

Webb County, TX

Statement of Qualifications

Consultation Services for Webb County Water Utility Tariff Study

RFQ 2021-006



Completion Form

THIS FORM MUST BE INCLUDED WITH RFQ PACKAGE; PLEASE CHECK OFF EACH ITEM INCLUDED WITH RFQ PACKAGE AND SIGN BELOW TO COMPLETE SUBMITTAL OF EACH REQUIRED ITEM.

RFQ # 2021-006

“Consultation Services for Webb County Water Utility Tariff Study”

- Statement of Qualifications

- Proposers Information form

- References form

- Conflict of Interest form (Form CIQ)

- Certification regarding Debarment (Form H2048)

- Certification regarding Federal lobbying (Form 2049)

- Purchasing Code of Ethics Affidavit

- Proof of No Delinquent Tax Owed to Webb County



Signature of Authorized Official completing RFQ

August 19, 2021
Date



a) Letter of Interest

August 23, 2021

Mr. Juan Guerrero
Contract Administrator
Webb County Purchasing Department
1110 Washington Street, Suite 101
Laredo, TX 78040

Re: Request for Qualifications to Update the Webb County Water Utility Tariff (RFQ #: 2021-006)

Dear Mr. Guerrero:

Thank you for the opportunity to present this Proposal for a Water Utility Tariff Study for Webb County ("The County"). Willdan Financial Services ("Willdan") is one of the largest public sector financial consulting firms in the United States. Our company has helped over 100 cities in Texas and over 1,200 public agencies across the USA successfully address a broad range of financial challenges, including financing the costs of growth and generating revenues for utilities to fund desired services.

Our 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 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.

We have a proven track record of completing projects on time and staying within the quoted budget. Our client references will confirm that we do not miss deadlines or exceed our budget in our engagements. We encourage you to contact the references provided for feedback on our performance, commitment to our clients and adherence to project milestones.

I have over 35 years' experience in water utility rate and tariff consulting, and **have provided water and wastewater rate and tariff studies similar to that requested by Webb County for over 100 cities in Texas alone.** I have prepared rate studies for cities all across the border region, including Laredo, Brownsville, Del Rio, Mercedes, Donna, Laguna Madre Water District, Raymondville, San Juan, El Paso County WCID 4, Tornillo WCID, and numerous others. I have also provided similar studies for over 40 cities in Arizona, including the border cities of Douglas, Bisbee, Tombstone, Patagonia, Nogales, Yuma, San Luis, and Somerton. Finally, I have significant experience in the Pacific Region, having set water tariffs for the nations of Fiji, Palau, Samoa, American Samoa, Kiribati, and Commonwealth of Northern Mariana Islands. All of these entities are facing supply, distribution and financing challenges similar to those of Webb County.

Critically, I have significant experience with Webb County staff, the County Commissioners Court, and the surrounding area. As Managing Director of Economists.com, the firm acquired by Willdan in 2015, **I personally managed the last three water utility tariff studies for Webb County.** I completed the initial study in 2004, and updated the study in 2011 and 2014. Each time I proposed a series of rate adjustments that would be necessary for the County's utility to return to financial health and ensure that revenues covered operating and capital expenses. I have gained both familiarity with the County's system and with the challenges involved in adjusting rates. In addition, I have served as the long-time rate and tariff consultant for the City of Laredo, and have prepared numerous studies and rate plans that were adopted by the City Council.

Willdan's interactive approach results from our highly regarded revenue requirement and rate model that creates a focused and tailored analysis of the County's current rates, revenues, capital project and operational expenditures, debt commitments, reserve funding, and other financial data. The culmination of our analysis will be a comprehensive utility revenue requirement financial plan that develops projected system operating results for the next five fiscal years under alternative rate designs. We will employ our proven interactive approach, supported with advanced financial modeling techniques, to develop our sophisticated and flexible revenue requirement/rate model for use by the County.

Our internationally-recognized model will help us guide the County through operating and financial scenarios, while evaluating the impact of policy assumptions, and performing sensitivity analysis on important fiscal indicators like utility fund balances and debt coverage requirements.

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.

In summary, we are very excited about the opportunity to provide such a valuable service to Webb County. For that reason, we will devote our firm's resources to ensure that each of the County's objectives are achieved with the highest level of quality and satisfaction. Please feel free to contact me if you have any questions or require any further clarification. I can be reached directly at (972) 378-6588, or via email at djackson@willdan.com.

Respectfully Submitted,

WILLDAN FINANCIAL SERVICES



Dan V. Jackson
Vice President

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b) Qualifications

Firm History

Willdan Financial Services is an operating division within Willdan Group, Inc. (WGI), which was founded in 1964 as an engineering firm working with local governments. Today, WGI is a publicly traded company (WLDN). WGI, through its divisions, provides professional technical and consulting services that ensure the quality, value and security of our nation’s infrastructure, systems, facilities, and environment. The firm has pursued two primary service objectives since its inception—ensuring the success of its clients and enhancing its surrounding communities.

A financially stable company, Willdan has annual revenues in excess of \$400 million and approximately 1,400 employees working in more than a dozen states across the U.S. Our employees include a number of nationally recognized Subject Matter Experts for all areas related to the broadest definition of connected communities—three of whom are committed to contribute their expertise throughout the duration of Webb County’s engagement.

Willdan has solved economic, engineering and energy challenges for local communities and delivered industry-leading solutions that have transformed government and commerce. Today, we are leading our clients into a future accelerated by change in resources, infrastructure, technology, regulations, and industry trends.

Willdan Financial Services

Established on June 24, 1988, Willdan Financial Services, is one of the largest public sector economic and financial analysis consulting firms in the United States. We have helped over 1,500 public agencies successfully address a broad range of infrastructure challenges. Willdan assists local public agencies by providing the following services:

Willdan Financial Services	
Services	
<ul style="list-style-type: none"> Utility rate and cost of service studies; User fee studies; Cost allocation studies; Real estate economic analysis; Tax increment finance district formation and amendment; Property tax audits; Housing development and implementation strategies; Municipal advisory services; 	<ul style="list-style-type: none"> Development impact fee establishment and analysis; Economic development strategic plans; District administration services; Feasibility studies; Arbitrage and continuing disclosure services; Debt issuance support; and Long-term financial plans and cash flow modeling.

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.

On April 6, 2015, the Plano, Texas office of Economists.com joined Willdan. Economists.com provided economic analysis and innovative financial solutions since 1997 to a wide range of municipal and public sector utilities and other critical infrastructure organizations.

Utility Rate Experience

Willdan’s professional staff has provided professional consulting services, including financial planning; rate and cost-of-service studies; alternative and feasibility analyses; and operational and management studies for water, reclaimed water, wastewater, solid waste, and stormwater utility clients across the United States for three decades. Additionally, Willdan staff are involved with the development of the rate-setting methodologies set forth in the American Water Works Association (AWWA) M-1 manual “Principles of Water Rates, Fees and Charges,” and the AWWA M-29 manual, “Water Utility Capital Financing.” Willdan is nationally recognized for its expertise with staff frequently being called upon to speak or instruct on utility financial matters, as subject matter experts, including the AWWA Utility Management conference.

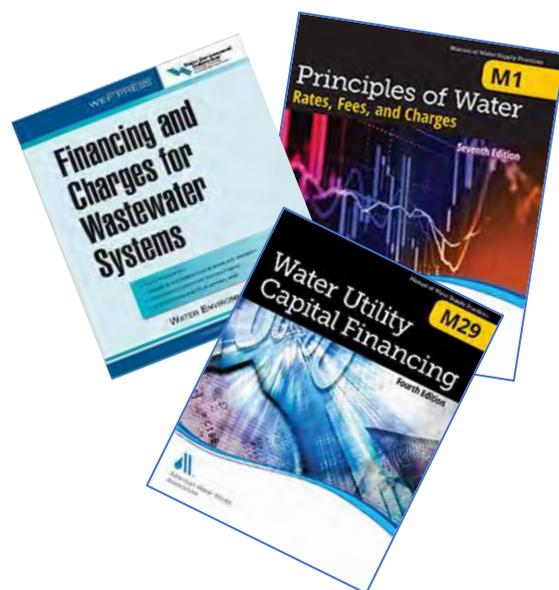
Willdan staff is experienced in a broad range of utility planning services; and therefore, understand the importance of an approach that integrates elements of utility planning, engineering, and finance. Willdan Team members possess considerable experience in utility rate and cost-of-service studies and have performed these services for hundreds of utilities throughout the country. Our team includes staff with public sector experience spanning 30 years, and staff on the forefront of utility 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; we craft solutions, which are sensitive to this.

Our expertise spans across the following utility financial planning services:

Willdan Financial Services	
Experience and Expertise	
<ul style="list-style-type: none"> ▪ Retail and wholesale rate studies; ▪ Revenue sufficiency analyses; ▪ Utility management and policy assistance; ▪ Connection fee / system development charge studies; ▪ Miscellaneous fee and charge studies; ▪ Renewal and replacement sufficiency analyses; ▪ Comprehensive alternatives analyses; ▪ Capital project funding studies; 	<ul style="list-style-type: none"> ▪ Interactive rate model development with dashboards showing key performance indicators; ▪ CIP financial scenario planning; ▪ Rate ordinance drafting; ▪ Billing system validation/rate testing; ▪ Bond feasibility reports; ▪ Valuation/divestiture studies; and ▪ Life cycle costs analyses

