

# Statement of Qualifications



## Water Rate Study RFP Response



**LSPS**  
**SOLUTIONS**



LSPS Solutions, LLC  
203 Windwood Lane  
Victoria, Texas 77904  
361 / 212-8243  
[www.lspssolutions.com](http://www.lspssolutions.com)



# Table of Contents

Item 1 – Introduction.....3

Item 2 – Scope of Work and Schedule.....5

Item 3 – Qualifications and Resumes.....7

Item 4 – References.....29

Item 5 – Closing Summary.....30



**LSPS Solutions, LLC**  
**203 Windwood Lane**  
**Victoria, Texas 77904**  
**361 / 212-8243**

February 17, 2026

City of Rollingwood  
403 Nixon Drive  
Rollingwood, Texas 78746

**RE: Response to RFP - Water Rate Study**

To Whom it May Concern,

On behalf of LSPS Solutions, LLC, I am pleased to submit our Statement of Qualifications to provide Water Rate Study Consultant Services to the City of Rollingwood. We are excited about the opportunity to support your city in evaluating its current rate structure and developing data-driven, financially sustainable recommendations for the future.

LSPS Solutions is a Texas-based consulting firm with a proven track record of assisting municipalities with utility operations, infrastructure planning, and rate modeling. Our team includes seasoned professionals with deep experience in both the financial and operational sides of water and wastewater systems. One of the key staff assigned to this project is Donald Reese, former Assistant City Manager of Public Utilities for the City of Brenham and former Director of Public Works for the City of Victoria. Donald's decades of public service in utility billing, capital planning, and regulatory compliance make him uniquely equipped to lead this project with insight and precision.

Our approach is transparent, collaborative, and customized to each city's needs. We understand the challenges that mid-sized Texas communities like Rollingwood face when balancing infrastructure investment with affordability and equity. We are confident that our analysis and recommendations will support both short-term financial stability and long-term utility resilience.

Thank you for considering our submission. We look forward to the opportunity to partner with the City of Rollingwood on this important initiative. Our corporate office is located at 203 Windwood Lane in Victoria Texas. However, we also have satellite offices in Brenham, Dallas, McAllen, and Lake Jackson, Texas.

Sincerely,

Lynn Short  
President and CEO

## COMPANY PROFILE SUMMARY AND HISTORY

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Company Name: LSPS Solutions, LLC  
Address: 203 Windwood Lane, Victoria, Texas, 77904  
Phone #: 361 / 212-8243  
Legal Status: S Corporation

Representative: Lynn Short, President/CEO

Contact Person: Lynn Short, President/CEO  
361 / 212-8243  
[lshort@lspssolutions.com](mailto:lshort@lspssolutions.com)

LSPS Solutions, LLC is a Public Works/Public Utilities consulting firm based in Victoria, Texas that specializes in the development of comprehensive asset management solutions for our clients. Our founder and President, Lynn Short, is a retired Public Works Director with over 40 years of experience in the water/wastewater industry. He spent the last 25 years of his public sector career working for the City of Victoria. We offer a very wide range of services to our public sector clients.

LSPS Solutions, LLC was founded in January 2017, when Lynn Short retired from his role as Public Works Director for the City of Victoria. LSPS Solutions, LLC currently has nine (9) full-time employees and eight (8) part-time employees working out of offices in Victoria, Dallas, McAllen, Lake Jackson, and Brenham.

LSPS Solutions, LLC is made up of municipal water and wastewater utility professionals that have many years of actual operations, maintenance, and management experience, and that experience allows us to bring a unique insight to utilities and public works projects.

LSPS Solutions, LLC has performed rate studies for the City of Caldwell, the City of Point Comfort, the City of Brazoria, South Central Calhoun County WCID #1, Markham M.U.D., and Matagorda County WCID #5.

LSPS Solutions, LLC performs the following types of projects for our public sector clients:

- Rate Studies
- Comprehensive Asset Management Solutions for Water and Wastewater Systems
- Development of Design Standards and Standard Details
- Development of Standard Operating Procedures
- GIS and Mapping Services
- Electronic O&M Manuals
- Regulatory Compliance
- Monitoring Plans and Capital Improvement Plans
- GPS and Data Collection

## SCOPE OF WORK AND SCHEDULE

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Our approach combines industry best practices with a methodology proven effective in our recent municipal work. We will work closely with City staff to evaluate the current rate structure, develop an updated cost-of-service analysis, and recommend adjustments that promote long-term utility sustainability while remaining equitable and easy to administer. The following summarizes the steps LSPS Solutions will use to deliver a defensible, data-driven rate study for the City of Rollingwood.

- **Project Kickoff and Public Engagement** - LSPS Solutions will meet with the City's Utility Commission and City Council to discuss project objectives, review expectations, and receive public input prior to the development of the proposed rate structure. This meeting will allow stakeholders to identify priorities, concerns, and guiding principles to be considered throughout the rate study process.
- **Data Collection and Methodology Review** - LSPS Solutions will meet with City staff to collect and review available financial, operational, and customer account data related to the City's water utility. During this phase, LSPS Solutions will also review and confirm the methodology to be used in developing the recommended rate structures, ensuring compliance with applicable state and federal requirements and industry best practices.
- **Financial and Operational Analysis** - LSPS Solutions will review historical account data and operational cost information and prepare a five-year financial forecast. This analysis will include projections for water consumption, system capacity, and operational costs over the study period.
- **Capital Improvement Planning** - LSPS Solutions will identify and prioritize capital improvement funding needs and develop a five-year Capital Improvement Program (CIP) budget. This task will also include evaluation of facility improvement plans and any additional supplemental improvements deemed warranted by the City.
- **Rate Structure Development and Evaluation** - LSPS Solutions will develop and recommend a water rate structure designed to generate the required revenue while equitably distributing costs among customer classes. The analysis will include preparation of sample bills for each customer category, illustrating the impacts of the recommended rates and comparing them to existing rates.



