



# Laredo

## TEXAS

**RFP 2026-022**

**Anubis Engineering, Inc.**

**Supplier Response**

### **Event Information**

Number: RFP 2026-022  
Title: RFP 2026-022: Project Management and Program Management Support Services City of Laredo Utilities Department  
Type: Request For Proposal  
Issue Date: 11/25/2025  
Deadline: 12/16/2025 05:00 PM (CT)  
Notes: **The City of Laredo strongly encourages electronic bid submissions through Cit-E-Bid, which is the preferred method for bid delivery. Electronic submissions help ensure timely receipt and efficient processing. While electronic submission is preferred, hand-delivered proposals will also be accepted. If submitting in person, proposals will also be received at City Hall.**

**Vendors/contractors submitting hand-delivered bids to the City Secretary's Office on the due date must allow sufficient time for check-in at the City Hall reception desk. The City is not**

responsible for any delays caused by the check-in process. Bids will not be accepted after the specified deadline, regardless of circumstances. Please plan accordingly to ensure timely submission. The City of Laredo reserves the right to reject any and all proposals, and to waive any minor irregularities.

\*\*\*\*\*If the bidder submits both an electronic proposal and a properly completed manual proposal, the Purchasing Division will use the electronic proposal. If the bidder submits an electronic proposal and a manual proposal that is not complete, the Purchasing Division will use the electronic proposal.\*\*\*\*\*

Proposals forms can be downloaded and printed through Cit-E-Bid.  
\*\*\*\*\*Mailed Proposals (i.e. USPS, FedEx, UPS), telegraphic, or facsimile proposals will not be considered.\*\*\*\*\*

### **Contact Information**

Contact: Enrique Aldape III  
Address: Purchasing Division  
Public Works Service Center  
5512 Thomas Avenue  
Laredo, TX 78041  
Phone: 956 (794) 1733  
Fax: 956 (790) 1805  
Email: ealdape@ci.laredo.tx.us

## Anubis Engineering, Inc. Information

Contact: Joshua Berryhill  
Address: 4901 S. McColl Rd  
Edinburg, TX 78539  
Phone: (325) 513-2338  
Email: joshua.berryhill@anubis-eng.com  
Web Address: anubis-eng.com

By submitting your response, you certify that you are authorized to represent and bind your company.

Joshua L. Berryhill

*Signature*

*Submitted at 12/16/2025 04:56:38 PM (CT)*

joshua.berryhill@anubis-eng.com

*Email*

## Response Attachments

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### **Appendix A - Anubis PM Experience.pdf**

Appendix A - Anubis Project and Program Management Experience

### **Appendix B - Anubis Funding Experience.pdf**

Appendix B - Anubis Funding Experience

### **Appendix C - Anubis Desal Experience.pdf**

Appendix C - Anubis Desalination Experience

### **Appendix D - Anubis Water Treatment Experience.pdf**

Appendix D - Anubis Water Treatment Experience

### **Appendix E - Anubis Wastewater Treatment Experience.pdf**

Appendix E - Anubis Wastewater Treatment Experience

### **Appendix F - Anubis Reuse Experience.pdf**

Appendix F - Anubis Reuse Experience

### **Appendix G - Anubis Permitting Experience.pdf**

Appendix G - Anubis Permitting Experience

### **Appendix I - Anubis at a Glance Brochure.pdf**

Appendix I - Anubis at a Glance Brochure

### **Appendix J - RFP 2026-022 Exhibit A - Cost Proposal Form.pdf**

Appendix J - RFP 2026-022 Exhibit A: Cost Proposal Form - Completed

### **Laredo Project and Program Management RFP - Anubis Engineering SOQ (full proposal).pdf**

Statement of Qualifications (full proposal) from Anubis Engineering for Laredo Project and Program Management Support Services RFP

### **Appendix H - Anubis Key Professional Resumes - Full Resumes.pdf**

Appendix H - Anubis Key Professional Resumes (full resumes)

### **Section I - Technical Approach and Methodology (extraction from full proposal).pdf**

Section I - Technical Approach and Methodology (extraction from full proposal)

### **Section II - Relevant Firm Experience (extraction from full proposal).pdf**

Section II - Relevant Firm Experience (extraction from full proposal)

### **Section III - Key Personnel Qualifications (extraction from full proposal).pdf**

Section III - Key Personnel Qualifications (extraction from full proposal)

### **Section IV - Understanding of Utilities Department Needs (extraction from full proposal).pdf**

Section IV - Understanding of Utilities Department Needs (extraction from full proposal)

### **Section V - Costing and Value (extraction from full proposal).pdf**

Section V - Costing and Value (extraction from full proposal)

