



City of Rollingwood, Texas

Water Rate Study RFP Response

February 11, 2026



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February 11, 2026

City of Rollingwood  
Attn: City Secretary  
403 Nixon Drive  
Rollingwood, TX 78746

RE: Water Rate Study RFP Response

Dear Mayor, Members of the City Council, and Members of the Utility Commission:

I am pleased to submit this proposal on behalf of Endeavor Utility Solutions LLC (Endeavor) in response to the City of Rollingwood's Request for Proposals for the 2026 Water Rate Study. I appreciate the opportunity to assist the City in evaluating its water utility revenue requirements and recommending a rate structure that fully recovers the cost of service while maintaining fairness, transparency, and long-term financial stability.

The City of Rollingwood's structure as a small residential community purchasing water from Austin Water requires careful integration of wholesale supply costs, distribution system needs, and administrative oversight into a defensible five-year financial plan. My approach will focus on revenue sufficiency, equitable cost distribution, and rate stability, while ensuring compliance with applicable state requirements and best practices in municipal utility ratemaking.

As the Owner and Principal of Endeavor, I bring over ten years of experience in utility regulation, financial forecasting, and rate case support, including service at a state public utility commission and recent completion of municipal water and wastewater rate studies. I am prepared to begin work by April 1, 2026 and complete the study by June 1, 2026, including attendance at required meetings and presentations.

Thank you for your consideration. I would welcome the opportunity to support the City of Rollingwood in maintaining a financially sound and sustainable water utility.

Respectfully submitted

Charles Martinez  
Owner / Principal  
Endeavor Utility Solutions LLC  
(812) 419-3455  
cmartinez@eutilitysolutions.com

# Introduction & Executive Summary

## Introduction

I am pleased to submit this proposal on behalf of Endeavor in response to the City of Rollingwood's Request for Proposals for the 2026 Water Rate Study. This proposal outlines my understanding of the City's water utility structure, the scope of services requested, and my approach to delivering a defensible, transparent, and financially sound rate study within the required April 1, 2026 to June 1, 2026 timeframe.

The City of Rollingwood is a unique and highly desirable residential community of approximately 1,500 residents, located adjacent to Austin and West Lake Hills. With approximately 550 water customers and a wholesale water purchase arrangement with Austin Water, Rollingwood operates a distribution-focused utility system that must carefully balance wholesale supply costs, system maintenance, administrative oversight, and capital improvement planning. The City's small size, engaged leadership, and Mayor-Council form of government require a rate structure that is not only financially sustainable, but also clearly explained and equitably designed.

My objective in this engagement will be to provide the City Council, Utility Commission, and staff with a clear five-year financial roadmap and rate structure recommendations that:

- Fully recover the cost of providing water service
- Support identified capital improvement priorities
- Maintain equitable cost distribution across customer categories
- Promote rate stability and transparency
- Align with applicable state and federal requirements

## Executive Summary

The City of Rollingwood's water utility is characterized by three primary cost components:

- Wholesale water supply costs purchased from Austin Water
- Distribution system operation and maintenance costs
- Administrative and management costs associated with operating a municipal utility

Because wholesale supply costs are externally driven and may escalate over time, a forward-looking five-year financial forecast is essential. My approach will incorporate:

- Historical consumption trend analysis
- Capacity and operational forecasting
- Wholesale water cost projections
- Five-Year Capital Improvement Plan review and prioritization
- Reserve and cash flow adequacy evaluation
- Annual revenue requirement development

Once revenue sufficiency is established, I will apply industry-standard cost allocation and rate design methodologies consistent with guidance from the American Water Works

Association (AWWA), the National Regulatory Research Institute (NRRI), and other municipal utility best practices. This will include functional cost classification, equitable distribution of costs by customer category, and development of alternative rate structures where appropriate.

