



## Request for Qualifications

### Public-Private Partnership Owner's Advisor

**RFQ# 2025-003**

Responses Due:  
February 16, 2026, 4:00 PM CST

## Cover Sheet

Canyon Regional Water Authority ("CRWA") seeks statements of qualifications from consulting firms with strong qualifications and proven experience in providing consulting services to public entities for public-private partnership ("P3") projects. The selected respondent will act as the Owner Advisor to CRWA ("Owner") in the evaluation, negotiation and completion of a P3 water supply project.

RFQ Number: 2025-003

Title: Public-Private Partnership Owner Advisor

Process: Request for Qualifications

Date Issued: January

Deadline for Submission of Inquires: January 23, 2026 @ 5:00 PM, CST

Deadline for Submission of Responses: February 16, 2026 @ 4:00 PM, CST

Deliver Responses as described below to: Kerry Averyt, P.E.  
General Manager  
Canyon Regional Water Authority  
850 Lakeside Pass  
New Braunfels, TX 78130  
Phone: (830) 609-0543

Direct RFQ Inquiries\* to: Hanna Diaz  
Contract Officer  
Canyon Regional Water Authority  
850 Lakeside Pass  
New Braunfels, TX 78130  
[hdiaz@crwa.com](mailto:hdiaz@crwa.com)

\*All inquires must be sent via e-mail and are required to include the RFQ number and title in the Subject Line of the e-mail. Telephone inquiries are not permitted and will not be accepted.

## SCHEDULE FOR THIS RFQ

CRWA will adhere to the following schedule with respect to this RFQ:

MILESTONE	DEADLINE
Issuance of RFQ	January 5, 2026
Submission of RFQ Inquiries	January 23, 2026, 5:00 PM CST
Submission of Responses	February 16, 2026, 4:00 PM CST
Responses Opened	February 16, 2026, 4:30 PM CST

### Part 1. About CRWA

#### 1.1 Nature and Purpose of CRWA:

Canyon Regional Water Authority ("CRWA") is a political subdivision of the State of Texas, and a conservation and reclamation district, created by the Texas Legislature in 1989 and operating pursuant to Article XVI, Section 59 of the Texas Constitution and the laws of the State of Texas (the "State"), particularly Chapter 670, Acts of the 71st Legislature, Regular Session, 1989, as amended (the "CRWA Act").

CRWA is responsible for acquiring, treating, and transporting a wholesale supply of potable water to communities from San Antonio to San Marcos in south-central Texas. CRWA is mandated to develop, treat, and deliver wholesale potable water to its Members (as defined below) while encouraging water conservation. CRWA operations include surface-water diversions, groundwater production, surface water and groundwater treatment, water storage, and water transmission. CRWA is a member of the Alliance Regional Water Authority (ARWA), Texas Rural Water Association (TRWA) and American Water Works Association (AWWA).

CRWA is comprised of eleven (11) Members which include water supply corporations, cities, and special utility districts that provide retail water service within their respective certificated areas. The Members of CRWA are Green Valley Special Utility District, East Central Special Utility District, the City of Marion, the City of Cibolo, the City of Converse, the City of La Vernia, Springs Hill Special Utility District, Martindale Water Supply Corporation, Crystal Clear Special Utility District, County Line Special Utility District, and Maxwell Special Utility District. Additionally, CRWA has three Associate Members (S. S. Water Supply Corporation, Guadalupe Valley Electric Cooperative, and Canyon Lake Water Supply).

CRWA current projects include surface water diversions from the Guadalupe River at Lake Dunlap in Guadalupe County and the San Marcos River near the City. Additionally, CRWA produces groundwater from the Carrizo and Wilcox aquifers in Guadalupe and Gonzales counties.

## **1.2 Board of Trustees:**

CRWA is governed by a Board of Trustees comprised of twenty-two (22) trustees, each of whom are appointed by their respective Members. Each Member is entitled to appoint two (2) trustees.

## **1.3 General Manager:**

Mr. Kerry Averyt, P.E. serves as the General Manager for CRWA and is responsible for overseeing the daily operations.

## **Part 2. Scope of Services**

The nature of the work shall include assisting Owner in the planning, development, negotiation and completion of a public-private partnership to deliver a brackish groundwater desalination water supply project. The construction of a wellfield, collection infrastructure, a water treatment facility, distribution infrastructure, and all related infrastructure required to produce up to 9,500 acre-feet of drinking water annually will be known as "Project".