### **Business Information Questionnaire - Anubis Engineering.pdf**

Business Information Questionnaire - Anubis Engineering

### **Conflict of Interest Questionnaire - Anubis Engineering.pdf**

Conflict of Interest Questionnaire - Anubis Engineering

### **Non-Collusive Affidavit Form - Anubis Engineering.pdf**

Non-Collusive Affidavit Form - Anubis Engineering

### **Discretionary Contracts Disclosure - Anubis Engineering.pdf**

Discretionary Contracts Disclosure - Anubis Engineering

### **Form 1295 - Certificate of Interested Parties - Anubis Engineering.pdf**

Form 1295 - Certificate of Interested Parties - Anubis Engineering

### **Bidder Information Questionnaire - Anubis Engineering.pdf**

Bidder Information Questionnaire - Anubis Engineering

## **Bid Attributes**

<b>1</b>	<b>Questionnaire Description</b> "The undersigned affirms that they are duly authorized to execute this contract, that this company, corporation, firm, partnership or individual has not prepared this bid in collusion with any other bidder, and that the contents of this bid as to prices, terms or conditions of said bid have not been communicated by the undersigned nor by any employee or agent to any other person engaged in this type of business prior to the official opening of this request. By submitting this bid the vendor agrees to the City of Laredo specifications and all terms and conditions stipulated in the proposed document. That I, individually and on behalf of the business named in this Business Questionnaire, do by my signature below, certify that the information provided in the questionnaire is true and correct".
<b>2</b>	<b>Name of Offeror (Business) and Name &amp; Phone Number of Authorized Person to sign bid</b> Anubis Engineering, Inc.- Joshua L. Berryhill - Mobile Telephone: (325) 513-2338
<b>3</b>	<b>State how long under has the business been in its present business name</b> Anubis Engineering was founded in October 2024 and has been operating for fourteen (14) months
<b>4</b>	<b>If applicable, list all other names under which the Business identified above operated in the last five years</b> Anubis Engineering
<b>5</b>	<b>State if the Company is a certified minority business enterprise</b> The below information is requested for statistical and tracking purposes only and will not influence the amount of expenditure the City will make with any given company.

## 6 Questions Part 1

1) Is any litigation pending against the Business? 2) Has the Business ever been declared "not responsive" for the purpose of any governmental agency contract award? 3) Has the Business been debarred, suspended, proposed for debarment, suspended, proposed for debarment, declared ineligible, voluntarily excluded, or otherwise disqualified from bidding, proposing or contracting? 4) Are there any proceedings, pending relating to the Business responsibility, debarment, suspension, voluntary exclusion, or qualification to receive a public contract? 5) Has the government or other public entity requested or required enforcement of any of its rights under a surety agreement on the basis of default or in lieu of declaring the Business at default?

Anubis Engineering: 1) has no current or pending litigation. 2) has not been declared "non-responsive" for the purpose of any contract award. 3) has not been debarred, suspended, proposed for debarment, declared ineligible, voluntarily excluded, or otherwise disqualified from bidding, proposing or contracting. 4) is not subject to any pending proceedings relating to business responsibility, debarment, suspension, voluntary exclusion or qualification to receive a public contract. 5) is not involved in any enforcement actions concerning its rights under a surety agreement.

## 7 Questions Part 2

1) Is the Business in arrears in any contract or debt? 2) Has the Business been a defaulter, as a principal, surety, or otherwise? 3) Have liquidated damages or penalty provisions been assessed against the Business for failure to complete work on time or any other reason?

Anubis Engineering: 1) is not subject to any arrears under any contract or debt. 2) has not been a defaulter, whether as a principal, surety, or otherwise. 3) is not subject to any liquidated damages or penalty provisions for failure to complete work or for any other reason.

## 8 State if the Company is a certified minority business enterprise

This company is not a certified minority business

## 9 Conflict of Interest Disclosure

A form disclosing potential conflicts of interest involving counties, cities, and other local government entities may be required to be filed after January 1, 2006, by vendors or potential vendors to local government entities. The new requirements are set forth in Chapter 176 of the Texas Local Government Code added by H.B. No. 914 of the last Texas Legislature. Companies and individuals who contract, or seek to contract, with the City of Laredo and its agents may be required to file with the City Secretary's Office, 1110 Houston Street, Laredo, Texas 78040, a Conflict of Interest Questionnaire that describes affiliations or business relationships with the City of Laredo officers, or certain family members or business relationships of the City of Laredo officer, with which such persons do business, or any gifts in an amount of \$250.00 or more to the listed City of Laredo officer (s) or certain family members. The new requirements are in addition to any other disclosures required by law. The dates for filing disclosure statements begin on January 1, 2006. A violation of the filing requirements is a Class C misdemeanor. The Conflict of Interest Questionnaire (Form CIQ) may be downloaded from [http://www.ethics.state.tx.us/whatsnew/conflict forms.htm](http://www.ethics.state.tx.us/whatsnew/conflict%20forms.htm). The City of Laredo officials who come within Chapter 176 of the Local Government Code relating to filing of Conflicts of Interest Questionnaire (Form CIQ) include: 1. Mayor 2. Council Members 3. City Manager 4. Members of the Fire Fighters and Police Officers Civil Service Commission. 5. Members of the Planning and Zoning Commission. 6. Members of the Board of Adjustments 7. Members of the Building Standards Board 8. Parks & Leisure Advisory Committee Member, 9. Historic District Land Board Member, 10. Ethics Commission Board Member, 11. The Board of Commissioners of the Laredo Housing Authority 12. The Executive Director of the Laredo Housing Authority 13. Any other City of Laredo decision making board member If additional information is needed please contact Enrique Aldape III, Interim Purchasing Agent at 956-794-1733.

