

**NOTICE OF PUBLIC MEETING  
LORENA CITY COUNCIL  
MONDAY, NOVEMBER 20, 2023, 6:30 P.M.  
LORENA CITY HALL  
107-A S. FRONTAGE ROAD, LORENA TEXAS**

THE PUBLIC WILL BE ABLE TO JOIN THE MEETING BY VIDEOCONFERENCING  
AT THE FOLLOWING LINK <https://meet.goto.com/555349997>

The City Council Meeting will be opened to the public.

Questions and comments on items listed on the agenda may be emailed no later than  
NOON on the day of the meeting to the City Secretary Monica Hendrix via email to  
[mhendrix@lorenatx.gov](mailto:mhendrix@lorenatx.gov)

**AGENDA**

- 1. Call to Order/Roll Call.**
- 2. Pledge of Allegiance.**
- 3. Citizens questions or comments.**  
*At this time any person with business before the Council not scheduled on the agenda may speak to the Council. Comments are limited to three (3) minutes, and this time is not transferable. Under the Texas Open Meetings Act, the Council is prohibited from discussing, responding, or acting on any comments or items that have not been properly posted on the agenda. This forum is limited to a total of 30 minutes.*
- 4. Approval of Minutes:**
  - a. October 16, 2023**
- 5. Committee and Corporation Reports:**
  - a. Lorena Economic Development Corporation**
  - b. Lorena Planning and Zoning Commission**
- 6. Discussion and possible action authorizing the City Manager to sign a letter of engagement with Raftelis for a water and wastewater rate study.**
- 7. Discussion and possible action amending the City of Lorena 2023-2024 fiscal year budget.**
- 8. Discussion and possible action adopting a donation police for the city.**
- 9. Discussion and possible action authorizing a contract with MVBA, LLC for the collection of delinquent accounts receivables.**
- 10. Discussion and possible action on appointment of Ryan Weaver to the open seat 1 on the Lorena EDC Board.**
- 11. Discussion and possible action on Resolution 2023-1120-01 designating an official newspaper for the City of Lorena fiscal year 2024.**
- 12. Police Department Activity Report.**
- 13. City Manager Report.**
  - 1. Christmas in the Country, Saturday, November 25, 2023 9am – 2pm**
  - 2. Street project update.**
- 14. Future Agenda Items.**
- 15. Adjourn**

I, the undersigned authority, do hereby certify that the above Notice of Meeting of the governing body of the City of Lorena, Texas, was posted on the front door at the Lorena City Hall and the city website at 12:00 p.m. on November 16, 2023.



Monica Hendrix-City Secretary

PURSUANT TO SECTION 551.127 OF THE TEXAS GOVERNMENT CODE, AND IN CONJUNCTION WITH THE GUIDANCE AND PROVISIONS PROVIDED BY THE GOVERNOR OF TEXAS IN THE DECLARATION OF DISASTER ENACTED MARCH 13, 2020, MEMBERS OF THE CITY COUNCIL MAY BE PARTICIPATING REMOTELY IN COMPLIANCE WITH THE TEXAS OPEN MEETINGS ACT, AS TEMPORARILY MODIFIED BY THE GOVERNOR.

*Attendance by Other Elected or Appointed Officials – NOTICE OF POSSIBLE QUORUM: It is anticipated that members of City Council or other city board, commissions and/or committees may attend the meeting in numbers that may constitute a quorum of the other city boards, commissions and/or committees. Notice is hereby given that the meeting, to the extent required by law, is also noticed as a meeting of the other boards, commissions and/or committees of the City, whose members may be in attendance. The members of the boards, commissions and/or committees may participate in discussions on the same items listed on the agenda, which occur at the meeting, but no action will be taken by such in attendance unless such item and action is specifically provided for on an agenda for that board, commission or committee subject to the Texas Open Meetings Act.*

In compliance with the American with Disabilities Act, the City of Lorena will provide reasonable accommodations for persons attending and/or participating in City Council meetings. The facility is wheelchair accessible, with handicap parking available at the side of the building. Requests for sign interpreters or special services must be received seventy-two (72) hours prior to the meeting by calling the City Secretary at 254-857-4641.

#### PROCEDURES FOR CITIZEN PARTICIPATION AT MEETINGS

The meetings will be streamed live on the City of Lorena's Facebook page.

Citizens who wish to address the Council on any item on the agenda or under the hearing of visitors, must submit questions via email to the City Secretary Monica Hendrix @ [mhendrix@lorenatx.gov](mailto:mhendrix@lorenatx.gov) or in person at Lorena City Hall at 107-A S. Frontage Road by NOON on the day of the meeting. Your comments will be read into the records during the meeting.

Council may not comment publicly on issues raised during citizen comments that are not listed on the agenda but may direct the City Manager to resolve or request the matter to be placed on a future agenda. Such public comments shall not include any "deliberation" as defined by Chapter 551 of the Government Code, as now or hereafter amended.

## **MINUTES**

**LORENA CITY COUNCIL  
MONDAY, OCTOBER 16, 2023, 6:30 P.M.  
LORENA CITY HALL  
107-A S. FRONTAGE ROAD, LORENA TEXAS**

THE PUBLIC WILL BE ABLE TO JOIN THE MEETING BY VIDEOCONFERENCING  
AT THE FOLLOWING LINK <https://meet.goto.com/459379917>  
The City Council Meeting will be opened to the public.

Questions and comments on items listed on the agenda may be emailed no later than  
NOON on the day of the meeting to the City Secretary Monica Hendrix via email to  
[mhendrix@lorenatx.gov](mailto:mhendrix@lorenatx.gov)

**1. Call to Order/Roll Call.**

Mayor Ross called the meeting to order at 6:30 p.m. Council members present were Mayor Tommy Ross, Jason Blaneck, Emily McKenzie, Brad Wetzel and Kelly Yarbrough was present via teleconference. Katrina George was absent.

City Staff present were Monica Hendrix, Kyler Jones, Linda Klump, Kevin Neal, Scott Holt and Peter Rivas.

**2. Pledge of Allegiance.**

Mayor Ross led the pledge.

**3. Citizens questions or comments.**

*At this time any person with business before the Council not scheduled on the agenda may speak to the Council. Comments are limited to three (3) minutes, and this time is not transferable. Under the Texas Open Meetings Act, the Council is prohibited from discussing, responding, or acting on any comments or items that have not been properly posted on the agenda. This forum is limited to a total of 30 minutes.*

No visitors spoke and no comments were received.

**4. Approval of Minutes:**

**a. September 18, 2023**

MOTION: Emily McKenzie moved to approve the September 18, 2023 minutes.

SECOND: Jason Blaneck

Discussion: Brad Wetzel questioned the approval of item 15 and his vote. Wetzel thought he voted against both motions. Monica Hendrix reviewed the recorded minutes after the meeting and confirmed the typed minutes as submitted were correct on Wetzel's vote.

FOR: Blaneck, McKenzie and Wetzel

ABSTENTION: Kelly Yarbrough

ABSENT: Katrina George

Motion carried.

## **5. Committee and Corporation Reports:**

### **a. Lorena Economic Development Corporation**

Chairman Kelly Yarbrough reported there was no meeting due to her absence but a meeting is scheduled for October 24, 2023 at 6:00 p.m. Yarbrough said she was able to attend a Texas Economic Development Council luncheon while she was in Houston and accept a plaque for Lorena EDC for recognition of exemplary achievement in Community Economic Development. Central Texas was represented well as Hillsboro, McLennan County and the City of Waco also received this award.

### **b. Lorena Planning and Zoning Commission**

No meeting.

## **6. Discussion and possible action on Resolution 2023-1016-01 by the governing body of the City of Lorena approving the renovation and construction of an addition to its appraisal office and to finance the renovation and construction of an addition to its McLennan County appraisal office.**

Jim Halbert, Chief Deputy Appraiser for the McLennan County Appraisal District was present and explained the purpose of the request. The appraisal district office has run out of room in the current building and is looking to expand at the current location. Texas Property Tax Code Section 6.051 requires the acquisition or conveyance of real property by the appraisal district or the construction or renovation of a building to be approved by the governing bodies of three-fourths of the taxing units entitled to vote on the appointment of members. Halbert reviewed the planned upgrades to the facility and stressed the district will not request any additional funds from the taxing units for this addition and remodel.

MOTION: Brad Wetzel motioned to approve Resolution 2023-1016-01 by the governing body of the City of Lorena approving the renovation and construction of an addition to its appraisal office and to finance the renovation and construction of an addition to its McLennan County appraisal office.

SECOND: Jason Blaneck

FOR: Blaneck, Yarbrough, McKenzie and Wetzel

AGAINST: None

ABSENT: Katrina George

Motion carried 4-0.

## **7. Discussion and recognition of new employee, School Resource Officer, Hannah Perry.**

Police Chief Scott Holt introduced new SRO Hannah Perry. Perry comes to Lorena from the Waco ISD Police Department. Perry graduated from the MCC police academy in 2019 and worked for Robinson Police Department prior to Waco and has four years experience. Perry was given the Oath of Office by City Secretary Monica Hendrix and her son Hayden pinned her badge on her.

## **8. Discussion and possible action on the approval of the purchase and funding for a used 2019 for a 4<sup>th</sup> School Resource Officer.**

Scott Holt reminded council of the July authorization by council to expend \$83,000 on two used vehicles for School Resource Officers. With the school's mandated need of a fourth SRO, the Lorena PD is in immediate need of an addition used vehicle. Of Of the \$83,000 (FY 24) planned expenditure on police vehicles, the Police Department has used \$55,948.62 (2017 Tahoe, \$28,742.23 and 2019 Charger, \$23,379.59. Final cost of those two vehicles with equipment is estimated at \$73,000 leaving \$10,000 remaining balance of the \$83,000 budgeted. LISD has committed to a \$100,000 reimbursement of the cost of the 4<sup>th</sup> SRO. The Police Department estimates potentially \$10,000 remaining from the \$100,000 commitment after salary, benefits, and personal equipment. The Police Department anticipates utilizing forfeiture funds to complete funding of the vehicle for the 4<sup>th</sup> SRO. Due to the urgent need of hiring and equipping the 4<sup>th</sup> SRO, a used 2019 Tahoe was purchased for \$30,000 to fulfill the City's commitment to support the LISD with SRO services. Total estimate for the 4<sup>th</sup> SRO vehicle is \$37,000.

MOTION: Kelly Yarbrough motioned to approve the expenditure of funds for the Chevy Tahoe for the 4<sup>th</sup> SRO.

SECOND: Brad Wetzel

FOR: BlaneK, Yarbrough, McKenzie and Wetzel

AGAINST: None

ABSENT: Katrina George

Motion carried 4-0.

**9. Discussion and possible action on transfer of 90% of the end of year General Fund, Utility Fund, and Sanitation Fund Budgetary Net Revenue over Expenditures.**

Linda Klump explained the transfers go to each respective Capital Project Fund to save for costly capital projects. Klump says the surplus for the sanitation fund will be transferred into the utility capital project fund as it was a component of the utility fund.

MOTION: Emily McKenzie motioned to transfer 90% of the end of year General Fund, Utility Fund, and Sanitation Fund Budgetary Net Revenue over Expenditures.

SECOND: Jason BlaneK

FOR: BlaneK, Yarbrough, McKenzie and Wetzel

AGAINST: None

ABSENT: Katrina George

Motion carried 4-0.

**10. Presentation of the Summary of Cash and Investments and budget reports for 9/30/2023.**

Linda Klump reviewed the reports with council and pointed out significant changes.

**11. Discussion and possible action on approving purchase order # KCS248COV for an amount of \$52,032.00 for a 2024 Chevy 3500.**

Kyler Jones informed council this will replace a 2011 F-250 that is starting to have costly mechanical issues. Jones explained it may take a while to get the truck but the price is locked in on Buy Board.

MOTION: Jason BlaneK motioned to approve purchase order # KCS248COV for an amount of \$52,032.00 for a 2024 Chevy 3500.

SECOND: Brad Wetzel

FOR: BlaneK, Yarbrough, McKenzie and Wetzel

AGAINST: None

ABSENT: Katrina George

Motion carried 4-0.

**12. Discussion and possible action on transferring the balance of the Sanitation Equipment Reserve (\$161,722.57) to the Utility Capital Project Fund.**

Linda Klump explained to council that back in 2014 the city started our own sanitation business and at that time started saving to replace the sanitation truck when the time came. This in the amount of money that was saved from 2014-2022.

MOTION: Jason BlaneK

SECOND: Emily McKenzie

FOR: BlaneK, Yarbrough, McKenzie and Wetzel

AGAINST: None

ABSENT: Katrina George

Motion carried 4-0.

**13. Police Department Activity Report.**

Chief Holt said the numbers are in the packet and will answer any questions about them. Mayor Ross thanked the PD for the representation of the department at the Memorial Service for Jake Owens on Saturday.

**14. City Manager Report.**

**1. Donation policy update.**

Neal explained he found a policy from another larger city and is working with the attorney to



make this policy fit for a Type A General Law city. Neal is planning to bring it to council next month.

**2. Street project update.**

Contractors are working on the S. Old Temple Road bridge and making the approach to the bridge on the south side more managable and will start working on Evelyn tomorrrw. Hoping to have a new paving date soon for the streets they have been preparing. We are still on budget and on schedule for a completion date on January 22, 2024.

**15. Future Agenda Items.**

None.

**16. Adjourn**

Due to no further business the meeting adjourned at 7:28 p.m.

These minutes were approved this 20<sup>th</sup> day of November 2023.

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Tommy Ross, Mayor

Attest:

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Monica Hendrix-City Secretary

**Subject:** Discussion and possible action authorizing the City Manager to sign a letter of engagement with Raftelis for a water and wastewater rate study.

**Background Information:**

The City of Lorena has recently secured an additional 1,500 acre-feet of raw water from the Brazos River Authority, and has secured an additional .300 MGD of treatment capacity in the expansion of the Bull Hide Creek wastewater treatment plant. While these are critical milestones in the process of how Lorena will be able to supply both water and sewer for our future, the fact remains that Lorena as a City needs to make certain that these vital resources are properly funded not only today, but for the future as well. The last time a rate study was conducted by the City of Lorena was in 2006. In that study our outside the city limits customer rates were not addressed. Our outside the city limits customers make up roughly 31.5% of customers, and 30% of water sales revenue annually. Also, in 2006 while our wastewater rates were addressed the recommended rates were not adopted due to the substantial rate increase the recommended rate would have had for each customer, instead Lorena relied on the water rates that have historically subsidized our wastewater operations.

**Current Finding:**

Raftelis has recently completed a rate study for the City of Robinson. After weighing the pros and cons of having the same company do Lorena's rate study the pros by far outweighed the cons. Because Raftelis just recently completed Robinson's rate study they are very familiar with Robinson's operations, needs, and future infrastructure needs. Raftelis would also be plugged into the "pulse" of McLennan County, and how the wholesale of water and wastewater is conducted throughout the county.

Staff would recommend the funding of this rate study by using exiting funds that the City has set aside in our current budget. In the Utility Fund City Staff has conservatively been budgeting to cover the TIRZ debt service less the City's and EDC's annual commitments. Due to the TIRZ still having bond funds remaining in the Texpool it is highly unlikely that the Utility Fund would have to pay any debt on behalf of the TIRZ this budget year, and the funding of this rate study would be more than covered by the funds conservatively budgeted in anticipation of funding TIRZ debt service.

**Recommendation:**

City Staff is making the recommendation to City Council to approve the City Manager to sign a letter of engagement with Raftelis for a water and wastewater rate study.



# City of Lorena

## Water and Wastewater Rate Study

PROPOSAL / NOVEMBER 7, 2023







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

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



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

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

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November 10, 2023

Mr. Kevin Neal  
City Manager, City of Lorena  
kneal@lorenatx.gov

**Subject: Water and Wastewater Rate Study**

Dear Mr. Neal:

Many businesses and residents rely on the City of Lorena (City) as their water and wastewater service provider. Historically, the service provided in our industry is done silently until something goes wrong. In today's world where regulations are changing, significant growth is occurring, and costs are increasing, utilities must have a plan for addressing future needs. A study completed by Raftelis will provide the City with a solid financial plan for addressing these challenges and ensuring the utility is financially sustainable. In addition, the cost-of-service analysis will provide the City with support for the costs associated with serving each of the City's class of customers.

