

MEMORANDUM

TO: South Texas Water Authority Board of Directors  
FROM: Brandon Barrera, President  
DATE: September 20, 2021  
SUBJECT: Meeting Notice and Agenda for the South Texas Water Authority

A Regular Meeting of the STWA Board of Directors is scheduled for:

**Tuesday, September 28, 2021**  
5:30 p.m.  
South Texas Water Authority  
2302 East Sage Road, Kingsville, Texas

The Board will consider and act upon any lawful subject which may come before it, including among others, the following:

Agenda

1. Call to order.
2. Citizen comments. This is an opportunity for citizens to address the Board of Directors concerning an issue of community interest that is not on the agenda. Comments on the agenda items must be made when the agenda item comes before the Board. The President may place a time limit on all comments. The response of the Board to any comment under this heading is limited to making a statement of specific factual information in response to the inquiry, or, reciting existing policy in response to the inquiry. Any deliberation of the issue is limited to a proposal to place it on the agenda for a later meeting.
3. Approval of Minutes. (Attachment 1)
4. Report Presentation and Approval: (Attachment 2)
  - Treasurer's Report
  - Payment of Bills.
  - O&M Report
  - CP Update
  - Anticipated vs. Actual Water Rate Charged/Net Revenue
5. Fiscal Year 2021 Budget Amendments. (Attachment 3)
6. Tax year 2021 tax roll/levy for the South Texas Water Authority's district in Kleberg County. (Attachment 4)
7. **Resolution 21-21.** Resolution adopting the tax roll/levy for the South Texas Water Authority's district in Kleberg County for tax year 2021. (Attachment 5)
8. Tax year 2021 tax roll/levy for the South Texas Water Authority's district in Nueces County. (Attachment 6)
9. **Resolution 21-22.** Resolution adopting the tax roll/levy for the South Texas Water Authority's district in Nueces County for tax year 2021. (Attachment 7)

10. STWA Investment Policies: (Attachment 8)
  - a) South Texas Water Authority General Fund
  - b) South Texas Water Authority Debt Service Fund
  - c) South Texas Water Authority Capital Projects Fund
  
11. **Resolutions 21-23 through 21-25.** Resolutions approving the following South Texas Water Authority Investment Policies: (Attachment 9)
  - a) South Texas Water Authority General Fund
  - b) South Texas Water Authority Debt Service Fund
  - c) South Texas Water Authority Capital Projects Fund
  
12. Discussion and possible action on Board of Directors' compensation. (Attachment 10)
  
13. **Resolution 21-26.** A resolution authorizing Director's Fees in accordance with Section 49.060 of the Texas Water Code and in the amount of \$50.00 a day for each day a director spends performing the duties of director. (Attachment 11)
  
14. Bids for purchase of Fiscal Year 2022 pickup truck. (Attachment 12)
  
15. **Resolution 21-27.** Resolution awarding the bid for the purchase of one ¾ ton pickup truck. (Attachment 13)
  
16. Emergency Preparedness Plan. (Attachment 14)
  
17. Review of salary surveys and STWA staff salaries. (Attachment 15)
  
18. Administration Report.
  
19. Adjournment.

The Board may go into closed session at any time when permitted by Chapter 551, Government Code. Before going into closed session, a quorum of the Board must be assembled in the meeting room, the meeting must be convened as an open meeting pursuant to proper notice, and the presiding officer must announce that a closed session will be held and must identify the sections of Chapter 551, Government Code, authorizing the closed session.

BB/JM/fdl  
Attachments

This meeting notice was posted on STWA's website, [www.stwa.org](http://www.stwa.org), and on indoor and outdoor bulletin boards at STWA's administrative offices, 2302 East Sage Road, Kingsville, Texas at 3:00 am/ on September 4, 2021.

*Janus D. Dean*  
Assistant Secretary

ATTACHMENT 1  
Approval of Minutes

SOUTH TEXAS WATER AUTHORITY  
Public Hearing Minutes  
September 7, 2021

Board Members Present:

Brandon Barrera  
Frances Garcia  
Imelda Garza  
Jose Graveley  
Kathleen Lowman  
Joe Morales  
Angela Pena  
Patsy Rodgers

Board Members Absent:

Rudy Galvan, Jr.

Staff Present:

John Marez  
Frances De Leon  
Jo Ella Wagner  
Nigel Gomez  
Patrick Sendejo  
Oscar Ortegon

Guests Present:

None

1. Call to Order.

Mr. Brandon Barrera, Board President, called the Public Hearing of the STWA Board of Directors to order at 5:30 p.m. A quorum was present.

2. Public Hearing on proposed \$0.082426 per \$100 valuation tax rate for Fiscal Year 2022/Tax Year 2021.

Mr. Barrera announced the opening of the Public Hearing on the proposed \$0.082426 per \$100 valuation tax rate for Fiscal Year 2022/Tax Year 2021. Ms. Wagner stated that no comments were received on the proposed tax rate.

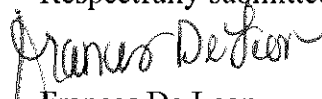
3. Public Comment.

No public comments were made.

4. Adjournment.

With no further business to discuss, Ms. Rodgers made a motion to adjourn the public hearing at 5:32 p.m. Mr. Morales seconded. All voted in favor.

Respectfully submitted,

  
Frances De Leon  
Assistant Secretary

SOUTH TEXAS WATER AUTHORITY  
Regular Board of Directors Meeting  
September 7, 2021  
Minutes

Board Members Present:

Brandon Barrera  
Frances Garcia  
Imelda Garza  
Jose Graveley  
Kathleen Lowman  
Joe Morales  
Angela Pena  
Patsy Rodgers

Board Members Absent:

Rudy Galvan, Jr.

Staff Present:

John Marez  
Frances De Leon  
Jo Ella Wagner  
Nigel Gomez  
Patrick Sendejo  
Oscar Ortegon

Guests Present:

None

1. Call to Order.

Mr. Brandon Barrera, Board President, called the Regular Meeting of the STWA Board of Directors to order at 5:40 p.m. A quorum was present.

2. Citizen Comments.

Mr. Barrera opened the floor to citizen's comments. No comments were made.

3. Approval of Minutes.

Ms. Lowman made a motion to approve August 3, 2021 Public Hearing and Regular Meeting as presented. Ms. Rodgers seconded. The motion passed by unanimous vote.

4. Treasurer's Report/Payment of Bills.

The following reports were presented:

Corrected Treasurer's Report for period ending May 31, 2021  
Revenue Fund Income Statement for period ending May 31, 2021  
Tax Fund Income Statement for period ending May 31, 2021  
Special Services Income Statement for period ending May 31, 2021  
STWA Revenue Fund Balance Sheet – May, 2021  
STWA Revenue Fund Trial Balance for May, 2021

STWA Debt Service Fund Income Statement for period ending May 31, 2021  
STWA Debt Service Fund Balance Sheet – May, 2021  
STWA Debt Service Fund Trial Balance for May, 2021  
STWA Capital Projects Fund Income Statement for period ending May 31, 2021  
STWA Capital Projects Fund Balance Sheet – May, 2021  
STWA Capital Projects Fund Trial Balance for May, 2021  
Cathodic Protection Expenses Breakdown  
Treasurer’s Report for period ending June 30, 2021  
Revenue Fund Income Statement for period ending June 30, 2021  
Tax Fund Income Statement for period ending June 30, 2021  
Special Services Income Statement for period ending June 30, 2021  
STWA Revenue Fund Balance Sheet – June 30, 2021  
STWA Revenue Fund Trial Balance for June, 2021  
STWA Debt Service Fund Income Statement for period ending June 30, 2021  
STWA Debt Service Fund Balance Sheet – June, 2021  
STWA Debt Service Fund Trial Balance for June, 2021  
STWA Capital Projects Fund Income Statement for period ending June 30, 2021  
STWA Capital Projects Fund Balance Sheet – June, 2021  
STWA Capital Projects Fund Trial Balance for June, 2021  
Cathodic Protection Expenses Breakdown  
2012 Bond Election Report  
Anticipated vs. Actual Water Rate Charged/Net Revenue  
Maintenance & Technical Report from O&M Supervisor  
Cathodic Protection Update

The following outstanding invoices were presented for Board approval:

- City of Corpus Christi \$ 126,168.98
- Nueces County Appraisal District \$ 2,625.00

Ms. Rodgers made a motion to approve the May 2021 Treasurer’s Report, Ms. Garza seconded and all voted in favor. After review of the June Treasurer’s Report, a motion was made by Ms. Lowman and seconded by Mr. Graveley to approve the June 2021 Treasurer’s Reports and payment of the bills as presented. The motion carried.

5. Discussion and possible action on Board of Directors’ compensation.

Mr. Marez presented Chapter 49 of the Texas Water Code pertaining to Fees of Office/Reimbursement which provides for a director receiving fees of no more than \$150 a day for attending meetings or training. He said he was presenting it for the Board’s review in case they would like to consider raising the current amount of \$10 per meeting. Mr. Graveley made a motion for a committee of three Board members to meet in the next couple of weeks to discuss the compensation and present a recommendation at the next meeting. Mr. Morales seconded. All voted in favor.

6. Fiscal Year 2022 budget, revenues and rates.

Ms. Wagner presented the final Fiscal Year 2022 Budget based on the current Handling Charge of \$0.426386/1000 gallons, a total tax rate of \$0.082426/\$100 valuation – a decrease of \$0.004485 or 5.16% from last year. The total tax rate is comprised of an O&M tax rate of \$0.067506/\$100 valuation and I&S tax rate of \$0.014920/\$100 valuation. The budget includes a decrease of 50 cents/1000 gallons in the Cost of Water from the City of Corpus Christi, a 4.9% average Cost of Living increase totaling \$25,819, and capital purchases of \$83,000 resulting in an ending balance of \$507,421. She added that this budget is almost identical to the budget presented at the last meeting expect for four items affected by the decrease in the Corpus Christi water rate. Mr. Morales commented that the ending balance was impressive.

7. Resolution 21-19. Resolution adopting the recommended Fiscal Year 2022 budget.

Mr. Graveley made a motion to approve the FY 2022 budget. The motion was seconded by Ms. Garza and passed by unanimous vote.

8. Resolution 21-20. Resolution adopting the Fiscal Year 2022/Tax Year 2021 tax rate.

Mr. Graveley made a motion to approve Resolution 21-20 adopting the Fiscal Year 2022/Tax Year 2021 M&O tax rate of \$0.067506 per \$100 assessed valuation and the I&S tax rate of \$0.014920 per \$100 assessed valuation for a total tax rate of \$0.082426 per \$100 of taxable value. The motion was seconded by Ms. Garza and passed with all voting in favor.

9. Discussion with possible action on South Texas Water Authority Organizational Chart and job titles.

A proposed organizational chart and a worksheet of proposed salaries was presented to the Board. The organizational chart illustrates the managers' positions below Administrator/Executive Director but additionally designates the Finance Manager as the Assistant Executive Director. After the Board's discussion, Mr. Barrera requested that the Finance Manager/Assistant Executive Director be moved up just a fraction. Ms. Garza made a motion to approve the presented organizational chart. Mr. Morales seconded. All voted in favor.

10. Nueces County project for construction of Banquete Pump Station to serve the Nueces County Water Control and Improvement District #5 (Banquete) and Nueces Water Supply Corporation.

- Utility Conveyance Agreement(s) conveying facilities from Nueces County to South Texas Water Authority and Nueces Water Supply Corporation

Mr. Marez reported that Nueces County is expected to review the Utility Conveyance Agreement soon. He suggested that the STWA Board approve the agreement contingent on Nueces County's approval. Ms. Lowman made a motion to accept the Utility Conveyance Agreement contingent on Nueces County approving the agreement. Ms. Garza seconded. All voted in favor.

11. Update of Wholesale Water Supply Contract with the City of Corpus Christi.

Mr. Marez reported that a reply has been sent to the City of Corpus Christi, but there has been no other communication from the city. He had nothing further to report.

12. Nueces County Water Control and Improvement District #5 Wholesale Water Supply Contract and Contract for Operations and Maintenance of Facilities.

There has been no activity on these contracts and no communication with the Banquete District. No action was taken by the Board.

13. City of Driscoll request to temporarily reduce monthly payment on Payment Plan and consideration of new payment plan agreement.

Ms. Wagner presented a modified Driscoll Payment Plan Agreement and explained that the city requested a two-month temporary payment reduction. Additionally, the City does not want to extend the term of the plan. The modified plan reduces the September and October 2021 payments to \$2,500 and increases the remaining payments by \$161 per month with a final payment in March 2023 of \$5,171.48. Mr. Morales made a motion to accept the new payment plan agreement as presented. Mr. Graveley seconded. All voted in favor.

14. Presentation on Vacation Leave Policy.

Mr. Marez presented the current vacation leave policy. At the last Board meeting there was discussion regarding the maximum amount of leave employees are allowed to take at a time. The only limitation in the current policy is that employees are not allowed to take more than 60 workdays in a single calendar year. Mr. Marez explained that he has been talking with staff about ways to fairly allow employees to select vacation days during holiday season.

15. STWA Depository.

Ms. Wagner presented Prosperity Bank's offer to extend STWA's depository agreement until October 31, 2023. The terms remain the same except for a change in the interest rates. The interest earnings will now be based on the Prosperity Bank NOW account plus 15 basis points (0.15%) – the current NOW account Money Market rate is 0.05%. Ms. Wagner added that STWA pays no banking fees. Ms. Lowman made a motion to accept Prosperity Bank's offer to extend the depository agreement for an additional two years. Ms. Garza seconded. All voted in favor.

16. Update on COVID-19 Response – Status of office closure to the public.

Mr. Marez stated that when he first began working at STWA, he considered looking into re-opening the office; however, the COVID numbers have begun increasing and he believes it would be best to bring this up in another month or so. Ms. Wagner added that a small amount of business is conducted at the drive-thru window. After discussing the matter, the Board agreed to



leave it as-is for now until the numbers start going down and reconsider reopening in another month.

17. Authorization to solicit bids for Fiscal Year 2022 pickup truck(s).

Mr. Marez requested authorization to solicit bids for the FY 2022 truck. He explained that although the fiscal year begins on October 1, STWA's auditor has advised that bids may be gathered and the bid awarded at the late September meeting, provided the purchase is delivered and paid for on or after October 1. Ms. Lowman made a motion to authorize staff to solicit bids for the truck purchase. Ms. Rodgers seconded. All voted in favor.

18. Ratify TXWARN Mutual Aid Agreement for Water/Wastewater Providers.

Mr. Marez presented the TXWARN Mutual Aid Agreement for Water/Wastewater Providers. He explained that the agreement is between the State of Texas and utilities who choose to participate and provides assistance for member utilities when needed. He stated he has submitted updated information to TXWARN and requested that the Board ratify the agreement. Mr. Morales made a motion to ratify the TXWARN Mutual Aid Agreement, Ms. Garza seconded and the motion passed by unanimous vote.

19. Board Training – TRWA Fall Management and Districts Conferences.

The Board reviewed information on the TRWA Fall Management and Districts Conferences to be held in San Antonio on October 6 and 7, 2021. Several Board members showed an interest in attending. Mr. Morales made a motion to allow three members to attend the San Antonio conference on October 6<sup>th</sup> and 7<sup>th</sup>. Mr. Graveley seconded. All voted in favor. Board members were asked to contact the STWA office to make arrangements.

20. Administration Report.

Mr. Marez reported that he recently had a medical issue which is requiring medical attention but he has been able to continue working. He discussed the salaries included in the budget approved earlier in the meeting and noted that Ms. Wagner's increase proposed by the previous Executive Director was actually 3% instead of the 4% applied to the majority of the staff. He stated that work remains on Ms. Wagner's and Ms. De Leon's salaries to better match their duties and responsibilities. Mr. Morales made a motion to change Ms. Wagner's adjustment to 4% and accept the other salaries as presented. Ms. Garza seconded. The motion passed unanimously. Mr. Marez stated that correcting the 4% increase was the most urgent at this time and suggested discussing and setting the proper salaries on other positions at the next meeting. Ms. Wagner added that TRWA's most recent salary survey could be used for assistance in determining salaries for staff. Ms. Lowman moved to approve Mr. Marez's suggestion, Mr. Morales seconded and all voted in favor. Mr. Marez agreed to provide additional information at the next meeting.

21. Adjournment.

With no further business to discuss, Ms. Garza moved to adjourn the meeting at 7:13 p.m. Mr. Morales seconded. The motion carried.

Respectfully submitted,

  
Frances De Leon  
Assistant Secretary

ATTACHMENT 2

Treasurer's Report/Payment of Bills

**The South Texas Water Authority  
Treasurer's Report for July, 2021  
will be sent under separate cover  
prior to the Board Meeting.**

**I am very close to completing, however,  
there are areas that  
need further review.**

**Therefore; the Final Budget for FY2021  
will also be delayed.**

**The July report is vital in creating  
a final budget.**

**I anticipate both reports to be sent  
to the Board of Directors late on  
Monday, September 27, 2021.**

**Jo Ella Wagner  
Finance Manager**

## Memorandum

To: South Texas Water Authority Board of Directors and John Marez, Administrator  
From: Dony Cantu, O&M Supervisor  
Date: September 24, 2021  
Re: O&M Activities

### During the Week of August 16th:

- Exercised generators, reviewed GPS records and performed line locates.
- Collected/monitored NAP samples.
- Took residuals (Total, Mono, FAA, Free) for the Driscoll Booster Station on the 42" line, CR 16 and Kingsville Meter Run.
- Held weekly safety meeting.
- Collected Bac-T Samples.
- Performed office maintenance.
- Delivered LAS to Pump Stations for NWSC, RWSC, and STWA.
- Replaced tire on Unit 3
- Performed troubleshooting on CL<sub>2</sub> at Agua Dulce.
- Started up equipment at yard to test that all is working properly.
- Updated TxDOT login info for TxDOT permits.
- Installed pump at Bishop East. Pump was rebuilt by Odessa Pumps.
- Accompanied Third Coast Environmental while collecting samples
- Flushed dead end mains for NWSC and RWSC.
- Completed service orders for NWSC and RWSC:
  - Second CSI for Garza – RWSC.
  - CSI and inspected line – Hernandez
  - Checked for cutoff valve on customer side – RWSC Accounts 903 and 905.
  - Called in locates – NWSC Accounts 1307 and 1308 for tap/meter install and road bore.
  - Read meter – RWSC Account 451.
  - Tap/meter set – RWSC Account 1276.