- Implementation Support and Public Notification** - LSPS Solutions will work with City staff to develop a proposed implementation timeline and prepare a sample customer notification letter, in accordance with all applicable state and federal laws, for any proposed and subsequently adopted water rate increases.

LSPS Solutions proposes to complete the City of Rollingwood Water Rate Study within eight (8) weeks following Notice to Proceed. This schedule reflects LSPS Solutions’ focused approach, use of proven methodologies, and ability to dedicate resources immediately upon authorization.

<b>Project Schedule</b>			
<b>Week</b>	<b>Task</b>	<b>Description</b>	<b>Cost</b>
Weeks 1-2	Project Initiation & Data Collection	Kickoff meeting with City staff; meeting with Utility Commission and City Council to review expectations and gather public input; collection and review of financial, operational, customer, and consumption data; confirmation of rate-setting methodology	\$8,000.00
Weeks 3-4	Financial & Operational Analysis	Review of historical costs, consumption trends, customer classifications, existing rates, and debt service; development of five-year operational and financial forecasts; identification of fixed and variable costs	\$12,210.00
Week 5	Capital Improvement & Revenue Analysis	Review and prioritization of five-year CIP needs; development of revenue requirements to support operations, debt service, reserves, and capital improvements	\$8,000.00
Weeks 6-7	Rate Structure Development	Development of recommended water rate structure; preparation of sample bills by customer class; comparison of existing and proposed rates; internal quality control review	\$26,950.00
Week 8	Reporting and Implementation Support	Preparation of draft Water Rate Study Report; meeting with City staff to review findings; incorporation of comments; development of implementation timeline and draft customer notification letter	\$13,200.00
<b>Total Cost of Services</b>			<b>\$68,360.00</b>

## QUALIFICATIONS

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### **Prior Project Experience**

LSPS Solutions, LLC has been in continuous operation since January 2017. Since then, we have performed a wide variety of asset management type projects for our public sector clients. Some of the types of projects we have successfully completed are:

- Comprehensive Rate Studies
- Capital Improvement Plans
- GIS and Mapping
- Electronic O&M Manuals
- Design Standards and Standard Details
- Development of Standard Operating Procedures
- Regulatory Compliance
- Monitoring Plans
- Feasibility Studies
- Fire Hydrant Restoration
- Valve Exercising
- Smoke Testing
- Manhole Inspections
- GPS and Data Collection
- Aerial Imagery

These projects have strengthened our ability to support cities in developing sustainable, defensible, and data-driven utility budgets. Our staff possesses the skills and experience to perform this scope of work and we offer the following information to demonstrate that we have the abilities outlined in the RFP:

#### **A. Extensive Knowledge of Water & Wastewater System Operations and Their Cost Drivers.**

Our President/CEO has more than forty years of experience managing public water and wastewater utilities in Texas, including system operations, planning, funding, design, and construction. This operational background directly informs our financial work by providing a deep understanding of the cost drivers—labor, chemicals, energy, equipment life cycles, regulatory compliance requirements—that must be incorporated into a realistic utility budget and cost-of-service model.

Several of our key employees have also served in municipal utility leadership roles, and since joining LSPS Solutions, they have focused primarily on rate studies, financial planning, and asset-based budgeting for public water and wastewater systems. This combination of operational depth and financial expertise uniquely positions us to develop accurate, defensible financial models and rate recommendations.

## **B. Extensive Knowledge of Utility System Finances and Financial Management Required to Develop a System Budget.**

Lynn Short and Donald Reese each served for many years as municipal department directors responsible for preparing, managing, and implementing annual budgets for water and wastewater utilities. Their experience includes:

- Developing and administering multi-million-dollar enterprise fund budgets
- Preparing multi-year financial plans tied to operational and capital needs
- Forecasting the impacts of regulatory changes, system expansions, and inflation
- Integrating long-term CIP funding requirements with rate structures
- Managing debt-funded projects and understanding their impacts on rate design

Donald Reese's accounting degree and public-sector accounting experience further strengthen our financial capabilities. His work directing utility billing operations and overseeing enterprise fund budgeting provides a practical understanding of how rates translate into revenue and how financial policies influence long-term sustainability.

## **C. Recent Experience in Rate Analysis and Support for Water and Wastewater Systems.**

Within the past five years, LSPS Solutions has completed multiple projects directly tied to financial planning, revenue forecasting, and rate-setting for Texas water and wastewater utilities. These include:

- Comprehensive rate studies for the:
  - City of Point Comfort
  - South Central Calhoun County WCID #1

Each of these studies included a full cost-of-service analysis, multi-year revenue requirements modeling, development of equitable rate structures, and preparation of financial planning tools for future budgeting and policy decisions.

- Three Texas Water Development Board-funded AMPSS Asset Management Projects (Markham MUD, Matagorda County WCID #5, and City of Brazoria), each requiring development of a five-year financial plan, annual utility budgets, and rate recommendations based on system needs and projected capital improvement costs.
- A Ten-Year Capital Improvements Plan and long-range financial forecast for the Wadsworth Water Supply Corporation, including detailed cash-flow modeling, debt capacity evaluations, and rate increase scheduling to support the CIP.

- Ongoing work by Donald Reese as Assistant City Manager for the City of Brenham (until 2021), where he directly oversaw the financial management of the City's water and wastewater utilities, including enterprise fund budgeting, rate support, regulatory-driven cost forecasting, and capital planning.