Raftelis, established in 1993, provides financial, rate, and management consulting services of the highest quality to water and wastewater utilities. Since then, Raftelis has become the country's largest water and wastewater utility rate and financial consulting practice, with more than 160 consultants. Our staff has provided rate and financial planning assistance to over 1,000 utilities across the United States and has conducted thousands of studies. Our mission has always been to assist our clients in meeting their financial goals. I will serve as project director for this study and work with our project manager to make this a successful study. We strongly believe our team will provide significant value to the City of Lorena for several reasons:

- **Breadth of experience** – We have conducted thousands of financial projects for more than 1,000 utilities nationwide, many like this study.
- **Knowledge of your water and sewer systems** – Our team has worked with many utilities in Texas, including the City of Robinson, and is knowledgeable of the challenges facing utilities in Texas.
- **Proximity** – Our team members are in Austin and intimately aware of Texas utilities' concerns. My team includes consultants who have worked at utilities and understand industry practices for completing such studies.
- **Depth of resources and drive to succeed** – No firm that specializes in financial consulting for the water and wastewater industry has the staff resources we have. Our project team will be focused on meeting and exceeding the City's expectations.

This document includes a scope of work, budget, and timeline that covers the needs we discussed on our call. If you have any questions, please contact me at 512.790.2108.

Sincerely,

A handwritten signature in cursive script that reads 'Angie Flores'.

**Angie Flores**  
*Senior Manager*

# WHO IS Raftelis

## HELPING LOCAL GOVERNMENTS AND UTILITIES THRIVE

Local government and utility leaders partner with Raftelis to transform their organizations by enhancing performance, planning for the future, identifying top talent, improving their financial condition, and telling their story. We've helped more than 600 organizations in the last year alone. We provide trusted advice, and our experts include former municipal and utility leaders with decades of hands-on experience running successful organizations. People who lead local governments and utilities are innovators—constantly seeking ways to provide better service to the communities that rely on them. Raftelis provides management consulting expertise and insights that help bring about the change that our clients seek.

[+ VISIT \*\*RAFTELIS.COM\*\* TO LEARN MORE](#)



**We believe that Raftelis is the *right fit* for this project. We provide several key factors that will benefit the City and help to make this project a success.**

**RESOURCES & EXPERTISE:** This project will require the resources necessary to effectively staff the project and the skillsets to complete all of the required components. With more than 160 consultants, Raftelis has the nation's largest water-industry financial and management consulting practice, including many of the industry's leading rate consultants and experts in key related areas, like stakeholder engagement and data analytics. Our depth of resources will allow us to provide the City with the technical expertise necessary to meet your objectives.

**DEFENSIBLE RECOMMENDATIONS:** When your elected officials and customers are considering the validity of the recommended changes, they want to be confident that they were developed by experts using the latest industry-standard methodology. Our staff are shaping industry standards by chairing committees within the American Water Works Association (AWWA) and the Water Environment Federation (WEF) and co-authoring many industry-standard books regarding utility finance and rate setting. Being actively involved in the industry will allow us to keep the City informed of emerging trends and issues and be confident that our recommendations are insightful and founded on sound industry principles. In addition, with Raftelis' registration as a Municipal Advisor, you can be confident that we are fully qualified and capable of providing financial advice related to all aspects of utility financial planning in compliance with federal regulations.

**HISTORY OF SIMILAR SUCCESSES:** An extensive track record of past similar work will help to avoid potential pitfalls on this project and provide the know-how to bring it across the finish line. Raftelis staff has assisted 1,300+ utilities throughout the U.S. with financial and rate consulting services with wide-ranging needs and objectives. Our extensive experience will allow us to provide innovative and insightful recommendations to the City and will provide validation for our proposed methodology ensuring that industry best practices are incorporated.

**USER-FRIENDLY MODELING:** A modeling tool that your staff can use for scenario analysis and financial planning now and into the future will be key for the City going forward. Raftelis has developed some of the most sophisticated yet user-friendly financial/rate models available in the industry. Our models are tools that allow us to examine different policy options and cost allocations and their financial/customer impacts in real time. We offer model options including Microsoft Excel-based and web-based tools that are developed with the expectation that they will be used by the client as a financial planning tool long after the project is complete.

**RATES THAT ARE ADOPTED:** For the study to be a success, rates must be successfully approved and implemented. Even the most comprehensive rate study is of little use if the recommendations are not approved and implemented. Raftelis has assisted numerous agencies with getting proposed rates successfully adopted. We focus on effectively communicating with elected officials about the financial consequences and rationale behind recommendations to ensure stakeholder buy-in and successful rate adoption.

# Firm Capabilities



## FINANCE

**Meet your goals while maintaining a financially sustainable organization**

- Rate, charge, and fee studies
- Financial and capital planning
- Cost of service and cost allocation
- Customer assistance programs
- Affordability analysis
- Utility valuation
- Budget development
- Financial condition assessments
- Debt issuance support
- Economic feasibility and analysis



## COMMUNICATION

**Communicate strategically to build an informed, supportive community**

- Strategic communication planning
- Public involvement and community outreach
- Public meeting facilitation
- Graphic design and marketing materials
- Media and spokesperson training
- Risk and crisis communication
- Social media strategy
- Visual facilitation
- Virtual engagement



## STRATEGIC PLANNING

**Set the direction for the future of your organization and community**

- Organization, department, and community-based strategic planning
- Effective Board/Commission/Council governance
- Retreat planning and facilitation



## ORGANIZATION

**Plan for long-term sustainability and operate with maximum efficiency**

- Organizational and operational assessments
- Stormwater utility development and implementation support
- Performance measurement
- Staffing analysis
- Organizational climate and culture
- Asset management and operations
- Regional collaboration and service sharing
- Process improvement



## TECHNOLOGY

**Use your data and technology to improve experience and gain valuable insights**

- Billing, permitting, and customer information audits
- Business process development
- Data management, analytics, and visualization
- Performance measurement and dashboarding
- Software solutions
- Website development
- Information technology assessments and strategic planning
- Customer management assessments and optimization
- CIS selection and implementation
- AMR/AMI feasibility studies
- Mobile workforce management
- Meter data management
- CMMS selection and implementation
- GIS optimization services
- Fleet management systems



## EXECUTIVE RECRUITMENT

**Identify top talent to lead local governments and utilities**





# How we stack up

## OUR TEAM INCLUDES

**160+**

**consultants focused on**  
finance/management/communication/  
technology for the public sector

**2** chairs  
& **16**

**members of**  
**AWWA and WEF utility finance and**  
**management committees and subcommittees**



**a Past President of AWWA**

## RAFTELIS HAS PROVIDED ASSISTANCE FOR

**1,500+**

**public agencies**  
**and utilities**

that serve more than

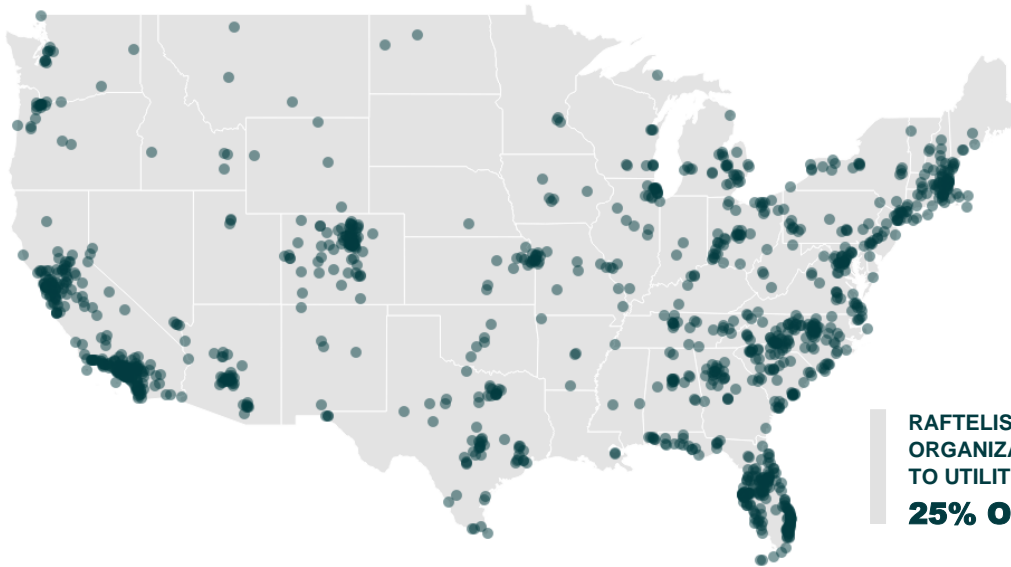
**25%** of the  
**U.S. population**

including the agencies serving

**38** of the nation's  
**50 largest cities**

in the past year alone, we worked on

**1,000+** projects for **600+** agencies in **46** states



RAFTELIS HAS PROVIDED FINANCIAL/  
ORGANIZATIONAL/TECHNOLOGY ASSISTANCE  
TO UTILITIES SERVING MORE THAN  
**25% OF THE U.S. POPULATION.**

# References

## RAFTELIS HAS THE MOST EXPERIENCED UTILITY FINANCIAL AND MANAGEMENT CONSULTING PRACTICE IN THE NATION.

Our staff has assisted more than 1,200 local government agencies and utilities across the U.S., including some of the largest and most complex agencies in the nation. In the past year alone, Raftelis worked on more than 1,200 financial, organizational, and/or technology consulting projects for over 600 agencies in 46 states, the District of Columbia, and Canada. Below, we have provided descriptions of projects that we have worked on that are similar in scope to the City of Lorena project. **We have included references for each of these clients and urge you to contact them to better understand our capabilities and the quality of service that we provide.**

### City of Robinson TX

**Reference:** Craig Lemin, City Manager

P: 512.662.1415 / E: [c.lemin@robinsontexas.org](mailto:c.lemin@robinsontexas.org)

In recent years, the City of Robinson (City) has undergone some economic development efforts expected to continue in Fiscal Year (FY) 2022. These economic development efforts have led to the creation of two Tax Increment Reinvestment Zones (TIRZ) that will develop areas in the City in a very methodical way. These efforts will result in additional growth within the City and will likely attract businesses. When undergoing this kind of transformation, it is important to have a financial roadmap for the City's utility services to maintain its level of service to its customers. The City has authorized a study to ensure that revenue from rates and fees meets annual operating expenses, debt service, funding of repair and capital replacement projects, and maintaining reserves and debt service coverage.

Raftelis has completed a long-term financial plan that will ensure that the City can continue to cash-fund capital improvements, can continue to pay its water treatment and wastewater treatment costs from the City of Waco and the Waco Metropolitan Area Regional Sewer System, and still maintain its financial policies.

A major aspect of the study was to review the City's existing rate structure. Raftelis worked with City staff to determine the pricing objectives. Through that collaboration and by analyzing the consumption patterns of the city's customers, Raftelis developed a rate design structure that will help achieve the city's pricing objectives. For Robinson, affordability, conservation, and equitable rates by customer classes topped their priorities. To address these objectives, Raftelis recommended lowering the fixed fee for residential water customers, new fixed fees for commercial customers to match industry standards, increasing residential tiers from two to four and changing the volume of water per tier, raise the fixed fee for wastewater, and eliminate the wastewater cap.

As part of this study, Raftelis created a fact sheet and animated video to communicate the rate design changes to its customers. The fact sheet provides a thorough explanation of the changes while the animated video provides a graphic explanation of the changes.

# Experience in Texas

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



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

- 
- |   |  |                                       |
|---|--|---------------------------------------|
| • City of Abilene                                   | • Dallas Water Utilities               | • City of Pharr                       |
| • City of Addison                                   | • City of Donna                        | • Porter Special Utility District     |
| • City of Arlington                                 | • El Paso Water Utilities              | • City of Pottsboro                   |
| • City of Austin                                    | • City of Fair Oaks Ranch              | • City of Robinson                    |
| • Austin Water Utilities                            | • City of Georgetown                   | • City of Roscoe                      |
| • Bear Creek Special Utility District               | • Goforth Special Utility District     | • City of Round Rock                  |
| • City of Cedar Park                                | • City of Granbury                     | • City of San Angelo                  |
| • City of College Station                           | • City of Huntsville                   | • San Leon Municipal Utility District |
| • Town of Copper Canyon                             | • City of Jersey Village               | • Santo Special Utility District      |
| • City of Copperas Cove                             | • City of Kaufman                      | • San Antonio Water System            |
| • City of Corpus Christi                            | • Lakeside Special Utility Districts   | • San Jacinto River Authority         |
| • Creedmoor Maha WSC                                | • City of Manor                        | • City of San Marcos                  |
| • Customers of North Texas Municipal Water District | • City of Midland                      | • City of Shallowater                 |
| • City of Dallas                                    | • North Texas Municipal Water District | • City of Wichita Falls               |
| • City of Denison                                   | • City of Pearland                     |                                       |
| • City of Denton                                    |  |                                       |

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

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[illegible]

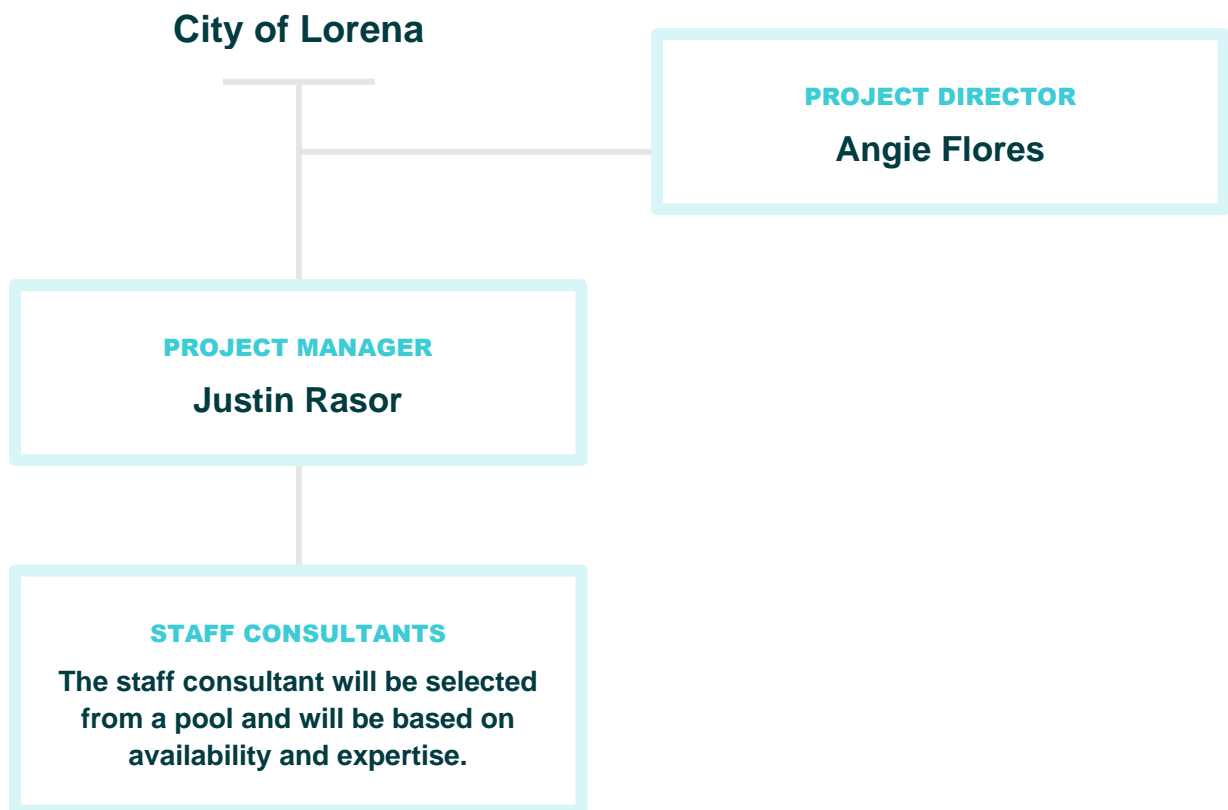


# Project Team

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

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

Here, we have included an organizational chart showing the structure of our project team. **On the following pages, I have included my resume. The staff consultant will be assigned from a pool of consultants and will depend on availability.**



# Angie Flores

## PROJECT DIRECTOR

Senior Manager

### ROLE

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

### PROFILE

Angie has worked in the water and wastewater utility industry for more than 25 years. Over this time, she has completed various cost-of-service and rate studies, financial planning models, and impact fee studies for cities such as Round Rock, Denton, Arlington, San Antonio Water System, Abilene, San Angelo, and Georgetown. Prior to beginning her work as a consultant in 2013, Angie worked for the Lower Colorado River Authority (LCRA) for 12 years where she was responsible for developing rate studies and financial planning models and participating in the business plan process for 32 water and wastewater utilities. LCRA is responsible for managing the Highland Lakes system in Central Texas and a major wholesale electric provider. Before LCRA, Angie worked at the Texas Water Development Board as a financial analyst. The Texas Water Development Board is a financial resource for political subdivisions of the State of Texas.

