



Statement of Qualifications

CONTENTS:

Letter of Transmittal	Pages 2 - 3
Introduction to Capex Consulting	Page 4
Our Services	Page 4
Partial Client Listing	Page 5
Curriculum Vitae	Pages 6 - 10
Professional References	Pages 11
Representative Engagements	Pages 12 – 15

Thank you for your interest in Capex Consulting Group (“Capex”) and for the opportunity to submit this statement of qualifications (“SOQ”). Capex was founded in 2007 and provides project finance and economic consulting services to a diverse range of private and public sector clients including utilities, municipalities, counties, cooperatives, and state and federal agencies. Our objective on every engagement is to exceed the client’s expectations through the combination of thorough analysis, innovative thinking, proactive collaboration with project team members, and clear and direct communication with stakeholders. Our offices are located in Frisco, Texas.

Capex Consulting Group’s services include:

- Tax Abatement Negotiation Services, Including Development of Complete Abatement / PILOT Agreements
- Road Use Agreements
- Ad Valorem Valuation Analysis
- Sales Tax Analysis & Optimization
- Identification of Omitted Property, Development and Presentation of Challenge Petition on Valuations
- Affordability Analysis
- Bond Feasibility
- Water Rights Purchase, Sales, and Leasing
- Comprehensive Project Definition, Feasibility, and Development Services
- Development of Comprehensive Financial and Technical Feasibility Models
- Electricity, Natural Gas, Water, Wastewater, and Solid Waste Cost of Service / Rate Studies
- Impact Fees/System Development Charges
- Industrial District Program Development
- Litigation Support
- Loan and Grant Program Management [Identification / Application / Disbursement / Compliance]
- Lost Business Income Claims / Time Element Deductible
- Municipal Airport Fee Development and Revenue Studies
- Non-Rate Revenue [tapping and connection, late charge, disconnect fees, etc.] Evaluations
- Oil and Gas Lease Negotiation and Royalty Analysis
- Operational Optimization Studies / Operating and Capital Cost and Benchmarking
- Owners Representative Services
- Renewable Energy Credit and Carbon Financial Instrument Marketing
- Renewable Energy Project Development Services
- Retail Electricity Contract and Demand Charge Negotiation
- Wholesale Water, Wastewater, Electricity, and Natural Gas Contract Negotiations and Structuring

I am confident that Capex has the qualifications and ability to professionally and expertly assist with your projects. As Chief Executive of Capex Consulting Group, I serve as Project Manager and I am responsible for all aspects of the work and relationships I have with my clients. I can be reached anytime on my cell phone at (214) 514-6382 or by email at jsnowden@capexconsulting.com.

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

Very Truly Yours,

Jeff G. Snowden
Principal
Capex Consulting Group
3245 Main Street, Suite 235-171
Frisco, Texas 75034-4411
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Introduction to Capex Consulting Group

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

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

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

Our Services

Tax Abatement Negotiation Services, Including Development of Complete Abatement / PILOT Agreements
Road Use Agreements
Ad Valorem Valuation Analysis
Sales Tax Analysis & Optimization
Identification of Omitted Property, Development and Presentation of Challenge Petition on Valuations
Affordability Analysis
Bond Feasibility
Water Rights Purchase, Sales, and Leasing
Comprehensive Project Definition, Feasibility, and Development Services
Development of Comprehensive Financial and Technical Feasibility Models
Electricity, Natural Gas, Water, Wastewater, and Solid Waste Cost of Service / Rate Studies
Impact Fees/System Development Charges
Industrial District Program Development
Litigation Support
Loan and Grant Program Management [Identification / Application / Disbursement / Compliance]
Lost Business Income Claims / Time Element Deductible
Municipal Airport Fee Development and Revenue Studies
Non-Rate Revenue [tapping and connection, late charge, disconnect fees, etc.] Evaluations
Oil and Gas Lease Negotiation and Royalty Analysis
Operational Optimization Studies / Operating and Capital Cost and Benchmarking
Owners Representative Services
Renewable Energy Credit and Carbon Financial Instrument Marketing
Renewable Energy Project Development Services
Retail Electricity Contract and Demand Charge Negotiation
Wholesale Water, Wastewater, Electricity, and Natural Gas Contract Negotiations and Structuring