As required in the RFP, I will:

- Meet with the Utility Commission and City Council prior to development of proposed rate structures to gather expectations and public input
- Conduct detailed coordination with City staff during analysis
- Develop sample bills comparing current and recommended rates
- Provide draft report review with staff prior to finalization
- Attend up to two Utility Commission meetings and one City Council meeting to present findings and recommendations
- Assist staff with guidance regarding notice requirements and provide a sample rate adjustment notice letter

As Owner and Principal of Endeavor, I bring over ten years of experience in utility regulation, financial forecasting, rate case support, and regulatory economic analysis. My professional background includes service as a regulatory analyst for an electric utility, testimony preparation and financial review work at a state public utility commission, and economic consulting for institutional clients. I have recently completed comprehensive municipal water and wastewater rate studies for similarly sized communities, developing five-year revenue forecasts, revenue requirements, rate design alternatives, and affordability evaluations.

Although Endeavor is a newer firm, each engagement is principal-led and directly managed by me. The City of Rollingwood will receive senior-level attention, direct communication, and a focused commitment to delivering a high-quality, defensible rate study on time and within budget.

I look forward to the opportunity to assist the City in ensuring its water utility remains financially sustainable, equitable, and well-positioned to serve the Rollingwood community for years to come.

## Scope of Work & Schedule

### Project Understanding

The City of Rollingwood operates a municipal water utility serving approximately 550 customers within a residential community of approximately 1,500 residents. The City purchases treated water from Austin Water and distributes it within Rollingwood's jurisdictional boundaries.

This wholesale purchase structure places particular importance on:

- Careful monitoring and forecasting of wholesale water supply costs
- Alignment of consumption trends with purchased volumes

- Managing revenue volatility in a primarily residential customer base
- Maintaining adequate reserves and funding for distribution system improvements
- Transparent communication of rate adjustments to an engaged governing body and public

Because Rollingwood does not operate a treatment facility but instead functions as a distribution-focused utility, this study must ensure that wholesale supply costs, distribution system expenses, administrative costs, and capital improvement needs are integrated into a clear, defensible five-year financial framework.

My approach will apply industry-recognized methodologies consistent with:

- American Water Works Association (AWWA) M1 Manual on Water Rates, Fees, and Charges
- National Regulatory Research Institute (NRRI) guidance on revenue requirements and cost allocation
- Municipal best practices for small-system financial sustainability

The goal of this engagement is to provide Rollingwood with a financially sound, equitable, and publicly defensible rate structure supported by a transparent five-year financial forecast.

## Detailed Scope of Services

### Task 1 – Project Initiation & Stakeholder Engagement

Objective: Establish expectations, gather policy input, and confirm methodology prior to rate development.

- Conduct kickoff meeting with City Administrator, Finance Director, Utility Billing Manager, and Public Works Director
- Meet with the Utility Commission to review objectives and receive public input prior to rate structure development
- Meet with the City Council to confirm expectations and policy priorities
- Establish finalized data request list and project work plan

This early engagement ensures that policy objectives, rate stability goals, and affordability considerations are incorporated from the outset.

### Task 2 – Data Collection & Review

Objective: Develop a reliable analytical foundation for forecasting and rate development.

- Review historical operating expenses and administrative costs
- Analyze wholesale water purchase costs and Austin Water contract terms
- Review historical consumption and billing data
- Evaluate customer classifications and billing determinants
- Review current rate structure and revenue performance
- Identify trends in water demand and potential revenue volatility

Particular attention will be given to evaluating the relationship between purchased water costs and billed consumption to ensure accurate cost recovery alignment.

### **Task 3 – Five-Year Financial Forecast (Study Period)**

Objective: Develop a forward-looking financial model covering a five-year period.

- Consumption forecasting
- Capacity and operational projections
- Wholesale water cost projections
- O&M expense escalation modeling
- Capital Improvement Plan review and prioritization
- Reserve adequacy and cash flow analysis

This financial forecast will identify projected shortfalls or surpluses under current rates and establish the annual revenue requirements necessary for financial stability.

### **Task 4 – Revenue Requirement Development**

Objective: Determine the annual revenue needed to fully fund operations, capital, and reserves.

- Develop annual revenue requirement calculations
- Evaluate capital funding strategy
- Assess rate stabilization considerations
- Confirm revenue sufficiency under multiple scenarios

Revenue requirements will be developed consistent with cost-of-service principles and municipal finance best practices.