### KEY PROJECT EXPERIENCE

#### City of Robinson (TX)

As Project Director, Angie worked with the project team to complete a cost-of-service study for the City of Robinson. With its significant growth, the City needed a rate study to determine if its current rates were fair and equitable. Raftelis developed a financial plan for the City that considered its growth and capital needs to ensure that the utility was self-sustaining. A major portion of the study was to consider rate design changes. The existing rate structure of the City had been adopted many years ago and did not consider recent industry standards. Raftelis recommended several rate structure changes that will help the City meet its pricing objectives.

#### City of Round Rock (TX)

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

Raftelis has conducted rate studies for the City since 2014. Since joining Raftelis, in 2016, Angie has been on the team for Raftelis and most recently managing the studies. In 2015, Raftelis provided an analysis that established the cost of service between retail and wholesale customers. The City has been increasing retail rates at a nominal level to achieve revenue sufficiency for water and wastewater service, but wholesale service rates had not been updated in some time. Raftelis



### Contact Information

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### Specialties

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

### Professional History

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

### Education

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

### Professional Memberships

- AWWA
- Government Finance Officers Association of Texas

determined cost of service and calculated wholesale rates according to the utility approach and developed a three-year phase-in of rates for 2016-2018. Raftelis also developed alternative rate structures for the residential, commercial, and irrigation customer classes. Rate structures and rates for retail and wholesale customers were approved and adopted by City Council.

In 2019, the wholesale customers of Round Rock appealed the rates of the City. The case has been filed through the Public Utilities Commission of Texas. To date, the appeal has progressed to discovery. Angie has been managing this process.

Currently, Raftelis is also updating the City's rate study and providing rate calculations for two new wholesale customers, as well as updating the City's FY 2022 Water and Wastewater Rate Study. This latest rate study calculated rates for retail and wholesale customers. No changes to the retail rates were required in this study. Wholesale customers saw a decrease in wastewater rates and an increase to the water rates.

### **Town of Addison (TX)**

In 2016, as project manager, Angie worked with the Town of Addison to develop a financial planning model and rate study. With the need for future capital investment, the Town needed a tool to determine what rate increases may be required in the next 10 years. As part of the study, Raftelis reviewed the Town's current financial policies and made recommendations for rate changes. As a result of this initial study, the Town Council adopted rates for the five-year period of 2017–2022. Raftelis has assisted the Town, as needed, revising the model to estimate certain costs and future demands more closely as information becomes available. Raftelis is currently updating the Town's financial planning model. This will include updating consumption data, budget, and the Capital Improvement Plan.

### **City of Wichita Falls (TX)**

Since 2016, Angie has worked with the City of Wichita Falls (City) to complete a wholesale rate study. The study is completed on an annual basis and follows a prescribed process developed through negotiations with the wholesale customers of the City. At the completion of the study, results are presented to the wholesale customers.

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

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

### **Santo Special Utility District (TX)**

As Project Director, Angie completed a water rate and impact fee study for the Santo Special Utility (District). Raftelis worked with Enprotec/Hibbs and Todd to complete the study. The District is seeing significant growth and is needing capital investment in their water system to serve current and future customers. This rate and impact fee study provides the District with future rates and impact fees required to meet future debt service obligations. The impact fee study considered the growth of the system and 10-year Capital Improvement Plan that will be funded by impact fees. Raftelis presented the rate study results and impact fee data as required under Chapter 395 of the Texas Local Government Code.

### **City of Arlington (TX)**

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

### **City of Denton (TX)**

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

### **City of Midland (TX)**

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

### **City of College Station (TX)**

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

### **City of Pearland (TX)**

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

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

The City wanted Raftelis to evaluate its current water and wastewater rate structures and suggest alternatives. One of the City's objectives was to increase revenue stability. Raftelis evaluated the fixed costs of the utility compared to the level of

fixed cost recovery from fixed charges. Raftelis discovered an imbalance, which is not unusual for utilities. Raftelis evaluated the fixed charges to increase revenue stability and provided alternatives that increase by meter size, which was ultimately implemented.

Finally, the City has very knowledgeable staff that had been using the previous rate model for nearly ten years. Due to several changes in budgeting, cost accounting, and with the significant CIP financing issues mentioned above, the City decided it was an appropriate time to have a qualified consultant develop a new model for their use for the next 10 years. Raftelis provided the City with a fully functioning and user-friendly financial planning and rate model that is adaptable and easy to update. City staff have successfully used this model on their own for the FY 2018 update. Raftelis has continued to work with the City to review the model as staff has updated it. This review is typically a quality check to ensure that the model continues to work as initially set up.

In 2020, Raftelis did a utility billing process review. The objectives of this review included assessing the organization and structure of Pearland's utility billing and meter services groups to determine where enhancements could be made to improve performance, streamline operations, and improve customer service. Raftelis reviewed the meter-to-cash processes for performance gaps and inefficiencies and identified recommended changes to address these areas. Raftelis also compared Pearland's meter-to-cash operations with national industry data and peers, noting any significant differences. Further, Raftelis analyzed a subset of billing data to confirm the accuracy of bills in the sample. Raftelis provided a report with its findings and recommendations.

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

### **San Jacinto River Authority (TX)**

Angie has served as project manager for several studies for the San Jacinto River Authority (SJRA). Starting in 2013 while at another firm, Angie participated in the development of a financial planning model that allows for a 10-year forecast given various "what-if" assumptions with a focus on the capital program and SJRA's Groundwater Reduction Plan (GRP) program. Differentiated rates for surface water and groundwater customers of the system were calculated. This study also considered the development of financial reserve policies for the GRP. The recommended policies were based on a benchmarking study completed by Angie.

In 2018, Angie completed a raw water rate study for SJRA. This study considered rates for the Raw Water Enterprise. A financial planning model was developed that would allow SJRA to see the impact to rates for a 10-year period and allowed for the consideration of various capital projects. The model also provided for the calculation of the City of Houston costs as required by contract.

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

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

### **City of San Angelo (TX)**

Angie has served as project manager and completed two water and wastewater rate updates for the City of San Angelo. Raftelis was engaged by the Water Utilities Department in 2015 to complete a financial planning and cost-of-service study. Raftelis conducted a review of the City's financial policies and developed a comprehensive long-term financial plan to ensure sufficient funding of operations, capital improvements, and debt service costs. Annual revenue was determined that satisfied debt service ratios and bond covenant requirements. Also, a phase-in of rate revenue adjustments for both the water and water reclamation services were determined that resulted in each service operating on a self-sustaining basis. Raftelis conducted a cost-of-service study that identified the cost to the utility for serving the distinct customer classes and worked with City staff to evaluate alternative rate structures that more accurately addressed current utility objectives. Raftelis developed a recommended rate structure and set of rates that were approved by City Council. Raftelis updated this study and reviewed the rate plan annually through 2019.

### **City of Abilene (TX)**

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

### **City of Roscoe (TX)**

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

### **Porter Municipal Utility District (TX)**

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

### **San Antonio Water System (TX)**

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

### **City of Richmond (TX)**

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



### **Brownsville Public Utilities Board (TX)**

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

### **City of Pharr (TX)**

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

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

### **City of Three Rivers (TX)**

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

### **City of Copperas Cove (TX)**

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

### **City of Manor (TX)**

In 2017, the City of Manor (City) engaged Raftelis to complete a financial planning model and rate study. The City had completed a rate study about three years prior and was not generating the amount of revenue that had been estimated for the rate increases adopted. In this study, it was important that it be determined why the City was seeing the shortfalls in revenue and adjust accordingly. Raftelis performed the required analysis and provided the City with a financial plan and rates that considered the City's most recent consumption patterns, which had changed since the previous study. The City has grown significantly in recent years and will begin requiring capital improvements. This study provided the City with the information it will need to fund future capital investments. The City Council approved rates in April 2018. Also, through a scope addition, Raftelis reviewed a rate study provided by one of the City's wholesale water providers as it was proposing a rate increase.

### **City of San Marcos (TX)**

Over the course of five years, Angie has completed the annual update for the City of San Marcos' (City) rate study and financial planning model for the water, wastewater, and electric utility. She works closely with City staff to complete the update and participates in meetings with the City Utility Advisory Board and City Council.

### **City of Georgetown (TX)**

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

### **City of Granbury (TX)**

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

### **El Paso Water Utilities (TX)**

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

### **City of Universal City (TX)**

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

### **City of Corpus Christi (TX)**

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

### **Liberty Utilities (TX)**

In 2018, Angie participated in the Silverleaf Resorts, Inc., case against Liberty Utilities. While Angie was not the rate expert, she provided support to Bill Stannard of Raftelis in helping write testimony and do research. The issues raised by Bill included the proposed capital structure and return on equity, the proposed rate design, and the appropriateness of a phase in of the significant increase requested. The Public Utilities Commission of Texas recently ruled favorably for Silverleaf.

## **RELEVANT PROFESSIONAL EXPERIENCE**

### **Lower Colorado River Authority: Senior Financial Analyst and Rates Supervisor (2001–2013)**

While at Lower Colorado River Authority (LCRA), Angie participated in the acquisition of 18 water and wastewater systems in the Hill Country Region of the LCRA service area. After acquisition of the systems, Angie developed a regional rate model for 16 of the water systems. She participated in cross-functional team that considered the impacts of adopting a regional rate, including proactive discussions with Texas Commission on Environmental Quality (TCEQ) staff, who was the regulatory agency with appellate jurisdiction in Texas at the time. During her time at LCRA, Angie was responsible for the development of business plan forecasts and rates for the water and wastewater systems, including developing operating budgets and estimating future debt service based on the system's 10-year capital improvement plan. When rate increases were implemented, Angie was responsible for the customer communication plan and responsible for

presentations made to the LCRA Board of Directors. The rate communication process took place over a three-month period where LCRA held open houses, townhalls, and one-on-one meetings with the leaders of the communities.

While also at LCRA, Angie was responsible for developing rates for the West Travis County Regional Water and Wastewater System, which served a population of more than 20,000 people. In 2012, the customers of the West Travis County System appealed the rates adopted by the LCRA. Angie participated as the expert witness for rate design in the appeal of retail rates. While Angie was the expert witness on rate design, she testified in the State Office of Administrative Hearings for two days about various topics, including the revenue requirement and the cost-of-service study.

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

Further, Angie was responsible for developing and communicating annual budgets to the four wholesale customers of various LCRA water and wastewater systems. This included preparing annual reports about the system and developing operating budgets in accordance with the contractual requirements. These annual reports and budgets were presented to management of the wholesale systems and often included negotiating rates with the customers.

## ADDITIONAL PROJECT LIST

- Brownsville Public Utilities Board (TX) – Utility Strategic Plan
- El Paso Water Utilities (TX) – Customer Assistance Program
- City of Abilene (TX) – Water and Wastewater Financial Plan and Rate Study
- City of Arlington (TX) – Water and Wastewater Financial Plan and Rate Study
- City of College Station (TX) – Water and Wastewater Financial Plan and Rate Study
- City of Copperas Cove (TX) – Water and Wastewater Financial Plan and Rate Study
- City of Corpus Christi (TX) – Water and Wastewater Financial Plan and Rate Study
- City of Corpus Christi (TX) – Water, Wastewater, Roadway Impact Fee Study
- City of Corpus Christi (TX) – EPA Financial Capability Analysis
- City of Denton (TX) – Water and Wastewater Financial Plan and Rate Study
- City of Denison (TX) – Water, Wastewater, Roadway Impact Fee Study
- City of Georgetown (TX) – Water and Wastewater Impact Fee Study
- City of Granbury (TX) – Water and Wastewater Impact Fee Study
- City of Liberty Hill (TX) – Water and Wastewater Rate Study (Retail and Wholesale)
- City of Manor (TX) – Water and Wastewater Financial Plan and Rate Study
- City of Midland (TX) – Water and Wastewater Financial Plan and Rate Study
- City of Midland (TX) – Reclaimed Water Rate Study
- City of Missoula (MT) – Acquisition Analysis
- City of Pearland (TX) – Water and Wastewater Financial Plan and Rate Study
- City of Pharr (TX) – Water and Wastewater Financial Plan and Rate Study
- City of Pueblo (CO) – EPA Financial Capability Analysis
- City of Richmond (TX) – Water and Wastewater Financial Plan and Rate Study
- City of Roscoe (TX) – Water and Wastewater Financial Plan and Rate Study
- City of Round Rock (TX) – Water and Wastewater Rate Study (Retail and Wholesale)
- City of Round Rock (TX) – Water and Wastewater Impact Fee Study
- City of San Angelo (TX) – Water and Wastewater Financial Plan and Rate Study
- City of San Marcos (TX) – Economic Development Analysis
- City of Three Rivers (TX) – Water and Wastewater Rate Study

- City of Universal City (TX) – Water and Wastewater Impact Fee Study
- City of Wichita Falls (TX) – Wholesale Water Rate Study
- City of Wichita Falls (TX) – Economic Analysis
- City of Wichita Falls (TX) – Water and Wastewater Rate Study
- Goforth Special Utility District (TX) – Water and Wastewater Impact Fee Study
- Liberty Utilities (TX) – Water PUCT Rate Case
- Porter Special Utility District (TX) – Water Rate Study
- San Leon Municipal Utility District (TX) – Water Rate Study
- San Antonio Water System (TX) – Water and Wastewater Cost-of-Service Study
- San Jacinto River Authority (TX) – Raw Water Rate Study
- San Jacinto River Authority (TX) – GRP Rate Study
- Town of Addison (TX) – Water and Wastewater Rate Study

## PRESENTATIONS

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

## ARTICLES

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

## DEPOSITIONS/TESTIMONY

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

# Justin Rasor

## PROJECT MANAGER

Manager

### ROLE

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

### PROFILE

Justin has assisted in conducting a variety of engagements for water, wastewater, electric, and gas utilities. He supports cost-of-service and rate design studies, financial planning, financial valuations and analyses, feasibility studies, and depreciation analyses for public and private sector utility clients. Before joining Raftelis in 2019, he served as a Senior Analyst for Austin Water's rates and charges division. In this role, Justin developed the Financial Planning and Forecasting Model for the water, wastewater, and reclaimed utilities. He also maintained the cost-of-service models and assisted in the submission to the Public Utility Commission involving a wholesale rate case. Prior to joining Austin Water, Justin worked as a consultant at NewGen Strategies and Solutions, LLC, where he conducted numerous costs-of-service and rate design studies, financial valuations, and provided litigation support. Before joining the firm, he began his career as a Project Engineer responsible for managing and estimating schedules and construction costs for healthcare projects. After leaving the construction industry, he managed short-term investments using equities and options.

### KEY PROJECT EXPERIENCE

#### City of Robinson (TX)

As Project Manager, Justin completed a cost-of-service study for the City of Robinson. Justin worked closely with the City Manager to complete a comprehensive rate study considering the utility's financial needs and pricing objectives. The results of the study were implemented by the City. The recommendations included significant rate structure changes that will assist the city in addressing affordability and conservation efforts. The study also included communication with the City's retail customers.