Partial Client Listing

Agua Special Utility District
Alamo, Texas
Alton, Texas
Bell County, Texas
Bexar County WCID No. 10
Bosque Couty, Texas
Brownsville, Texas
Cajun Sugar Cooperative
Carrizo Springs, Texas
Cotulla, Texas
Delta County, Texas
Dilley, Texas
Dimmit County, Texas
Eagle Pass, Texas
Fannin County
Fort Stockton, Texas
Hempstead, Texas
Falfurrias, Texas
Fort Stockton, Texas
Hutto, Texas
Kickapoo Traditional Tribe of Texas
La Joya, Texas
Lamar County, Texas
LaSalle County, Texas
Laredo, Texas
Louisiana Sugar Cane Cooperative
Lucas, Texas
Maverick County, Texas
Mercedes, Texas
North West Cotton Growers, Moscow Kansas
Pearsall, Texas
Rio Grande City, Texas.
Rio Grande Valley Sugar Growers, Inc.
San Benito, Texas
San Juan, Texas
Sugar Cane Growers Cooperative of Florida
Sulphur Springs, Texas
Sunnyvale, Texas
St. Mary's Sugar Cooperative
Taft, Texas
Tom Green County, Texas
Zapata County, Texas
Zavala County WCID, La Pryor, Texas
Webb County, Texas
Weslaco, Texas

Jeff G. Snowden – Principal

Mr. Jeff G. Snowden obtained a BA in Economics from Texas A&M University in 1991 and earned an MBA from the University of Texas at San Antonio in 2000. He possesses more than 23 years of experience in economic and financial analysis, project management, and lending, and has worked directly on a variety of infrastructure projects valued at over \$2 billion.

Mr. Snowden has worked with over 100 public and private sector clients while developing and implementing water, wastewater, solid waste, air quality, and cogeneration projects in the United States and Mexico. He has established effective working relationships with project teams consisting of municipalities, engineers, financial advisors, rating agencies, and various state, federal, and bi-national co-financing institutions. Mr. Snowden has a successful track record in the development of strategic and viable project financing structures. His experience is summarized as follows:

Infrastructure – Public Sector

- *Agua Prieta, Sonora* – Reduction of Suspended Air Particles through Paving – March 2003. Project management, financial analysis, multi-agency coordination, and structuring of a \$4 million loan to complement a total project valued at \$17 million
- *Alton, Texas* – Wastewater Rate Study, Periodic Updates, Wholesale Rate Negotiations, and Litigation Support – 2008 to 2020.
- *Bisbee, Arizona* – Wastewater System Improvements – October 2003. Project management, financial and debt capacity analysis, structuring of debt, equity and grant, and negotiation of an \$11.3 million grant to complement a total project valued at \$30 million
- *Brownsville, Texas* – Water and Wastewater Impact Fee Study – 2007
- *Calexico, California* – Water System Improvements Project – May 2000. Documentation, administration, compliance, and client services related to \$6.48 million grant to complement a total project valued at \$11.3 million
- *Ciudad Juarez, Chihuahua* – North and South Wastewater Treatment Plants and Supplemental Wastewater Collection Projects – June 1999. Documentation, administration, compliance, and client services related to a \$12 million grant and \$4.6 million loan to complement a total project valued at \$31.5 million
- *Carrizo Springs, Texas* – Natural Gas, Water, and Wastewater Rate Study and Long-Term Financial Plan – 2010 - Present.
- *Cotulla, Texas* – Natural Gas, Solid Waste, Water, and Wastewater Rate Study and Long-Term Financial Plan – August 2009 - Present.
- *Del Rio, Texas* – Water Treatment Plant & Improvements – October 1999. Documentation, administration, compliance, and client services related to a \$15 million grant to complement a total project valued at \$44.6 million
- *Dimmit County, Texas* – Road and Bridge Impact Fee Study. October 2011 Engaged to develop a fee mechanism that could equitably recover costs associated with accelerated road and bridge damages from oil and gas development
- *Dimmit County, Texas* – TXDOT CTIF Grant Administration. March 2020 – Present. Engaged to administer grant valued at approximately \$7.5 million
- *Donna, Texas* – Construction, Expansion, and Rehabilitation of the Water Treatment, Water Supply and Wastewater Collection and Treatment Systems Project – May 2000. Documentation, administration, compliance, and client services related to a \$2.6 million grant to complement a total project valued at \$21.6 million
- *Eagle Pass, Texas* – Water and Wastewater Rate Study and Long-Term Financial Plan, and Impact Fee Studies – August 2005 - Present. The study provided a multi-year series of rate adjustments designed to generate revenues sufficient to fund operations costs and debt service associated with a regionalization project valued at over \$103 million. On call services underway

