

Dan V. Jackson

Co-Founder, Managing Director & Chief Executive

Mr. Jackson has 28 years of experience in financial consulting for Water, Wastewater, Electric, Solid Waste and Stormwater utilities throughout the United States and the Pacific Region. His extensive consulting experience encompasses the full range of utility finance issues, including more than 200 such utility economic studies, water and wastewater rate studies, financial feasibility studies, privatization analyses, impact fee and connection fee studies, pro forma financial modeling, lease vs. buy analysis, economic development, market impact and assessment studies, system valuation and acquisition studies, and contract evaluations.

Mr. Jackson has also provided litigation support and expert witness testimony for his clients on numerous financial issues before such venues as regulatory commissions, and state courts and federal courts, where his opinions and analysis have withstood cross-examination successfully in every case.

Upon receiving his MBA in Finance from the University of Chicago, he joined the consulting division of Arthur Andersen & Co. in Atlanta, GA, and worked for the consulting firms of Deloitte & Touche and Reed-Stowe & Co. Inc., where he specialized in Water and Wastewater, Regulated Utilities and Telecommunications. In 1997, Mr. Jackson co-founded Economists.com, in order to provide individualized client services.

Mr. Jackson is a member of the Society of Government Economists, the National Association of Business Economists, and the American Water Works Association. He is a frequent speaker at trade associations and utilities conferences. He received a B.A. in Social Science and a M.B.A. in Finance and Accounting from the University of Chicago. He is also a published author; his novel “*The Forgotten Men*” is available at Amazon.com and other media outlets.

His experience is summarized as follows:

Water/Wastewater – Rate Studies and Long Term Financial Plans

Allen, Texas	2007, 2009, 2012
Aqua Water Supply Corporation, Texas	2003
Cibolo Creek Municipal Authority	2012
DeSoto, Texas	2005--2014
Donna, Texas	2007, 2011, 2012, 2013
Duncanville, Texas	2002, 2003, 2007, 2013, 2014
El Paso County WCID #4, Texas	2005, 2007, 2010, 2011, 2014
El Paso County Tornillo WCID, Texas	2006, 2010
Garland, Texas	2009-2012
Groesbeck, Texas	2001, 2004
Hackberry, Texas	2006
Harker Heights, Texas	2006
Hewitt, Texas	2009-2014
Jonah Special Utility District, Texas	2006
Kaufman, Texas	1994
Laguna Madre Water District, Texas	1991, 1993, 1996, 1999, 2005, 2014
La Villa, Texas	2007
Lewisville, Texas	1995
Little Elm, Texas	2001, 2004, 2008-2014
Los Fresnos, Texas	2007
Mercedes, Texas	2001, 2003
Midlothian, Texas	2000, 2003, 2006, 2010, 2011
North Fort Bend Water Authority, Texas	2011
Oak Point, Texas	2006, 2011
Paris, Texas	1995

