and remarkably easy to understand and update.

A Proven Track Record of Completing Projects on Time and Within the Quoted Budget – We encourage you to contact the references provided for feedback on our performance, commitment to our clients, and adherence to project milestones and budgets.

We Can Effectively Communicate Our Study Results – We consider rate studies to be part of an overall process, the ultimate goal of which is to adopt a formal, and final rate and financial plan. 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.

Our Services Are Based on a Fixed Fee – Willdan is uniquely cost competitive, we utilize a fixed fee approach based on a defined scope of service(s), and we do not request change orders or budget amendments unless additional services are requested by the client.

In summary, we are very excited about the opportunity to provide such a valuable service to the City of San Juan. We will devote our firm’s resources to ensure that each of the City’s objectives are achieved with the highest level of quality and satisfaction.

Please feel free to contact Mr. Dan Jackson if you have any questions or require any further clarification. He will serve as the Principal in Charge for this engagement, he is authorized to bind the firm. His contact information is as follows; (972) 378-6588, extension 1, or via email at djackson@willdan.com. Thank you once again for this opportunity. We look forward to hearing from you.

Respectfully Submitted,



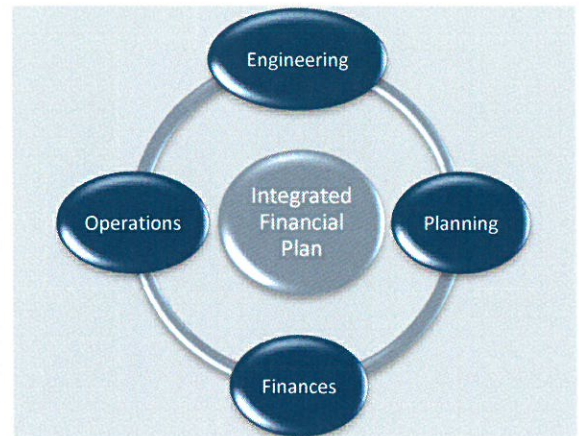
Mark J. Risco
President & CEO
Willdan Financial Services



Scope of Services

Project Understanding

It is the understanding of the Willdan Financial Services/Economists.com ("Willdan") project team that the City seeks a comprehensive water and wastewater rate study and long-term financial plan for the current year, and a five-year forecast period. The overall objective is to establish user rates and charges that are sufficient to meet future system revenue requirements including debt service coverage, capital expenditures and operating reserves. The project team will also work with the City to establish rates around a broader set of goals or objectives, including but not limited to financial/rate stability, adherence to key financial indicators such as debt service ratio and bond covenant requirements, while minimizing customer impacts.



Additionally, the City has requested that the project team provide the City with cost estimates for implementing Water Conservation Incentives concurrent with the City's Water Conservation Plan, and to evaluate the rates for residential and commercial water service taps, meter cost, meter installation cost, fire system taps, rates for sewer service taps, rates for maintenance of service lines, and maintaining back flow preventers and grease traps. We refer to these types of charges and the analysis of them as a "User Fee Study."

Time required to conduct the study: Willdan prides itself on being responsive to customer needs. In line with this core belief, we will work with the timeframe of 90 to 180 days that the City has proposed in their Request for Qualifications. This appears reasonable and in accordance with the time needed for a project of this nature in our experience.

It is important to note that completion of the tasks within this timeframe will depend to a great extent upon the availability of required data from the City, and the ability to schedule meetings in a timely manner with City staff and Council. Please note that the availability of the City's Capital Improvement Plan and proposed funding alternatives is an essential piece of data required for the development of rate plan alternatives.

In order to assist with the process, we will prepare an initial request for information for the City and submit it in advance of the Project Kick-off Workshop in order to aid the City in compiling the data needed. We generally can deliver preliminary recommendations within 90 days of receipt of all data. However, a delay in data inhibits the ability of the team to progress with the analysis and development of recommendations.

To accomplish these overall goals and objectives, our team's approach will utilize the "generally accepted" Cash Basis rate setting methodology as delineated in the AWWA's Manual M1. Our team uses the M1 manual as the basis for all of our studies, and our project team members have served on the AWWA's Rates and Charges Committee which develops, reviews and revises this manual on a periodic basis. We will tailor our application of the Cash Basis methodology to the specific circumstances of the City.

The project team will employ such standard inputs as account growth projections, historic and forecast adjusted water consumption, the City's CIP, account/usage/revenue data from the City's billing system, and current budget information to develop its forecast of future costs.

Upon finalization of the inputs outlined above, the project team will develop a comprehensive ten-year forecast model that will present alternative long-term water and sewer rate plans sufficient to fund operating expenditures, debt service and the forecast CIP. The model will functionalize costs between treatment, distribution/collection, administration and customer billing, and will allocate costs between customer classes. Historic peaking factors will be used to classify water costs between base and extra capacity. The functionalization, classification and allocation of costs will be fully in accordance with AWWA M1 Cash Basis guidelines.

Another benefit of a ten-year financial plan is that it will enable the City to better evaluate the potential economic and financial impact of the previously-discussed capital improvements and future inevitable increases in the cost of service. This includes addressing such questions as whether future system and revenue growth will finance some of these improvements and lessen the need for rate increases. It also will allow the City to determine whether it may be appropriate to implement rate adjustments over a period of several years.

To summarize, the information developed during the course of this rate study will allow the City to choose a financial and capital plan that will minimize the impact on all classes of ratepayers, while still allowing it to meet increasing expense demands and environmental/water quality standards. In our opinion, the **cost of service, while important, will not be the sole factor in setting the rate design for each customer class.** Rate design is more than just a series of mathematical calculations; the proposed rate structure must balance the sometimes-conflicting issues of utility funding requirements, the cost of service to customer classes, and users' ability to pay. We agree with these sentiments and, based on our experience throughout the United States, we believe they are socially and politically acceptable.

Willdan's Unique Project Approach

Willdan proposes to develop a spreadsheet-based utility financial planning model that will allow the City to test a variety of "what-if" futures, whereby the City can change assumptions related to growth, the capital improvement program, operational programs, conservation incentives, and a variety of other planning, engineering, and financial variables and predict the financial outcome of that scenario and its effect on utility rates. This is especially useful in testing the affordability of the capital improvement program, allowing the user to turn new projects "on or off" in the model, change the costing with updated information, delay their funding, or look at cash vs. debt vs. fee-funding alternatives and their impact on affordability.

Working with the professionals on our team and City staff, Willdan will use advanced modeling techniques to test the City's capital improvement program for prioritization, timing and affordability of projects. In doing so, the City will be able to identify the resources available for implementing programs identified in the capital planning process. In the end, the process will allow the City to determine the optimum rate path for balancing the financial health of the system against political and other considerations.

We cannot emphasize strongly enough the need for, and benefit of, a properly constructed public involvement process to introduce the recommended rate plan to the public. The general public and elected officials are naturally going to be inclined to oppose rate plans that involve higher rates and fees; rate increases are a difficult but ever present fact of life. Therefore, the burden is on the City and its consulting team to present any proposed rate plan to the public in a manner that is both easily understandable and emphasizes the benefits of implementation (i.e. a better quality of service). Consulting teams and rate plans that do not recognize both the need to present information in an understandable manner and take into account the sensitivity of ratepayers and elected bodies to cost increases are doomed to fail.

With this in mind, we note the following about our services and the deliverables that will be prepared for the City:

- We take pride in the quality of our written reports. The intent is to make our reports readable and easily understandable to those who are not ratemaking or financial professionals. We are frequently complimented by clients who tell us that they understood both the major points of our analysis and the benefits of our proposed rate plans. We pledge to produce both a final report and presentation to the City of San Juan that will result in a similar reaction.
- Many regard the process of rate studies as simply writing a report, dropping it off to the client, and leaving. Rate studies should be considered overall processes, the goal of which is to ultimately adopt a formal rate and financial plan. 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.
- We also believe that our public presentations are of a superior quality, both in terms of overall presentation and understandability. Mr. Jackson has provided over 200 public presentations in his career, to such diverse clients as border communities, large cities and suburbs, and Pacific Island nations.

He understands how to make presentations to non-financial audiences. 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.

In conclusion, our project team offers the benefits of not only a first-rate analysis and model development, and a well written and easily understandable report, but also a public involvement process that is designed to successfully implement the results of the analysis.

Deliverables

Based on the objectives as listed above, the project team will provide the following project deliverables:

1. A formal, documented and detailed schedule outlining the analysis, report development and public involvement process associated with this study.
2. Bound copies and an electronic copy of the final rate study report that documents the results of the project, recommendations presented in accordance with the objectives stated above, and detailed support for all conclusions. The report will describe the process used to:
 - Determine revenue requirements in the test year and a ten-year forecast. Revenue requirements include the water and sewer utilities' operations and maintenance costs, capital outlays funded by rates, debt service funded by rates, non-rate revenues, and other pertinent utility costs.
 - Allocate costs between customer classes and functional areas. The revenue requirements will first be allocated to functional areas, including transmission, distribution, customer service, administration and billing, water system average, peak-day and peak-hour flows, and sewer system flows and loading parameters. These costs will then be allocated to the customer classes based on their system demands. The calculation of these costs for the test year will be a crucial stepping-stone in the forecast of these costs over the next ten years.
 - Present the estimated costs of implementation and timeline for Water Conservation Incentives.
 - Present alternative user fee and rate structures based as stated above on revenue requirements, cost of service, current standards and customers' ability to pay. We anticipate that the final rate plan will be developed as a result of consensus between staff, governing bodies and the project team at the close of the public hearings.
 - PowerPoint presentations will be used in each of our presentations. We are prepared to conduct the following formal meetings with the City:
 - An initial staff meeting to review project goals and data requirements (with additional meetings with staff as necessary during the analysis course of this project);
 - A workshop with the City Council to review initial findings and recommendations;
 - If requested, a public hearing to explain to the public the rationale behind and benefits of the proposed rate plan; and
 - Up to three meetings with the San Juan City Council to explain and approve the chosen rate plan.
3. A fully functional and debugged automated rate model to calculate and project water and wastewater rates both for the present ("test") year and ten years into the future. The model will be presented in hardcopy form in the report. As stated above, an electronic copy will also be presented to the City so that staff will be able to verify data and follow along during discussions. **The model will be designed in Microsoft Excel.**

Another of our specialties is to design user-friendly input areas for ease of usage by City staff who may be less experienced with the software or ratemaking principles. To emphasize our philosophy of making our models as user-friendly as possible, we will incorporate the following common design points into the model:

- A single spreadsheet location for making inputs of model information, such as number of accounts and billed consumption by customer classification, billed sewer flows, budget and actual expense data, etc. This will consist of a single spreadsheet within the multi-spreadsheet model.

This single input area will ensure that all changes can be made quickly and easily onto this single spreadsheet with no risk of leaving a factor or factors unchanged. All changes will automatically “ripple through” to appropriate areas on the remaining spreadsheets.

- Automated, interrelated modules that forecast service units, allocate costs between functional areas and customer classes, and calculate rates. The modules, while contained on separate spreadsheets, will be interrelated so that no duplication of information is required and the modules share relevant data. It will include automated forecasting modules that feed service unit data to other modules used to calculate rates.
- Summary spreadsheets will be automatically generated, which present budget and revenue requirement data, numerical and graphical presentation of consumption, revenue and expense data.
- The ability to produce a ten-year forecast of rates to enable staff to conduct a detailed analysis of potential fluctuations in revenues and rates due to each of the above-outlined scenarios.
- An ability for regular review of the impact of additional proposed capital improvements on water and wastewater rates.

The remainder of this section presents our approach to performing the major tasks required to successfully complete the tasks outlined in this water and wastewater rate study and long-term financial plan by section as outlined in the City’s Request for Qualifications. **Tasks I through VIII are standard in all of our utility cost of service rate studies, including the development of the cost of service, rate design and debt capacity analysis. These tasks are essentially aligned with the City’s Section A items a through I. The Water Conservation Incentives work outlined in Section B and the User Fee Analysis outlined in Section C are viewed as supplemental analyses performed in conjunction with a cost of service rate study. Section D is essentially a recap of the deliverables prepared in Section A.**

Proposed Project Work Plan for Scope of Work in Section A:

Task I: Project Kick-off, Data Acquisition and Assessment

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. We have found in our prior studies that these meetings are extraordinarily beneficial in terms of gathering required data, finalizing study objectives, and ensuring that the goals of both the project team and the City are synonymous.

The project kick-off meeting will be followed by a detailed review of data available to support the cost-of-service rate study. We have included a preliminary data request list to initiate data collection and organization. This will be a comprehensive data request (i.e. a “wish list”) and we realize that not all elements may be readily available. Therefore, if City staff finds that the level of effort required to fulfill this data request is unreasonably excessive, we will discuss with staff alternative methods of obtaining the same or similar data with less effort. Our goal is to obtain the data we require will minimizing the required staff effort, as we fully recognize that City staff has many other duties and responsibilities.

During this initial site visit the project team will tour City facilities and meet with the appropriate City staff. The project team will be available to meet with other City representatives as deemed appropriate by City staff.

Staff Assigned to Task: D. Jackson, R. Schafer, D. Lanning and D. Goral

Task II: Demographic Analysis

The project team will prepare a comprehensive demographic analysis of ratepayers as a pretext to the development of water and wastewater rate plans. This is a standard feature of all our rate studies, as it provides information that is critical in establishing a framework for determining the appropriateness of potential rate adjustments.

The project team will develop current data on:

- Number of households;
- Median household income;

- Average water and sewer monthly bill, both total and as a percentage of household income; and
- **Monthly water and sewer charges for other representative utilities.**

The data developed in this section will help City staff and other decision-makers gauge the relative burden of water and wastewater monthly charges in the City as compared to similar Texas utilities. This will help determine the sensitivity and reasonableness of alternative rate adjustment proposals. It will also be useful information to present at any public hearings.

Staff Assigned to Task: R. Schafer, D. Lanning and D. Goral

Task III: Determine Revenue Requirements

In this task the project team will determine overall revenue requirements for the current year and for a ten-year forecast period. Requirements will reflect the City's current policies and practices regarding appropriate levels of fund balance, interfund transfers, and capital financing (including debt service coverage levels and debt-to-equity ratios). Accordingly, revenue requirements that will meet financial performance measures will be determined.

The ultimate objective of this task is to determine overall revenue requirements for the water and sewer systems. The process of functionalizing these costs between water services (such as pumping, storage, transmission, treatment and distribution) and sewer functions (such as collection and treatment) will be addressed in Task V.

The first step in this analysis is to gain some historical perspective on the City's system. This includes analyzing the data provided in response to the Data Request (Task I), such as current and historical volumetric data, customer and account data, budgets, financial statements, capital expenditures, customers, debt service, historical water and sewer rates, current rates, rate setting procedures, and historic collection efficiency.

Total revenue requirements for the water and sewer utilities will be calculated after analyzing the data outlined above. The revenue requirements consist of the total cost to provide this service, including operation and maintenance (O&M) costs, payments in lieu of taxes, debt service requirements (including coverage requirements) on existing and any proposed new debt, direct capital outlays financed by rates, and other financial needs.

O&M costs will be projected by detailed expenditure categories and, if necessary, by component system. These projections will be based on past trends, expected inflation levels, new facilities that may affect operating costs, changes in the customer base, and other factors. We will also consider the levels of cash reserve funding required for the water and sewer system operations in our determination of the revenue requirements.

The development of a reasonable set of assumptions concerning future 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 all components of this category with City staff, including the expected amount of CIP, funding alternatives (i.e. pay-as-you-go vs. long term (tax vs. revenue) bonds), expected reserve requirements, and coverage requirements. It is essential that all parties agree on the reasonableness of these assumptions, since they will have the greatest impact on the recommended rate alternatives. This involves balancing what needs to be spent from an operations/engineering perspective with the willingness and ability of ratepayers to pay. Finally, the project team will discuss with City staff the types of additional capital improvement projects that may be required and the timing and source of funding for each. Variation in these assumptions will form the basis of the alternative rate designs to be presented.

Once the total costs of providing water and sewer service have been calculated, these costs will be compared to the actual billing and collection for the past several fiscal years. This will have the effect of determining both the adequacy of the billing and collection procedures in effect, and the degree to which customers are currently paying the costs of providing this service.

Staff Assigned to Task: D. Jackson, R. Schafer, D. Lanning and D. Goral

Task IV: Determine User Characteristics and Customer Classes (Incl. Sales Forecast Review and Revenue Test)

A fundamental principle of cost-of-service ratemaking for water and sewer utilities is for costs to be allocated to user groups based on the 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.”

This task involves determining the appropriate groupings of customers so that customers with similar user characteristics populate the same customer class. For cost-allocation purposes, customers are 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, the AWWA Manual M1 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 and wastewater revenues will be assessed to confirm appropriate accounting for expected growth, water losses, inflow and infiltration, and normal weather conditions. Historical water sales data used for forecasting purposes will be reconciled against water production records; historical sewer flow and loadings data will be used to determine flows and loadings for the system and individual customer classes. The project team will finalize ten-year projections of sales volumes that will then be used to calculate projected revenues under current rates for the ten-year rate forecast period. This step is often referred to as a revenue test.

Staff Assigned to Task: D. Jackson, R. Schafer, D. Lanning and D. Goral

Task V: Cost Functionalization, Classification and Allocation

In this task the project team will calculate the cost of water transmission, treatment and distribution, and sewer collection and treatment, based on the information gathered in previous tasks. As discussed in Task III, these costs include such categories as O&M (personnel, chemicals, engineering, administrative, equipment maintenance, vehicles, 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.

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; sewer 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. For water utilities, AWWA M1 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 serve as the foundation for cost allocations to customer classes. These industry manuals are not prescriptive and recognize the need to afford utility decision makers the flexibility to reflect local circumstances.

Staff Assigned to Task: R. Schafer, D. Lanning and D. Goral

Task VI: Alternative Rate Designs for Current Year and 10 Year Forecast

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 report, 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 ten-year forecast rate design alternatives will be presented separately. This will enable City staff to evaluate both its immediate short-term needs and its longer-term needs under each alternative.

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;
- Estimate the impact of the proposed rate structures on conservation efforts;
- Provide a detailed delineation of the advantages and disadvantages of each alternative;
- Calculate the impact of any proposed “transition period” into the new rates;
- Compare the recommended rates to the City’s ten-year historical rate structure; and
- Prepare the cost of water and sewer 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 so desired we will moderate an internal review/discussion with management 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 decreases in water usage prompted by a more aggressive conservation rate structure. Rate designs will be subjected to revenue generation tests and reviewed for administrative efficiency.

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 multiyear period will be discussed with City staff. If appropriate, multiyear 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 the City Council or the public to go over the initial alternatives and to make any revisions as deemed appropriate by City staff and management.

Another key to this analysis will be to determine the extent to which the rate designs under each alternative will cover the cost of the City’s capital improvement plan. The forecast alternatives will provide a roadmap to the types of future rate changes that may be necessary to meet these and other water and wastewater financial obligations.