## 10 Conflict of Interest Questionnaire Form CIQ

For vendor or other person doing business with local governmental entity. This questionnaire reflects changes made to the law by H.B. 1491, 80th Leg., Regular Session. This questionnaire is being filed in accordance with Chapter 176, Local Government Code by a person who has a business relationship as defined by Section 176.001(1-a) with a local governmental entity and the person meets requirements under Section 176.006(a). By law this questionnaire must be filed with the records administrator of the local governmental entity not later than the 7th business day after the date the person becomes aware of facts that require the statement to be filed. See Section 176.006, Local Government Code. A person commits an offense if the person knowingly violates Section 176.006, Local Government Code. An offense under this section is a Class C misdemeanor.

<b>1</b> <b>1</b>	<b>Conflict of Interest Questionnaire</b> Vendor is required to submit Conflict of Interest Form for bid to be considered complete. Have you submitted your completed Conflict of Interest Form with your response? <input style="width: 100px;" type="text" value="Yes"/>
<b>1</b> <b>2</b>	<b>Disclosure Form</b> For details on use of this form, see Section 4.01 of the City's Ethics Code.
<b>1</b> <b>3</b>	<b>Question 1. Name of person submitting this disclosure form</b> Please include First Name, Middle Initial, Last Name and Suffix (if applicable) <input style="width: 850px;" type="text" value="Joshua L. Berryhill"/>
<b>1</b> <b>4</b>	<b>Question 2. Contract Information</b> Please include the following: a)Contract or Project Name b)Originating Department <input style="width: 850px;" type="text" value="Contract: RFP 2026-022: Project Management and Program Management Support Services Originating Department: City of Laredo Utilities Department"/>
<b>1</b> <b>5</b>	<b>Question 3. Name of individual(s) or entity(ies) seeking a contract with the city (i.e. parties to the contract)</b> <input style="width: 850px;" type="text" value="Anubis Engineering, Inc."/>
<b>1</b> <b>6</b>	<b>Question 4. List any business entity(ies) that is a partner, parent, subsidiary business entity(ies) of the individual or entity listed in Question 3.</b> <input style="width: 100px;" type="text" value="Not Applicable"/>
<b>1</b> <b>7</b>	<b>Question 4. List any business entity(ies) that is a partner, parent, subsidiary business entity(ies) of the individual or entity listed in Question 3</b> If you selected Not Applicable on Question 4, skip this section. If it applies to you, please list the name of partner, parent, or subsidiary business entity(ies) in this section. <input style="width: 850px;" type="text" value="N/A"/>
<b>1</b> <b>8</b>	<b>Question 5. List any individuals or entities that will be subcontractors on this contract</b> <input style="width: 100px;" type="text" value="Not Applicable"/>
<b>1</b> <b>9</b>	<b>Question 5. List any individuals or entities that will be subcontractors on this contract</b> If you selected Not Applicable on Question 5, please skip this section. If it applies to you, please list subcontractors in this section. <input style="width: 850px;" type="text" value="N/A"/>
<b>2</b> <b>0</b>	<b>Question 6. List any attorneys, lobbyists, or consultants that have been retained to assist in seeking this contract</b> <input style="width: 100px;" type="text" value="Not Applicable"/>
<b>2</b> <b>1</b>	<b>Question 6. List any attorneys, lobbyists, or consultants that have been retained to assist in seeking this contract</b> If selected Not Applicable on question 6, please skip this section. If it applies to you, please list attorneys, lobbyists, or consultants that have been retained to assist in seeking this contract. <input style="width: 850px;" type="text" value="N/A"/>

**2** **Question 7. Disclosure of political contributions**

**2** List any campaign or officeholder contributions made by the following individuals in the past 24 months totaling more than \$100 to any current member of City Council, former member of City Council, any candidate for City Council, or to any political action committee that contributes to City Council elections. a) Any individual seeking contract with the city (Question 3) b) Any owner or officer of entity seeking contract with the city (Question 3) c) Any individual or owner or officer of any entity listed above as partner, parent, or subsidiary business (Question 4) d) Any subcontractor or owner/office of subcontracting entity for the contract (Question 5) e) The spouse of any individual listed in response to (a) through (d) above f) Any attorney, lobbyist, or consultant retained to assist in seeking contract (Question 6)

Not Applicable

**2** **Question 7. Disclosure of political contributions**

**3** If you selected Not Applicable on question 7, please skip this section. If it applies to you, please list all contributors in this section.

N/A

**2** **Updates on contributions required**

**4** Information regarding contributions must be updated by submission of a revised form from the date of the submission of this form, up through the time City Council takes action on the contracts identified in response to Question 2 and continuing for 30 calendar days after the contract has been awarded.

**2** **Question 8. Disclosure of Conflict of Interest**

**5** Are you aware of any fact(s) with regard to this contract that would raise a "conflict of interest" issue under Section 2.01 of the Ethics Code for any City Council member or board/commission member that has not or will not be raised by these city officials?

I am not aware of any conflict of interest

**2** **8. Disclosure of Conflict of Interest**

**6** If you selected I am aware of conflict of interest in question 8, please list them in this section.

N/A

**2** **Question 9. Updates Required**

**7** I understand that this form must be updated by submission of a revised form if there is any change in the information before the discretionary contract is the subject of action by the City Council, and no later than five (5) business days after any changes has occurred, whichever comes first. This include information about political contributions made after the initial submission and up until thirty (30) calendar days after the contract has been awarded.