### During the Week of August 23rd:

- Exercised generators, reviewed GPS records and performed line locates.
- Collected/monitored NAP samples.
- Took residuals (Total, Mono, FAA, Free) for the Driscoll Booster Station on the 42" line, CR 16 and Kingsville Meter Run.
- Held weekly safety meeting.
- Collected Bac-T Samples.
- Performed office maintenance.
- Delivered LAS to PSs for NWSC, RWSC, and STWA.
- Flushed dead end mains for NWSC and RWSC.
- Replaced tubing on CL<sub>2</sub> at Bishop Est and cleaned analyzer at Driscoll for 42" line
- Installed flow switch at Agua Dulce for CL<sub>2</sub> and LAS to work on automatic.
- Prepared labels and customer packages and delivered Lead and Copper sample bottles to customers (NWSC).
- Completed service orders for NWSC and RWSC:

O&M Supervisor Report

09/24/21

Page 2 of 2

- Checked leak on CR 42 – leak was on customer side.
- Called in locates for Account 1278 for tap/meter set.
- Pulled old meter and abandoned line, closed at curbstop – Hernandez NWSC
- Field verify Account 229
- CSI NWSC Account 1290
- Checked PSI at Account 244 due to complaint of low pressure.
- Checked for cutoff valve on customer side Account 522
- Meter removal NWSC Account 140
- Lockouts/unlocks for NWSC.
- Meter removal RWSC Account 1230
- Field verify for NWSC on CR 18

During the Week of August 30th:

- Exercised generators, reviewed GPS records and performed line locates.
- Collected/monitored NAP samples.
- Took residuals (Total, Mono, FAA, Free) for the Driscoll Booster Station on the 42” line, CR 16 and Kingsville Meter Run.
- Held weekly safety meeting.
- Collected Bac-T Samples.
- Performed office maintenance.
- Changed out 1-ton CL<sub>2</sub> cylinder at Driscoll Booster.
- NWSC and RWSC flushing.
- Delivered CL<sub>2</sub> to all pump stations with DCP.
- Picked up NWSC Lead/Copper samples.
- Completed service orders for NWSC and RWSC:
  - Leak repairs on 14” transmission line on CR 1030.
  - CSI NWSC Account 1298.
  - Field verify w/analysis – 4297 FM 665.

To: John Marez, Executive Director

From: Patrick Sendejo, CP Technician  
Oscar Ortegon, CP Technician

Date: September 24, 2021

Re: CP Update

From the end of August to the end of September, CP installed 560 anodes on 384 joints on the 42" water line as compared to April's report with 540 anodes on 368 joints. We have replaced 44 old test stations since then. In April, the footage was 43,603 LF. We have completed 45,259 feet out of 51,511 feet in Contract 2. In addition to this work, CP has assisted with field personnel to perform numerous tasks/service orders for all 3 entities since recent rain storm that has delayed our efforts to continue to work on the 42". Registered and attended a CP course @ NACE in Houston for Cathodic Protection Tester. Since our return we have been able to reassure our monthly potential readings on the CP project meet NACE standards. As of now we are currently working on easement letters for Contract 3 to mail out to property owners to gain access into property to install anodes/test stations. Also worked on sending bids out for work truck to local and surrounding areas before deadline on Sept. 24, 2021.

We continue to work on CP related work and helping the other field personnel as follows:

- Continue to perform maintenance and test rectifiers/test stations.
- Continue to maintain grass with herbicide around vaults, manholes, test stations and rectifiers along 42" line.
- Continued to build lock bars, brackets and handles for easy access to manhole entrances.
- Continued to place new padlocks on lock bars CP built for vault/manhole lids.
- Continue to assist O&M with ongoing operations.
- Exercised valves on 42" water main @ FM 2826, Driscoll, and Bishop.
- Performed locates for the 42" water main.
- Performed locates for Nueces WSC and Ricardo WSC.
- Performed flushing for Nueces WSC and Ricardo WSC.
- Performed NAP samples for Nueces WSC, Ricardo WSC and STWA.
- Inspected multiple tap/cross connection/low usage/ service orders for Ricardo WSC/Nueces WSC.
- Performed meter box replacements.
- Performed flush valve repairs for Ricardo WSC/Nueces WSC.
- Remove/Install pump @ Bishop East.
- Pick up Motor @ C&D Electric for Driscoll PS.

**ANTICIPATED (BUDGETED) vs. ACTUAL WATER RATE CHARGED**

	ANTICIPATED (BUDGETED) CHARGES			ACTUAL CHARGES			Difference: Actual vs. Budgeted
	Handling Charge	CC Cost	Total	Handling Charge	CC Cost	Total	
Oct-20	\$0.426386	\$2.5122	\$2.9385	\$0.426386	\$2.510093	\$2.936479	-\$0.0021
Nov-20	\$0.426386	\$2.5135	\$2.9399	\$0.426386	\$2.513835	\$2.940221	\$0.0003
Dec-20	\$0.426386	\$2.5138	\$2.9401	\$0.426386	\$2.527490	\$2.953876	\$0.0137
Jan-21	\$0.426386	\$2.6249	\$3.0513	\$0.426386	\$2.631209	\$3.057595	\$0.0063
Feb-21	\$0.426386	\$2.6271	\$3.0535	\$0.426386	\$1.789671	\$2.216057	-\$0.8374
Mar-21	\$0.426386	\$2.6254	\$3.0518	\$0.426386	\$2.625722	\$3.052108	\$0.0003
Apr-21	\$0.426386	\$2.6247	\$3.0511	\$0.426386	\$2.623022	\$3.049408	-\$0.0017
May-21	\$0.426386	\$2.6233	\$3.0497	\$0.426386	\$2.624472	\$3.050858	\$0.0012
Jun-21	\$0.426386	\$2.6239	\$3.0503	\$0.426386	\$2.623123	\$3.049509	-\$0.0007
Jul-21	\$0.426386	\$2.6212	\$3.0476	\$0.426386	\$2.623056	\$3.049442	\$0.0019
Aug-21	\$0.426386	\$2.6206	\$3.0470	\$0.426386	\$2.619882	\$3.046268	-\$0.0007
Sep-21	\$0.426386	\$2.6232	\$3.0496	\$0.426386		\$0.426386	-\$2.6232
<b>Avg Cost</b>	<b>\$0.426386</b>	<b>\$2.5961</b>	<b>\$3.0225</b>	<b>\$0.426386</b>	<b>\$2.496515</b>	<b>\$2.922901</b>	<b>-\$0.0996</b>

February rate from CC the result of freeze event adjustment - ~15MG usage credit

**ANTICIPATED (BUDGETED) vs. ACTUAL WATER USAGE**

All Customers				NWSC			
	Budgeted	Actual	Difference		Budgeted	Actual	Difference
Oct-20	43,985,423	54,520,780	10,535,357	Oct-20	13,409,136	16,272,510	2,863,374
Nov-20	40,781,789	45,588,200	4,806,411	Nov-20	11,938,724	16,094,900	4,156,176
Dec-20	40,241,637	41,449,800	1,208,163	Dec-20	11,858,380	14,504,350	2,645,970
Jan-21	42,096,374	36,679,410	-5,416,964	Jan-21	12,731,444	12,833,310	101,866
Feb-21	37,586,040	45,205,310	7,619,270	Feb-21	11,286,148	15,178,920	3,892,772
Mar-21	40,974,824	41,914,040	939,216	Mar-21	12,087,707	14,009,290	1,921,583
Apr-21	42,699,878	46,729,430	4,029,552	Apr-21	12,566,915	14,402,820	1,835,905
May-21	46,406,955	48,163,120	1,756,165	May-21	14,220,525	13,017,560	-1,202,965
Jun-21	44,756,612	49,269,780	4,513,168	Jun-21	13,875,887	13,331,527	-544,360
Jul-21	53,195,923	47,871,350	-5,324,573	Jul-21	16,689,681	13,477,130	-3,212,551
Aug-21	55,569,452	62,704,590	7,135,138	Aug-21	16,858,313	12,618,790	-4,239,523
Sep-21	46,458,380	0		Sep-21	14,238,446	0	
<b>TOTAL</b>	<b>534,753,285</b>	<b>520,095,810</b>	<b>31,800,905</b>	<b>TOTAL</b>	<b>161,761,306</b>	<b>155,741,107</b>	<b>8,218,247</b>

Kingsville				RWSC			
	Budgeted	Actual	Difference		Budgeted	Actual	Difference
Oct-20	10,746,844	11,688,000	941,156	Oct-20	8,399,400	9,046,000	646,600
Nov-20	10,746,844	4,723,000	-6,023,844	Nov-20	7,425,200	9,351,000	1,925,800
Dec-20	10,746,844	6,184,000	-4,562,844	Dec-20	7,360,600	8,234,000	873,400
Jan-21	10,746,844	5,026,000	-5,720,844	Jan-21	7,556,200	7,936,000	379,800
Feb-21	10,746,844	6,457,000	-4,289,844	Feb-21	6,294,000	9,062,000	2,768,000
Mar-21	10,746,844	6,047,000	-4,699,844	Mar-21	7,591,600	10,178,000	2,586,400
Apr-21	10,746,844	9,121,000	-1,625,844	Apr-21	8,177,600	9,209,000	1,031,400
May-21	10,746,844	12,471,000	1,724,156	May-21	8,927,600	7,225,000	-1,702,600
Jun-21	10,746,844	13,783,000	3,036,156	Jun-21	8,240,000	7,540,000	-700,000
Jul-21	10,746,844	14,469,000	3,722,156	Jul-21	10,438,400	7,081,000	-3,357,400
Aug-21	10,746,844	26,914,000	16,167,156	Aug-21	11,457,200	10,591,000	-866,200
Sep-21	10,746,844	0		Sep-21	9,424,800	0	
<b>TOTAL</b>	<b>128,962,123</b>	<b>116,883,000</b>	<b>-1,332,279</b>	<b>TOTAL</b>	<b>101,292,600</b>	<b>95,453,000</b>	<b>3,585,200</b>



<b>Bishop</b>	<b>Budgeted</b>	<b>Actual</b>	<b>Difference</b>
Oct-20	3,976,000	10,079,000	6,103,000
Nov-20	3,715,000	8,117,000	4,402,000
Dec-20	3,289,200	6,128,000	2,838,800
Jan-21	3,684,200	4,137,000	452,800
Feb-21	2,578,200	7,640,000	5,061,800
Mar-21	3,347,267	4,707,000	1,359,733
Apr-21	3,511,822	6,772,000	3,260,178
May-21	4,082,000	8,385,000	4,303,000
Jun-21	3,568,200	8,606,000	5,037,800
Jul-21	5,725,400	6,578,000	852,600
Aug-21	6,963,800	4,839,000	-2,124,800
Sep-21	3,308,200	0	
<b>TOTAL</b>	<b>47,749,289</b>	<b>75,988,000</b>	<b>31,546,911</b>

<b>Banquete</b>	<b>Budgeted</b>	<b>Actual</b>	<b>Difference</b>
Oct-20	2,050,176	1,634,680	-415,496
Nov-20	1,972,674	1,985,700	13,026
Dec-20	1,987,012	1,784,340	-202,672
Jan-21	2,034,876	1,991,150	-43,726
Feb-21	1,879,532	1,402,100	-477,432
Mar-21	1,901,436	1,632,890	-268,546
Apr-21	1,998,254	1,896,060	-102,194
May-21	2,096,482	1,913,610	-182,872
Jun-21	1,997,954	1,411,500	-586,454
Jul-21	2,351,988	1,431,650	-920,338
Aug-21	2,482,388	1,738,940	-743,448
Sep-21	2,073,826	0	
<b>TOTAL</b>	<b>24,826,598</b>	<b>18,822,620</b>	<b>-3,930,152</b>

<b>Driscoll</b>	<b>Budgeted</b>	<b>Actual</b>	<b>Difference</b>
Oct-20	3,271,571	3,711,000	439,429
Nov-20	3,126,325	3,275,000	148,675
Dec-20	3,053,569	2,920,000	-133,569
Jan-21	3,399,680	3,113,000	-286,680
Feb-21	3,065,060	3,846,000	780,940
Mar-21	3,394,360	3,078,000	-316,360
Apr-21	3,518,440	2,973,000	-545,440
May-21	3,834,880	2,877,000	-957,880
Jun-21	3,771,200	2,777,000	-994,200
Jul-21	4,532,200	2,875,000	-1,657,200
Aug-21	4,448,313	3,450,000	-998,313
Sep-21	4,373,140	0	
<b>TOTAL</b>	<b>43,788,739</b>	<b>34,895,000</b>	<b>-4,520,599</b>

<b>Agua Dulce</b>	<b>Budgeted</b>	<b>Actual</b>	<b>Difference</b>
Oct-20	2,132,296	2,089,590	-42,706
Nov-20	1,857,022	2,041,600	184,578
Dec-20	1,946,032	1,695,110	-250,922
Jan-21	1,943,130	1,642,950	-300,180
Feb-21	1,736,256	1,619,290	-116,966
Mar-21	1,905,611	2,261,860	356,249
Apr-21	2,180,004	2,355,550	175,546
May-21	2,498,624	2,273,950	-224,674
Jun-21	2,556,528	1,820,753	-735,775
Jul-21	2,711,410	1,959,570	-751,840
Aug-21	2,612,594	2,552,860	-59,734
Sep-21	2,293,124	0	
<b>TOTAL</b>	<b>26,372,631</b>	<b>22,313,083</b>	<b>-1,766,424</b>

**Kingsville Bell Chart Values**

	<b>Target</b>	<b>Actual</b>	<b>Difference</b>
	<b>Volume</b>	<b>Volume</b>	
Oct-20	12,523,440	11,688,000	-835,440
Nov-20	7,389,359	4,723,000	-2,666,359
Dec-20	5,905,073	6,184,000	278,927
Jan-21	4,650,000	5,026,000	376,000
Feb-21	6,784,078	6,457,000	-327,078
Mar-21	8,352,855	6,047,000	-2,305,855
Apr-21	10,965,223	9,121,000	-1,844,223
May-21	12,570,213	12,471,000	-99,213
Jun-21	14,329,855	13,783,000	-546,855
Jul-21	15,813,135	14,469,000	-1,344,135
Aug-21	16,015,817	26,914,000	10,898,183
Sep-21	13,952,654	0	
<b>TOTAL</b>	<b>129,251,702</b>	<b>116,883,000</b>	<b>1,583,952</b>

**Net Revenue per Thousand (1,000) Gallons**

<b>Kingsville</b>					<b>NWSC</b>			
	Actual	Net Rev	Per 1000g		Actual	Net Rev	Per 1000g	
Oct-20	11,688,000	\$2,568.97	\$0.2198	2 mont	Oct-20	16,272,510	\$5,046.94	\$0.3102
Nov-20	4,723,000	\$0.00	\$0.0000		Nov-20	16,094,900	\$5,707.73	\$0.3546
Dec-20	6,184,000	\$1,682.00	\$0.2720		Dec-20	14,504,350	\$4,415.41	\$0.3044
Jan-21	5,026,000	\$1,187.40	\$0.2363		Jan-21	12,833,310	\$3,922.18	\$0.3056
Feb-21	6,457,000	\$1,864.12	\$0.2887		Feb-21	15,178,920	\$4,395.42	\$0.2896
Mar-21	6,047,000	\$1,496.08	\$0.2474		Mar-21	14,009,290	\$4,468.66	\$0.3190
Apr-21	9,121,000	\$2,900.37	\$0.3180		Apr-21	14,402,820	\$4,616.62	\$0.3205
May-21	12,471,000	\$4,240.70	\$0.3400		May-21	13,017,560	\$3,731.43	\$0.2866
Jun-21	13,783,000	\$4,623.17	\$0.3354		Jun-21	13,331,527	\$4,073.62	\$0.3056
Jul-21	14,469,000	\$4,759.44	\$0.3289		Jul-21	13,477,130	\$4,232.18	\$0.3140
Aug-21	26,914,000	\$10,220.08	\$0.3797		Aug-21	12,618,790	\$4,004.01	\$0.3173
Sep-21	0	\$0.00	#DIV/0!		Sep-21	0	\$0.00	#DIV/0!
<b>TOTAL</b>	<b>116,883,000</b>	<b>\$35,542.33</b>	<b>\$0.3041</b>		<b>TOTAL</b>	<b>155,741,107</b>	<b>\$48,614.20</b>	<b>\$0.3121</b>

<b>Bishop</b>					<b>RWSC</b>			
	Actual	Net Rev	Per 1000g		Actual	Net Rev	Per 1000g	
Oct-20	10,079,000	\$3,358.01	\$0.3332		Oct-20	9,046,000	\$2,586.82	\$0.2860
Nov-20	8,117,000	\$2,444.13	\$0.3011		Nov-20	9,351,000	\$2,743.53	\$0.2934
Dec-20	6,128,000	\$1,618.44	\$0.2641		Dec-20	8,234,000	\$2,157.61	\$0.2620
Jan-21	4,137,000	\$914.27	\$0.2210		Jan-21	7,936,000	\$1,959.50	\$0.2469
Feb-21	7,640,000	\$1,861.08	\$0.2436		Feb-21	9,062,000	\$2,491.62	\$0.2750
Mar-21	4,707,000	\$1,463.81	\$0.3110		Mar-21	10,178,000	\$2,973.23	\$0.2921
Apr-21	6,772,000	\$1,767.37	\$0.2610		Apr-21	9,209,000	\$2,506.14	\$0.2721
May-21	8,385,000	\$2,557.66	\$0.3050		May-21	7,225,000	\$1,764.19	\$0.2442
Jun-21	8,606,000	\$2,832.60	\$0.3291		Jun-21	7,540,000	\$1,950.87	\$0.2587
Jul-21	6,578,000	\$1,933.59	\$0.2939		Jul-21	7,081,000	\$1,781.22	\$0.2515
Aug-21	4,839,000	\$1,180.57	\$0.2440		Aug-21	10,591,000	\$3,110.67	\$0.2937
Sep-21	0	\$0.00	#DIV/0!		Sep-21	0	\$0.00	#DIV/0!
<b>TOTAL</b>	<b>75,988,000</b>	<b>\$21,931.53</b>	<b>\$0.2886</b>		<b>TOTAL</b>	<b>95,453,000</b>	<b>\$26,025.40</b>	<b>\$0.2727</b>