#### **D. Experience in reviewing and interpreting Federal regulations, Texas Government Code, and Texas Water Code**

The employees at LSPS Solutions, LLC and our Founder, Lynn Short, have many years of experience reviewing and interpreting Federal regulations, Texas Government Code, and Texas Water Code. As previously mentioned, these employees managed the Utilities Departments for several municipalities in Texas for many years. Additionally, since opening LSPS Solutions, LLC, Short and his staff have:

1. Performed the America's Water Infrastructure Act (AWIA) of 2018 compliance for the Brazosport Water Authority, the City of Victoria, City of Bay City, City of Cuero, City of Port Arthur, City of Beeville, City of Gonzales, City of Edna, City of Aransas Pass, City of Harker Heights, Bell County WCID #1, the City of Lake Jackson, and the City of Rosenberg.
2. Prepared the Senate Bill 3 Emergency Preparedness Plan for the City of Beeville, the City of Lake Jackson, the Brazosport Water Authority, the Bell County WCID #1, the City of Seadrift, the Quail Creek MUD, the City of Cuero, the City of Gonzales, and the City of San Juan.
3. Completed, or is in the process of completing, the EPA's LCRR Lead Service Line Inventories for the City of Centerville, the City of Madisonville, the City of Lake Jackson, the City of Bay City, the City of Pflugerville, the City of Baytown, the City of Brazoria, Markham MUD, the City of Live Oak, the City of West Columbia, and the City of Harlingen.

Each of these projects required the review and interpretation of Federal and State statutes and regulations.

#### **E. Trained financial staff with knowledge of GAAP and GAGAS**

As previously mentioned, Donald Reese has an accounting degree from the University of Houston-Victoria and has experience auditing municipalities while employed in the private sector and also as an Assistant Director of Finance for the City of Victoria. He also managed the City of Victoria's Utility Billing Office and managed the budget development and implementation while employed as Assistant Director and later Director of Public Works for the City of Victoria and as Assistant City Manager for the City of Brenham.

Donald Reese has extensive experience with Government Accounting practices and all aspects of

public sector financial management.

**F. Trained financial staff with the ability to understand and interpret comprehensive experience with annual financial reporting requirements and borrowing covenants**

In his role as Director of Public Works, Lynn Short worked very closely with the City's Finance Director on many multi-million-dollar bond issuances that were used to finance capital improvement projects for the City. One of these projects was a \$36M Surface Water Supply Project that enabled the City to convert its primary water source from groundwater to surface water. Lynn also managed a \$30M, Texas Water Development Board funded, Sanitary Sewer Improvement Project for the City of Victoria that resulted from an EPA Administrative Order to eliminate sanitary sewer overflows that were occurring in the collection system following rainfall events.

Also, as previously mentioned, Donald Reese has an accounting degree from the University of Houston-Victoria and has experience auditing municipalities while employed in the private sector and also as an Assistant Director of Finance for the City of Victoria. He also managed the City of Victoria's Utility Billing Office and managed the budget development and implementation while employed as Assistant Director and later Director of Public Works for the City of Victoria and as Assistant City Manager for the City of Brenham.

Both of these employees have extensive experience with financial reporting and bond covenants.

**G. Experience in TWDB financial assistance application processes**

While employed with the City of Victoria, Lynn Short managed an Aquifer Storage and Recovery Demonstration Project that was funded through a TWDB grant. He also managed a \$30 million Sanitary Sewer Improvement Project to address an EPA Administrative Order. Mr. Short has many years of experience managing large capital improvement projects that were either funded by or regulated by the Texas Water Development Board, the Texas Commission on Environmental Quality, and/or the United States Environmental Protection Agency.

Mr. Short has also managed three TWDB funded AMPSS Projects and two TWDB funded WUTAP Projects.

## Previous and Current Projects

Since starting LSPS Solutions, LLC in 2017, Short and his staff have successfully completed many projects for our public sector clients. The following is a list of some of the projects we have completed, or are currently working on:

1. Backflow Program Development and Custom Software Application for the City of Cuero.
2. Stormwater Management Plan Development for the City of Victoria.
3. Aquifer Storage and Recovery Project for the City of Victoria.
4. Mapping and Geo-Referencing Project for Brazosport Water Authority's Regional Pipelines.
5. Electronic O&M Manual Development Project for the City of Victoria's City of Victoria's SWTP, Water Pump Stations, Wells, Odem Street WWTP and lift stations.
6. Feasibility Study for Water and Wastewater System Expansion for LaSalle WCID #1A.
7. Corrosion Control Study for the City of Seadrift.
8. America's Water Infrastructure Act of 2018 compliance for the Brazosport Water Authority, the City of Victoria, City of Bay City, City of Cuero, City of Port Arthur, City of Beeville, City of Gonzales, City of Edna, City of Aransas Pass, City of Harker Heights, Bell County WCID #1, the City of Lake Jackson, and the City of Rosenberg.
9. Design Standards and Standard Details Development Project for the City of Bay City, the City of Brenham, and the City of Kilgore.
10. Utility Department Evaluation for the City of Pflugerville.
11. Water Storage Evaluation for the City of Brazoria.
12. Regulatory Compliance for Quail Creek MUD.
13. Wastewater Permit Renewal for Quail Creek MUD.
14. Monitoring Plan Update for the City of Cuero, the City of Gonzales, the City of Brenham, and the Quail Creek MUD.
15. Development of Standard Operating Procedures for the City of Bay City, the City of Pflugerville, and the City of Kilgore.
16. Electronic O&M Manual Development Project for the City of Victoria's Odem St. Wastewater Treatment Plant., Surface Water Plant, Wells and Pumping Stations, and Sanitary Sewer Lift Stations.
17. Senate Bill 3 Emergency Preparedness Plan for the City of Beeville, the City of Lake Jackson, the Brazosport Water Authority, the Bell County WCID #1, the City of Seadrift, the Quail Creek MUD, the City of Cuero, the City of Gonzales, and the City of San Juan.
18. Electronic O&M Manual Development and Development of a Digital Data Collection Interface System Project for the Brazosport Water Authority's SWTP, Austintown Pump Station, large diameter transmission mains, and all off-site locations.
19. Utility Rate Study for the City of Point Comfort and the South-Central Calhoun County WCID#1.
20. AMPSS Asset Management Project for the City of Brazoria, Markham MUD, Matagorda County WCID #5, City of Snook, City of Annona, and Austin County WSC 3.