### **Task 5 – Cost Allocation & Rate Design**

Objective: Recommend an equitable and sustainable rate structure.

- Functional cost classification (supply, distribution, customer, administrative)
- Allocation of costs by customer category
- Evaluation of base charge and volumetric charge balance
- Development of alternative rate structures where appropriate
- Preparation of “sample bills” for each customer category
- Comparison of current versus recommended rates

Rate design alternatives will be evaluated for revenue stability, equity, and ease of implementation.

### **Task 6 – Implementation Planning & Notice Guidance**

Objective: Support lawful and orderly rate implementation.

- Provide implementation timeline options
- Assist staff with understanding state notice requirements
- Provide a sample water rate increase notice letter
- Outline recommended phasing strategy if rate adjustments are adopted

## Task 7 – Reporting & Meetings

Objective: Ensure transparency and governing body engagement.

- Provide regular updates to City staff throughout analysis
- Conduct draft report review meeting with staff prior to finalization
- Attend up to two Utility Commission meetings
- Attend one City Council meeting to present findings and recommendations
- Deliver final report and all working papers to the City

## Project Schedule

The City requires work to begin by April 1, 2026 and conclude no later than June 1, 2026. I confirm my ability to meet this schedule.

### March 2026

- Data request coordination
- Preliminary project planning

### April 2026

- Kickoff meeting
- Utility Commission and City Council expectation meetings
- Data analysis and historical review
- Initial financial model development

### Early May 2026

- Five-year financial forecast completion
- Revenue requirement development
- Rate structure alternatives development

### Mid-May 2026

- Draft report delivered to staff
- Draft review meeting with City Administrator, Finance Director, Utility Billing Manager, and Public Works Director

### Late May 2026

- Utility Commission presentation(s)

- Revisions as needed

By June 1, 2026

- Final report delivery
- City Council presentation

## Cost Proposal

A detailed task-based cost estimate and total project fee are provided below. The proposed fee includes:

- All analysis and financial modeling
- Preparation of draft and final reports
- Attendance at required meetings
- Preparation of sample bills and implementation materials

The proposed cost reflects the direct principal involvement of the project and the commitment to meeting the City's schedule and reporting requirements.

Total Project Cost Summary	
Category	Amount
Professional Services (206 hrs @ \$110/hr):	\$22,660
Travel Expenses (2 in-person trips):	\$2,230
<b>Total Not To Exceed Price:</b>	<b>\$24,890</b>

## Cost Proposal Cont.

Comprehensive Water Rate Study Professional Services		
Project Phase/Task	Hrs	Cost
<b>Phase 1: Project Initiation &amp; Engagement</b>		
Project planning, data request preparation	4	\$440
Kickoff meeting with staff	3	\$330
Utility Commission expectations meeting	4	\$440
City Council expectations meeting	4	\$440
Data organization and validation	6	\$660
<b>Phase 2: Data Collection &amp; Review</b>		
Historical financial review (O&M, admin costs)	16	\$1,760
Wholesale water contract & cost analysis	8	\$880
Consumption & billing determinant analysis	12	\$1,320
Review of current rate structure performance	8	\$880
<b>Phase 3: Financial Forecast (5-Year)</b>		
Consumption forecasting model development	10	\$1,100
Wholesale cost escalation modeling	6	\$660
O&M expense forecasting	6	\$660
Capital Improvement Plan review & prioritization	8	\$880
Reserve & cash flow modeling	6	\$660
<b>Phase 4: Revenue Requirement &amp; Rate Design</b>		
Annual revenue requirement development	12	\$1,320
Functional cost classification	12	\$1,320
Cost allocation by customer category	8	\$880
Development of alternative rate structures	16	\$1,760
Sample bill development & comparison analysis	8	\$880
<b>Phase 5: Reporting &amp; Implementation</b>		
Draft report preparation	16	\$1,760
Draft review meeting with staff	3	\$330
Revisions to draft report	8	\$880
Utility Commission presentation (up to 2 meetings)	6	\$660
City Council presentation	4	\$440
Final report production & delivery	6	\$660
Sample notice letter & implementation guidance	6	\$660
<b>Total:</b>	<b>206</b>	<b>\$22,660</b>

# Qualifications

## Firm Overview

Endeavor is a consulting firm focused exclusively on utility regulation economics, financial forecasting, cost-of-service analysis, and municipal rate design. My practice is dedicated to serving municipalities and public-sector entities seeking defensible, transparent, and financially sustainable utility rate structures.