- *El Paso, Texas* – Water and Wastewater Project for Lower Valley Water District in El Paso County, Texas – June 1999. Documentation, administration, compliance, and client services related to a \$17.5 million grant to complement a total project valued at \$100 million
- *Hempstead, Texas* – Electricity, Natural Gas, Water, and Wastewater Rate Study and Long-Term Financial Plan 2008 - 2009
- *Hutto, Texas* – Water and Wastewater Impact Fee Study – 2006.
- *Laguna Madre Water District, Port Isabel, Texas* – Water and Wastewater Rate Study and Long-Term Financial Plan. 2008, with additional assignments in 2010 and 2011.
- *Laredo, Texas* – Financial Feasibility and Affordability Analysis of Secondary Water Supply Project – 2005 – 2015. Prepared a financial capacity study of the City's Water Enterprise Fund, followed by a wastewater rate study and a retail water rate restructuring study in order to support a \$260 million five-year CIP.
- *LaSalle County, Texas* – Road and Bridge Impact Fee Study. March 2011 - Present. Engaged to develop a fee mechanism that the County can utilize to equitably recover costs associated with accelerated road and bridge damages from oil and gas development
- *LaSalle County, Texas* – TXDOT CTIF Grant Administration. March 2020 – Present. Engaged to administer grant valued at approximately \$7.5 million
- *Maverick County, Texas* – Water Rate and Impact Fee Study. 2010 - 2011.
- *Mercedes, Texas* – Water and Wastewater Enterprise Fund Debt Capacity Analysis, Rate Study– 2004 and 2022. Prepared a preliminary financial analysis and additional debt capacity study of the City's Water and Wastewater Enterprise Fund. The primary objective of this study was to evaluate the Utility's additional debt capacity for the implementation of a wastewater system expansion project valued at \$9.4 million
- *Naco, Sonora* – Water Supply and Wastewater Collection and Treatment System – January 1998. Project management, documentation, administration, compliance, and client services related to a \$945,000 grant and a \$150,000 loan to complement a total project valued at \$2.1 million
- *Nogales, Arizona* – Replacement of the International Outfall Interceptor, Upgrade of the Nogales International Wastewater Treatment Plant, and Partial Replacement of the Wastewater Collection System – October 2003. Project management, financial analysis and client services related to a \$59.5 million grant to complement a total project valued at \$74.4 million
- *Prosper, Texas* – Water and Wastewater Rate Study and Long-Term Financial Plan – April 2005. The study provided a multi-year series of rate adjustments designed to generate revenues sufficient to fund operations costs and debt service associated with aggressive rates of growth and regional supply, treatment, and discharge take-or-pay agreements.
- *Reynosa, Tamaulipas* – Comprehensive Sanitation Project – March 1999. Documentation, administration, compliance, and client services related to a \$33.5 million grant to complement a total project valued at \$83.4 million
- *Rio Grande City, Texas* - Water and Wastewater Rate Study in 2008, updates in 2012, 2017, and 2023
- *San Benito, Texas* – Water & Wastewater System Improvements – 2004 and 2022. Water and wastewater cost of service study, project financial feasibility analysis, and long-term financial plan to complement a total project valued at \$32.4 million. Updates to rate study completed in 2011 and 2022.
- *San Diego, California* – South Bay Water Reclamation Plant – June 1998. Documentation, administration, compliance, and client services related to a \$17.2 million grant to complement a total project valued at \$99.5 million
- *San Juan, Texas* – Solid Waste Cost of Service and Rate Study – March 2006. Developed rate recommendations and a long term financial plan which reflected the City's desire to explore the transition from twice to once-a-week collections while evaluating the impact of this decision on labor, fuel, and equipment.
- *Southmost Regional Water Authority* – Regional Desalination Plant – February 2004. Prepared current and forecast wholesale rate structure based on contractual volumetric usage among member entities, existing and forecast debt service related to planned Phase II expansion, and O&M costs. Prepared a non-member wholesale rate using the utility-basis of rate-making for non-member entities interested in purchasing surplus water
- *Webb County, Texas* – Water and Wastewater Enterprise Fund Debt Capacity Analysis– December 2004. Prepared a preliminary financial analysis and additional debt capacity study of the County's Water and Wastewater Enterprise Fund.