Staff Assigned to Task: D. Jackson, R. Schafer, D. Lanning and D. Goral

Task VII: Prepare and Present Draft and Final Reports & Conduct Training for City Staff

The project team will prepare concise draft and final rate study reports/memoranda. The report will include documentation of the analyses conducted for each study task as well as recommendations for implementation, administration, and future updating. 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 water and sewer 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 project team will present and review the draft report with City staff. The report will then be revised to incorporate comments compiled by staff. A final report based on this review in a well written, easy-to-follow format will be submitted to the City.

An electronic copy of the rate model in Microsoft Excel will be provided to the City at the conclusion of the study. The City of San Juan’s RFQ requests that the project team conduct a training session for City personnel to periodically update the rate model and run rate scenarios. This training will be conducted at the end of the rate study so that the final rate model may be utilized for the training session.

Task VIII: Council and Public Involvement

Our project team is a strong advocate of the need for a comprehensive public involvement program to accompany any changes in the City’s water and wastewater rates. It is important that the ratepayers have a proper understanding of the reasons for any proposed rate changes, and the impact of these changes on their monthly bills. It is also

important for City staff to reach out to the public, to solicit comment and input, to determine the preferences among ratepayers as to alternative rate structures, and to ensure that accurate information is disseminated among the community.

We will conduct a formal presentation of the report and the most significant findings to City staff and the City Council. The presentation will include easy-to-understand graphic displays (in Microsoft PowerPoint). As indicated earlier, we take great pride in our ability to develop a summary presentation that documents all findings and recommendations in an easy to understand format, which will facilitate both the decision-making process and the degree of acceptance for the rate plan within the community.

We are willing to conduct a public hearing for the ratepayers at a time and location to be set by City staff. This hearing will be critical to obtain input from the public and answer any inquiries as to the findings and conclusions of the study.

The size and scope of any public involvement program would be entirely subject to the discretion of the City.

Staff Assigned to Task: D. Jackson, R. Schafer and D. Goral

Proposed Project Work Plan for Scope of Work Section B:

Task IX: Provide Data on the Cost of Implementing Water Conservation Incentives (WCI) and Develop WCI for City

In this task the project team will analyze different option for implementing Water Conservation Incentives concurrent with the City's existing Water Conservation Plan. The project team will provide estimated project implementation costs for a variety of different incentives which may include but are not limited to showerhead, aerator and toilet retrofit, residential toilet replacement programs, landscape irrigation conservation program, residential clothes washer incentives, water survey program, rainwater harvesting, greywater reuse, and Industrial, Commercial, and Institutional conservation programs. After input from City staff, we would decide on a least three incentives to be presented to the City Commission along with the proposed project implementation timeline and estimated implementation costs.

Staff Assigned to Task: R. Schafer and D. Goral

Proposed Project Work Plan for Scope of Work Section C:

Task X: Evaluate User Fees and Rates for Ancillary Water and Sanitary Sewer Services

The project team will evaluate the user fees and rates for the City's water and wastewater utilities. These rates include residential and commercial water service taps, meter cost, meter installation cost, fire system taps, rates for sewer service taps, rates for maintenance of service lines, and maintaining back flow preventers and grease traps.

Staff Assigned to Task: R. Schafer, D. Lanning and D. Goral

Proposed Project Work Plan for Scope of Work Section D:

Provide Electronic Version of the Rate Model and Provide Training (already included in Task VII)

An electronic copy of the rate model in Microsoft Excel will be provided to the City at the conclusion of the study. The City of San Juan's RFQ requests that the project team conduct a training session for City personnel to periodically update the rate model and run rate scenarios. This training will be conducted at the end of the rate study so that the final rate model may be utilized for the training session.

Proposed Project Work Plan for Scope of Work Section E:

Deliverables (already included in Task VII)

Based on the objectives as listed in the RFQ, the project team will provide the following project deliverables:

- A Power Point presentation to the City Commission including the previously discussed Water Conservation Incentives;
- Bound copies and an electronic copy of the final rate study report that documents the results of the project;

- A fully functional and debugged automated rate model (designed in Excel) to calculate and project water and wastewater rates both for the present (“test”) year and ten years into the future; and
- Conduct a training session for City personnel to periodically update the rate model and run rate scenarios.

Willdan’s unique project approach section describes the project deliverables in more detail.

Staff Assigned to Task: D. Jackson, R. Schafer, D. Lanning and D. Goral

Task XI: Project Management and Quality Control

The cost-of-service rate study for the City will be effectively managed through a variety of project planning and monitoring tools, including the project budget and schedule and regular project progress reporting.

Our project team consists of experienced senior-level professionals who have conducted dozens of cost-of-service and financial studies for clients over the past two decades. This is not a team composed of one senior person and little-experienced staff; all team members are seasoned professionals who know how to complete a study on time and on budget.

Willdan’s perspective on technical and logistical issues is based on and consistent with common quality assurance and quality control (QA/QC) business standards. Although the QA/QC concept has historically been applied to manufacturing and engineering standards, the concept can also be applied to utility services such as those proposed herein. For service-oriented businesses, quality control (QC) is any procedure or set of procedures intended to ensure that a performed service meets the requirements of the client or customer. Similarly, but not identical, quality assurance (QA) is defined as a procedure or set of procedures intended to ensure that a service under development (before work is complete, as opposed to afterwards) meets specified requirements. An effective quality assurance system will increase customer confidence, enhance a company's credibility, improve work processes and efficiency, and enable a company to better compete with others. For Willdan, the QA/QC concept is based on overall “Company Quality.” This concept includes a focus on the client, the company personnel and the final product. Willdan has realized that success is only possible if the project manager leads the quality process by example. As such, the company-wide quality approach places an emphasis on three aspects:

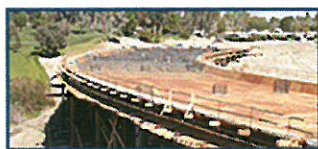
1. **Communication** – This is a reoccurring theme behind each Willdan procedure and activity. We believe that frequent and open communication, both with the client and our own personnel, is the true key to completing a successful project engagement. Specific communication measures utilized by Willdan during the project include active discussions and e-mail correspondences during the data acquisition stage of the project, periodic status reports, meetings to review assumptions and projections, conference calls as necessary to ensure that those involved in the process are “on the same page,” and delivery of study output in portions as completed to make for more effective review by staff.
2. **Relationships** – Although this document places specific attention on the project as defined in the RFQ, one of our primary goals with any new project is to develop a positive relationship with the client. While the key to the success of a project is communication, the key to the success of Willdan is the client relationship. Of course, there is direct correlation between items 1 and 2 because communication and a successful project are the foundation for a long-term relationship.
3. **Product** – For a rate study project, the final product is generally considered to be the rate study report, delivered upon project completion. However, there are many other elements that lead to the development and generation of the final report. Of these other elements, the rate model (and applicable software) represents the primary component in the development of the utility rate analysis. As such, the development of the rate model is where much of the QA/QC efforts are focused. Specific measures utilized by Willdan during the course of the project to ensure that the data provided and final rate model is accurate and complete include performing internal peer reviews for calculation accuracy, reviewing data input information with City staff (e.g. historical customer data, budgets, financial reports, capital improvement program, etc.), walking staff members through the model for understanding and auditing, and actively seeking reviews and revisions from each participating project team members. As a result of such upfront due diligence, the possibility of significant inaccuracies is mitigated.

Staff Assigned to Task: D. Jackson and R. Schafer

Firm Qualifications and Experience

Firm Background

Willdan Financial Services is one of four operating divisions within Willdan Group, Inc. (WGI), which was founded as an engineering firm working with local government. Today, WGI is a publicly-owned company on NASDAQ (ticker: WLDN). WGI, through its subsidiaries, provides technical and consulting services that ensure the quality, value and security of our nation's infrastructure, systems, facilities, and environment. The firm has been a consistent industry leader in providing all aspects of municipal and infrastructure engineering, public works contracting, public financing, planning, building and safety, construction management, homeland security, and energy efficiency and sustainability services. At present, WGI employs over 850 individuals in established offices throughout California and in Arizona, Colorado, District of Columbia, Florida, Illinois, Ohio, Nevada, New Jersey, New York, Texas and Washington.



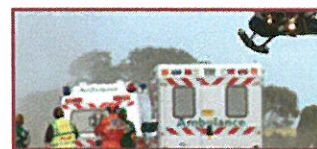
ENGINEERING, PLANNING, & INFRASTRUCTURE



ENERGY EFFICIENCY & SUSTAINABILITY



FINANCIAL & ECONOMIC CONSULTING SERVICES



NATIONAL PREPAREDNESS & INTEROPERABILITY

Founded in 1988, Willdan Financial Services ("Willdan") is a wholly-owned subsidiary of WGI and is one of the largest public sector financial consulting firms in the United States. Since that time, we have helped over 800 public agencies successfully address a broad range of financial challenges, such as financing the costs of growth and generating revenues to fund desired services. Willdan assists local public agencies by providing the following services:

- Utility rate and cost of service studies
- Real estate economic analysis
- Economic development plans and strategies
- Tax increment finance district formation and amendment
- Housing development and implementation strategies
- Financial consulting
- Real estate acquisition
- Classification/compensation surveys and analysis
- Development impact fee establishment and analysis
- Feasibility studies
- Debt issuance support
- Long-term financial plans and cash flow modeling
- Cost allocation plans and user fee studies
- Property tax audits

Our staff of over **70 full-time employees** supports our clients by conducting year-round workshops and on-site training to assist them in keeping current with the latest developments in our areas of expertise.

Consultant Location

Willdan Financial Services / Economists.com

Mailing / Physical Address:

5500 Democracy Drive, Suite 130
Plano, Texas 75024

Contact Numbers:

Local Tel #: (972) 378-6588; Fax #: (972) 378-6988
Toll Free Tel #: (800) 755-6864; Fax #: (888) 326-6864

Firm Type:

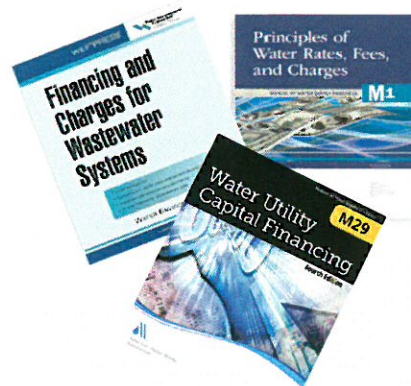
Corporation

Year Established:

June 24, 1988

Utility Rate Analysis Experience

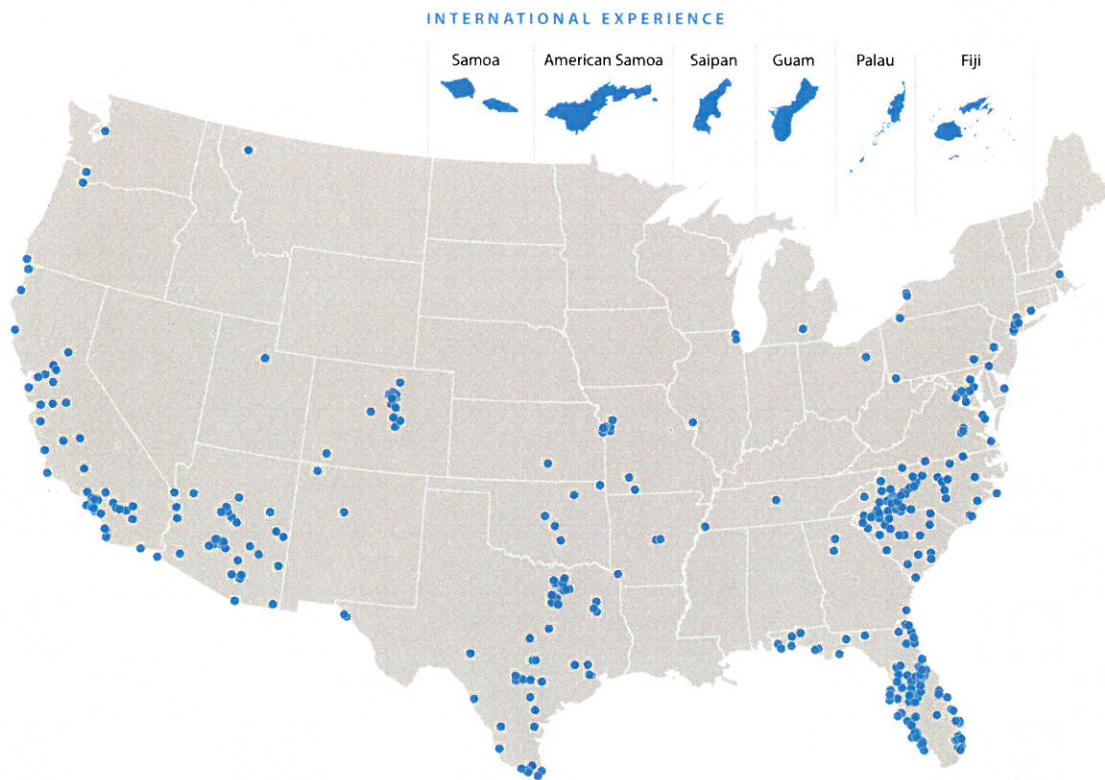
Willdan's professional staff has provided professional consulting services, including financial planning; rate and cost-of-service studies; alternative and feasibility analyses; and operational and management studies for water, reclaimed water, wastewater, solid waste, and stormwater utility clients across the United States. Additionally, **Willdan staff are involved with the development of the rate-setting methodologies set forth in the American Water Works Association (AWWA) M1 manual "Principles of Water Rates, Fees and Charges," and the AWWA M29 manual, "Water Utility Capital Financing."** Willdan is nationally recognized for its expertise with its 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, some of which are on the forefront of utility rate-making and rate-modeling. In addition, team members have held positions as finance directors, deputy city managers, and auditors, and therefore understand the financial, operational and political realities faced by governmental staff and management.

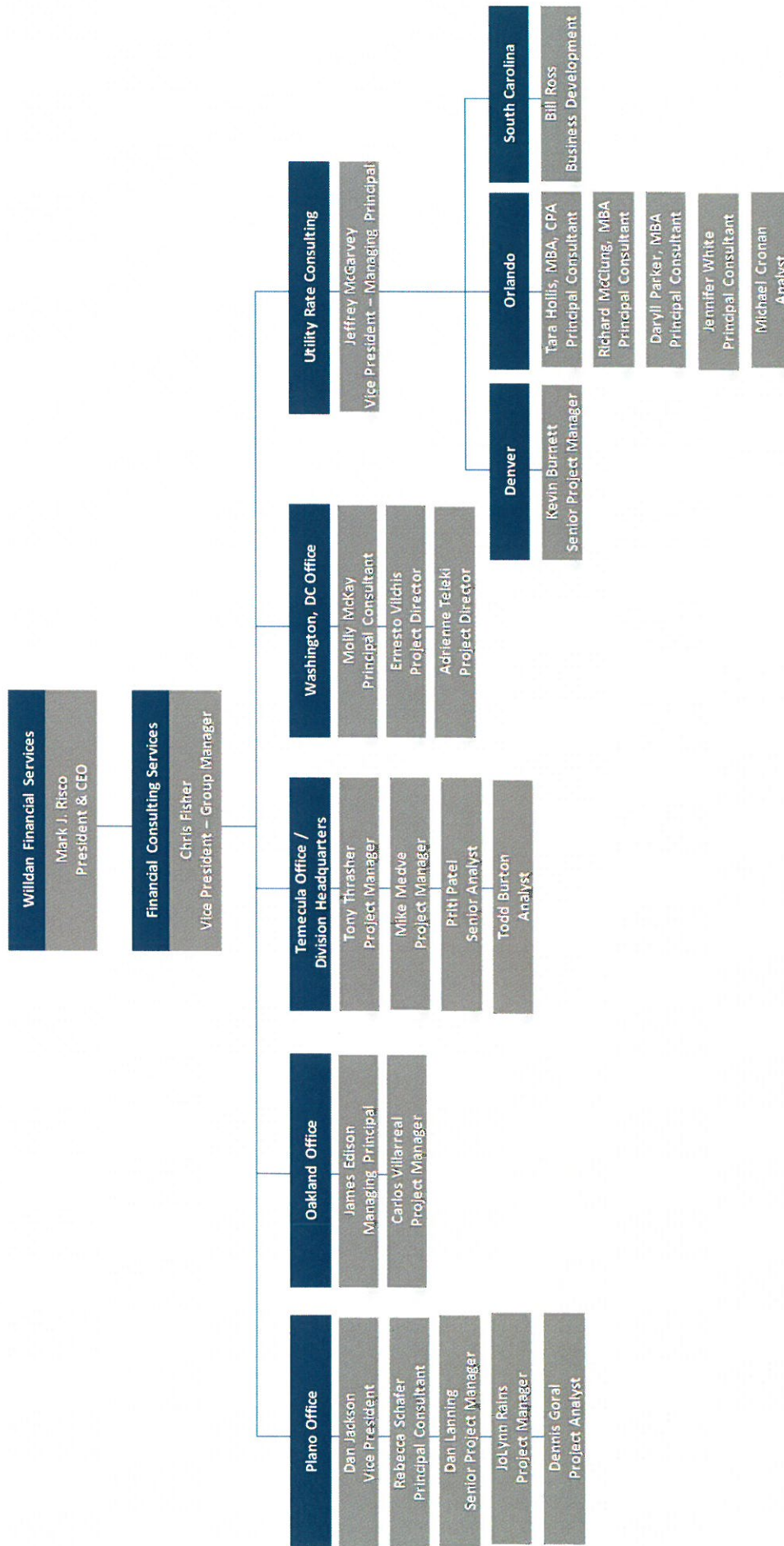
Experience Map

The following map represents the location of Willdan/Economists.com's client base.



Rate Setting Staff

Provided below is an organization chart of Willdan's Financial Consulting Services Group, the group of over 20 professionals provides rate setting services to clients throughout the nation and the Pacific Region. The Texas office will be responsible for this engagement.



References

Similar Projects

The following presents detailed descriptions of a portion of our firm's relevant recent experience. It must be emphasized that the **Principal-in-Charge, Dan V. Jackson, and the professionals selected for our project team have managed or extensively participated in each engagement listed in this Statement of Qualifications.** We do not "pack" our proposals with representative engagements in which designated team members did not participate, as it is our belief that a company's general experience not shared by project team members is not useful, nor relevant to, the City's needs and requirements.

Please note that many of our projects completed in the last five years are for long-term ongoing clients. We are proud of the fact that many clients who initially engage us for rate studies are happy with our work project, and subsequently engage us for additional work. We have helped many cities in Texas grow and expand, and we have worked for many of the listed clients identified within this submission for over a decade. We are also proud of our reputation for customer service and encourage you to contact these references regarding our commitment to completing our projects within budget and agreed upon timelines. Please feel free to ask for further contact information for our other State or international clients listed above.