<b>Driscoll</b>					<b>Banquete</b>			
	Actual	Net Rev	Per 1000g		Actual	Net Rev	Per 1000g	
Oct-20	3,711,000	\$1,036.83	\$0.2794		Oct-20	1,634,680	\$231.06	\$0.1413
Nov-20	3,275,000	\$937.05	\$0.2861		Nov-20	1,985,700	\$545.72	\$0.2748
Dec-20	2,920,000	\$836.83	\$0.2866		Dec-20	1,784,340	\$357.18	\$0.2002
Jan-21	3,113,000	\$815.72	\$0.2620		Jan-21	1,991,150	\$432.04	\$0.2170
Feb-21	3,846,000	\$1,107.32	\$0.2879		Feb-21	1,402,100	\$213.49	\$0.1523
Mar-21	3,078,000	\$899.22	\$0.2921		Mar-21	1,632,890	\$219.09	\$0.1342
Apr-21	2,973,000	\$940.25	\$0.3163		Apr-21	1,896,060	\$310.54	\$0.1638
May-21	2,877,000	\$862.40	\$0.2998		May-21	1,913,610	\$616.93	\$0.3224
Jun-21	2,777,000	\$814.67	\$0.2934		Jun-21	1,411,500	\$398.72	\$0.2825
Jul-21	2,875,000	\$767.62	\$0.2670		Jul-21	1,431,650	\$265.36	\$0.1854
Aug-21	3,450,000	\$1,008.87	\$0.2924		Aug-21	1,738,940	\$334.94	\$0.1926
Sep-21	0	\$0.00	#DIV/0!		Sep-21	0	\$0.00	#DIV/0!
<b>TOTAL</b>	<b>34,895,000</b>	<b>\$10,026.78</b>	<b>\$0.2873</b>		<b>TOTAL</b>	<b>18,822,620</b>	<b>\$3,925.07</b>	<b>\$0.2085</b>

<b>Agua Dulce</b>					<b>All Custo</b>			
	Actual	Net Rev	Per 1000g		Actual	Net Rev	Per 1000g	
Oct-20	2,089,590	\$535.86	\$0.2564		Oct-20	54,520,780	\$15,364.49	\$0.2818
Nov-20	2,041,600	\$619.39	\$0.3034		Nov-20	45,588,200	\$12,997.55	\$0.2851
Dec-20	1,695,110	\$389.99	\$0.2301		Dec-20	41,449,800	\$11,457.46	\$0.2764
Jan-21	1,642,950	\$341.34	\$0.2078		Jan-21	36,679,410	\$9,572.45	\$0.2610
Feb-21	1,619,290	\$183.71	\$0.1135		Feb-21	45,205,310	\$12,116.76	\$0.2680
Mar-21	2,261,860	\$488.64	\$0.2160		Mar-21	41,914,040	\$12,008.73	\$0.2865
Apr-21	2,355,550	\$462.86	\$0.1965		Apr-21	46,729,430	\$13,504.15	\$0.2890
May-21	2,273,950	\$506.59	\$0.2228		May-21	48,163,120	\$14,279.90	\$0.2965
Jun-21	1,820,753	\$252.42	\$0.1386		Jun-21	49,269,780	\$14,946.07	\$0.3034
Jul-21	1,959,570	\$335.17	\$0.1710		Jul-21	47,871,350	\$14,074.58	\$0.2940
Aug-21	2,552,860	\$435.07	\$0.1704		Aug-21	62,704,590	\$20,294.21	\$0.3236
Sep-21	0	\$0.00	#DIV/0!		Sep-21	0	\$0.00	#DIV/0!
<b>TOTAL</b>	<b>22,313,083</b>	<b>\$4,551.04</b>	<b>\$0.2040</b>		<b>TOTAL</b>	<b>520,095,810</b>	<b>\$150,616.35</b>	<b>\$0.2896</b>

ATTACHMENT 3

FY 2021 Budget Amendments

ATTACHMENT 4

Tax Year 2021 Tax Roll/Levy – Kleberg County

Memorandum

To: South Texas Water Authority Board of Directors  
From: John Marez, Administrator  
Date: September 24, 2021  
Re: Kleberg County Tax Roll adoption – Resolution 21-21

Background:

This item is a “housekeeping” task placed on the September agenda each year. The Kleberg County Tax Roll is provided by the Kleberg County Tax Assessor Office. The tax roll is generated when taxable values are multiplied by the Authority’s Maintenance and Operations Tax Rate and Interest and Sinking Tax Rate. The taxable values are the amounts less any partial exemptions, full exemptions or special values such as agriculture production.

Analysis:

The Authority contracts for collection services with the tax offices of Kleberg and Nueces County. The summarized tax roll is the total of individual tax statements.

Staff Recommendation:

Contingent on the availability of the Tax Roll, adopt the South Texas Water Authority Tax Roll in Kleberg County by adopting Resolution 21-21.

Board Action:

Determine whether to adopt Resolution 21-21.

Summarization:

Adoption of Resolution 21-21 is an essential step in the collection process.

ATTACHMENT 5

Resolution 21-21

SOUTH TEXAS WATER AUTHORITY

Resolution 21-21

A RESOLUTION ADOPTING THE TAX ROLL/LEVY FOR THE SOUTH TEXAS WATER AUTHORITY'S DISTRICT IN KLEBERG COUNTY FOR TAX YEAR 2021.

WHEREAS, the South Texas Water Authority is a taxing jurisdiction within Kleberg and Nueces Counties, and

WHEREAS, the South Texas Water Authority has the power to collect ad valorem taxes to pay debt service for outstanding bonds, and

WHEREAS, the tax roll/levy of the South Texas Water Authority has been compiled by Kleberg County for the purpose of levying an established tax rate on said valuation.

NOW, THEREFORE, BE IT RESOLVED, that the Board of Directors of the South Texas Water Authority adopts the 2021 tax roll/levy compiled by the Kleberg County Tax Assessor/Collector on behalf of the Authority.

Duly adopted this 28<sup>th</sup> day of September, 2021.

---

BRANDON BARRERA, PRESIDENT

ATTEST:

---

IMELDA GARZA, SECRETARY/TREASURER

ATTACHMENT 6

Tax Year 2021 Tax Roll/Levy – Nueces County



Memorandum

To: South Texas Water Authority Board of Directors  
From: John Marez, Administrator  
Date: September 24, 2021  
Re: Nueces County Tax Roll adoption – Resolution 21-22

Background:

This item and the Kleberg County Tax Roll are typically placed on the September agenda. As stated in the memo pertaining to the Kleberg County Tax Roll, the roll is generated when taxable values are multiplied by the Authority's Maintenance and Operations Tax Rate and Interest and Sinking Tax Rate. The taxable values are the amounts less any partial exemptions, full exemptions or special values such as agriculture production.

Analysis:

The Authority contracts for collection services with the tax offices of Kleberg and Nueces Counties. The summarized tax roll is the total of individual tax statements.

Staff Recommendation:

Provided the roll is available, adopt the South Texas Water Authority Tax Roll in Nueces County by adopting Resolution 21-22. If the roll is unavailable, the item will be placed on the next meeting agenda.

Board Action:

Determine whether to adopt Resolution 21-22.

Summarization:

Adoption of Resolution 21-22 is an essential step in the collection process.

ATTACHMENT 7

Resolutions 21-22

SOUTH TEXAS WATER AUTHORITY

Resolution 21-22

A RESOLUTION ADOPTING THE TAX ROLL/LEVY FOR THE SOUTH TEXAS WATER AUTHORITY'S DISTRICT IN NUECES COUNTY FOR TAX YEAR 2021.

WHEREAS, the South Texas Water Authority is a taxing jurisdiction within Kleberg and Nueces Counties, and

WHEREAS, the South Texas Water Authority has the power to collect ad valorem taxes to pay debt service for outstanding bonds, and

WHEREAS, the tax roll/levy of the South Texas Water Authority has been compiled by Nueces County for the purpose of levying an established tax rate on said valuation.

NOW, THEREFORE, BE IT RESOLVED, that the Board of Directors of the South Texas Water Authority adopts the 2021 tax roll/levy compiled by the Nueces County Tax Assessor/Collector on behalf of the Authority.

Duly adopted this 28<sup>th</sup> day of September, 2021.

BRANDON BARRERA, PRESIDENT

ATTEST:

IMELDA GARZA, SECRETARY/TREASURER

ATTACHMENT 8

STWA Investment Policies

Memorandum

To: South Texas Water Authority Board of Directors  
From: John Marez, Administrator  
Date: September 24, 2021  
Re: Investment Policies – Resolutions 21-23, 21-24, 21-25

Background:

In accordance with State Legislation, each year the Board adopts the Authority's investment policies.

Analysis:

As reported in the past, the three (3) policies are nearly identical. To staff's knowledge, there have not been any legislative changes that would require any amendments to the Authority's investment policies. As the Board is aware, STWA has been conservative in its investments by utilizing investment pools which are commonly used by local government.

Staff Recommendation:

Adopt Resolutions, 21-23, 21-24 and 21-25.

Board Action:

Determine whether to adopt Resolutions 21-23, 21-24 and 21-25.

Summarization:

Staff believes that the existing policies provide sufficient protection as well as flexibility to safeguard the Authority's funds.

South Texas Water Authority  
Investment Policy  
General Fund

1. Purpose

To establish a policy relating to Authority investments that ensures that all purchases and sales of investments are initiated by authorized individuals, conforms to investment objectives and regulations, and are properly documented and approved; and ensures an annual review of investment performance and security. It is the policy of the South Texas Water Authority to invest public funds in a manner which will provide the highest possible return within the guidelines of approved investment policy and fund strategy while meeting the daily cash flow demands and conforming to all state and local statutes governing the investment of public funds.

2. Scope

All financial assets of the General Fund including Capital Project Funds and other funds that may be created from time to time shall be administered in accordance with the provisions of these policies. These policies do not apply to the Debt Service Funds, including Interest and Sinking, Reserve, and Depreciation/Reserve Funds which are governed by Bond Covenants and supported by a separate South Texas Water Authority Investment Policy.

3. Objectives

The following investment objectives will be applied in the management of the funds by the Investment Officer(s) appointed by resolution of the South Texas Water Authority Board of Directors.

The investments purchased shall suit the needs of the Authority according to the following prioritized objectives:

A. The primary objective is the preservation and protection of investment principal. *Safety* of principal is the foremost objective of the investment program. Investments of the Authority shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. To attain this objective, *diversification* is required in order that potential losses on individual securities do not exceed the income generated from the remainder of the portfolio. The Authority will diversify its investments by security type and institution. With the exception of U.S. Treasury securities and authorized pools, no more than 50% of the Authority's total investment portfolio will be invested in a single security type or with a single financial institution.

B. The Authority will retain sufficient liquidity in order to enable the Authority to meet reasonable anticipated day-to-day operating requirements.

STWA Investment Policy - General Fund

Page 2

Adopted: September 11, 1995

Re-Adopted: September 29, 2020

C. The Authority's investment portfolio shall be designed with the objective of attaining a rate of return throughout budgetary and economic cycles, commensurate with the Authority's investment risk restraints and the cash flow characteristics of the portfolio.

4. Delegation of Authority, Prudence, Standard of Care, Ethical Standards, and Conflicts of Interest

The designated Investment Officer(s) will perform their duties with judgement and care in accordance with the adopted investment policy and internal procedures. Investment Officer(s) acting in good faith and in accordance with these policies and procedures will be relieved of personal liability. In determining whether an Investment Officer(s) has exercised prudence with respect to an investment decision (in addition to compliance with policies and procedures) the determination will be made taking into consideration the investment of all funds, or funds under the entity's control, over which the officer had responsibility rather than a single investment.

The authority to manage South Texas Water Authority's investment program is derived from Resolution 95-17. Management responsibility for the investment program is hereby delegated to the Investment Officer(s), who shall establish written procedures for the operation of the investment program consistent with this investment policy. Procedures should include reference to : safekeeping, PSA repurchase agreements, wire transfer agreements, banking service contracts and collateral/depository agreements. Such procedures shall include explicit delegation of authority to persons responsible for investment transactions. No person may engage in an investment transaction except as provided under the terms of this policy and the procedures established by the Investment Officer(s). The Investment Officer(s) shall be responsible for all transactions undertaken and shall establish a system of controls to regulate the activities of subordinate officials.

The Authority's portfolio shall be designed and managed in a manner responsive to the public trust. The standard to be used by the personnel shall be the prudent person rule and shall be applied in context of managing an overall portfolio. The prudent person rule is restated as follows:

Investments shall be made with judgment and care—under circumstances then prevailing—which persons of prudence, discretion, and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived.

Officers and employees shall refrain from personal business activity that could conflict with proper execution of the investment program, or which could impair his/her ability to make impartial investment decisions. Officers and employees shall file a statement with

the Board President disclosing any material financial interests in financial institutions that conduct business within this jurisdiction, and they shall further disclose any large personal financial/investment positions that could be related to the performance of the South Texas Water Authority, particularly with regard to the time of purchases and sales. Material financial interest is defined as: a.) the Investment Officer(s) owns 10 percent or more of the voting stock or shares of the financial institution or owns \$5,000 or more of the fair market value of the financial institution; b.) funds received by the Investment Officer(s) from the financial institution exceed 10 percent of the Investment Officer(s)'s gross income for the previous year; or c.) Investment Officer(s) has acquired from the financial institution during the previous year investments with a book value of \$2,500 or more for the personal account of the Investment Officer(s). The Investment Officer(s) shall further disclose any large personal financial/investment positions that could be related to the performance of the Authority's portfolio. An Investment Officer(s) who is related within the second degree by affinity or consanguinity, as defined in the Public Funds Investment Act, Chapter 2256, Texas Government Code, Subchapter A, Section 2256.005(i), to an individual seeking to sell an investment to the Authority shall file a statement disclosing that relationship. All statements shall be filed with the Texas Ethics Commission and the Authority.

5. Authorized Investments

South Texas Water Authority is empowered by statute to invest in the following types of securities:

A. *Obligations of, or guaranteed by, Government Entities* including the following:

- (1) obligations of the United States or its agencies and instrumentalities excluding any mortgage backed related security;
- (2) direct obligations of the State of Texas or its agencies and instrumentalities;
- (3) other obligations, the principal and interest of which are unconditionally guaranteed or insured by, or backed by the full faith and credit of, the State of Texas or the United States or their respective agencies and instrumentalities excluding any mortgage backed related security; and
- (4) obligations of states, agencies, counties, cities, and other political subdivisions of any state rated as to investment quality by a nationally recognized investment rating firm not less than AA or its equivalent. Total municipal exposure shall be limited to no more than 10% of portfolio value in any one single entity, and shall be limited to a maximum maturity of one year.



STWA Investment Policy - General Fund

Page 4

Adopted: September 11, 1995

Re-Adopted: September 29, 2020

The following are not authorized investments under this Section: (a) obligations whose payment represents the coupon payments on the outstanding principal balance of the underlying mortgage-backed security collateral and pays no principal (interest-only strips of obligations with underlying mortgage-backed security collateral), (b) obligations whose payment represents the principal stream of cash flow from the underlying mortgage-backed security collateral and bears no interest (principal-only strips of obligations with underlying mortgage-backed security collateral), (c) collateralized mortgage obligations that have a stated final maturity date of greater than 10 years, and (d) collateralized mortgage obligations the interest rate of which is determined by an index that adjusts opposite to the changes in a market index (collateralized mortgage obligations with an inverse floating interest rate);

B. Funds may be invested in *Investment Pools* by the Authority under the following guidelines:

- (1) By resolution of the Board of Directors authorizing investment in a particular pool;
- (2) the investment pool shall invest the Authority's funds in authorized investments according to the remainder of Section 5 of this Policy. An investment pool must furnish to the Investment Officer(s) or other authorized representative of the entity an offering circular or other similar disclosure instrument that contains, at a minimum the following information:
  - a. the types of investments in which money is allowed to be invested;
  - b. the maximum average dollar-weighted maturity allowed, based on the stated maturity date, of the pool;
  - c. the maximum stated maturity date any investment security within the portfolio has;
  - d. the objectives of the pool;
  - e. the size of the pool;
  - f. the names of the members of the advisory board of the pool and the dates their terms expire;
  - g. the custodian bank that will safekeep the pool's assets;
  - h. whether the intent of the pool is to maintain a net asset value of one dollar and the risk of market price fluctuation;

STWA Investment Policy - General Fund

Page 5

Adopted: September 11, 1995

Re-Adopted: September 29, 2020

- i. whether the only source of payment is the assets of the pool at market value or whether there is a secondary source of payment, such as insurance or guarantees, and a description of the secondary source of payment;
- j. the name and address of the independent auditor of the pool;
- k. the requirements to be satisfied for an entity to deposit funds in and withdraw funds from the pool and any deadlines or other operating policies required for the entity to invest funds in and withdraw funds from the pool; and
- l. the performance history of the pool, including yield, average dollar-weighted maturities, and expense ratios.

(3) In order to maintain eligibility to receive and invest funds on behalf of the Authority and in accordance with Chapter 2256, Public Funds Investment Act, an investment pool must furnish to the Investment Officer(s) or other authorized representative of the Authority the following:

- a. investment transaction confirmations; and
- b. a monthly report that contains, at a minimum, the following information:
  - (i) the types and percentage breakdown of securities in which the pool is invested;
  - (ii) the current average dollar-weighted maturity, based on the stated maturity date, of the pool;
  - (iii) the current percentage of the pool's portfolio in investments that have stated maturities of more than one year;
  - (iv) the book value versus the market value of the pool's portfolio, using amortized cost valuation;
  - (v) the size of the pool;
  - (vi) the number of participants in the pool;
  - (vii) the custodian bank that is safekeeping the assets of the pool;
  - (viii) a listing of daily transaction activity of the Authority;

STWA Investment Policy - General Fund

Page 6

Adopted: September 11, 1995

Re-Adopted: September 29, 2020

- (ix) the yield and expense ratio of the pool;
- (x) the portfolio managers of the pool; and
- (xi) any changes or addenda to the offering circular.

(4) The Authority by contract may delegate to an investment pool the authority to hold legal title as custodian of investments purchased with its local funds.

(5) For purposes of this Section 5, yield shall be calculated in accordance with regulations governing the registration of open-end management investment companies under the Investment Company Act of 1940, as promulgated from time to time by the Federal Securities and Exchange Commission.