The primary objective of this study was to evaluate the Utility's additional debt capacity for the implementation of a water and wastewater system expansion project valued at \$16 million

- *Zavala County, Texas* – Road and Bridge Impact Fee Study. May 2011 - Present. Engaged to develop a fee mechanism that the County can utilize to equitably recover costs associated with accelerated road and bridge damages from oil and gas development
- *Zavala County WCID* – Water and Wastewater Rate Study. 2010 - 2011

Infrastructure – Private Sector

- *Northwest Cotton Growers – 2018 - 2020.* Engaged to provide project development, implementation, and disbursement services on a \$15 million gin expansion. Drafted and executed contracts with vendors that included performance specifications and managed project budget in order to assure that in the end, the Cooperative had a gin capable of delivering targeted bales per hour while adhering to adopted project budget.
- *Rio Grande Valley Sugar Growers, Inc – 2005-Present.* Engaged to provide project development services, including a comprehensive analysis of imported and exported electricity rate structures. RGVSG sought to expand grinding capacity while developing an alternative revenue source via the generation and marketing of electricity and renewable energy credits. Capex developed a technical and financial evaluation model capable of quantifying operational uplifts stemming from reduced grinding days, reductions in purchased electricity and gas, variations in tonnage of cane per acre, improvements in the pounds of steam per pound of bagasse from the new boiler, pounds of high-pressure steam required to produce a kilowatt in the proposed turbine generator set, and a multitude of other metrics demonstrating the project's benefits. This tool was then presented to a number of lending institutions in order to secure tax-exempt financing for 100% of the project's costs. Also provided grant writing, project management, and owner's representative services throughout the course of the engagement. In 2009 Capex was awarded an additional engagement in order to pursue funding opportunities made available under the 2009 American Recovery and Reinvestment Act, resulting in a grant award of \$10.2 million.
- *Rio Grande Ethanol / RGVSG – 2006-2008.* Collaborated with the RGVSG Board, a third-party development group, and various technical participants in order to develop a financial feasibility model for a proposed ethanol facility to be located adjacent to the existing sugar cane processing plant. This project involved a data gathering and refinement period followed by a series of work sessions with key stakeholders which included the development team, Mill management and board, engineers, and others. At the culmination of Phase 1 of the engagement, the client was provided with an analytical tool capable of assessing the effect on net income of a multitude of scenarios, including variations in plant capacity, financial structure, by-product marketing, and variable cost reductions stemming from biomass-derived thermal energy. The client has since expanded the initial engagement to include a second phase during which I will work with the team to develop logistic and marketing channels, as well as manage various permitting efforts, with other services to be provided as needed.

Other Experience

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

- Implemented a first of its kind hedge mechanism, working closely with Mexican Governmental and Banking officials to effectively adapt existing methods in order to preserve the long-term value of NADBank capital
- Developed system of accounting/reporting which facilitated the successful execution of a USD\$210 million grant facility provided by the U. S. Environmental Protection Agency
- Established mortgage loan department in San Antonio, Texas. Installed and integrated loan system, developed reliable vendor and referral network, and consistently exceeded loan volume goals by creative application of ARM loan products. Successfully marketed to Mexican National client-base
- Implemented, and managed micro-lending program regulated by Chapter 3.16 of the Texas Credit Code, at the time the only in-bank program of its kind in Texas

EDUCATION

UNIVERSITY OF TEXAS AT SAN ANTONIO -- MBA, 2000

- Specialization in International Finance and Business Management

TEXAS A&M UNIVERSITY -- BA, 1991

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

OTHER

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

PUBLICATIONS/PRESENTATIONS/SEMINARS

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

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

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

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

Texas Water Law – CLE International Water Law Institute

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

Governmental Accounting and Financial Statement Disclosures – Bond Market Association

Utility Management Institute

LIST OF PROFESSIONAL REFERENCES

Roberto Salinas
General Manager
Agua Special Utility District
3120 North Abram Road
Palmview, TX 78572
(956) 585-2459
generalmanager@aguasud.com

Steve Floyd
County Judge
Tom Green County
113 W. Beauregard St.
San Angelo, Texas 76903
(325) 653-3318
Steve.floyd@suddenlink.net

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

Mr. David Blackburn
County Judge
Bell County
101 E. Central Avenue
Belton, TX 76513
(254) 933-5105
David.Blackburn@bellcounty.texas.gov

Nathan Bratton
General Counsel - Civil Legal Division
Webb County, Texas
1000 Houston Street, 2nd Floor
Laredo, Texas 78040
(956) 523-4618
nbratton@webbcountytx.gov

Joel Rodriguez
County Judge
LaSalle County, Texas
101 Courthouse Square
Cotulla, Texas 78014
(830) 879-4430
joel.rodriguez@co.la-salle.tx.us