**2.1 Preparation of P3 Project Plan:** The consultant shall prepare a viable and implementable P3 Project Plan for Project. Services shall include the following:

- A. Develop criteria for Project components, including performance requirements to meet operational needs, to be considered based on discussion with Owner Staff.
- B. Evaluate and confirm that the Project is viable for a P3 delivery method by:
  - a. Vetting funding options and assist in determining the best Owner debt financing avenue (including but not limited to bonds and grants);
  - b. Identifying constraints and offer mitigating solutions for:
    - i. availability of private partners;
    - ii. timeframes;
    - iii. risks to Owner; and
    - iv. other relevant matters.
- C. Reviewing existing Owner debt, debt legislation, and their respective impacts; and provide written recommendation for inclusion of Project in P3 transaction, inclusive of:
  - a. economic comparison of different financing structures and the risks associated with each;
  - b. estimated market size and P3 partnerships; and
  - c. recommended structure.
- D. Provide options for P3 financing structures to Owner, including:

- a. presenting to Owner options for P3 financing structure(s) and demonstrate how Owner could use said financing structure options;
- b. explaining the benefits and risks associated with the P3 financing structures; and
- c. meeting with Owner Staff, and presentation to Owner Board of Trustees, to discuss and explain the P3 financing structures.

**2.2 Procurement Assistance:** The consultant shall provide technical assistance to Owner in developing the scope of work, questionnaire, evaluation criteria and pricing to be included in a Request for Proposals. Services shall include the following:

- A. assist Owner Staff with the development of contract language inclusive of all performance milestones and contract requirements specific to Project;
- B. establish minimum requirements of firms responding to Project solicitation;
- C. assist Owner Staff with outreach to potential respondents;
- D. participate in evaluation of proposals, including but not limited to the following activities:
  - a. analyze proposals for qualifications and the proposed models for financial viability for Project to include:
    - i. assessment of the respondents' financial resources;
    - ii. assessment of the allocation of risk amongst partners and report potential financial consequence;
    - iii. complete financial analysis based on financing sources of debt, equity and term, weighted average cost of capital (public vs. private), and Owner benefit level comparison to private partner;
    - iv. optimization, on Owner behalf, of the financial structure for the Project; and
    - v. creation of a financial model to mirror private partner's proposed model to ensure that the financial terms of Project are fair and comparable to market;
  - b. participate with Owner Representatives on negotiations to include the development of negotiation strategy and communication of the strategy to Owner Negotiations Team.

**2.3 Reporting:** Consultant shall prepare and present the following reports to Owner:

- A. Proposed financial viability of Project explaining the financing options, comparisons of various forms of Owner debt, etc.
- B. Proposed Project financing structure options explaining the benefits and risks associated with new P3 financing structures and market research conducted.
- C. Recommended structure of solicitation, including a draft contract, for Project.
- D. Summary of the results of the evaluation meetings and negotiations during the procurement process.
- E. Summary of selected firm and its respective workforce.
- F. Monthly update reports to Owner Staff, summarizing issues and constraints for the duration of Project.

## **Part 3. Qualifications**

**3.1 Qualifications:** Respondents must demonstrate that the individuals assigned by Respondent to perform the services have successfully performed the services described in the Scope of Services set forth in Section 2 above and have been in the business of providing P3 Project Owner Advisor services in Texas for at least five (5) years.

## **Part 4. Responses**

### **4.1 Firm and Project Team Introduction: (5 points)**

Briefly introduce your company ("Firm"), providing a brief history and summary of the organization, the staff size, the length of time the firm has been engaged in projects/efforts related to public-private partnerships to develop a water supply project, and work with public or private water utilities in Texas. Include the primary office address location, and telephone number, that will support Project (where the Project Manager is located) and all other location(s) that will provide technical and administrative support, if applicable. Include the applicable firm registration information and indicate the number of offices and employees within the firm and the number of licensed engineers located within 150 miles of CRWA Office (located at 850 Lakeside Pass, New Braunfels, Texas 78130).

Provide the name, address, telephone number, e-mail address, and title of the individual submitting the Statement of Qualifications ("SOQ"), and to whom questions or requests for additional information should be directed. Please include an organizational chart indicating the positions and names of the core project team assigned to Project. Provide information regarding subconsultants (including Disadvantaged Business Enterprise "DBE" firms) and their assignments for Project. Please indicate the expected time commitment to Project for the Project Manager, Lead Technical Professionals, and Key Support Personnel.