# EFFECTIVE INFRASTRUCTURE SOLUTIONS



## Statement of Qualifications

21. WUTAP Project for the Matagorda County WCID #5 and the City of La Coste.
22. Lead Service Line Inventory for the City of Lake Jackson, Centerville, Hallettsville, Baytown, Giddings, Kemp, West Columbia, Sweeny, Harlingen, Cuero, Gonzales, Markham MUD, and Madisonville.
23. Comprehensive Compensation Study for Brazosport Water Authority.

## RESUMES OF INDIVIDUALS

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### Lynn Short, President/CEO



Lynn Short is the President of LSPS Solutions, LLC, a consulting firm that provides planning, asset management, and operational consulting services to public sector entities. In 2017 he retired from a 25-year career with the City of Victoria where he served as Director of Public Works.

He has a Bachelor of Applied Arts and Sciences from the University of Houston-Victoria in Management and an Associates of Applied Sciences degree in Environmental Engineering Technology from the Texas State Technical Institute in Waco.

He holds both a Class “A” Water and a Class “A” Wastewater Operator’s License.

Throughout his career, Lynn has served in many different roles including:

- Electrician
- Operator
- Water Production Manager
- Assistant Director of Utilities
- Deputy Director of Utilities
- Director of Utilities
- Director of Streets and Utilities
- Director of Public Works

Lynn’s extensive experience throughout his forty-year water and wastewater career has made him uniquely qualified to serve our public sector clients.

Since starting his firm, (LSPS Solutions, LLC), in 2017, Lynn and his staff have successfully completed a wide variety of projects for their public sector clients. LSPS Solutions specializes in developing comprehensive asset management solutions for water/wastewater utilities.

## **Lynn Short**

203 Windwood Lane • Victoria, TX 77904 • (361) 212-8243  
lshort@lspssolutions.com

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### **EDUCATION**

#### **UNIVERSITY OF HOUSTON - VICTORIA, VICTORIA, TEXAS**

*B.A.A.S. Bachelor of Arts and Sciences - Management, 2000  
Suma Cum Laude graduate – 3.86 GPA*

#### **THE VICTORIA COLLEGE, VICTORIA, TEXAS**

*24 hours toward B.A.A.S., 1995-1997*

#### **TEXAS STATE TECHNICAL INSTITUTE - WACO, WACO, TEXAS**

*A.A.S. Degree, Environmental Engineering Technology, 1982*

### **EXPERIENCE**

#### **LSPS Solutions, LLC**

*President – April 2017 - Present*

#### **City of Victoria, Victoria, Texas**

*Director of Public Works – December 2007 - 2017  
Director of Streets & Utilities – May 2006 – December 2007  
Director of Utilities – November 2003 – May 2006  
Deputy Director of Utilities - October 1998 – November 2003  
Interim Director of Utilities - June 1998 - October 1998  
Assistant Director of Utilities - January 1995 - June 1998  
Water Production Manager - February 1993 - January 1995  
Electrician, Water Department - June 1992 - February 1993*

#### **TUCKER PUMP COMPANY, INC., KERRVILLE, TEXAS**

*Owner - Operator, May 1982 - May 1992*

### **LICENSES AND CERTIFICATIONS**

#### **GRADE "A" WATER OPERATOR'S CERTIFICATION**

*Texas Commission on Environmental Quality*

#### **GRADE "A" WASTEWATER OPERATOR'S CERTIFICATION**

*Texas Commission on Environmental Quality*

### **HONORS**

#### **OUTSTANDING PROFESSIONAL OF THE QUARTER - SPRING 1996**

*Texas Water Utilities Association - Golden Crescent District*

#### **EXEMPLARY SERVICE AWARD - ASSOCIATION LEADERSHIP - 1996**

*Texas Water Utilities Association- Statewide*

#### **"DOUBLE A CLUB" MEMBER - 1996- PRESENT**

**TEXAS WATER UTILITIES ASSOCIATION**

*Vice President – 2002*

*President - 2003*

**EXEMPLARY SERVICE AWARD - COMMUNITY SERVICE - 1997**

*Texas Water Utilities Association - Statewide*

**EXEMPLARY SERVICE AWARD - EDUCATION AND TRAINING - 1999**

*Texas Water Utilities Association - Statewide*

**DISTINGUISHED SERVICE AWARD – 2003**

*Texas Water Utilities Association – Statewide*

**SPECIAL RECOGNITION AWARD – 2006 - 2011**

*Texas Water Utilities Association – Statewide*

**MERITORIOUS SERVICE AWARD – 2012**

*Texas Water Utilities Association - Statewide*

**TEXAS WATER UTILITIES ASSOCIATION**

*Southwest Region Secretary – 2010 to Present*

*Management Committee Chair – 2009*

*President – 2008*

*President Elect – 2007*

*Vice President – 2006*

*Southwest Regional Chairman – 1999 & 2006*

*Nominations and Awards Committee – 2005 – Present*

**LIFETIME MEMBERSHIP AWARD – 2010**

*American Water Works Association*

**TEXAS SECTION AMERICAN WATER WORKS ASSOCIATION**

*Deputy Trustee – Gulf Coast Region - 2007*

*Trustee – Gulf Coast Region - 2008*

**TEXAS MUNICIPAL UTILITIES ASSOCIATION**

*Director – Region 7 – 2013 to 2017*

**PROFESSIONAL ORGANIZATIONS**

Texas Water Utilities Association

American Water Works Association

Texas Municipal Utilities Association

**REFERENCES**

*Wayne Berger  
City Manager  
City of Cuero  
212 E Main  
Cuero, Texas 77954  
361 / 275-8716*

*Charles Windwehen  
Past City Manager (ret)  
City of Victoria  
3723 Windy Ridge Trail  
Magnolia, Texas 77355  
281 / 789-7391*

*Charmelle Garrett  
Past City Manager (ret)  
City of Victoria  
1120 Deep Water Cove  
Corsicana, Texas 75109  
361 / 550-2647*



**Thomas Short, Vice President**

Thomas Short is the Vice President of LSPS Solutions, LLC, a consulting firm that provides planning, asset management, and operational consulting services to public sector entities.