#### Austin Water (TX): Financial Plan Study

While at Austin Water, Justin developed the financial planning and forecasting model used by the executive team to monitor key performance indicators, affordability, and other assumptions for effective utility management. The model combined the water, wastewater, and reclaimed utilities and allowed for multiple what-if scenarios (using VBA and visual dashboards) providing insight into the timing and types of financing, capital improvement projects, rate increases, and defeasance. He incorporated Austin Water's strategic water resource plan (Water Forward) balancing reductions in consumption and revenue with long-term sustainability of the utility. Justin continues to assist the City by updating their financial planning model and adding features to help the utility plan for the future.



### Specialties

- Financial Planning & Feasibility Studies
- Budgeting & Forecasting
- Cost-of-service & Rate Design
- Utility Appraisals & Valuations
- Litigation & Regulatory Support

### Professional History

- Raftelis: Manager (2022-present)  
Senior Consultant (2019-2021)
- Austin Water Utility: Senior Financial Analyst (2017-2019)
- NewGen Strategies & Solutions: Consultant (2012-2017)
- Kershner Trading Group: Trader /Analyst (2010-2012)
- Edward Jones: Financial Advisor (2010-2012)
- Bulley & Andrews: Project Engineer (2008-2009)

### Education

- Bachelor of Science in Industrial Technology, Minor Business Administration - Illinois State University (2008)

### Professional Registrations

- WEF: Water Environment Association of Texas
- Leadership in Energy & Environmental Design, LEED AP

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

Raftelis was engaged by the City of Arlington (City) to complete a cost-of-service study that will consider water and wastewater rates. The study included cost-of-service allocations to the City's customer classes. With the diversity of the City's commercial class, Raftelis considered the usage patterns of the classes and made recommendations for the class. This study was completed in 2021.

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

Raftelis was engaged by the City of Denton (City) to complete a cost-of-service study that considers retail and wholesale rates. The study included cost-of-service allocations to the City's customer classes. The City provides water and wastewater wholesale service to several entities. The City desired a wastewater cost of service that looks at the strength charges but lacks some of the data. Raftelis worked with the City to identify the data required so that the City could gather the data. Rate recommendations were made to City Management in March 2021, after being delayed by Covid-19.

### **San Antonio Water System (TX): Water and Wastewater Financial Plan and Rate Study**

Raftelis has been engaged by the San Antonio Water System (SAWS) to complete a cost-of-service study. Justin is serving as the lead consultant and subject matter expert for the model development and water and wastewater cost allocations. SAWS has added significant capital costs to increase and diversify its water supply protecting the City from drought and reliance on the Edwards Aquifer. Raftelis is currently working with SAWS staff and the Rate Advisory Committee (RAC) to design rate structures that align with cost-of-service principals while meeting the pricing objective of the RAC.

### **City of Midland (TX): Water Financial Plan and Rate Study**

Raftelis was engaged by the City of Midland (City) to complete a rate study and financial planning model. The City had been undergoing significant capital improvements to keep up with the growth in the area. Raftelis analyzed water user characteristics to design a rate structure that would help the City recover costs without significant rate increases to the average user. The study considered a five-year time period and looked at the City's revenue requirement challenges and rate increases needed to recover costs. Rate recommendations were made to the Council in March 2020.

### **City of Lockhart (TX): Water Financial Plan and Rate Study**

Raftelis was engaged by the City of Lockhart (City) to complete a cost-of-service study and financial planning model. The City was facing increasing costs from their wholesale providers and capital improvement projects related to significant growth in the area. Raftelis attended council workshops to educate stakeholders about the rate study processes and what to expect based on preliminary analysis. Communication played an essential role since the City had never completed a study and wanted to significantly change how it charged customers for water. Also, the City had not raised sewer rates since 2013. The study considered three years of incremental rate increases to avoid rate shock. Council chose between three rate design scenarios where Raftelis provided bill impacts and pros and cons for each rate structure that met the City's revenue requirement challenges. Council passed rate recommendations in August 2021.

### **City of Lubbock (TX): Water and Wastewater Financial Plan and Rate Study**

In 2016, the City of Lubbock (City) conducted a water and wastewater cost-of-service and rate structure study. The project included three primary objectives; a five-year financial plan and revenue requirement, a cost-of-service analysis, and rate structure evaluation and design. The City's current rate design consisted of a tiered, inclining rate



structure with dynamic rate blocks based on a customer's average winter consumption. This rate design was found to be overly complicated and difficult to administer and challenging for customers to understand. Therefore, the major challenges were to identify and evaluate the appropriateness of any subsidies in customer classes based on the cost-of-service results and smoothly transition to a preferred rate design. The City then moved to a class-level, static inclining block-rate structure to create a more consistent revenue stream, while also employing a phase-in approach to reduce rate shock.

Lubbock has three major supply sources and three water treatment plants. Therefore, all six were listed as different functional cost categories for the water utility to ensure customers were only assigned costs based on their use of these resources and to reflect specific wholesale customer contractual allocations. Discussions with City staff, water supply contracts, and customer data all helped to identify the associated revenue requirement with providing supply and treatment service.

### **City of Seagoville (TX): Water and Wastewater Rate Study Rate Study**

Justin assisted the City of Seagoville (City) in a retail water and wastewater rate study and calculated wholesale transmission or "wheeling" rates for Combine Water Supply Corporation.

Facing continuing increases in the cost of wholesale water service provided by Dallas Water Utilities and wholesale wastewater treatment service provided by North Texas Municipal Water District, as well as the need to complete over \$7 million in capital water and wastewater projects, the City determined it was necessary to make a significant adjustment to the City's rates.

Raftelis developed a plan to phase-in needed rate increases over a period of five years, which would allow the City to pay off debt, allowing for additional debt to be issued without an additional financial impact on the City's customers. The project team also calculated a cost-of-service-based rate for transmission service to Combine Water Supply Corporation and assisted the City in meeting with and communicating the planned rate changes to WSC representatives.

### **Trophy Club Municipal Utility District No. 1 (TX): Water and Wastewater Financial Plan and Rate Study**

Justin assisted Trophy Club Municipal Utility District No. 1 (TCMUD) in performing a water and wastewater cost-of-service and rate design study. TCMUD needed a rate increase to help fund significant capital improvement programs (CIP) and a new waste treatment plant. In addition to updating the rates to reflect the current cost of providing service, several structural changes were recommended to align the rates with industry best practices. The study also included an analysis of an offer from the City of Westlake to purchase a portion of the TCMUD's service area known as Solana Area.

## **FINANCIAL VALUATIONS - WATER AND WASTEWATER**

Justin has conducted fair market value appraisals as well as income approach analyses on utility assets. He conducts financial analyses to evaluate the relative capital and operational costs under various delivery options. His reviews and analyses provide an indication of value for the acquisition of a service area, help determine fair market value for a prospective acquisition, and identify any additional revenues due to a city/municipality. He has also performed service area valuations to determine compensation for decertification of areas covered by certificates of convenience and necessity (CCN). His clients include:

City of Heath (TX)

Town of Lakeside (TX)  
 Onondaga County Resource Recovery Agency (OCCRA) (NY)  
 Trophy Club Municipal Utility District No. 1 (TX)  
 City of Tyler (TX)  
 Citizens Water and Wastewater of Westfield, LLC (IN)  
 Windmill Farms, Temple (TX)

## **FEASIBILITY STUDIES – SOLID WASTE AND RECYCLING**

Justin assisted the City of New Braunfels (City), TX in a recycling feasibility study to help the City better understand the operational and financial impacts of implementing such a program. Justin offered two scenarios for potential recycled paper and cardboard tonnage and preliminary customer rates and fees for providing such services, in addition to providing the City with potential losses from commercial solid waste customers switching to recycling and other barriers to consider with implementing a recycling program.

## **RESIDENTIAL RATE IMPACT ANALYSIS – ENERGY**

Justin assisted with a customer rate elasticity analysis and impact study for Austin Energy (AE). He analyzed four years of data to determine the impact of a 2012 conservation rate pricing signal on residential energy consumption and the change in residential customer consumption since 2012 by using regression analysis.

## **FINANCIAL PLANNING, CAPACITY FEES, COST-OF-SERVICE, AND RATE DESIGN EXPERIENCE**

Justin has performed cost-of-service and rate design studies for wholesale and retail water, reclaimed water, wastewater, and drainage utilities to assist clients in understanding the financial and operational impacts of their service offerings. Rates developed as a result of these studies are intended to fully recover operational costs. Below is a list of those clients:

City of Addison (TX)  
 City of Arlington (TX)  
 City of Aspen (CO)  
 City of Athens (TX)  
 City of Austin (TX)  
 City of Brenham (TX)  
 Buena Vista-Bethel SUD (TX)  
 Canyon Regional Water Authority (TX)  
 City of College Station (TX)  
 City of Denton (TX)  
 Double Diamond Utilities (TX)  
 City of Garland (TX)  
 City of Greeley (CO)  
 City of Hutto (TX)  
 City of Killeen (TX)  
 Lake Cities Municipal Utility Authority (TX)  
 Lake Fork Water Supply, Yantis (TX)  
 City of Liberty Hill (TX)  
 City of Lubbock (TX)  
 City of Lubbock (TX)

Manville Water Supply Corporation (TX)  
 City of Midland (TX)  
 City of Oklahoma City (OK)  
 City of Paris (TX)  
 Porter SUD (TX)  
 City of Pueblo (CO)  
 City of Pharr (TX)  
 City of Roscoe (TX)  
 City of Round Rock (TX)  
 San Antonio Water System  
 City of San Diego (CA)  
 City of Seagoville (TX)  
 Sharyland Water Supply, Alton (TX)  
 City of Terrell (TX)  
 Trinity River Authority (TX)  
 Triunfo Water Sanitation District (CA)  
 Trophy Club Municipal Utility District No. 1 (TX)  
 City of Waco (TX)  
 City of Wichita Falls (TX)  
 City of Vallecitos (CA)  
 Walker SUD (TX)

## LITIGATION EXPERIENCE

Justin has provided litigation and regulatory support for cost-of-service, rate design, and ratemaking issues before state and local regulatory bodies and courts. He has assisted with rate filings with the Public Utility Commission (PUC) related to the establishment of or changes to water and sewer rates, or the decertification of water and sewer CCNs. Justin's experience includes:

Austin Water Utility, PUC Docket No 49189

Double Diamond Utilities Company, Texas; SOAH Docket Nos. 582-08-0698; 582-09-4288, 582-09- 6112, 473-15-037

Trophy Club Municipal Utility District No. 1; PUC Docket No. 45231; SOAH Docket No. 473-16- 1836.WS

## PUBLICATIONS

"Financing and Charges for Wastewater Systems, Chapter 8: Development and Design of a Schedule of Rates and Charges," WEF Manual of Practice No. 27, Fourth Edition, 2018

# Pool of Staff Consultants

Raftelis evaluates its future projects monthly and assigns staff consultants based on availability and experience. Raftelis will ensure that the consultant can be dedicated to the project manager based on the final scope of work. Below are three consultants located in Austin that have experience working on other Texas projects with Angie and Justin. The staff consultant will work at the direction of Angie in conducting analyses and preparing deliverables for the project. A full resume for these consultants can be provided upon request.



## Lundyn Harrelson

Staff Consultant | Consultant

Lundyn is a Consultant in the Austin branch. She has completed various water, wastewater, electric, data, and technology projects in her time at the firm. Prior to her role at Raftelis, Lundyn was a consultant through her master's program at Louisiana State University and gained experience working with clients, data, and deadlines. With a bachelor's degree in actuarial science and a master's degree in analytics, she uses her analytical and statistical expertise to be a trusted advisor and deliver lasting solutions.

**Specialties:** Data analysis, forecasting, time series analysis



## Summer Simpson

Staff Consultant | Associate Consultant

Summer is an Associate Consultant in the Austin Branch. She is aiding and learning from other members of the team. Prior to her role at Raftelis, Summer was a Business Consultant through her master's program at Wake Forest University where she gained experience working with clients and large sets of data. Summer holds a bachelor's degree in business administration and a master's degree in business analytics. With this, she is looking forward to utilizing her analytical skills to provide data-driven insights within the industry.

**Specialties:** Forecasting, predictive analysis, data analysis



## Richardson Irvine

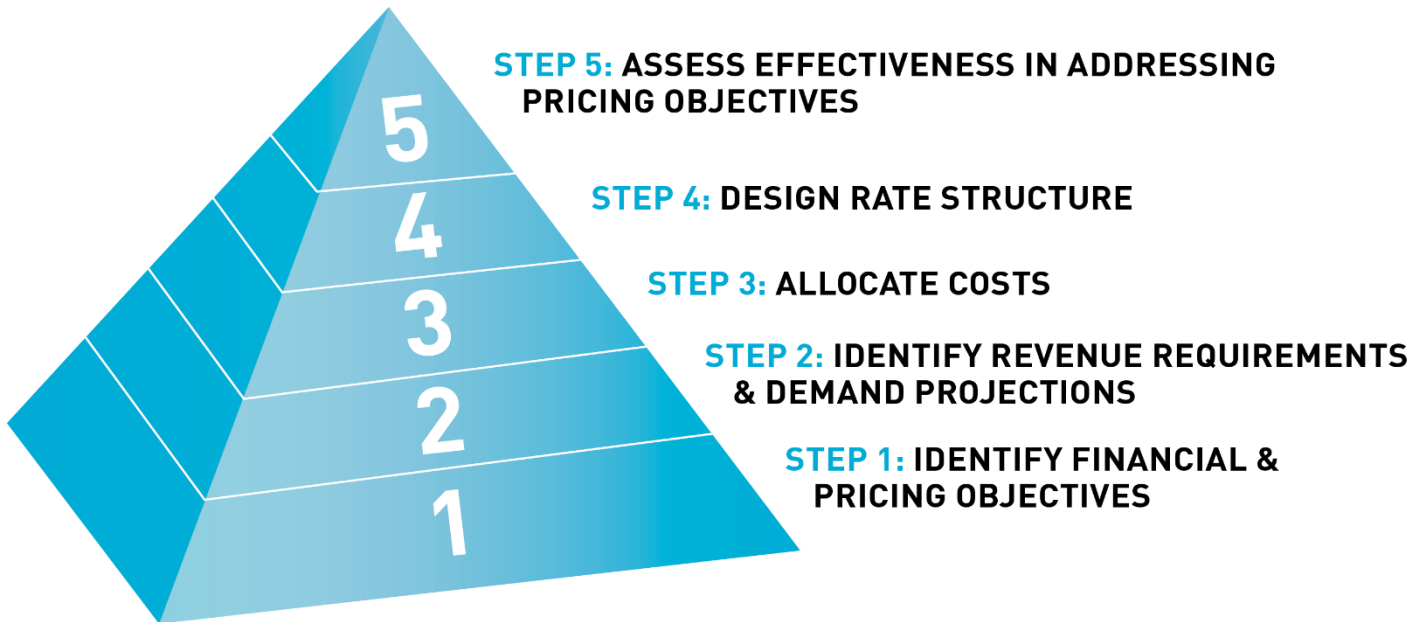
Staff Consultant | Associate Consultant

Richardson is an Associate Consultant in the Austin Branch. He is aiding and learning from other members of the team. Prior to his role at Raftelis, Richardson completed two year-long stints as an AmeriCorps Volunteer where she gained experience working with local stakeholders and gained a great appreciation for water infrastructure. Richardson holds a bachelor's degree in economics from Sewanee: The University of the South. With this, he is looking forward to utilizing his analytical skills to provide data-driven insights within the industry.

**Specialties:** Forecasting, data analysis

# Work Plan

Raftelis' cost-of-service studies start by building from the City's objectives; moving up through the steps in the graphic below:



The following proposed work plan is based on information provided in our telephone conversation and informed by our experience completing studies for other Texas communities and cities. Our tailored approach includes completing a review of each utility's operations, capital plans, and budgets, and recent annual reports to ensure the final product meets your needs. The following work plan describes our custom approach to the project.