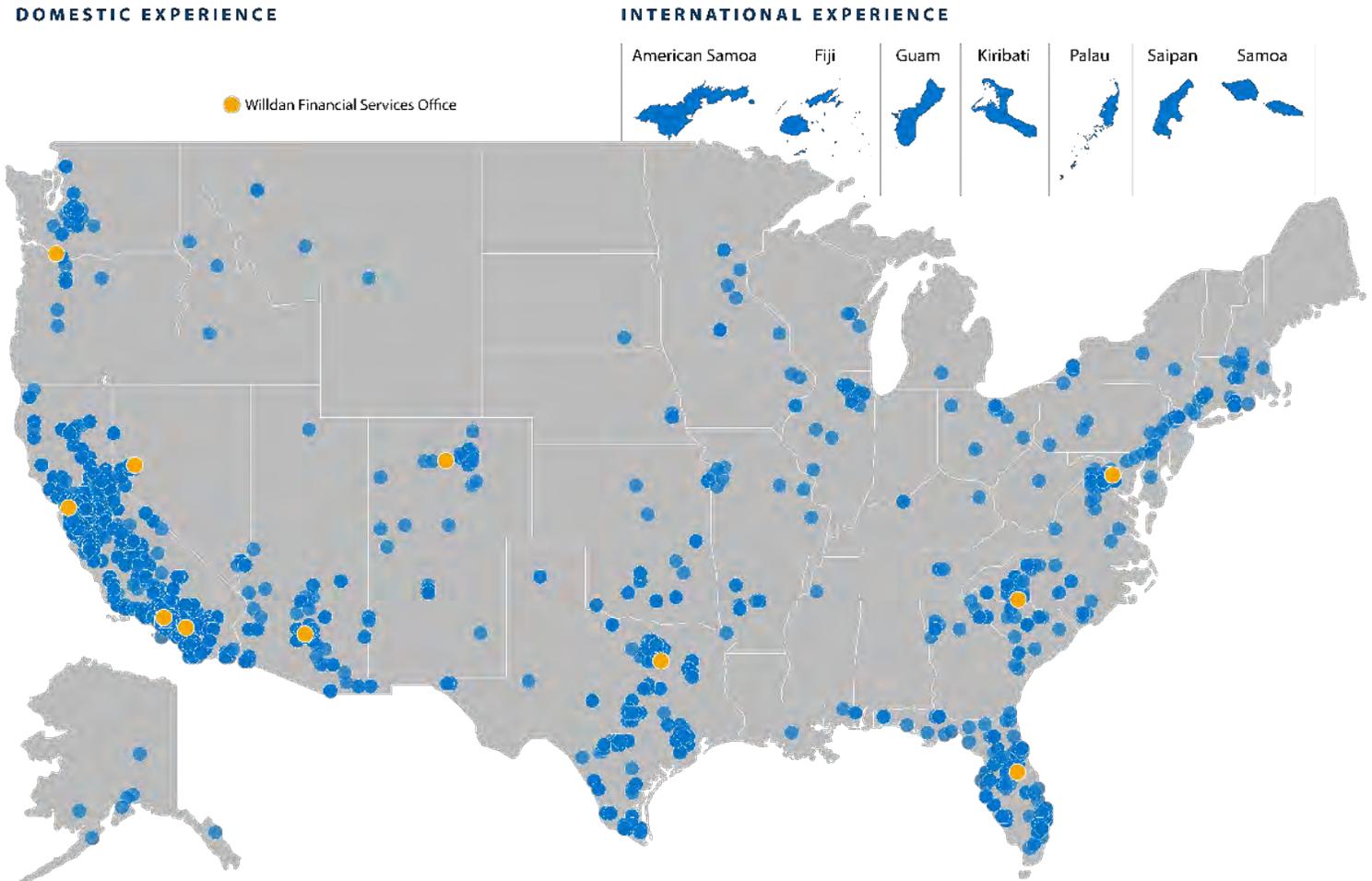
Willdan will work with the County to identify, and prioritize operational and fiscal objectives, and match these to specific rate attributes; and use this information throughout the engagement to develop a comprehensive financial plan and design utility rates that effectively meet these goals. The culmination of our analyses will be rate policies that guide the rate setting process, and a financial management plan that develops projected system operating results for the utility for the forecasted period. Willdan will employ its proven interactive approach, coupled with advanced financial modeling techniques to design rates and a financial plan that meet established goals and performance criteria. These modeling techniques serve as a powerful decision-making tool and provide the County with genuine business solutions and recommendations as to the strategic direction of its utilities.

During rate and financial planning projects we employ tools and techniques, which focus on consensus building among stakeholders to ensure the team understands the future financial implications of current management decisions. Our extensive project expertise is bolstered by our unique interactive financial planning process and model.



National and International Presence

For over 30 years, Willdan’s professional staff has provided utility rate, financial, economic, management and capital planning consulting services to utilities and governmental entities across the country. A representation of Willdan’s geographical client presence is depicted in the **graphic below**. Our client base extends from the south shores of Florida to the inside passage of Alaska, and for five sovereign nations.



Willdan's Unique Project Approach

Willdan proposes to develop a spreadsheet-based utility financial planning model that will allow the County to test a variety of “what-if” futures, whereby the County can change assumptions related to growth, the capital improvement program, operational programs, 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 County staff, we will use advanced modeling techniques to test the County's capital improvement program for prioritization, timing and affordability of projects. In doing so, the County 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 County 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; after all, no one wants to pay more for anything at any time for any reason. Therefore, the burden is on the County 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 would note the following about our services and the deliverables we will prepare for the County:

- 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 presentations to the County 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 300 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 received 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.

c) Consultant Personnel

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 60 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 for these engagements to less experienced personnel. Our senior level team members will be responsible for every aspect of this engagement.

Project Team Biographies

Vice President **Dan V. Jackson** will serve as **principal-in-charge and project manager** for this engagement. In this role, Mr. Jackson will participate in the kick-off meeting, provide direction and supervision throughout the project, and present preliminary and final recommendations to County staff and the County Commissioners' Court. Mr. Jackson has over 35 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. **He personally managed the last three water tariff studies for Webb County.** In 1997, Mr. Jackson co-founded Economists.com LLC, 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. *Mr. Jackson has provided over 300 public presentations in his career to County councils, county commissioners, and utility boards.* He understands how to make presentations to non-financial audiences. Mr. Jackson has given dozens of lectures and presentations before professional associations. He is also an accomplished author; his award-winning novel **Rainbow Bridge** is now available in bookstores and on Amazon.com and bn.com.

With more than 30 years of professional consulting experience, Mr. **Daniel Lanning** will serve as the **senior project analyst** working closely with Mr. Jackson to develop the analyses under the County's scope of services. Furthermore, Mr. Lanning will share knowledge gained through his involvement with American Water Works Association (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 of the AWWA Manual M1 – Principles of Water Rates, Fees, and Charges.*

Mr. Dennis Goral will serve as Project Analyst. Mr. Goral is a Senior Analyst with 3 years of municipal utility analysis experience and 2 years in financial and economic analysis experience. His consulting experience includes a variety of projects associated with public water, wastewater, reclaimed water, sanitation, natural gas, and electric utility systems throughout the United States and Pacific Islands. Mr. Goral will assist Mr. Jackson and Mr. Lanning in successfully completing the County's scope of services.

Staff Continuity

We do not anticipate staffing changes during the course of the project. However, in the extremely unlikely event that this situation arises, any change in team members will be discussed and approved in concert with the County prior to the change being made.

Resumes

The resumes for Willdan's proposed project team are presented on the following pages.

Dan V. Jackson, MBA

Vice President and Principal in Charge

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

Valuation Analysis

Acquisition Analysis

Privatization Analysis

Economic Impact Analysis

Expert Witness Testimony

Affiliations

Member, American Water Works Association

National Association for Business Economics

Other

The Forgotten Men (fiction) – Mediaguruz

Rainbow Bridge – Fiction – Mirador Publishing

36 Years' Experience

Mr. Jackson has 35 years of experience as an international financial expert, having completed more than 400 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, Reed-Stowe & Company and Arthur Andersen. In 1997, Mr. Jackson co-founded Economists.com LLC, 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. Mr. Jackson has given dozens of lectures and presentations before professional associations.

He is also an accomplished author; his award-winning novel **Rainbow Bridge** is now available in bookstores and on Amazon.com and bn.com. His experience is summarized below.

Water/Wastewater

Rate Studies and Long-Term Financial Plans for which Mr. Jackson served as Project Manager

Texas – Dallas/Fort Worth

- Allen, TX 2007, 2009, 2012,2016
- Balch Springs, TX 2017,2021
- Cedar Hill, TX 2016, 2018
- Celina, TX 2014, 2018, 2019,2020,2021
- Coppell, TX 2017,2020,2021
- Denton County FWSD 1A, TX 2017
- Denton County FWSD 8C, TX 2018
- DeSoto, TX 2005 -- 2019
- Duncanville, TX 2002, 2003, 2007, 2013, 2014, 2018
- Fairview, TX 2016, 2018
- Ferris, TX 2020
- Frisco, TX 2017
- Garland, TX 2009 –2012
- Grand Prairie, TX 2019,2020
- Hackberry, TX 2006
- Heath, TX 2020
- Hutchins, TX 2017,2019
- Kaufman, TX 1994
- Little Elm, TX 2001, 2004,2008-2016
- McKinney, TX 2010, 2016, 2019
- Mesquite, TX 2018
- Midlothian, TX 2000, 2003, 2006, 2010 2016,2021
- Oak Point, TX 2006, 2011
- Parker, TX 2016
- Plano, TX 2017,2020
- Princeton, TX 2012
- Prosper, TX 2005, 2016, 2018
- Richardson, TX 2016
- Rowlett, TX 2009, 2017, 2019,2021
- Royse City, TX 2007, 2011,2018
- Rockwall, TX 2018
- Sachse, TX 2014
- Sherman, TX 2021
- Venus, TX 2005, 2012
- Waxahachie, TX 2012

D. Jackson
Resume Continued

Texas -- Statewide

- Alamo Heights, TX 2018
- Amarillo, TX 2017
- Aqua Water Supply Corporation, TX 2003
- Brownsville PUB, TX 2020,2021
- Brady, TX 2016
- Castroville, TX 2016,2018
- Cibolo Creek Municipal Authority 2012, 2015
- Combes, TX 2021
- Crystal Clear SUD, TX 2021
- Del Rio, TX 2020,2021
- Donna, TX 2007, 2011, 2012, 2013,2015-2020
- El Paso County WCID #4, TX 2005, 2007, 2010, 2011, 2015,2019
- El Paso County Tornillo WCID, TX 2006, 2010
- Galveston, TX 2020
- Groesbeck, TX 2001, 2004
- Harker Heights, TX 2006
- Hewitt, TX 2009 – 2015, 2021
- Hondo, TX 2019
- Jonah Special Utility District, TX 2006
- Kempner WSC, TX 2014-2015
- Laredo, TX 2018,2019
- Laguna Madre Water District, TX 1991-1999, 2005, 2014, 2018,2020
- La Villa, TX 2007
- Leander, TX 2017-2018, 2020,2021
- League City, TX 2019
- Liberty Hill, TX 2018,2019
- Los Fresnos, TX 2007,2017
- Marble Falls, TX 2020
- McLendon-Chisholm, TX 2019
- Mercedes, TX 2001, 2003
- New Braunfels, TX 2019
- North Fort Bend Water Authority, TX 2011, 2016,2020
- Paris, TX 1995
- Port Arthur, TX 2020
- Port of Houston Authority, TX 2001
- Primera, TX 2021
- Raymondville, TX 2001
- Robinson, TX 2012, 2014, 2015
- Robstown, TX 2014, 2015
- San Juan, TX 2019
- Schertz, TX 2012 – 2019
- Seguin, TX 2015 -- 2020
- Selma, TX 2018
- Schertz-Seguin Local Govt Corporation, TX 2009 – 2021
- Sherman, TX 2021
- Sonora, TX 2012
- Southmost Regional Water Authority, TX 2001
- Tomball, TX 2018
- Troup, TX 2006
- Venus, TX 2005, 2012
- West Harris County Regional Water Auth, TX 2003, 2006, 2010, 2011,2016
- Webb County, TX 2004, 2011, 2014
- Whitehouse, TX 2008