A public funds investment pool created to function as a money market mutual fund must mark its portfolio to market daily and, to the extent reasonably possible, stabilize at a \$1 net asset value. If the ratio of the market value of the portfolio divided by the book value of the portfolio is less than 0.995 or greater than 1.005, portfolio holdings shall be sold as necessary to maintain the ratio between 0.995 and 1.005.

A public funds investment pool must be continuously rated no lower than AAA or AAA-m or at an equivalent rating by at least one nationally recognized rating service.

Authorized investment pools must state a written objective of maintenance of a stable \$1 net asset value and must be limited to a dollar-weighted average maturity of 60 days or less.

C. Insured or fully collateralized *certificates of deposit* of banks and savings and loan associations domiciled in the State of Texas, and which:

- (1) mature within two years;
- (2) are guaranteed or insured by the Federal Deposit Insurance Corporation or its successor or the National Credit Union Share Insurance Fund or its successor;
- (3) secured by obligations of, or guaranteed by governmental entities, including mortgage backed securities directly issued by a federal agency or instrumentality that have a market value of not less than the principal amount of the certificates but which exclude: (a) those mortgage backed securities which are interest-only strips of obligations with underlying mortgage-backed security collateral, (b) principal-only strips of obligations with underlying mortgage-backed security collateral, (c) collateralized mortgage

STWA Investment Policy - General Fund

Page 7

Adopted: September 11, 1995

Re-Adopted: September 29, 2020

obligations with a maturity date of greater than 10 years, and (d) collateralized mortgage obligations with an inverse floating interest rate; and

(4) if covered under a written depository agreement ensures a perfected security interest in the collateral.

D. *Repurchase agreements* which:

(1) have a defined termination date;

(2) are secured by obligations of the United States or its agencies and instrumentalities as described in Section 5 with the same exclusions;

(3) collateral is pledged to the Authority, held in the Authority's name, and deposited at the time the investment is made with the Authority or with a third party selected and approved by the Authority;

(4) and is placed through a primary government securities dealer, as defined by the Federal Reserve.

The term repurchase agreement means a simultaneous agreement to buy, hold, for a specified time, and sell back at a future date obligations described at said obligations at a market value at the time the funds are distributed *of not less than the principal amount of the funds disbursed*. The term includes direct security repurchase agreements. A repurchase agreement must be collateralized at a minimum of 102% of the principal value plus accrued interest at all times. Reverse repurchase agreements are not authorized investments.

E. *Regulated No-load Money Market Mutual Fund* which:

(1) is regulated by the Securities and Exchange Commission;

(2) has a dollar-weighted average stated maturity of 90 days or fewer; and

(3) includes in its investment objectives the maintenance of a stable net asset value of \$1 for each share.

The Investment Officer(s) will not invest in the aggregate more than 50% of the Authority's monthly average fund balance, excluding bond proceeds and reserves and other funds held for debt service, in regulated money market mutual funds either separately or collectively or invest Authority funds in any mutual fund in an amount that exceeds 5% of the total assets of the mutual fund.

F. Any other *investments* as *authorized* by the *Texas Legislature*.

Funds may be invested in longer maturities, prime banker's acceptances, secured commercial paper, and guaranteed investment contracts only upon adoption of a motion of authorization by a majority of Directors at a regular meeting or public meeting of the Board and in accordance with Section 2256.012, Section 2256.013 and Section 2256.015 of the Public Funds Investment Act or if purchased as an authorized investment through an authorized investment pool (see Section 5, Part B Investment Pools).

6. Safekeeping and Depositories

A. The laws of the State of Texas and prudent management require that all purchased securities shall be held in safekeeping by either a third party financial institution or a safekeeping account in a designated depository bank. All security transactions, including collateral for repurchase agreements, entered into by the Authority shall be conducted on a delivery-versus-payment (DVP) basis. Securities will be held by a third party custodian designated by the Investment Officer(s) and evidenced by safekeeping receipts.

B. The general law authorizes the Authority to receive applications (as depository) for the custody of funds from any banking corporation, association or individual banker doing business within the area. The Authority will solicit a minimum of three depository bids and designate one bank as its primary depository. This centralization is designed to maximize investment capabilities and minimize banking costs. In selecting depositories, the reputation and financial standing of institutions shall be considered.

7. Risk and Rate of Return/Performance Standards

The longer the maturity of bonds, the greater their price volatility. It is therefore the Authority's policy to concentrate its investment portfolio in shorter-term securities in order to limit principal risk caused by changes in interest rates.

To the extent possible, the Authority will attempt to match its investments with anticipated cash flow requirements. Unless matched to a specific cash flow requirement, the Authority will not directly invest in securities maturing in more than two years.

The basis to be used by the Investment Officer(s) to determine whether market yields are being achieved shall be the six month U.S. Treasury Bill.

8. Internal Management Reports

The Investment Officer(s) shall prepare and submit to the Authority Board of Directors a

STWA Investment Policy - General Fund

Page 9

Adopted: September 11, 1995

Re-Adopted: September 29, 2020

written report of the investment transactions for all funds covered by this policy. The report shall be presented not less than quarterly and within a reasonable time after the end of the period. The report shall include the following:

- A. a detailed description of the investment position of the Authority as of the date of the report;
- B. the report shall be prepared jointly by all Investment Officer(s) of the Authority;
- C. the report shall be signed by each Investment Officer(s) of the Authority;
- D. and contain a summary statement of each pooled fund group that states the following:
  - (1) the beginning market and book value for the reporting period,
  - (2) additions and changes to the market value during the period, and
  - (3) fully accrued interest for the reporting period, and
  - (4) the ending market and book value for the period;
- E. state the book value and market value of each separately invested asset at the beginning and end of the reporting period by the type of asset and fund type invested;
- F. state the maturity date of each separately invested asset that has a maturity date;
- G. marketable securities will be priced at least quarterly. Bid prices will be documented as to the source.
- H. state the account or fund or pooled group fund for which each individual investment was acquired; and
- I. state the compliance of the investment portfolio as it relates to:
  - (1) the investment strategy expressed in the agency's or local government's investment policy; and
  - (2) relevant provisions of Chapter 2256, Public Funds Investment Act.

9. Acknowledgment of Receipt of Investment Policies by Investment Brokers

A written copy of the Authority's Investment Policy shall be presented to any person

## STWA Investment Policy - General Fund

Page 10

Adopted: September 11, 1995

Re-Adopted: September 29, 2020

seeking to sell to the Authority an authorized investment. The registered principal of the business organization seeking to sell an authorized investment shall execute a written document substantially to the effect that the registered principal has (1) received and thoroughly reviewed the investment policy of the Authority; and (2) acknowledged that the organization has implemented reasonable procedures and controls in an effort to preclude imprudent investment activities arising out of investment transactions conducted between the Authority and said organization.

Investment Broker/Dealers shall adhere to the spirit, philosophy and specific term of this policy and shall avoid recommending or suggesting transactions outside that "Standard of Care". Any broker/dealer or financial institution who sells an investment to the Authority must be approved by the governing body.

### 10. Limitations regarding Failure to Acknowledge receipt of Investment Policies

The Investment Officer(s) shall not buy any securities from a business organization that has not delivered to the Authority a document in substantially the form provided in Section 9 of this document.

### 11. Investment Training

The Investment Officer(s) shall attend six hours of initial training within twelve months after taking office or assuming duties and four hours of renewal training every two years thereafter. Training must include education in investment controls, security risks, strategy risks, market risks, and compliance with Chapter 2256, Public Funds Investment

### 12. Investment Strategy

Available funds shall be invested in conformance with State and Federal Regulations, applicable bond resolution requirements and adopted investment policy. In accordance with the Public Funds Investment Act, the investment strategy of the General Fund shall acknowledge the following priorities (in order of importance):

- Understanding the suitability of the investment to the financial requirements of the Authority;
- Preservation and safety of principal;
- Liquidity;
- Marketability of the investment prior to maturity;
- Diversification of the investment portfolio; and
- Yield.

STWA Investment Policy - General Fund

Page 11

Adopted: September 11, 1995

Re-Adopted: September 29, 2020

In order to minimize risk of loss due to interest rate fluctuations, investment maturities will not exceed the anticipated cash flow requirements of the fund.

Suitability-Any investment eligible in the Investment Policy is suitable for the General Fund.

Safety of Principal – All investments shall be of high quality securities with no perceived default risk. Market price fluctuations will however occur. By managing the weighted average days to maturity for the General Fund portfolio to less than 365 days and restricting the maximum allowable maturity to two years, the price volatility of the overall portfolio will be minimized.

Marketability – Preferred investments shall have efficient secondary markets allowing for ease of sale in the event of any necessary liquidation.

Liquidity – Short term investment pools and money market mutual funds shall provide daily liquidity and may be utilized as a competitive yield alternative to fixed maturity investments. To provide adequate liquidity, a minimum of 20% of the portfolio shall be maintained in pools, money market funds, repurchase agreements and short term securities.

Diversification – Investment maturities shall be staggered throughout the budget cycle to provide cash flow based on the anticipated operation needs of the Authority. Market cycle risk will be reduced by diversifying the appropriate maturity structure out along the yield curve.

Yield – Attaining a competitive market yield for comparable security- types and portfolio restrictions is the desired objective. The yield of the constant maturity six month treasury issue shall be the minimum yield objective.

13. Annual Review

As part of the scope of the Authority's independent annual audit, all internal controls on investment, safekeeping procedures, compliance with policy, and investment performance will be presented to the Board of Directors.

The Authority shall adopt a written resolution acknowledging that it has reviewed the investment policy and investment strategy and this written resolution as so adopted shall record any changes made to either the investment policy or investment strategies.



ATTACHMENT 9

Resolutions 21-23 through 21-25

SOUTH TEXAS WATER AUTHORITY

Resolution 21-23

RESOLUTION ADOPTING THE SOUTH TEXAS WATER AUTHORITY  
INVESTMENT POLICY – GENERAL FUND.

WHEREAS, the South Texas Water Authority is a functioning reclamation and conservation district established by the legislature in the State of Texas, and

WHEREAS, the Board of Directors of the Authority has reviewed the Investment Policy - General Fund and finds it to be consistent with good management practices and preserving the public trust, and

WHEREAS, this policy meets the requirements established by the Texas Legislature.

NOW, THEREFORE, BE IT RESOLVED that the Board of Directors of the South Texas Water Authority adopts the attached Investment Policy – General Fund to be included in the STWA's Administrative and Personnel Policies.

Duly adopted this 28<sup>th</sup> day of September, 2021.

BRANDON BARRERA, PRESIDENT

ATTEST:

IMELDA GARZA, SECRETARY/TREASURER

SOUTH TEXAS WATER AUTHORITY

Resolution 21-24

RESOLUTION ADOPTING THE SOUTH TEXAS WATER AUTHORITY  
INVESTMENT POLICY – DEBT SERVICE FUND.

WHEREAS, the South Texas Water Authority is a functioning reclamation and conservation district established by the legislature in the State of Texas, and

WHEREAS, the Board of Directors of the Authority has reviewed the Investment Policy – Debt Service Fund and finds it to be consistent with good management practices and preserving the public trust, and

WHEREAS, this policy meets the requirements established by the Texas Legislature.

NOW, THEREFORE, BE IT RESOLVED that the Board of Directors of the South Texas Water Authority adopts the attached Investment Policy – Debt Service Fund to be included in the STWA's Administrative and Personnel Policies.

Duly adopted this 28<sup>th</sup> day of September, 2021.

BRANDON BARRERA, PRESIDENT

ATTEST:

IMELDA GARZA, SECRETARY/TREASURER

SOUTH TEXAS WATER AUTHORITY

Resolution 21-25

RESOLUTION ADOPTING THE SOUTH TEXAS WATER AUTHORITY  
INVESTMENT POLICY – CAPITAL PROJECTS FUND.

WHEREAS, the South Texas Water Authority is a functioning reclamation and conservation district established by the legislature in the State of Texas, and

WHEREAS, the Board of Directors of the Authority has reviewed the Investment Policy – Capital Projects Fund and finds it to be consistent with good management practices and preserving the public trust, and

WHEREAS, this policy meets the requirements established by the Texas Legislature.

NOW, THEREFORE, BE IT RESOLVED that the Board of Directors of the South Texas Water Authority adopts the attached Investment Policy – Capital Projects Fund to be included in the STWA's Administrative and Personnel Policies.

Duly adopted this 28<sup>th</sup> day of September, 2021.

BRANDON BARRERA, PRESIDENT

ATTEST:

IMELDA GARZA, SECRETARY/TREASURER

ATTACHMENT 10  
Board Member Compensation

## Memorandum

To: South Texas Water Authority Board of Directors  
From: John Marez, Administrator  
Date: September 24, 2021  
Re: Board Compensation

### Background:

This item is being included as a follow up to a board agenda item from the September 7<sup>th</sup> meeting. Discussion was expressed during that meeting that a committee be formed to review compensation provided for each board member and meeting. President Barrera selected a committee including himself, Angie Pena and Inelda Garza to determine a fair compensation for board members. The last update for board compensation occurred on February 25, 2014 and was selected at the rate of \$10 per meeting.

### Analysis:

The budget allows for board compensation. Each board member earns an average of \$120 annually but that amount varies based on how many meetings the member attends due to appointment term or other change in participation of meetings. A cap of \$750 per member annually is also recommended.

Appointed and Elected Boards vary in compensation from \$0 per meeting, while others earn \$50 or more for participation each month. The STWA Board of Directors should consider that a healthy compensation package for some board members can be the difference in being able to remain or serve on the board due to various circumstances to attend meetings, such as, childcare/dependent cost, travel cost to attend meetings based on distance from STWA board meetings and residence, or other unanticipated factors.

Studies have determined that board retention is based on numerous factors and monetary compensation is just one of many. The issue of a more inclusive compensation package should be reviewed future budgets.

### Staff Recommendation:

Adopt the presented compensation increase recommended by the Compensation Committee.

### Board Action:

Formalize and adopt the committee's recommendation.

### Summarization:

Adoption of board member's compensation of \$50 per meeting beginning in FY 2021/22 with an annual cap of \$750 per member. In addition, determine each September board meeting during annual budget adoption any modification of compensation. Based on this recommendation, adoption would involve an increase of \$40 per meeting spent on board compensation compared to the FY 2020/21 budget of \$10.

ATTACHMENT 11

Resolution 21-26

SOUTH TEXAS WATER AUTHORITY

Resolution 21-26

RESOLUTION AUTHORIZING DIRECTOR'S FEES

WHEREAS, Section 49.060, Texas Water Code, as amended authorizes the Board of Directors (the "Board") of South Texas Water Authority (the "Authority") to adopt a resolution authorizing the payment of fees of office for directors not to exceed One Hundred Fifty Dollars (\$150.00) a day for each day the director actually spends performing the duties of a director and not to exceed Seven Thousand Two Hundred Dollars (\$7,200.00) per annum; and

WHEREAS, on February 25, 2014, the Board adopted Resolution 14-01 authorizing the payment of fees of office for directors in the amount of \$10.00 a day for each day a director actually spends performing the duties of a director, not to exceed \$200.00 per annum.

WHEREAS, the Board desires to adopt a resolution authorizing the payment of fees of office for directors in the amount of \$\_\_\_\_\_ a day for each day a director actually spends performing the duties of a director, not to exceed \$\_\_\_\_\_ per annum.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF DIRECTORS OF SOUTH TEXAS WATER AUTHORITY THAT:

Section 1: A director of the Authority is entitled to receive fees of office in the amount of \$\_\_\_\_\_ a day for each day a director actually spends performing the duties of a director. The fees of office hereby authorized may not exceed \$\_\_\_\_\_ per fiscal year.

Section 2: "Performing the duties of a director" means performance of the management or business of the Authority, including participation in Board and Committee meetings and other activities involving the deliberation of Authority business and in pertinent educational programs. The phrase does not include routine or administrative activities such as the execution of documents, self-preparation for meetings, or other activities requiring a minimum amount of time.

Section 3: A director of the Authority is entitled to receive reimbursement of actual expenses reasonably and necessarily incurred while engaging in activities on behalf of the Authority.

Section 4: In order to receive fees of office and to receive reimbursement for expenses, each director shall file with the Authority a verified statement showing the number of days actually spent in the service of the Authority and a general description of the duties performed for each day of service.

PASSED AND APPROVED this 28<sup>th</sup> day of September, 2021.

\_\_\_\_\_  
BRANDON BARRERA, PRESIDENT

ATTEST:

\_\_\_\_\_  
IMELDA GARZA, SECRETARY/TREASURER



ATTACHMENT 12  
FY 2022 Pickup Truck Bids

Memorandum

To: South Texas Water Authority Board of Directors  
From: John Marez, Administrator  
Date: September 24, 2021  
Re: FY 2022 – Purchase of ¾ Ton 4x4 Truck

Background:

Per the Board approval of FY 2022 budget, enclosed are bids for the purchase of a ¾ ton 4x4 diesel engine pickup truck with a long bed. Bid packets were delivered to local dealerships including Access, Ford, AutoNation Chevy and Toyota, Beck and Masten GMC, Caldwell Country Chevrolet, Hick's Family Nissan, Lithia Dodge, Neesen Chevy/GMC, Neesen Dodge, Sames Ford Kingsville, Boggus Motor Sales and Mike Shaw Toyota. In addition, staff utilized the BuyBoard online feature to reachout to dealerships.

Analysis:

Below is a char of the bid prices and estimated delivery times:

<b>Dealership</b>	<b>Year</b>	<b>Model</b>	<b>Delivery Days</b>	<b>Price</b>
Caldwell Country Chevrolet, Caldwell, TX	2022	2500 HD Silverado	270-360	\$39,320
*Boggus Motor Sales, McAllen, TX	2022	F250 4X4	270	\$43,310

Staff Recommendation:

The lowest responsible bid is Caldwell Country Chevrolet in the amount of \$39,320, which is as a result of issuing the request for bids through BuyBoard. Staff recommends awarding the bid to Caldwell Country Chevrolet.

Board Action:

Determine whether to award bid to Caldwell Country Chevrolet in the amount of \$39,940 on a 2022 ¾ ton 4x4 diesel engine pickup truck with a long bed.

Summarization:

As reported previously, this purchase is part of STWA's standard rotation of replacing a vehicle every year. There are currently two (2) haul trucks – one for the field crew and one for the CP crew, seven (7) field crew trucks – one which is used by the Site Maintenance staff member that is not taken home, and one (1) regular truck used by the second CP Tech which is also not taken home.

\*Packet delivered approximately 30 minutes after bid deadline by delivery company.