## Task 1: Project Initiation and Management

The execution of a productive kick-off meeting is the most effective way to begin a project of this nature. The goals for this meeting include:

- Providing a forum to finalize the scope of the project, work plan, and schedule with City staff
- Discussing the City's preliminary pricing objectives
- Ensuring that we understand the overall goals of the study
- Providing an opportunity for City staff to meet and become comfortable with the project staff from Raftelis
- Reviewing the data needs for the project

Prior to the kick-off meeting, we will prepare a detailed data request list that will identify the information needed to complete the various analyses. Information that is typically required to perform a comprehensive cost-of-service study includes:

- Comprehensive Annual Financial Reports
- Utility budgets and actuals line-item details
- Current and historical billing data
- Utility plant in service records

- Debt service schedules
- Water and wastewater master plans
- Long-term capital improvement plan.

Some of this information will be readily available, while other components may require more detailed analyses of operational data, customer billing information, and costs.

## Pricing Objectives Workshop

To meet this key area of focus, Raftelis will first conduct a Pricing Objectives Workshop. Attendees of this workshop should include key stakeholders who will have input into the proposed rate design. The purpose of the workshop will be to determine whether modifications to the City's water and wastewater rate structures are necessary. The outcome of the workshop will be considered during the rate design. As part of the model developed for the City, Raftelis will include a rate design module that will allow the City to see the impacts of the various rate designs that help meet the priorities identified in the Pricing Objectives Workshop.

## Data Collection and Review

As part of this task, we will conduct interviews with City staff to obtain a thorough understanding of the financial, operational, regulatory, master planning, and political environments. Existing rate policies and ordinances will be reviewed for consistency with current and possible future fees. Key issues, areas of concern, and pricing objectives will be reviewed and discussed. Historical information will be reviewed related to costs, customers, usage, demand patterns, capital spending, plant in service, and revenues generated to provide a better understanding of recent changes in operating characteristics and to develop appropriate trends and growth factors for creating financial forecasts. Other information reviewed will include regulatory requirements, bond covenants, contractual requirements, and capital plans for each utility. During data collection and review, we will identify assumptions used to allocate and project costs that will be integrated into our model. As these assumptions are identified, City staff will have an opportunity to review our findings to ensure that the assumptions make sense vis-à-vis each of the City's utility systems.

## Project Management

Raftelis will communicate with City staff regarding data requests, data validation, data decisions, and reviewing preliminary and final results. Much of this can be accomplished through conference calls, emails, and demonstrations using collaboration tools like Microsoft Teams or Zoom. These efforts provide for consistent and competent project management to ensure that all deadlines and objectives are met in a timely and efficient manner. We believe in a no-surprises approach so that the City is always aware of the project status.



## OPTIMIZING CAPITAL SPENDING

Revenue requirements are only as good as the operating and capital spending needs and assumptions that go into them. If there is uncertainty in operating or capital spending needs, then revenue requirements, cost of service, and the associated rates being requested may be too high or too low. If your utility is concerned with capital spending needs and would like a third-party review of your needs and/or assumptions, Raftelis' subject matter experts in capital project development and delivery are here to help. Likewise, if your utility is interested in opportunities to take advantage of the new Integrated Planning Law added to the Clean Water Act in 2019, Raftelis can help. Contact us to discuss these value-added services, which can be provided under an optional task or a separate scope of work.

**PLANNED MEETINGS:**

- Web-based Kick-off meeting
- Pricing Objectives Workshop (can be held same day as kick-off meeting)

**DELIVERABLES:**

- Data request list
- Agenda for kick-off meeting
- Documentation summarizing the kick-off meeting outcomes

**Task 2: Customer Service Characteristics**

One of the single most difficult tasks that a utility can face each year is projecting future demand and developing realistic per capita consumption estimates. This task is critical to developing water usage and wastewater-contributed flow projections. This data is used to develop the revenue projections in the revenue requirement and the service units in the cost-of-service analysis. The demand and flow projections will be based on the result of this analysis as well as relevant information from the conservation and drought contingency plan.

**Water Use Customer Demand Account Characteristics**

- Tabulate and summarize monthly billing data by customer class
- Tabulate the number of bills/accounts by meter size by class
- Develop the bill frequency to determine the number of bills and volume billed in each tier (if possible, separate analysis by class for rate design alternatives)
- Calculate the number of bills and accounts by meter size (if available) for the rate structure alternative analysis
- Project water demands considering growth and changes in use per account using
- Identify customers or a group of customers that may warrant a specific class based on the demand characteristics analysis
- Identify trends of changes in water usage due to increased conservation, efficient water fixtures, and other active and passive water savings
- Using the water master plan, incorporate other assumptions that may affect future water use projections

**Wastewater Customer Class Contributed Flow and Account Characteristics**

- Tabulate and summarize monthly billing data by customer class
- Calculate the estimated residential billable flow and contributed commercial flow to the wastewater treatment plant
- Calculate the number of bills and accounts by meter size (if available) for the rate structure alternative analysis
- Project billable wastewater flows considering changes as a result of changes in water use

**PLANNED MEETINGS:**

- Web-based meeting to review draft consumption projections

**DELIVERABLES:**

- Forecast of consumption and revenues under existing rates over the multi-year forecast period

**Task 3: Development of Financial Plans**

An important element in conducting a comprehensive rate study is establishing comprehensive short- and long-term financial plans for the City's utilities. In preparing these plans, we will analyze the City's current policies and practices for



funding its operations, capital facilities plans, and debt service requirements. As appropriate, and as discussed with City staff, we will consider various financing options or a combination of options, such as operating revenue, new debt issuances, and miscellaneous fees.

Purchased water and treated wastewater costs will be forecasted appropriately based on projected rate increases and provider contracts.

We will assist the City in achieving a suitable balance among the financing options when developing the proposed financial plans, which will accomplish the following:

- Ensure financial sufficiency to meet operating and capital costs as well as prudent reserves
- Meet the City's service policies and objectives
- Fairly distribute financing responsibility to appropriate users
- Result in an appropriate capital structure so that the City maintains a high rating with bond rating agencies
- Establish rate adjustments adequate for two years and the rate schedule to maintain its integrity for at least five years

The financial plans for each utility will include a capital improvement financing component that ensures each utility can fully finance the City's proposed capital improvement program while minimizing impacts to existing ratepayers and complying with existing revenue bond covenants.

### **Develop Revenue Requirements**

This task will include the projection of budget items, such as annual costs related to labor, power, materials, capital expenditures, plant investment, O&M expenses, transfers, reserve contributions, and debt service coverage using assumptions based on different economic factors and growth trends.

We will develop forecasts of revenue requirements over the multi-year planning period. Revenue requirements will be projected over the rate-setting period based on historical results, the current budget, capital improvement plans, master planning studies, existing debt service, other obligations, and current economic trends. We will examine the effect of variations in factors that impact the utility's revenue requirements and provide comparisons of potential revenue requirement scenarios for review with the City to identify the most appropriate revenue requirements for proposed rates. Projecting revenue adjustments over a multi-year planning horizon can illustrate future rate impacts and potential challenges to the City's financial situation. This will allow the City to adjust its expenses, transfers, and reserve balances or schedule capital projects to smooth rate impacts and maintain financial stability.

### **PLANNED MEETINGS:**

- Web-based meeting to review multi-year financial plans

### **DELIVERABLES:**

- Multi-year financial plans for each utility

## **Task 4: Cost-of-Service Analysis and Rate Calculation**

Although we tailor a utility's cost-of-service analysis to meet the needs of the individual utility, we always follow the basic premise of cost-of-service. The cost-of-service allocation is completed based on industry standards. The analysis will be modeled based on the customer classes of the City. In the case of the City of Lorena, the methodology for calculating the Outside-City-Limit rates will need to be discussed.

### **Water Utility Cost of Service**

We will develop the water cost of service using industry-standard approaches and the principles promulgated by the American Water Works Association and Raftelis' local and nationwide experience.

- Determine the test year revenue requirement
- Assign operation and maintenance costs to functions or unit processes (e.g., water: source of supply, treatment, pumping, transmission and distribution, storage, and fire protection)
- Allocate functional costs to parameters that most influence the cost (e.g., average day demand, peak demands, customer costs)
- Functionalize and allocate capital and debt costs in a similar manner and allocate costs based on the proportionate share of replacement cost assets by function
- Allocate non-rate revenues to cost components
- Determine unit cost of service and proportionately distribute costs to customer classes (irrigation will be included as a customer class within the water cost-of-service analysis)
- Provide a comparison of class cost of service to revenue at existing rates for the selected test year

### **Wastewater Utility Cost of Service**

We will develop the wastewater cost of service using industry-standard approaches and the principles promulgated by the Water Environment Federation and Raftelis' local and nationwide experience.

- Determine the test year revenue requirement
- Assign operation and maintenance costs to functions or unit processes (e.g., headworks, collection system, primary treatment, secondary treatment, tertiary treatment, customer)
- Allocate functional costs to parameters that most influence the cost (e.g., contributed flow, BOD, TSS, customer)
- Functionalize and allocate capital and debt costs in a similar manner and allocate costs based on the proportionate share of replacement cost assets by function
- Allocate non-rate revenues to cost components
- Determine unit cost of service and proportionately distribute costs to customer classes
- Provide a comparison of class cost of service to revenue at existing rates for the selected test year

### **Rate Design**

We will develop proposed rates under the existing structure and proposed rate structure based on the pricing objectives exercise in Task 1. All rate structures developed in this task are designed to recover class cost of service and overall utility revenue requirements.

#### **Update Rates Under Lorena's Existing Rate Structure**

- Develop cost-of-service rates under the current rate structure
- Develop customer bill impacts to show changes in customer's bills based at various levels of consumption (water and wastewater only)

#### **Develop Rates Under Proposed Rate Alternatives**

- Based on the study objectives in Task 1, develop rate alternatives based on the customer class cost of service
- Test proposed rate structure alternatives against the objectives and billing system requirements
- Rate alternatives will incorporate those factors affecting the financial plan such as inflation, capital repair and replacement levels, changes in operational demands, replacement schedule for asset infrastructure, and impacts of different funding strategies for capital improvements
- Prepare a bill and customer impact for every bill and customer to show the change in bills under existing and proposed rates and show the total change in annual customer bills
- Consider phasing-in of rates over a period of time to minimize impacts to customers

**PLANNED MEETINGS:**

- Web-based meeting with City staff to review costs by customer classes and resulting rates

**DELIVERABLES:**

- Costs by customer classes as well as preliminary and final rate recommendations
- Provide draft modifications to the City's Code of Ordinances to address proposed modifications to the current utility rates and fees

**Task 5: Rate Model Development**

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

During the project, City staff will be provided with working copies of rate model drafts in Microsoft Excel so that they will be able to provide input into the development of the model. Once the project is complete, the City will be provided with fully functioning copies of the model and Raftelis personnel will train members of the City staff in its use.

**PLANNED MEETINGS:**

- Web-based meeting to train City staff on the use of the rate model

**DELIVERABLES:**

- Functional rate model for the City's future use and update

**STAFF REQUIREMENTS:**

- Review model
- Attend training for model



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

## Task 6: Reports and Presentations

### Rate Comparison

Raftelis will prepare a comparative analysis of the City's current and proposed water and wastewater rates to comparable peer utilities. This comparison will be used in the reports and presentations of the findings of the study to provide a frame of reference for stakeholders and decision makers.

### Draft Report

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

### Final Report

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

### Presentations

Communicating results and recommendations of the rate studies to elected officials requires a strategic approach that accomplishes two objectives. First, it must communicate key messages that resonate with decision-makers who are not likely to be experts in utility management or finance. Second, the presentation must balance the need to provide sufficient detail to give the council confidence in the study's legitimacy while not diving too deeply into the weeds and causing confusion.

Our most successful presentations to the Council have been developed hand in glove with City staff, who typically know their councils well and understand possible hot-button issues or figurative land mines to avoid.

We will prepare a PowerPoint presentation summarizing the rate study process, findings, and recommendations in a clear and concise manner, avoiding using endlessly long bullet points in favor of icons, graphics, and imagery that reinforce the speaker's talking points. This starts as a straightforward outline we develop and submit for your review, comment, and approval. This outline will include a logically thought-out progression of the information we recommend providing, along with a draft set of talking points. With your input incorporated into the outline, we'll use that as our template for developing your slide deck from scratch. Then, a draft of the slide deck is provided, and another round of review/comment allows us to hone our messaging, accompanying graphics, and animation to ensure the presentation fits the time allowed while achieving the objectives described above. As the subject matter experts and at your direction, we will deliver this presentation to the City Council at the public hearing and another public meeting (likely preceding the public hearing).

#### PLANNED MEETINGS:

- Web-based meeting to review the draft report with City staff
- Two on-site presentations as directed by the City

#### DELIVERABLES:

- Rate comparison
- Draft report
- Final report
- PowerPoint outline and presentation

### **Optional Additional Task A: Strategic Communications Support (not included in price)**

Well-crafted strategic communications can build trust, reputation, influence, and brand equity. Raftelis' in-house Strategic Communications Services Group are water communications experts who have spent decades in water utility communication both as consultants and as leaders of public affairs programs for large and small utilities across the country.

They specialize in providing strategic communications counsel, public engagement, and community involvement, and can provide the City with guidance, structure, strategies, tools, and tactics to communicate clearly and broadly to your customers and key stakeholders. Past clients often remark that adding this element to rates studies was the difference that helped lower the political temperature in the community and enabled successful adoption their updated rates and fees.

#### PLANNED MEETINGS:

- Virtual communications program kick-off to include City communications staff; separate from rate study kick-off meeting
- Regular virtual progress meetings with City-designated representative

#### DELIVERABLES FREQUENTLY INCLUDE:

- Strategic communications plan and key message platform
- Bill stuffers
- Fact sheet/infographic(s)
- Social media posts and graphics

- Short “explainer” video(s)
- Website copy and graphics
- Talking points
- Newsletter articles and graphics
- E-mail blast content
- FAQs
- News releases/media pitches

# Schedule

Raftelis will complete the scope of services within the timeframe shown in the schedule below. The proposed schedule assumes a notice-to-proceed by December 2023 and that Raftelis will receive the needed data in a timely manner and be able to schedule meetings as necessary. Project completion is estimated for April 2024. This schedule can be easily modified to meet the City's timeline. Depending on availability of staff during the holidays, the completion could occur in February.

	2023		2024		
TASKS	DEC	JAN	FEB	MAR	APR
1. Project Initiation and Management	●				
2. Customer Service Characteristics		●			
3. Development of Financial Plans		●			
4. Cost-of-Service Analysis & Rate Calculation			●		
5. Rate Model Development			●		
6. Reports and Presentations					● ●

- In-person Meetings
- Web Meetings
- Deliverables



# Budget

Based on the scope of work described above, Raftelis proposes a budget of \$49,911. The budget can be modified as needed.