D. Jackson

Resume Continued

- Winona, TX 2009
 - Yancey Water Supply Corporation, TX 2005
- Arizona**
- Bisbee, AZ 2000 – 2005, 2018
 - Buckeye, AZ 2013, 2015, 2016
 - Camp Verde Sanitary District, AZ 2006, 2008
 - Carefree, AZ 2018
 - Casa Grande, AZ 2009
 - Chino Valley, AZ 2010-2018
 - Chloride Domestic Water Imp District, AZ 2003
 - Clarkdale, AZ 2005
 - Clifton, AZ 2018
 - Cottonwood, AZ 2004, 2007, 2009
 - Douglas, AZ 2009, 2011
 - Eagar, AZ 2006, 2011, 2012
 - Eloy, AZ 2007, 2011-2013
 - Florence, AZ 2008, 2012
 - Flowing Wells Improvement District, AZ 2008
 - Goodyear, AZ 2014, 2015, 2019-2020
 - Holbrook, AZ 2004
 - Jerome, AZ 2019
 - Marana, AZ 2008 – 2013, 2016
 - Miami, AZ 2010 – 2012, 2015
 - Nogales, AZ 2011, 2015-2016, 2018
 - Patagonia, AZ 1999, 2002
 - Payson, AZ 2006, 2010, 2012-2014, 2019, 2020
 - Prescott, AZ 2008
 - Quartzsite, AZ 2004, 2009, 2011, 2012, 2018
 - Queen Creek, AZ 2004, 2007, 2015, 2016
 - Safford, AZ 2006
 - San Luis, AZ 2002, 2012, 2013, 2017, 2018, 2021
 - Show Low, AZ 2011, 2014
 - Somerton, AZ 1999, 2002, 2005-2010, 2018
 - Tombstone, AZ 2001
 - Tonto Village DWID, AZ 2018
 - Wellton, AZ 2003
 - Willcox, AZ 2002
 - Winslow, AZ 2016, 2018
 - Yuma, AZ 2007, 2014, 2015, 2018
- Arkansas**
- Bryant, AR 2021
 - Hot Springs, AR 2005, 2009-2020
 - North Little Rock Wastewater Utility, AR 1999, 2003, 2006, 2011-2015
 - Russellville, AR 2013, 2014, 2015, 2019
 - Hot Springs Village, AR 2015, 2019
- Oklahoma**
- Ada, OK 2014, 2015, 2018
 - Altus, OK 2020
 - Chickasha, OK 2016
 - Edmond, OK 2010, 2015, 2017, 2018
 - Miami, OK 2009, 2014, 2017
 - Pryor, OK 2016

D. Jackson

Resume Continued

USA

- North Chicago, IL 2001,2005
- Sarpy County, NE 2018
- South Adams County WSD, CO 2013

International Regulated Utilities – Pacific and Caribbean

- Water Authority of Fiji 2016,2019
- Palau Public Utilities Corporation 2018
- Kiribati Public Utilities Board 2019,2020
- EPC, Independent State of Samoa 2013
- Commonwealth Utilities Corporation Saipan 2005-2021
- American Samoa Power Authority 2009,2014,2016
- Guam Power Authority 2011
- Virgin Islands Telephone Company 1990-1991

Solid Waste and Stormwater – Rate Studies and Long-Term Financial PlansStormwater

- Hot Springs, AR 2011, 2012, 2013, 2016
- Bryant, AR 2021
- Balch Springs, TX 2021
- Coppell, TX 2020
- San Marcos, TX 2018
- Celina, TX 2021
- DeSoto, TX 2021

Solid Waste

- Duncanville, TX 2007
- Frisco, TX 2017
- Hewitt, TX 2010
- Mercedes, TX 1999
- San Luis, AZ 2003, 2013
- Somerton, AZ 2006
- Goodyear, AZ 2020
- Altus, OK 2021
- Miami, OK 2009

Water/Wastewater –CCN/ System Valuations and Acquisitions

- Avondale, AZ 2006
- Bullhead City, AZ 2020
- Buckeye, AZ 2013-2015
- Casa Grande, AZ (private) 2015
- Chino Valley, AZ 2006, 2016,2018
- Cottonwood, AZ 2009, 2012
- Clarksdale, AZ 2009
- Florence, AZ 2007, 2014
- Marana, AZ 2009, 2010
- Pine Strawberry Water Imp District, AZ 2009
- Prescott, AZ 2006
- Prescott Valley, AZ 1998
- Queen Creek, AZ 2008, 2011
- Show Low, AZ 2010, 2011
- Aubrey, TX 2015
- Arlington, TX 1999, 2001
- Celina, TX 2006, 2015
- Forney Lake WSC, TX 2016
- Gunter, TX 2006

D. Jackson

Resume Continued

- Kempner WSC, TX 2016
- FCS Lancaster, TX 2021
- Taylor, TX 1999
- Whitehouse, TX 2006
- Van Alstyne, TX 2019
- Rockwall, TX 2005
- Trinity Water Reserve, TX 2000
- North Chicago, IL 2001
- North Little Rock WWU, AR 2015

Water/Wastewater – Impact Fee Studies

- East Medina County Special Utility District, TX 2000
- Cibolo Creek Municipal Authority, TX 2015
- Crystal Clear SUD, TX 2021
- Harlingen, TX 2005
- Laguna Madre Water District, TX 1993, 1996, 2000, 2003
- Liberty Hill, TX 2019
- Los Fresnos, TX 2006
- Mesquite, TX 1996
- Seguin, TX 2015, 2020
- San Luis, AZ 2002
- Marana, AZ 2011- 2014
- Wellton, AZ 2003
- Prescott, AZ 2007
- Yuma, AZ 2004, 2007, 2016
- Hot Springs, AR 2005, 2009, 2016

Expert Witness Testimony

City of Arlington, TX – Seven separate cost of service analyses and testimony in wholesale contract rate proceedings before TNRCC. Largest ongoing wastewater rate dispute in Texas history, 1990-1994.

Cameron County Fresh Water Supply District No. 1 vs. Town of South Padre Island (TNRCC Docket 30346-W) – Expert testimony on reasonableness of rate structure, 1992.

Cameron County Fresh Water Supply District No. 1 vs. Sheraton Hotel/Outdoor Resorts (TNRCC Docket 95-0432-UCR) – Expert testimony on reasonableness of rate structure, 1993.

Laguna Madre Water District (PUC Docket 49154) – Expert testimony on the reasonableness of the District’s raw water rate -- 2019.

City of Celina, TX (SOAH Docket 2003-0762-DIS) – Expert testimony on the proposed creation of a Municipal Utility District, 2004.

City of Celina, TX (PUC Docket No. 49225) – Expert testimony on the reasonableness of outside city limit rates – 2020.

East Medina County Special Utility District (SOAH Docket 582-02-1255) – Expert testimony on CCN application, 2003.

East Medina County Special Utility District (SOAH Docket 582-04-1012) – Expert testimony on CCN application, 2004.

City of Karnes City, TX – Expert testimony on valuation of CCN before the Texas Commission on Environmental Quality, 2009.

City of Princeton, TX (SOAH Docket 582-06-1641 and TCEQ Docket 2006-0044-UCR) – Expert testimony on ability to serve proposed service territory, 2007.

Town of Little Elm, TX (SOAH Docket 582-01-1618) – Expert testimony on reasonableness of rate structure, 2001.

Schertz Seguin Local Government Corporation – Expert testimony addressing application of San Antonio Water System for groundwater permits for Gonzalez County UWCD, 2009.

D. Jackson*Resume Continued*

City of Ruidoso, NM – Expert testimony on reasonableness of Wastewater Rates, 2010.

City of Hot Springs, AR – Expert witness testimony on Reasonableness of Stormwater Rates, 2010.

Dallas County Water Control and Improvement District No. 6 (TNRCC Docket 95-0295-MWD) – Hearing on the merits for proposed wastewater treatment plant permit, 1995.

Commonwealth Utilities Corporation Saipan – Expert testimony before Commonwealth Public Utilities Commission on reasonableness of rate structure, 2010-2015.

City of Mesquite, Texas vs. Southwestern Bell Telephone Company (No. 3-89-0115-T, U.S. Federal Court Northern Texas) – 18 year estimate of revenues excluded from municipal franchise fees by SWB. Expert testimony on SWB accounting and franchise policies and Discovery disputes, 1991-1995.

City of Port Arthur, et. al., vs. Southwestern Bell Telephone Company (No. D-142,176, 136th Judicial District Court of Beaumont, Texas) – 20 year estimate of revenues excluded from municipal franchise fees by SWB. Expert testimony on SWB accounting and franchise policies. 1993-1995.

Southwestern Bell Telephone Company vs. City of Arlington, Texas (No. 3:98-CV-0844-X, U.S. Federal Court Northern Texas) – 15 year estimate of access revenues excluded from municipal franchise fees by SWB. Expert testimony on SWB accounting and franchise policies, 1996.

Metro-Link Telecom vs. Southwestern Bell Telephone Company (No. 89-CV-0240, 56th Judicial District Court Galveston County Texas) – 20 year pro forma model calculating lost revenue from the cancellation of a trunk line leasing contract.

Complaint of the City of Denton against GTE Southwest, Inc. (PUC Docket 14152), 1994.

GTE vs. City of Denton (No. 95-50259-367, 367th Judicial District Court of Denton County, Texas) – 10 year estimate of revenues excluded from municipal franchise fees by GTE, 1994-1996.

MAS vs. City of Denton, Texas (No. 99-50263-367, Judicial District Court of Denton County, Texas) – Testimony on reasonableness of franchise fee payment calculations.

Water/Wastewater – Other Studies

City of Paris, TX – Campbell's Soup Co. wholesale contract review/negotiations.

City of Conroe, TX – Evaluation of proposed long-term wholesale contract.

Cities of Bellmead, Woodway and Hewitt, TX – Least cost alternative analysis and assistance with wholesale contract negotiations with City of Waco.

City of Lubbock, TX – Analysis of reasonableness of rates for Franklin Water System, January 2002.

City of Rockwall, TX – Wholesale contract review, 2005.

City of Miami, OK – Non-rate revenue study, 2010.

Town of Payson, AZ – Financial feasibility and economic impact study of C.C. Cragin Reservoir, 2011.

City of Duncanville, TX – Water and wastewater cost allocation study, 2002.

City of Whitehouse, TX – Economic analysis of potential acquisition of a water supply corporation, 2006.

City of Midlothian, TX – Drought management plans, 2001.

City of Midlothian, TX – Assistance with wholesale contract negotiations, 2000-2001.

City of Arlington, TX – Cost of service study for non-water/sewer revenues, 1997.

City of Arlington, TX – Lease vs. purchase analysis of city fixed assets, 1998.

City of Donna, TX – Water and wastewater affordability analysis, 2005.

Southmost Regional Water Authority – Economic and financial impact of proposed desalination treatment plant, 2001.

Texas Water Development Board Region M – Financial feasibility analysis of water resource alternatives, 2006.

Laguna Madre Water District – Lost/unaccounted for water study, 1992.

D. Jackson
Resume Continued

Schertz Seguin Local Government Corporation – Assistance in contract negotiations with SAWS, 2010.

California-American Water Company – Reasonableness of rate structure for City of Thousand Oaks, CA, 2003.

California-American Water Company – Reasonableness of rate structure for City of Felton, CA, 2004.

Forsyth County, GA – Business plan with extensive recommendations for managing unprecedented growth in volume and customer connections. Ten-year projection of operating income, 1998.

City of Lakeland, FL – Valuation of wastewater reuse alternatives over 20-year timeframe.

Border Environment Cooperation Commission and City of Bisbee, AZ – Wastewater system improvements plan, 2003.

Water Infrastructure Finance Authority of Arizona – Evaluation of 40-year wastewater construction financing plan for Lake Havasu City, AZ, 2002.

Water Infrastructure Finance Authority of Arizona – Comprehensive residential water and wastewater rate survey for the state of Arizona, 2004-2008.

City of Plano, TX – evaluation of long-term contract with North Texas Municipal Water District, 2015-2020.

Regulated Utilities – USA

City of Miami, OK – Electric, water and wastewater and electric rate study, 2006.