Water and Wastewater Rate Study and Preliminary Financial Analysis; 2004 | City of San Juan, TX

Economists.com was engaged by the City of San Juan in 2004 to prepare a water and wastewater rate study and long-term financial plan. This rate study was to form the basis of a Preliminary Financial Analysis (PFA) document that was used to assist the City in securing long-term debt to fund its capital improvements. One of the primary purposes of the rate study/PFA was to analyze the City's debt capacity, or overall ability to issue and service long-term debt to fund the specific projects identified by the City. The document was developed in close association with the City's bond advisors and City staff, and was successfully completed in the fall of 2004. The rate study was further utilized as the basis for a long-term water and wastewater rate plan adopted by the City.

Client Contact: Mr. Jorge Arcaute, Former City Manager
709 South Nebraska, San Juan TX 78589
Tel #: (956) 223-2200

Rate Studies and Financial Forecasts; 1991 – 2018 | Laguna Madre Water District, TX

Economists.com, Willdan and Mr. Dan V. Jackson have been providing economic and financial forecasting and water and wastewater rate studies for Laguna Madre Water District since 1991. The studies we have performed for LMWD include, but are not limited to the following:

1991 – Water and Wastewater Rate Study	2003 – Feasibility of RO Plant
1992 – Lost and Unaccounted for Water Study	2003 – Tap Fee Study
1993 – Water and Wastewater Rate Study	2005 – Water and Wastewater Rate Study
1993-1994 – Representation before TCEQ	2005 – Tap Fee Study
1996 – Tap Fee Study	2007 – Water and Wastewater Rate Analysis
1998 – Water and Wastewater Rate Study	2009 – Wholesale Rate Analysis
2000 – Tap Fee Study	2014 – Water and Wastewater Rate Study
2002 – SRWA Wholesale Rate Analysis	2018 – Water and Wastewater Rate Study

We are very proud of our 26-year record of service to LMWD. Mr. Jackson has served as project manager of every LMWD engagement dating back to 1991. We have assisted the District in making many of the critical financial decisions that have enabled the District to more than double its size and capacity, and to serve as the engine of growth for the South Padre Island community. We have recently been engaged to prepare a new water and wastewater rate study in 2018, and results will be ready for review by the District's Board of Directors in spring 2018.

Client Contact: Mr. Carlos Galvan, General Manager
105 North Port Rd, Port Isabel, TX 78578
Tel #: (956) 943-2626; Email: cgalvan@lmwd.org

Rate Studies and Financial Forecasts; 2005 – 2018 | City of Donna, TX

Economists.com and Willdan have served as the City of Donna's rate consultant since 2005. We have assisted the City on the following engagements, including but not limited to:

2005 – Water and Wastewater Rate Study	2013 – Economic Analysis of International Bridge
2007 – Water and Wastewater Rate Study Update	2014 – Water and Wastewater Rate Study
2008 – Water and Wastewater Rate Study Update	2016 – Sanitation Rate Study
2011 – Water and Wastewater Rate Study	2018 – Water and Wastewater Rate Update
2012 – Water and Wastewater Rate Update	

We are currently assisting the City in reviewing its water and wastewater rate plan and developing a revised schedule for the next five years. The purpose of this update is to ensure that the City will have sufficient revenues to fund current and future water and wastewater related capital projects. We are proud of our long level of service to the citizens of Donna.

Client Contact: Mr. David Vasquez, Finance Director
307 N. 12th St, Donna, TX 78537
Tel #: (956) 464-6913; Email: dvasquez@cityofdonna.org

Water and Wastewater Rate Study; 2016 | City of Los Fresnos, TX

Willdan/Economists.com was engaged by the City of Los Fresnos to prepare a comprehensive water and wastewater rate study in 2016. In 2006 the City also engaged Economists.com to prepare a similar study, and as a result of the study the City adopted a ten-year rate plan. The rate plan worked as designed over the past decade, and the last adjustment was implemented in 2015. The 2016 study was required to develop a new rate plan which would ensure that the City would be able to service the modest level of growth that the city was incurring. The study was completed in late 2016 and the City Council adopted a new ten-year rate plan as a result of the study.

Client Contact: Mr. Mark Milum, City Administrator
200 N. Brazil, Los Fresnos TX 78566
Tel #: (956) 233-5768; Email: mmilum@citylf.us

Water and Wastewater Cost of Service Rate Study; 2017-2018 | City of Laredo, TX

Willdan/Economists.com was engaged by the City of Laredo to prepare a comprehensive wastewater rate study in 2017. The City is experiencing rapid growth and requires significant investment in its utility infrastructure to meet current and future needs. The project team prepared alternative wastewater rate plans for staff and the City Council to review. In late 2017 the City expanded the study to include the water utility, since the needs of growth were exerting the same demands on the water system. The study remains in progress with final recommendations due in May 2018.

Client Contact: Mr. Michael Rodgers, Assistant Director – Utilities
5816 Daugherty Avenue Laredo TX 78044
Tel #: (956) 721-2001 | Email: mrogers@ci.laredo.tx.us

Water and Wastewater Cost of Service Rate Study; 2017-2018 | City of Cedar Hill, TX

Willdan/Economists.com was engaged in December 2016 by the City of Cedar Hill to prepare a comprehensive water and wastewater rate study and long-term financial forecast for fiscal year 2017 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 study was finalized in September 2017. In 2018 the City of Cedar Hill engaged Willdan to complete a water and wastewater cost of service update. The update remains ongoing at this time.

Client Contact: Mr. Joe Komisarz, Utility Services Manager
285 Uptown Boulevard, Cedar Hill, TX 75104
Tel #: (469) 272-2931; Email: joe.komisarz@cedarhilltx.com

Water & Wastewater Cost of Service & Rate Design Study; 2012 to present | City of Schertz, TX

The City engaged Economists.com to develop a comprehensive water and wastewater rate study for fiscal year 2012 and beyond, with emphasis on the evaluation of the reasonableness of their conservation based rate structure. In 2015 the project team completed a new rate study and financial plan. The City was interested in evaluating whether there was a need to refine the usage blocks or adjust the base charge. The project team also provided an analysis of the City's options regarding the financing of long term capital improvements to the water and wastewater system. The rate model was designed to include a specific cost of service for "cities distribution" to be included as an input to Schertz Seguin Local Government Corporation's (SSLGC) annual cost of service updates.

Client Contact: Mr. Dudley Wait, Assistant City Manager
1400 Schertz Parkway, Schertz, TX 78154
Tel #: (210) 619-1000 | Email: dwait@schertz.com

Water and Wastewater Cost of Service Rate Study; 2016 | City of McKinney, TX

Willdan/Economists.com has been engaged 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. The study will recommend a new comprehensive rate plan that will enable the City to fund its capital improvements and rate increases from NTMWD. The study was completed in August 2016.

Client Contact: Mr. Trevor Minyard, Senior Financial Analyst
222 North Tennessee, McKinney, TX 75070
Tel #: (972) 547-7544 | Email: tminyard@mckinneytexas.org

Water and Wastewater Cost of Service Rate Study; Annually 2004 – 2017 | City of DeSoto, TX

Economists.com was initially engaged to prepare a water and wastewater rate study for the City of DeSoto in August 2004. The City was interested in establishing a long-term plan that would enable it to continue its present policy of financing \$2.25 million in capital improvements per year. Additionally, the City was interested in establishing an inverted block rate structure to encourage conservation. The original study was completed in August 2004, and recommendations were approved by the City Council. A comprehensive financial model was turned over to the City in electronic form. A fiscal year 2006 update was completed as well and the City engaged Economists.com again in May 2007 to perform a full study update which was completed in September 2007. Then in June 2008 the City engaged Economists.com to complete a revenue and expense update, which was completed in July 2008 and confirmed that the City was on track with the recommended rate plan. In March 2009, Economists.com was engaged to update the full study to determine the effects of the current economic downturn on the City's revenue and plans.

In 2010 and 2014 Economists.com completed full updates to the water and wastewater rate study for the City with analysis and recommendations presented to Council and subsequently adopted. In 2015 and 2016 the annual revenue and expense analysis and rate plan update were completed in time for any changes to the rates to be incorporated into the budget planning process. We were engaged to perform the 2017 interim update.

Client Contact: Mr. Isom Cameron, Managing Director of Public Utilities
211 East Pleasant Run, DeSoto, TX 75115
Tel #: (972) 230-9640 | Email: icameron@desototexas.gov

Water and Wastewater Cost of Service and Rate Design Forecast; 2015 | City of Seguin, TX

The City engaged Willdan Financial Services/Economists.com to develop a comprehensive water and wastewater rate plan for 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. The City Council adopted the multi-year rate plan after a public hearing during open session in September 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 the new growth paid its share of the capital improvement costs.

Willdan/Economists.com has provided ongoing assistance to the City of Seguin 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 of Seguin, the Schertz-Seguin Local Government Corporation.

Client Contact: Mr. Douglas Faseler, City Manager
205 North River Street, Seguin, TX 78155
Tel #: (830) 401-2302 | Email: cm@seguintexas.gov

Water Rate Analysis and Financial Review; 2008 to present | Schertz Seguin Local Government Corporation, Seguin, TX

Economists.com was originally engaged by SSLGC in 2008 to develop a wholesale rate and cost allocation methodology for each of SSLGC's five customer cities. The Board of Directors adopted the recommended rate structure unanimously. The project team has updated the analysis and provided rate recommendations for each of the past three years. They also assisted SSLGC in negotiating and executing a long-term contract for wholesale water service to San Antonio Water System ("SAWS"). Additionally, Economists.com assisted SSLGC in analyzing the merits and rate impact of a \$40 million project to develop and transport Guadalupe County water to SSLGC's existing and proposed new customers. Most recently retained to complete a water and wastewater rate update in 2014.

Client Contact: Mr. Alan Cockerell, General Manager
600 River Drive West, Seguin, TX 78155
Tel #: (830) 433-0551 | Email: acockerell@seguintexas.gov

Water and Wastewater Cost of Service Rate Study; 2000 to present | City of Midlothian, TX

Economists.com has completed numerous engagements for the City of Midlothian since 2000 to the present time. Our initial engagement was a comprehensive water and wastewater rate study. The City was realizing significant growth from both its residential sector and its outside commercial customers. The City also has two large outside wholesale customers who use a substantial portion of its service. Additionally, the City must regularly update its rates to incorporate the increasing payments made to the Trinity River Authority for the use of its portion of the Joe Pool Lake water source. As with the other engagements, the major objective was to develop an "optimum" rate structure that maximizes utility revenues for future debt capacity, while providing an affordable cost to residents based on income and other factors. The initial rate study was completed in February 2000, with alternative recommendations for rate increases.

The City has hired Economists.com for several follow-up studies, including drought management plans, contract negotiations, and growth impact forecasts. Economists.com has provided annual rate design recommendations and revenue forecasts to the City regularly since FY 2000. Most recently we completed the City's 2014 rate update and a comprehensive financial plan for the current budget year and beyond. Willdan/Economists.com is proud of its successful, continuing relationship with the City of Midlothian. The initial rate study project was a fixed fee engagement and subsequent updates have been completed on a time and expense basis for the City.

Client Contact: Mr. Don Hastings, City Manager
104 W Ave E, Midlothian, TX 76065
Tel #: (972) 775-3481; Email: don.hastings@midlothian.tx.us

Water and Wastewater Cost of Service Study; 2016 | City of Richardson, TX

Willdan/Economists.com was engaged in 2016 by the City of Richardson to prepare a comprehensive water and wastewater rate study and long-term financial plan for FY 2016 and beyond. The objective was to provide the City with a long-term rate plan to enable the City to recover sufficient funds to meet all operating and capital expenses while minimizing the impact on ratepayers. The City has sought to complete a comprehensive re-evaluation of its rate structures. This includes re-evaluating its monthly minimum charge schedule, the volumes included in each of its volume blocks, the reasonableness of establishing separate commercial uniform rates, and its methodology for charging for wastewater service. Additionally, the City seeks a long-term plan that minimizes the impact of the significant increases in wholesale water rates from North Texas Municipal Water District. The study remains ongoing at this time.

Client Contact: Mr. Dan Johnson, City Manager
411 West Arapaho, Richardson, TX 75080
Tel #: (972) 744-4201 | Email: dan.johnson@cor.gov

Water and Wastewater Cost of Service Rate Study; 2006, 2009, 2012, 2016 | City of Allen, TX

Economists.com was engaged by the City of Allen in February 2006 to complete a comprehensive water and wastewater rate study. This steadily growing city of nearly 90,000 receives treated water and wastewater treatment services from the North Texas Municipal Water District. The scope of the study included a comprehensive analysis and evaluation of the current cost and revenue requirements, current rates and rate structures, and a projection of operating and capital costs for a period of ten years with recommendations for rate adjustments. Economists.com has continued to provide advice and direction to the City and has completed formal updates to the water and wastewater rate study since 2007. The 2012 rate study update was completed in August 2012 with the Council's adoption of the recommended rate plan. The City engaged Willdan/Economists.com for a new comprehensive rate study in 2017.

Client Contact: Mr. Steve Massey, Community Services Director
305 Century Parkway, Allen, TX 75013
Tel #: (214) 509-4501 | Email: smassey@cityofallen.org

North Texas Municipal Water District Contract Review; 2015 – 2016 | City of Plano, TX et. Al.

Willdan/Economists.com has been engaged by the City of Plano and other member cities of North Texas Municipal Water District (NTMWD) to review the financial impact of the long-term wholesale water contract. The member cities have been expressing increasing concern about both the increasing cost of NTMWD water and the take or pay provisions which do not allow for the impact of conservation or reduced water usage. The project team has conducted several meetings with member city representatives and with individual city councils, including McKinney's City Council. The purpose of these presentations has been to provide a more thorough briefing regarding both the contractual methodology and the financial impact of revising certain provisions. Most recently, the project team has prepared an analysis of the effective rate for NTMWD water paid by each of the member and customer cities. Our assistance to the member cities is ongoing.

Client Contact: Mr. Bruce Glascock, City Manager
1520 Avenue K, Plano, TX 75074
Tel #: (972) 941-7121 | Email: bruceg@plano.gov

Electric, Gas, Water and Wastewater Cost of Service and Rate Design Study; 2014 to present | City of Hempstead, TX

Economists.com was engaged by the City of Hempstead (now Willdan/Economists.com) in August 2014 to conduct a comprehensive rate study for their electric, water, wastewater and gas utilities for fiscal year 2015 and beyond. This study required a comprehensive analysis and evaluation of the four utilities' cost of service and revenue requirements as well as a review of each system's known capital improvement needs. One of the key issues with the electric study was the determination of the long-term costs of generated power from the City's supplier, LCRA. This is because LCRA is changing its resource mix to reflect alternative energy sources.

A determination of the need for funding capital requirements through the issuance of long term debt was also developed in conjunction with City staff and a forecast of operating expenses over the next decade was developed.

Client Contact: Mr. Michael Wolfe, Mayor
1125 Austin Street, Hempstead, TX 77445
Tel #: (979) 826-2486 | Email: mayorwolfe1125@yahoo.com

Electric and Wastewater Rate Study; 2014 | City of Robstown, TX

Economists.com was engaged by the City of Robstown in 2014 to conduct a comprehensive rate study for their electric and wastewater utilities for fiscal year 2015 and beyond. This study required a comprehensive analysis and evaluation of the cost of service and revenue requirements as well as a review of each system's known capital improvement needs. The City was also undergoing a significant new infrastructure development, including the use of EB-5 funds to create a port of entry authority into the United States. The development of this port and the associated businesses and industries were forecast to have a significant impact on the City's electric demand. Wastewater rates were based on an outdated fixture model, and one of the project team's key recommendations was to replace this rate structure with a volume-based rate plan. The study was completed in late 2014.

Client Contact: Ms. Paula Wakefield, City Administrator
101 E Main, Robstown, TX 78380
Tel #: (361) 387-4589 | Email: pwakefield@Cityofrobstown.com

Water and Wastewater Cost of Service Rate Study; 2017 | Town of Prosper, TX

Willdan/Economists.com was engaged in 2016 by the Town of Prosper to prepare a comprehensive water and wastewater rate study and long-term financial plan for FY 2017 and beyond. The objective was to provide the Town with a long-term rate plan to enable the Town to recover sufficient funds to meet all operating and capital expenses while minimizing the impact on ratepayers.

The long term financial plan and cost of service based rates must be sufficient to assist the Town during a period of very high growth and to fund approximately \$60 million in capital improvements over 5 years while also recovering operational cost increases from the wholesale water and wastewater providers. Several alternatives detailing varying Capital Improvement Plan project scenarios were considered and presented to staff and Council. Completion date February 2017.

Currently the project team is conducting a utility cost allocation study for the Town.

Client Contact: Ms. Kelly Neal, Finance Director
151 West Broadway Street, Prosper, TX 75078
Tel #: (972) 569-1019 | Email: kelly_neal@prospertx.gov

Water and Wastewater Cost of Service Rate Study; Stormwater Drainage Study; 2010 to present | City of Hewitt, TX

Economists.com was engaged in May 2009 by the City of Hewitt 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 July 2009, Economists.com was engaged to prepare a stormwater utility financial analysis and rate forecast for the City. The following year Economists.com was engaged to provide an update to review revenues and expenses as well as the rate plan.

Client Contact: Mr. Adam Miles, City Manager
105 Tampico Drive, Hewitt, TX 76643
Tel #: (254) 666-6171; Email: adammmiles@cityofhewitt.com

Relevant Project Experience

A partial list of the clients for which our firm has provided utility rate and long-term financial planning is listed below.

Utility Rate and Long-Term Financial Planning

Partial Client List

Ada, OK	Port of Houston Authority, TX	Flowing Wells Irrigation District, AZ
Edmond, OK	Princeton, TX	Florence, AZ
Miami, OK	Prosper, TX	Globe, AZ
Muskogee, OK	Raymondville, TX	Goodyear, AZ
Allen, TX	Richardson, TX	Holbrook, AZ
Aqua Water Supply Corporation, TX	Robinson, TX	Marana, AZ
Arlington, TX	Rockwall, TX	Miami, AZ
Bellmead, TX	Rowlett, TX	Patagonia, AZ
Brazos River Authority, TX	Royse City, TX	Payson, AZ
Cibolo Creek Municipal Authority, TX	Sachse, TX	Picacho Peak, AZ
Celina, TX	San Benito, TX	Pine-Strawberry Domestic Water Improvement District, AZ
Denton, TX	Schertz, TX	Pomerene Domestic Water Improvement District, AZ
DeSoto, TX	Schertz-Seguin Local Government Authority, TX	Prescott, AZ
Donna, TX	Southmost Regional Water Authority, TX	Quartzsite, AZ
Duncanville, TX	Taylor, TX	Queen Creek, AZ
Eagle Pass, TX	Tornillo Water Improvement District, TX	Safford, AZ
East Medina County SUD, TX	Troup, TX	San Luis, AZ
Fairview, TX	Waxahachie, TX	Show Low, AZ
Frisco, TX	Webb County, TX	Somerton, AZ
Garland, TX	West Harris County Regional Water Authority, TX	Springerville, AZ
Groesbeck, TX	Whitehouse, TX	Water Infrastructure Finance Authority of Arizona
Hackberry, TX	Winona, TX	Wellton, AZ
Harlingen, TX	Woodway, TX	Willcox, AZ
Hempstead, TX	Arizona Department of Environmental Quality	Yuma, AZ
Hewitt, TX	Avondale, AZ	Hot Springs, AR
Jonah Water SUD, TX	Bisbee, AZ	Hot Springs Village, AR
Laguna Madre Water District, TX	Buckeye, AZ	North Little Rock, AR
Little Elm, TX	Camp Verde, AZ	Russellville, AR
Mercedes, TX	Chino Valley, AZ	South Adams County Water & Sanitation District, CO
Mesquite, TX	Chloride Domestic Water Improvement District, AZ	Saipan CNMI - Commonwealth Utilities Corporation
Midlothian, TX	Clarkdale, AZ	Palau Public Utilities Corporation
North Fort Bend Water Authority, TX	Cottonwood, AZ	Electric Power Corporation - Samoa
Oak Point, TX	Douglas, AZ	American Samoa Power Authority
Parker, TX	Eagar, AZ	Guam Power Authority
Plano, TX	Eloy, AZ	

Team Qualifications

Project Team

Our management and supervision of the project team is very simple: staff every position with experienced, capable personnel in sufficient numbers to deliver a superior product on time and on budget. With that philosophy in mind, we have selected several experienced professionals for this engagement.