SOUTH TEXAS WATER AUTHORITY

Invitation to Bid

South Texas Water Authority will be accepting bids for the following vehicle:

One (1) 2021 or 2022 Truck – ¾ Ton 4x4 4-Door Cab Long Bed Pickup Truck (Gas or Diesel Engine Supercab, Double Cab or Extended Cab or Crew Cab

ALL BIDS MUST BE CLEARLY MARKED "SEALED BID".

The bids will be accepted through 10:00 a.m. on September 24, 2021 at the Authority's office located at 2302 E. Sage Road, Kingsville, Texas 78363 or may be sent Certified Mail to STWA, 2302 E. Sage Road, Kingsville, Texas 78363. Specifications, additional information, and bid forms may be obtained at the above stated address or by calling (361) 592-9323 or 692-0337.

THE SOUTH TEXAS WATER AUTHORITY RESERVES THE RIGHT TO ACCEPT OR REJECT ANY OR ALL BIDS.

SOUTH TEXAS WATER AUTHORITY BID FORM

THIS FORM MUST BE COMPLETED AND RETURNED AS PART OF YOUR BID

Do not include Federal Tax or State Sales Tax. The necessary exemption certificate will be issued upon request.

One (1) 2021 or 2022 Truck - ¾ Ton 4x4 4-Door Cab Long Bed Pickup Truck (Gas or Diesel Engine) Supercab, Double Cab or Extended Cab or Crew Cab \$ 39,320

2022 Chevrolet 2500HD Crew Cab 4x4

Time needed for delivery from date of award: 270 - 360 days.

Bid includes the following additional incentives: \* Possibly March 2022 Delivery \* 39,320

I certify that the Pickup Truck to be delivered under this proposal will meet or exceed all of the minimum specifications and conditions set forth by the South Texas Water Authority, Kingsville, Texas.

Dated this 22 day of September, 2021.

Caldwell County Chevrolet  
BIDDING FIRM

By: Averyt Knapp  
A. Kn



ATTACHMENT 13

Resolution 21-27

SOUTH TEXAS WATER AUTHORITY

RESOLUTION 21-27

RESOLUTION AWARDING THE BID FOR THE PURCHASE OF ONE (1) 3/4-TON  
4x4 PICKUP TRUCK.

WHEREAS, the South Texas Water Authority solicited bids to acquire one (1) 3/4 ton  
4x4 pickup truck for the Authority's use, and

WHEREAS, the Board of Directors of the South Texas Water Authority has reviewed  
the bids and finds that \_\_\_\_\_ has submitted the lowest responsible bid.

NOW, THEREFORE, BE IT RESOLVED that the South Texas Water Authority Board  
of Directors awards the bid for one (1) 3/4 ton 4x4 pickup truck to \_\_\_\_\_.

Duly adopted this 28<sup>th</sup> day of September, 2021.

\_\_\_\_\_  
BRANDON BARRERA, PRESIDENT

ATTEST:

\_\_\_\_\_  
IMELDA GARZA, SECRETARY/TREASURER

ATTACHMENT 14  
Emergency Preparedness Plan



Jon Niermann, *Chairman*  
Emilly Lindley, *Commissioner*  
Bobby Janecka, *Commissioner*  
Toby Baker, *Executive Director*



PWS\_1370035\_CO\_20210816\_AU EPP

## TEXAS COMMISSION ON ENVIRONMENTAL QUALITY

*Protecting Texas by Reducing and Preventing Pollution*

August 16, 2021

BRANDON BARRERA  
SOUTH TEXAS WATER AUTHORITY  
2302 E SAGE RD  
KINGSVILLE, TX 78363-3328

RECEIVED

AUG 25 2021

SOUTH TEXAS WATER AUTHORITY

Subject: **Affected Utility Notification Letter**  
SOUTH TEXAS WATER AUTHORITY - PWS ID No. 1370035  
KLEBERG County, Texas

Dear BRANDON BARRERA:

On June 8, 2021, the 87<sup>th</sup> Texas Legislature passed Senate Bill 3 (SB 3) that created Section 13.1394 in the Texas Water Code (TWC) which requires affected utilities to provide emergency operations of their water system(s) during extended power outages lasting more than 24 hours. Based on Texas Commission on Environmental Quality's (TCEQ) records, SOUTH TEXAS WATER AUTHORITY meets the definition of an affected utility. As an affected utility SOUTH TEXAS WATER AUTHORITY is required to submit an Emergency Preparedness Plan or EPP to the TCEQ **no later than March 1, 2022**. The EPP is required to be implemented **no later than July 1, 2022 or upon final approval by TCEQ**.

TWC Section 13.1394 defines an "affected utility" as a retail public utility, exempt utility, provider or conveyor of potable or raw water that provides water service to more than one customer and is not an affected utility under Section 13.1395. Affected utilities are required to develop an EPP to restore the water system's minimum operating water pressure of 20 pounds per square inch (psi), whenever a power outage lasts more than 24 hours. The law requires water systems with residential customers or that provide overnight accommodations at their facility, to provide water service during extended power outages of 24 hours or more.

The TCEQ has designed a template that can be used to develop an EPP. Information, instructions, and the TCEQ's EPP template (form number TCEQ-20536B) can be found at the following weblink: [www.tceq.texas.gov/goto/epp](http://www.tceq.texas.gov/goto/epp).

If providing emergency operations will cause a significant financial burden to your customers, you may request a financial waiver. Information on requesting a financial waiver is located at the following weblink:  
[www.tceq.texas.gov/goto/rg-553](http://www.tceq.texas.gov/goto/rg-553).

Submitting a waiver request does not waive the requirement to submit an approvable EPP if your waiver request is denied.

BRANDON BARRERA  
Page 2  
August 16, 2021

Affected utilities may request a 90 days extension to submit their EPP for good cause. The extension cannot exceed 90 days from the submission deadline of March 1, 2022. To request the 90-day extension, send a letter or an email to:

**Drinking Water Special Functions Section, MC-155  
Texas Commission Environmental Quality  
PO Box 13087  
Austin TX 78711-3087**

Or

**Email:** [PDWEPP@tceq.texas.gov](mailto:PDWEPP@tceq.texas.gov)

Please be aware that water systems that are required to have an Emergency Response Plan (ERP) under the America's Water Infrastructure Act of 2018, cannot use their ERPs in lieu of developing and submitting an EPP as an affected utility.

If you need assistance preparing your EPP, help is available to you. TCEQ can provide access to our Financial, Managerial, and Technical (FMT) assistance contractors to assist in achieving compliance with the requirement. The FMT assistance team can be contacted by phone at (512) 239-4691 or by email at [FMT@tceq.texas.gov](mailto:FMT@tceq.texas.gov).

The TCEQ appreciates your assistance in this matter and your efforts to ensure protection of the State's public health and natural resources. If you or members of your staff have any questions regarding this letter, or if we can be of further assistance, please contact us at [www.tceq.texas.gov/goto/epp-help](http://www.tceq.texas.gov/goto/epp-help) or by e-mail at [PDWEPP@tceq.texas.gov](mailto:PDWEPP@tceq.texas.gov).

Sincerely,



Steven Swierenga, Manager  
Drinking Water Special Functions Section  
Water Supply Division  
Texas Commission on Environmental Quality

SS/LD/av

cc: TCEQ CORPUS CHRISTI Regional Office - 14

ATTACHMENT 15

Salary Surveys and STWA Staff Salaries



Texas Rural Water Association

## 2020 Salary Survey Report



## Texas Rural Water Association 2020 Salary Survey Report

In May 2020, TRWA distributed a salary survey to all our member utilities; we received 213 responses by the August 15 deadline. The responses were compiled into a database and analyzed with Microsoft Excel. Results were then re-analyzed at random to assure accuracy. In order to protect the privacy of the respondents, all surveys were destroyed prior to the publication of this report.

Enclosed are summaries of the survey data concerning salary ranges and averages. The summaries list the highest and lowest percentiles, along with the average and median number in each category.

The 10th percentile represents the point at which 90 percent of the respondents answered higher and the 90th percentile represents the point at which 90 percent of the respondents answered lower. The average is calculated by dividing the sum of the values in the set by the total number in the set, and the median is the actual middle point in the set, or the 50th percentile.

Each summary sheet provides salary information for one of the primary personnel positions and delineates the data based on the utility type, location and size. Demographic information, as well as summaries of benefits and company equipment are also provided.

Please note: We did not receive enough responses from participating systems for the position of Wastewater Collections Operator to be able to provide accurate and representative data, so a summary sheet for that position is not included.

We would like to extend our sincere gratitude to those who participated in this survey.

© 2020 Texas Rural Water Association

*This document is the sole and exclusive property of the Texas Rural Water Association. All rights are reserved. No portion of this document may be reproduced, in whole or in part, in any manner or by any electronic or mechanical means, without prior written permission from the Texas Rural Water Association.*



## 2020 Salary Survey Response Demographics

System Type		Residential Meters		Annual Operating Budget	
WSC	65.67%	< 500	49	Average	\$1,810,321
District	29.05%	500-1000	54	Median	\$809,407
Municipality	5.24%	1001-1500	35	10th Percentile	\$200,000
Privately Owned	0.04%	1501-3000	44	90th Percentile	\$4,075,014
<b>Total</b>	<b>100.00%</b>	> 3000	28	.....	
.....		Average	1846	<b>Number of FT Employees</b>	
<b>Source</b>		Median	1022	0	22
Ground	63.96%	10th Percentile	240	1-3	66
Surface	3.55%	90th Percentile	4320	4-5	33
Purchase Only	18.78%	.....		6-10	50
Combination	13.71%	<b>Residential WW Meters</b>		11-15	15
<b>Total</b>	<b>100.00%</b>	< 500	22	16-20	7
.....		500-1000	6	21-25	4
<b>Revenue % Spent on Payroll</b>		1001-1500	5	> 25	6
0-3%	3	1501-3000	3	N/A	6
3.01-9.99%	13	> 3000	1	<b>Average</b>	6
10-15%	14	0/N/A	173	<b>Median</b>	4
15.01-20%	23	<b>Average</b>	890	<b>10th Percentile</b>	0
20.01-25%	40	<b>Median</b>	482	<b>90th Percentile</b>	14
25.01-30%	24	<b>10th Percentile</b>	60	.....	
30.01-40%	39	<b>90th Percentile</b>	1530	<b>Number of PT Employees</b>	
40.01-50%	13	.....		0	95
> 50%	4	<b>Commercial Meters</b>		1-2	78
N/A	37	0	50	3-5	20
<b>Average</b>	<b>25.95%</b>	1-5	28	>5	2
<b>Median</b>	<b>25.00%</b>	6-10	18	N/A	18
<b>10th Percentile</b>	<b>10.00%</b>	11-20	15	<b>Average</b>	1
<b>90th Percentile</b>	<b>40.00%</b>	21-50	41	<b>Median</b>	1
.....		51-100	21	<b>10th Percentile</b>	0
<b>TRWA District Participation</b>		101-300	16	<b>90th Percentile</b>	3
1	18	> 300	2	.....	
2	14	N/A	19	<b>Does the System Sell Water Wholesale?</b>	
3	27	<b>Average</b>	40	Yes	28
4	15	<b>Median</b>	10	No	173
5	8	<b>10th Percentile</b>	0	N/A	9
6	10	<b>90th Percentile</b>	100	.....	
7	25	.....		<b>If Yes, % of Total Sales</b>	
8	12	<b>Commercial WW Meters</b>		< 10%	14
9	9	0	143	10-50%	7
10	8	1-10	11	51-100%	3
11	22	11-50	8	N/A	2
12	19	501-300	6	<b>Does the System Treat Wholesale Wastewater?</b>	
13	12	> 300	0	Yes	16
14	11	N/A	42	No	176
		<b>Average</b>	5	N/A	18
		<b>Median</b>	0		
		<b>10th Percentile</b>	0		
		<b>90th Percentile</b>	7		



**2020 Salary Survey**  
**Benefits Information for Full-Time Employees**

<b>Healthcare Insurance</b>		<b>If Yes, Percentage Paid By Employer</b>	
Yes	61.00%	100%	82.95%
No	28.40%	75-99%	04.65%
N/A	10.60%	50-74%	01.55%
		<50%	00.78%
		N/A	10.07%
<b>Healthcare Insurance for Dependents</b>		<b>If Yes, Percentage Paid By Employer</b>	
Yes	32.38%	100%	19.12%
No	58.11%	75-99%	19.12%
N/A	09.51%	50-74%	14.71%
		<50%	38.24%
		N/A	08.81%
<b>Retirement Plan</b>		<b>If Yes, Percentage Paid By Employer</b>	
Yes	55.73%	>50%	00.00%
No	35.73%	9.1-50%	08.54%
N/A	08.53%	6.1-9%	11.11%
		3.1-6%	23.07%
		0-3%	47.86%
		N/A	09.41%
<b>Dental Insurance</b>		<b>If Yes, Percentage Paid By Employer</b>	
Yes	42.86%	100%	73.12%
No	47.14%	75-99%	06.45%
N/A	10.00%	50-74%	00.00%
		<50%	15.05%
		N/A	05.38%
<b>Health Reimbursement Account</b>		<b>Health Savings Account</b>	
Yes	12.21%	Yes	03.76%
No	76.99%	No	86.38%
N/A	10.80%	N/A	09.86%
<b>Offer Other Benefits?</b>		<b>If Yes, Please Describe</b>	
Yes	45.07%	Life Insurance	88.54%
No	45.54%	Short-term Disability	34.38%
N/A	09.39%	Long-term Disability	26.04%
		Flexible Spending Accounts	04.17%
		Other	21.88%
<b>Paid Sick Leave</b>		<b>Days Per Year</b>	
Yes	70.95%	1-5	17.45%
No	19.04%	6-9	25.50%
N/A	10.01%	10-14	43.62%
		>15	04.70%
		N/A	08.72%

**2020 Salary Survey**  
**Benefits Information for Full-Time Employees**

<b>Paid Holidays</b>		<b>Days Per Year</b>			
Yes	80.28%	1-5	01.75%		
No	09.39%	6-9	38.60%		
N/A	10.33%	10-15	53.80%		
		N/A	05.84%		
<b>Paid Vacation</b>		<b>Days Per Year (Starting if specified)</b>			
Yes	79.34%	1-5	05.65%		
No	11.27%	6-10	25.19%		
N/A	09.39%	11-15	50.61%		
		>16	08.33%		
		N/A	10.12%		
<b>Other Leave Days?</b>		<b>If Yes, Days Per Year</b>		<b>If Yes, Types of Leave Cited</b>	
Yes	27.70%	1-2	33.90%	Bereavement	46.67%
No	60.09%	3-4	25.42%	Civil Leave	16.94%
N/A	12.21%	>4	16.95%	Emergency	03.40%
		As Needed	10.17%	Personal	33.90%
		Not Indicated	13.56%	Birthday	03.30%
				Other	10.00%
<b>Paid Training</b>		<b>Paid Licensing Exams</b>			
Yes	83.80%	Yes	83.33%		
No	01.50%	No	09.05%		
N/A	14.70%	N/A	07.61%		
<b>Mileage Reimbursement</b>		<b>Mileage Rate</b>			
Yes	72.38%	<0.545	06.58%		
No	17.84%	.545-.564	11.18%		
N/A	09.78%	.565-.575	51.32%		
		>.575	17.11%		
		N/A	13.81%		
<b>Benefits for Part Time Employees?</b>		<b>If Yes, are they the same?</b>			
Yes	11.90%	Yes	56.00%		
No	77.14%	No	44.00%		
N/A	10.95%				

## 2020 Salary Survey Company Equipment

<b>Company Vehicle</b> Yes 69.05% No 26.19% N/A 04.75%	<b>If Yes, Authorized for Personal Use?</b> Yes 19.31% No 80.69%
<b>Are Vehicles Clearly Marked as Utility Property?</b> Yes 88.28% No 11.72%	
<b>Company Computer/Laptop/Tablet Provided</b> Yes 50.95% No 44.76% N/A 04.30%	<b>If Yes, Authorized for Personal Use?</b> Yes 32.71% No 64.49% N/A 02.80%
<b>Other Equipment</b> Yes 31.91% No 59.05% N/A 09.04%	<b>If Yes, Equipment Cited:</b> Cellphones/Smartphones 77.61% Tools/Maintenance Equipment 23.88% Other Technology 10.45% Other 16.40%

## 2020 Salary Survey General Manager / System Superintendent

	10th Percentile	90th Percentile	Average	Median
<b>Total</b>	<b>\$46,862.06</b>	<b>\$120,800.00</b>	<b>\$78,302.27</b>	<b>\$75,000.00</b>
Bonuses	\$500.00	\$7,000.00	\$3,797.10	\$2,000.00
Overtime	\$2,640.00	\$19,733.60	\$9,885.93	\$5,339.00

### By TRWA District

District	10th Percentile	90th Percentile	Average	Median
1&2	\$30,240.00	\$107,683.60	\$72,874.00	\$73,285.00
3&7	\$47,984.62	\$126,000.00	\$82,154.55	\$78,290.50
4&9	\$41,256.00	\$101,139.60	\$68,981.00	\$68,150.00
5&6	\$69,740.00	\$125,000.00	\$95,384.08	\$90,313.60
8&12	\$40,812.30	\$110,750.00	\$75,021.50	\$71,994.00
10&13	\$53,178.60	\$93,340.00	\$76,717.01	\$80,400.00
11&14	\$49,430.11	\$110,000.00	\$71,894.09	\$60,460.39

### Residential Meters

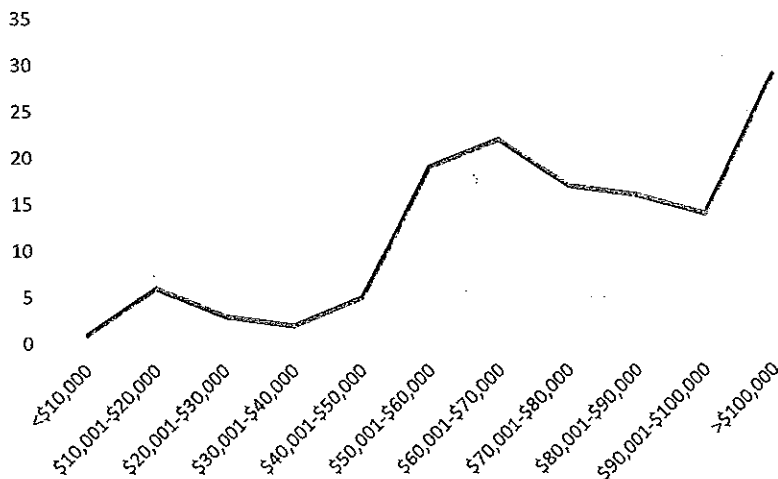
Meters	10th Percentile	90th Percentile	Average	Median
<500	\$18,000.00	\$131,000.00	\$64,050.56	\$54,100.00
500-1000	\$50,308.00	\$90,337.60	\$68,222.33	\$66,480.00
1001-1500	\$53,320.00	\$89,019.52	\$71,920.00	\$66,780.00
1501-3000	\$49,814.06	\$102,008.10	\$74,026.10	\$74,027.50
>3000	\$82,315.00	\$153,232.20	\$112,539.50	\$111,000.00