Bonneville Power Administration – Participation in Average System Cost (ASC) program, including proposed changes in ASC methodology, 1988 - 1990.

Houston Lighting & Power – Feasibility/Prudence analysis of South Texas Nuclear Project vs. alternate forms of energy. Analysis formed the basis of partner's expert testimony before the Public Utility Commission of Texas, 1988.

Kansas Power & Light – Analysis of proposed merger with two separate companies, 1988.

Greenville Electric Utility System – Development of short-term cash investment policy in accordance with state law, 1989.

Horizon Communications – Business plan development, 2000.

City of Mercedes, TX – Economic Impact of New City Projects, 2000.

Telecommunications

City of Dallas, TX – Forecast of economic and financial construction and non-construction damages resulting from franchise's failure to fulfill terms of agreement, 2004

City of Dallas, TX – Financial evaluation and forecast of alternative wireless services contracts, 2005.

City of Dallas, TX – Evaluation and advice concerning VOIP contract with SBC, 2003

Voice Web Corporation – Financial forecast and strategic plan for CLEC development, 2001

United Telephone of Ohio – Pro forma forecast model forecasting the impact on financial statements of proposed changes in state telecommunications regulatory structures. Model was used as the basis for privatization bids for Argentine and Puerto Rican Telephone Companies, 1988.

Bonneville Power Administration – Evaluation and financial forecast of long-term fiber optic leasing operation, 1999.

Bonneville Power Administration – Economics of Fiber Analysis, 1999.

City of Portland, Oregon – Municipal Franchise Fee Review, 2000.

US West, Inc. – Valuation study and financial forecast of headquarters operation. Used as basis for Partner's allocated cost testimony before the Public Utility Commission in Washington and Utah.

Star-Tel – Estimate of revenues lost due to rival's unfair business practices, 1995.

Cities of Denton and Carrollton, Texas – Review of municipal franchise fee payments by GTE, 1994-1996.

Winstar Gateway Network -- forecast of average lifespan per ANI for specific customer classes.

D. Jackson

Resume Continued

Advisory Commission on State Emergency Communications – Review of E911 Equalization Surcharge Payments by AT&T, ATC Satelco, and Lake Dallas Telephone Company.

Northern Telecom – Projection of potential revenue generated from the long-term lease of DMS-100 switching units to Pacific Bell.

Publications/Presentations/Seminars

- ***Rainbow Bridge (fiction)*** – Mirador Publishing, 2020. Winner, 2021 Feathered Quill Silver Award for Animal-based literature; 2021 National Indie Excellence Award Finalist
- ***The Forgotten Men (fiction)*** – Mediaguruz Publishing, 2012.
- *Raising Water and Wastewater Rates – How to Maximize Revenues and Minimize Headaches* – Arizona Small Utilities Association, August 2002; Texas Section AWWA, April 2003
- *Wholesale Providers and the Duty to Serve: A Case Study* – Water Environment Federation, September 1996.
- *Lease vs. Purchase – A Guideline for the Public Sector* – Texas Town and City, March 1998.
- *An Introduction to Lease vs. Purchase* – Texas City Managers Association – May 1998.
- *Technische Universiteit Delft* – Delft Netherlands – Annual Infrastructure Conference – May 2000, 2001.
- *The US Water Industry – A Study in the Limits of Privatization* – Technische Universiteit Delft – Delft Netherlands – March 2007.
- *The New Information Economy: Opportunity or Threat to the Rio Grande Valley?* – Rio Grande Valley Economic Summit – Oct 2000.
- *The Financial Benefits of Regionalization – A Case Study* – Texas Water Development Symposium – September 2010.
- *Developing Conservation Water Rates Without Sacrificing Revenue* – TWCA Conference, San Antonio Texas, October 2012.
- *Water Rates – Challenges for Pacific Utilities* – Pacific Water and Wastes Conference, American Samoa, September 2014.

Daniel D. Lanning

Senior Project Analyst

Education

*Bachelor of Science,
Accounting, Bentley
University, Waltham
Massachusetts*

Areas of Expertise

*Management Consulting
Impact Fee Studies
Financial Analysis
Utility Rate and Cost Studies
Feasibility and Financial
Analysis and Reporting
Expert Witness
Utility Regulation*

Affiliations

*American Water Works
Association (AWWA)
Texas Section American
Water Works Association*

Societies

*Member: AWWA Rates and
Charges Committee;
Member Task Force Revising
AWWA Manual M-1 –Water
Rates and Charges;
Member Task Force to
prepare AWWA Manual M-54
– Developing Rates for Small
Systems;
Past Member Task Force to
edit/revise AWWA Manual
M-29 – Fundamentals of
Water Utility Capital
Financing
Water Environment
Federation -- Past Member
Financing and Charges for
Wastewater Systems Task
Force that prepared WEF
Manual of Practice No. 27,
Financing and Charges for
Wastewater Systems.*

**Over 35 Years of Utility
Financial Experience**

Mr. Lanning is a management consultant with over 35 years of domestic and international experience in utility financial/cost of service studies and energy efficiency and procurement matters. As a consultant, he has served as project manager, task leader, and key staff person on cost of service, impact fee, asset valuation, financial feasibility, and management studies for public and private utilities. He has presented testimony before local and federal courts and state regulatory agencies supporting positions utility cost of service issues. He has served for the past decade on the AWWA Rates and Charges Committee. Prior to his consulting career, Mr. Lanning served as a member of the New Hampshire Public Utilities Commission staff where he held several positions including Assistant Finance Director, Chief Auditor, and a PUC Examiner.

Water/Wastewater – Cost of Service and Rate Studies

Mr. Lanning has developed and updated over 150 water, wastewater cost of service, rate, and long-term financial planning studies for domestic and international government and private (IOU) entities. These studies regularly involve evaluating utility capital improvement plans, capital financing alternatives, operating statistics, and budget reporting. Mr. Lanning also has significant experience designing computer financial models for utilities and other government entities. Example projects include: **Highland Park, TX** (W/WW Rates); University Park, TX (W/WW Rates); Plano, TX (W/WW Rates); McKinney, TX (W/WW Rates); Richardson, TX (W/WW Rates); Balch Springs, TX (W/WW Rates); and USAID (Bosnia and Herzegovina sector wide financial strengthening of water/ wastewater utilities).

Stormwater and Solid Waste – Rate Studies and Long-term Financial Plans

Mr. Lanning has led and participated in numerous important stormwater and solid waste financial, rate and cost of service studies and projects. These studies included developing fees for retail solid waste, tipping fees for landfills, and developing stormwater and wastewater fees utilizing impervious area data.

Water/Wastewater - Impact Fees

Mr. Lanning has prepared impact/capacity fee analyses in Texas, Arizona, and Massachusetts. Recent example impact/capacity fee studies include: Yuma, AZ; Marana, AZ; Seguin, TX; and Cibolo Creek Municipal Authority, TX. These studies required strict adherence with state statutes that include preparation of specific reports and participation in public meetings.

Water/Wastewater – Asset Valuation

Mr. Lanning has prepared numerous asset valuations for water and wastewater utilities. These studies were used as guide for asset sale/purchases or as part of cost of service studies that develop rates for wholesale customers.

Energy – Procurement and Energy Management Project Feasibility

Mr. Lanning has been a key participant in several energy deregulation and comprehensive energy management projects. These projects include evaluating energy cost savings from proposed projects and developing electric procurement strategies/policies. Example studies include: Dallas, TX and Houston, TX.

Select Professional Experience

Mr. Lanning has led and participated in over 100 important financial, rate and Impact Fee studies and projects as a consultant. A sample list of water and wastewater rate and solid waste analysis projects include:

- Highland Park, TX (W/WW Rates)
- San Luis, AZ (W/WW and Solid Waste Rates)
- Yuma, AZ (W/WW Capacity/Impact Fees, Solid Waste)
- Fairview, TX (W/WW Rates)
- Richardson, TX (W/WW Rates)
- Schertz Seguin Local Government Corporation (Wholesale W Rates)
- Seguin, TX (W/WW Impact Fee)

D. Lanning*Resume Continued*

- Winslow, AZ (W/WW Rates and Bond Feasibility Study)
- Douglas, AZ (Solid Waste Rates)
- Marana, AZ (W/WW Impact Fees)
- Camp Verde, AZ (W/WW Rates)
- Nogales, AZ (Water Cost Analysis)
- League City, TX (W/WW Rate Study)
- Rowlett, TX (W/WW Rate Study)
- Royse City, TX (W/WW Rate Study)
- San Juan, TX (W/WW Rate Study)
- Grand Prairie, TX (W/WW Rate Revenue Requirement Study)
- McKinney, TX (W/WW Rates)
- Frisco, TX (W/WW Rates)
- Amarillo TX (W/WW Rates)
- Laredo, TX (W/WW Rates)
- Brady, TX (W/WW Rates)
- Celina, TX (W/WW Rate Study)
- Rockwall, TX (W/WW Rates; Asset Valuation)
- Los Fresnos, TX (W/WW Rates)
- Balch Springs, TX (W/WW Rates)
- Hutchins, TX (W/WW Rates)
- University Park, TX (W/WW Rates)
- Schertz, TX (W/WW Rates)
- Beeville, TX (W/WW Rates)
- West Harris Regional Water Authority, TX (Wholesale Water Rates)
- Plano, Garland, Richardson, Mesquite, TX (Evaluation of Wholesale Water Contract)
- Midlothian, TX (W/WW Rates)
- Liberty Hill, TX (W/WW Impact Fees)
- Hot Springs, AR (W/WW Impact Fees and Non-Revenue Water Audit)
- Cibolo Creek Municipal Authority, TX (W/WW Impact Fees and WW Rate Analysis)
- Fort Worth, TX (W/WW Impact Fees)
- North Little Rock Wastewater Utility, AR (WW Rate Study)
- Westminster, CO (W/WW Rates)
- Duluth, MN (WW Rates)
- Lansing, MI (CSO Value Engineering Study)
- Oswego, NY (W/WW Rates)
- New Bedford, MA (CSO Affordability and SRF Funding Application)
- Brewer Water District, ME (W Rates)
- Los Angeles Department of Water and Power (Integrated Resource Plan – Financial Model)
- Fort Worth, TX (Wholesale Rates & Contract Negotiations)
- Falls Church, VA (Utility Asset Valuation)
- USAID (Bosnia and Herzegovina sector wide financial strengthening of water/wastewater utilities)
- Waller Lansden Dortch, & Davis, LLP (Representing Trustee of Jefferson County, AL sewer debt)
- OK Foods Inc., Muldrow, OK (W Rates)
- Corporation (IFC) and Egyptian Ministry of Housing, Utilities & Urban Developments (Purchase Feasibility Study)

New Braunfels Utilities, TX – Water Rights Lease Evaluation (Senior Financial Analyst 2019): New Braunfels Utilities (“NBU”) engaged Willdan Financial Services to review and provide input into a proposed methodology for charging for leased water to potential new customers of the utility. Mr. Lanning prepared a financial analysis and forecast of revenue requirements used to determine the lease of GBRA Mid-Basin water supply project water rights owned by NBU. Mr. Lanning also participated in the preparation of Willdan’s comfort letter regarding the proposed lease contract.