Tasks	Web Meetings	In-person Meetings	Hours				Total Fees & Expenses
			AF	JR	RI	Total	
1. Project Initiation and Management	1		4	16	4	24	\$6,820
2. Customer Service Characteristics	1			8	24	32	\$7,040
3. Development of Financial Plans	1			8	16	24	\$5,480
4. Cost-of-Service Analysis & Rate Calculation	1			16	24	40	\$9,400
5. Rate Model Development	1			16	32	48	\$10,960
6. Reports and Presentations	2	1	4	24	8	36	\$10,211
Total Meetings / Hours	7	1	8	88	108	204	
Hourly Billing Rate			\$320	\$285	\$185		
Total Professional Fees			\$2,560	\$25,080	\$19,980	\$47,620	
Total Fees							\$47,620
Total Expenses							\$2,291
Total Fees & Expenses							\$49,911

AF - Angie Flores  
JR - Justin Rasor  
RI - Richardson Irvine  
-  
-  
-  
-  
-

**Subject:**

Discussion and possible action on Budget Amendment 2024-01

**Background Information:**

**Current Findings:**

The attached proposal would amend the approved FY 2024 budget for:

1. Addition of 4<sup>th</sup> School Resource Officer and the commitment from Lorena ISD
2. Removal of budgeted forfeiture expenditures in General Fund
3. Reclassification of budgeted forfeiture expenditures to newly created fund 15 – Designated Revenue Fund
4. Adjust Capital Project Fund budget for purchase of used vehicles for Police Department purchased in FY 2023
5. Adjust Capital Project Fund budget for Police Department Vehicles designated from Lorena ISD commitment

**Recommendation:**

Staff recommends approval of Budget Amendment 2024-01

**CITY OF LORENA**  
**PROPOSED BUDGET ADJUSTMENTS**  
**FY 2023-24**

	<b>BUDGET</b>	<b>AMEND #1</b>	<b>ADJUSTED</b>
	<b>FY 2023-24</b>		<b>BUDGET</b>
			<b>FY 2023-24</b>
POLICE			
10-390-010 OTHER REVENUE - LISD	(177,700)	(87,757)	(265,457)
10-421-103 SALARIES-SWORN PERSONNEL	383,908	44,982	428,890
10-421-130 SALARIES-OVERTIME	15,000	5,580	20,580
10-421-210 BENEFITS-HEALTH INSURANCE	89,830	8,983	98,813
10-421-220 BENEFITS-FICA	41,653	3,868	45,521
10-421-230 BENEFITS-TMRS	57,186	5,385	62,571
10-421-260 BENEFITS-WORKERS COMP	20,498	2,070	22,568
10-421-613 SUPPLIES-MINOR TOOLS	12,500	6,889	19,389
10-421-830 OTHER EXPENSE-EQUIP RES	86,499	10,000	96,499
	<u>529,374</u>	<u>(0)</u>	<u>529,374</u>

FUNDING FOR 4TH SRO

POLICE			
10-390-050 OTHER REVENUE-FORFEITURE TFR	(10,000)	10,000	-
10-421-320 PROF FEES-TRAINING	4,300	(1,300)	3,000
10-421-610 SUPPLIES-OFFICE	4,000	(1,000)	3,000
10-421-613 SUPPLIES-MINOR TOOLS	12,500	(7,700)	4,800
	<u>10,800</u>	<u>-</u>	<u>10,800</u>

REMOVE FORFEITURE EXPENDITURES FROM GENERAL FUND

FORFEITURE - TREASURY			
15-424-320 PROF FEES-TRAINING		1,300	1,300
15-424-610 SUPPLIES-OFFICE		1,000	1,000
15-424-613 SUPPLIES-MINOR TOOLS		7,700	7,700
	<u>-</u>	<u>10,000</u>	<u>10,000</u>

ADD PLANNED FORFEITURE EXPENDITURE TO DESIGNATED FUND

POLICE			
30-421-742 CAP OUTLAY-VEHICLES	83,000	(52,840)	30,160
	<u>83,000</u>	<u>(52,840)</u>	<u>30,160</u>

ADJUST BUDGET FOR EXPENDITURES USED IN 2023

POLICE			
30-391-131 OPERATING TFR-GF EQUIP RES	(102,757)	(10,000)	(112,757)
30-421-742 CAP OUTLAY-VEHICLES	30,160	10,000	40,160
	<u>(72,597)</u>	<u>-</u>	<u>(72,597)</u>

ADJUST BUDGET FOR TFR FROM LISD REIMB

**Subject:** Discussion and possible action adopting a donation policy for the City.

**Background Information:**

The City of Lorena has no formal policy for acceptance of donations. In the absence of an officially adopted donation policy, to be compliant with state law, the City Council must officially accept every single donation as a formal council agenda item regardless of the amount. By adopting a policy city staff can accept donations in accordance with the policy, streamlining the donation process for items under specified amounts set by the policy.

**Current Finding:**

From time to time the City receives a donation. The most recent donation was back in September where a young man ran a lemonade stand, and all of the proceeds were donated to the City to be used by the Police Department's K-9 program. This donation also had a match donation by a local business. Since this time City Staff has been working on a donation policy to bring before City Council for approval. The version brought before City Council for approval has been approved by the City Attorney after a few revisions.

**Recommendation:**

City Staff is making the recommendation to City Council to approve the donation policy as approved by the City's Attorney in an effort to streamline the donation process for the City of Lorena.



## City of Lorena Donation Acceptance Policies and Procedures

### **A. Purpose**

To ensure that donations to the City of Lorena or its departments are consistent with established City Council goals, can be reasonably managed while serving the needs of the City, and are appropriately acknowledged.

### **B. Scope**

This policy applies to all City employees, officers, agents, departments, boards, or commissions of the City of Lorena.

### **C. Definitions**

1. **DONATION OR GIFT** – A monetary (cash) contribution, endowments, personal property, real property, financial securities, equipment, in-kind goods or services, or any other asset given to the City for which the Donor has not received any goods or services of comparable value in return. For the purposes of this policy, the terms donation and gift shall be synonymous.
2. **DONOR** – A person or other legal entity that proposes or provides a donation to the City.
3. **ENDOWMENT** – Donations that are restricted to the extent that only earnings, and not principal, may be used for a particular City department, location, or purpose.
4. **REAL PROPERTY** – Land and anything growing on, attached to, or erected on it, excluding anything that may be severed without injury to the land. For purposes of this policy, real property shall only include corporeal property (soil and buildings) and not incorporeal property (easements).
5. **RESTRICTED DONATION** – Donations designated at donor request for a particular City department, location, or purpose.
6. **SERVICE** – The action of helping or doing work for someone. This includes professional services such as design or engineering.
7. **SPONSORSHIP** – A donation given in association with a particular event, such as a concert, festival, or sporting event, and in which the donor receives benefits in exchange such as advertising or booths at the event.
8. **UNRESTRICTED DONATION** – Donation to the City without any limitation being placed upon its use.



## City of Lorena Donation Acceptance Policies and Procedures

### D. Policy

#### 1. General Principles:

- a. All donations being presented to the City shall be accompanied by the name of the person making the donation, their address and contact information, and if applicable a description of the donors intended use of the donation with any restrictions assigned by the donor.
- b. Donations do not become the property of the City until accepted by the City consistent with this policy.
- c. Upon acceptance, all donations in form of cash or check must be deposited into the City's operating fund bank account, to be expended in accordance with City policy.
- d. Only City employees authorized by this policy may accept donations on behalf of the City.
- e. The City has no obligation to accept any donation proposed by a donor.
- f. All donations will be evaluated by the City prior to acceptance to determine whether the donation is in the City's best interest and consistent with applicable laws.
- g. The City does not provide legal, tax, accounting, or other such advice to donors. Each donor is responsible for ensuring the donor's proposed donation meets and furthers the donor's charitable, financial, and estate planning goals.
- h. Any donation must be used for official City business and not for political activities or other personal reasons.
- i. The City shall comply with all applicable laws and regulations of the Internal Revenue Service regarding the acceptance of donations.

#### 2. Types of Donations:

- a. Donations may be in the form of cash or tangible or real property.
- b. Donations may be restricted or unrestricted. A donor may not designate the City official who may use the donation.

#### 3. Value of Donations:

- a. In determining who has authority to accept or reject the donation, the reported value provided by the donor shall be used, or, in the absence of such a valuation, the best market value estimate of the department staff. That reported value should be a good faith estimate.
- b. The City will not be responsible for having a donation appraised or for establishing the value, but, where warranted, may ask the donor to have the item appraised or examined.
- c. Acceptance of the donation shall not represent concurrence in the estimated value of the item and does not establish the value of the item for the purpose of taking a charitable tax deduction under the Internal Revenue Code.



## City of Lorena Donation Acceptance Policies and Procedures

### 4. Authority to Accept Donations:

- a. In the event a donation is in the form of a gift card the following applies:
  - i. For Gift Cards under \$100.00, a department head may receive the gift card along with the required information, and present the gift card to the City Manager as soon as reasonably possible for acceptance.
  - ii. Gift Cards greater than \$100.01 and up to \$5000.00 must be received by the City Manager, if accepted, the City Manager will then disburse the gift card in accordance with it's intended use by the donor in accordance with City policy.
- b. The City Council must approve the following donations:
  - i. Donations of real property, or oil, gas, or mineral rights;
  - ii. Donations that require the City to expend City funds in any fiscal year to meet an obligation imposed by the donation;
  - iii. Donations that are conditioned on the naming of a public facility, park, part of facility, or structure;
  - iv. Donations that exceed \$5,000.01 in value to include gift cards; or
  - v. Donations for which the donor requires council approval.

The following persons may accept donations to the City:

Value of the Donation	Authorization Level
\$5,000.00 or less	City Manager
\$5,000.01 or greater	City Council

If the cumulative donations by a single donor to a department of the City exceed \$5,000.00 in a fiscal year, the City Manager shall obtain permission from the City Council before accepting any donations exceeding the cumulative \$5,000.00.





## City of Lorena Donation Acceptance Policies and Procedures

### 5. Process for acceptance or rejection of Donations:

All potential donations must be reviewed by the department head that will be utilizing the donation. If the donation is for general use by the City, the City Manager may assign a designee to review the donation.

The City Manager, or his/her designee shall evaluate the proposed donation to determine its benefit to the City, long and short-term financial implications, feasibility, and compatibility with existing City services and goals. If the City Manager, or designee, determines that the donation is consistent with City goals and is in the best interest of the City and council approval is not required, the City Manager is authorized to accept the donation, to send an acknowledgement to the donor, and to provide any documentation or execute any forms necessary for the donor to establish the donation to the Internal Revenue Service. If the City Manager, or designee, determines that the donation is not appropriate for the City, the City Manager shall decline the donation.

If City Council approval is required for acceptance of the donation and the City Manager recommends acceptance of the donation, the City Manager shall place the item on a City Council agenda for approval. If the City Council accepts the donation, the City Manager is authorized to accept the donation, to send an acknowledgement to the donor, and to provide any documentation or execute any forms necessary for the donor to establish the donation to the Internal Revenue Service.

The City Manager shall not place a donation on a council agenda or accept the donation prior to review by the City Attorney in the following situations:

- a. The donor is making a restricted donation, except if:
  - i. the restriction is only that the donation should be used by a particular department; and
  - ii. the donation is valued at less than \$5,000;
- b. Any document, other than an acknowledgement, is being signed or sought to be signed by a city representative related to the donation, in which case the City Attorney shall review that document.

### 6. Additional Procedure for Acceptance of an Endowment:

Prior to recommending acceptance of a donation of an endowment, the City Manager shall work with the Finance Department to set up the appropriate fund(s) for the endowment and the City Attorney on the proper documentation for such a donation.



## City of Lorena Donation Acceptance Policies and Procedures

### 7. Additional Procedure for Acceptance of Donations of Real Property or Oil, Gas, or Mineral Rights:

Prior to recommending acceptance of a donation of real property or oil, gas, or mineral rights to the City Council, the City Manager shall work with the City Attorney, to determine the following:

- a. The approximate value of the real property or oil, gas, or mineral rights;
- b. Any future expenditures or maintenance obligations should the City accept the donation;
- c. Potential liabilities associated with the donation, including hazardous conditions or environmental concerns;
- d. Whether the donation has any special restrictions, and if so, if those restrictions are acceptable to the City; and
- e. Any recommendations for conditions of the City's acceptance.

### 8. Additional Procedure for Accepting Artifacts, Works of Art, Books, and Archival Materials:

When an artifact, works of art, books, or archival materials is offered for donation to the City, the following guidelines shall be considered in determining whether to accept the offer:

- a. The item must be relevant to and consistent with the mission of the City.
- b. The City must be able to provide for the storage, protection and preservation of the item in keeping with professionally accepted standards and practices.
- c. The City will not accept an item whose acquisition or display violates:
  - i. The 1970 UNESCO *Convention on the Means of Prohibiting and Preventing the Illicit Import, Export, and Transfer of Ownership of Cultural Property*;
  - ii. The Native American Graves Protection and Repatriation Act (NAGPRA);
  - iii. The Archeological Resources Protection Act [ARPA];
  - iv. The Paleontological Resources Preservation Act;
  - v. The Endangered Species Act;
  - vi. Federal or state firearms laws; or
  - vii. Any other relevant federal or state law.

### 9. Expenditure or Selling of Donations:

Once the City has accepted a donation, it must be treated like all other property of the City and expended or sold in compliance with City policy and state law.



## City of Lorena Donation Acceptance Policies and Procedures

### 10. Soliciting Donations:

No employee should solicit donations to the City, including sponsorships, without the approval of the City Manager or department head of the department for which that employee works.

Except with permission from the City Manager, no employee should solicit donations from a vendor that provides goods or services to the City.

Failure to comply with any aspect of this policy may result in disciplinary action up to and including discharge from employment.

### **E. Responsibilities**

1. The City Manager shall have overall responsibility to evaluate and process donations. Department Heads are responsible for:
  - a. Reviewing proposed donations that are assigned for their review by the City Manager and determining whether the donation is in the best interest of the City;
  - b. Submitting a proposed donation for the City Manager's review;
  - c. Assisting with the City Manager's or Finance Department's review and assessment of a proposed donation;
  - d. Working with the City Attorney on donations, including those of real property or oil, gas, or mineral rights;
  - e. Once the donation is accepted,
    - i. sending an acknowledgement to the donor if requested to do so by the City Manager; and
    - ii. assisting the City Manager in providing any documentation or executing any forms necessary for the donor to establish the donation to the Internal Revenue Service;
  - f. Communicating a rejection of a donation to the potential donor as requested by the City Manager;
  - g. Ensuring that the City complies with any requirements of the donation once the donation is accepted, including that a restricted donation is used according to the restriction; and
  - h. Logging any equipment into the city system in accordance with City policy.
2. The Finance Department is responsible for setting up funds for endowments.
3. The City Attorney is responsible for assisting the City Manager with evaluating potential donations of real property.



## City of Lorena Donation Acceptance Policies and Procedures

4. The City Attorney is responsible for:
  - a. Reviewing documents associated with a donation other than an acknowledgement of donation;
  - b. Reviewing restricted donations (proposed or accepted) in accordance with this policy;
  - c. Working with the City Manager and Finance Department on endowments (proposed or accepted); and
  - d. Working with the City Manager on evaluating donations of real property when appropriate.

### **F. Procedures**

Procedures are included in the Policy Section of this policy.

**Subject:**

Discussion and possible action on proposal from MVBA, Accounts Receivable Collections Group to provide collection service for past due Utility Accounts

**Background Information:**

In the past, the City of Lorena utilized a collection service to attempt to collect delinquent amounts for customer utility accounts. That agreement lapsed and no service has been utilized for some time.

**Current Findings:**

MVBA currently provides collection services to the City of Lorena for outstanding court violations. MVBA has provided the attached proposal to extend that service to the collection of past due utility accounts. MVBA will charge the City 30% of collected balances for their services (same fee as charged for court collections).

**Recommendation:**

Staff recommends approval of the attached agreement with MVBA for the collection of delinquent utility accounts.

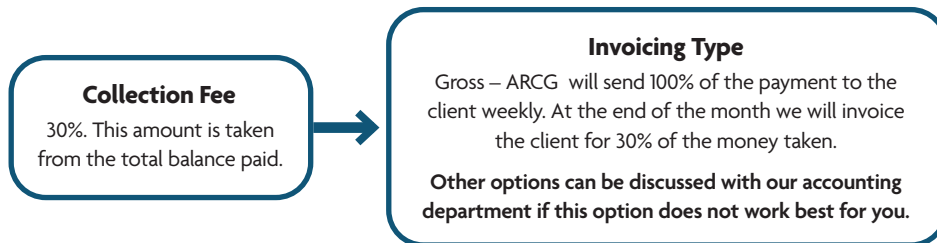
## Accounts Receivable Collections Overview

As a MVBA, LLC client, we will work closely with you to receive delinquent accounts and continue the collection efforts until resolved or statute is reached. MVBA, LLC will work accounts that are 31 days delinquent up to 4 years delinquent. In 2019, due to legislative changes and significant court decisions, MVBA, LLC has registered a new dba (doing business as). The new dba is "Accounts Receivable Collections Group." All communication with your delinquent account holder will be done using this name. The use of the new name will provide a significant distinction from our collection of court fines and fees.