Although Endeavor is a newer firm, it is built upon more than ten years of direct experience in utility regulation, revenue analysis, rate case support, and financial modeling. Each engagement is principal-led and directly managed by me, ensuring senior-level attention, accountability, and responsiveness throughout the project.

Endeavor operates without subcontractors for this engagement. The City of Rollingwood will work directly with me as the Owner and Principal Consultant from project initiation through final presentation.

## Principal Consultant – Charles Martinez

I hold a Master of Arts degree from New Mexico State University with a specialization in Public Utility Regulation and Policy Analysis. My professional background includes experience in utility regulation, cost allocation, financial forecasting, and rate design support across electric and municipal utility contexts.

## Regulatory Analyst – Sharyland Utilities, L.P.

At Sharyland Utilities, I served in progressively responsible regulatory and analytical roles supporting rate cases and financial planning functions. My responsibilities included:

- Forecasting monthly transmission revenue (approximately 70% of total utility revenue)
- Conducting valuation studies for transmission and distribution asset allocation
- Assisting in the development and validation of studies for rate case purposes
- Supporting discretionary charge and unmetered lighting rate development
- Preparing documentation for regulatory filings
- Assisting with responses to intervener discovery requests
- Supporting two full rate cases
- Reviewing Public Utility Commission rulemakings
- Assisting with rate design analysis

This experience provided a strong foundation in cost-of-service principles, asset allocation methodologies, and regulatory compliance.

## Utility Economist – New Mexico Public Regulation Commission (NMPRC)

As a Utility Economist for the NMPRC, I evaluated utility financial filings and prepared written testimony supporting Commission Staff positions. My work included:

- Review of utility finance applications and compliance filings
- Preparation and publication of testimony
- Review and approval of advice notices
- Analysis of revenue requirements and financing mechanisms

I submitted testimony in proceedings including:

- Authorization of senior unsecured notes issuances
- Renewable energy cost rider approvals

This experience strengthened my ability to evaluate revenue requirements from a regulatory perspective and to present complex financial analyses in a clear and defensible manner.

### **Economist – Public-Sector Consulting Firm**

Following my time at the Commission, I worked as an Economist at a consulting firm serving institutional clients, including the U.S. Department of Defense and Department of Energy. My responsibilities included:

- Economic and regulatory analysis of utility services
- Review and evaluation of cost-of-service studies
- Analysis of rate structures and procurement strategies
- Development of written technical reports

This experience reinforced disciplined financial modeling and objective evaluation of utility rate structures.

### **Relevant Municipal Rate Study Experience**

Although I have supported numerous cost-of-service analyses throughout my career, I have recently served as the lead consultant on comprehensive municipal water and wastewater rate studies for similarly sized communities.

#### **Village of South Holland, Illinois**

- Developed five-year financial forecast and revenue requirement analysis
- Evaluated operating expenses, capital needs, and debt obligations
- Analyzed test-year consumption and billing determinants
- Evaluated and modeled alternative rate structures
- Conducted affordability and benchmarking analysis
- Prepared draft and final reports and presented findings

#### **City of New Plymouth, Idaho**

- Conducted full water and wastewater rate study
- Applied AWWA meter-capacity allocation methodologies
- Evaluated tiered versus uniform rate structures

- Developed revenue sufficiency scenarios
- Prepared policy tradeoff analysis for elected officials

These engagements demonstrate my ability to deliver practical, defensible municipal rate studies tailored to smaller communities.

### Familiarity with Applicable State and Federal Laws

While each state has its own statutory framework governing municipal utility rate adoption, my background in public utility regulation provides a strong foundation in:

- Revenue requirement development principles
- Cost-of-service allocation methodologies
- Regulatory transparency and documentation standards
- Public meeting and governing body presentation practices

For this engagement, I will work closely with City staff to ensure compliance with Texas notice requirements, open meeting procedures, and any applicable state and federal regulations governing municipal rate adjustments.