Town of Fairview, TX – Water and Wastewater Rate Study (Senior Financial Analyst, 2016 and 2018): Mr. Lanning prepared a water and wastewater rate analysis and report for the Town of Fairview. The report included recommended rates and a financial plan for the next 10 years. The study included evaluations of alternative rate structures and an impact analysis of recommended rate increases on customers.

City of Celina, TX – Water and Wastewater Rate Study (Senior Financial Analyst, 2018 and 2021): Mr. Lanning prepared a water and wastewater rate analysis and report for the City of Celina. Since the City is growing rapidly, the report included recommended rates for the next 3 years with a recommendation of an annual review to confirm growth estimates continue as planned. The report also included a 10 year financial plan for the water and wastewater utilities.

D. Lanning*Resume Continued*

Several alternative rate structures were developed and an impact analysis of these alternative on customers and the City were provided. Finally, the impact of recommended rate increases on customers was prepared.

City of Plano, TX – Water and Wastewater Rate Study (Senior Financial Analyst, 2017 and 2020): Mr. Lanning prepared a water and wastewater rate analysis and report for the City of Plano. The report also included a 10 year financial plan for the water and wastewater utilities. Several alternative rate structures were developed and an impact analysis of these alternative on customers and the City were provided. Finally, the impact of recommended rate increases on customers was prepared.

City of McKinney, TX – Water and Wastewater Rate Study (Senior Financial Analyst, 2016 and 2019): Mr. Lanning prepared a water and wastewater rate analysis and report for the City of McKinney. Since the City is growing rapidly, the report included recommended rates for the next 3 years with a recommendation of an annual review to confirm growth estimates continue as planned. The report also included a 10 year financial plan for the water and wastewater utilities. Several alternative rate structures were developed and an impact analysis of these alternative on customers and the City were provided. Finally, the impact of recommended rate increases on customers was prepared.

City of Richardson, TX – Water and Wastewater Rate Study (Senior Financial Analyst, 2016/2017): Mr. Lanning prepared a water and wastewater rate analysis and report for the City of Richardson. The report also included a 10 year financial plan for the water and wastewater utilities. Several alternative rate structures were developed and an impact analysis of these alternative on customers and the City were provided. Finally, the impact of recommended rate increases on customers was prepared.

City of University Park, TX – Water and Wastewater Rate Study (Project Manager, 2013): Mr. Lanning was Project Manager for a team of experts working with Kent Austin (former University Park Finance Director) completing a cost of service and rate design study for University Park that included 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.

Professional Activities

- Water Rates in New England - A Decade of State Regulatory Decisions – North Atlantic Water Workers Symposium, 1994.
- SDWA Impact on Rates -- Joint New England Water Works Association and New Hampshire Water Works Association Meeting, January 1995.
- Developing Performance Measures -- Round Table Moderator; New England Water Works Association - 114th Annual Conference, 1995.
- Benchmarking Performance Measures: What Are They? Why Use Them? Round Table Moderator; New England Water Works Association - 115th Annual Conference, 1996.
- Water Utility Rate Making -- Seminar Moderator; New England Water Works Association one day seminar, 1996, 1997, 1998.
- Data Requirements: Computer and Billing Systems -- Session Presenter; NEWWA seminar "Water Utility Rate Making," 1996.
- The Breakup of Power in New England: Changes in the Rules of the Game -- J.S. Kowalczyk and D.D. Lanning. New England Health Care Engineers Conference, 1997
- The Energy Supermarket -- J.S. Kowalczyk and D.D. Lanning, Rhode Island Water Works Association, December 1997.
- Electric Utility Restructuring -- Round Table Moderator; New England Water Works Association - 117th Annual Conference, 1998.
- Cost of Service vs. Reality -- Presentation, New York Water Works Association, 1998.

- Contributions In Aid of Construction - Past, Present and Future -- AWWA Conference, June 2000, Denver CO
- Is Deregulation An Alternative Means To Rate Stability? Southwest Section AWWA Annual Conference, Boiser City, LA, September 2000
- Charting a Course through the Deregulated Energy Environment: The City of Dallas Experience -- R. R. Rogers, J. Dillard, D. D. Lanning; AWWA/WEF Joint Management Conference, Portland OR; February 2001
- Rate 101 Seminar – Fundamentals of Ratemaking – Seminar Moderator – Texas AWWA one day seminar, October 2002
- User Fees: Cause and Effect – Presenter – 2003 Arkansas Water Works and Water Environment Association Conference Short School “Visionaries for Arkansas”, April 2003
- How Utility Rates and Charges Are Determined – Presenter – Kansas Water Environmental Association, 58th Annual Conference – April 2003
- Rate 101 Seminar – Fundamentals of Water and Wastewater Rates – Government Financial Officers Association of Texas 2004 Annual Conference – April 2004 – Presenter (“Revenue Requirements”) and Lead Moderator.
- Alternative Financing Available for Water/Wastewater Utility Energy Saving Improvements: Two Examples From New York -- C. Korzenko and D. Lanning, (co-presenters) American Water Works Association (AWWA) 2005 Annual Conference and Exposition – San Francisco.
- Rate 101 Seminar – Fundamentals of Water and Wastewater Rates – Government Financial Officers Association of Texas 2005 Fall Conference – November 2005 – Presenter (“Revenue Requirements”) and Lead Moderator.
- “Planning and Financing Water and Wastewater Utility Infrastructure Replacement” – S. Kuhr, G. Nestel, H. Reynolds and D. Lanning – Underground Infrastructure Management - magazine and web site – five articles published between 2005 and 2008.
- “Now That I Must Do It, How Do I Do It? What You Need to Know About the Fundamentals of Water Utility Capital Finance - An Introduction to AWWA’s New and Improved Manual M29”, American Water Works Association (AWWA) conference ACE 07 Workshop June 24, 2007 – Workshop Presenter - “Financial Requirements Planning Process”.
- “Everything You Ever Wanted to Know About Finance Management but were Afraid to Ask: An Overview of the New AWWA Financial Management for Water Utilities Manual,” American Water Works Conference (AWWA) ACE 08 Workshop, June 8, 2008 – Workshop Presenter – “Operational and Capital Planning, Capital Assets, CIP and Planning, Benchmarking, Strategic Financial Planning”.
- “Inside/Outside Rates: Refinements in the M1 Manual” Eric Rothstein and Dan Lanning; AWWA 2012 Annual Conference and Exhibits (ACE12) Rate and Charges Committee Session “AWWA's Updated M1 Manual - Perspectives on a Changing World”; June 13, 2012

Testimony Experience

The following is a list of testimony experience Mr. Lanning has as a commission staff member:

- Southern New Hampshire Water Co. NH – Revenue Requirement
- Pennichuck Water Works NH – Revenue Requirement
- Manchester Water Works NH – System Development Charge
- Concord Steam Corp. NH – Revenue Requirement
- Manchester Gas Company NH – Revenue Requirement
- Public Service Company of New Hampshire – Fuel Adjustment Charge
- Gas Service Inc. NH – Revenue Requirement
- Garland Power and Light, TX – Petition for Transmission Improvements - Competitive Renewable Energy Zone

Dennis Goral

Senior Analyst

Education

Double Bachelor of Science, Finance and Economics, University of Texas

Mr. Goral is a Senior Analyst with 4 years of municipal utility analysis experience and 2 years in financial and economic analysis experience. His consulting experience includes a variety of projects associated with public water, wastewater, reclaimed water, sanitation, natural gas, and electric utility systems throughout the United States and Pacific Islands.

Areas of Expertise

Rate Studies

Rate Design

Dynamic Computer Modeling

Dashboard Design

Cost of Service Studies

Alternatives Analysis

Advanced Excel

Cost Allocation Studies

User Fee Studies

Clubs and Organizations

GFOAT, Government Finance Officers Association of Texas

SEED, Student Entrepreneurs and Economic Development

SIFE, Student in Free Enterprise

Alpha Beta Gamma, Business Honors Society

Honors and Awards

Lowe's Community Improvement Grant for Collin Community College, 2011

6 Years' Experience

Mr. Goral has been involved with many different facets of project analysis for water and wastewater utility systems including data gathering, dashboard development, dynamic model development, sensitivity analysis, cost-benefit analysis, alternative analysis, demographic analysis, consumption analysis and rate design. Additionally, he has been involved in model development and analysis for cost allocation and user fee studies.

He has special expertise in dashboard development and dynamic model development. In addition, Mr. Goral has an extensive working knowledge of Microsoft Excel and the ability to perform detailed and complex analyses. He has experience in presenting complex information in a simple and easy to understand way.

Representative Client Listing

The following is a listing of Mr. Goral's water and wastewater related project experience accumulated in the past two years:

- 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
- Town of Carefree, AZ
- City of Duncanville, TX
- City of Rockwall, 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
- City of Mesquite, TX
- City of Alamo Heights, TX
- Denton County Fresh Water Supply District 8C, TX

D. Goral*Resume Continued*

The following is a listing of Mr. Goral's cost allocation and user fee related project experience accumulated in the past two years:

- City of Missouri City, TX
- City of Mesquite, TX
- City of DeSoto, TX
- Town of Sunnyvale, TX
- City of San Luis, AZ

A few recent projects that are relevant include:

City of Coppell, TX – Stormwater, Water and Wastewater Rate Study (Senior Financial Analyst, 2017,2019): Mr. Goral prepared a water and wastewater rate analysis and report for the City of Coppell in 2017. The report included recommended rates and a financial plan for the next 10 years. In 2019, Mr. Goral, prepared a stormwater rate analysis for the City.

City of Frisco, TX – Solid Waste, Water and Wastewater Rate Study (Financial Analyst, 2017): Mr. Goral prepared a comprehensive water and wastewater rate study and long-term financial forecast for fiscal year 2017 and beyond. The City was experiencing rapid growth and needed to plan for and fund the significant level of growth it expects to experience in the next decade. Several alternative rate structures were developed and an impact analysis of these alternative on customers and the City were provided. Additionally, Mr. Goral helped develop the solid waste model for the City.

City of San Luis, AZ – Solid Waste, Water and Wastewater Rate Study (Senior Financial Analyst, 2019): Mr. Goral prepared a solid waste, water and wastewater rate analysis and report for the City of San Luis. The report included recommended rates and a financial plan for the next 10 years. The study included evaluations of alternative rate structures and an impact analysis of recommended rate increases on customers.

City of DeSoto, TX – Solid Waste, Water and Wastewater Rate Study (Senior Financial Analyst, 2017, 2019): Mr. Goral prepared a solid waste, water and wastewater rate analysis and report for the City of San Luis. The report included recommended rates and a financial plan for the next 10 years. The study included evaluations of alternative rate structures and an impact analysis of recommended rate increases on customers.

Water Authority of Fiji, Fiji – Water and Wastewater Tariff Study (Senior Financial Analyst, 2016, 2019): Mr. Goral prepared a water and wastewater tariff analysis and report for Water Authority of Fiji. The report included recommended tariffs and a financial plan for the next 10 years. The study included conversions of currency and volumes as well as separate Cost of Service summaries and Generally Accepted Accounting Principles (GAAP) summaries.

City of Leander, TX – Water and Wastewater Rate Study (Senior Financial Analyst, 2020-2021): Mr. Goral prepared a comprehensive water and wastewater rate study and long-term financial forecast for fiscal year 2021 and beyond. The City was experiencing rapid growth and needed to plan for and fund the significant level of capital improvements expected in the next decade. The City had many unique issues such as unique wholesale contracts and outside city utility basis calculation. Several alternative rate structures were developed and an impact analysis of these alternative on customers and the City were provided.