We are confident that our team possesses the depth of experience that will successfully fulfill the desired work performance. We also note that our project team members have over 70 years' combined experience preparing water and wastewater rate studies and long-term financial plans. Unlike many other consulting firms, our senior personnel do not just perform periphery roles while assigning most of the responsibility to less experienced personnel. Our senior level team members will be responsible for every aspect of this engagement.

Project Team Biographies

Mr. Dan V. Jackson is a co-founder, Managing Director and Chief Executive of **Economists.com**. Since the acquisition of Economists.com, Mr. Jackson now serves as a **Willdan Financial Services Vice President**. **Mr. Jackson will serve as Principal-in Charge for this engagement.** In this role, he will participate in the kick-off meeting, provide direction and supervision throughout the project, and present preliminary and final recommendations to City staff and the City Council. Mr. Jackson has 30 years of experience in financial consulting for water, wastewater, stormwater, solid waste and electric utilities throughout Texas, the southwest, the United States and Pacific Region. Mr. Jackson is a frequent speaker at utilities conferences and trade associations. He received a Bachelor of Arts in Social Science and a Master in Business Administration in Finance and Accounting from the University of Chicago in 1984. Mr. Jackson is also a published author; his debut novel **The Forgotten Men** is available at Amazon.com and other media outlets.

Ms. Rebecca Schafer will serve as **Project Manager** for this study. Ms. Schafer possesses over 20 years of financial consulting experience and has participated in more than 100 water and wastewater rate studies, financial feasibility studies and impact fee studies. She will provide rate development analysis and support for this engagement. Ms. Schafer has worked closely with municipal staff on numerous rate studies for Texas municipalities. Ms. Schafer will be the primary consultant responsible for the management of this engagement. She, along with the Willdan team, will provide analytical support for this engagement, gathering, verifying, and analyzing the data necessary for the study, and working with the team to develop and tailor the financial model to the City's specific needs and objectives, and customizing it to accommodate the City's data. Ms. Schafer will oversee the cost of service modeling and analysis, and take the lead on the user fee analysis and the recommendations for Water Conservation Incentives.

With more than 20 years of professional consulting experience, **Mr. Daniel Lanning** will serve as the **Financial Analyst** working closely with Ms. Schafer to develop the analyses under the City's scope of services, particularly focusing on the review of user charges and fees, and cost allocation study components. Furthermore, Mr. Lanning will share knowledge gained through his involvement with AWWA developing industry professional standards. He is a contributing author to the AWWA Manual of Practice M29 – Capital Financing for Water Utilities and is involved in the ongoing update to the AWWA Manual M1 – Principles of Water Rates, Fees, and Charges.

Mr. Dennis Goral will serve as the **Project Analyst** working closely with Ms. Schafer and Mr. Lanning assisting with data entry, model development and technical and financial analysis.

Resumes

A resume for each team member has been provided on the following pages for your review and consideration.

Dan V. Jackson

Education

Master of Business
Administration, University
of Chicago, 1984;
Specialization in
Finance/Accounting

Bachelor of Arts,
University of Chicago,
1982; Major in Social
Sciences
Dean's Honor List

Areas of Expertise

Rate Design

Cost of Service

Financial Forecasting

Strategic Planning

Utility/Company
Valuation

Acquisition Analysis

Privatization Analysis

Economic Impact and
Development

Expert Witness Testimony

Affiliations

Member, American Water
Works Association

National Association for
Business Economics

Society of Government
Economists

Commissioner,
Community Development
Commission, City of
Dallas, Texas, 1993-1995

Board of Directors,
Southern Dallas
Development
Corporation, 1993-1994

30 Years' Experience

Project Manager / Principal-in-Charge

Mr. Jackson has 30 years' experience as an international financial expert, having completed more than 200 water, wastewater, electric, gas, solid waste and stormwater rate/cost of service studies and long-term financial plans for clients in the USA and the Pacific region. 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, Arthur Andersen and Reed-Stowe and Company. In 1997, Mr. Jackson co-founded Economists.com LLC, which became an international consulting firm with offices in Dallas and Portland, Oregon. Willdan acquired Economists.com in 2015, and Mr. Jackson now serves as Vice President and Managing Principal.

Relevant Experience

Water/Wastewater – Rate Studies and Long Term Financial Plans for which Mr. Jackson served as Project Manager

▪ Ada, OK	2014, 2015
▪ Edmond, OK	2010, 2015
▪ Miami, OK	2009, 2015
▪ North Chicago, IL	2001, 2005
▪ Hot Springs, AR	2005, 2009 – 2015
▪ North Little Rock Wastewater Utility, AR	1999, 2003, 2006, 2011 – 2015
▪ Russellville, AR	2013, 2014, 2015
▪ South Adams County WSD, CO	2013
▪ Allen, TX	2007, 2009, 2012
▪ Beeville, TX	2015
▪ DeSoto, TX	2005 – 2014
▪ Donna, TX	2007, 2011, 2012, 2013
▪ Duncanville, TX	2002, 2003, 2007, 2013, 2014
▪ Hewitt, TX	2009 – 2015
▪ Little Elm, TX	2001, 2004, 2008 – 2014
▪ Aqua Water Supply Corporation, TX	2003
▪ Cibolo Creek Municipal Authority, TX	2012, 2015
▪ El Paso County WCID #4, TX	2005, 2007, 2010, 2011, 2014
▪ El Paso County Tornillo WCID, TX	2006, 2010
▪ Garland, TX	2009 – 2012
▪ Groesbeck, TX	2001, 2004
▪ Hackberry, TX	2006
▪ Harker Heights, TX	2006
▪ Hempstead, TX	2015
▪ Jonah Special Utility District, TX	2006
▪ Kaufman, TX	1994
▪ Kempner WSC, TX	2014 – 2015
▪ Laguna Madre Water District, TX	1991, 1994, 1999, 2005, 2014
▪ La Villa, TX	2007
▪ Little Elm, TX	2001, 2004, 2008 – 2014
▪ Los Fresnos, TX	2007
▪ Mercedes, TX	2001, 2003
▪ Midlothian, TX	2000, 2003, 2006, 2010, 2011, 2015
▪ North Fort Bend Water Authority, TX	2011

D. Jackson

Resume Continued

▪ Oak Point, TX	2006, 2011
▪ Paris, TX	1995
▪ Plano, TX	2015
▪ Port of Houston Authority, TX	2001
▪ Princeton, TX	2012
▪ Prosper, TX	2005
▪ Raymondville, TX	2001
▪ Royse City, TX	2007, 2011, 2015
▪ Robinson, TX	2012, 2014, 2015
▪ Robstown, TX	2014, 2015
▪ Sachse, TX	2014
▪ Schertz, TX	2012 – 2014
▪ Seguin, TX	2015
▪ Schertz-Seguin Local Govt Corporation, TX	2010 – 2015
▪ Sonora, TX	2012
▪ Southmost Regional Water Authority, TX	2001
▪ Troup, TX	2006
▪ Venus, TX	2005, 2012
▪ Waxahachie, TX	2008
▪ West Harris County Regional Water Auth, TX	2003, 2006, 2010, 2011
▪ Webb County, TX	2011
▪ Whitehouse, TX	2008
▪ Winona, TX	2009
▪ Venus, TX	2005, 2012
▪ Yancey Water Supply Corporation, TX	2005
▪ Bisbee, AZ	2000 – 2005
▪ Buckeye, AZ	2013, 2015
▪ Camp Verde Sanitary District, AZ	2006, 2008
▪ Casa Grande, AZ	2009
▪ Chino Valley, AZ	2010 – 2014
▪ Chloride Domestic Water Imp District, AZ	2003
▪ Clarkdale, AZ	2005
▪ Cottonwood, AZ	2004, 2007, 2009
▪ Douglas, AZ	2009, 2011, 2015
▪ Eagar, AZ	2006, 2011, 2012
▪ Eloy, AZ	2007, 2011 – 2013
▪ Florence, AZ	2008, 2012
▪ Flowing Wells Improvement District, AZ	2008
▪ Goodyear, AZ	2014, 2015
▪ Holbrook, AZ	2004
▪ Marana, AZ	2008 – 2013
▪ Miami, AZ	2010 – 2012, 2015
▪ Nogales, AZ	2011, 2015
▪ Patagonia, AZ	1999, 2002

Rebecca Schafer, MBA

Education

Master of Business Administration, University of Phoenix in Denver, CO

Bachelor of Science, Business Administration, Indiana University, in Bloomington, IN

Areas of Expertise

Management Consulting

Business and Financial Analysis

Dynamic Computer Modeling

Utility Rate and Cost Studies

Cost Allocation Studies

Feasibility and Financial Analysis and Reporting

Debt Structuring Analyses

Affiliations

American Water Works Association

Texas Section American Water Works Association

Government Finance Officers of Texas

15 Years' Experience

Principal Consultant and Project Manager

Ms. Schafer is a Principal Consultant with 15 years of experience in utility financial analysis. She specializes in cost of service rate studies for water, wastewater, reuse and stormwater, as well as financial feasibility analysis. She has worked with a wide variety of clients of varying sizes and complexity, designing customized software rate models used as financial planning tools.

She has extensive experience in such areas as budget analyses, customer and usage analyses, development of revenue requirements, cost of service allocations, and sensitivity analyses related to the implementation of rate structures designed to achieve revenue and consumption goals. Ms. Schafer is proficient in the development of comprehensive reports and presentations designed to capture the significant facts and issues of a project and convey them in an easily understood manner to audiences with varying levels of expertise.

Professional Experience

Development of customized and dynamic cost of service computer models for water, wastewater, reuse (reclaimed) water rate studies, solid waste studies, debt feasibility studies, and cost allocation studies for public agencies and utilities. These studies often include development of capital funding plans and user rates and charges as well as assistance and documentation for revenue and other special forms of tax-exempt bond financing including detailed projections and reports to support the issuance of long-term indebtedness. Recent clients include the City of Allen, TX; City of Cedar Hill, TX; City of DeSoto, TX; City of Duncanville, TX; City of Frisco, TX; City of Leander, TX; City of McKinney, TX; City of Parker, TX; City of Plano, TX; City of Princeton, TX; City of Prosper, TX; City of Rowlett, TX; the City of Royse City, TX; City of McKinney, TX; City of Sachse, TX; City of Edmond, OK; City of Ada, OK; and the City of Florence, AZ.

Selected Relevant Experience

City of Allen, TX – Water and Sewer Cost of Service Rate Study: Served as senior manager and analyst for these comprehensive studies since 2006. The City of Allen receives treated water and wastewater treatment services from the North Texas Municipal Water District (NTMWD). The scope of each study included an analysis of the effects of mandated conservation and irrigation restrictions and erratic weather patterns on the City's consumption history. Also integral to each study, were the steeply increasing charges from NTMWD. Willdan / Economists.com has continued to provide ongoing advice and direction to the City and has completed formal updates to the water and wastewater rate study periodically since 2007. Completion dates 2007, 2009, 2012, and 2017.

City of Princeton, TX – Water and Sewer Cost of Service Rate Study: Served as project manager and lead analyst to provide long term financial plan and cost of service based rates sufficient to assist the City to during a period of high growth and to fund approximately \$42 Million in capital improvements over 10 years while also recovering steeply increasing operational cost increases from the wholesale water provider. Many alternatives detailing varying CIP project scenarios were considered and presented to staff and Council, culminating in approval of the final rate recommendations. This project has included the updating the wholesale cost of service analysis for Princeton's wholesale customer in accordance with a unique contract requiring use of a former competitor's rate model.

Completion dates 2006, 2012, 2015 and 2018 update is in process.

City of DeSoto, TX – Water and Sewer Cost of Service Rate Study: Served as analyst and

R. Schafer

Resume Continued

subsequently project manager to perform annual revenue and expense updates for water and wastewater annually since 2007, with the completion of a full-scale rate study every five years. Each year a comparison of forecast to actual account growth, consumption and revenues is performed, followed by an update of the rate model with revised operating, capital and debt service scenarios. Modifications to the rate plan are recommended in concert with additional scenarios and guidance as requested relative to fund balance, financing, and more. Completion dates 2007 through 2017.

City of Duncanville, TX – Water and Sewer Cost of Service Rate Study and Utility Cost Allocation Plan: Served as senior analyst to establish a long-term plan to finance needed capital improvements to the water distribution and wastewater collection systems and to update rate structures and rate plans following significant policy changes within City government. Participated in presentations to staff and Council to fully explain the issues and financial options available. Completion date 2014, and 2018 update of both the Rate Study and Cost Allocation Plan is in process.

Town of Prosper, TX – Water and Sewer Cost of Service Rate Study: Served as project manager and lead analyst to provide long term financial plan and cost of service based rates sufficient to assist the City to during a period of high growth and to fund approximately \$60 Million in capital improvements over 5 years while also recovering operational cost increases from the wholesale water and wastewater providers. Several alternatives detailing varying CIP project scenarios were considered and presented to staff and Council. The study was updated with the results of a cost allocation plan and revised regional provider rates in July 2018 and a five year rate plan was adopted in September 2018.

City of Cedar Hill, TX – Water and Sewer Cost of Service Rate Study: Served as project manager and lead analyst to provide long term financial plan and cost of service based rates sufficient to fund \$36 Million in capital improvements over 10 years while also recovering steeply increasing operational cost increases from the wholesale water provider. Many alternatives detailing varying CIP project scenarios were considered and presented to staff and Council. Due to several windfall financial developments in 2017, the City decided to defer any adjustments until FY 2018 and has hired the project team to update the analysis and reassess the recommendations for FY 2018 and beyond. This project is currently in process.

City of Edmond, OK – Water and Sewer Cost of Service Rate Study: Serving as lead analyst for this comprehensive cost of service rate study which includes the development of equitable wholesale water supply and wastewater treatment rates for services provided to interested parties outside the Edmond municipal limits. The City anticipates the issuance of approximately \$200 million in future debt over the next 10 years to finance its capital improvement plan for the water and wastewater system.

In addition, Ms. Schafer brings extensive operational and management experience gained from her 15 years of private sector work in manufacturing and utilities industries. This includes marketing, development of operations infrastructure, process and procedure development, soft skills assessment and training for clients including General Motors, AT&T, and several start-up companies.

Daniel D. Lanning

Education

*Bachelor of Science,
Accounting, Bentley
University*

Areas of Expertise

Management Consulting

Financial Analysis

*Utility Rate and Cost
Studies*

*Feasibility and Financial
Analysis and Reporting*

Expert Witness

Utility Regulation

Societies

*American Water Works
Association; Member:
Rates and Charges
Committee, Accounting
and Finance
Subcommittee; Member
Task Force revising
AWWA Manual M-1 –
Water Rates and Charges;
Member Task Force to
prepare AWWA Manual
M-52 – Developing Rates
for Small Systems;
Member Task Force to
edit/revise AWWA
Manual M-29 –
Fundamentals of Water
Utility Capital Financing.*

*Water Environment
Federation: Member
Financing and Charges for
Wastewater Systems Task
Force that prepared WEF
Manual of Practice No.
27, Financing and Charges
for Wastewater Systems*

30 Years' Experience

Senior Analyst

Mr. Lanning is a management consultant with extensive experience in utility and energy matters. Since becoming a consultant over 20 years ago, Mr. Lanning has served as project manager, task leader, and key staff person on numerous cost of service, asset valuation, financial feasibility and management studies for public and private water, sewer, and storm water utilities. He has also conducted numerous financial/economic feasibility and management studies, as well as electric deregulation planning and energy commodity procurement and negotiation support engagements. In addition, he has presented testimony and reports before local and federal courts and state regulatory agencies supporting positions on revenue requirement, cost of service, tariff/rate design and electric & gas fuel adjustment clauses.

Prior to becoming a consultant, Mr. Lanning was a member of the New Hampshire Public Utilities Commission staff where he held several positions including Assistant Finance Director, Chief Auditor at the Seabrook Nuclear Power Plant, and a PUC Examiner assisting the Commission's compliance with the Public Utility Regulatory Policies Act (PURPA).

As a consultant Mr. Lanning, has been instrumental in developing and updating water, sewer, stormwater, and solid waste cost of service, rate, impact fees, and long term financial planning studies. These studies regularly involve reviewing and evaluating utility operating statistics and budget reporting and developing computer financial models for various types of government entities.

Selected Relevant Experience

Mr. Lanning has led and participated in over 50 important financial, rate and management consulting studies and projects as a consultant. A sample list of water and wastewater rate and financial analysis projects include:

City of Midlothian, TX – Water and Wastewater Rate Study; Senior Financial Analyst (2016): This is an ongoing water and wastewater rate study that began in December 2015. Mr. Lanning is preparing a rate analysis and report for the City (a long-standing Willdan Financial Services/Economists.com client). The report will include recommended rates and a financial plan for the next 10 years. Updates will include several new wholesale customer rates based on contract terms and supported by the utility method in determining cost of service for wholesale customers (as recommended in AWWA M-1 Manual). An impact analysis of recommended rate increases on customers will be provided in the draft and final reports.

City of Fairview, TX – Water and Wastewater Rate Study; Senior Financial Analyst (2016): This is an ongoing water and wastewater rate study that began in February 2016. Mr. Lanning is preparing a rate analysis and report for the City. The report is to include recommended rates and a financial plan for the next 10 years. Updates will include evaluation of alternative rate structures and an impact analysis of recommended rate increases on customers.

City of Schertz, TX – Water and Wastewater Rate Study; Senior Financial Analyst (2015): In 2015 Mr. Lanning prepared a water and wastewater rate analysis and report for the City of Schertz (a long-standing Willdan Financial Services/Economists.com client). The report included recommended rates and a financial plan for the next 10 years. Updates included several new customer classes and an impact analysis of recommended rate increases on customers.

City of University Park, TX – Water and Wastewater Rate Study; Project Manager (2013): Mr.