He is a graduate of Texas A&M University where he obtained a Bachelor of Sciences degree in Agricultural Economics with the Finance and Real Estate option. Thomas Short left his previous role as a strategic pricing analyst with Academy Sports and Outdoors Ltd. and joined LSPS Solutions, LLC in 2018.

While he was working as a strategic pricing analyst for Academy Sports and Outdoors Ltd., Thomas Short performed duties relating to reporting and analytics, price optimization, and markdown strategy. He was pivotal in his role in leading the implementation of Revionics, a price optimization software, for soft-good departments. During this implementation, he would actively meet with Buyers of each of the soft-good departments and run different markdown scenarios with products based on historical sales data and market trends to effectively plan a markdown strategy. Performing these analyses would help the Buyer generate the most revenue while also allowing the products to be sold through before reaching its seasonal expiration.

Since joining LSPS Solutions in 2018, Thomas Short has performed a wide variety of tasks including field collection data, HTML and CSS coding for electronic O&M manuals and assisting in much of the asset management projects LSPS Solutions has completed for other municipalities and entities. He recently assisted in preparing the AMPSS Asset Management Plans for the Markham MUD and the Matagorda County WCID #5.

Thomas's previous experience with price optimization and strategy has provided an analytical approach to performing studies and assists in showing the effects of how different scenarios could potentially affect a utility.

## Thomas A Short

1601 N Glass St • Victoria, TX 77901 • (361) 550-7471  
tshort@lspssolutions.com

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<b>EDUCATION</b>	<b>Texas A&amp;M University</b> , College Station, Tx Bachelor of Science in Agriculture Economics	Graduated May 2013 GPR: 3.139
<b>RELATED COURSEWORK</b>	Linear Regression - Price Forecasting Financial Markets and Planning Agribusiness and Planning Land Economics / Rural Entrepreneurship	
<b>ACADEMIC PROJECTS</b>	<b>Business Plan Project</b> <ul style="list-style-type: none"><li>• Created an enterprise budget for wild game meat processing business</li><li>• Structure and prepared financial statements for lending purposes</li><li>• Researched and budgets various effective marketing strategies</li><li>• Presented the final project to industrial professionals</li></ul> <b>Loan Portfolio Project</b> <ul style="list-style-type: none"><li>• Created credit weights and standards for a bank</li><li>• Evaluated the borrowing team's expected financial performance</li><li>• Performed stock analysis on the expected price, quantity, and sales growth of the borrowing team's company</li><li>• Presented the final project to industry professionals</li></ul>	
<b>WORK EXPERIENCE</b>	<b>LSPS Solutions, LLC</b> <i>Vice President</i> <ul style="list-style-type: none"><li>• Responsible for collection of field data or mapping</li><li>• Responsible for the development of electronic O&amp;M manuals</li></ul> <b>Academy Sports and Outdoors</b> , Katy, Texas <i>Pricing Analyst</i> <ul style="list-style-type: none"><li>• Executed all pricing activities for the entire Footwear Division using Retail Pricing Management</li><li>• Led the data clean-up project for both the apparel and footwear divisions to ensure the integrity of all soft lines data being used for the Revionics markdowns optimization tool</li><li>• Optimize clearance markdowns and developed strategies to effectively sell through inventory</li><li>• Worked with proper channels to ensure pricing accuracy and Ad pricing alignment</li><li>• Built various pricing reports depicting real time data for comparison and accuracy using Academy Business Intelligence</li><li>• Worked with merchants and executives to execute pricing strategies based on competition and industry trends.</li><li>• Assisted merchants in building sku data report for each of their categories</li><li>• Provided various solutions to enhance processes for more efficient and accurate price execution</li></ul>	Jul 2018 - Present  Dec 2015 – Jul 2018

## Thomas A Short

1601 N Glass St • Victoria, TX 77901 • (361) 550-7471  
tshort@lspssolutions.com

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### **Wells Fargo Bank N.A.**, Victoria, Texas

Jul 2014 – Dec 2015

#### *Licensed Banker*

- Provided customers products and services to meet their financial needs
- Directed and assisted customers with investment needs
- Obtained the Series 66 license to be qualified to give investment advice

### **AXA Advisors**, Katy, Texas

#### *Financial Consultant*

- Provided individuals financial solutions to meet their retirement goals
- Actively managed investment portfolios within retirement accounts
- Performed market analyst

## **SKILLS**

Proficient in Microsoft Word and Excel  
Proficient in Adobe HTML Dreamweaver  
Proficient in Oracle Retail Pricing Management software  
Proficient in Oracle Merchandising System software  
Proficient in Revionics Markdown Optimization software  
Proficient in Oracle Clearance Optimization Engine software  
Proficient in verbal and written communication

## **REFERENCES**

Upon Request



## **Donald Reese – Regional Sales Manager**

Donald is the newest member of the LSPS Solutions Management Team. Prior to joining LSPS Solutions, Donald was the Assistant City Manager over Public Services and Utilities for the City of Brenham. He joined the City in January of 2020.

While at Brenham, he personally conducted a cost-of-service study for the water, wastewater, gas and electric utilities and oversaw a rate study for the same utilities.

Prior to Brenham, Donald served the City of Victoria for 20 years where he started as a staff accountant and held several positions throughout his career, including Utility Billing Office Manager. His final position with Victoria was as the Director of Public Works. While at Victoria, Donald worked with City staff on several rate study projects, one of which was to fund an \$8.3 million Sensus AMI Implementation and Installation project which included the replacement of approximately 23,000 manual read meters. His final rate study reduced the number of variable rate tiers from 7 to 4 making the rates more equitable for all customers while maximizing revenue for the city.

Prior to the City of Victoria, Donald worked at a CPA firm in Victoria where his duties included performing audits of various City and County governments.