Dan V. Jackson

Co-Founder, Managing Director & Chief Executive

Port of Houston Authority, Texas	2001
Princeton, Texas	2006, 2012
Prosper, Texas	2005
Raymondville, Texas	2001
Royse City, Texas	2007, 2011
Robinson, Texas	2012, 2014
Sachse, Texas	2014
Schertz, Texas	2012-2014
Schertz-Seguin Local Govt Corporation, Texas	2010-2014
Sonora, Texas	2012
Southmost Regional Water Authority, Texas	2001
Troup, Texas	2006
Venus, Texas	2005, 2012
Waxahachie, Texas	2008
West Harris County Regional Water Auth, Texas	2003, 2006, 2010, 2011
Webb County, Texas	2011
Whitehouse, Texas	2008
Winona, Texas	2009
Yancey Water Supply Corporation, Texas	2005
Bisbee, Arizona	2000-2005
Buckeye, Arizona	2013
Camp Verde Sanitary District, Arizona	2006, 2008
Casa Grande, Arizona	2009
Chino Valley, Arizona	2010-2014
Chloride Domestic Water Imp District, Arizona	2003
Clarkdale, Arizona	2005
Cottonwood, Arizona	2004, 2007, 2009
Douglas, Arizona	2009, 2011
Eagar, Arizona	2006, 2011, 2012
Eloy, Arizona	2007, 2011-2013
Florence, Arizona	2008, 2012
Flowing Wells Improvement District, Arizona	2008
Goodyear, Arizona	2014
Holbrook, Arizona	2004
Marana, Arizona	2008-2013
Miami, Arizona	2010-2012
Nogales, Arizona	2011
Patagonia, Arizona	1999, 2002
Payson, Arizona	2006, 2010, 2012, 2013
Prescott, Arizona	2008
Quartzsite, Arizona	2004, 2009, 2011, 2012
Queen Creek, Arizona	2004, 2007
Safford, Arizona	2006
San Luis, Arizona	2002, 2012, 2013
Show Low, Arizona	2011, 2014
Somerton, Arizona	1999, 2002, 2005-2010
Tombstone, Arizona	2001
Wellton, Arizona	2003
Willcox, Arizona	2002
Yuma, Arizona	2007, 2014
Edmond, Oklahoma	2010

Dan V. Jackson

Co-Founder, Managing Director & Chief Executive

Miami, Oklahoma	2009, 2014
Hot Springs, Arkansas	2005, 2009-2012, 2014
North Little Rock Wastewater Utility, Arkansas	1999, 2003, 2006, 2011
Russellville, Arkansas	2013, 2014
South Adams County WSD, Colorado	2013
North Chicago, Illinois	2001, 2005

Solid Waste and Stormwater – Rate Studies and Long Term Financial Plans

Duncanville, Texas	2007
Hewitt, Texas	2010
Mercedes, Texas	1999
San Luis, Arizona	2003, 2013
Somerton, Arizona	2006
Hot Springs, Arkansas	2011, 2012, 2013
Miami, Oklahoma	2009

Water/Wastewater – System Valuations and Acquisitions

Arlington, Texas	1999, 2001
Celina, Texas	2006
Gunter, Texas	2006
Taylor, Texas	1999
Rockwall, Texas	2005
Trinity Water Reserve, Texas	2000
Avondale, Arizona	2006
Buckeye, Arizona	2013-2014
Chino Valley, Arizona	2006
Florence, Arizona	2007, 2014
Marana, Arizona	2009, 2010
Mesa, Arizona	2010
Pine Strawberry Water Imp District, Arizona	2009
Prescott, Arizona	2006
Prescott Valley, Arizona	1998
Queen Creek, Arizona	2008, 2011
Show Low, Arizona	2010, 2011
North Chicago, Illinois	2001

Water/Wastewater – Impact Fee Studies

East Medina County Special Utility District, Texas	2000
Harlingen, Texas	2005
Laguna Madre Water District, Texas	1993, 1996, 2000, 2003
Los Fresnos, Texas	2006
Mesquite, Texas	1996
Schertz, Texas	2012
San Luis, Arizona	2002
Marana, Arizona	2011, 2012
Wellton, Arizona	2003
Prescott, Arizona	2007
Yuma, Arizona	2004, 2007
Hot Springs, Arkansas	2005, 2009