### **4.2 Experience of the Firm with Similar Work: (20 points)**

CRWA is interested in Firm experience with similar work, with an emphasis on the past five (5) years. List all recent public and private water utilities within Texas and neighboring states (with preference given to utilities in central Texas) within the past five (5) years, for which the Firm or any team member of the Firm has performed similar types of services.

Firm qualifications for performing the requested Owner Advisor services, must be included focusing on prior experience in each of the areas described above with a particular emphasis on the following:

1. Summary of Firm experience in providing P3 Project Owner Advisor services to public and/or private water utilities.
2. Summary of Firm experience and approach to planning, development, and execution of a P3 project.
3. List of all Texas public and private water utilities that have engaged Firm in administration services since 2015. Indicate whether Firm currently provides services to each such entity, whether any such entities have terminated the engagement since 2015, and the reasons for such termination.

#### **4.3 Resume of Proposed Project Manager: (20 points)**

CRWA is interested in the individual's experience as a project manager on projects comparable/similar to those described in this RFQ with both public and private water utility clients. Only one individual should be designated as Project Manager and must be employed by Firm and not by a subconsultant. Demonstrate P3 project experience, technical competency, qualifications, and compliance with legal requirements including:

1. documented experience administering P3 water supply projects for public water utilities;
2. descriptions and examples of specific projects of a similar nature completed by the individual as described in this RFQ and their role in the work (provide descriptions for a minimum of three (3) relevant projects);
3. educational background;
4. license status, to include applicable Texas registration number and expiration date;
5. formal P3 project management training plus any certifications and/or accreditations offered by organizations such as the Association for Project Management Group or the Project Management Institute (preferred, not required); and
6. percent availability for this project and other commitments (specific projects, role, duration) over the next two (2) years.

#### **4.4 Resumes of Proposed Lead Technical Professional(s): (15 points)**

Lead Technical Professionals are the individuals responsible for specific technical aspects of the work. CRWA is interested in experience of each individual on projects comparable/similar to those described in this RFQ. These individuals should be licensed engineers and/or experienced professionals certified in Texas when they are committed to the SOQ. Demonstrate relevant technical competency, qualifications and compliance with legal requirements including:

1. documented P3 project experience for comparable/similar projects described in the RFQ;
2. descriptions and examples of specific P3 projects of a comparable/similar nature completed by the individual(s) as described in the RFQ and their role in the work (Descriptions for a minimum of three (3) projects preferred);
3. educational background;
4. professional license/certification status including Texas registration number and expiration;
5. professional associations;
6. relevant technical publications including but not limited to books, papers, or presentations (if any); and
7. availability and other commitments (specific projects, role, duration) over the next two (2) years.

#### **4.5 Support Personnel Experience: (15 points)**

CRWA is interested in the technical qualifications and experience of the remaining project team members. Demonstrate technical competency and qualifications in list format with the following information:

1. proposed role on Project;
2. location;
3. years of experience;
4. educational background;
5. license/certification status, to include Texas registration number and expiration date where applicable; and
6. summary of relevant experience.

#### **4.6 Approach to Project: (25 points)**

Provide a narrative on approach by Respondent to the planning, development and execution of a P3 project, and how Respondent will apply that approach specifically to *this* project. Include critical issues of concern and how the Respondent Team would address the topic(s). Specifically, the narrative should describe Respondent approach to developing the requested services described in Section 2 of this RFQ. Respondent should provide a narrative that describes how Respondent will manage communications with CRWA throughout all phases of the P3 project.

#### **4.7 Comments/Change Requests to Standard Form of Agreement:**

A copy of Agreement for Professional Services ("Agreement") will be provided in an Addendum. CRWA retains the right to revise Agreement to comply with legal or regulatory requirements. Please provide any comments or change requests to

Agreement with the SOQ submittal. *Failure to submit requested changes will affirm that the Firm is willing to execute Agreement without modification.*

#### **4.8 Conflicts of Interest:**

Describe any relationship which could create a conflict of interest or a perceived conflict of interest if Firm is selected to provide professional services to CRWA. Include in this description any potential conflict of interest or perceived conflict of interest with any of the Member Entities.

CRWA reserves the right to disqualify any Respondents and/or subconsultants based on potential or perceived conflicts of interest related to prior and ongoing claims involving CRWA.

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#### **4.9 Litigation Disclosure:**

Disclose any known claims for losses, professional negligence, damages, and/or indemnification, including any settled, threatened, or ongoing litigation or arbitration, in which Firm, any current employee of Firm, and/or any proposed subconsultant of Firm listed in the SOQ, and/or are listed as a party or potential party, which arose or occurred within the last five (5) years.