Donald graduated from the University of Houston - Victoria in August of 1997 with a Bachelor of Business Administration. He holds a Double "AA" Water / Wastewater License from the TCEQ, and he is an active member of several professional organizations including the Texas Water Utilities Association, Texas Municipal Utilities Association, American Water Works Association, and the American Public Works Association.

Donald's 22 years of experience in the municipal and utilities industries along with his financial and accounting background make him exceptionally qualified to perform a wide variety of services for our clients.

## **DONALD C. REESE**

*1506 Gun and Rod Road Brenham, Texas 77833 - Telephone: 361/ 550-1339 - e-mail: dreese@lspssolutions.com*

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### **EDUCATION**

#### **UNIVERSITY OF HOUSTON - VICTORIA, VICTORIA, TEXAS**

*B.A.A.S. Bachelor of Business Administration - 1997*

### **EXPERIENCE**

#### **LSPS Solutions, LLC**

*Regional Sales Manager – November 2021 to Present*

#### **City of Brenham, Brenham, Texas**

*Assistant City Manager – Public Utilities & Public Services – January 2019 to October 2021*

#### **City of Victoria, Victoria, Texas**

*Director of Public Works – May 2017 to January 2019*

*Deputy Director of Public Works – March 2014 – May 2017*

*Assistant Director of Public Works – January 2010 – March 2014*

*Public Services Manager – December 2007 – January 2010*

*Utilities Office Manager – December 2003 – December 2007*

*Utility Billing Office Supervisor – July 2003 – December 2003*

*Accountant - June 1999 – July 2003*

*Past City of Victoria Leadership Committee Chair*

*Past member of the City of Victoria Emergency Operations Incident Command Staff*

*Past City of Victoria Representative on the South Texas Watermaster Advisory Committee*

*Past City of Victoria Representative on the Victoria County Groundwater Advisory Committee*

*Past Member of the City of Victoria Leadership and Executive Team*

*TCEQ – Past Water Utility Operator Licensing Advisory Committee Member*

#### **GOLDMAN HUNT & NOTZ CPAS, LLP., VICTORIA, TEXAS**

*Tax Accountant / Auditor – August 1997 - June 1999*

### **LICENSES, CERTIFICATIONS AND SKILLS**

#### **CLASS "A" WATER OPERATOR'S LICENSE**

*Texas Commission on Environmental Quality*

#### **CLASS "A" WASTEWATER OPERATOR'S LICENSE**

*Texas Commission on Environmental Quality*

#### **INCIDENT COMMAND SYSTEM CERTIFICATION**

*Texas Department of Public Safety*

### **HONORS**

## **OUTSTANDING NEW PROFESSIONAL OF THE YEAR AWARD – 2008**

*Texas Water Utilities Association - Statewide*

## **SERVICE AWARD – 2006 - 2008**

*Texas Water Utilities Association – Golden Crescent District*

*President – 2008*

*President Elect – 2007*

*Vice President – 2006*

## **TEXAS WATER UTILITIES ASSOCIATION**

*Southwest Regional School Chairman – 2013 / 2014*

*Southwest Regional School Committee Member – 2010 - 2020*

*Safety Committee Member – 2010 - 2019*

## **PROFESSIONAL ORGANIZATIONS**

*Texas Municipal League*

*Texas Municipal Utilities Association (Past Board Member)*

*Texas Water Utilities Association (Southwest Texas Regional School Board Member and Past Chair)*

*American Water Works Association*

*American Public Works Association*

*Water Environment Federation*

*Water Environment Association of Texas*

## **REFERENCES**

*Charmelle Garrett – Former Victoria City Manager - Retired*

*1120 Deep Water Cove*

*Corsicana Tx 75109*

*(361) 550-2647*

*[cgr4423@gmail.com](mailto:cgr4423@gmail.com)*

*Allen Woelke, P.E. – Vice President*

*CDM Smith*

*12357 Riata Trace Pkwy, Ste 210*

*(512) 346-1100*

*[woelkead@cdmsmith.com](mailto:woelkead@cdmsmith.com)*

*Russell Hamilton, Executive Director*

*Texas Water Utilities Association*

*1106 Clayton Lane, Suite 112 West*

*Austin TX 78723*

*(888) 367-8982*

*[r.hamilton@twua.org](mailto:r.hamilton@twua.org)*



## **Steve Baugus, Technician/Consultant**

Steve Baugus is a Technician/Consultant for LSPS Solutions, LLC. After a 17-year career, with the McAllen Public Utility, Steve retired as the Transmission & Distribution Manager. When hired at McAllen Public Utility Steve worked as a water treatment operator where he obtained his Class “A” Water Operators License. During his time, he was promoted through the ranks to Mechanic, Treatment Plant Supervisor and Treatment Plant Manager.

As McAllen’s new North Water Treatment Plant came online, he was one of the first assigned to operate and evaluate the plant for issues relating to function, operability, design and TCEQ compliance.

After being promoted to Manager, he was tasked with making necessary changes including design, purchase and installation of plant backup generator, relocation of chlorine injection points, and updating and obtaining TCEQ approval for a new CT Study.

Taking on a new role in utilities, Steve assumed the position of Risk and Safety Coordinator. This position had the responsibility to oversee safety aspects of the Utility staff and their work environments. Responsibilities included RMP plans, ERP plans, training and staff development, worksite inspections, ergonomics, accident investigation and assisting with the city’s drug and alcohol program.

When the position of Transmission & Distribution Manager became available Steve was excited to step up and take on a different role within the utility. With a staff of 45 personnel and 800 miles of water mains he worked closely with the Water Laboratory to maintain the utility’s Superior rating. Starting with over 200 dead end mains he was able to reduce the number by 30% prior to his retirement in June 2021.

Steve is an active member and adjunct instructor for Texas Water Utilities Association where he enjoys teaching the various courses required to become a licensed operator.