☒ I have read and understand this section

**2** **Question 10. No Contact with City Officials or Staff during Contract Evaluation**

**8** I understand that a person or entity who seeks or applies for city contract or any other person acting on behalf of that person or entity is prohibited from contacting city officials and employees regarding the contract after a Request for Proposal (RFP), Request for Qualifications (RFQ), or other solicitation has been released. This no-contact provision shall conclude when the contract is posted as a City of Laredo Council agenda item. If contact is required with city officials or employees, the contact shall take place in accordance with procedures incorporated into the solicitation documents. Violation of this prohibited contacts provision set out in Section 2.09 of the Ethics Code by respondents or their agents may lead to disqualification of their offer from consideration.

☒ I have read and understand this section

**2** **Question 11. Conflict of Interest Questionnaire (CIQ)**

**9** Chapter 176 of the Local Government Code requires contractor and vendors to submit a Conflict of Interest Form (CIQ) to the Office the of City Secretary.

☒ I have acknowledge that I have been advised

<b>3</b> <b>0</b>	<b>Question 11. Oath</b> Please complete in this section the required information for your company: 1) Name 2) Title 3) Company or DBA 4) Date <div style="border: 1px solid black; padding: 2px; margin-top: 5px;">1)Joshua L. Berryhill, 2) President and CEO, 3) Anubis Engineering, Inc., 4) 12/16/2025</div>
<b>3</b> <b>1</b>	<b>Question 12. Oath</b> I swear or affirm that the statements contained in this Discretionary Contracts Disclosure Form, including any attachments, to the best of my knowledge and belief are true, correct, and complete. <input checked="" type="checkbox"/> I swear or affirm information is correct
<b>3</b> <b>2</b>	<b>Company Information Questionnaire</b> <input checked="" type="checkbox"/> I have completed this section
<b>3</b> <b>3</b>	<b>Conflict of Interest Questionnaire</b> <input checked="" type="checkbox"/> I have completed this section
<b>3</b> <b>4</b>	<b>Non-Collusive Affidavit</b> <input checked="" type="checkbox"/> I have completed and included this form
<b>3</b> <b>5</b>	<b>Discretionary Contracts Disclosure</b> <input checked="" type="checkbox"/> I have completed this section
<b>3</b> <b>6</b>	<b>Certificate of Interested Parties (Form 1295)</b> In an effort to comply with state law the certificate of interested parties must be filled out once a vendor has been granted a contract. All of this information can be found on the State of Texas website, please use this link provided, <a href="https://www.ethics.state.tx.us/tec/1295-Info.htm">https://www.ethics.state.tx.us/tec/1295-Info.htm</a> . Implementation of House Bill 1295 Certificate of Interested Parties (Form 1295): In 2015, the Texas Legislature adopted House Bill 1295, which added section 2252.908 of the Government Code. The law states that a governmental entity or state agency may not enter into certain contracts with a business entity unless the business entity submits a disclosure of interested parties to the governmental entity or state agency at the time the business entity submits the signed contract to the governmental entity or state agency. The law applies only to a contract of a governmental entity or state agency that either (1) requires an action or vote by the governing body of the entity or agency before the contract may be signed or (2) has a value of at least \$1 million. The disclosure requirement applies to a contract entered into on or after January 1, 2016. The Texas Ethics Commission was required to adopt rules necessary to implement that law, prescribe the disclosure of interested parties form, and post a copy of the form on the commission's website. The commission adopted the Certificate of Interested Parties form (Form 1295) on October 5, 2015. The commission also adopted new rules (Chapter 46) on November 30, 2015, to implement the law. The commission does not have any additional authority to enforce or interpret House Bill 1295. Filing Process: Starting on January 1, 2016, the commission will make available on its website a new filing application that must be used to file Form 1295. A business entity must use the application to enter the required information on Form 1295 and print a copy of the completed form, which will include a certification of filing that will contain a unique certification number. An authorized agent of the business entity must sign the printed copy of the form and have the form notarized. The completed Form 1295 with the certification of filing must be filed with the governmental body or state agency with which the business entity is entering into the contract. The governmental entity or state agency must notify the commission, using the commission's filing application, of the receipt of the filed Form 1295 with the certification of filing not later than the 30th day after the date the contract binds all parties to the contract. The commission will post the completed Form 1295 to its website within seven business days after receiving notice from the governmental entity or state agency. Information regarding how to use the filing application will be available on this site starting on January 1, 2016. Additional Information: HB 1295 Certificate of Interested Parties (Form 1295) New Chapter 46, Ethics Commission Rules: 46.1. Application 46.3. Definitions 46.5. Disclosure of Interested Parties Form In order to comply with state law the Certificate of Interested Parties (Form 1295) must be submitted to the Texas Ethics Commission within 10 days upon receiving notice of award of contract. This form must be submitted within the allotted time otherwise this may result in the cancellation of the contract. <input checked="" type="checkbox"/> I will comply with this form

3  
7**Disqualification & Debarment Certification**

**DISQUALIFICATION & DEBARMENT CERTIFICATION** By submitting this request for bids, proposal or statement of qualifications, the firm certifies that it is not currently debarred or eligible for debarment from the City of Laredo pursuant to **Ordinance No. 2017-O-098**, and that it is not an agent of a person or entity that is currently debarred from receiving contracts from any political subdivision or agency of the State of Texas. The City will further verify debarment status through use of the federal website SAM.gov. The contract parties are further prohibited from making any award at any tier to any party that is debarred or suspended or otherwise excluded from or ineligible for participation in Federal Assistance Programs under Executive Order 12549, "Debarment and Suspension."