City of Alamo Heights, TX – Water and Wastewater Rate Study (Senior Financial Analyst, 2018): Mr. Goral prepared a water and wastewater rate analysis and report for the City of Alamo Heights. The report included recommended rates and a financial plan for the next 10 years. The study included evaluations of alternative rate structures, alternative financing sources, and an impact analysis of recommended rate increases on customers.

d) Client References

Required Reference Form

REFERENCES FORM

Please list three (3) references of current or recent customers who can verify the quality of service your firm provides. The County prefers customers of similar size and scope from other government agencies from the State of Texas.

Reference No. 1

Government / Company Name: City of Laredo

Address: 5816 Daugherty, Laredo Texas 78041

Contact Person / Title: Mr. Razul Mia, Director of Utilities

Phone Number: (956) 721-2000 Email Address: rmia@ci.laredo.tx.us

Contract Period: 2017 - Present

Scope of consulting services provided:

Water, Wastewater, and Gas Rate Consultant Services

Reference No. 2

Government / Company Name: City of Del Rio

Address: 109 West Broadway, Del Rio, Texas 78840

Contact Person / Title: Mr. Matt Wojnowski, City Manager

Phone Number: (830) 774-8558 Email Address: mwojnowski@cityofdelrio.com

Contract Period: 2021

Scope of consulting services provided:

Water, Wastewater and Gas Rate Study

Reference No. 3

Government / Company Name: Brownsville PUB

Address: 1425 Robinhood Drive, Brownsville Texas 78521

Contact Person / Title: Ms. Monica Garza Cavazos, Financial Manager

Phone Number: (956) 983-6172 Email Address: mcavazos@brownsville-pub.com

Contract Period: 2020 - 2021

Scope of consulting services provided:

Water and Wastewater Rate Study

**Proposers may submit additional references for consideration.*

Plano Office Clients

Identified below are select Texas engagements completed by the proposed project team within the last three years and include the principal client contact's name and contact information. Please note that many of our projects completed in the last three years are for long-term ongoing clients. We are proud of the fact that many clients who initially engaged us for rate studies are happy with our work project, and subsequently engage us for additional work. **We urge the County to contact our references who will confirm their satisfaction with our level of service and work product.**

We are also proud of our reputation for customer service and encourage you to contact the references listed in regard to our commitment to completing our projects within budget and agreed upon timeline. Please feel free to ask for additional contact information for our other State or international clients.

Webb County, TX | Water and Wastewater Rate Consultant Services; 2004 – 2014

Willdan/Economists.com is very proud of its nearly two-decade record of service to Webb County. In 2004 Economists.com, and Mr. Dan V. Jackson, was originally engaged to complete a preliminary financial impact analysis of the County's proposed Highway 59 Colonias Water and Wastewater Improvements Project. The study analyzed household income, debt capacity and other financial factors and assessed the overall affordability and financial impact of the project. It presented details on the size of the overall system, total accounts, and impact of the proposed project on monthly user rates. This analysis was a critical component of the overall project assessment.

In 2011 we were engaged by Webb County to complete a water and wastewater rate study and long-term financial plan. Our analysis indicated that the water and wastewater fund was not self-sufficient, and in order to fund the County's proposed \$9 million capital improvement plan, a series of annual moderate rate adjustments would be required. We presented several alternative rate plans to the County Commission for their consideration and approval.

In 2014 we were engaged to complete an update to our comprehensive water and wastewater rate study. Many of the issues from the previous study remained – the County's revenues were not sufficient to fund all operating expenses, and the County was facing the need to fund millions of dollars of capital improvements. Once again, we presented a series of alternative rate structures and long-term plans for the County Commission to consider.

Our long record of service has given us a concise and detailed understanding of the challenges faced by the County in providing affordable water and wastewater service, as well as the challenges of implementing inevitable rate adjustments. We understand that any plan for adjustments is bound to face skepticism and outright opposition, but we remain convinced that a properly presented plan will acquire the approval from the County Commission.

Client Contact: Mr. Adrian Montemayor
Mr. Fitzgerald Sanchez
Ms. Laura Pena
Mr. Luis Perez-Garcia
1620 Santa Úrsula 2nd Floor, Laredo, TX 78040
Tel#: (956) 523-4055 | Email: lperezgarcia@webbcountytexas.gov

Laredo, TX | Water, Wastewater, and Gas Rate Consultant Services; 2017 to present

For the past five years Willdan has served as the water and wastewater rate consultant for the City of Laredo. In 2017 we were engaged to prepare a wastewater rate study, which was later expanded into a water and wastewater rate study. The City was facing the need to fund a minimum of \$150 million in capital improvements, even more if the City constructed the Manadas Wastewater Treatment Plant. We adopted our international water and wastewater rate design model to analyze the City's utility fund, and as a result our project team presented several rate alternatives to assist the City in funding the project while minimizing the impact of the CIP on ratepayers. The City Council adopted one of the alternatives after a series of spirited public debates.

Due to the rapid growth in the City and the evolving nature of the CIP, we were engaged again in 2019 to update our rate plan. We conducted the same analysis and revised our rate plan recommendations to accommodate the change in CIP priorities and funding. Once again, the Laredo City Council adopted our multi-year rate plan.

In 2021 the City engaged Willdan and its partners, LAN, to complete a comprehensive Integrated Water Master Plan. LAN is preparing the engineering analysis, and once their study is complete, we will analyze the impact of the Master Plan on the City's rates.

Given the City's rapid growth and significant capital improvement needs, it is common to reassess financial and CIP plans every few years and adjust accordingly. We anticipate completing our latest analysis in late 2021 – early 2022 and will present our results to the City Council.

Client Contact: Mr. Razul Mia, Director of Utilities
5816 Daugherty, Laredo, TX 78041
Tel #: (956) 721-2000 | Email: rmia@ci.laredo.tx.us

Mr. Michael Rodgers, Assistant Director of Utilities
5816 Daugherty, Laredo, TX 78041
Tel #: (956) 721-2000 | Email: mrodgers@ci.laredo.tx.us

Del Rio, TX | Water, Wastewater, and Gas Rate Study: 2021

In 2021 Willdan was engaged by the City of Del Rio to conduct a comprehensive water, wastewater and gas rate study. The City's utility fund was just at the point where it was not recovering sufficient revenue to cover operating and capital expenses. In addition, the City was experiencing growth in its population and the surrounding Colonias, and was seeking CDBG funding to connect the Colonias to the existing system. The City also provides service to the local air force base through an existing contract.

The City was interested in amending its rates for water, wastewater and electric, and also sought to examine alternative rate structures such as lifeline rates and senior citizens rates. It had been several years since the prior rate increase so staff recognized that gaining acceptance for the new rate structure would be a challenge. But the Council adopted the project team's proposed rate plan.

Client Contact: Mr. Matt Wojnowski, City Manager
109 West Broadway, Del Rio, TX 78840
Tel #: (830) 774-8558 | Email: mwojnowski@cityofdelrio.com

Brownsville PUB, TX Water and Wastewater Rate Study; 2020-2021

After a competitive bidding process the Brownsville PUB engaged Willdan to conduct a comprehensive water and wastewater rate study and long-term financial plan. The City has experienced significant growth and requires hundreds of millions of dollars of capital improvements to fund both growth and maintenance. Additionally, the PUB has a significant number of outside city customers and required a rate to be put in place that was fair, just and reasonable. Finally, the PUB sought to develop a rate for its Resaca customers to ensure that they were paying for the cost of water they were extracting. The project team completed its analysis and presented its results, including the imposition of a multi-year rate plan, in 2021. The City Council must adopt the Board's recommendation, and that is expected to occur in late 2021.

The PUB has also engaged Willdan to prepare a comprehensive analysis of the City's resaca cost of service, and to develop a rate plan to recover these costs. The PUB has already expressed the intention to re-engage Willdan to prepare an update of the rate plan.

Client Contact: Ms. Monica Garza Cavazos, Financial Manager
1425 Robinhood Drive, Brownsville Texas 78521
Tel#: (956) 983-6172 | Email: mcavazos@brownsville-pub.com

Laguna Madre Water District, TX | Water and Wastewater Rate Study; 2018

Willdan and its predecessor firm, Economists.com, has been providing water and wastewater rate consulting services to LMWD since 1997. Willdan/Economists.com has completed over 20 separate engagements for LMWD in the past 20 years. Our services have resulted in millions of dollars of capital improvement financing and the ability for the District to properly finance the rapid growth on South Padre Island and the surrounding community. Our most recent rate study was completed in 2018. In this study we analyzed the District's need to issue new long-term debt to fund capital improvements, and evaluated the prospect of altering the methodology by which the District charged its hundreds of condominiums. We forecast revenues and expenses over a ten year period and recommended a long-term water and wastewater rate plan that was adopted by the District's Board of Directors. We are proud of our long-standing service to the District and the people of the Port Isabel – South Padre Island community.

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

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

Willdan 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, the Schertz-Seguin Local Government Corporation.

The City of Seguin initially engaged Willdan/Economists.com in 2015 to develop a comprehensive water and wastewater rate plan. The City faced the need to spend tens of millions of dollars to repair and replace its aging water distribution and wastewater collection system. Further, the City is beginning to experience a significant level of growth in both its commercial and residential sectors.

The project team developed a multi-year water and wastewater rate plan that uniformly applied rate adjustments to all customer classes based on projected revenue requirements. The rate plan is intended to fully fund needed capital improvements over the next five years. Additionally, as part of this study, special rates were developed for a new large water customer based on that customer's cost of service. The rate model designed for the City included a specific cost of service for each class of water and wastewater customers in accordance with American Water Works Association (AWWA) and Water Environment Federation (WEF) ratemaking guidelines. City Council adopted the multi-year rate plan after a public hearing in open session in September 2015.

The project team has prepared annual updates of the rate plan every year since 2015. The project team also provided a more in-depth analysis of the City's options regarding the financing of long-term capital improvements to the water and wastewater system. These options included the development of an impact fee to ensure that new growth paid its share of the capital improvement costs.

Client Contact: Mr. Ricardo Cortes, Assistant City Manager
205 N River Street, Seguin, TX 78156
Tel #: (956) 401-2401 | Email: rcortes@seguintexas.gov

City of Port Arthur, TX Water and Wastewater Rate Study; 2020-2021

The City of Port Arthur engaged Willdan to conduct a comprehensive water and wastewater rate study and long-term financial plan. The City has undertaken a significant level of capital improvements, including the expansion of its primary water treatment plant. Further, its utility fund has been struggling in recent years and rate adjustments are required to eliminate support and subsidies from the general fund. The project team conducted a thorough analysis and has recommended a series of rate adjustments to fund both the capital improvements and restore financial health. Due to COVID-19 restrictions, the anticipated adoption of the proposed multi-year rate plan was deferred to 2021, but was ultimately adopted by the City Council.