D. Lanning

Resume Continued

Lanning was project manager for a team of experts that completed a cost of service and rate design study for University Park that includes an evaluation of customer class usage patterns; an allocation of cost of service to customer class based on demand; identification of large users (residential and commercial) and development of alternative rate structures designed to enhance water conservation. Tests were performed to determine impacts of decreased use on utility revenue and a reserve was recommended to offset variations in water use due to weather or significant changes to customer use patterns.

Town of Highland Park, TX – Water and Wastewater Rate Study; Project Manager (2013): Mr. Lanning was project manager for a team of experts that completed a cost of service and rate design study for Highland Park that includes an evaluation of customer class usage patterns; an allocation of cost of service to customer class based on demand; identification of large users (residential and commercial) and development of alternative rate structures designed to enhance water conservation. Tests were performed to determine impacts of decreased use on utility revenue and a reserve was recommended to offset variations in water use due to weather or significant changes to customer use patterns.

City of Fort Worth Water Department (FWWD), TX – Wholesale Water Contract Negotiations; Project Manager (2010): Mr. Lanning was the project manager for a team of consultants that assisted FWWD in developing a new uniform wholesale water contract for over 30 wholesale customers, evaluating the rate methodology and terms and conditions as well as making recommendations. The existing contract was set to expire at the end of calendar year 2010. The wholesale customer base represents a substantial portion of FWWD water service revenues. The new uniform wholesale water contract was signed by the wholesale customers and approved by Fort Worth City Council in December 2010.

District of Columbia Water and Sewer Authority; Senior Analyst (2006 – 2007): Mr. Lanning provided analytical support for a cost of service and rate design alternative evaluation prepared for the District of Columbia Water and Sewer Authority. The study evaluated current and projected water and wastewater rates and three rate design alternatives. The purpose of this cost of service (COS) study was to determine whether the existing rates recover costs from the various customer classes or groups in proportion to the cost of providing service to those classes or groups. The study concluded that the existing rates were not significantly understated and that the rate structure met most of the WASA Board criteria. Some improvement could be made by increasing the customer charge to recover the true cost of service for customer accounting and billing as well as developing a private fire protection fee and an upfront contribution program for customers with special improvement requirements.

Dennis Goral

Education Project Analyst

*Double Bachelor of
Science, Finance and
Economics, University of
Texas*

Mr. Goral is a Project Analyst with 2 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, and electric utility systems throughout the United States and Pacific Islands.

Areas of Expertise

Rate Studies

Rate Design

*Dynamic Computer
Modeling*

Dashboard Design

Cost of Service Studies

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.

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.

Selected Relevant Experience

Alternatives Analysis

Advanced Excel

The following is a listing of Mr. Goral's water and wastewater related project experience accumulated in the past two years:

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,
2011*

4 Years' Experience

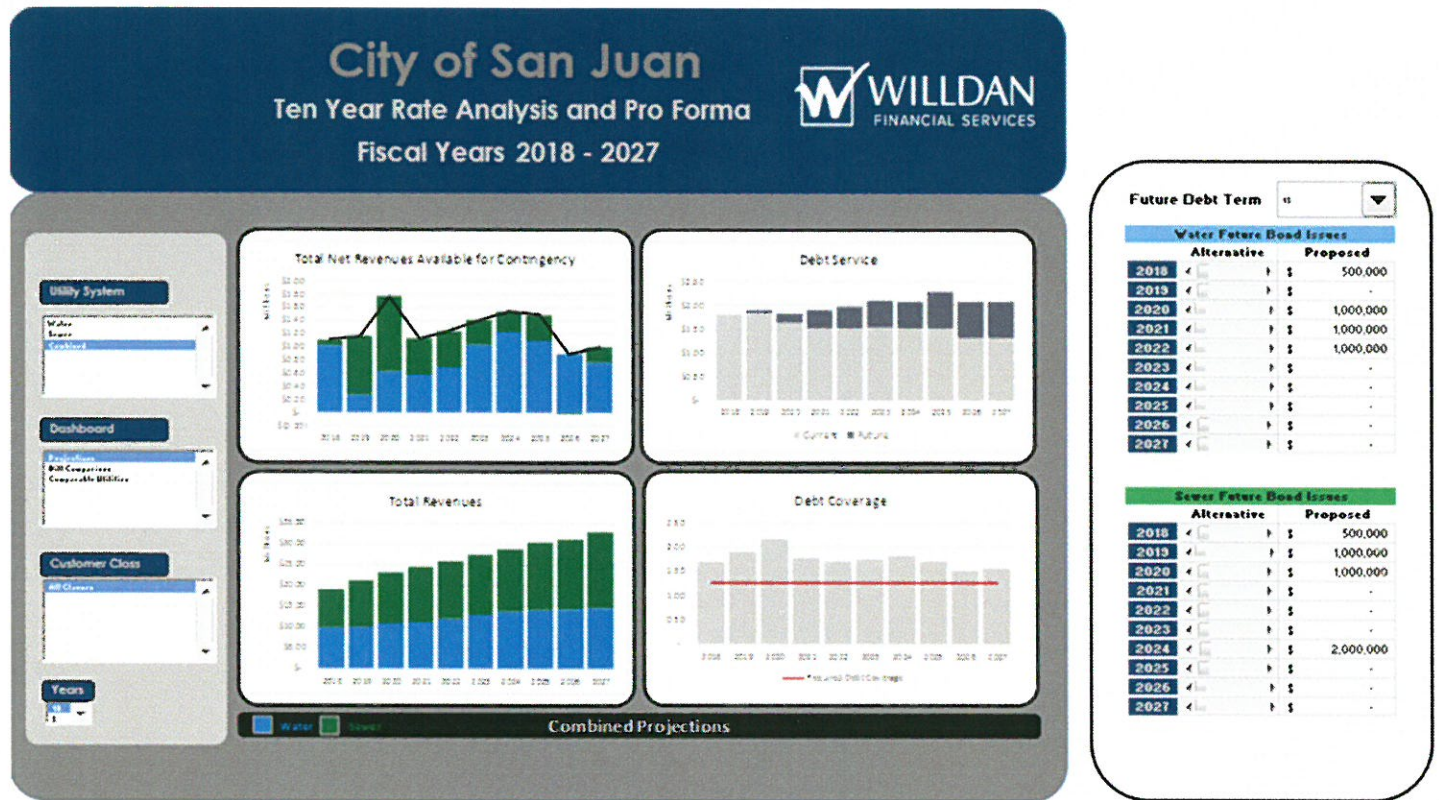
- City of DeSoto, TX
- City of Balch Springs, TX
- City of Donna, TX
- City of McKinney, TX
- City of Schertz, TX
- City of Fairview, TX
- City of Altus, OK
- City of Winslow, AZ
- City of Cedar Hill, TX
- City of Frisco, TX
- City of Coppell, TX
- Town of Camp Verde, AZ
- City of Allen, TX
- City of Amarillo, TX
- City of Brady, TX
- City of Edmond, OK
- City of Florence, AZ
- City of Laredo, TX
- City of Leander, TX
- City of Los Fresnos, TX
- City of Somerton, AZ
- Town of Prosper, TX
- City of Castroville, TX
- City of Crandall, TX
- City of Hutchins, TX
- City of Midlothian, TX
- City of Springtown, TX
- City of Royse City, TX
- City of Buckeye, AZ
- Schertz-Seguin Local Government Corporation, TX
- Water Authority of Fiji, Fiji
- City of Plano, TX
- Commonwealth Utilities Corporation, Saipan
- City of San Luis, AZ
- City of Rowlett, TX
- City of Russellville, AR
- Town of Springerville, AZ
- City of Tomball, TX
- City of Tornillo, TX
- City of College Station, TX
- Denton County Fresh Water Supply District 1A, TX
- LAZY 9 MUD 1A, TX
- City of New Summerfield, TX
- City of Princeton, TX

Additional Information

Real-Time Financial Modeling

During this project, we will be utilizing our Microsoft Excel-based model, with its interactive dashboard, as a comprehensive financial tool to allow planning and evaluation of variable inputs and assumptions, thereby creating a thorough analysis of revenue requirements to address the City's goal of ensuring predictable and stable revenue.

The goal of financial forecasting is to provide clear vision regarding the potential financial outcomes of current management decisions. Our goal is to help you mold the existing knowledge base of the City into a viable financial management and rate plan. At Willdan, the development and use of real-time financial models in an interactive, collaborative process is an integral part of the model development.



AGENDA ITEM AND RECOMMENDATION SUMMARY
CITY COMMISSION REGULAR MEETING
MAY 23, 2018

Consider an Ordinance in Second Reading for a Rezoning Request from Single-Family Residence District (R-S) to Heavy Commercial District (C-3) for a Property Legally Described as a 5.00-acre Tract of Land out of the South 660 Feet of the West 330 Feet of the East 370 Feet of Lot 54, Stewarts Addition to the Conway Garden Subdivision, located at the Northwest Corner of Stewart and Las Milpas Roads, as Requested by Marcos Perez.

STAFF COMMENTS AND RECOMMENDATIONS:

During the City Commission Meeting of May 8 the City Commission approved the First Reading of the Ordinance as presented by staff.

Previously, staff provided the following background:

Mr. Perez is proposing to rezone the property from Single-Family Residence District (R-S) to Heavy Commercial District (C-3) in order to establish a trucking business. The Perez Garza Subdivision is associated with this property. The surrounding zonings consist of single-family and light industrial designations.

Staff mailed a notice of the public hearing to five (5) property owners within a two hundred (200) foot radius and received no comments against the request.

Staff recommends approval of the rezoning request since Stewart Road is a State Highway (FM 2557) and is conducive to heavy truck traffic.

RECOMMENDATION:

The Planning and Zoning Commission unanimously recommended approval of the rezoning request during the May 3rd meeting.

PREPARED BY:

Diana Cavazos, City
Secretary

APPROVED BY:

Benjamin Arjona, City
Manager

MEETING DATES:
PLANNING AND ZONING COMMISSION – 05/17/2018
CITY COMMISSION – 05/22/2018
DATE PREPARED – 05/14/2018

PAGE 1

STAFF REPORT
GENERAL INFORMATION

APPLICATION:	Rezoning Request from Single-Family Residence District (R-S) to Heavy Commercial District (C-3).
APPLICANT:	Marcos A. Perez
SURVEYOR/ENGINEER:	N/A
LEGAL:	A 5.0-acre tract of land out of the South 660 feet of the West 330 feet of the East 370 feet of Lot 54, Stewarts Addition to the Conway Gardens Subdivision.
LOCATION:	Located at the Northwest corner of Las Milpas and Stewart Roads.
LOT/TRACT SIZE:	5.0 acres
EXISTING LAND USE AND ZONING:	<u>North</u> – Vacant; Single-Family Residence District (R-S) <u>South</u> – Vacant; Single-Family Residence District (R-S) <u>West</u> – Vacant; Single-Family Residence District (R-S) <u>East</u> – Vacant; Single-Family Residence District (R-S)
ACCESS AND CIRCULATION:	The property has access onto Las Milpas and Stewart Road.
PUBLIC SERVICES:	Water service is provided by Military Water Supply Corporation; sewer is not available.
RECOMMENDATION:	Staff recommends approval of the rezoning request.

EVALUATION AND CONDITIONS FOR APPROVAL

Mr. Perez owns a 5.00 acre tract of land located at the Northwest corner of Las Milpas and Stewart Roads. He is proposing to rezone the property from Single-Family Residence District (R-S) to Heavy Commercial District (C-3) in order to establish a trucking business. The Perez Garza Subdivision is associated with this property. The surrounding zonings consist of single-family and light industrial designations.

Staff mailed a notice of the public hearing before the Planning and Zoning Commission to five (5) property owners within a two hundred (200) foot radius and received no comments in favor or against this request.

Staff recommends approval of the rezoning request since Stewart Road is conducive to heavy truck uses.

ATTACHMENTS:	Location Map Aerial Photo Zoning Map List of neighboring property owners receiving notice Photos Ordinance
---------------------	---



Legend
CITY LIMITS
Proposed area

Rezoning Request from Single-Family Residence District (R-S) to Heavy Commercial District (C-3) for a property legally described as a 5.00-acre tract of land out of the South 660 feet of the West 330 feet of the East 370 feet of Lot 54, Stewarts Addition to the Conway Gardens Subdivision, located at the Northwest corner of Stewart Road and Las Milpas Roads, as Requested by Marcos Perez.



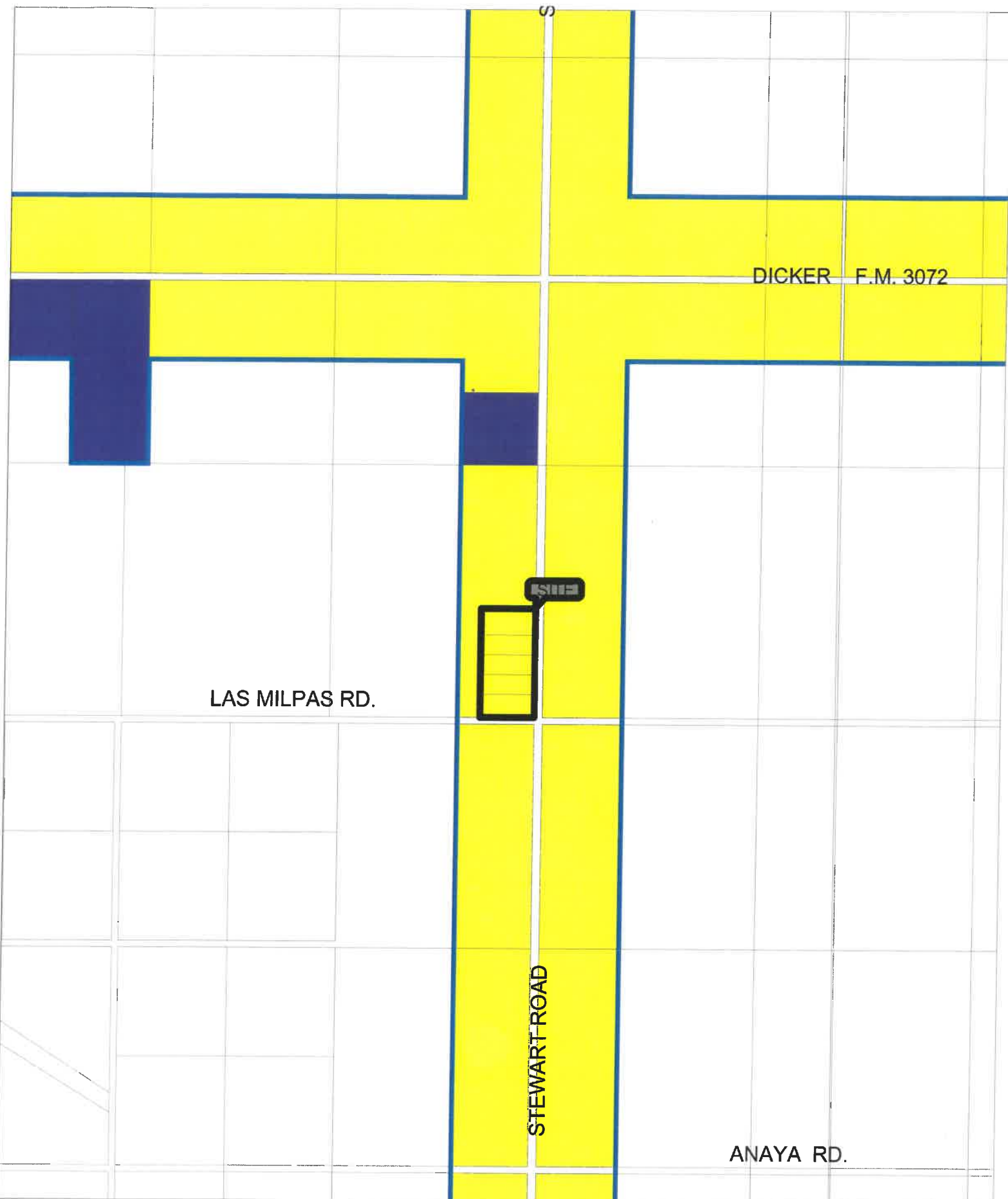


Legend

-  CITY LIMITS
-  Proposed area

Rezoning Request from Single-Family Residence District (R-S) to Heavy Commercial District (C-3) for a property legally described as a 5.00-acre tract of land out of the South 660 feet of the West 330 feet of the East 370 feet of Lot 54, Stewarts Addition to the Conway Gardens Subdivision, located at the Northwest corner of Stewart Road and Las Milpas Roads, as Requested by Marcos Perez.





Zoning Districts

Single Family Residential (R-S)	Heavy Commercial (C-3)
Manufactured Home (R-MH)	Light Industrial (I-1)
Multi-Family Residential (R-MF)	Heavy Industrial (I-2)
Neighborhood Commercial (C-1)	Open Space (O)
General Business (C-2)	Exp. Corridor (EC)

Rezoning Request from Single-Family Residence District (R-S) to Heavy Commercial District (C-3) for a property legally described as a 5.00-acre tract of land out of the South 660 feet of the West 330 feet of the East 370 feet of Lot 54, Stewarts Addition to the Conway Gardens Subdivision, located at the Northwest corner of Stewart Road and Las Milpas Roads, as Requested by Marcos Perez.



Rezoning Request from Single-Family Residence District (R-S) to Heavy Commercial District (C-3) for a property legally described as a 5.00-acre tract of land out of the South 660 feet of the West 330 feet of the East 370 feet of Lot 54, Stewarts Addition to the Conway Gardens Subdivision, located at the Northwest corner of Stewart and Las Milpas Roads, as Requested by Marcos Perez.

Perez, Marcos and Norma
2603 E 20th Street
Mission, TX 78572-3303

Bautista, Jose and Maria
2311 Jeremiah St.
Edinburg, TX 78542-3842

FORTCO PROPERTIES LTD.
409 East Military Hwy.
San Juan, TX 78589-5141

Cohen, Raleigh and Thomas L.
Payne
1503 Jade Ct.
Mason City, IA 50401-6996

Zuniga, German & Cynthia Luna
421 Cancun Ln.
San Juan, TX 78589-3309

Preliminary and Final Plat Approval of the Perez Garza Subdivision being a 5.00-acre tract of land out of the South 660 feet of the West 330 feet of the East 370 feet of Lot 54, Stewarts Addition to the Conway Gardens Subdivision, located at the Northwest corner of Stewart and Las Milpas Roads, as Requested by MAS Engineering, LLC.



Proposed Site

ORDINANCE NO.

AN ORDINANCE AMENDING THE ZONING ORDINANCE NO. 98-006, THE ZONING ORDINANCE OF THE CITY OF SAN JUAN, TO CHANGE THE ZONING DISTRICT OF 5.0-ACRE TRACT OF LAND OUT OF THE SOUTH 660 FEET OF THE WEST 330 FEET OF THE EAST 370 FEET OF LOT 54, STEWARTS ADDITION TO THE CONWAY GARDENS SUBDIVISION FROM SINGLE-FAMILY RESIDENCE DISTRICT (R-S) TO HEAVY COMMERCIAL DISTRICT (C-3) LOCATED AT THE NORTHWEST CORNER OF LAS MILPAS AND STEWART ROADS. BE IT ORDAINED BY THE CITY COMMISSION OF THE CITY OF SAN JUAN, TEXAS:

Consistent with the City's land use plan as set-forth in the land use map that is a part of the City's Zoning Ordinance, and consistent with the City's intentions of allowing and encouraging heavy commercial district development that generates property taxes, water and sewer revenues and sales tax revenues.