By executing this agreement, the Engineer certifies that it is not currently debarred, suspended, or otherwise excluded from or ineligible for participation in Federal Assistance Programs under Executive Order 12549. The parties to this contract shall require any party to a subcontract or purchase order awarded under this contract to certify its eligibility to receive Federal funds and, when requested by the City, to furnish a copy of the certification. Additionally, in accordance with Chapter 2270, Texas Government Code, a governmental entity may not enter into a contract with a company for goods or services unless the contract contains a written verification from the company that it: (1) does not boycott Israel; and (2) will not boycott Israel during the term of the contract.

The signatory executing this contract on behalf of company verifies that the company does not boycott Israel and will not boycott Israel during the term of this contract. S.B. 252 (V. Taylor/S. Davis) is a bill relating to government contracts with terrorists. The bill provides that: (1) a governmental entity, including a city, may not enter into a governmental contract with a company that is identified on a list prepared and maintained by the comptroller and that does business with Iran, Sudan, or a foreign terrorist organization; and (2) a company that the United States government affirmatively declares to be excluded from its federal sanctions regime relating to Sudan, its federal sanctions regime relating to Iran, or any federal sanctions regime relating to a foreign terrorist organization is not subject to the contract prohibition under the bill.

☒ I certify to the terms and conditions

3  
8**Byrd Anti-Lobbying Amendment (31 U.S.C. 1352)****Byrd Anti-Lobbying Amendment (31 U.S.C. 1352)**

Contractors that apply or bid for an award exceeding \$100,000 must file the required certification. Each tier certifies to the tier above that it will not and has not used Federal appropriated funds to pay any person or organization for influencing or attempting to influence an officer or employee of any agency, a member of Congress, officer or employee of Congress, or an employee of a member of Congress in connection with obtaining any Federal contract, grant or any other award covered by 31 U.S.C. 1352. Each tier must also disclose any lobbying with non-Federal funds that takes place in connection with obtaining any Federal award. Such disclosures are forwarded from tier to tier up to the non-Federal award.

☒ I have read and understand this section

3  
9**Ordinance 2018-O-175**

The City of Laredo has established a local vendor preference ordinance 2018-O-175. All informal and formal Requests for bids for contracts will be evaluated with a 5% preference for local vendors.

Anubis Engineering, Inc. acknowledges the City of Laredo 2018-O-175 ordinance.

4  
0**Addendum**

The City of Laredo reserves the right to issue addenda to solicitations as necessary. Addenda are used to clarify, revise, or otherwise modify solicitation documents. All submitting parties are responsible for acknowledging receipt of each addendum issued. Failure to acknowledge any issued addendum will result in the submission being returned and considered incomplete.

**Important Notice:**

- Addendum notifications will be sent to the email address associated with each submission.
- It is the submitting party's responsibility to monitor the provided email address and ensure that all addenda are received and acknowledged.
- Failure to acknowledge any issued addendum will result in the submission being returned and considered incomplete.

☒ Acknowledge4  
1**Insurance Terms and Conditions****INSURANCE REQUIREMENTS**

If and when applicable or required by the contract, the successful bidder(s) shall furnish the City with original copies of valid insurance policies herein required upon execution of the contract and shall maintain said policies in full force and effect at all times throughout the term of this contract.

- (a) Commercial General Liability insurance at minimum combined single limits of \$1,000,000 per-occurrence and \$2,000,000 general aggregate for bodily injury and property damage, which coverage shall include products/completed operations (\$1,000,000 products/completed operations aggregate) and XCU (Explosion, Collapse, Underground) hazards. Coverage must be written on an occurrence form. Contractual Liability must be maintained covering the Contractors obligations contained in the contract. The general aggregate limit must be at least two (2) times the each occurrence limit.
- (b) Workers Compensation insurance at statutory limits, including Employers Liability coverage a minimum limits of \$1,000,000 each-occurrence each accident/\$1,000,000 by disease each-occurrence/\$1,000,000 by disease aggregate.
- (c) Commercial Automobile Liability insurance at minimum combined single limits of \$1,000,000 per-occurrence for bodily injury and property damage, including owned, non-owned, and hired car coverage.
- (d) Professional Liability, Errors & Omissions coverage, with minimum limits of \$1,000,000 per claim/ \$2,000,000 annual aggregate. This coverage must be maintained for at least two years after the project is completed. If coverage is written on a claims-made basis, a policy retroactive date equivalent to the inception date of the contract (or earlier) must be maintained during the full term of the contract.
- (e) Any Subcontractor(s) hired by the Contractor shall maintain insurance coverage equal to that required of the Contractor. It is the responsibility of the Contractor to assure compliance with this provision. The City of Laredo accepts no responsibility arising from the conduct, or lack of conduct, of the Subcontractor.
- (f) A Comprehensive General Liability insurance form may be used in lieu of a Commercial General Liability insurance form. In this event, coverage must be written on an occurrence basis, at limits of \$1,000,000 each-occurrence, combined single limit, and coverage must include a broad form Comprehensive General Liability Endorsement, products/completed operations, XCU hazards, and contractual liability.
- (g) With reference to the foregoing insurance requirement, Contractor shall specifically endorse applicable insurance policies as follows:
1. The City of Laredo shall be named as an additional insured with respect to General Liability and Automobile Liability.
  2. All liability policies shall contain no cross-liability exclusions or insured versus insured restrictions.
  3. A waiver of subrogation in favor of the City of Laredo shall be contained in the Workers compensation, and all liability policies.
  4. All insurance policies shall be endorsed to require the insurer to immediately notify The City of Laredo of

any material change in the insurance coverage.