### Type of Utility

Utility Type	10th Percentile	90th Percentile	Average	Median
WSC	\$24,000.00	\$114,888.80	\$72,668.56	\$70,613.00
Districts	\$55,980.00	\$125,300.00	\$87,403.49	\$81,500.00
Municipality	*	*	*	*
Private	*	*	*	*

*\*Insufficient responses for these categories*

### Salary Range



### Status

Employee	123
Contract	13
Full time	120
Part time	10
N/A	6

### Education

High School/GED	31.39%
Some College	20.44%
Associate's Degree	6.55%
Bachelor's Degree	21.16%
Graduate Degree	5.15%
N/A	15.31%

### License

License	W	WW
A	16	5
B	24	6
C	60	10
D	5	2
None	2	21
N/A	29	92

### Number Supervised

0-2	13.88%
3-5	32.85%
6-10	24.85%
11-20	18.25%
>20	5.16%
N/A	5.01%

### Experience (in years)

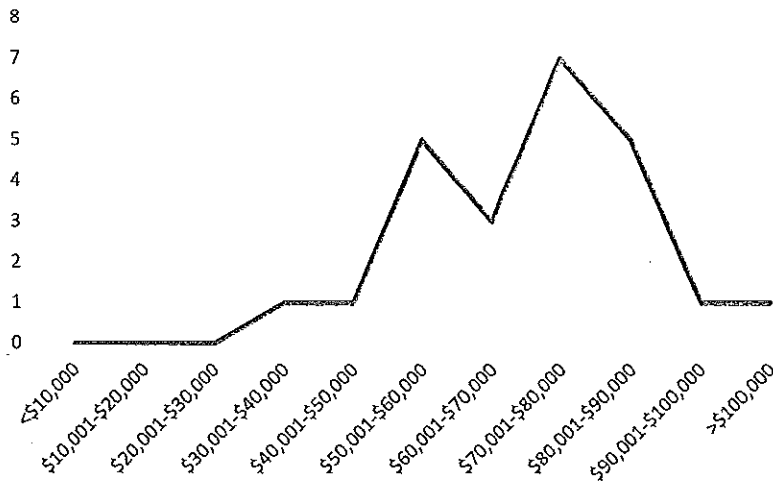
0-5	5.83%
5.5-10	11%
10.5-15	9.48%
15.5-20	16.79%
20.5-30	20.44%
>30	36.51%
N/A	5.83%

## 2020 Salary Survey Assistant General Manager

	10th Percentile	90th Percentile	Average	Median
<b>Total</b>	<b>\$51,910.00</b>	<b>\$86,283.30</b>	<b>\$71,897.34</b>	<b>\$75,170.00</b>
Bonuses	\$700.00	\$5,060.00	\$2,567.00	\$2,100.00
Overtime	*	*	*	*
<b>By TRWA District</b>				
1&2	*	*	*	*
3&7	*	*	*	*
4&9	*	*	*	*
5&6	*	*	*	*
8&12	*	*	*	*
10&13	*	*	*	*
11&14	*	*	*	*
<b>Residential Meters</b>				
<500	*	*	*	*
500-1000	*	*	*	*
1001-1500	*	*	*	*
1501-3000	*	*	*	*
>3000	*	*	*	*
<b>Type of Utility</b>				
WSC	*	*	*	*
Districts	\$55,000.00	\$86,283.30	\$74,627.00	\$74,385.00
Municipality	*	*	*	*
Private	*	*	*	*

*\*Insufficient responses for these categories*

### Salary Range



### Status

Employee	24
Contract	0
Full time	23
Part time	0
N/A	1

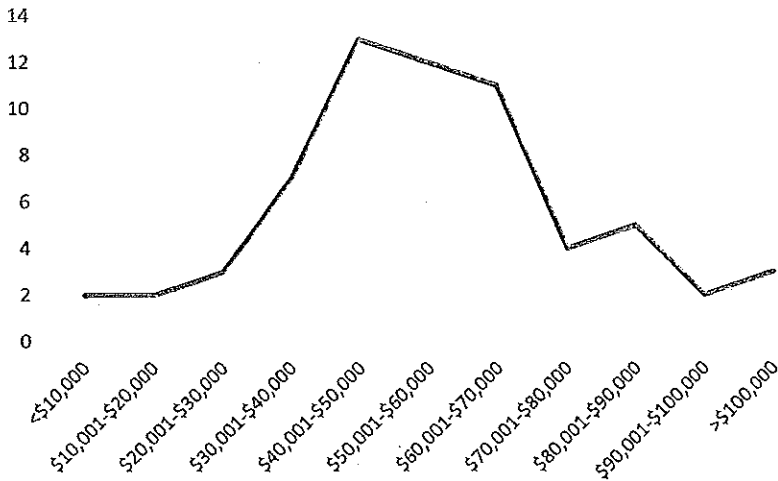
Education	License	W	WW	Number Supervised	Experience (in years)
High School/GED	A	3	1	0-2	0-5
Associate's Degree	B	6	1	3-5	5.5-10
Some College	C	10	0	6-10	10.5-15
Bachelor's Degree	D	0	0	11-20	15.5-20
Graduate Degree	None	0	1	>20	20.5-30
N/A	N/A	5	21	N/A	>30
					N/A

## 2020 Salary Survey Manager / Operator

	10th Percentile	90th Percentile	Average	Median
<b>Total</b>	<b>\$28,682.00</b>	<b>\$87,086.00</b>	<b>\$55,376.00</b>	<b>\$53,886.00</b>
Bonuses	\$250.00	\$2,460.00	\$1,431.57	\$700.00
Overtime	\$2,390.14	\$11,820.00	\$7,119.39	\$7,944.00
<b>By TRWA District</b>				
1&2	\$34,008.00	\$73,091.00	\$53,750.55	\$52,759.00
3&7	\$47,894.00	\$95,384.20	\$68,848.25	\$63,000.00
4&9	*	*	*	*
5&6	*	*	*	*
8&12	\$8,786.29	\$64,851.20	\$43,850.89	\$46,860.00
10&13	*	*	*	*
11&14	\$36,200.00	\$61,225.65	\$49,673.69	\$48,000.00
<b>Residential Meters</b>				
<500	\$15,600.00	\$72,000.00	\$46,759.98	\$48,646.00
500-1000	\$37,296.00	\$81,076.40	\$53,143.67	\$46,800.00
1001-1500	*	*	*	*
1501-3000	\$44,720.00	\$79,474.00	\$61,440.64	\$58,128.00
>3000	\$48,900.00	\$91,605.80	\$74,888.21	\$76,828.00
<b>Type of Utility</b>				
WSC	\$29,443.20	\$85,952.00	\$54,004.41	\$53,177.00
District	\$42,140.00	\$94,153.50	\$62,364.07	\$61,161.00
Municipality	*	*	*	*
Private	*	*	*	*

\*Insufficient responses for these categories

### Salary Range



Status	
Employee	61
Contract	5
Full time	58
Part time	2
N/A	6

Education	License	W	WW	Number Supervised	Experience (in years)
High School/GED	A	2	2	0-2	0-5
Some College	B	8	1	3-5	5.5-10
Associate's Degree	C	48	3	6-10	10.5-15
Bachelor's Degree	D	3	2	10-20	15.5-20
Graduate Degree	None	0	4	>20	20.5-30
N/A	N/A	5	54	N/A	>30
					N/A

## 2020 Salary Survey Plant Manager / Plant Superintendent

	10th Percentile	90th Percentile	Average	Median
<b>Total</b>	<b>\$40,836.59</b>	<b>\$85,300.00</b>	<b>\$60,195.02</b>	<b>\$59,120.00</b>
Bonuses	\$952.50	\$6,000.00	\$2,870.90	\$2,025.00
Overtime	*	*	*	*

### By TRWA District

1&2	*	*	*	*
3&7	*	*	*	*
4&9	*	*	*	*
5&6	*	*	*	*
8&12	*	*	*	*
10&13	*	*	*	*
11&14	*	*	*	*

### Residential Meters

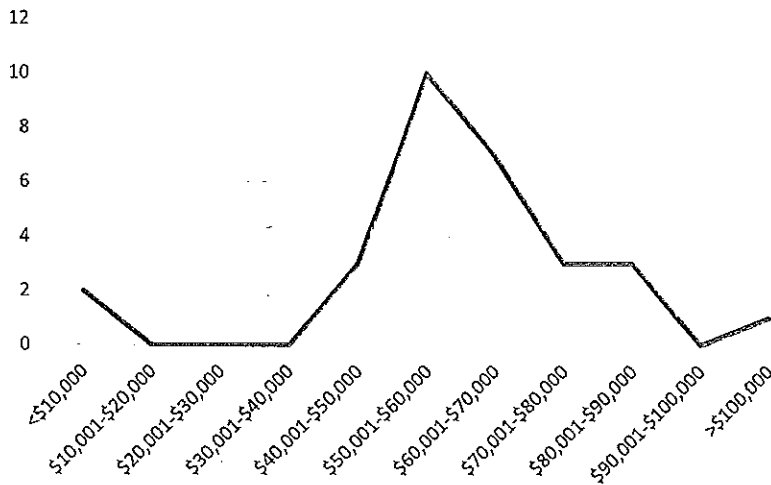
<500	*	*	*	*
500-1000	*	*	*	*
1001-1500	*	*	*	*
1501-3000	*	*	*	*
>3000	*	*	*	*

### Type of Utility

WSC	\$34,163.56	\$86,600.00	\$62,903.45	\$65,520.00
District	*	*	*	*
Municipality	*	*	*	*
Private	*	*	*	*

*\*Insufficient responses for these categories*

### Salary Range



### Status

Employee	29
Contract	0

### Full time

Full time	26
Part time	3

### Education

High School/GED	44.82%
Some College	6.90%
Associate's Degree	6.90%
Bachelor's Degree	13.79%
Graduate Degree	0.00%
N/A	27.59%

### License

A	6
B	8
C	12
D	1
None	1
N/A	1

### W

6
8
12
1
1
1

### WW

1
1
3
0
2
22

### Number Supervised

0-2	17.24%
3-5	34.48%
6-10	17.24%
10-20	20.69%
>20	0.00%
N/A	10.34%

### Experience (in years)

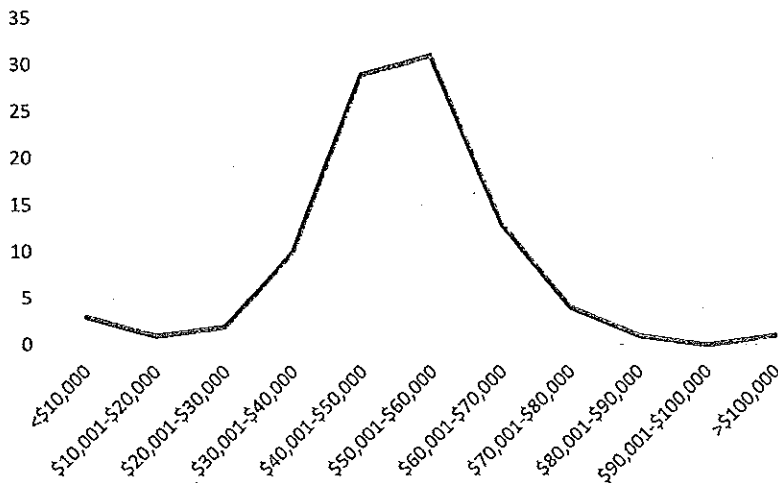
0-5	3.44%
5.5-10	17.24%
10.5-15	27.59%
15.5-20	17.24%
20.5-30	24.14%
>30	6.90%
N/A	3.44%

## 2020 Salary Survey Lead Operator / Field Manager

	10th Percentile	90th Percentile	Average	Median
<b>Total</b>	<b>\$35,240.00</b>	<b>\$67,266.00</b>	<b>\$51,032.79</b>	<b>\$50,297.00</b>
Bonuses	\$500.00	\$3,448.00	\$1,485.53	\$1,000.00
Overtime	\$645.30	\$15,486.72	\$6,661.00	\$3,018.33
<b>By TRWA District</b>				
1&2	\$45,718.91	\$69,260.80	\$58,259.04	\$56,000.00
3&7	\$38,600.00	\$59,696.00	\$49,827.45	\$50,740.00
4&9	\$3,382.00	\$63,944.00	\$44,747.25	\$53,486.00
5&6	*	*	*	*
8&12	\$38,706.00	\$69,220.94	\$49,549.77	\$46,495.00
10&13	*	*	*	*
11&14	\$33,529.60	\$51,102.00	\$46,160.54	\$46,000.00
<b>Residential Meters</b>				
<500	\$20,765.76	\$65,428.00	\$44,289.53	\$46,000.00
500-1000	\$30,917.76	\$64,993.00	\$46,608.40	\$48,654.54
1001-1500	\$39,088.00	\$58,208.00	\$47,723.97	\$48,880.00
1501-3000	\$39,156.00	\$60,088.00	\$49,793.91	\$49,802.60
>3000	\$43,680.00	\$70,545.78	\$60,522.98	\$58,156.00
<b>Type of Utility</b>				
WSC	\$33,188.00	\$67,228.00	\$49,361.70	\$50,000.00
District	\$41,600.00	\$67,300.00	\$52,906.41	\$51,291.00
Municipality	*	*	*	*
Private	*	*	*	*

\*Insufficient responses for these categories

### Salary Range



Status	
Employee	90
Contract	5
Full time	88
Part time	4
N/A	3

Education	License	W	WW	Number Supervised	Experience (in years)
High School/GED	A	2	3	0-2	0-5
Some College	B	11	1	3-5	5.5-10
Associate's Degree	C	73	10	6-10	10.5-15
Bachelor's Degree	D	4	1	10-20	15.5-20
Graduate Degree	None	0	2	>20	20.5-30
N/A	N/A	5	78	N/A	>30
					N/A

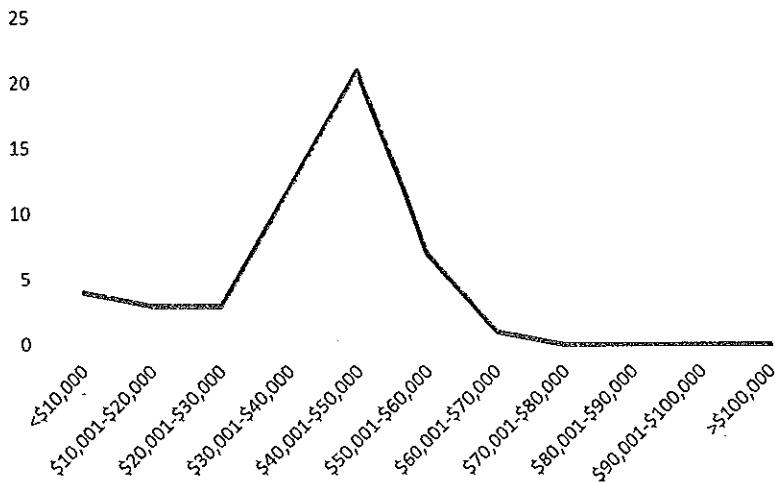


## 2020 Salary Survey Plant Operator

	10th Percentile	90th Percentile	Average	Median
<b>Total</b>	<b>\$12,000.00</b>	<b>\$51,400.00</b>	<b>\$38,882.97</b>	<b>\$41,600.00</b>
Bonuses	\$500.00	\$3,220.00	\$1,421.67	\$1,025.00
Overtime	\$2,300.00	\$16,520.00	\$8,135.02	\$5,000.00
<b>By TRWA District</b>				
1&2	*	*	*	*
3&7	\$14,004.00	\$49,900.00	\$39,986.35	\$44,340.00
4&9	*	*	*	*
5&6	*	*	*	*
8&12	*	*	*	*
10&13	*	*	*	*
11&14	*	*	*	*
<b>Residential Meters</b>				
<500	\$9,600.00	\$45,224.19	\$31,506.74	\$37,000.00
500-1000	\$33,360.00	\$47,882.00	\$39,130.20	\$39,760.00
1001-1500	*	*	*	*
1501-3000	\$9,000.00	\$55,000.00	\$33,928.38	\$38,245.16
>3000	\$35,032.00	\$54,384.40	\$45,836.57	\$46,200.00
<b>Type of Utility</b>				
WSC	\$13,950.00	\$53,200.00	\$39,590.02	\$43,125.00
District	\$24,589.57	\$49,240.00	\$39,453.15	\$41,600.00
Municipality	*	*	*	*
Private	*	*	*	*

*\*Insufficient responses for these categories*

### Salary Range



Status	
Employee	46
Contract	5
Full time	43
Part time	7
N/A	1

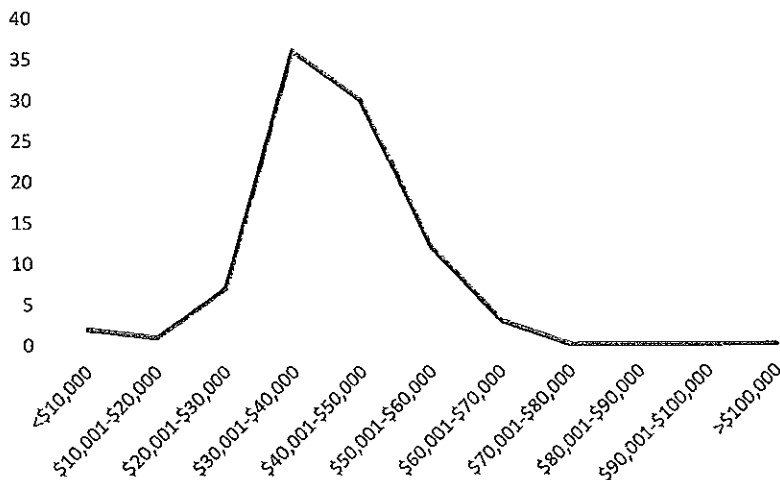
Education	License	W	WW	Number Supervised	Experience (in years)
High School/GED	A	2	1	0-2	0-5
Some College	B	6	0	3-5	5.5-10
Associate's Degree	C	35	6	6-10	10.5-15
Bachelor's Degree	D	5	2	10-20	15.5-20
Graduate Degree	None	0	0	>20	20.5-30
N/A	N/A	3	42	N/A	>30
					N/A