## Steven Baugus

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TCEQ License Number **WO0023198, CI0011269, BP0019863**

**2020 – Present**    **LSPS Solutions, LLC**    **McAllen, TX**

### **AWIA Technician / Trainer**

- Conducts Facilities Assessments
- Performs Risk/Resilience Assessments
- Prepares Technical Documents
- Prepares Standard Operating Procedures
- Performs Regulatory Compliance Work
- Provides Technical Training as Required

**2004-2021**        **McAllen Public Utility**    **McAllen, TX.**

### **Transmission & Distribution Manager**

- Oversee department responsible for maintaining 850 miles of water mains and services providing safe drinking water to citizens and visitors of the City of McAllen.
- Develop and manage \$4 million budget to include 47 personnel.
- Review construction plans for accuracy and provide input on suggested development of the water lines for future extensions.
- Administer Backflow and Cross Connection Control program as required by TCEQ.
- Provide administration with estimated costs of development and recommend pricing of services as required.
- Define areas where efficiencies can be improved and address concerns.
- Provide specifications for contracting services and supplies required by department and utility.
- Recommend areas of utility lines that are in need of replacement.

### **Risk and Safety Coordinator**

- Manage Risk and Safety concerns for the McAllen Public Utility.
- Assist Risk Management Department with claims investigation regarding liability, subrogation, and workman's compensation.
- Provide field support for employees regarding safe working practices.
- Evaluate and report to management status of safety equipment and supplies as needed.
- Assist Risk Management with preparation of loss reports.
- Provide training regarding safe work practices for all utility staff.
- Assist departments with recommendations regarding purchases of equipment and tools.

## **Water Plant Manager / TCEQ Authorized Instructor**

- Manage small sized water treatment plant with production capacity of 11 MGD.
- Evaluate recorded data for accuracy before reporting values to TCEQ.
- Complete City, State, and Federal records.
- Train new employees on processes and procedures required for testing and operating a water treatment facility.
- Write/update SOPs for new and existing processes and procedures.
- Prepare bid specifications and quotes for the repairs and purchase of new equipment.
- Updated facilities RMP with new labeling for easier response
- Provided design and specification assistance to equip facilities with backup power supplies and pumping capabilities.
- Completed revised CT Study for approval from TCEQ.
- Provide instructional courses that comply with TCEQ regulations for system personnel to acquire and maintain licensing.
- Prepare plant for emergencies.
- Assigned to Interim Water Plant Manager in 2011
- Promoted to Working Supervisor 2011
- Assigned to Interim Water Education and Conservation Specialist in 2010
- Promoted to Journeyman Mechanic in 2008
- Water Plant operator 2004-2008

1998-2004

City of Mission TX

Mission, TX.

## **Water Plant Operator Class “B” Surface (Safety Officer)**

- Control small sized water treatment plant with production capacity of 12 MGD.
- Complete City, State, and Federal reports.
- Train new employees on processes and procedures required for testing and operating a water treatment facility.



## **Larry Nutt, Technician/Consultant**

Larry Nutt is a Technician/Consultant for LSPS Solutions, LLC. After a 30-year career, with the Texas Department of Criminal Justice, Larry served as the Assistant General Manager for the Brazosport Water Authority (BWA) in Lake Jackson, Texas for nine years.

BWA is a political subdivision of the State of Texas that provides treated surface water to eight cities, three prison units and a Dow chemical plant. While employed at BWA, Larry oversaw all operations of the 17.7 MGD surface water treatment plant, as well as all maintenance and repairs.

Larry introduced and implemented an AMMS Maintenance Management System began generating work orders and capturing the cost of operating and maintaining the Authority's equipment. Larry wrote BWA's safety manual and implemented a new safety program for the Authority to promote a healthy and safe work environment for the employees.

With Larry's help, BWA extended their service area and constructed a pump station and a large diameter pipeline to serve treated surface water to the City of Rosenberg. He also oversaw the construction of a new 10-million-gallon pre-stressed concrete clear-well, a new high service pump station, a new transfer pump station, electrical upgrades and yard piping, and a new administration building at the Authority's SWTP. Prior to leaving the employ of BWA, Larry worked on developing a new brackish groundwater well and a new RO treatment plant.

In 2020, Larry left the employ of the Authority and began working with LSPS Solutions, LLC. In this role, Larry has performed the AWIA required Risk and Resilience Assessments for the water production and treatment systems for the cities of Victoria, Port Arthur, Harker Heights, Bay City, Cuero, Gonzales, Lake Jackson, Aransas Pass and Edna. Larry's extensive background in water facility operations and maintenance were paramount in the successful completion of these projects.

*Larry Dale Nutt*

*51 Periwinkle Ct.*  
Lake Jackson, TX 77566

[lnutt@lspssolutions.com](mailto:lnutt@lspssolutions.com)

Cell: (281) 844-4337

## *Work Experience*

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### Technician - LSPS Solutions, LLC – March 2020 to Present

- ❖ Responsible for preparing Risk and Resilience Assessments for public water systems, amending or creating Emergency Response Plans, and collecting data for asset management projects.

### Chief Operating Officer (COO) - Brazosport Water Authority – September 2019 to March 2020

- ❖ Responsible for planning, directing, organizing, supervising and controlling plant operations, maintenance, and related water treatment plant functions; reviews technical specifications; prepares complex oral and written reports on plant operations, water quality, water usage forecasts, and other plant information.
- ❖ Review federal Environmental Protection Agency (EPA) and Texas Commission on
- ❖ Environmental Quality regulations to ensure compliance for the water treatment plant.
- ❖ Oversees the work of the facilities Plant Superintendent to ensure operations and maintenance projects are executed and documented in compliance with all policies, procedures, and all applicable codes, laws, rules, regulations, and ensures compliance with applicable safety rules, regulations, and standards.
- ❖ Directs, plans, and organizes the operations, maintenance, and quality control of the facility.
- ❖ Working and coordinating with consultants concerning all aspects of a water treatment facility.
- ❖ Confers with staff regarding operations and maintenance issues; providing training and assistance in resolving technical problems; and ensures compliance with the organizations policies, rules, regulations, standards, and procedures.
- ❖ Conducts research or analyzes data such as water quality data, chemical cost data, production data, chemical use data, etc., to determine equipment needs and process modifications to reduce costs.
- ❖ Review ongoing treatment plant construction plans and specifications; monitoring construction to ensure successful operation of the plant.

