



## Statement of Qualifications

### CONTENTS:

Introduction to Capex Consulting	Page 2
Our Services	Page 2
Partial Client Listing	Page 3
Curriculum Vitae	Pages 4 - 8
Professional References	Pages 9
Representative Engagements	Pages 10 - 13

## **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 consulting and professional experience, guaranteeing our clients that all of our work product will fully reflect this high level of experience.

## **Our Services**

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

## **Partial Client Listing**

AGUA Special Utility District

Alamo, Texas

Alton, Texas

Alma Plantation, Ltd

Cajun Sugar Cooperative

Carrizo Springs, Texas

Cotulla, Texas

Dilley, Texas

Dimmit County, Texas

Eagle Pass, Texas

Fort Stockton, Texas

Hempstead, Texas

Falfurrias, Texas

Hutto, Texas

Kickapoo Traditional Tribe of Texas

LaSalle County, Texas

Laredo, Texas

Louisiana Sugar Cane Cooperative

Lucas, Texas

Maverick County, Texas

Pearsall, Texas

Rio Grande City, Texas.

Rio Grande Valley Sugar Growers, Inc.

San Benito, Texas

Sugar Cane Growers Cooperative of Florida

St. Mary's Sugar Cooperative

Zapata 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 16 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 \$1 billion.

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

**Infrastructure – Public Sector**

- *Agua Prieta, Sonora* – Reduction of Suspended Air Particles through Paving – March 2003. Project management, financial analysis, multi-agency coordination, and structuring of a \$4 million loan to complement a total project valued at \$17 million
- *Alton, Texas* – Wastewater Collection & Treatment Project – June 2008 to Present. Wastewater rate study and long term financial plan
- *Bisbee, Arizona* – Wastewater System Improvements – October 2003. Project management, financial and debt capacity analysis, structuring of debt, equity and grant, and negotiation of an \$11.3 million grant to complement a total project valued at \$30 million
- *Brownsville, Texas* – Water and Wastewater Impact Fee Evaluation – 2005-07
- *Calexico, California* – Water System Improvements Project – May 2000. Documentation, administration, compliance, and client services related to \$6.48 million grant to complement a total project valued at \$11.3 million
- *Ciudad Juarez, Chihuahua* – North and South Wastewater Treatment Plants and Supplemental Wastewater Collection Projects – June 1999. Documentation, administration, compliance, and client services related to a \$12 million grant and \$4.6 million loan to complement a total project valued at \$31.5 million
- *Carrizo Springs, Texas* – Natural Gas, Water, and Wastewater Rate Study and Long-Term Financial Plan – 2010 - Present.
- *Cotulla, Texas* – Solid Waste, Water, and Wastewater Rate Study and Long-Term Financial Plan – August 2009 - Present.
- *Del Rio, Texas* – Water Treatment Plant & Improvements – October 1999. Documentation, administration, compliance, and client services related to a \$15 million grant to complement a total project valued at \$44.6 million
- *Dimmit County, Texas* – Road and Bridge Impact Fee Study. October 2011 - Present. Engaged to develop a fee mechanism that the County can utilize to equitably recover costs associated with accelerated road and bridge damages from oil and gas development
- *Donna, Texas* – Construction, Expansion and Rehabilitation of the Water Treatment, Water Supply and Wastewater Collection and Treatment Systems Project – May 2000. Documentation, administration, compliance, and client services related to a \$2.6 million grant to complement a total project valued at \$21.6 million
- *Eagle Pass, Texas* – Water and Wastewater Rate Study and Long-Term Financial Plan – August 2005 - Present. The study provided a multi-year series of rate adjustments designed to generate revenues sufficient to fund operations costs and debt service associated with a regionalization project valued at over \$103 million. Currently updating the study
- *El Paso, Texas* – Jonathan Rogers Water Treatment Plant Expansion – February 1999. Documentation, administration, compliance, and client services related to a \$14.9 million grant to complement a total project valued at \$37.8 million