### Knowledge of Local Issues and Wholesale Purchase Systems

The City of Rollingwood's wholesale water purchase from Austin Water presents unique considerations that differ from vertically integrated water systems. My experience analyzing pass-through cost structures and wholesale rate impacts positions me to carefully evaluate:

- Purchased water cost escalation
- Consumption variability and revenue stability
- Base charge and volumetric rate balance
- Reserve stabilization strategies

These considerations are critical for a distribution-only municipal system serving a primarily residential customer base.

### Commitment of Senior Staff & Workload Capacity

This engagement will be performed directly by me as Owner and Principal Consultant. I will be responsible for:

- All financial modeling
- All cost allocation analysis
- Draft and final report preparation
- Meeting attendance and presentations

My current workload allows full availability to meet the City's required April 1 through June 1, 2026 project schedule. I confirm my ability to dedicate the necessary time and resources to complete this engagement within the required timeframe.

# References

Although Endeavor is a newer firm, I have completed municipal water and wastewater rate studies of a similar nature and scope and have supported numerous utility regulatory proceedings throughout my career.

A separate Reference Sheet is attached to this proposal, identifying completed municipal rate studies and relevant professional experience, including contact information for project representatives where appropriate.

The attached reference sheet includes projects involving:

- Comprehensive five-year financial forecasting
- Revenue requirement development
- Cost allocation and rate structure evaluation
- Affordability and benchmarking analysis
- Presentation of findings to governing bodies

While my firm is newly established, my professional background includes over ten years of experience in utility regulation, cost-of-service evaluation, financial forecasting, and regulatory analysis. I have served in roles supporting full rate cases, preparing regulatory testimony, and evaluating revenue requirements from both the utility and regulatory perspectives.

My recent municipal rate studies for similarly sized communities demonstrate my ability to:

- Deliver defensible financial models
- Develop equitable rate structures
- Clearly communicate policy tradeoffs to elected officials
- Meet project schedules and reporting requirements

I understand that selecting a consultant is an investment in the financial stability and sustainability of the City's utility system. Although Endeavor does not have decades of firm history, the City of Rollingwood will receive direct principal-level engagement, focused attention, and a disciplined, industry-standard analytical approach.

I am confident that my experience, education, and commitment to quality make this engagement a cost-effective and worthwhile investment for the City.

# Additional Data

## Methodological Standards and Analytical Framework

The financial and rate analysis conducted for the City of Rollingwood will follow established municipal utility best practices and industry-recognized standards, including guidance from:

- The American Water Works Association (AWWA) M1 Manual on Water Rates, Fees, and Charges
- The National Regulatory Research Institute (NRRI) publications on cost allocation and revenue requirement development
- Municipal utility rate study best practices for small and mid-sized systems

The analytical framework for this engagement will include:

- Historical financial and consumption analysis
- Five-year forward-looking financial modeling
- Functional cost classification
- Equitable cost allocation by customer category
- Revenue sufficiency testing
- Rate structure evaluation and comparison
- Sample bill impact analysis

All assumptions, methodologies, and calculations will be clearly documented to ensure transparency and defensibility.

## Financial Modeling and Deliverables

The City will receive:

- A structured five-year financial forecast model
- Clear identification of projected revenue gaps under current rates
- Alternative rate adjustment scenarios
- Customer bill impact comparisons
- Draft and final written reports
- Presentation materials for the Utility Commission and City Council
- A sample notice letter template consistent with applicable Texas requirements

All working papers, supporting documentation, and electronic models will be provided to the City upon completion in accordance with the RFP requirements

## Approach to Small-System Rate Stability

For a community the size of Rollingwood, stability and predictability are particularly important. Wholesale water cost fluctuations, primarily residential consumption patterns, and capital improvement needs can create revenue volatility if not carefully managed.

My approach will carefully evaluate:

- The balance between fixed and volumetric charges
- Revenue stability considerations
- Reserve adequacy
- Phased implementation options if necessary
- Minimizing rate shock while ensuring financial sustainability

The objective is to provide the City Council and Utility Commission with clear policy options supported by quantitative analysis.