- ❖ Oversight of the 17.8 MGD surface water treatment plant management, production, and maintenance and oversight of the water pipeline distribution system.
- ❖ Supervised any disruptions in water quality and delivery due to emergencies such as natural disasters, accidents, or internal acts.
- ❖ Coordinator of the Risk and Resilience Program for the Authority.
- ❖ Oversight of all aspects of the safety program including writing the safety manual and policies for the Authority to ensure a safe and healthy work environment for all employees and visitors.

## Chief Administrative Officer (CAO) - Brazosport Water Authority – July 2012 to September 2019

- ❖ Performs advanced administrative duties within the organization.
- ❖ Confers with staff regarding administrative issues; providing training and assistance in resolving technical problems; and ensures compliance with the organizations policies, rules, regulations, standards, and procedures.
- ❖ Maintained an efficient and effective Asset Management program to ensure the Authority would get the most value from each of its assets and have the financial resources to rehabilitate and/or replace when necessary.
- ❖ Served as the Emergency Management Coordinator for the Authority.
- ❖ Provide public relations (PR) within the organization between an individual or an organization and the public.
- ❖ Created complete safety manual for Brazosport Water Authority and all employees, contractors and visitors.
- ❖ Set up and supervised new maintenance management program utilizing the AMMS maintenance management system.

### *Education*

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- ❖ Marlin High School - Marlin, TX May 1977

### *Certifications:*

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- ❖ Class "C" Ground Water License
- ❖ Class "D" Wastewater License

## PROPOSED TIMELINE AND AVAILABILITY

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LSPS Solutions is prepared to begin work immediately upon receipt of notice to proceed and will complete the City of Rollingwood's Water Rate Study within the City's required two-month time frame. Our team has extensive experience performing water utility rate studies and financial analyses for Texas municipalities, and we maintain the staffing capacity and internal resources necessary to meet this accelerated schedule without compromising quality or accuracy.

The study will commence with a project kickoff meeting to confirm project objectives, establish communication protocols, and review data requirements. During the initial weeks, LSPS Solutions will work closely with City staff to collect, review, and validate all relevant billing, financial, operational, and capital planning data needed to support the financial modeling effort. Once this foundational information is confirmed, we will evaluate the City's existing water rate structure, billing ordinances, and revenue performance to assess rate sufficiency and identify any issues impacting long-term financial sustainability.

Following this review, LSPS Solutions will develop a comprehensive cost-of-service analysis and a multi-year revenue requirements forecast for the City's water utility. These analyses will account for projected operating costs, regulatory obligations, system growth, capital improvement needs, and inflationary impacts. Based on these results, we will develop and evaluate alternative water rate design scenarios and assess the effects of each option on the City's customer classes. Throughout this phase, City staff will be engaged in reviewing preliminary findings and providing guidance as draft rate options are refined.

As the project progresses, LSPS Solutions will prepare clear and concise materials to support internal staff review, public communication, and presentation to City Council. The project will conclude with the delivery of a final written report and an editable financial model, along with a formal presentation of findings and recommendations. All work will be completed within the established two-month project timeline.

LSPS Solutions' key personnel—including Lynn Short, Donald Reese, and supporting analytical staff—will be available throughout the duration of the project. Our team has reserved capacity for upcoming financial and rate-related work and is fully committed to providing focused, responsive support to the City of Rollingwood. As a Texas-based firm serving only public water clients, we are able to respond promptly to City needs, participate in meetings as required, and maintain clear and consistent communication from project kickoff through completion.

## BUSINESS REFERENCES

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As evidence of our ability to perform this work based on our past experience and performance, we offer the following references:

### Business References

Don Doering  
City Administrator  
City of Point Comfort  
P O Box 497, 102 Jones Street  
Point Comfort, TX 77978  
361 / 987-2661 ext. 4  
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Tamera Atkins  
President  
South Central Calhoun County WCID #1  
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1251 FM 2004  
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979 / 297-2715  
[rwoodruff@bwawater.org](mailto:rwoodruff@bwawater.org)

## CLOSING SUMMARY

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We appreciate the City of Rollingwood's opportunity to submit on this water rate study. LSPS Solutions is uniquely positioned to deliver a thorough, practical, and cost-effective analysis:

- Our President/CEO brings over 40 years of experience managing Texas water utilities, including operations, planning, funding, and construction. This experience gives us a thorough understanding of cost drivers including labor, chemicals, energy, equipment life cycles, and regulatory compliance that inform realistic utility budgets and defensible rate recommendations. Several key staff have also led municipal utilities and now focus on rate studies, financial planning, and asset-based budgeting.
- Our team has extensive experience preparing and managing multi-million-dollar utility budgets, developing multi-year financial plans, integrating CIP funding into rate structures, and forecasting regulatory, operational, and inflation impacts. Donald Reese's accounting and public-sector background further strengthens our ability to translate rates into sustainable revenue and long-term financial stability.
- Over the past five years, LSPS Solutions has conducted multiple water and wastewater rate studies for Texas municipalities, including full cost-of-service analyses, multi-year revenue modeling, equitable rate structure development, and preparation of financial planning tools. Our experience includes work for the City of Point Comfort, South Central Calhoun County WCID #1, and several TWDB-funded asset management projects.

Upon your review of this project statement of qualifications, should you have questions or concerns regarding this matter, please contact Lynn Short at the information shown below. I look forward to working with you and your staff on this very important project.

Cell Phone: (361) 212-8243  
Email: [lshort@lspssolutions.com](mailto:lshort@lspssolutions.com)  
Address: 203 Windwood Ln.  
Victoria, TX 77904

Sincerely,



Lynn Short, President