- *El Paso, Texas* – Water and Wastewater Project for Lower Valley Water District in El Paso County, Texas – June 1999. Documentation, administration, compliance, and client services related to a \$17.5 million grant to complement a total project valued at \$100 million
- *Heber, California* – Wastewater Treatment Plant Expansion Project – November 1999. Documentation, administration, compliance, and client services related to a \$1 million grant to complement a total project valued at \$3.3 million
- *Hempstead, Texas* – Electricity, Natural Gas, Water, and Wastewater Rate Study and Long-Term Financial Plan 2008 - 2009
- *Hutto, Texas* – Water and Wastewater Impact Fee Study – 2006.
- *Laguna Madre Water District, Port Isabel, Texas* – Water and Wastewater Rate Study and Long-Term Financial Plan. 2008, with additional assignments in 2010 and 2011.
- *Laredo, Texas* – Financial Feasibility and Affordability Analysis of Secondary Water Supply Project– October 2005 - Present. Prepared a financial capacity study of the City's Water Enterprise Fund, followed by a wastewater rate study and a retail water rate restructuring study in order to support a \$260 million five-year CIP. Currently engaged to monitor rate and non-rate revenue and bond compliance
- *LaSalle County, Texas* – Road and Bridge Impact Fee Study. March 2011 - Present. Engaged to develop a fee mechanism that the County can utilize to equitably recover costs associated with accelerated road and bridge damages from oil and gas development
- *Maverick County, Texas* – Water Rate and Impact Fee Study. 2010 - 2011.
- *Mercedes, Texas* – Water and Wastewater Enterprise Fund Debt Capacity Analysis– August 2004. Prepared a preliminary financial analysis and additional debt capacity study of the City's Water and Wastewater Enterprise Fund. The primary objective of this study was to evaluate the Utility's additional debt capacity for the implementation of a wastewater system expansion project valued at \$9.4 million
- *Mercedes, Texas* – Water Supply, Wastewater Collection and Treatment System – November 1997. Managed disbursement and compliance of \$896,000 grant and \$1.8 million loan to complement a total project valued at \$11.1 million
- *Mexicali, Baja California* – Sanitation Program – February 1999. Documentation, administration, compliance, and client services related to a \$20.62 million grant to complement a total project valued at \$57.3 million
- *Naco, Sonora* – Water Supply and Wastewater Collection and Treatment System – January 1998. Project management, documentation, administration, compliance, and client services related to a \$945,000 grant and a \$150,000 loan to complement a total project valued at \$2.1 million
- *Nogales, Arizona* – Replacement of the International Outfall Interceptor, Upgrade of the Nogales International Wastewater Treatment Plant and Partial Replacement of the Wastewater Collection System – October 2003. Project management, financial analysis and client services related to a \$59.5 million grant to complement a total project valued at \$74.4 million
- *Patagonia, Arizona* – Wastewater Treatment Facility Replacement and Sewer Collection System Improvements – November 2002. Project management, financial and debt capacity analysis, and structuring of a \$1.3 million grant for the \$2.3 million project
- *Puerto Penasco, Sonora* – Collection and Final Disposal of Solid Waste – June 1999. Managed disbursement and compliance of \$500,000 loan to complement a total project valued at a \$2.29 million
- *Prosper, Texas* – Water and Wastewater Rate Study and Long-Term Financial Plan – April 2005. The study provided a multi-year series of rate adjustments designed to generate revenues sufficient to fund operations costs and debt service associated with aggressive rates of growth and regional supply, treatment and discharge take-or-pay agreements.
- *Reynosa, Tamaulipas* – Comprehensive Sanitation Project – March 1999. Documentation, administration, compliance, and client services related to a \$33.5 million grant to complement a total project valued at \$83.4 million
- *Rio Grande City, Texas* - Water and Wastewater Rate Study. 2008
- *San Benito, Texas* – Water & Wastewater System Improvements – July 2004 - Present. Water and wastewater cost of service study, project financial feasibility analysis, and long-term financial plan to complement a total project valued at \$32.4 million. Update to rate study completed in 2011.