Dan V. Jackson

Co-Founder, Managing Director & Chief Executive

Water/Wastewater – Other Studies

- *City of Paris, Texas* -- Campbell's Soup Co. Wholesale Contract Review/Negotiations.
- *City of Conroe, Texas* – Evaluation of proposed long-term wholesale contract.
- *Cities of Bellmead, Woodway and Hewitt, Texas* – Least cost alternative analysis and assistance with wholesale contract negotiations with city of Waco.
- *City of Lubbock, Texas* – Analysis of reasonableness of rates for Franklin Water System – 2002.
- *City of Robstown, Texas* – Wastewater & Electric Rate Study - 2013
- *City of Rockwall, Texas* – Wholesale contract review - 2005.
- *City of Whitehouse, Texas* – Advice and evaluation concerning wholesale water supply contract with City of Tyler – 2005-2006; Economic analysis of potential acquisition of a water supply corporation 2006.
- *City of Miami, Oklahoma* – Non-Rate Revenue Study – 2010.
- *Town of Payson, Arizona* – Financial Feasibility and Economic Impact Study of C.C. Cragin Reservoir – 2011.
- *City of Duncanville, Texas* – Water and Wastewater Cost Allocation Study – 2002.
- *City of Midlothian, Texas* – Drought management plans – 2001; Assistance with wholesale contract negotiations, 2000-2001.
- *City of Arlington, Texas* – Cost of Service Study for Non Water/Sewer Revenues – 1997; Lease vs. Purchase Analysis of City Fixed Assets – 1998.
- *City of Donna, Texas* – Water and Wastewater Affordability Analysis – 2005.
- *Southmost Regional Water Authority* – Economic and financial impact of proposed desalination treatment plant – 2001.
- *Texas Water Development Board Region M* – Financial feasibility analysis of water resource alternatives – 2006.
- *Laguna Madre Water District* -- Lost/Unaccounted for Water Study -- 1992.
- *Schertz-Seguin Local Government Corporation* – Assistance in Contract Negotiations with SAWS – 2010.
- *California-American Water Company* – Reasonableness of Rate Structure for City of Thousand Oaks. 2003.
- *California-American Water Company* – Reasonableness of Rate Structure for City of Felton -- 2004.
- *Forsyth County GA* – Business plan with extensive recommendations for managing unprecedented growth in volume and customer connections. 10 year projection of operating income – 1998.
- *City of Lakeland, FL* – Valuation of wastewater reuse alternatives over 20 year timeframe.
- *Border Environment Cooperation Commission and City of Bisbee, AZ* – Wastewater system improvements plan – 2003.
- *Water Infrastructure Finance Authority of Arizona* – Evaluation of 40 year wastewater construction financing plan for Lake Havasu City, AZ – 2002; Comprehensive residential water and wastewater rate survey for the state of Arizona – 2004-2008.

Dan V. Jackson

Co-Founder, Managing Director & Chief Executive

Regulated Utilities –Pacific Region

- *American Samoa Power Authority* – Electric, Water, Wastewater and Solid Waste Rate Study – 2009; 2014
- *Commonwealth Utilities Corporation Saipan* – Water, Wastewater and Electric Rate Study – January 2006 ; Comprehensive update completed in 2009
- *Commonwealth Utilities Corporation Saipan* – Expert testimony before Commonwealth Public Utilities Commission on reasonableness of electric, water and wastewater rate structures – 2010-2014
- *Commonwealth Utilities Corporation Saipan* - Assistance in development and update of Levelized Energy Adjustment Clause (“LEAC”), Water Electric Charge (“WEC”), and Wastewater Electric Charge (“WWEC”)
- *Commonwealth Utilities Corporation Saipan* - Prepared and presented multiple water and wastewater rate applications before the Commonwealth Public Utilities Commission 2011, 2012
- *Commonwealth Utilities Corporation Saipan* - Assistance in procurement of financing from USDA and private sector 2011, 2012
- *EPC, Independent State of Samoa* – Electric Cost of Service and Tariff Study - 2013
- *Guam Power Authority* - Electric Load Forecast Study – 2010 – 2011

Regulated Utilities –USA

- *City of Miami, Oklahoma* – Electric, water and wastewater rate study – 2009
- *Bonneville Power Administration* -- Participation in Average System Cost (ASC) Program, including proposed changes in ASC methodology.
- *Houston Lighting & Power* -- Feasibility/Prudence analysis of South Texas Nuclear Project vs. alternate forms of energy. Analysis formed the basis or partner’s expert testimony before Public Utility Commission of Texas.
- *Kansas Power & Light* -- Analysis of proposed merger with two separate companies.
- *Greenville Electric Utility System* -- Development of short-term cash investment policy in accordance with state law.
- *Horizon Communications* – Business Plan Development, July 2000
- *City of Mercedes, Texas* – Economic Impact of New City Projects, August 2000