Client Contact: Mr. Donald Stanton, Director of Utilities
444 4th St, Port Arthur Texas 77642
Tel#: (409) 983-8226 | Email: donald.stanton@portarthurtx.gov

City of Selma, TX | Water Cost of Service Rate Study; 2019

Willdan was engaged by the City of Selma to conduct a water utility cost of service and rate study. The City had experienced significant growth over the past decade but was rapidly approaching buildout. Further, the City had not implemented rate adjustments in a number of years, and as a result the utility fund was struggling to meet costs. Finally, the City was facing the need to fund capital improvements to repair and maintain the water system. The project team completed a comprehensive cost of service analysis and developed a long-term rate plan that was evaluated and approved by the City Council in spring 2019.

Client Contact: Mr. Johnny Casias, City Manager
9375 Corporate Drive, 78154
Tel #: (210) 651-7858 | Email: jcasias@ci.selma.tx.us

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

Willdan/Economists.com has completed numerous engagements for the City of Midlothian since 2000. Our initial engagement was a comprehensive water and wastewater rate study for the City. The City was realizing significant growth from both its residential sector and its outside commercial customers. The City also serves two large outside wholesale customers that utilize a substantial portion of their 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. Since this time, the project team has provided annual rate design recommendations and revenue forecasts to the City regularly.

The City has hired Willdan/Economists.com for several follow-up studies, including drought management plans, contract negotiations, and growth impact forecasts. Most recently we completed the City’s 2021 rate update and a comprehensive financial plan for the current budget year and beyond.

Client Contact: Mr. Chris Dick, City Manager
104 W Ave E, Midlothian, TX 76065
Tel #: (972) 775-7102 | Email: chris.dick@midlothian.tx.us

City of DeSoto, TX | Water and Wastewater Cost of Service Rate Study; Annually 2004 - 2021

Willdan (formerly Economists.com) was 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 the 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 provided to the City in electronic form. A fiscal year 2006 update was completed as well, and the City engaged our firm again in May 2007 to perform a full study update which was completed in September 2007. Then in June 2008 the City engaged the firm 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, engaged again 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 full updates to the water and wastewater rate study for the City were completed with analysis and recommendations presented to Council and subsequently adopted. In the years 2015 through 2018, 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.

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

League City, TX | Water and Wastewater Multi-Year Financial Plan and Rate Design Study; 2019-2020

The City of League City engaged Willdan in late 2019 to prepare a comprehensive water and wastewater rate study and long-term financial plan. The City had been experiencing a significant amount of population and account growth, and was interested in developing a long-term plan that funded growth without disproportionately impacting existing ratepayers. The City was also experiencing significant increases from its wholesale water supplier, Gulf Coast Water Authority, and wanted to ensure that these costs were passed through to the ratepayers in a manner that minimized their financial and economic burden. Finally, the City sought to implement a rate plan for its non-residential ratepayers that did not disproportionately burden high volume commercial customers.

The project team worked extensively with City staff to develop a series of several rate plan alternatives, which were presented to the City Council. The City Council carefully reviewed all alternatives and in early 2020 adopted the chosen alternative, a multi-year plan with annual adjustments, by a unanimous vote.

Client Contact: Mr. John Baumgartner, City Manager
300 West Walker, League City, Texas 77573
Tel#: (281) 554-1414 | Email: john.baumgartner@leaguecitytx.gov

Similar Clients

The chart below is a comprehensive listing of the Plano office’s clients. It does not include the hundreds of additional clients served by other Willdan offices, or our international clients. **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 proposed team members is not useful to, nor relevant to, the County’s needs and requirements.

Willdan Financial Services				
Client List - Plano Office				
Texas		Arizona		United States
1 Alamo Heights	51 League City	1 Arizona Dept. of Environmental Quality	1 Bryant, AR	
2 Allen	52 Liberty Hill	2 Avondale	2 Hot Springs, AR	
3 Amarillo	53 Little Elm	3 Bisbee	3 Hot Springs Village, AR	
4 Aqua Water Supply Corporation	54 Llano	4 Buckeye	4 North Little Rock Wastewater Utility, AR	
5 Aubrey	55 Los Fresnos	5 Bullhead City	5 Russellville, AR	
6 Arlington	56 Marble Falls	6 Camp Verde	6 Ada, OK	
7 Balch Springs	57 McKinney	7 Carefree	7 Chickasha, OK	
8 Bellmead	58 Mercedes	8 Casa Grande	8 Edmond, OK	
9 Beeville	59 Mesquite	9 Chino Valley	9 Miami, OK	
10 Brady	60 Midlothian	10 Clarkdale	10 Pryor, OK	
11 Brazos River Authority	61 New Summerfield	11 Clifton	11 North Chicago, IL	
12 Brownsville Public Utility Board	62 North Fort Bend Water Authority	12 Cottonwood	12 South Adams County, CO	
13 Castroville	63 Oak Point	13 Chloride Domestic Water Imp. District	13 Sarpy County, NE	
14 Cedar Hill	64 Pantego	14 Douglas		Pacific Region
15 Celina	65 Parker	15 Eagar		
16 Cinco Southwest MUD 1, 2, 3	66 Plano	16 Eloy	1 Water Authority of Fiji	
17 Cibolo Creek Municipal Authority	67 Port Arthur	17 Flowing Wells Irrigation District	2 Palau Public Utilities Corporation	
18 Cibolo Valley Local Govt Corp	68 Princeton	18 Florence	3 Kiribati PUB	
19 Coppell	69 Prosper	19 Gila Bend	4 American Samoa Power Authority	
20 Crandall	70 Raymondville	20 Globe	5 Electric Power Corporation – Samoa	
21 Del Rio	71 Richardson	21 Goodyear	6 Commonwealth Utilities Corporation – Saipa	
22 Denton	72 Robstown	22 Holbrook	7 Guam Power Authority	
23 Denton County FWSD #1A	73 Rockwall	23 Jerome	8 World Bank	
24 Denton County FWSD #8C	74 Rowlett	24 Marana	9 Asian Development Bank	
25 DeSoto	75 Royse City	25 Miami	10 Pacific Region Infrastructure Authority	
26 Donna	76 San Benito	26 Nogales		
27 Duncanville	77 San Juan	27 Patagonia		
28 Eagle Pass	78 San Marcos	28 Payson		
29 East Medina County SUD	79 Schertz	29 Picacho Peak		
30 El Paso County WCID #4	80 Schertz Seguin LGC	30 Pine Strawberry Water Improvement District		
31 Ferris	81 Seguin	31 Pomerene Domestic Water Improvement District		
32 Frisco	82 Selma	32 Prescott		
33 Grand Prairie	83 Sherman	33 Quartzsite		
34 Galveston	84 Sonora	34 Queen Creek		
35 Garland	85 Southmost Regional Water Auth	35 Safford		
36 Groesbeck	86 Taylor	36 Show Low		
37 Hackberry	87 Tomball	37 San Luis		
38 Harker Heights	88 Tornillo Water Improvement Dist	38 Somerton		
39 Harlingen	89 Troup	39 Springerville		
40 Heath	90 Van Alstyne	40 Tombstone		
41 Hempstead	91 Venus	41 Water Infrastructure Finance Authority of Arizona		
42 Hewitt	92 Waco	42 Wellton		
43 Hutchins	93 Waller	43 Willcox		
44 Jonah Water SUD	94 Waxahachie	44 Winslow		
45 Kempner WSC	95 Webb County	45 Yuma		
46 La Villa	96 West Harris County RWA			
47 Laguna Madre Water District	97 Whitehouse			
48 Laredo	98 Winona			
49 Lavon	99 Woodway			
50 Leander	100 Yancey Water Supply Corporation			

e) Other

Rate and Financial Planning Model

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 County's goal of ensuring predictable and stable revenue**. These analyses are then seamlessly integrated with the rate development component of the model to demonstrate and project various rate design alternatives, and the effects they would have on the County's financial outlook.

The Financial Planning component of the model provides transparency such that users can develop a viable financial plan and understand the reasons for needed revenue adjustments.

The model is used in meetings, in order to efficiently cycle through rate scenarios and establish the most viable rate plans for the County. During these interactive meetings we invite County staff to participate in scenario planning/"what-if" sessions, where we use the dashboard to demonstrate and evaluate the financial/rate impact of alternative data (CIP, operating costs, etc.) and assumptions (interest rates, customer growth, cost escalation, etc.) in real-time to focus on the most critical drivers of the analysis. This ensures the resulting rate plan alternatives are viable from a financial, operational, managerial and political perspective. The rate plan alternatives will then be incorporated into the water and wastewater rate study report, which will provide the County every assumption, data item, and calculation used in the development of each rate plan alternative.

Willdan Models Guide You to Your Optimal Solutions

Real-Time Financial Modeling

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 County 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.

Model Development as Part of the Consulting Process

Each model is designed with the following elements:

- Graphical dashboard to clearly show the results of various scenarios to the user;
- Assumptions;
- Data tables; and
- Calculation engine.

Each model is "baselined" after an initial meeting with staff to ensure that we have the correct data and a basic understanding of the financial dynamics of your system. We will then conduct interactive financial planning sessions with County staff. After validating our data, calculation approach, and baseline assumptions, we will explore alternative scenarios, varying a number of assumptions and financial planning techniques:

- Rate increase magnitude and timing;
- Alternative timing of capital projects;
- Alternative financing options (alternative combinations of pay-as-you-go, revenue bond debt and State Revolving Fund (SRF) debt, for example);
- Alternative growth/demand forecasts and other "what-if" analyses, such as the impact of a loss of one or more service areas or addition of wholesale customers; and
- Effect of increases in other sources of funds, such as impact fees.

The model is self-solving through the use of controlled feedback loops, and therefore does not require significant manipulation by the user to solve correctly. Given any combination of cost requirements (both operating and capital), non-rate sources of funds, and forecast assumptions, rate increases are generated that:

- Meet specified reserve targets;
- Fully fund capital expenditures using specified financing techniques; and
- Meet legal and contractual requirements that are financially measurable, such as debt service coverage on revenue bonds.

Alternatively, the user can specify rate increases and then examine the results to determine if the desired/required parameters are met.

Subsequent to careful development and validation of the baseline forecast, a series of alternative forecasts will be prepared illustrating various results in the following general categories.

- **What if things turn out differently?** These alternatives will demonstrate the sensitivity of the forecast to the significant assumptions used. This results in a sound understanding of areas where a conservative forecast approach is warranted.
- **What happens when we try this?** This series of alternatives focuses on different financial management approaches.
- **What can we do to make it better?** This approach to forecasting identifies the factors that may be causing significant rate increases in a given year and explores alternatives. For example, if a large capital project in a single year is the culprit, we would work with staff and the consulting engineers to determine whether this project could be phased or delayed.

In like manner, the rate design model can be used to explore the impact of various rate structures on bills for each customer class over the relevant consumption range.

Willdan's Suite of Financial Models – Description of Product Features

The key to success is a robust, real-time financial forecasting model, customized to simulate the utility's financial dynamics. Highlights of Willdan's modeling products are outlined below.

Suite of Models:

- Financial planning;
- Cost of service design; and
- Rate design.

The suite of models includes financial planning tools for water, wastewater, recycled water, stormwater and virtually any utility or municipal government fund, and has the ability to analyze any rate structure and determine the levels of revenue generated by each customer class. In addition, the rate design model can use the County's detailed billing data to develop a bill impact analysis on individual customer bills, which, can be updated for each rate design scenario.