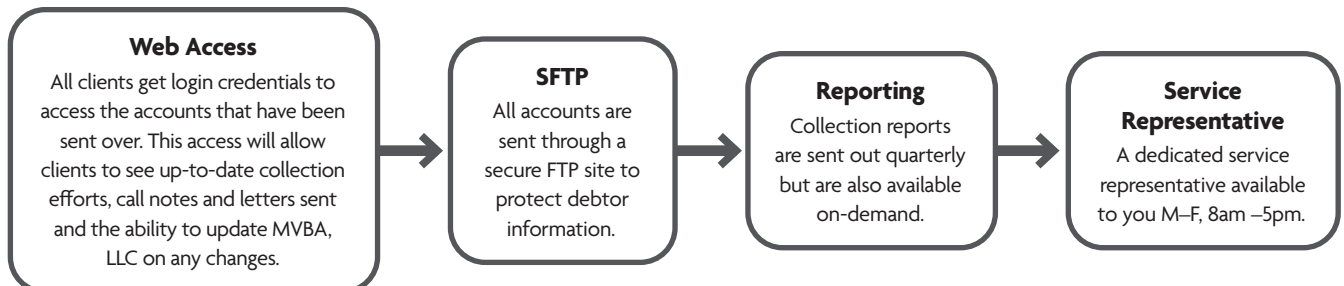
### Collection Efforts



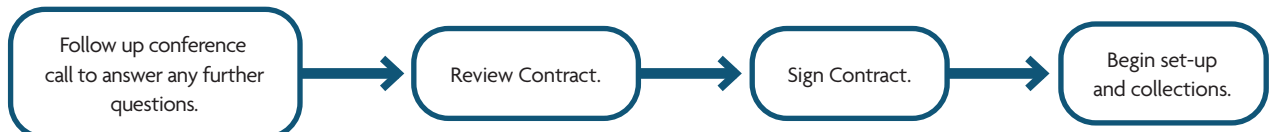
### Invoicing Procedures



### Client Benefits



### Next Steps



**CONTRACT FOR THE COLLECTION  
OF  
DELINQUENT ACCOUNTS RECEIVABLE**

**STATE OF TEXAS**

§  
§  
§

**COUNTY OF MCLENNAN**

THIS CONTRACT is made and entered into by and between the **CITY OF LORENA, TEXAS**, acting herein by and through its governing body, hereinafter styled, "**City**", and **MVBA, LLC dba ACCOUNTS RECEIVABLE COLLECTIONS GROUP**.

**I.**

The City agrees to retain and does hereby retain **MVBA, LLC dba ACCOUNTS RECEIVABLE COLLECTIONS GROUP** to provide services related to the collection of delinquent accounts receivable, including, but not limited to, delinquent utility bills; emergency medical services; and the cost incurred by the City or authorized by the City Code to be imposed by the City to bring any property into compliance with the City Code including, assessments for the mowing of vacant lots, removal of trash and debris from vacant lots, demolition of substandard structures and abatement of other nuisances by the City ("Delinquent Accounts Receivable") pursuant to the terms and conditions described herein. MVBA, LLC may use its dba, Accounts Receivable Collections Group, on collection notices and telephone communications with debtors. The City authorizes MVBA, LLC to execute all documents that are reasonably necessary to pursue collection of the City's claims in connection with the collection of delinquent accounts receivable that are subject to this contract. This contract supersedes all prior oral and written contracts between the parties regarding delinquent accounts receivable and can only be amended if done so in writing and signed by all parties. Furthermore, this contract cannot be transferred or assigned by either party without the written consent of all parties.

**II.**

For purposes of this contract Delinquent Accounts Receivable shall be considered delinquent and referred to MVBA, LLC when not timely paid in accordance with any applicable contract, ordinance or statute providing for the payment of the underlying debt.

At least once each month on a date or dates agreed upon by the parties, the City will provide MVBA, LLC with copies of, or access to, the information and documentation necessary to collect the Delinquent Accounts Receivable that are subject to this contract. The City shall furnish the information to MVBA, LLC by electronic transmission, magnetic medium.



### **III.**

MVBA, LLC shall forward to the City copies of any correspondence regarding a disputed debt received from a debtor and the request for verification of the debt. The City will provide to MVBA, LLC within ten (10) days of the receipt for the request for verification of the debt, copies of all records which will verify the debt which in turn will be forwarded to the debtor by MVBA, LLC. All collection activity will be suspended on any disputed debt until the appropriate verification of the debt is delivered to the debtor.

### **IV.**

Upon consultation and agreement by both parties hereto, MVBA, LLC may employ an attorney, at its expense, to make a recommendation to the City to take legal action to collect a Delinquent Accounts Receivable or represent the City in any dispute or challenge of its collection authority. Upon consultation and agreement by both parties hereto, MVBA, LLC may employ an attorney, at its expense, to institute civil legal proceedings on behalf of the City, including seeking writs of execution to collect Delinquent Accounts Receivable. The City shall pay in advance of the initiation of any writ of execution or collection lawsuit any filing fees charged by the Court or Clerk of the Court in which the writ of execution is to be issued or the collection lawsuit is to be filed including the costs for service of citation. MVBA, LLC may also, after consultation and agreement by both parties, employ an attorney, at its expense, file proofs of claims in the United States Bankruptcy Court on behalf of the City for Delinquent Accounts Receivable.

### **V.**

MVBA, LLC shall forward all cashier checks or money order payments made payable to the City and any correspondence from debtor directly to the City. Cashier checks or money order payments made payable to MVBA, LLC will be deposited daily into the MVBA, LLC Trust Account. MVBA, LLC may also collect the amount due from the debtor by credit card or electronic draft which is deposited directly into the MVBA, LLC Trust Account. MVBA, LLC may set up payment arrangements and accept partial payments on any delinquent accounts receivable. MVBA, LLC shall remit to the City all payments received into the MVBA, LLC Trust Account weekly, along with an invoice detailing the account number, name of debtor, amount paid to MVBA, LLC or City, MVBA, LLC fee percentage and fees earned for each account.

### **VI.**

MVBA, LLC shall indemnify and hold the City harmless from and against all liabilities, losses and/or costs arising from claims for damages, or suits for losses or damages, including reasonable costs and attorney's fees, which may arise as a result of MVBA, LLC's performance of the services described in this Contract. The indemnity provision of this Contract shall have no application to any claim or demand which results from the sole negligence or fault of the City, its officers, agents, employees or contractors. And furthermore, in the event of joint and/or shared negligence or fault of the City and MVBA, LLC, responsibility and indemnity, if any, shall be apportioned in accordance with Texas law and without waiving any defenses of either party. The provisions of this paragraph are intended for the sole benefit of the parties hereto and are not intended to create or grant any right, contractual or otherwise, to any other persons or entities.

## **VII.**

For the collection of Delinquent Accounts Receivable in which the data files are transmitted to MVBA, LLC by electronic media, the City agrees to pay to MVBA, LLC as compensation for services provided, pursuant to this contract, a fee of thirty percent (30%) of the amount of the Delinquent Accounts Receivable collected.

All compensation shall become the property of MVBA, LLC at the time of payment. The City shall pay to MVBA, LLC said compensation on a monthly basis by check or ACH.

## **VIII.**

The City recognizes and acknowledges that MVBA, LLC owns all right, title and interest in certain proprietary software that MVBA, LLC may utilize in conjunction with performing the services provided in the contract. The City agrees and hereby grants to MVBA, LLC the right to use and incorporate any information provided by the City ("account or debtor information") to update the databases in this proprietary software, and, notwithstanding that the case or defendant information has been or shall be used to update the databases in this proprietary software, further stipulates and agrees that the City shall have no rights or ownership whatsoever in and to the software or the data contained therein, except that the City shall be entitled to obtain a copy of such data that directly relates to the City's accounts at any time.

MVBA, LLC agrees that it will not share or disclose any specific confidential account or debtor information with any other company, individual, organization or agency, without the prior written consent of the City, except as may be required by law or where such information is otherwise publicly available. It is agreed that MVBA, LLC shall have the right to use account or debtor information for internal analysis, improving the proprietary software and database, and generating aggregate data and statistics that may inherently contain account or debtor information. These aggregate statistics are owned solely by MVBA, LLC and will generally be used internally, but may be shared with MVBA, LLC's affiliates, partners or other third parties for purposes of improving MVBA, LLC's software and services.

MVBA, LLC and the City agrees that collection activity will not continue or commence on any accounts that are time-barred by the four-year statute of limitations in accordance with Section 16.004(a)(3) of the Texas Civil Practice and Remedies Code. MVBA, LLC and the City agree that the time-barred accounts will be returned to the City. Upon return of these accounts, neither party will have any obligation to the other party to this contract.

MVBA, LLC reserves the right to return to the City all accounts not collected within one (1) year of referral by the City or identified as being in bankruptcy. Upon return of these accounts, neither party will have any obligation to the other party to this contract.

## **IX.**

The initial term of this contract is **five years, beginning on the first day of the month following the execution of this contract by both parties**, and shall automatically renew on the anniversary date and continue in full force and effect thereafter from year to year for additional twelve month periods on the same terms and conditions unless either party delivers written "Notice of Termination of Contract" to the other party of its intent to terminate this contract at least sixty (60) days prior to each anniversary date of this contract.

In the event that the City terminates this contract, MVBA, LLC shall be entitled to continue its collection activity on all accounts previously referred to MVBA, LLC for six (6) months from the date of receipt of the "Notice of Termination of Contract" and to payment of its fee, pursuant to Paragraph VII of this contract for all amounts collected on accounts referred to MVBA, LLC. The City may, at its discretion, refer additional accounts to MVBA, LLC after notice of termination has been received by MVBA, LLC. At the end of the six (6) month period, all accounts shall be returned to the City by MVBA, LLC.

### **Interlocal Agreement**

MVBA, LLC agrees to extend prices and terms to all entities or other political subdivisions or municipalities who have entered or will enter into joint purchasing interlocal cooperation agreement(s) with the City.

## **X.**

For purposes of sending notice under the term of this contract, all notices from the City shall be sent to MVBA, LLC by certified United States mail to the following address:

MVBA, LLC, dba Accounts Receivable Collections Group.  
Attention: Matthew Tepper  
P.O. Box 849  
Round Rock, Texas 78680

or delivered by hand or by courier, and addressed to 700 Jeffrey Way, Suite 100, Round Rock, Texas 78664-2425. All notices to the City shall be sent by certified United States mail or delivered by hand or courier to the following address:

City of Lorena, Texas  
Attention: City Manager  
107-A S Frontage Road  
Lorena, Texas 76655

## **XI.**

This contract is made and is to be interpreted under the laws of the State of Texas. Exclusive venue for any action, lawsuit, claim, dispute or another legal proceeding concerning or arising out of this contract shall be in McLennan County, Texas.

In the event that any provision(s) of this contract shall for any reason be held invalid or unenforceable, the invalidity or unenforceability of that provision(s) shall not affect any other provision(s) of this contract, and it shall further be construed as if the invalid or unenforceable provision(s) had never been a part of this contract.

Every provision of this Contract is intended to be severable. If any term or provision of this Contract is deemed to be invalid, void, or unenforceable for any reason by a District Court, to the extent possible such invalidity or unenforceability shall not affect the validity of the remainder of this Contract, it being intended that such remaining provisions shall be construed in a manner most closely approximating the intention of the Parties with respect to the invalid, void, or unenforceable provision or part thereof.

In accordance with the requirements of Chapter 2271, Texas Government Code, the signatory executing this Contract on behalf of MVBA does hereby verify that MVBA does not boycott Israel and will not boycott Israel during the term of this Contract. In accordance with the requirements of Chapter 2274, Texas Government Code, the signatory executing this Contract on behalf of MVBA does hereby verify that MVBA 1) does not and will not boycott energy companies and will not boycott energy companies during the term of this Contract, and 2) does not have a practice, policy, guidance, or directive that discriminates against a firearm entity or firearm trade association, and will not discriminate during the term of the Contract against a firearm entity or firearm trade association.

## **XII.**

In consideration of the terms and compensation herein stated, MVBA, LLC hereby agrees to undertake performance of said contract as set forth above.

The City has authorized by order heretofore passed and duly recorded in its minutes the chief executive officer to execute this contract.

This contract may be executed in any number of counterparts, and each counterpart shall be deemed an original for all purposes. Signed facsimiles shall be binding and enforceable.

WITNESS the signatures of all parties hereto this, the \_\_\_\_ day of \_\_\_\_\_, A.D. 2023.

**CITY OF LORENA, TEXAS**

\_\_\_\_\_,  
Mayor

**MVBA, LLC dba ACCOUNTS RECEIVABLE COLLECTIONS GROUP**

\_\_\_\_\_  
Matthew Tepper  
Manager



**APPLICATION FOR LORENA ECONOMIC DEVELOPMENT CORPORATION  
BOARD MEMBER APPOINTMENTS**

NAME: **Ryan Weaver**

ADDRESS: **103 S. Mcbrayer**

TELEPHONE NUMBER: **254-733-3775**

EMAIL: **Jamesrweaver3@outlook.com**

DO YOU LIVE IN LORENA OR LORENA'S ETJ? **Yes**

DO YOU HAVE AVAILABILITY TO ATTEND EDC BOARD MEETINGS THE SECOND TUESDAY OF EACH MONTH , 6PM – 8PM (The Board does not meet in March, July, or December) (Yes/No)? **Yes**

DO YOU HAVE ANY CONFLICT OF INTEREST WITH SERVING ON THE LORENA ECONOMIC DEVELOPMENT CORPORATION BOARD (Yes/No)? **No**

DO YOU SUPPORT PURSUING THE PLANNED SMART GROWTH OF LORENA THROUGH THE PLANNED DEVELOPMENT OF INFRASTRUCTURE, CREATION OF JOBS, AND PLANNED SMART GROWTH OF COMMERCIAL AND RESIDENTIAL DEVELOPMENT WHICH CREATES AND GROWS SALES TAX REVENUE AND PROPERTY TAX REVENUE TO BE REINVESTED BACK INTO LORENA (Yes/No)? **Yes**

BRIEFLY STATE YOUR QUALIFICATONS AND EXPLAIN WHY YOU WISH TO BE A MEMBER OF THE LORENA ECONOMIC DEVELOPMENT CORPORATION:

SIGNATURE:  DATE: **09/11/2023**

Please email completed applications to: [LorenaEDC@LorenaTX.gov](mailto:LorenaEDC@LorenaTX.gov)

**Subject:** Discussion and possible action on Resolution 2023-1120-01 designating an official newspaper for the City of Lorena fiscal year 2024.

**Background Information:** Tex. Loc. Gov't Code §52.004 states Type A General-Law Municipalities must designate an official newspaper at the beginning of each fiscal year. From time to time the city is required to publish notices in the official designated newspaper such as public hearings for rezoning, ordinances with fine amounts included and other statutes that require publication.

**Current Findings:** The **Waco Farm and Labor Journal** meets the criteria for an official newspaper. Those criterias are listed in the resolution attached.

**Recommendation:** Staff is making the recommendation to the City Council to designate the **Waco Farm and Labor Journal** as the official newspaper for the city.



**RESOLUTION 2023-1120-01**

**A RESOLUTION OF THE CITY OF LORENA, TEXAS, DESIGNATING AN OFFICAL NEWSPAPER FOR THE CITY OF LORENA FOR FY 2023.**

**NOW THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF LORENA, TEXAS:**

**WHEREAS**, the City Council finds that the *Waco Farm & Labor Journal* is a paper of general circulation within the City of Lorena area; and

**WHEREAS**, the City of Lorena finds that the *Waco Farm & Labor Journal*:

- (1) devotes not less than 25% of its total column lineage to general interest items;
- (2) is published at least once each week;
- (3) is entered as 2<sup>nd</sup>-class postal matter in the county where published; and
- (4) has been published regularly and continuously for at least 12 months before the governmental entity or representative publishes notice; and

**WHEREAS**, the City Council finds that the *Waco Farm & Labor Journal* is a publication that meets all of the criteria legally required of an officially designated newspaper for the City of Lorena; and

**NOW THEREFORE**, be it hereby Resolved by the Council of the City of Lorena, Texas, that:

- (1) The *Waco Farm & Labor Journal* is designated as the official newspaper for the City of Lorena Fiscal Year 2024, commencing October 1, 2023.
- (2) Until October 1, 2024, the City of Lorena shall continue to publish in the *Waco Farm & Labor Journal* each ordinance, notice or other matter required to be published by law.
- (3) This Resolution is effective immediately upon passage.