## Quality Assurance and Responsiveness

This engagement will be principal-led from initiation through final presentation. Quality assurance will include:

- Internal verification of financial modeling inputs and outputs
- Cross-checking revenue requirements against projected cash flow
- Ensuring rate models reconcile with billing determinants
- Clear documentation of assumptions

The City will receive timely responses to questions and regular progress updates throughout the project.

## Insurance and Compliance

Endeavor will maintain all required insurance coverage as specified in the RFP, including:

- Commercial General Liability Insurance
- Professional Liability Insurance
- Automobile Liability Insurance
- Workers Compensation Insurance (as applicable)

Proof of insurance will be provided prior to contract execution.

## Closing Statement

The City of Rollingwood seeks a consultant who can deliver a transparent, defensible, and financially responsible water rate study within a defined timeframe.

Although Endeavor is a newer firm, I bring more than a decade of utility regulatory and financial experience directly relevant to this engagement. The City will receive direct principal-level attention, disciplined financial modeling, and a focused commitment to completing the project on time and within budget.

I appreciate the opportunity to submit this proposal and look forward to the possibility of assisting the City of Rollingwood in ensuring the long-term financial sustainability of its water utility system.

## ATTACHMENTS

## Endeavor Utility Solutions LLC

Client's Company Name:	Village of South Holland
Client Address:	155 West 162 <sup>nd</sup> Street, South Holland, IL 60473
Contact's Name:	Mike Cramer
Contact's Title:	Director of Public Works
Contact's Telephone & Fax:	708-339-2323 ext. 2001
Contact's Email:	mcramer@southholland.org
Scope of Services/Products Provided:	
<p>For the Village of South Holland, Endeavor developed a customized financial forecasting model and rate planning tool to support long-term utility planning and rate strategy for the Village's water and wastewater utility systems. The engagement included the following key services and deliverables:</p> <ul style="list-style-type: none"> <li>• <b>Data Review &amp; Financial Assessment:</b> Conducted a comprehensive review of the Village's recent financial records, including operating revenues and expenses, capital improvement plans, reserve targets, and debt service obligations.</li> <li>• <b>Cost Projection Modeling:</b> Created a five-year financial outlook model, incorporating expected changes in operating costs, inflation, capital expenditures, and revenue scenarios based on consumption trends.</li> <li>• <b>Custom Rate Model Development:</b> Designed an Excel-based rate model capable of adjusting key assumptions to analyze impacts on revenue sufficiency, affordability, and long-term financial stability.</li> <li>• <b>Scenario Planning:</b> Built in tools to test alternative rate scenarios, including fixed vs. variable rate adjustments, base charge restructuring, and consumption block pricing strategies.</li> <li>• <b>Affordability &amp; Ratepayer Impact Analysis:</b> Included measures to evaluate the affordability of proposed rate structures, with emphasis on minimizing rate shocks and maintaining fairness across customer classes.</li> <li>• <b>Comprehensive Report Preparation:</b> Produced a comprehensive, Board-ready report that synthesized the financial analysis, rate modeling, scenario evaluation, and key findings into clear recommendations and implementation guidance for Village leadership.</li> </ul>	
Project Completion Date	March 13, 2025