The zoning district of the property legally described as 5.0-acre tract of land out of the South 660 feet of the West 330 feet of the East 370 feet of Lot 54, Stewarts Addition to the Conway Gardens Subdivision shall be changed to Heavy Commercial District (C-3) and the zoning map shall be amended accordingly.

PASSED and APPROVED on first reading on the 8th day of May, 2018.

PASSED and APPROVED on second and final reading on the 22nd day of May, 2018.

CITY OF SAN JUAN

**MARIO GARZA
MAYOR**

ATTEST:

APPROVED BY:
Palacios, Garza & Thompson, P.C.

**DIANA CAVAZOS
CITY SECRETARY**

CITY ATTORNEY

AGENDA ITEM AND RECOMMENDATION SUMMARY
CITY COMMISSION REGULAR MEETING
MAY 23, 2018

Consider Approval of City of San Juan, Texas Quarterly Investment Report Dated March 31, 2018 as Required by the Public Funds Investment Act (PFIA).

STAFF COMMENTS AND RECOMMENDATIONS:

The Public Funds Investment Act (PFIA) of 1987 requires quarterly reporting by the Investment Officer to the Governing Body. Accurate and timely reporting assures compliance with the investment strategies and policies in accordance with the City's written investment policy.

RECOMMENDATION:

Approve the City of San Juan, Texas, Quarterly Investment Report dated March 31, 2018 as required by the Public Investment Act (PFIA).

PREPARED BY:

Diana Cavazos, City
Secretary

APPROVED BY:

Benjamin Arjona, City
Manager

City of San Juan, Texas

Investment Report

As of March 2018

Investments by Maturity Date

		FUND	Investment at Cost	Market Value	Current Yield	Maturity Date
CROWN BANK	PCB WEALTH MGMT	General	249,000.00	249,000.00	1.915%	9/18/2018
CAPITAL BANK, NA	PCB WEALTH MGMT	General	249,000.00	249,000.00	1.770%	8/12/2018
FIRST BANK AND TRUST	PCB WEALTH MGMT	General	249,000.00	249,000.00	1.900%	9/15/2018
RELiance BANK	PCB WEALTH MGMT	General	249,000.00	249,000.00	2.010%	9/23/2018
PREMIER BUSINESS BANK	PCB WEALTH MGMT	General	249,000.00	249,000.00	1.900%	9/19/2018
PREMIER BUSINESS BANK	PCB WEALTH MGMT	SOLID WASTE	249,000.00	249,000.00	1.850%	9/10/2018
BK OTHE OZARKS	PCB WEALTH MGMT	UTILITY	249,000.00	249,000.00	1.510%	4/21/2018
CBANK	PCB WEALTH MGMT	UTILITY	249,000.00	249,000.00	1.530%	4/21/2018
CRESTMARK BANK	PCB WEALTH MGMT	UTILITY	249,000.00	249,000.00	1.500%	9/22/2018
FORTIS PRIVATE BANK	PCB WEALTH MGMT	UTILITY	249,000.00	249,000.00	1.825%	8/17/2018
FINWISE BANK	PCB WEALTH MGMT	UTILITY	249,000.00	249,000.00	1.890%	9/17/2018
1ST MWBK OF THE OZARKS	PCB WEALTH MGMT	UTILITY	249,000.00	249,000.00	1.512%	4/13/2018
FIRST STATE BANK	PCB WEALTH MGMT	UTILITY	249,000.00	249,000.00	1.510%	4/16/2018
FSB OF BLAKEY	PCB WEALTH MGMT	UTILITY	249,000.00	249,000.00	1.552%	4/9/2018
PAN AMERICAN B&T	PCB WEALTH MGMT	UTILITY	249,000.00	249,000.00	1.801%	8/18/2018
MOUNTAIN COMMERCE BK	PCB WEALTH MGMT	UTILITY	249,000.00	249,000.00	1.550%	4/22/2018
MARLIN BUS BANK	PCB WEALTH MGMT	UTILITY	249,000.00	249,000.00	1.510%	3/31/2018
MAGNOLIA BANK, INC	PCB WEALTH MGMT	UTILITY	249,000.00	249,000.00	1.510%	4/22/2018
STONE BANK	PCB WEALTH MGMT	UTILITY	249,000.00	249,000.00	1.810%	8/12/2018
SECURITY BANK	PCB WEALTH MGMT	UTILITY	249,000.00	249,000.00	1.500%	4/10/2018
SURETY BANK	PCB WEALTH MGMT	UTILITY	249,000.00	249,000.00	1.830%	8/11/2018
WEST POINTE BANK	PCB WEALTH MGMT	UTILITY	249,000.00	249,000.00	1.780%	8/5/2018
WASHINGTON FIRST BANK	PCB WEALTH MGMT	UTILITY	249,000.00	249,000.00	1.510%	4/13/2018
ALLIANCE BANK	PCB WEALTH MGMT	2017 BOND	249,000.00	249,000.00	1.600%	5/2/2018
AMERICAN METRO BANK	PCB WEALTH MGMT	2017 BOND	249,000.00	249,000.00	1.615%	5/2/2018
AMERICAN METRO BANK	PCB WEALTH MGMT	2017 BOND	249,000.00	249,000.00	1.600%	5/2/2018
FNB OF LAYTON	PCB WEALTH MGMT	2017 BOND	249,000.00	249,000.00	1.600%	5/2/2018
GRAND BANK	PCB WEALTH MGMT	2017 BOND	249,000.00	249,000.00	1.470%	4/22/2018
MILLENIUM BANK	PCB WEALTH MGMT	2017 BOND	249,000.00	249,000.00	1.610%	5/2/2018
PREFERRED BANK	PCB WEALTH MGMT	2017 BOND	249,000.00	249,000.00	1.600%	5/2/2018
MISSION NAT'L BANK	PCB WEALTH MGMT	2017 BOND	249,000.00	249,000.00	1.620%	5/2/2018
THE PROVIDENT BANK	PCB WEALTH MGMT	2017 BOND	249,000.00	249,000.00	1.450%	4/24/2018
SOUTH COUNTY BANK	PCB WEALTH MGMT	2017 BOND	249,000.00	249,000.00	1.600%	5/2/2018
STATE BK & TRUST CO	PCB WEALTH MGMT	2017 BOND	249,000.00	249,000.00	1.459%	4/23/2018
TCM BANK, NA	PCB WEALTH MGMT	2017 BOND	249,000.00	249,000.00	1.500%	4/23/2018

8,715,000.00 8,715,000.00

Averager Weighted Yield

1.559%

Fund Allocation Summary

Book and Market Value

	Fund Total	Texpool	PCB WEALTH MGMT
Solid Waste	249,636.05	636.05	249,000.00
Parks Development	380.01	380.01	-
Debt Service	1,124.55	1,124.55	-
Utility Fund	4,234,166.20	1,166.20	4,233,000.00
General Fund	1,246,711.54	1,711.54	1,245,000.00
Capital Projects	-	-	-
Federal Forfeiture	-	-	-
2017 BOND	2,988,000.00	-	2,988,000.00
Sub-total	\$ 8,720,018.35	\$ 5,018.35	\$ 8,715,000.00
EDC-Sales Tax Fund	1,375.85	1,375.85	-
EDC Revolving Fund	813.42	813.42	-
Total	\$ 8,722,207.62	\$ 7,207.62	\$ 8,715,000.00

Quarter End Results by Investment Category:

Asset Type	Ave. Yield	December 2017		March 2018	
		Book Value	Market Value	Book Value	Market Value
Local Governmental Pools	0.00%	7,183.49	7,183.49	7,207.62	7,207.62
CD's/Securities	1.559%	9,213,000.00	9,213,000.00	8,715,000.00	8,715,000.00
Quarterly Interest Income		\$	35,824.42		
YTD Interest		\$	65,829.09		

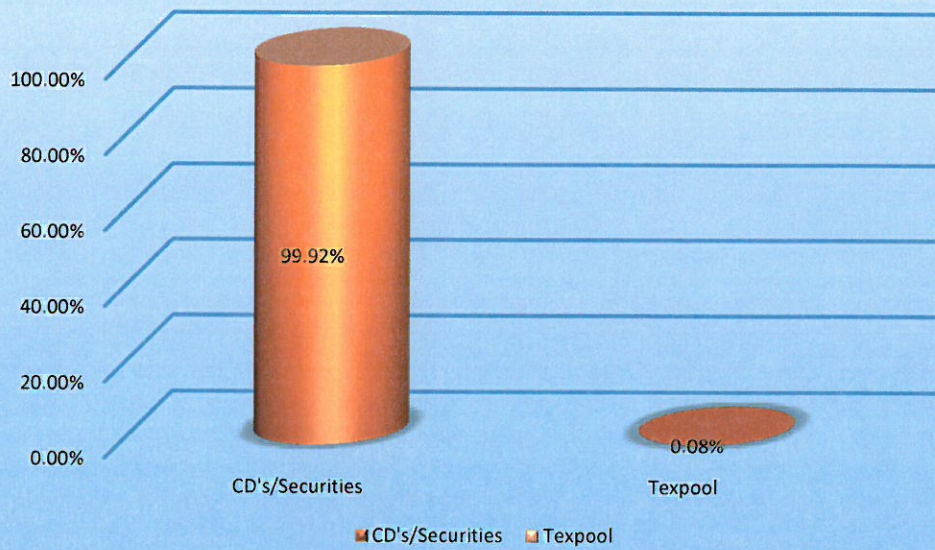
Book Value Comparison

Description	Coupon/ Discount	Settlement Date	December 2017		Purchase at Cost	Sales Maturities	March 2018	
			Original Face\ Par Value	Book Value			Original Face\ Per Value	Book Value
PCB Wealth Management	1.448%	3/31/2018	9,213,000.00	9,213,000.00	-	-	8,715,000.00	8,715,000.00
Texpool	0.00%	3/31/2018	7,183.49	7,183.49	-	-	7,207.62	7,207.62
Total			\$ 9,220,183.49	\$ 9,220,183.49			\$ 8,722,207.62	\$ 8,722,207.62

Market Value Comparison

Description	Coupon/ Discount	Original Face\ Par Value	December 2017		Qtr-to Qtr change	March 2018	
			Market Price	Market Value		Market Price	Market Value
PCB Wealth Management	1.448%	9,213,000.00	1.00	9,213,000.00	-	1.00	8,715,000.00
Texpool	0.00%	71.83	1.00	7,183.49	-	1.00	7,207.62
Total		\$ 9,213,071.83	\$ 2.00	\$ 9,220,183.49	\$ 9,220,183.49	\$ 2.00	\$ 8,722,207.62

CD's/Securities and Texpool





Mayor: Mario Garza
Mayor Pro-Tem: Pete Garcia
Commissioners: Jesus "Jesse" Ramirez
Ernesto "Neto" Guajardo
Leonardo "Lenny" Sanchez

To: Benjamin Arjona, City Manager
From: Leroy Gonzales, Director of Finance
Date: May 11, 2018
Subject: Monthly Collection Report – April, 2018

Attached you will find the above referenced monthly tax collection report as submitted by Pablo "Paul" Villarreal Jr., County of Hidalgo, Tax Collector for the City of San Juan, Texas.

According to the property tax code, Section 10 **Reports and Remittances of Other Taxes**, "Each month the collector of taxes for a taxing unit shall prepare and submit to the governing body of the unit a written report made under oath accounting for all taxes collected for the unit during the preceding month".

The following summary is included into this memorandum for information purposes:

Tax Year	SUMMARY OF TAX LEVY COLLECTIONS				
	2017	2016	2015	2014	2013
Tax Levy	7,112,363.88	6,638,277.98	6,363,985.51	6,062,874.30	6,026,969.81
Adjustment to date	(822.12)	(19,259.27)	2,492.92	22,138.85	(16,498.87)
Adjusted Tax Levy	7,111,541.76	6,619,018.71	6,366,478.43	6,085,013.15	6,010,470.94
Collections to date	6,465,719.48	6,232,308.52	6,006,559.85	5,720,270.90	5,620,809.41
Percentage Collected	90.92%	94.16%	94.35%	94.01%	93.52%

A property Tax Adjustments Report (by account) for the same month and prior months is available from the Finance Department.

If you have any questions, please do not hesitate in calling me at 956-223-2232.

C: Mayor, Mario Garza
Mayor Pro-Tem, Pete Garcia
Commissioners: Jesus "Jesse" Ramirez
Ernesto "Neto" Guajardo
Leonardo "Lenny" Sanchez

709 S. Nebraska Ave. • San Juan, Texas 78589-2649
Phone: (956)223-2200 • Fax: (956) 787-5978

PABLO "PAUL" VILLARREAL JR., ASSESSOR & COLLECTOR
CITY OF SAN JUAN TAXES COLLECTED FOR:
APRIL 2018

COMPARATIVE RATE OF COLLECTIONS

CITY OF SAN JUAN CSJ (37)	ORIGINAL TAX LEVY	COLLECTED TO DATE	DROPPED YRS AFTER PURGE	MODIF. TO DATE	TAXES OUTSTANDING	PERCENT 2017/2018	COLLECTED 2016/2017
2017 TAX ROLL	7,112,363.88	6,465,719.48	-	(822.12)	645,822.28	90.92%	90.32%
2016 & PRIOR YRS	1,449,100.77	263,193.30	-	(5,484.92)	1,180,422.55	18.23%	16.87%
ROLLBACK	21,957.42	21,957.42	-	-	-	100.00%	100.00%
TOTALS	8,583,422.07	6,750,870.20	-	(6,307.04)	1,826,244.83		

BREAKDOWN OF TAX COLLECTIONS AND FEES FOR THE MONTH OF APRIL 2018

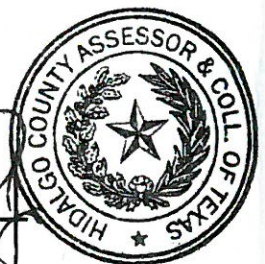
	CITY OF SAN JUAN	MONTHLY MODIFICATIONS
CURRENT YEAR-BASE TAX	123,160.39	(5,873.48) CURRENT
CURRENT YEAR-P&I	12,272.14	
PRIOR YEARS-BASE TAX	40,020.54	(622.18) PRIOR
PRIOR YEARS-P&I	19,266.87	
ROLLBACK		ROLLBACK
ROLLBACK P&I		
ATTORNEY FEES	8,099.77	PURGED
TOTAL COLLECTIONS	202,819.71	(6,495.66)
LESS TRANSFERRED	147,298.43	
LESS IN TRANSIT	52,142.01	
LESS DUE TO HCAD COMM. FEE	3.27	
LESS DUE TO CO TREASURER	3,376.00	
LESS DEC '17 PENDING		
BALANCE	-	

*****AFFIDAVIT*****

I, PABLO "PAUL" VILLARREAL JR., ASSESSOR-COLLECTOR OF TAXES FOR THE CITY OF SAN JUAN, DO
 SOLEMNLY SWEAR THAT THE ABOVE STATEMENT OF TAXES COLLECTED BY ME FOR
 THE MONTH OF APRIL 2018 IS CORRECT.

Pablo (Paul) Villarreal Jr.

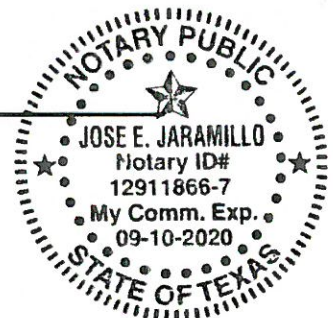
 ASSESSOR-COLLECTOR OF TAXES FOR CITY OF SAN JUAN, TEXAS



SWORN AND SUBSCRIBED BEFORE ME THIS 9TH DAY OF MAY 2018 A.D.

Jose E. Jaramillo

 NOTARY PUBLIC, HIDALGO COUNTY, TEXAS



**PABLO "PAUL" VILLARREAL JR., ASSESSOR & COLLECTOR
CITY OF SAN JUAN
TAX COLLECTION REPORT
FOR THE MONTH OF APRIL 2018**

<u>AD VALOREM - CITY OF SAN JUAN</u>	<u>2017-2018</u>	<u>2016-2017</u>	<u>DIFFERENCE</u>
<u>2017 CURRENT</u>			
ORIGINAL LEVY	7,112,363.88	6,638,277.98	474,085.90
MODIFICATIONS	(822.12)	(16,154.85)	15,332.73
CURRENT LEVY	7,111,541.76	6,622,123.13	489,418.63
CURRENT COLLECTIONS THIS MONTH	123,160.39	106,964.73	16,195.66
CURRENT COLLECTIONS TO DATE	6,465,719.48	5,981,376.95	484,342.53
OUTSTANDING TO DATE	645,822.28	640,746.18	5,076.10
PERCENT COLLECTED/ORIGINAL	90.91%	90.10%	0.81%
PERCENT COLLECTED/MODIFIED	90.92%	90.32%	0.60%
TOTAL COLLECTIONS FISCAL YEAR	6,465,719.48	5,981,376.95	
 <u>DELINQUENT</u>			
ORIGINAL LEVY	1,449,100.77	1,435,488.73	13,612.04
MODIFICATIONS	(5,484.92)	(4,086.11)	(1,398.81)
DELINQUENT LEVY	1,443,615.85	1,431,402.62	12,213.23
DELINQUENT COLLECTIONS THIS MONTH	40,020.64	35,845.88	4,174.76
DELINQUENT COLLECTIONS TO DATE	263,193.30	241,479.87	21,713.43
OUTSTANDING TO DATE	1,180,422.55	1,189,922.75	(9,500.20)
PERCENT COLLECTED/ORIGINAL	18.16%	16.82%	1.34%
PERCENT COLLECTED/MODIFIED	18.23%	16.87%	1.36%
TOTAL COLLECTIONS FISCAL YEAR	263,193.30	241,479.87	
 <u>ROLLBACK</u>			
ORIGINAL LEVY	21,957.42	2,534.74	19,422.68
MODIFICATIONS	0.00	0.00	0.00
ROLLBACK LEVY	21,957.42	2,534.74	19,422.68
ROLLBACK COLLECTIONS THIS MONTH	21,957.42	0.00	21,957.42
ROLLBACK COLLECTIONS TO DATE	21,957.42	0.00	21,957.42
OUTSTANDING TO DATE	0.00	2,534.74	(2,534.74)
PERCENT COLLECTED/ORIGINAL	100.00%	0.00%	100.00%
PERCENT COLLECTED/MODIFIED	100.00%	0.00%	100.00%
TOTAL COLLECTIONS FISCAL YEAR	21,957.42	0.00	

**CITY OF SAN JUAN, TEXAS
AS OF JANUARY 2018**

Levy 2017 (17-18 YR)