**PASSED AND APPROVED this 20<sup>th</sup> day of November 2023.**

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Mayor, Tommy Ross

ATTEST:

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City Secretary, Monica Hendrix

# LORENA POLICE DEPARTMENT

## COUNCIL REPORT

OCTOBER 2023



# CALLS FOR SERVICE BY TYPE

DESCRIPTION	# OF CALLS
BURGLAR ALARM	1
ABANDONED VEHICLE	3
ACCIDENT	13
ASSIST CITIZEN	4
ASSIST MOTORIST	24
ASSIST OTHER AGENCIES	15
ASSIST OTHER AGENCIES-K9	5
CIVIL MATTER	3
CRIMINAL MISCHIEF	1
DISTURBANCE	2
ELECTRICAL	2
EMS	11
EQUIPMENT SERVICE	2
FIRE	1
FIRE ALARM	1
FLOODING	1
FOLLOW UP	6
FOOT PATROL	26
HARRASSMENT	1
INVESTIGATION OF INSANITY	1
MISSING PERSON	1
OPEN DOOR	1
PARKING VIOLATION	2
RECKLESS DRIVING	2
SUSPICIOUS CIRCUMSTANCES	5
SUSPICIOUS PERSON	6
SUSPICIOUS VEHICLE	5
TERRORISTIC THREAT	2
THEFT	2
TRAFFIC COMPLAINTS	5
TRAFFIC HAZARD	7
TRAFFIC STOP	190
UNAUTHORIZED USE MOTOR VEHICLE	1
VCO - DOG	2
VCO - PARKING	1
VIOLATION OF CITY ORDINANCE	1
WARRANT SERVICE	1
WELFARE CONCERN	8
Total	365



# CALLS FOR SERVICE – DETAILED

**October 10** – Officer Board responded to an investigation of insanity on IH 35. Male subject, transient, in crisis was transported to the Hospital and an Emergency Detention Order (EDO) was completed. Subject was evaluated and placed in Oceans Behavior.

**October 12** – Sgt. Disney responded to Rosenthal Rd. on a woman down. Upon arrival, first responders discovered a deceased female with a gunshot wound in an apparent suicide. Because the incident was outside the city limits, McLennan County Sheriff's Office was contacted and took lead on the investigation. The deceased is believed to be from the Austin area and not associated with our city.

**October 12** – Officer Deppen responded to 250 Summer Harvest Ln to assist deputies with an assault in progress – family violence. One person was arrested

**October 14** – Officer Board, while on routine patrol, noticed a suspicious vehicle (unoccupied) in the parking lot in the 1500 Blk of N. Frontage (Papa Joes). Records check indicated the vehicle was stolen out of Dallas, Texas. 23-100177

**October 16** – PD responded to multiple vehicle injury crash at MM 321 southbound IH35. Officers arrived and found a truck tractor with flatbed and a chevy truck on fire. One patient was located, and officer Deppen began first-aid. Once LVFD arrived, they assumed patient care and began extinguishing the fire. All southbound lanes of IH 35 were closed for approximately 45 minutes. One person (Montgomery Construction employee) was transported by AMR. TXDOT and Hazmat responded for clean-up. C23-10048

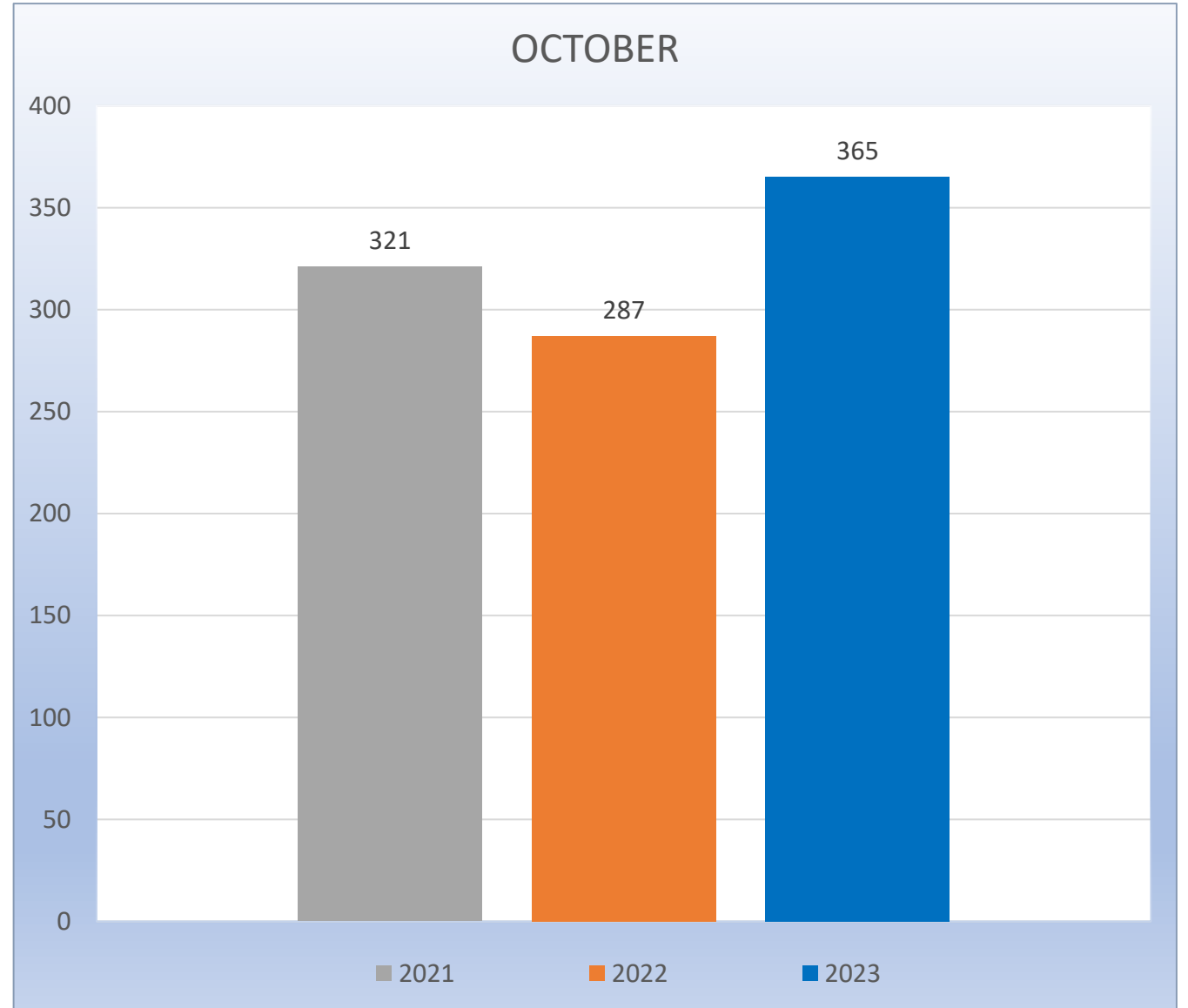
**October 17** – Officers responded to IH 35 southbound MM 321 on an injury crash. A truck-tractor pulling a flatbed and a passenger truck collided causing both vehicles to catch fire. One person had obvious trauma and was transported to Baylor Scott & White. All southbound lanes of IH 35 were closed for approximately one hour because of the crash. TXDOT engineers responded to the scene to assess road and bridge damage before IH 35 was re-opened.

**October 26** – SRO and patrol staff responded to threats on two different LISD campuses. LPD worked closely with LISD to assess the credibility of the threats and those responsible. As a result of the investigations, two arrests were made. One person was arrested for Terroristic Threat and the other for False Report to Induce Emergency Response.

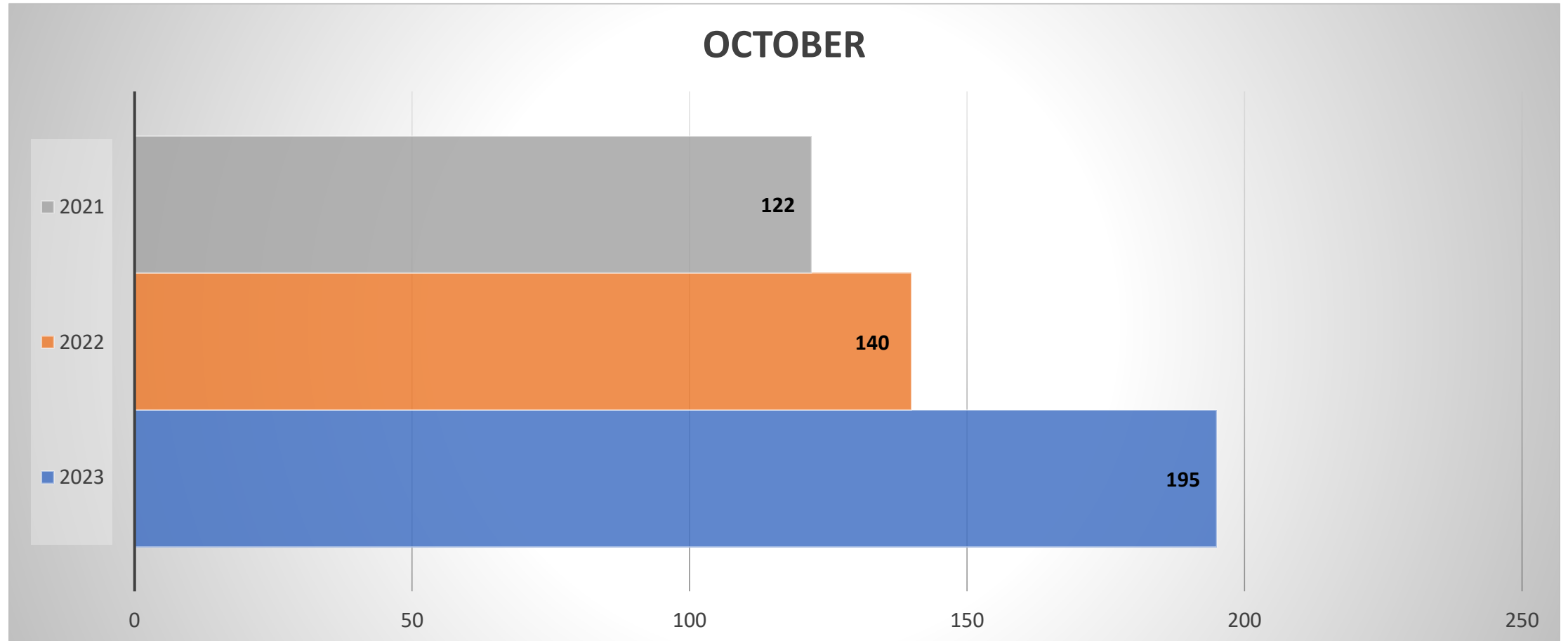
**October 26** – Officer Deppen responded to an injury crash on IH 35 northbound at MM 319. A truck-tractor semi-trailer had overturned trapping the driver. The driver had to be extricated by LVFD and transported for evaluation.

**October 29** – Officer Board responded to 111 Theile to assist MCSO on a robbery in progress. Upon arrival, Officer Board made contact with the victim who was attacked while in her garage. Numerous units began a search for the suspect who had fled the location. Suspect was located and arrested by MCSO for Robbery.

# CALLS FOR SERVICE - GRAPH



# TRAFFIC STOPS BY LORENA POLICE







# TRAINING

- **October 9 & 10** – Chief Holt and Chief Roper held training for the three newest officers. This training was to satisfy TCOLE (Texas Commission on Law Enforcement) and TPCA (Texas Police Chief's Association) standards. Topics included SABA (Self Aid Buddy Aid), CPR, AED, Narcan administration, policy review, family violence, preliminary & follow up investigations, arrest with and without a warrant, and Miranda.
- **October 18 & 20** – all commissioned staff attended legislative update training
- **October 17 & 19** – all commissioned personnel attended an 8-hour active shooter training hosted by Robinson PD. As of October 1, 2023, this training is mandated by TCOLE.
- **October 23** – Officers Board and Becknauld completed Search & Seizure training.
- **October 23 & 24** – Officer Greer attended a two-day less-lethal instructor school in Oklahoma City, Oklahoma. This certification allows Officer Greer to instruct on less-lethal options (impact weapons) and chemical options (OC) spray. Historically, LPD relied on outside agencies to teach our staff this instruction.



# ARRESTS

- **October 9** – Officer Greer made one arrest for Tampering with Government Document after a driver (IH35) was found to have fabricated numerous fictitious license tags. 23-100172
- **October 13** – Officer Greer made an arrest for Possession of Marijuana after a vehicle was stopped on IH35 and Drogen alerted on the vehicle. Suspect who is a resident of Eddy, Tx. was arrested after ½ oz of marijuana was located in his vehicle. 23-100175
- **October 24** – Sgt. Disney and Officer Board responded to a disturbance (family violence) at 405 N. Bordon. Officers determined James Bondeson threatened to kill his father. Bondeson was arrested and transported to jail. 23-100181
- **October 26** – SRO and patrol staff responded to threats on two different LISD campuses. LPD worked closely with LISD to assess the credibility of the threats and those responsible. As a result of the investigations, two arrests were made. One person was arrested for Terroristic Threat and the other for False Report to Induce Emergency Response.
- **October 28** – Officer Greer stopped vehicle for traffic violation. K9 Drogen alerted on the vehicle and the occupants found to be in possession of numerous variations of THC. The two occupants were arrested and transported to jail. 23-100185
- **October 29** – Officer Greer stopped a vehicle on traffic and the driver was found to be intoxicated. Driver arrested for DWI. 23-100184
- **October 30** – After an extensive investigation, Officer Greer obtained a warrant for Criminal Negligent Homicide for the driver of the at-fault fatality crash on September 6, 2023, at the intersection of Old Lorena/Pilgrim. The suspect turned herself in.

**TOTAL ARRESTS - 12**

# CRIMINAL INVESTIGATIONS

- **October 1** – Officer Greer responded to a theft at Tommy's. Suspect was issued a criminal trespass for the property.
- **October 13** – Officers Greer and Deppen continue to investigate the fatality that occurred on September 6<sup>th</sup> at Pilgrim and Old Lorena Rd. Data was received from DPS regarding the reconstruction of the crash. Criminal charges are pending.
- **October 26** – SRO and patrol staff responded to threats on two different LISD campuses. LPD worked closely with LISD to assess the credibility of the threats and those responsible. As a result of the investigations, two arrests were made. One person was arrested for Terroristic Threat and the other for False Report to Induce Emergency Response.

# OTHER

- **October 3** – Officer Becknauld held a class on robbery prevention to the staff of Genco.
- **October 6** – Sgt. Rivas completed all necessary paperwork for the training of SRO Bull. SRO Bull successfully completed her FTO and was released on her own. She is currently assigned to the Primary School.
- **October 10** – SRO Serrato gave birth to a healthy boy!!!! Angelo Luna Olvera-Serrato was born weighing 8 pounds and measuring 21 inches. Both baby and momma are doing well.
- **October 11** – Sgt. Disney spoke to MOPs (Mothers of Preschoolers) regarding crime prevention and overall safety and situational awareness.
- **October 12** – Officer Board received a letter of appreciation from a citizen for his efforts and assistance while her car was broken down on the side of the road.
- **October 14** – The entire staff worked tirelessly throughout the week preparing for the memorial service of Lorena graduate, Jake Owen. The service was both beautiful and memorable and honored the life of Jake. Thanks to all the hard work from all, it was carried out without incident.
- **October 25** – Participated in the DEA National Drug Take Back Program
- **October 31** – Officers participated in the yearly Halloween event in South Meadows Subdivision. All food and canned goods donated will be distributed between our local food pantries.