1. List all litigation, administrative proceedings, insurance claims, contract disputes and regulatory agency complaints or investigations (each a "Proceeding") involving Firm or any of its principals or individuals that will be assigned to perform the services that were initiated. Include in the list the following for each identified Proceeding:
  - a. date that Proceeding was initiated;
  - b. all parties to Proceeding;
  - c. a statement of the general allegations made by the party that initiated Proceeding;
  - d. the status of Proceeding; and
  - e. a summary of the disposition and date of disposition of Proceeding, if applicable.
  
2. List all litigation, administrative complaints, or claims asserted that allege violation of equal employment rules or laws, wage, or overtime-related claims, claims of discrimination, and/or claims of sexual harassment (each a "Claim"), involving Firm or any of its principals or individuals that will be assigned to perform the services that were initiated. Include in the list the following for

each identified Proceeding:

- a. date that Claim was initiated;
- b. a statement of the general allegations made by the party that initiated Claim;
- c. the status of Claim; and, if applicable
- d. a summary of the disposition and date of disposition of Claim.

**4.10 Litigation and Termination Disclosure:** Identify any performance related litigation that the respondent ("Respondent") may be, or has been, involved in over the last five (5) years. State whether Respondent has had any contracts terminated due to non-performance over the last five (5) years.

**A. Disclosure of Conflicts of Interest:** Include a signed and sworn statement that Respondent has performed a check for possible conflicts of interest involving other past or current clients of Respondent and certifying that there are no such conflicts.

**4.11 Preparation and Submission of Responses; Delivery Instructions:**

**A. Number of Hard Copies; Electronic Copy:** Respondents are to submit five (5) hard/paper copies of the response to CRWA at 850 Lakeside Pass, New Braunfels, TX 78130 no later than **February 16, 2026, 4:00 pm (CST)**. Respondents are also required to contemporaneously submit a searchable Portable Document Format ("PDF") copy of the response. PDF shall be delivered on a portable/flash drive enclosed in the same envelope with the hard copy of the response.

**B. Time is of the Essence:** It is the responsibility of each Respondent to ensure that the response is received by the date and the time specified. CRWA will not be responsible for any delays in transmission or filtering programs that may cause electronic submissions to be delayed or not received. **Responses submitted past the due date and time as listed in this RFQ will not be accepted.**

**C. Sealed Package Required:** All responses must be submitted in a sealed package. No other form of submission will be accepted. Response packages/envelopes must be labeled on the outside as follows:

**“Response to CRWA RFP No. 2025-003: Public-Private Partnership Owner Advisor”**

From: \_\_\_\_\_  
Name of Respondent

\_\_\_\_\_

Street Address

\_\_\_\_\_

City, State, Zip Code

**D. Withdrawing Responses:** Responses submitted to this RFQ may be withdrawn, revised, and resubmitted any time prior to the due date and time. Withdrawn responses may be resubmitted, with or without modifications, up to the RFQ due date and time.

**4.12 Required Forms:**

Each response must comply with and contain all of the following information:

- a. Conflict of Interest Disclosure:
  - Chapter 176 of the Texas Local Government Code requires that a vendor considering doing business with CRWA submit a disclosure form regarding possible conflicts of interest.
  - By law, a Respondent that submits a response to this RFQ must file the form with CRWA not later than the 7th business day after submitting the response. CRWA recommends that Respondent submit this completed form with Respondent’s response to this RFQ. For more information or to obtain the form (Questionnaire CIQ), please visit the Texas Ethics Commission web page at:  
  
[www.ethics.state.tx.us/forms/CIQ.pdf](http://www.ethics.state.tx.us/forms/CIQ.pdf)
  
- b. Certificate of Interested Parties:
  - Section 2252.908 of the Texas Government Code provides that CRWA may not enter into a contract with a business entity that requires approval of the CRWA Board unless the entity submits a disclosure of interested parties to CRWA. CRWA will require the Respondent selected for purposes of contract negotiations to submit this certificate promptly upon notice of selection.