Expert Witness Testimony

- *City of Arlington, Texas* -- Seven separate cost of service analyses and testimony in wholesale contract rate proceedings before TNRCC. Largest ongoing wastewater rate dispute in Texas history.
- *Cameron County Fresh Water Supply District No. 1 vs. Town of South Padre Island (TNRCC Docket 30346-W)* -- Expert testimony on reasonableness of rate structure.
- *Cameron County Fresh Water Supply District No. 1 vs. Sheraton Hotel/Outdoor Resorts (TNRCC Docket 95-0432-UCR)* -- Expert testimony on reasonableness of rate structure.

Dan V. Jackson

Co-Founder, Managing Director & Chief Executive

- *City of Celina, Texas* – SOAH Docket 2003-0762-DIS – Expert testimony on the proposed creation of a Municipal Utility District – 2004.
- *East Medina County Special Utility District* – SOAH Docket 582-02-1255 – Expert testimony on CCN application – 2003; SOAH Docket 582-04-1012 – Expert testimony on CCN application – 2004.
- *City of Karnes City* – Expert testimony on valuation of CCN before the Texas Commission on Environmental Quality.
- *City of Princeton* – Expert testimony on ability to serve proposed service territory – SOAH Docket 582-06-1641 and TCEQ Docket 2006-0044-UCR -- 2007.
- *Town of Little Elm, Texas* – SOAH Docket 582-01-1618 – Expert testimony on reasonableness of rate structure – 2001.
- *Schertz Seguin Local Government Corporation* – Expert testimony addressing application of San Antonio Water System for groundwater permits for Gonzalez County UWCD.
- *City of Ruidoso, New Mexico* – Expert testimony on reasonableness of Wastewater Rates – 2010.
- *City of Hot Springs, Arkansas* – Expert Witness Testimony on Reasonableness of Solid Waste Rates – 2010.
- *Dallas County Water Control and Improvement District No. 6 (TNRCC Docket 95-0295-MWD)* -- Hearing on the merits for proposed wastewater treatment plant permit.

Telecommunications

- *City of Dallas, Texas* – Forecast of economic and financial construction and non-construction damages resulting from franchisee's failure to fulfill terms of agreement – 2004
- *City of Dallas, Texas* – Financial evaluation and forecast of alternative wireless services contracts – 2003 ; Evaluation and advice concerning VOIP contract with SBC – 2003.
- *Voice Web Corporation* – Economic/financial forecast and strategic plan for CLEC development – 2001.
- *United Telephone of Ohio* -- Pro forma forecast model forecasting the impact on financial statements of proposed changes in state telecommunications regulatory structures. Model was used as the basis for privatization bids for Argentine and Puerto Rican Telephone Companies.
- *Bonneville Power Administration* – Evaluation and financial forecast of Long-Term Fiber Optic Leasing operation – 1999 ; Economics of Fiber Analysis -- 1999.
- *City of Portland, Oregon* – Municipal Franchise Fee Review -- 2000.
- *U S West, Inc.* -- Valuation Study and financial forecast of headquarters operation. Used as basis for Partner's allocated cost testimony before Public Utility Commissions in Washington and Utah.
- *City of Mesquite, Texas vs. Southwestern Bell Telephone Company* (No. 3-89-0115-T, U.S. Federal Court Northern Texas) -- 18 year estimate of revenues excluded from municipal franchise fees by SWB. Expert testimony on SWB accounting and franchise policies and Discovery disputes.
- *City of Port Arthur, et. al., vs. Southwestern Bell Telephone Company* (No. D-142,176, 136th Judicial District Court of Beaumont, Texas) -- 20 year estimate of revenues excluded from municipal franchise fees by SWB. Expert testimony on SWB accounting and franchise policies. Case settled on first day of trial for approximately \$30 million.