Features:

- Excel-based open architecture that allows easy integration of County financial data;
- Modular design that allows for maximum design flexibility;
- Easy to update through open architecture and modular design, which equates to easy annual data updates;
- Automated calculation engine that optimizes financial plan based on user-set constraints;
- Navigation features to quickly move around the model;
- Side-by-side scenario analysis comparison; and
- Healthy listing of user defined assumptions that can be customized to meet the County's needs.

Our utility rate Excel-based model is the most user friendly, comprehensive and well-designed utility rate model currently used in the industry and has the elements necessary to provide analysis and feedback to facilitate meaningful policy discussions and conduct a full financial and rate study. The comprehensive and efficient design of our models allows us to complete the scope items in an effective manner during our interactive meetings.

A sample dashboard is presented below, which shows how the data, assumptions, and calculations are summarized into an easy-to-understand graphical interface which updates with each alternative scenario evaluated.



Required Forms



Proposer Information

Name of Company: Willdan Financial Services

Address: 5500 Democracy Drive, Suite 130

City and State: Plano Texas 75024

Phone: (972) 378-6588

Email Address: DJackson@Willdan.com

Signature of Person Authorized to Sign:

Signature

Robert Chris Fisher

Print Name

Vice President - Group Director

Title

Indicate status as to "Partnership", "Corporation", "Land Owner", etc.

Corporation

August 19, 2021

(Date)

Note:

All submissions relative to these RFQ shall become the property of Webb County and are nonreturnable. If any further information is required, please call the Webb County Contract Administrator, Juan Guerrero, at (956) 523-4125.

CONFLICT OF INTEREST QUESTIONNAIRE		FORM CIQ
For vendor doing business with local governmental entity		
<p>This questionnaire reflects changes made to the law by H.B. 23, 84th Leg., Regular Session.</p> <p>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).</p> <p>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.</p> <p>A vendor commits an offense if the vendor knowingly violates Section 176.006, Local Government Code. An offense under this section is a misdemeanor.</p>	OFFICE USE ONLY	
<p>1 Name of vendor who has a business relationship with local governmental entity.</p> <p style="text-align: center; margin-left: 40px;">Willdan Financial Services</p>	<p>Date Received</p>	
<p>2 <input type="checkbox"/> 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.)</p>		
<p>3 Name of local government officer about whom the information is being disclosed.</p> <p style="text-align: center; margin-left: 100px;">N/A</p> <p style="text-align: center; margin-left: 100px;">Name of Officer</p>		
<p>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.</p> <p style="margin-left: 40px;">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?</p> <p style="margin-left: 80px;"> <input type="checkbox"/> Yes <input type="checkbox"/> No </p> <p style="margin-left: 40px;">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?</p> <p style="margin-left: 80px;"> <input type="checkbox"/> Yes <input type="checkbox"/> No </p>		
<p>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.</p>		
<p>6 <input type="checkbox"/> 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).</p>		
<p>7 _____</p> <p style="text-align: center; margin-left: 40px;">Signature of vendor doing business with the governmental entity</p>		<p> _____</p> <p style="text-align: center; margin-left: 40px;">Date</p>

Texas Department of
Agriculture

Form H2048
January 2008

CERTIFICATION
REGARDING DEBARMENT, SUSPENSION, INELIGIBILITY AND VOLUNTARY
EXCLUSION FOR COVERED CONTRACTS

PART A.

Federal Executive Orders 12549 and 12689 require the Texas Department of Agriculture (TDA) to screen each covered potential contractor to determine whether each has a right to obtain a contract in accordance with federal regulations on debarment, suspension, ineligibility, and voluntary exclusion. Each covered contractor must also screen each of its covered subcontractors.

In this certification “contractor” refers to both contractor and subcontractor; “contract” refers to both contract and subcontract.

By signing and submitting this certification the potential contractor accepts the following terms:

1. The certification herein below is a material representation of fact upon which reliance was placed when this contract was entered into. If it is later determined that the potential contractor knowingly rendered an erroneous certification, in addition to other remedies available to the federal government, the Department of Health and Human Services, United States Department of Agriculture or other federal department or agency, or the TDA may pursue available remedies, including suspension and/or debarment.
2. The potential contractor will provide immediate written notice to the person to which this certification is submitted if at any time the potential contractor learns that the certification was erroneous when submitted or has become erroneous by reason of changed circumstances.
3. The words “covered contract”, “debarred”, “suspended”, “ineligible”, “participant”, “person”, “principal”, “proposal”, and “voluntarily excluded”, as used in this certification have meanings based upon materials in the Definitions and Coverage sections of federal rules implementing Executive Order 12549. Usage is as defined in the attachment.
4. The potential contractor agrees by submitting this certification that, should the proposed covered contract be entered into, it will not knowingly enter into any subcontract with a person who is debarred, suspended, declared ineligible, or voluntarily excluded from participation in this covered transaction, unless authorized by the Department of Health and Human Services, United States Department of Agriculture or other federal department or agency, and/or the TDA, as applicable.

Do you have or do you anticipate having subcontractors under this proposed contract?

Yes

No

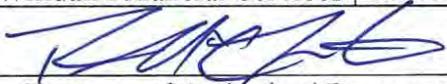
5. The potential contractor further agrees by submitting this certification that it will include this certification titled "Certification Regarding Debarment, Suspension, Ineligibility, and Voluntary Exclusion for Covered Contracts" without modification, in all covered subcontracts and in solicitations for all covered subcontracts.
6. A contractor may rely upon a certification of a potential subcontractor that it is not debarred, suspended, ineligible, or voluntarily excluded from the covered contract, unless it knows that the certification is erroneous. A contractor must, at a minimum, obtain certifications from its covered subcontractors upon each subcontract's initiation and upon each renewal.
7. Nothing contained in all the foregoing will be construed to require establishment of a system of records in order to render in good faith the certification required by this certification document. The knowledge and information of a contractor is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.
8. Except for contracts authorized under paragraph 4 of these terms, if a contractor in a covered contract knowingly enters into a covered subcontract with a person who is suspended, debarred, ineligible, or voluntarily excluded from participation in this transaction, in addition to other remedies available to the federal government, Department of Health and Human Services, United States Department of Agriculture, or other federal department or agency, as applicable, and/or the TDA may pursue available remedies, including suspension and/or debarment.

PART B. CERTIFICATION REGARDING DEBARMENT, SUSPENSION, INELIGIBILITY AND VOLUNTARY EXCLUSION FOR COVERED CONTRACTS

Indicate in the appropriate box which statement applies to the covered potential contractor:

- The potential contractor certifies, by submission of this certification, that neither it nor its principals is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this contract by any federal department or agency or by the State of Texas.
- The potential contractor is unable to certify to one or more of the terms in this certification. In this instance, the potential contractor must attach an explanation for each of the above terms to which he is unable to make certification. Attach the explanation(s) to this certification.

Name of Contractor	Vendor ID No. or Social Security No.	Program No.
Willdan Financial Services	33-030-2345	



Signature of Authorized Representative

08/19/2021

Date

Robert Chris Fisher

Printed/Typed Name and Title of
Authorized Representative

Texas Department of
Agriculture

Form H2049
January 2008

CERTIFICATION REGARDING FEDERAL LOBBYING
(Certification for Contracts, Grants, Loans, and Cooperative Agreements)

PART A. PREAMBLE

Federal legislation, Section 319 of Public Law 101-121 generally prohibits entities from using federally appropriated funds to lobby the executive or legislative branches of the federal government. Section 319 specifically requires disclosure of certain lobbying activities. A federal government-wide rule, "New Restrictions on Lobbying", published in the Federal Register, February 26, 1990, requires certification and disclosure in specific instances.

PART B. CERTIFICATION

This certification applies only to the instant federal action for which the certification is being obtained and is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$100,000 for each such failure.

The undersigned certifies, to the best of his or her knowledge and belief, that:

1. No federally appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a member of Congress, an officer or employee of Congress, or an employee of a member of Congress in connection with the awarding of any federal contract, the making of any federal grant, the making of any federal loan, the entering into of any cooperative agreement, or the extension, continuation, renewal, amendment, or modification of any federal contract, grant, loan, or cooperative agreement.
2. If any funds other than federally appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a member of Congress, an officer or employee of Congress, or an employee of a member of Congress in connection with these federally funded contract, subcontract, subgrant, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying", in accordance with its instructions. (If needed, contact the Texas Department of Agriculture to obtain a copy of Standard Form-LLL.)

3. The undersigned shall require that the language of this certification be included in the award documents for all covered subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all covered subrecipients will certify and disclose accordingly.

Do you have or do you anticipate having covered subawards under this transaction?

- Yes
- No

Name of Contractor/Potential Contractor	Vendor ID No. or Social Security No.	Program No.
Willdan Financial Services	33-030-2345	

Name of Authorized Representative	Title
Robert Chris Fisher	Vice President



 Signature – Authorized Representative

08/19/2021

 Date

PROOF OF NO DELINQUENT TAXES OWED TO WEBB COUNTY

[Handwritten signature]

Name Robert Chris Fisher owes no delinquent property taxes to Webb County.

Willdan Financial Services owes no property taxes as a business in Webb County.
(Business Name)

Mark J. Risco owes no property taxes as a resident of Webb County.
(Business Owner)

Rebekah Smith, Assistant Secretary
Person who can attest to the above information

*** SIGNED NOTORIZED DOCUMENT AND PROOF OF NO DELINQUENT TAXES TO WEBB COUNTY.**

The State of Texas
County of Webb

Before me, a Notary Public, on this day personally appeared Robert Chris Fisher, know to me (or proved to me on the oath of _____) to be the person whose name is subscribed to the forgoing instrument and acknowledged to me that he executed the same for the purpose and consideration therein expressed.

Given under my hand and seal of office this ____ day of _____ 20__.

Notary Public, State of Texas

(Print name of Notary Public here)

My commission expires the ____ day of _____ 20__

See attached

CALIFORNIA JURAT WITH AFFIANT STATEMENT

GOVERNMENT CODE § 8202

- See Attached Document (Notary to cross out lines 1-6 below)
- See Statement Below (Lines 1-6 to be completed only by document signer[s], *not* Notary)

1 _____

2 _____

3 _____

4 _____

5 _____

6 _____

Signature of Document Signer No. 1 _____ Signature of Document Signer No. 2 (if any) _____

A notary public or other officer completing this certificate verifies only the identity of the individual who signed the document to which this certificate is attached, and not the truthfulness, accuracy, or validity of that document.

State of California
 County of Riverside

Subscribed and sworn to (or affirmed) before me
 on this 19 day of August, 2021,
 by _____
 Date Month Year
 (1) Robert Chris Cusker
 (and (2) _____),
 Name(s) of Signer(s)



proved to me on the basis of satisfactory evidence
 to be the person(s) who appeared before me.
 Signature _____
 Signature of Notary Public

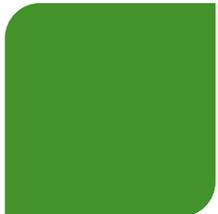
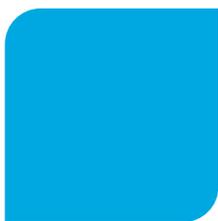
Seal
 Place Notary Seal Above

OPTIONAL

Though this section is optional, completing this information can deter alteration of the document or fraudulent reattachment of this form to an unintended document.

Description of Attached Document

Title or Type of Document: Proof of No Delinquent Taxes Document Date: N/A
 Number of Pages: 1 Signer(s) Other Than Named Above: N/A



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