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

Mr. Marc Maxwell
City Manager
City of Sulphur Springs
201 North Davis Street
Sulphur Springs, Texas 75482
mmaxwell@sulphurspringstx.org

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

Chapter 312 Abatement and Payment in Lieu of Taxes Agreement Services

Bell County, Texas
Bosque County, Texas
Delta County, Texas
Fannin County, Texas
Lamar County, Texas
LaSalle County, Texas
Tom Green County, Texas
Webb County, Texas

Capex has been engaged by the Counties listed above to provide comprehensive services on over \$4 billion worth of projects while increasing our client's revenue by over \$30 million. The average County benefit from the developer's first position is \$1.4 million over ten years. Our services include development of timelines identifying all statutory requirements, preparation and management of all required public notices, drafting and adoption of required county policies and procedures, reinvestment zone designation, abatement agreement drafting and negotiation, and development of valuation and revenue models incorporating Replacement Cost New ("RCN") of proposed improvements and investment tax credit allowances based on numerous comparable projects maintained over time.

Identification of Omitted Property, Development and Presentation of Challenge Petition on Ad Valorem Valuations of Industrial, Commercial, and Oil and Gas Properties

LaSalle County, Texas

Capex was engaged to evaluate declining assessments during the time when Eagle Ford Shale drilling and development activities were recovering. Capex compared County valuations to surrounding Counties along with commodity production and severance tax revenues and presented a challenge petition to the Appraisal Review Board. As a result of this effort net assessed valuations increased by \$2 billion and LaSalle County Appraisal District installed a new management team.

Reference(s): Hon. Joel Rodriguez
County Judge
LaSalle County
101 Courthouse Square
Cotulla, Texas 78014
(830) 879-4430
joel.rodriguez@co.la-salle.tx.us

Water and Wastewater Rate and Impact Fee Study and Renegotiation of Raw Water Supply Agreements Agua Special Utility District, Palmview, Texas

Capex prepared a water impact fee study in 2014 and a water and wastewater rate study in 2019. Thereafter Capex lead negotiations with irrigation districts providing raw water that ultimately resulted in savings to the District in excess of \$400,000 per annum. Support services are ongoing.

Reference(s): Mr. Roberto Salinas
General Manager
Agua Special Utility District
3120 N Abram Rd
Palmview, TX 78572

(956) 585-2459
generalmanager@aguasud.com

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

LaSalle County, Texas

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

Reference(s): Hon. Joel Rodriguez
County Judge
LaSalle County
101 Courthouse Square
Cotulla, Texas 78014
(830) 879-4430
joel.rodriguez@co.la-salle.tx.us

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

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

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

Water, Wastewater, and Solid Waste Rate Study and Long-term Financial Plan Rio Grande City, Texas

Capex Consulting Group was engaged by Rio Grande City to prepare a water and wastewater rate study and long-term financial plan designed to recover the operating and debt service costs associated with a \$24 million water and wastewater capital project. Additional services included the structuring of residential and commercial bulk sales rates and the renegotiation of wholesale rates assessed to three water supply corporations in the area. The study was completed in October 2008, and updates were prepared in 2013, 2018, and 2023.

Reference(s): Elisa Beas
Utility Manager
Rio Grande City
101 S. Washington Street
Rio Grande City, Texas 78582
(956) 487-0672

Roadway Impact Fee Study and Administration of TXDOT CTIF Grant

Dimmit County, Texas

Capex Consulting Group was engaged by Dimmit County to prepare an impact fee designed to equitably recover the increasing costs of maintaining County roadways due to high traffic levels stemming from the Eagle Ford Shale formation. The fee was to be assessed based on approved drilling permits. Dimmit County engaged Capex to apply for and administer the TXDOT grant in 2020.

Reference(s): Hon. Francisco Ponce
County Judge
Dimmit County
212 North 4th Street
Carrizo Springs, Texas 78834
(830) 876-9904
countyjudge@dimmitcounty.org

Water and Wastewater Rate Study and Long-term Financial Plan

Eagle Pass Waterworks, Eagle Pass, Texas

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

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

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

Rio Grande Valley Sugar Growers, Santa Rosa, Texas

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

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

Water and Wastewater Wholesale Rate Development and Dispute Resolution

Dilley, Texas

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

Reference(s): Mr. Noel Perez and Mrs. Irma Rodriguez
City Manager and Finance Director
City of Dilley
101 S. Commerce Street
Dilley, Texas 78017
830-965-1624
irma@cityofdilleytx.com