Dan V. Jackson

Co-Founder, Managing Director & Chief Executive

- *Virgin Islands Telephone Company* -- Business Interruption study assessing impact of Hurricane Hugo on company operations, outside plant, and total revenue. Included valuation and 10 year financial forecast of revenues and expenses.
- *Southwestern Bell Telephone Company vs. City of Arlington, Texas* (No. 3:98-CV-0844-X, U.S. Federal Court Northern Texas) -- 15 year estimate of access revenues excluded from municipal franchise fees by SWB. Expert testimony on SWB accounting and franchise policies.
- *Star-Tel* -- Estimate of revenues lost due to rival's unfair business practices.
- *Metro-Link Telecom vs. Southwestern Bell Telephone Company* (No. 89-CV-0240, 56th Judicial District Court Galveston County Texas) -- 20 year pro forma model calculating lost revenue from the cancellation of a trunk line leasing contract. The model formed the basis of a \$5.7 million judgment against SWB.
- *Cities of Denton and Carrollton, Texas* -- Review of municipal franchise fee payments by GTE.
- *Winstar Gateway Network* -- forecast of average lifespan per ANI for specific customer classes.
- *Complaint of the City of Denton against GTE Southwest, Inc.* (PUC Docket 14152)
- *GTE vs. City of Denton* (No. 95-50259-367, 367th Judicial District Court of Denton County, Texas) -- 10 year estimate of revenues excluded from municipal franchise fees by GTE.
- *MAS vs. City of Denton, Texas* (No. 99-50263-367, Judicial District Court of Denton County, Texas) -- Testimony on reasonableness of franchise fee payment calculations.
- *Advisory Commission on State Emergency Communications* -- Review of E911 Equalization Surcharge Payments by AT&T, ATC Satelco, and Lake Dallas Telephone Company.
- *Northern Telecom* -- Projection of potential revenue generated from the long-term lease of DMS-100 switching units to Pacific Bell.

Private Sector Projects

In his professional career, Mr. Jackson has held internal consulting positions as Senior Analyst for Texas Industries, Inc. (TXI -- 1985-1987) and Director -- Strategic Analysis for Associates First Capital Corporation (AFCC -- 1996-1997). Highlights of his experience included:

- Responsible for special projects prepared at request of AFCC's CFO and Corporate Controller. Emphasis on International Strategic Planning. Other projects include analyzing buyout/takeover targets, new product lines and market research.
- Coordinated comprehensive strategic planning process for AFCC's International Operations Division. The plan addressed long term strategy for country expansion, receivables growth, human sources, operational control, and market research. Engaged and directed the assistance of strategy consultants from Booz-Allen and Hamilton for input into the project.
- Designed and implemented comprehensive Multi-Level Country Analysis methodology identifying AFCC's market potential in Asia, Pacific Rim, Latin America and Europe. Methodology now serves as the analytical framework for company's international expansion strategy.
- Prepared detailed market analyses and business plans for AFCC's entry into several foreign countries. Met with State and Commerce Department officials, countries' regulatory officials, investment bankers and card issuers to procure the information and agreements required to implement the expansion.

Dan V. Jackson

Co-Founder, Managing Director & Chief Executive

- Developed business plan for constructing gypsum wallboard plant in Arizona. Projected demand for ten year period, total required capital expenditures, and product cost per unit.
- Implemented acquisition of local ready-mix concrete producer and integration of operations into existing company structure. Managed credit department for subsidiary operation.

EDUCATION

UNIVERSITY OF CHICAGO -- MBA, 1984

- Specialization in Finance/Accounting. Qualified to sit for CPA examination.
- Active member of Oil and Energy Group.

UNIVERSITY OF CHICAGO -- BA, 1982

- Major in Social Sciences. Dean's Honor List.
- Varsity Football team. Letterman.
- Psi Upsilon Fraternity.
- Vice-Chairman, International Relations Council.
- National Model United Nations.