## 2020 Salary Survey Distribution of Field Operator

	10th Percentile	90th Percentile	Average	Median
<b>Total</b>	<b>\$29,150.00</b>	<b>\$53,000.00</b>	<b>\$39,853.13</b>	<b>\$39,997.00</b>
Bonuses	\$255.00	\$1,751.30	\$1,027.52	\$907.00
Overtime	\$1,000.00	\$12,500.00	\$6,958.76	\$6,079.00
<b>By TRWA District</b>				
1&2	\$31,699.00	\$53,435.00	\$41,982.90	\$40,990.00
3&7	\$32,130.00	\$49,814.10	\$41,052.68	\$40,250.00
4&9	\$34,944.00	\$61,019.28	\$45,072.50	\$41,329.50
5&6	*	*	*	*
8&12	\$32,406.50	\$50,430.00	\$40,628.92	\$39,315.99
10&13	\$31,300.00	\$49,337.60	\$36,713.83	\$36,000.00
11&14	\$24,132.00	\$51,413.86	\$34,897.10	\$34,845.58
<b>Residential Meters</b>				
<500	*	*	*	*
500-1000	\$26,000.00	\$43,582.68	\$37,101.74	\$37,500.00
1001-1500	\$27,035.00	\$50,100.00	\$36,436.99	\$36,710.40
1501-3000	\$35,836.20	\$53,951.04	\$43,180.78	\$41,600.00
>3000	\$32,110.00	\$54,630.44	\$44,275.16	\$44,128.85
<b>Type of Utility</b>				
WSC	\$31,616.00	\$53,348.16	\$41,204.03	\$40,000.00
District	\$26,240.00	\$51,901.00	\$38,254.87	\$37,470.00
Municipality	5	*	*	*
Private	1	*	*	*

\*Insufficient responses for these categories

### Salary Range



Status	
Employee	89
Contract	2
Full time	83
Part time	6
N/A	2

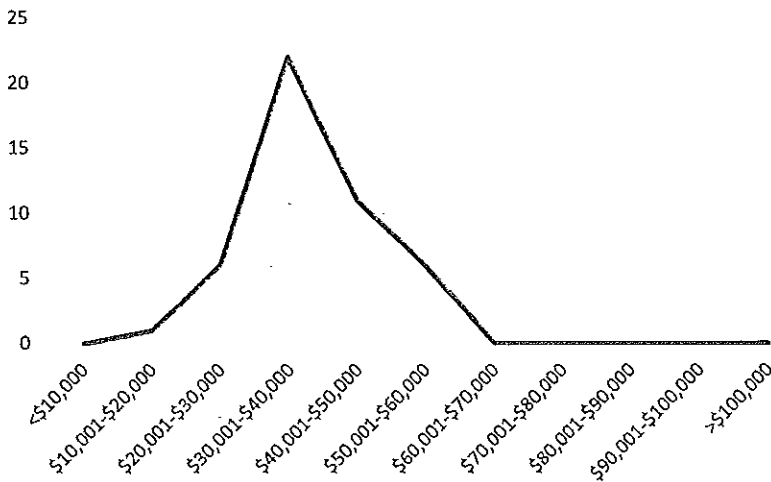
Education	License	W	WW	Number Supervised	Experience (in years)
High School/GED	A	2	0	0-2	0-5
Some College	B	2	2	3-5	5.5-10
Associate's Degree	C	66	4	6-10	10.5-15
Bachelor's Degree	D	13	2	10-20	15.5-20
Graduate Degree	None	3	4	>20	20.5-30
N/A	N/A	5	79	N/A	>30
					N/A

## 2020 Salary Survey Maintenance Technician

	10th Percentile	90th Percentile	Average	Median
<b>Total</b>	<b>\$27,948.48</b>	<b>\$50,692.80</b>	<b>\$38,196.71</b>	<b>\$37,440.00</b>
Bonuses	\$250.00	\$2,140.00	\$1,050.00	\$1,000.00
Overtime	\$963.81	\$11,850.00	\$5,445.02	\$3,726.07
<b>By TRWA District</b>				
1&2	*	*	*	*
3&7	\$35,000.00	\$52,392.00	\$41,845.41	\$41,600.00
4&9	*	*	*	*
5&6	*	*	*	*
8&12	*	*	*	*
10&13	*	*	*	*
11&14	*	*	*	*
<b>Residential Meters</b>				
<500	*	*	*	*
500-1000	*	*	*	*
1001-1500	*	*	*	*
1501-3000	\$31,641.60	\$52,392.00	\$41,314.19	\$41,600.00
>3000	\$31,200.00	\$50,462.41	\$40,518.61	\$39,282.50
<b>Type of Utility</b>				
WSC	\$28,142.72	\$50,539.21	\$36,577.05	\$35,360.00
District	\$29,350.00	\$50,437.60	\$40,262.20	\$41,600.00
Municipality	*	*	*	*
Private	*	*	*	*

\*Insufficient responses for these categories

### Salary Range



<b>Status</b>	
Employee	45
Contract	1
Full time	44
Part time	2

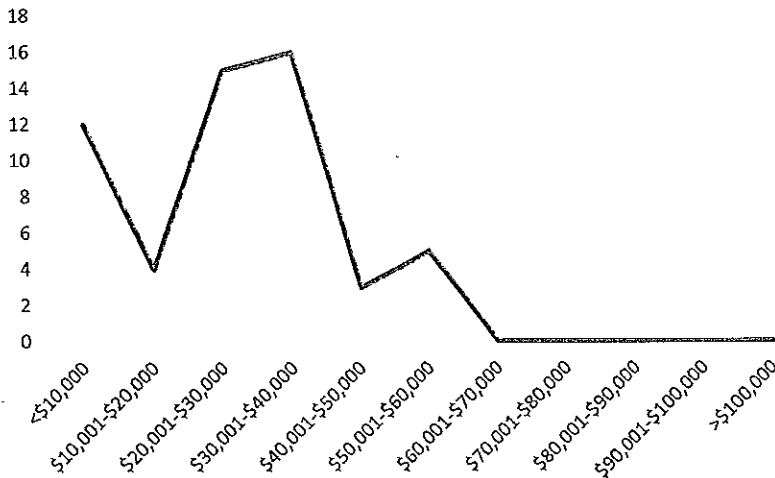
Education	License	W	WW	Number Supervised	Experience (in years)
High School/GED	A	1	0	0-2	0-5
Some College	B	2	0	3-5	5.5-10
Associate's Degree	C	19	2	6-10	10.5-15
Bachelor's Degree	D	8	1	10-20	15.5-20
Graduate Degree	None	2	1	>20	20.5-30
N/A	N/A	14	42	N/A	>30
					N/A

## 2020 Salary Survey Meter Reader

	10th Percentile	90th Percentile	Average	Median
<b>Total</b>	<b>\$6,480.00</b>	<b>\$43,590.40</b>	<b>\$27,383.69</b>	<b>\$29,120.00</b>
Bonuses	\$350.00	\$1,420.00	\$898.95	\$978.40
Overtime	\$992.99	\$7,611.86	\$3,960.82	\$2,860.99
<b>By TRWA District</b>				
1&2	\$5,683.20	\$40,944.00	\$25,917.76	\$27,850.80
3&7	\$8,520.00	\$39,416.00	\$28,271.54	\$32,000.00
4&9	*	*	*	*
5&6	*	*	*	*
8&12	*	*	*	*
10&13	*	*	*	*
11&14	*	*	*	*
<b>Residential Meters</b>				
<500	\$1,160.00	\$33,988.07	\$12,848.16	\$6,661.00
500-1000	*	*	*	*
1001-1500	*	*	*	*
1501-3000	\$8,040.00	\$41,696.00	\$28,131.11	\$29,120.00
>3000	\$27,750.00	\$52,456.71	\$37,686.09	\$36,950.00
<b>Type of Utility</b>				
WSC	\$3,993.60	\$43,590.40	\$25,376.35	\$27,500.00
District	\$9,800.00	\$44,118.56	\$31,828.46	\$32,594.00
Municipality	*	*	*	*
Private	*	*	*	*

*\*Insufficient responses for these categories*

### Salary Range



<b>Status</b>	
Employee	44
Contract	14
Full time	36
Part time	15
N/A	7

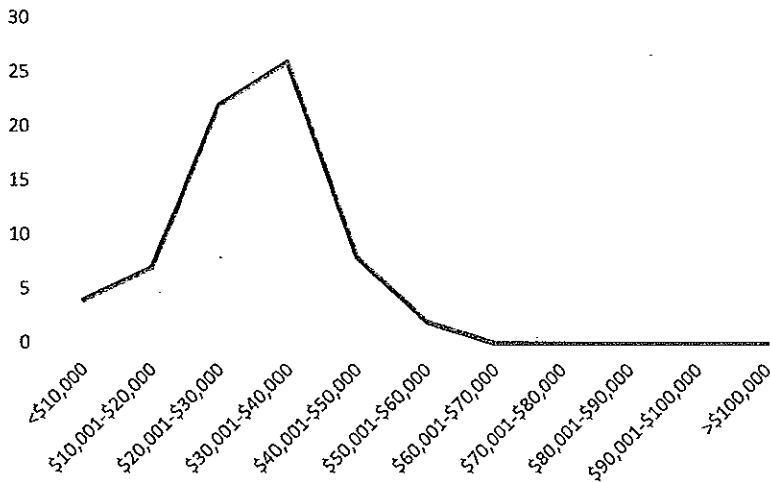
Education	License	W	WW	Number Supervised	Experience (in years)
High School/GED	A	0	0	0-2	0-5
Some College	B	0	0	3-5	5.5-10
Associate's Degree	C	11	0	6-10	10.5-15
Bachelor's Degree	D	10	0	10-20	15.5-20
Graduate Degree	None	3	4	>20	20.5-30
N/A	N/A	34	54	N/A	>30
					N/A

## 2020 Salary Survey Laborer / Utility Service Worker

	10th Percentile	90th Percentile	Average	Median
<b>Total</b>	<b>\$17,520.00</b>	<b>\$41,792.00</b>	<b>\$29,123.09</b>	<b>\$31,000.00</b>
Bonuses	\$230.00	\$2,333.33	\$1,016.53	\$500.00
Overtime	\$743.20	\$8,040.00	\$4,298.63	\$4,000.00
<b>By TRWA District</b>				
1&2	*	*	*	*
3&7	\$22,920.00	\$37,460.00	\$30,379.19	\$31,200.00
4&9	*	*	*	*
5&6	*	*	*	*
8&12	*	*	*	*
10&13	*	*	*	*
11&14	*	*	*	*
<b>Residential Meters</b>				
<500	*	*	*	*
500-1000	\$3,293.10	\$33,885.12	\$24,712.62	\$31,200.00
1001-1500	\$21,216.00	\$40,977.00	\$30,049.33	\$28,050.00
1501-3000	\$23,540.00	\$37,356.00	\$30,578.85	\$31,200.00
>3000	\$21,411.83	\$50,049.40	\$32,843.96	\$31,640.00
<b>Type of Utility</b>				
WSC	\$15,080.00	\$41,823.20	\$28,152.04	\$29,556.50
District	\$24,330.00	\$41,920.00	\$31,767.41	\$31,350.00
Municipality	*	*	*	*
Private	*	*	*	*

*\*Insufficient responses for these categories*

### Salary Range



<b>Status</b>	
Employee	69
Contract	3
N/A	2
Full time	60
Part time	11
N/A	3

Education	License	W	WW	Number Supervised	Experience (in years)
High School/GED	A	0	0	0-2	0-5
Some College	B	0	0	3-5	5.5-10
Associate's Degree	C	5	1	6-10	10.5-15
Bachelor's Degree	D	11	0	10-20	15.5-20
Graduate Degree	None	11	7	>20	20.5-30
N/A	N/A	47	66	N/A	>30
					N/A

## 2020 Salary Survey Office Manager

	10th Percentile	90th Percentile	Average	Median
<b>Total</b>	<b>\$20,904.00</b>	<b>\$66,073.60</b>	<b>\$41,649.98</b>	<b>\$39,500.00</b>
Bonuses	\$250.00	\$2,500.00	\$1,284.40	\$1,000.00
Overtime	\$443.20	\$7,040.00	\$3,078.81	\$1,500.00

### By TRWA District

District	10th Percentile	90th Percentile	Average	Median
1&2	\$13,450.00	\$59,400.00	\$37,141.00	\$34,224.00
3&7	\$21,956.00	\$66,744.80	\$45,138.39	\$45,500.00
4&9	\$25,700.00	\$51,680.00	\$40,759.21	\$38,750.00
5&6	\$29,739.49	\$71,494.60	\$50,916.06	\$54,150.00
8&12	\$28,056.90	\$64,240.00	\$44,687.27	\$41,908.00
10&13	\$19,740.00	\$54,650.00	\$36,606.73	\$32,820.00
11&14	\$19,198.50	\$49,213.95	\$34,676.44	\$35,204.00

### Residential Meters

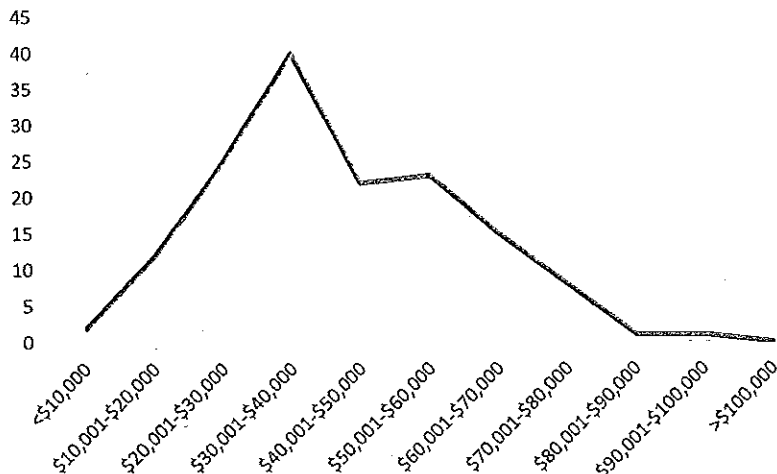
Meters	10th Percentile	90th Percentile	Average	Median
<500	\$12,000.00	\$50,000.00	\$30,405.18	\$28,012.04
500-1000	\$21,060.00	\$51,000.00	\$35,739.91	\$33,280.00
1001-1500	\$26,508.50	\$55,265.60	\$40,424.91	\$38,750.00
1501-3000	\$32,620.80	\$66,051.80	\$48,672.67	\$46,573.95
>3000	\$48,000.00	\$75,272.50	\$61,272.50	\$60,050.00

### Type of Utility

Utility Type	10th Percentile	90th Percentile	Average	Median
WSC	\$18,427.10	\$64,064.10	\$38,521.96	\$35,700.00
District	\$30,840.00	\$67,010.00	\$47,724.79	\$48,826.00
Municipality	*	*	*	*
Private	*	*	*	*

*\*Insufficient responses for these categories*

### Salary Range



### Status

Employee	143
Contract	6
N/A	2
Full time	117
Part time	28
N/A	6

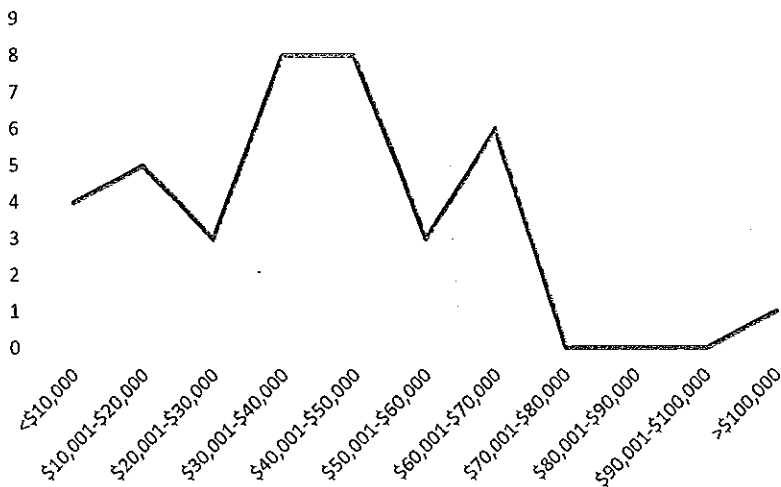
Education	Percentage	License	W	WW	Number Supervised	Percentage	Experience (in years)	Percentage
High School/GED	39.74%	A	1	0	0-2	62.25%	0-5	24.50%
Some College	16.56%	B	0	0	3-5	13.90%	5.5-10	16.56%
Associate's Degree	11.26%	C	8	1	6-10	2.65%	10.5-15	21.11%
Bachelor's Degree	14.57%	D	7	0	10-20	1.99%	15.5-20	16.65%
Graduate Degree	2.64%	None	14	6	>20	0.00%	20.5-30	13.90%
N/A	15.23%	N/A	121	144	N/A	19.21%	>30	4.63%
							N/A	2.65%

## 2020 Salary Survey Bookkeeper

	10th Percentile	90th Percentile	Average	Median
<b>Total</b>	<b>\$8,318.00</b>	<b>\$66,900.00</b>	<b>\$38,486.88</b>	<b>\$39,000.00</b>
Bonuses	\$250.00	\$2,107.00	\$985.55	\$962.00
Overtime	*	*	*	*
<b>By TRWA District</b>				
1&2	*	*	*	*
3&7	*	*	*	*
4&9	*	*	*	*
5&6	*	*	*	*
8&12	*	*	*	*
10&13	*	*	*	*
11&14	*	*	*	*
<b>Residential Meters</b>				
<500	*	*	*	*
500-1000	*	*	*	*
1001-1500	*	*	*	*
1501-3000	*	*	*	*
>3000	\$35,000.00	\$69,986.00	\$55,188.64	\$52,000.00
<b>Type of Utility</b>				
WSC	\$7,665.00	\$67,000.00	\$35,758.33	\$35,779.00
District	\$32,000.00	\$62,373.50	\$46,108.50	\$42,320.00
Municipality	*	*	*	*
Private	*	*	*	*