5. All insurance policies shall be endorsed to the effect that The City of Laredo will receive at least sixty- (60) days' notice prior to cancellation or non-renewal of the insurance.

6. All insurance policies, which name The City of Laredo as an additional insured, must be endorsed to read as primary coverage regardless of the application of other insurance.

7. Required limits may be satisfied by any combination of primary and umbrella liability insurances.

8. Contractor may maintain reasonable and customary deductibles, subject to approval by The City of Laredo.

9. Insurance must be purchased from insurers that are financially acceptable to the City of Laredo. Insurer must be rated A- or greater by AM Best Rating with an admitted carrier licensed by the Texas Department of Insurance.

(h) All insurance must be written on forms filed with and approved by the Texas Department of Insurance. Certificates of Insurance shall be prepared and executed by the insurance company or its authorized agent and shall contain provisions representing and warranting the following:

1. Sets forth all endorsements and insurance coverage's according to requirements and instructions contained herein.

2. Shall specifically set forth the notice-of-cancellation or termination provisions to The City of Laredo.

(i) Upon request, Contractor shall furnish The City of Laredo with certified copies of all insurance policies.

(j) Certificates of insurance are always subject to review and approval from the City of Laredo Risk Management.

(k) Specialty certificates and licenses must be inspected and verified for accuracy and validity before award of contract.

(l) Awarded vendor is required to maintain current and active all: certifications, licenses, permits and/or insurance coverages, required to perform work, throughout the duration of this project/contract.

#### **NON-CONSTRUCTION BIDS:**

##### Insurance Requirements

The successful bidder(s) shall furnish the City with a Certificate of Insurance herein required upon execution of the contract and shall maintain said policies in full force and effect at all times during the term of this contract.

(a) Commercial General Liability insurance at minimum combined single limits of \$1,000,000 per-occurrence and \$2,000,000 general aggregate for bodily injury and property damage. Coverage must be amended to provide for an each-project aggregate limit of insurance. An alternative would be to have separate limits for all lines of General Liability coverage for each project.

(b) Workers Compensation insurance at statutory limits, including Employers Liability coverage a minimum limit of \$1,000,000 each-occurrence each accident/\$1,000,000 by disease each-occurrence/\$1,000,000 by disease aggregate.

(c) Commercial Automobile Liability insurance at minimum combined single limits of \$1,000,000 per-occurrence for bodily injury and property damage, including owned, non- owned, and hired car coverage.

(d) Any Subcontractor(s) hired by the Contractor shall maintain insurance coverage equal to that required of the Contractor. It is the responsibility of the Contractor to assure compliance with this provision. The City of Laredo accepts no responsibility arising from the conduct, or lack of conduct, of the Subcontractor. The independent subcontractor performing onsite labor will extend completed operations to additional insured parties.

(e) A Comprehensive General Liability insurance form may be used in lieu of a Commercial General Liability insurance form. In this event, coverage must be written on an occurrence basis, at limits of \$1,000,000 each-occurrence, combined single limit, and coverage must include a broad form Comprehensive General Liability Endorsement.

(f) With reference to the foregoing insurance requirement, Contractor shall specifically endorse applicable insurance policies as follows:

1. The City of Laredo shall be named as a primary and non-contributory additional insured with respect to General Liability and Automobile Liability. The additional insured for General Liability shall include operations and completed operations. Completed operation are to be kept in force for a period of 10 years.

2. All liability policies shall contain no cross-liability exclusions or insured versus insured restrictions.
3. A waiver of subrogation in favor of the City of Laredo shall be contained in the Workers compensation, and all liability policies.
4. All insurance policies shall be endorsed to require the insurer to immediately notify The City of Laredo of any material change in the insurance coverage.
5. All insurance policies shall be endorsed to the effect that The City of Laredo will receive at least sixty- (60) days' notice prior to cancellation or non-renewal of the insurance.
6. All insurance policies, which name The City of Laredo as an additional insured, must be endorsed to read as primary coverage regardless of the application of other insurance.
7. Required limits may be satisfied by any combination of primary and umbrella liability insurances.
8. Contractor may maintain reasonable and customary deductibles, subject to approval by The City of Laredo.
9. Insurance must be purchased from insurers that are financially acceptable to the City of Laredo. Insurer must be rated A- or greater by AM Best Rating with an admitted carrier licensed by the Texas Department of Insurance.

(g) All insurance must be written on forms filed with and approved by the Texas Department of Insurance. Certificates of Insurance shall be prepared and executed by the insurance company or its authorized agent and shall contain provisions representing and warranting the following:

1. Sets forth all endorsements and insurance coverages according to requirements and instructions contained herein.
2. Certificates of insurance shall be accompanied by a copy of each required endorsement including the notice of cancellation or termination provisions to the City of Laredo for each required type of insurance.

(h) Upon receipt of a verified claim and at the request of the City of Laredo, Contractor shall furnish The City of Laredo with certified copies of all required insurance policies.