OTHER

- Selected as member of Dallas United On-Loan Executive Task Force examining Dallas County Hospital District. Made recommendations for saving \$14 million by improving non-clinical operating efficiency and reducing expenses. Commendations from Dallas United Executive Board, DCHD Board of Managers, and Dallas Chamber of Commerce Board of Directors.
- Member, American Water Works Association
- National Association for Business Economics
- Society of Government Economists
- Chairman, Economic Development Subcommittee, City of Dallas, Texas, 1993-1995.
- Commissioner, Community Development Commission, City of Dallas, Texas, 1993-1995.
- Chairman, Governmental Budgets Committee, North Dallas Chamber of Commerce, 1994
- Board of Directors, Southern Dallas Development Corporation, 1993-1994.

PUBLICATIONS/PRESENTATIONS/SEMINARS

- *The Forgotten Men (fiction)* – Mediaguruz Publishing, 2012.
- *Raising Water and Wastewater Rates – How to Maximize Revenues and Minimize Headaches* – Arizona Small Utilities Association, August 2002; Texas Section AWWA, April 2003.
- *Wholesale Providers and the Duty to Serve: A Case Study* – Water Environment Federation, September 1996.
- *Lease vs. Purchase – A Guideline for the Public Sector* – Texas Town and City, March 1998.
- *An Introduction to Lease vs. Purchase* – Texas City Managers Association – May 1998.
- *Technische Universiteit Delft* – Delft Netherlands -- Annual Infrastructure Conference – May 2000, 2001.

Dan V. Jackson

Co-Founder, Managing Director & Chief Executive

- *The US Water Industry – A Study in the Limits of Privatization* -- Technische Universiteit Delft – Delft Netherlands – March 2007.
- *The New Information Economy: Opportunity or Threat to the Rio Grande Valley?* – Rio Grande Valley Economic Summit -- Oct 2000.
- *The Financial Benefits of Regionalization – A Case Study* – Texas Water Development Symposium – September 2010.

Dan V. Jackson

Co-Founder, Managing Director & Chief Executive

LIST OF PROFESSIONAL REFERENCES

Mr. Dave Nigh

Water Resources Director
City of Buckeye
423 Arizona Eastern Ave
Buckeye AZ 85326
(623) 349-6101
dnigh@buckeyeaz.gov

Mr. Mark Reader

Stifel Nicolaus & Co.
2325 E. Camelback Rd Ste. 750
Phoenix, AZ 85016
(602) 794-4011
mreader@stifel.com

Mr. Alan Fletcher

Executive Director
Commonwealth Utilities Corporation
PO Box 501220-CK
Saipan, MP 96950
(670) 235-7025
alan.fletcher@cucgov.org

Mr. Patrick Flynn

Assistant Town Manager
Town of Queen Creek
23550 S. Ellsworth Rd.
Queen Creek, AZ 85242
(480) 940-1599
patrick.flynn@queencreek.org

Mr. Patrick Lindner

Davidson & Troilo
7550 IH-10 West Ste. 800
San Antonio, TX 78229
(210) 349-6484
plindner@davidsontroilo.com

Mr. Steve Massey

Community Services Director
City of Allen
305 Century Parkway
Allen, TX 75013
(214) 509-4510
smassey@cityoffallen.org

Mr. Adam Miles

City Manager
City of Hewitt
105 Tampico Drive
Hewitt TX 76643
(254) 666-6171
adamiles@cityofhewitt.com

Mr. Carl Goldstein

Environmental Protection Agency
75 Hawthorne St.
San Francisco, CA 94105
(415) 972-3767
Goldstein.Carl@epa.gov

Prof. William H. Melody

c/o CICT
Technical University of Denmark
2800 Kgs. Lyngby
Denmark
011-45-4525-5142
melody@lime.net

Mr. Alan Cockerell

General Manager
Schertz-Seguin Local Government Corporation
PO Box 833
Seguin, TX 78155
(830) 433-0551
acockerell@seguintexas.gov