*\*Insufficient responses for these categories*

### Salary Range



<b>Status</b>	
Employee	35
Contract	3
Full time	29
Part time	8
N/A	1

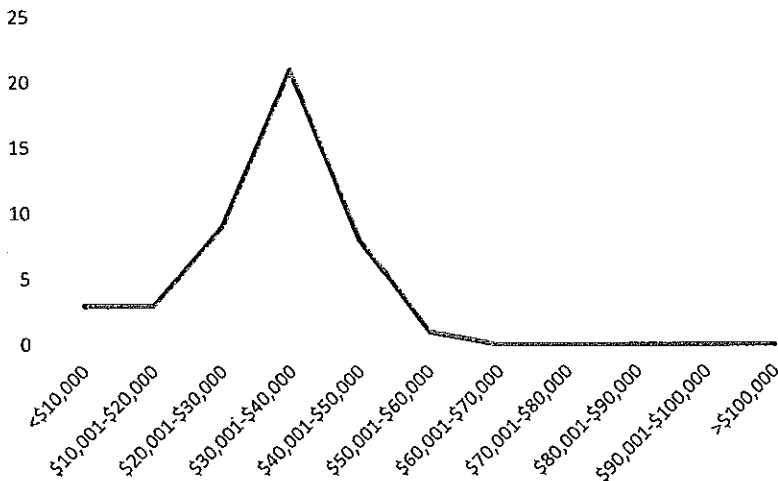
Education	License	W	WW	Number Supervised	Experience (in years)
High School/GED	A	0	0	0-2	0-5
Some College	B	0	0	3-5	5.5-10
Associate's Degree	C	0	0	6-10	10.5-15
Bachelor's Degree	D	0	0	10-20	15.5-20
Graduate Degree	None	38	38	>20	20.5-30
N/A	N/A	0	0	N/A	>30
					N/A

## 2020 Salary Survey Accounting Clerk

	10th Percentile	90th Percentile	Average	Median
<b>Total</b>	<b>\$14,956.80</b>	<b>\$42,390.00</b>	<b>\$31,950.99</b>	<b>\$34,000.00</b>
Bonuses	\$250.00	\$2,107.00	\$985.55	\$962.00
Overtime	*	*	*	*
<b>By TRWA District</b>				
1&2	*	*	*	*
3&7	\$29,000.00	\$41,475.00	\$33,694.29	\$36,500.00
4&9	*	*	*	*
5&6	*	*	*	*
8&12	*	*	*	*
10&13	*	*	*	*
11&14	*	*	*	*
<b>Residential Meters</b>				
<500	*	*	*	*
500-1000	*	*	*	*
1001-1500	*	*	*	*
1501-3000	\$15,900.00	\$41,627.50	\$30,517.94	\$36,327.20
>3000	\$31,408.00	\$49,386.80	\$38,220.44	\$37,003.22
<b>Type of Utility</b>				
WSC	\$14,400.00	\$47,339.80	\$32,355.82	\$34,143.20
District	\$19,603.20	\$41,100.60	\$31,257.95	\$34,000.00
Municipality	*	*	*	*
Private	*	*	*	*

*\*Insufficient responses for these categories*

### Salary Range



<b>Status</b>	
Employee	44
Contract	2
Full time	39
Part time	4
N/A	3

Education	License	W	WW	Number Supervised	Experience (in years)
High School/GED	A	0	0	0-2	0-5
Some College	B	0	0	3-5	5.5-10
Associate's Degree	C	1	0	6-10	10.5-15
Bachelor's Degree	D	0	0	10-20	15.5-20
Graduate Degree	None	4	4	>20	20.5-30
N/A	N/A	41	42	N/A	>30
				86.96%	N/A

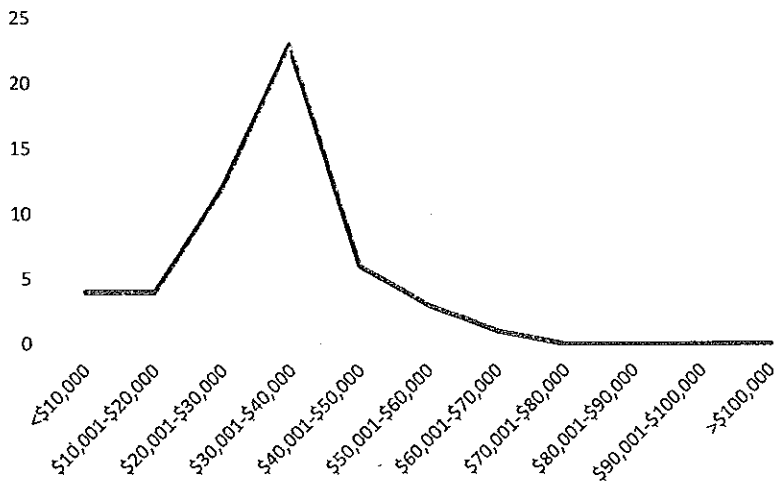


## 2020 Salary Survey Administrative Assistant

	10th Percentile	90th Percentile	Average	Median
<b>Total</b>	<b>\$17,366.40</b>	<b>\$46,339.84</b>	<b>\$32,353.12</b>	<b>\$33,280.00</b>
Bonuses	\$420.00	\$2,500.00	\$1,273.79	\$1,000.00
Overtime	*	*	*	*
<b>By TRWA District</b>				
1&2	*	*	*	*
3&7	\$15,888.56	\$44,032.00	\$33,943.46	\$34,660.00
4&9	*	*	*	*
5&6	*	*	*	*
8&12	*	*	*	*
10&13	*	*	*	*
11&14	*	*	*	*
<b>Residential Meters</b>				
<500	*	*	*	*
500-1000	\$14,371.20	\$35,807.20	\$27,249.18	\$28,278.00
1001-1500	\$9,328.80	\$39,208.00	\$28,474.80	\$34,000.00
1501-3000	\$20,747.08	\$37,674.00	\$31,758.72	\$33,764.20
>3000	\$31,594.89	\$55,507.80	\$40,511.56	\$38,134.00
<b>Type of Utility</b>				
WSC	\$18,885.15	\$54,872.57	\$32,610.87	\$32,745.00
District	\$17,280.00	\$45,760.00	\$33,727.97	\$36,800.00
Municipality	*	*	*	*
Private	*	*	*	*

\*Insufficient responses for these categories

### Salary Range



<b>Status</b>	
Employee	53
Contract	0
Full time	45
Part time	8

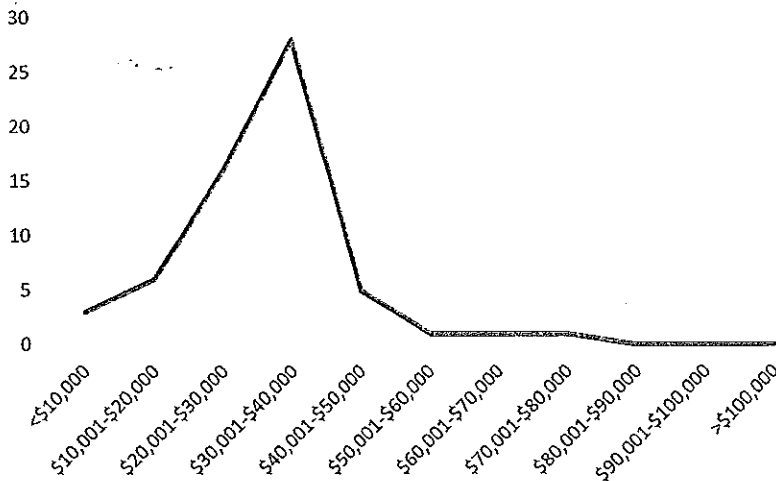
Education	License	W	WW	Number Supervised	Experience (in years)
High School/GED	A	0	0	0-2	0-5
Some College	B	0	0	3-5	5.5-10
Associate's Degree	C	1	0	6-10	10.5-15
Bachelor's Degree	D	0	0	10-20	15.5-20
Graduate Degree	None	6	2	>20	20.5-30
N/A	N/A	46	51	N/A	>30
					N/A

## 2020 Salary Survey Customer Service Representative

	10th Percentile	90th Percentile	Average	Median
<b>Total</b>	<b>\$17,472.00</b>	<b>\$41,600.00</b>	<b>\$31,243.83</b>	<b>\$31,200.00</b>
Bonuses	\$230.00	\$1,394.40	\$779.33	\$750.00
Overtime	\$93.38	\$3,000.00	\$1,667.29	\$1,000.00
<b>By TRWA District</b>				
1&2	*	*	*	*
3&7	\$15,059.20	\$41,760.00	\$29,976.02	\$32,000.00
4&9	*	*	*	*
5&6	*	*	*	*
8&12	\$14,169.20	\$37,404.00	\$26,736.84	\$29,227.05
10&13	*	*	*	*
11&14	*	*	*	*
<b>Residential Meters</b>				
<500	*	*	*	*
500-1000	*	*	*	*
1001-1500	\$14,569.20	\$36,732.62	\$26,126.42	\$27,000.00
1501-3000	\$24,024.90	\$41,720.00	\$33,131.57	\$31,580.00
>3000	\$26,896.00	\$42,787.73	\$34,438.38	\$33,640.00
<b>Type of Utility</b>				
WSC	\$16,420.00	\$38,841.00	\$31,589.00	\$32,274.50
District	\$17,565.60	\$41,580.00	\$31,322.61	\$30,680.00
Municipality	*	*	*	*
Private	*	*	*	*

*\*Insufficient responses for these categories*

### Salary Range



<b>Status</b>	
Employee	60
Contract	1
Full time	49
Part time	10
N/A	2

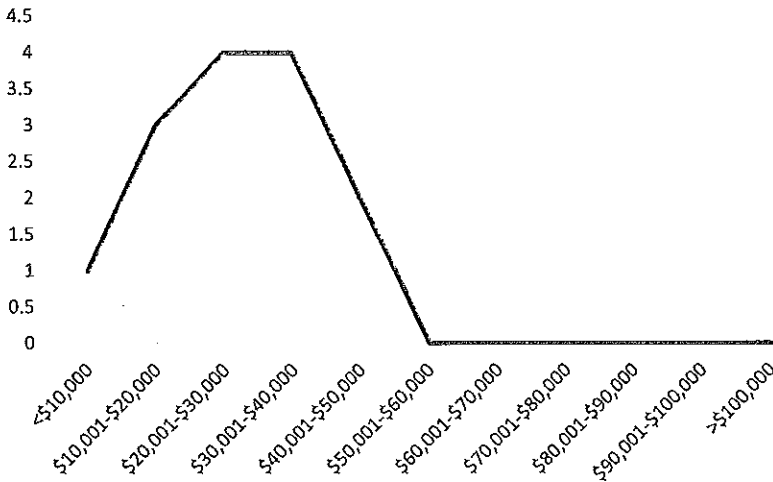
<b>Education</b>		<b>License</b>	<b>W</b>	<b>WW</b>	<b>Number Supervised</b>	<b>Experience (in years)</b>	
High School/GED	72.13%	A	0	0	0-2	63.93%	
Some College	3.28%	B	0	0	3-5	0.00%	
Associate's Degree	4.92%	C	0	0	6-10	0.00%	
Bachelor's Degree	8.19%	D	0	0	10-20	0.00%	
Graduate Degree	0.00%	None	7	7	>20	0.00%	
N/A	11.48%	N/A/54	54		N/A	36.07%	
						0-5	57.38%
						5.5-10	21.31%
						10.5-15	9.84%
						15.5-20	3.28%
						20.5-30	4.92%
						>30	1.63%
						N/A	1.64%

## 2020 Salary Survey Receptionist

	10th Percentile	90th Percentile	Average	Median
<b>Total</b>	<b>\$13,156.00</b>	<b>\$39,997.81</b>	<b>\$27,435.81</b>	<b>\$28,625.39</b>
Bonuses	*	*	*	*
Overtime	*	*	*	*
<b>By TRWA District</b>				
1&2	*	*	*	*
3&7	*	*	*	*
4&9	*	*	*	*
5&6	*	*	*	*
8&12	*	*	*	*
10&13	*	*	*	*
11&14	*	*	*	*
<b>Residential Meters</b>				
<500	*	*	*	*
500-1000	*	*	*	*
1001-1500	*	*	*	*
1501-3000	*	*	*	*
>3000	*	*	*	*
<b>Type of Utility</b>				
WSC	*	*	*	*
District	*	*	*	*
Municipality	*	*	*	*
Private	*	*	*	*

*\*Insufficient responses for these categories*

### Salary Range



<b>Status</b>	
Employee	14
Contract	0
Full time	10
Part time	3
N/A	1

Education	License	W	WW	Number Supervised	Experience (in years)
High School/GED	A	0	0	0-2	0-5
Some College	B	0	0	3-5	5.5-10
Associate's Degree	C	0	0	6-10	10.5-15
Bachelor's Degree	D	0	0	10-20	15.5-20
Graduate Degree	None	3	2	>20	20.5-30
N/A	N/A	11	12	N/A	>30
					N/A

**General Manager or System Superintendent:**

This position is responsible for office and field administration, planning, reporting and policy administration, hiring and terminating employees and for determining compensation packages. Additionally, this position is responsible for the utility's public relations and must be familiar with corporate, local, state and federal compliance policies. The general manager/superintendent reports directly to the board of directors or the council and may supervise office, plant, distribution and operations employees, contractors and other management personnel. This position is also responsible for implementing the utility's long-range plans and policies.

**Assistant General Manager:**

The assistant general manager reports directly to the general manager and may assist with all the general manager duties or be responsible for specific assigned projects and acts in a supervisory capacity in the absence of the general manager.

**Manager/Operator:**

Manager/operators are responsible for most of the duties associated with general managers and lead operators. This position is more common in smaller systems with limited staff. Manager/operators are responsible for supervising utility operations and operations personnel. These individuals also are responsible for the oversight, operations and maintenance of water and/or wastewater facilities. This position requires a state operator's license.

**Plant Manager or Plant Superintendent:**

This position is responsible for all aspects of the plant's operations, process controls, delegation of shift duties, and human resources and evaluation recommendations for plant employees. Plant superintendents coordinate with the general manager, system superintendent, manager/operator, or public works director and special consultants to make decisions regarding plant upgrades, construction and installation of plant modifications. Plant superintendents are responsible for compliance and monitoring reports and must possess a state operator's license.

**Lead Operator or Field Manager:**

In addition to the duties of operators (see below), this position is responsible for managerial tasks for the field operators, including oversight and collection of regulatory water or wastewater samples, compiling data for monthly operating reports, oversight of the other operators and providing human resources recommendations for the hiring, termination and performance evaluations of field staff. This position requires a state operator's license.

**Plant Operator:**

Plant operators are responsible for routine operation and maintenance of water and wastewater facilities including treatment, processes, facility repairs, compliance sampling and testing, and possibly repairs in the distribution or collection area. Additionally, plant operators may provide supervision for contract and non-licensed workers. This position requires a state operator's license.

**Distribution or Field Operator:**

Distribution operators are responsible for routine operation and maintenance of water facilities, including possible additional disinfection treatment processes, facility repairs, compliance sampling and testing, collecting meter readings, conducting line locates for other utilities doing construction near the distribution lines, flushing water mains and repairs in the distribution system. Additionally, distribution operators may provide supervision for contract and non-licensed workers. This position requires a state operator's license.

**Wastewater Collections Operator:**

Collection operators are responsible for routine maintenance of the wastewater collection system including locating, inspecting, and clearing or repairing manholes and sewer lines. In addition they are responsible for locating, identifying, and repairing inflow & infiltration in the system and conducting dye or smoke tests on sewer lines and manholes. This position requires a state operator's license.

**Maintenance Technician:**

Maintenance technicians are responsible for planning, scheduling and performing preventative and regular maintenance work. Maintenance technicians may operate the treatment plant under the supervision of a licensed operator or maintain an operator's license. Maintenance technicians must possess strong working knowledge of line maintenance, valves, meters, chemicals, controls and other treatment procedures.

**Meter Reader:**

Meter readers are responsible for accurately reading water meters and recording water usage. Typically, meter readers must hold a valid Texas driver's license with an acceptable driving record. A meter reader may also be responsible for detecting and reporting system problems such as leaks, defects and illegal connections and for locking meters for nonpayment.

**Laborer (Utility Service Worker):**

Laborers may be responsible for grounds maintenance, system repairs, excavation equipment operation or meter installations or replacements. Laborers must be directly supervised by a licensed operator.

**Office Manager:**

The office manager serves in a supervisory role for all other administrative personnel. This position is responsible for the supervision of all administrative functions at the utility, including financial management, billing, customer service, maintaining office supplies and coordinating administrative schedules. If the system does not employ a bookkeeper or accounting clerk, the office manager may also handle certain accounting activities, including maintenance of financial records, billing, bank deposits, processing payroll, etc. May also make direct reports to the board/council in systems with no general manager/system superintendent.

**Bookkeeper:**

The bookkeeper is responsible for maintaining the system's financial accounts. The bookkeeper typically pays vendor and utility bills, processes receivables and deposits and maintains accurate records of all financial transactions. The bookkeeper is not required to be a certified public accountant.

**Accounting Clerk:**

Accounting clerks are responsible for assisting the bookkeeper or the office manager with billing functions. The accounting clerk typically assists customers who pay utility bills in person by collecting cash and checks, processing credit cards, issuing receipts and fielding questions and complaints. The accounting clerk may also collect and process the meter readers' reports.

**Administrative Assistant:**

The administrative assistant is responsible for performing administrative and secretarial duties for their direct supervisor. This may include correspondence, word processing, scheduling and event planning. If the system does not employ an accounting clerk, the administrative assistant may also be responsible for certain accounting activities.

**Customer Service Representative:**

This position's primary role is interfacing with the system's customer base. Primary responsibilities include assisting customers with their inquiries and requests, as well as fielding complaints. Duties can also include answering phones, processing new accounts, account changes, helping with new service or transfer service requests, and assisting customers with making payments, and processing reports.

**Receptionist:**

The receptionist is responsible for answering phones, referring callers to the appropriate person, taking messages and greeting visitors. Additionally, the receptionist may be responsible for typing correspondence for the general manager or other office staff along with other clerical duties.