7,112,363.88	OCT 2017	NOV 2017	DEC 2017	JAN 2018	FEB 2018	MAR 2018	APR 2018	MAY 2018	JUN 2018	JUL 2018	AUG 2018	SEPT 2018
Adjustments	10,342.19	7,030.81	19,613.03	15,576.11	6,300.15	5,051.36	(822.12)	-	-	-	-	-
Adjstid Levy	7,122,706.07	7,119,394.69	7,131,976.91	7,127,939.99	7,118,664.03	7,117,415.24	7,111,541.76	7,112,363.88	7,112,363.88	7,112,363.88	7,112,363.88	7,112,363.88
Collections	39,756.60	482,899.51	3,199,539.87	5,537,376.14	6,069,205.04	6,342,559.09	6,465,719.48	-	-	-	-	-
Percentage	0.56	6.78	44.86	77.69	85.26	89.11	90.92	-	-	-	-	-

Levy 2016 (16-17 YR)

6,638,277.98	OCT 2016	NOV 2016	DEC 2016	JAN 2017	FEB 2017	MAR 2017	APR 2017	MAY 2017	JUN 2017	JUL 2017	AUG 2017	SEPT 2017
Adjustments	(2,244.53)	(3,422.70)	(7,758.17)	(10,913.72)	(10,913.72)	(15,052.40)	(16,154.85)	(15,889.62)	(16,537.42)	(16,537.42)	(16,537.42)	(19,259.27)
Adjstid Levy	6,636,033.45	6,634,855.28	6,630,519.81	6,627,364.26	6,627,364.26	6,623,225.58	6,622,123.13	6,622,388.36	6,621,740.56	6,621,740.56	6,621,740.56	6,619,018.71
Collections	38,038.02	484,217.14	2,932,614.30	5,130,709.37	5,593,914.24	5,874,412.22	5,981,376.95	6,063,246.26	6,135,073.86	6,173,392.85	6,211,806.10	6,232,308.52
Percentage	0.57	7.30	44.23	77.42	84.41	88.69	90.32	91.56	92.65	93.23	93.81	94.16

Levy 2015 (15-16 YR)

6,363,985.51	OCT 2015	NOV 2015	DEC 2015	JAN 2016	FEB 2016	MAR 2016	APR 2016	MAY 2016	JUN 2016	JUL 2016	AUG 2016	SEPT 2016
Adjustments	16,923.38	16,343.86	15,174.33	12,248.13	3,359.23	2,743.56	3,689.88	3,689.88	3,643.08	3,453.65	3,453.65	2,492.92
Adjstid Levy	6,380,908.89	6,380,329.37	6,379,159.84	6,376,233.64	6,367,344.74	6,366,729.07	6,367,675.39	6,367,675.39	6,367,628.59	6,367,439.16	6,367,439.16	6,366,478.43
Collections	30,228.48	473,930.57	2,957,041.48	4,868,335.42	5,383,897.22	5,636,678.33	5,759,686.01	5,836,094.81	5,909,114.77	5,945,053.31	5,978,898.45	6,006,559.85
Percentage	0.47	7.43	46.35	76.35	84.55	88.53	90.45	91.65	92.80	93.37	93.90	94.35

Levy 2014 (14-15 YR)

6,062,874.30	OCT 2014	NOV 2014	DEC 2014	JAN 2015	FEB 2015	MAR 2015	APR 2015	MAY 2015	JUN 2015	JUL 2015	AUG 2015	SEPT 2015
Adjustments	60,733.51	60,140.93	56,698.99	53,665.41	34,516.60	24,796.93	23,579.34	27,488.04	24,224.31	23,656.24	22,138.85	22,138.85
Adjstid Levy	6,123,607.81	6,123,015.23	6,119,573.29	6,116,539.71	6,097,390.90	6,087,671.23	6,086,453.64	6,090,362.34	6,087,098.61	6,086,530.54	6,085,013.15	6,085,013.15
Collections	16,215.04	492,588.40	2,645,528.79	4,602,715.11	5,106,457.36	5,336,845.78	5,422,212.16	5,505,371.53	5,593,139.34	5,669,786.37	5,702,816.66	5,720,270.90
Percentage	0.26	8.04	43.23	75.25	83.75	87.67	89.09	90.39	91.89	93.15	93.72	94.01

Levy 2013 (13-14 YR)

6,026,969.81	OCT 2013	NOV 2013	DEC 2013	JAN 2014	FEB 2014	MAR 2014	APR 2014	MAY 2014	JUN 2014	JUL 2014	AUG 2014	SEPT 2014
Adjustments	(34.83)	4,339.90	2,590.79	(5,378.19)	(6,015.81)	(8,260.56)	(11,819.73)	(8,375.80)	(12,883.52)	(15,059.23)	(15,348.77)	(16,498.87)
Adjstid Levy	6,026,934.98	6,031,309.71	6,029,560.60	6,021,591.62	6,020,954.00	6,018,709.25	6,015,150.08	6,018,594.01	6,014,086.29	6,011,910.58	6,011,621.04	6,010,470.94
Collections	32,279.62	601,876.01	2,596,943.90	4,373,398.17	4,986,813.44	5,265,476.99	5,363,199.71	5,431,795.38	5,510,781.54	5,573,532.08	5,598,332.25	5,620,809.41
Percentage	0.54	9.98	43.07	72.63	82.82	87.49	89.16	90.25	91.63	92.71	93.13	93.52

Levy 2012 (12-13 YR)

5,863,668.66	OCT 2012	NOV 12	DEC 12	JAN 13	FEB 13	MAR 13	APR 13	MAY 13	JUN 13	JUL 2013	AUG 2013	SEP 13
Adjustments	-	-	7,624.63	8,071.65	6,337.14	25,567.07	(6,855.00)	(7,107.30)	(13,669.36)	(13,669.36)	(14,510.29)	(15,355.04)
Adjstid Levy	5,863,668.66	5,863,668.66	5,871,293.29	5,871,740.31	5,870,005.80	5,889,235.73	5,856,813.66	5,856,561.36	5,849,999.30	5,849,999.30	5,849,158.37	5,848,313.62
Collections	2,857.95	394,574.30	2,403,399.43	4,142,161.70	4,771,528.55	5,056,363.27	5,208,931.41	5,298,704.35	5,376,134.09	5,421,008.00	5,450,025.91	5,464,167.23
Percentage	0.05	6.73	40.93	70.54	81.29	85.86	88.94	90.47	91.90	92.67	93.18	93.43

Levy 2011 (FY 11-12)

5,807,342.89	OCT 11	NOV 11	DEC 11	JAN 12	FEB 12	MAR 12	APR 12	MAY 12	JUN 12	JUL 2012	AUG 2012	Sept 12
Adjustments	(434.68)	9,757.00	7,191.02	6,935.04	6,744.28	2,616.92	1,327.13	(8,800.15)	(8,800.15)	(8,800.15)	(8,800.15)	(16,234.68)
Adjstid Levy	5,806,908.21	5,817,099.89	5,814,533.91	5,814,277.93	5,814,087.17	5,809,959.81	5,808,670.02	5,798,542.74	5,798,542.74	5,798,542.74	5,798,542.74	5,791,108.21
Collections	25,371.26	392,871.83	2,396,193.95	4,155,865.79	4,708,746.12	4,965,341.54	5,065,102.65	5,150,088.82	5,222,129.74	5,277,964.33	5,311,263.11	5,330,189.09
Percentage	0.44	6.75	41.21	71.48	80.99	85.46	87.20	88.82	90.06	91.02	91.60	92.04

Levy 2010 (FY 10-11)

5,689,359.60	OCT 10	NOV 10	DEC 10	JAN 11	FEB 11	MAR 11	APR 11	MAY 11	JUN 11	JUL 11	AUG 11	Sept 11
Adjustments	(369.63)	(2,132.72)	(365.30)	(4,388.62)	(4,901.42)	(5,178.87)	(6,706.52)	(2,962.02)	(4,257.62)	(11,079.53)	(11,173.60)	(11,810.88)
Adjstid Levy	5,688,989.97	5,687,226.88	5,688,994.30	5,684,970.98	5,684,458.18	5,684,180.73	5,682,653.08	5,686,397.58	5,685,101.98	5,678,280.07	5,678,186.00	5,677,548.72
Collections	11,208.32	303,322.85	2,229,933.43	3,961,301.50	4,493,973.39	4,795,345.18	4,910,935.95	5,002,794.49	5,110,911.55	5,160,040.97	5,182,936.93	5,202,931.77
Percentage	0.20	5.33	39.20	69.68	79.06	84.36	86.42	87.98	89.90	90.87	91.28	91.64

Levy 2009 (FY 09-10)

5,701,885.79	OCT 09	NOV 09	DEC 09	JAN 10	FEB 10	MAR 10	APR 10	MAY 10	JUN 10	JUL 10	AUG 10	SEP 10
Adjustments	-	7,424.84	16,530.13	14,684.93	14,684.93	(14,062.27)	(15,130.69)	(14,892.39)	(21,523.95)	(22,109.34)	(23,755.08)	(24,108.71)
Adjstid Levy	5,701,885.79	5,709,310.63	5,718,415.92	5,716,570.72	5,716,570.72	5,687,823.52	5,686,755.10	5,686,993.40	5,680,361.84	5,679,776.45	5,678,130.71	5,677,777.08
Collections	20,202.08	312,328.39	2,062,388.58	3,825,229.28	4,409,951.58	4,628,745.47	4,740,932.15	4,854,551.44	4,950,637.34	5,007,393.58	5,051,197.80	5,080,118.00
Percentage	0.35	5.47	36.07	66.91	77.14	81.38	83.37	85.36	87.15	88.16	88.96	89.47

Levy 2008 (FY 08-09)

5,024,376.42	OCT 08	NOV 08	DEC 08	JAN 09	FEB 09	MAR 09	APR 09	MAY 09	JUN 09	JUL 09	AUG 09	SEP 09
Adjustments	2,627.82	36,019.13	60,676.90	60,676.90	52,123.47	29,177.11	27,155.50	23,864.16	23,055.80	23,055.80	23,047.86	22,638.15
Adjstid Levy	5,027,004.24	5,060,395.55	5,085,053.32	5,085,053.32	5,076,499.89	5,053,553.53	5,051,531.92	5,048,240.58	5,047,432.22	5,047,432.22	5,047,424.28	5,047,014.57
Collections	58,594.96	304,883.37	1,731,394.12	3,322,372.84	3,910,956.49	4,110,332.08	4,204,850.46	4,313,453.83	4,404,354.93	4,469,283.70	4,497,381.41	4,525,948.61
Percentage	1.17	6.02	34.05	65.34	77.04	81.34	83.24	85.44	87.26	88.55	89.10	89.68

Levy 2007 (FY 07-08)

4,465,732.01	OCT 07	NOV 07	DEC 07	JAN 08	FEB 08	MAR 08	APR 08	MAY 08	JUN 08	JUL 08	AUG 08	SEP 08
Adjustments	5,634.29	25,650.41	26,468.55	26,317.38	23,912.91	53,985.03	70,876.85	70,208.10	75,527.65	75,857.78	75,857.78	71,443.44
Adjstid Levy	4,471,366.30	4,491,382.42	4,492,200.56	4,492,049.39	4,489,644.92	4,519,717.04	4,536,608.86	4,535,940.11	4,541,259.66	4,541,589.79	4,541,589.79	4,537,175.45
Collections	-	174,014.26	1,414,513.24	2,700,830.81	3,404,823.73	3,610,562.37	3,725,312.50	3,818,853.23	3,936,124.72	3,996,774.34	4,047,092.33	4,084,101.82
Percentage	-	3.87	31.49	60.12	75.84	79.88	82.12	84.19	86.67	88.00	89.11	90.01

Levy 2006 (FY 06-07)												
3,969,895.75												
Adjustments	OCT 06	NOV 06	DEC 06	JAN 07	FEB 07	MAR 07	APR 07	MAY 07	JUN 07	JUL 07	AUG 07	SEP 07
Adjstid Levy	652.70 3,970,548.45	3,094.18 3,972,989.93	3,880.78 3,973,776.23	2,673.19 3,972,568.94	2,956.92 3,972,852.67	1,511.22 3,971,406.97	1,882.04 3,971,777.79	4,476.77 3,974,372.52	4,476.77 3,974,372.52	4,196.49 3,974,092.24	3,820.62 3,973,716.37	3,820.62 3,973,716.37
Collections	7,623.95	256,052.80	1,252,142.50	2,367,711.39	2,955,181.63	3,152,274.42	3,241,653.45	3,311,256.82	3,396,702.55	3,450,406.31	3,507,247.07	3,543,750.21
Percentage	0.19	6.44	31.51	59.60	74.38	79.37	81.62	83.32	85.47	86.82	88.26	89.18
Levy 2005 (FY 05-06)												
3,624,334.79												
Adjustments	OCT 05	NOV 05	DEC 05	JAN 06	FEB 06	MAR 06	APR 06	MAY 06	JUN 06	JUL 06	AUG 06	SEP 06
Adjstid Levy	11,601.05 3,635,935.84	27,324.77 3,651,659.56	27,418.24 3,651,753.03	26,296.99 3,650,631.78	25,427.27 3,649,762.06	25,748.58 3,650,083.37	25,804.16 3,650,138.95	25,728.96 3,650,063.75	25,963.46 3,650,298.25	25,963.46 3,650,298.25	25,282.63 3,649,617.42	24,069.10 3,648,403.89
Collections	235,068.44	1,216,067.43	1,485,867.17	2,145,921.90	2,680,117.58	2,859,160.58	2,942,344.67	3,001,789.83	3,069,943.94	3,123,142.83	3,160,234.59	3,184,175.39
Percentage	6.47	33.30	40.69	58.78	73.43	78.33	80.61	82.24	84.10	85.56	86.59	87.28
PREPARED BY: Leroy Gonzales												
May 11, 2018												

MINUTES OF REGULAR MEETING OF THE CITY OF SAN JUAN COMMISSION

DATE: Tuesday, March 27, 2018

TIME: 6:00 p.m.

PLACE: San Juan Memorial Library
Multipurpose Meeting Room
1010 S. Standard
San Juan, Texas 78589

MEMBERS PRESENT: Mario Garza, Mayor
Pete Garcia, Mayor Pro-Tempore
Lenny Sanchez, Commissioner
Jesse Ramirez, Commissioner
Ernesto Guajardo, Commissioner
Rick Palacios, City Attorney

MEMBERS ABSENT:

STAFF PRESENT: Benjamin Arjona, City Manager
Diana Cavazos, City Secretary
Juan Gonzalez, Chief of Police
Tirso Garza, Chief of Fire
Leroy Gonzales, Finance Director
Adelaida Cordero, Director of Human Resources
Armandina Sesin, Library Director
Patrick Willingham, Director of Parks and Recreation
Xavier Cervantes, Director of Planning
Carmen Gonzalez, Director of Sanitation
Rene Jaime, Purchasing/Risk Management
David Salinas, Director of Utilities
Mary Enriquez, Court Administrator
Robert Rangel, Director of Information Technology

GUEST: B2Z Engineering, Broaddus & Associates, Davila Construction, STRADA Engineering & Consulting, LLC.

ORDER OF BUSINESS

I. CALL MEETING TO ORDER

Mayor Mario Garza called meeting to order at 6:00 p.m.

II. INVOCATION

Benjamin Arjona, City Manager led the Invocation.

III. PLEDGE OF ALLEGIANCE

Mayor Mario Garza led the Pledge of Allegiance.

IV. PUBLIC COMMENTS

V. PRESENTATIONS

- a. Presentation of the Annual Audited Financial Report of the City of San Juan, Texas for Fiscal Year Ending September 30, 2017.

DISCUSSION: Benjamin Arjona, City Manager presented the item and Manuel Garcia with Garcia and Pena, CPA gave presentation.

The annual financial report was presented for Fiscal Year ending on September 30, 2017. He stated that it was a good year and presented the Revenues and Expenditures for the current year comparing it to the prior year. Overall, he stated that the City had a good year in governmental and enterprise funds.

- b. Presentation of Departmental Reports: Department of Finance, Fire Department, Department of Utilities, Police Department, Municipal Court.

DISCUSSION: Benjamin Arjona, City Manager presented the item and stated that Directors were available for any questions.

Mayor Mario Garza asked Police Chief Juan Gonzalez if there was a way for him to get more parking for employees since employees had been parking in the visitor's parking lot. Chief Gonzalez stated that he had met with Mr. Arjona regarding the parking issue and they were looking into expanding the parking lot.

Commissioner Leonardo Sanchez mentioned that there was a leak behind City Hall and asked if anyone had taken a look at it. David Salinas, Director of Utilities stated that his Department was in the process of fixing the leak from the tank.

Commissioner Ernesto Guajardo asked Carmen Gonzalez, Director of Sanitation if all the trash cans that were pending had been delivered. Ms. Gonzalez responded that she was running low on funds and was trying to put in an order for new ones. She added that she had assigned an employee specifically for the sweeper to concentrate in keeping the streets clean.

Mayor Pro-Tempore Pete Garcia commended all staff, students and volunteers for the great work they did on the graffiti cleanup.

Commissioner Ernesto Guajardo asked Carmen Gonzalez, Director of Sanitation how the patching of the streets was going. Ms. Gonzalez stated that she had a new material that was of better quality that they were able to use even when it rained.

Commissioner Ernesto Guajardo asked Patrick Willingham, Director of Parks and Recreation how baseball was going and if they had encountered any problems. Mr. Willingham stated that the program

**CITY OF SAN JUAN
CITY COMMISSION MEETING
TUESDAY, MARCH 27, 2018**

was going great and that they had 650 to 700 participants. He also mentioned that they were in need of coaches.

- c. Financial Report on Noche de Paz 2017.

DISCUSSION: Benjamin Arjona, City Manager presented the item and Patrick Willingham, Director of Parks and Recreation gave presentation.

Mr. Willingham stated that the budget for expenses was in the plus. Mayor Mario Garza commented that it was the first time he ever saw an account being in the plus after an event and congratulated the Parks and Recreation Department for their hard work.

Mayor Pro-Tempore Pete Garcia asked what other event was scheduled for the City and Mr. Willingham replied that the next event would be the 4th of July celebration scheduled for July 3rd. He also mentioned that there would be fireworks during the event.

VI. PUBLIC HEARING/ORDINANCES

- a. Consider Adoption in First Reading of an Ordinance Amending Chapter 13 Utilities, Article 13.02 Solid Waste and Stormwater Pollution Prevention, Division 2. Rates Schedule of the City's Code of Ordinance Regarding Solid Waste Collection to Provide More Options to Businesses for the Collection of Garbage.

DISCUSSION: Benjamin Arjona, City Manager presented the item and Xavier Cervantes, Director of Planning and Zoning stated that the rates would remain the same. He also mentioned that additional options would be made available to the customers.

Commissioner Jesus Ramirez Motioned to Approve and Seconded by Mayor Pro-Tempore Pete Garcia. Motion Passed (5-0)

VII. APPOINTMENTS

- a. Consider Removal and Appointment of Board Members to the San Juan Housing Authority Board.

DISCUSSION: Mayor Mario Garza removed board member Ruben Navarro and appointed Nora Renteria.

- b. Consider Removal and Appointment of Board Members to the Keep San Juan Beautiful Board.