- For more information or to obtain the form (Form 1295), please visit the Texas Ethics Commission web page at: <https://www.ethics.state.tx.us/tec/1295-Info.htm>

## **Part 5. Evaluation of Responses**

### **5.1 Evaluation Criteria:**

<b>Evaluation Factors</b>	<b>Maximum Points</b>
Firm and Project Team Introduction	5
Experience of Firm with Similar Work	20
Resume of Proposed Project Manager	20
Resumes of Lead Technical Professionals	15
Support Personnel Experience	15
Approach to Project	25
<b>Total Points</b>	<b>Up to 100</b>

**5.2 Interviews and/or presentations, Optional:** CRWA will score responses on the basis of the criteria listed above. CRWA reserves the right to select a “short list” of Respondents based on scores. “Short-listed” Respondents may be invited for presentations, demonstrations, or discussions with CRWA, a committee, or representatives thereof. CRWA reserves the right to re-score “short-listed” responses as a result, and to make award recommendations on that basis.

**5.3** CRWA reserves the right to contact Respondents or require submission of supplemental material for the purpose of substantiating and/or clarifying information previously submitted, or to facilitate better understanding of the contents of a response, as written. Responses to clarification questions must be submitted in writing and do not change the contents of a response.

**5.4** CRWA reserves the right to require additional information, have discussions with respondents regarding all elements which comprise the Respondents response; to accept all or part of any response, to reject any or all responses; and to resolicit for responses.

## **Part 6. Contract Award**

**6.1 Opening of Responses:** All timely received sealed responses, which comply with this

RFQ, will be opened but **will not be read publicly** February 16, 2026, 4:30 PM CST at CRWA Office. The responses will be opened in a manner to avoid disclosure of contents to competing respondents

**6.2 Award Determination:** CRWA Staff and/or a selection committee responsible for evaluating responses to this RFQ will recommend contract award to Respondent submitting the highest rated response based on the evaluation factors set forth in this solicitation. The award determination will be published and notice of decision made by CRWA will be sent to all Respondents.

**6.3 Multiple Awards:** If CRWA determines that multiple contracts are needed, CRWA will award one or more additional contracts to Respondent(s) submitting the next highest rated response(s).

**6.4 Contract Execution:** Contracts will be executed following their authorization by CRWA Board of Trustees at an open meeting.

**6.5 Anticipated Contract Term:** CRWA desires to receive proposals for a term to be established during scope and fee negotiations, and upon mutual agreement, the contract may be renewed. CRWA will require that the agreement contains provision providing for termination with or without cause upon a ninety (90) day written notice.

## **Part 7. General Provisions**

### **7.1 Collusion**

By submitting a response, Respondent certifies they have not colluded with any other prospective Respondent(s) in preparing a response to this RFQ, nor has Respondent knowingly disclosed any portion of its response to any other Respondent prior to submission to CRWA.

### **7.2 Addenda**

Any changes to this RFQ, whether resulting from the inquiries submitted by a Respondent or otherwise, including any extension to the RFQ due date, will be provided to Respondent in the form of an addendum to this RFQ.

### **7.3 Communications Prohibited**

Respondent should not communicate with CRWA Trustees directly or indirectly regarding this RFQ, any response hereto or the award of an agreement. Respondent should also refrain from contacting CRWA officials or CRWA Staff regarding this RFQ, any response hereto or the award

of an agreement, unless in response to an inquiry from CRWA Staff member or official or to seek clarification about the contents of this RFQ, in which event communications shall only be addressed as set forth in the COVER SHEET. **A violation of this requirement will result in the immediate disqualification of Respondent from the selection process.**

#### **7.4 Disclaimer:**

CRWA reserves the right to reject any and all responses, and the right to waive any irregularities in any response if CRWA deems this to be in its best interest. CRWA makes no commitment to any Respondent beyond consideration of timely and complete responses. CRWA will not reimburse any Respondent for costs incurred in connection with submitting a response to this RFQ.

#### **7.5 Information in Responses:**

Responses will be received and maintained to avoid disclosure of contents to Respondents during the evaluation processes. However, all responses received and opened by CRWA may be subject to disclosure under Chapter 552 of the Texas Government Code. Accordingly, Respondents should avoid including trade secrets, proprietary information, or other confidential information. CRWA may request a review and determination from the Texas Attorney General of any contents contained in a response that are marked "Proprietary."

#### **7.6 Changes to RFQ:**

Any changes in the Scope of Services or other terms of this RFQ will be posted on CRWA website ([www.crwa.com](http://www.crwa.com)) as an addendum. It shall be the responsibility of all respondents to check the website prior to the bid opening date to verify whether any addendums have been posted.

#### **7.7 Single Response.**

No Respondent may submit more than one (1) response. Further, no Respondent may propose the provision of services to CRWA by any individual whose services are also contemplated by another Respondent.