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

### Infrastructure – Private Sector

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

### Other Experience

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

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



## EDUCATION

UNIVERSITY OF TEXAS AT SAN ANTONIO -- MBA, 2000

- Specialization in International Finance and Business Management

TEXAS A&M UNIVERSITY -- BA, 1991

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

## OTHER

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

## PUBLICATIONS/PRESENTATIONS/SEMINARS

*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

George Purefoy  
City Manager  
City of Frisco  
6101 Frisco Square Blvd  
Frisco, TX 75034  
(972) 292-5105  
[GPurefoy@friscotexas.gov](mailto:GPurefoy@friscotexas.gov)

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

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

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

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

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

Mr. Jorge Arcaute  
City Manager  
City of Alton  
205 W. Main Ave  
Alton, TX 78573  
(956) 581-2733  
[jorge.arcaute@alton-tx.gov](mailto:jorge.arcaute@alton-tx.gov)

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

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

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

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

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

**Water Impact Fee Study  
Agua Special Utility District, Palmview, Texas**

In 2014 Capex prepared a water impact fee study designed to generate revenue sufficient to fund eligible capital improvements over a ten year planning period.

**Reference(s):** Mr. Richard LeFevre  
General Manager  
Agua Special Utility District  
3120 N Abram Rd  
Palmview, TX 78572  
(956) 585-2459  
richard@aguasud.com

**Water and Wastewater Rate Study and Long-term Financial Plan  
Alamo, Texas**

In 2017 Capex Consulting Group was engaged by Alamo to prepare a water and wastewater rate study and long-term financial plan designed to recover the operating and debt service costs associated with a \$10 million wastewater treatment plant. Additional services included the structuring of residential and commercial retail rates and the development of multi-year rate adjustments based on varying account growth and consumption scenarios.

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

**Development of Economic Incentive Structure for Medical Facilities and Local Sales Tax Development  
& Optimization  
LaSalle County, Texas**

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

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

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

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

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

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

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

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

### **Roadway Impact Fee Study LaSalle County, Texas**

Capex Consulting Group was engaged by LaSalle County to prepare an impact fee designed to equitably recover the increasing costs of maintaining County roadways due to high traffic levels stemming from the

Eagle Ford Shale development. The fee, which is to be assessed based on approved drilling permits, was developed in draft form in late 2011. Dimmit County also engaged Capex to prepare the same study.

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

### **Water and Wastewater Rate Study and Long-term Financial Plan Eagle Pass Waterworks, Eagle Pass, Texas**

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

**Reference(s):** Mr. Jorge Barrera  
General Manager  
Eagle Pass Waterworks  
415 Madison  
Eagle Pass, Texas 78852  
(830) 773-2351- jorge\_ag1@hotmail.com

### **Water & Wastewater Rate Study and Financial Feasibility Analysis of Secondary Water Supply Project Laredo, Texas**

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

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

### **Professional Services for Wastewater Infrastructure Development and Local Sales Tax Optimization Alton, Texas**

After completing two previous wastewater rate studies for Alton, Capex was engaged by the City in 2016 to manage and coordinate the City's Engineer, Bond Counsel, Financial Advisor, and other service providers in order to assure compliant TWDB application submittal and project implementation. Additional services

included optimizing local sales tax collections from materials used in new development, land acquisition and permitting, timelines, bond feasibility, and assistance at public forums and agency meetings. The project is ongoing.

**Reference(s):** Mr. Jorge Arcaute  
City Manager  
City of Alton  
509 S. Alton Blvd.  
Alton, Texas 78573  
956-581-2733  
[jorge.arcaute@alton-tx.gov](mailto:jorge.arcaute@alton-tx.gov)

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

#### **Rio Grande Valley Sugar Growers, Santa Rosa, Texas**

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

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

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

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

**Reference(s):** Mr. 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](mailto:irma@cityofdilleytx.com)