DISCUSSION: Commissioner Jesus Ramirez motioned to appoint Ivan Lopez.

Commissioner Jesus Ramirez Motioned to Approve and Seconded by Mayor Pro-Tempore Pete Garcia. Motion Passed (5-0)

**CITY OF SAN JUAN
CITY COMMISSION MEETING
TUESDAY, MARCH 27, 2018**

- c. Consider Appointment of Three (3) Elected Officials to the San Juan Economic Development Corporation (EDC).

DISCUSSION: Commissioner Leonardo Sanchez motioned to appoint Mayor Mario Garza, Commissioner Ernesto Guajardo and himself.

Commissioner Leonardo Sanchez Motioned to Approve and Seconded by Mayor Pro-Tempore Pete Garcia. Opposed by Commissioner Jesus Ramirez and Commissioner Ernesto Guajardo. Motion Passed (3-2)

- d. Consider Removal and Appointment of Four (4) Board Members to the San Juan Economic Development Corporation (EDC).

DISCUSSION: Mayor Pro-Tempore Pete Garcia motioned to remove Fred Rodriguez and to appoint Cynthia Gutierrez.

Mayor Pro-Tempore Pete Garcia Motioned to Approve and Seconded by Commissioner Leonardo Sanchez. Motion Passed (5-0)

VIII. DISCUSSION AND POSSIBLE ACTION ON ALL THE FOLLOWING MATTERS:

- a. Discussion and Authorization to Allow Staff to Purchase Two Vertical Turbine High Service Water Pumps, Motors and Variable Frequency Drivers for Water Treatment Plant 2 from Buy Board Vendor Dynamic Pump Systems a Division of Engineered Product Solutions from 304 Commercial Dr., Buda, Texas, 78640 for an Amount of \$104,292 and Authorize the City Manager to Execute all Related Documents.

DISCUSSION: Benjamin Arjona, City Manager presented the item and David Salinas, Director of Utilities stated that the funds would be coming out of the 2014 bond issuance series.

Commissioner Jesus Ramirez Motioned to Approve and Seconded by Mayor Pro-Tempore Pete Garcia. Motion Passed (5-0)

- b. Discussion and Authorization for the City Manager to Enter into an Asset Management Agreement with Buy Board Vendor Maguire Iron, Inc. for the Maintenance and Repair of the City's Elevated Storage Tanks and Authorize the City Manager to Execute all Related Documents.

DISCUSSION: Benjamin Arjona, City Manager presented the item and David Salinas, Director of Utilities stated that there would not be a fine as long as there was a plan. He mentioned that the tanks had been inspected and suggested to start the interior renovation to the condition TCQ and OSHA required.

Commissioner Leonardo Sanchez Motioned to Approve and Seconded by Mayor Pro-Tempore Pete Garcia. Motion Passed (5-0)

- c. Discussion and Authorization for Staff to Request for Sealed Bids for the Purchase of 2 ½ inch Gate Valves, 2 ¼ inch Air Cushioned Check Valves, 2 ¼ in by ½ inch Spool Piece

**CITY OF SAN JUAN
CITY COMMISSION MEETING
TUESDAY, MARCH 27, 2018**

with 2 inch tap, 2 ¼ in by 3/8 inch Spool Piece and Accessories for Water Plant No. 2 High Service Pumps and Authorize City Manager to Execute all Related Documents.

DISCUSSION: Benjamin Arjona City Manager presented the item and David Salinas, Director of Utilities stated that the item was to purchase the accessories needed.

Commissioner Jesus Ramirez Motioned to Approve and Seconded by Mayor Pro- Tempore Pete Garcia. Motion Passed (5-0)

- d. Consider Selection and Authorizing the City Manager to Enter into a Contract for the City of San Juan Project Manager Pursuant to RFQ# 18-64-03-20.

DISCUSSION: Benjamin Arjona, City Manager presented the item and Rene Jaime, Purchasing Risk Manager stated that all four vendors were present B2Z Engineering, Broaddus & Associates, Davila Construction, STRADA Engineering & Consulting, LLC and they would each get five minutes to give presentation.

Mayor Mario Garza thanked everyone for attending and asked if there were any questions or recommendations.

Mayor Pro-Tempore Pete Garcia motioned for Benjamin Arjona, City Manager to enter into a contract for the City of San Juan project manager with STRADA Engineering & Consulting, LLC.

Mayor Pro-Tempore Pete Garcia Motioned to Approve and Seconded by Commissioner Ernesto Guajardo. Motion Passed (5-0)

- e. Discussion and Authorization to Authorize Staff to Request Statements for Qualification for Professional Services to Prepare and Maintain an Environmental Protection Agency (EPA) Risk Management Plan (RMP) for the City of San Juan Water and Wastewater Treatment and Authorize the City Manager to Execute all Related Documents.

DISCUSSION: Benjamin Arjona, City Manager presented the item and David Salinas, Director of Utilities gave presentation.

Mr. Salinas stated that he has a renewal coming in at the end of the year and he would like to have a full audit in order to be in compliance with the risk management plan.

Mayor Pro-Tempore Pete Garcia Motioned to Approve and Seconded by Commissioner Jesus Ramirez. Motion Passed (5-0)

IX. CONSENT AGENDA

- a. Budget Expenditure Report - January 2018.
- b. Monthly Collection Report - February 2018.
- c. Consider and Ordinance in Second Reading for a Rezoning Request of Tract I- from General Business District (C-2) to Heavy Commercial District (C-3) of the East 250 feet of the East 311.14 feet of the North 140 feet of the South 940 feet of the North One-half of Lot 9, Block 8, John Closner Subdivision. Tract II- from Single –Family Residence

**CITY OF SAN JUAN
CITY COMMISSION MEETING
TUESDAY, MARCH 27, 2018**

District (C-2 to Heavy Commercial District (C-3) of the West 61.14 feet of the East 311.14 feet of the North 140 feet of the South 940 feet of the North Zone-half of Lot 9, Block 8 and an irregular 2.70- located approximately 750 feet North of Nolana Avenue, along the West side of Raul Longoria Road, as Requested by Graco Industries, Inc.

- d. Consider an Ordinance in Second Reading for a Rezoning Request from Single-Family Residence District (R-S) to General Business District (C-2) for a property legally described as Lot A and 1, Hall Acres Estates Subdivision, located approximately a quarter mile West from Stewart Road, along the North side of Hall Acres Road, as Requested by Hector Espino.
- e. Consider Authorizing the City Manager to Declare International 1993 E-One Pumper Truck, VIN# 1HTSDPCR\$PH537288, Vehicle Tag # 1256, Unit # 1268 as Salvage and Surplus Property.
- f. Approval of Meeting Minutes.
 - April 25, 2017
 - June 21, 2017

DISCUSSION: Benjamin Arjona, City Manager presented the item and Mayor Mario Garza asked if there were any questions or any of the items needed to be pulled. He then asked for a motion.

Commissioner Leonardo Sanchez Motioned to Approve and Seconded by Mayor Pro- Tempore Pete Garcia. Motion Passed (5-0)

X. ADJOURNMENT 7:52 pm

Mayor Pro-Tempore Pete Garcia Motioned to Adjourn and Seconded by Commissioner Jesus Ramirez. Motion Passed (5-0)

CITY OF SAN JUAN, TEXAS

Mario Garza, Mayor

ATTEST:

Diana H. Cavazos, City Secretary

MINUTES OF REGULAR MEETING OF THE CITY OF SAN JUAN COMMISSION

DATE: Tuesday, April 10, 2018

TIME: 6:00 p.m.

PLACE: San Juan Memorial Library
Multipurpose Meeting Room
1010 S. Standard
San Juan, Texas 78589

MEMBERS PRESENT: Mario Garza, Mayor
Pete Garcia, Mayor Pro-Tempore
Lenny Sanchez, Commissioner
Jesse Ramirez, Commissioner
Ernesto Guajardo, Commissioner
Rick Palacios, City Attorney

MEMBERS ABSENT:

STAFF PRESENT: Benjamin Arjona, City Manager
Diana Cavazos, City Secretary
Juan Gonzalez, Chief of Police
Tirso Garza, Chief of Fire
Leroy Gonzales, Finance Director
Adelaida Cordero, Director of Human Resources
Armandina Sesin, Library Director
Patrick Willingham, Director of Parks and Recreation
Xavier Cervantes, Director of Planning
Carmen Gonzalez, Director of Sanitation
Rene Jaime, Purchasing/Risk Management
David Salinas, Director of Utilities
Mary Enriquez, Court Administrator
Robert Rangel, Director of Information Technology

GUEST: Pastor Bowie, Pastor Nuno Rodriguez, Sujei Mireles, Dispatcher and Claudia Esquivel, Dispatcher, Michael Cano with Linebarger Gogan Blair & Sampson, LLP

ORDER OF BUSINESS

I. CALL MEETING TO ORDER

Mayor Mario Garza called meeting to order at 6:00 p.m.

II. INVOCATION

Reverend Bowie led the Invocation.

III. PLEDGE OF ALLEGIANCE

Mayor Mario Garza led the Pledge of Allegiance.

IV. PUBLIC COMMENTS

**CITY OF SAN JUAN
CITY COMMISSION MEETING
TUESDAY, APRIL 10, 2018**

DISCUSSION: Rick Ramirez expressed concerns regarding an obstruction by the stop sign on Lincoln Avenue.

V. PRESENTATIONS

- a. Presentation of Departmental Reports: Department of Planning and Zoning, Library, Department of Sanitation and Department of Parks and Recreation.

DISCUSSION: Benjamin Arjona, City Manager presented the item and stated that all department directors were available for any questions.

Mayor Pro-Tempore Pete Garcia asked Mr. Arjona to remind the public of the workshop coming up. Mr. Arjona stated there would be a workshop held on Thursday, April 12, 2018 at 5: 15 pm to discuss the Budget for the Phase II of the street improvements. He also mentioned that there was money left over from Phase I and they would be discussing if additional streets could be included.

- b. Presentation and Proclamation on National Day of Prayer to be held on May 3rd, 2018.

DISCUSSION: Benjamin Arjona, City Manager presented the item and stated that the City of San Juan has been doing the National Day of Prayer for several years.

Pastor Nuno Rodriguez stated that the National Day of Prayer was created in 1952 and that the first Thursday of May was designated as the National Day of Prayer. He added that since 1952 every President has signed a National Day of Prayer proclamation. Pastor Rodriguez invited the Community to the National Day of Prayer event which would be held on Thursday, May 3, 2018 from 11:00 am to 1:00 pm in front of the San Juan City Hall.

- c. Presentation and Recognition to the San Juan Police Communications Division.

DISCUSSION: Benjamin Arjona, City Manager presented the item and Sergeant Rolando Garcia gave the presentation. Sergeant Garcia acknowledged the City of San Juan telecommunications officers during the annual Telecommunications week. He mentioned that they are dedicated to providing emergency response when 911 calls are made, when officers respond to calls or in general when the public needs assistance. He added that they are the first voice that someone hears when making a call for help and they often go unrecognized.

Mayor and Commissioners thanked all the 911 call takers and congratulated them for their hard work and dedication.

Mr. Arjona stated that the Parks and Recreation Department had a new recreation supervisor and asked Patrick Willingham, Director of Parks and Recreations to please introduce the new employee.

Mr. Willingham introduced Ramiro Moreno as the new recreation supervisor and stated that he has more than 25 years of experience. He also mentioned that Mr. Moreno is the regional director to a mature athletic federation. Mr. Moreno then thanked the Mayor and Commissioners for the opportunity.

**CITY OF SAN JUAN
CITY COMMISSION MEETING
TUESDAY, APRIL 10, 2018**

Commissioner Ernesto Guajardo congratulated the Parks and Recreation Department on the great job they were doing and for the increase of participants in the program.

- d. Linebarger Gogan Blair & Sampson, LLP Six (6) Month Collection Report.

DISCUSSION: Benjamin Arjona, City Manager presented the item.

Michael Cano stated that within the six months they had collected a total of \$250,407. The prior firm had collected \$73,288 in a six month period.

VI. PUBLIC HEARING/ORDINANCES

- a. Conduct Public Hearing and Consider Adoption of an Ordinance in First Reading for a Conditional Use Permit for the Sale of Alcoholic Beverages for On-Premise Consumption at the Voodoo Lounge bar Located at 1618 N. Veterans Boulevard, legally described as the West 335 of the North 440 feet of Lot 12, Block 5, John Closner Subdivision, as Requested by Marena A. Treviño.

DISCUSSION: Benjamin Arjona, City Manager presented the item and Xavier Cervantes, Director of Planning and Zoning gave presentation.

Mr. Cervantes explained that Ms. Treviño is proposing to re-open a bar under the name of The Voodoo Lounge and is requesting a late hours permit until 2:00 a.m. The proposed days and hours of operation are Tuesday thru Saturday from 2:00 p.m. to 2:00 a.m., Sundays from 2:00 p.m. to 12:00 a.m. and Mondays will be closed.

The Planning Department requested calls for service from the San Juan Police Department and the records showed calls for theft and alarm. The site was raided by the San Juan Police Department for illegal gambling activities back in October 24, 2017 but under the previous operator not related to Ms. Treviño. Mr. Cervantes added that the Police Department has no objections to the reopening of this bar under a new operator.

Staff mailed a notice of the public hearing to ten (10) property owners within a two hundred (200) foot radius and received no comments in favor or against this request. During their meeting of April 5th the Planning and Zoning Commission unanimously recommended approval subject to the list of conditions.

Mayor Mario Garza opened public hearing at 6:28 pm

Ms. Marena Trevino briefly explained the type of bar she plans to open at the site. Commissioner Ramirez asked if it was normal to allow bars to open until 2:00 a.m. inside the City. Mr. Cervantes explained that the only restriction the City has placed on bars in the past is for no alcohol to be sold after midnight on Sundays.

Rick Ramirez stated that he was pleased with the hours of operation and that he hoped the owners of the bar would comply with the rules.

**CITY OF SAN JUAN
CITY COMMISSION MEETING
TUESDAY, APRIL 10, 2018**

Mayor Mario Garza closed public hearing at 6:30 pm

Commissioner Jesus Ramirez Motioned to Approve and Seconded by Mayor Pro-Tempore Pete Garcia. Motion Passed (5-0)

- b. Conduct a Public Hearing and Consider Adoption of an Ordinance in First Reading for a Conditional Use Permit for the Sale of Alcoholic Beverages for On-Premise Consumption at the new Rancho Grande Restaurant located at 101 S. Nebraska Avenue, legally described as Lots 1 thru 12, Block 3, San Juan Original Townsite Subdivision, as Requested by Robert Acosta.

DISCUSSION: Benjamin Arjona, City Manager presented the item and Xavier Cervantes, Director of Planning and Zoning gave presentation.

Mr. Cervantes explained that Mr. Acosta is applying for a conditional use permit for the sale of alcoholic beverages for on-premise consumption at the new El Rancho Grande Restaurant and is requesting a late hours permit until 2:00 a.m. The proposed days and hours of operation for the sale of alcoholic beverages are Monday thru Saturday from 12:00 p.m. to 2:00 a.m. and Sundays from 12:00 p.m. to 12:00 a.m.

Staff mailed a notice of the public hearing to thirty-two (32) property owners within a two hundred (200) foot radius and received no comments in favor or against this request. During their meeting of April 5th the Planning and Zoning Commission unanimously recommended approval subject to the list of conditions.

Mayor Mario Garza opened public hearing at 6:31 pm

Mr. Robert Acosta explained that his restaurant has been in operation in San Juan for over 20 years and will relocate the business to across the street within his new commercial plaza. Mayor Pro-Tempore Garcia mentioned that when the Catholic Church sold the property to the City of San Juan there was a condition in the deed that the property could not have a bar, nonetheless in this case, this is a restaurant with alcohol being sold to compliment the meals. In addition, the city attorney had reviewed the paperwork and had no objections to the conditional use permit. He then asked Mr. Pablo Villescás who is an administrator for the Basilica of Our Lady of San Juan del Valle National Shrine to go to the podium to say a few words. Mr. Villescás stated that the church had no objections since this is mainly a restaurant and not a bar. Ms. Marsha Acosta, co-owner of the business, said that when they purchased the property from San Juan EDC, there was no mention of restrictions associated with the property and they also had a clear title.

Rick Ramirez stated he was pleased with the hours of operation and that it was good to bring in new business to the City of San Juan.

Mayor Mario Garza closed public hearing at 6:40 pm

**CITY OF SAN JUAN
CITY COMMISSION MEETING
TUESDAY, APRIL 10, 2018**

Mayor Pro- Tempore Pete Garcia Motioned to Approve and Seconded Commissioner Jesus Ramirez. Motion Passed (5-0)

VII. DISCUSSION AND POSSIBLE ACTION ON THE FOLLOWING MATTERS:

- a. Discussion and Possible Action Regarding South Texas College Election for Board of Trustees Single Member District #6 for Use of Fire Station #2 (2301 N. Raul Longoria, San Juan, Texas 78589) for Early Voting/Election Day Polling Location Administered by the Hidalgo County Elections Department.

DISCUSSION: Benjamin Arjona, City Manager presented the item.

Diana Cavazos, City Secretary stated that South Texas College is requesting the use of Fire Station #2 for Early Voting and Election Day, May 5th, 2018.

Commissioner Jesus Ramirez Motioned to Approve and Seconded by Commissioner Ernesto Guajardo. Motion Passed (5-0)

- b. Discussion and Possible Action Regarding Rescheduling Regular City Commission Meeting from Tuesday, April 24, 2018 to Monday April 30, 2018 at 6:00 p.m.

DISCUSSION: Benjamin Arjona, City Manager presented the item. City Commission meeting was rescheduled for April 30, 2018.

Mayor Pro-Tempore Pete Garcia Motioned to Approve and Seconded by Commissioner Leonardo Sanchez Motion Passed (5-0)

VIII. CONSENT AGENDA

- a. Consider Adoption of an Ordinance in Second Reading Amending Chapter 13 Utilities, Article 13.02 Solid Waste and Stormwater Pollution Prevention, Division 2. Rates, Charges and Billing Section 13.02.051 Customer Classification Rate Schedule of the City's Code of Ordinances Regarding Solid Waste Collection to Provide More Options to Businesses for the Collection of Garbage.
- b. Budget Expenditure Report- February 2018.
- c. Approval of Meeting Minutes
- March 13, 2018

DISCUSSION: Benjamin Arjona, City Manager presented the items and asked if any items needed to be pulled.

Mayor Pro-Tempore Pete Garcia Motioned to Approve and Seconded by Commissioner Leonardo Sanchez. Motion Passed (5-0)

IX. RECONVENE

**CITY OF SAN JUAN
CITY COMMISSION MEETING
TUESDAY, APRIL 10, 2018**

X. ADJOURNMENT 6:45 pm

Mayor Pro-Tempore Pete Garcia Motioned to Adjourn and Seconded by Commissioner Jesus Ramirez. Motion Passed (5-0)

CITY OF SAN JUAN, TEXAS

Mario Garza, Mayor

ATTEST:

Diana H. Cavazos, City Secretary