#### **CONSTRUCTION BIDS:**

##### **INSURANCE REQUIREMENTS**

When required and specified in the City of Laredo bid specifications, the successful bidder(s) shall furnish the City with Certificate of Insurance herein required upon execution of the contract and shall maintain said policies in full force and effect at all times during the term of this contract.

(i) Commercial General Liability insurance at minimum combined single limits of \$1,000,000 per-occurrence and \$2,000,000 general aggregate for bodily injury and property damage, which coverage shall include products/completed operations (\$1,000,000 products/ completed operations aggregate), and XCU (Explosion, Collapse, Underground) hazards. Coverage for products/completed operations must be maintained for at least two (2) years after the construction work has been completed. Coverage must be amended to provide for an each-project aggregate limit of insurance. An alternative would be to have separate limits for all lines of General Liability coverage for each project.

(j) Workers Compensation insurance at statutory limits, including Employers Liability coverage a minimum limit of \$1,000,000 each-occurrence each accident/\$1,000,000 by disease each-occurrence/\$1,000,000 by disease aggregate.

(k) Commercial Automobile Liability insurance at minimum combined single limits of \$1,000,000 per-occurrence for bodily injury and property damage, including owned, non- owned, and hired car coverage.

(l) Any Subcontractor(s) hired by the Contractor shall maintain insurance coverage equal to that required of the Contractor. It is the responsibility of the Contractor to assure compliance with this provision. The City of Laredo accepts no responsibility arising from the conduct, or lack of conduct, of the Subcontractor. The independent subcontractor performing onsite labor will extend completed operations to additional insured parties.

(m) A Comprehensive General Liability insurance form may be used in lieu of a Commercial General Liability insurance form. In this event, coverage must be written on an occurrence basis, at limits of \$1,000,000 each-occurrence, combined single limit, and coverage must include a broad form Comprehensive General Liability Endorsement, products/completed operations, XCU hazards, and contractual liability.

(n) With reference to the foregoing insurance requirement, Contractor shall specifically endorse applicable insurance policies as follows:

1. The City of Laredo shall be named as a primary and non-contributory additional insured with respect to

General Liability and Automobile Liability. The additional insured for General Liability shall include operations and completed operations. Completed operations are to be kept in force for a period of 10 years.

2. All liability policies shall contain no cross-liability exclusions or insured versus insured restrictions.

3. A waiver of subrogation in favor of the City of Laredo shall be contained in the Workers compensation, Builders Risk, and all liability policies. 13. All insurance policies shall be endorsed to require the insurer to immediately notify The City of Laredo of any material change in the insurance coverage.

4. All insurance policies shall be endorsed to the effect that The City of Laredo will receive at least sixty- (60) days' notice prior to cancellation or non-renewal of the insurance.

5. All insurance policies, which name The City of Laredo as an additional insured, must be endorsed to read as primary coverage regardless of the application of other insurance.

6. Required limits may be satisfied by any combination of primary and umbrella liability insurances.

7. Contractor may maintain reasonable and customary deductibles, subject to approval by The City of Laredo.

8. Insurance must be purchased from insurers that are financially acceptable to the City of Laredo. Insurer must be rated A- or greater by AM Best Rating with an admitted carrier licensed by the Texas Department of Insurance.

(o) All insurance must be written on forms filed with and approved by the Texas Department of Insurance.

Certificates of Insurance shall be prepared and executed by the insurance company or its authorized agent and shall contain provisions representing and warranting the following:

1. Sets forth all endorsements and insurance coverages according to requirements and instructions contained herein.

2. Certificates of insurance shall be accompanied by a copy of each required endorsement including the notice of cancellation or termination provisions to the City of Laredo for each required type of insurance.

(p) Upon receipt of a verified claim and at the request of the City of Laredo, Contractor shall furnish The City of Laredo with certified copies of all required insurance policies.

☒ I agree my insurance meets minimum requirements

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## Contract Requirements

**1.CODE OF ETHICS ORDINANCE** Vendors doing business with the City of Laredo shall comply with all provisions of the City of Laredo's Code of Ethics (Ordinance, as amended). Vendors may be required to participate in Code of Ethics trainings.

**1.2 PROHIBITED CONTACTS DURING CONTRACT SOLICITATION PERIOD** A person or entity who seeks or applies for a city contract or any other person acting on behalf of such person or entity, is prohibited from contacting city officials and employees regarding such a contract after a Formal Bid, Request for Proposal (RFP), Request for Qualification (RFQ) or other solicitation has been released. This no-contact provision shall conclude when the contract is awarded. The City of Laredo reserves the right to contact respondents and may require such contact as part of the evaluation process (for presentation, clarification) of bids and/or negotiation of RFP submittal(s) prior to the award of contract. If contact is required, such contact will be done in accordance with provisions of Chapter 252 and 271 of the Texas Local Government Code and procedures incorporated into the solicitation document. Violation of this provision by respondents or their agents may lead to disqualification of their offer from consideration.

**1.3 NON-COLLUSIVE AFFIDAVIT (Form can be downloaded and submitted through Cit-E-Bid system)** The City may require that vendors submit a Non-Collusive Affidavit. The vendor will be required to state that the party submitting a proposal or bid, that such proposal or bid is genuine and not collusive or sham; that said Bidder has not colluded, conspired, connived or agreed, directly or indirectly, with any Bidder or Person, to put in a sham bid or to refrain from bidding, and has not in any manner, directly or indirectly, sought by agreement or collusion, or communication or conference, with any person, to fix the bid price or affiant or of any other Bidder, or to fix any overhead, profit or cost element of said bid price, or of that of any other Bidder, or to secure any advantage against the City of Laredo or any person interested in the proposed contract; and that all statements in said proposal or bid are true.