## Endeavor Utility Solutions LLC

Client's Company Name:	City of New Plymouth
Client Address:	301 North Plymouth Avenue, New Plymouth, ID 83655
Contact's Name:	Beau Ziemer
Contact's Title:	Public Works Superintendent
Contact's Telephone & Fax:	208-573-5277, 208-278-5338
Contact's Email:	beau@npidaho.com
Scope of Services/Products Provided:	
<p>For the City of New Plymouth, Endeavor Utility Solutions LLC conducted a comprehensive water and wastewater rate study to evaluate revenue sufficiency, affordability, and long-term financial sustainability for the City's utility systems. The engagement resulted in a complete, data-driven rate analysis and implementation-ready recommendations. Key services and deliverables included:</p> <ul style="list-style-type: none"> <li>• <b>Data Review &amp; Financial Assessment:</b> Reviewed proposed utility budgets, audited financial statements, existing debt service obligations, and capital-related expenditures to establish defensible water and wastewater revenue requirements.</li> <li>• <b>Revenue Requirement &amp; Financial Planning Analysis:</b> Developed full revenue requirement calculations for both utilities, incorporating operating costs, capital-related expenses already included in City budgets, and existing debt service to identify structural revenue shortfalls.</li> <li>• <b>Consumption &amp; Usage Analysis:</b> Analyzed test-year metered consumption data across all customer classes and meter sizes, including development of detailed usage distributions to support rate design and bill impact evaluation.</li> <li>• <b>Cost Classification &amp; Allocation:</b> Applied industry-standard cost classification methodologies consistent with AWWA M1 principles to allocate fixed and variable costs, with targeted affordability adjustments to balance cost recovery and customer impacts.</li> <li>• <b>Rate Design &amp; Scenario Development:</b> Developed multiple alternative water and wastewater rate structures, including uniform and tiered volumetric options, affordability-adjusted fixed/variable allocations, and meter-capacity-based base charges using AWWA capacity ratios.</li> <li>• <b>Affordability &amp; Customer Impact Analysis:</b> Evaluated customer bill impacts across usage percentiles and meter sizes, including affordability analysis using EPA Residential Indicator benchmarks and UNC Environmental Finance Center ability-to-pay metrics.</li> <li>• <b>Comprehensive Report Preparation:</b> Produced a comprehensive, Board-ready report synthesizing financial analysis, consumption findings, rate modeling, affordability results, and clear policy-level recommendations, providing City leadership with a transparent and defensible foundation for rate adoption and implementation.</li> </ul>	
Project Completion Date	December 03, 2025

# Charles Martinez

Owner & Principal Consultant  
Endeavor Utility Solutions LLC  
Evansville, Indiana  
Email: cmartinez@eutilitysolutions.com | Phone: 812-419-3455

## PROFESSIONAL SUMMARY

Utility regulation economist and financial analyst with more than ten years of experience supporting regulated utilities, public utility commissions, and public-sector clients. Specialized in utility financial analysis, revenue requirement evaluation, cost-of-service review, rate design support, and long-term financial planning for municipal water and wastewater utilities. Owner-led consultant delivering senior-level, Board-ready analyses that balance financial sustainability, affordability, and policy objectives.

## EDUCATION

**Master of Arts – Public Utility Regulation and Policy Analysis**  
New Mexico State University

**Bachelor of Arts – Economics**  
New Mexico State University

## PROFESSIONAL EXPERIENCE

**Endeavor Utility Solutions LLC – Evansville, IN**  
**Owner & Principal Consultant | 2024 – Present**

- Completed comprehensive water and wastewater rate studies for municipalities including the Village of South Holland, IL and the City of New Plymouth, ID.
- Developed multi-year financial forecasting models, revenue requirement analyses, and Excel-based rate models.
- Evaluated existing rate structures and developed alternative rate scenarios to support revenue sufficiency, affordability, and rate stability.
- Prepared comprehensive, Board-ready reports documenting methodologies, findings, and implementation-ready recommendations.

## Sharyland Utilities, L.P.

### Regulatory Analyst

- Supported utility rate case activities, financial forecasting, asset valuation, and rate design.
- Forecasted transmission revenues representing approximately 70% of total utility revenues.
- Performed valuation studies for transmission and distribution assets and supported two formal rate cases.
- Prepared regulatory filings, supporting studies, and responses to intervenor data requests.

## New Mexico Public Regulation Commission

### Utility Economist

- Reviewed utility finance applications, compliance filings, and advice notices.
- Prepared written testimony on behalf of Commission Staff in electric utility proceedings.

## Public-Sector Consulting Firm

### Economist

- Performed economic and regulatory analysis for federal clients, including the Department of Defense and Department of Energy.
- Reviewed cost-of-service studies, evaluated rate structures, and advised on utility procurement strategies.

## AREAS OF EXPERTISE

Utility Financial Analysis • Revenue Requirements • Cost-of-Service Review • Rate Design  
Water & Wastewater Rate Studies • Affordability & Bill Impact Analysis  
Regulatory Compliance • Board & Stakeholder Presentations