**1.4 CONTRACT DISCLOSURE FORMS (This is submitted through Cit-E-Bid system)** The City of Laredo requires the following forms to be completed as a part of this bid for consideration; 1. Company Information Questionnaire, 2. Signed Price Schedule, 3. Conflict of Interest Questionnaire, 4. Non-Collusive Affidavit 5. Discretionary Contracts Disclosure 6. Certificate of Interested Parties (Form 1295) **\*\*Upon Award of RFP Only\*\***

**1.5 CONFLICT OF INTEREST FORMS (This is submitted through Cit-E-Bid system)** Conflict of Interest Disclosure: A form disclosing potential conflicts of interest involving counties, cities, and other local government entities may be required to be filed after January 1, 2006, by vendors or potential vendors to local government entities. The new requirements are set forth in Chapter 176 of the Texas Local Government Code added by H.B. No. 914 of the last Texas Legislature.

**1.6 TEXAS ETHICS COMMISSION (Form 1295, Form can be downloaded and submitted through Cit-E-Bid system)** Certificate of Interested Parties (Form 1295) Implementation of House Bill 1295: In an effort to comply with state law the certificate of interested parties must be filled out once a vendor has been granted a contract. All of this information can be found on the state of Texas website, please use this link provided,

<https://www.ethics.state.tx.us/tcc/1295-Info.htm> In 2015, the Texas Legislature adopted House Bill 1295, which added section 2252.908 of the Government Code. The law states that a governmental entity or state agency may not enter into certain contracts with a business entity unless the business entity submits a disclosure of interested parties to the governmental entity or state agency at the time the business entity submits the signed contract to the governmental entity or state agency. The law applies only to a contract of a governmental entity or state agency that either (1) requires an action or vote by the governing body of the entity or agency before the contract may be signed or (2) has a value of at least \$1 million. The disclosure requirement applies to a contract entered into on or after January 1, 2016. In order to comply with state law the Certificate of Interested Parties (Form 1295) must be submitted to the Texas Ethics Commission within 10 days upon receiving notice of award of contract. This form must be submitted within the allotted time otherwise this may result in the cancellation of the contract.

Changes to Form 1295:

Changes to the law requiring certain businesses to file a Form 1295 are in effect for contracts entered into or amended on or after January 1, 2018. The changes exempt businesses from filing a Form 1295 for certain types of contracts and replace the need for a completed Form 1295 to be notarized. Instead, the person filing a 1295 needs to complete an "unsworn declaration."

☒ I have read and understand this section

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## Terms and Conditions Request for Proposals

**TERMS AND CONDITIONS OF INVITATIONS FOR PROPOSALS** These Terms and Conditions are considered standard language for all City of Laredo solicitation documents. If any specific proposal requirements differ from the general terms listed here, the specific proposal requirements shall prevail.

A response to any Request for Proposal is an offer to contract with the City based upon the terms, conditions, and

specifications contained in the City's Request for Proposal. Proposals do not become contracts unless and until they are executed by the City. A contract has its inception in the award, eliminating a formal signing of a separate contract, unless requested by the City. For that reason, most if not all the terms and conditions of the contract are contained in the Request for Proposal, unless any of the terms and conditions are modified by a Request for Proposal amendment, a contract amendment, or by mutually agreed terms and conditions in the contract documents.

**GENERAL CONDITIONS** Vendors are required to submit Proposals upon the following expressed conditions:

- (a) Vendors shall thoroughly examine the specifications, schedule instructions and other contract documents. Once the award has been made, failure to read all specifications, instructions, and the contract documents, of the City shall not be cause to alter the original contract or for a vendor to request additional compensation.
- (b) Vendors shall make all investigations necessary to thoroughly inform themselves regarding facilities and locations for delivery of materials and equipment as required by the Proposal conditions. No pleas of ignorance by the vendor of conditions that exist or that may hereafter exist as a result of failure or omission on the part of the vendor to make the necessary examinations and investigations, or failure to fulfill in every detail the requirements of the contract documents, will be accepted as a basis for varying the requirements of the City or the compensation to the vendor.
- (c) Vendors are advised that City contracts are subject to all legal requirements provided for in the City Charter and/or applicable City Ordinances, State and Federal Statutes.

**1.0 PREPARATION OF PROPOSALS** Proposals will be prepared in accordance with the following:

- (a) All information required by the proposal form shall be furnished. For hand delivered submittals only, the vendor shall print or type the business name and manually sign the schedule. For electronic submittals, this information shall be submitted electronically on Cit-E-Bid system. If submitted electronically, this information shall be submitted electronically on Cit-E-Bid system by going to the following link: <https://cityoflaredo.ionwave.net/Login.aspx>. If vendor submits both manual and electronic bids, the electronic bid will replace the manual bid and shall be considered the only valid bid.
- (b) Unit prices shall be shown and where there is an error in extension of price, the unit price shall govern.
- (c) Alternate Proposals will not be considered unless authorized by the invitation for proposals or any applicable addendum.
- (d) Proposed delivery time must be shown and shall include business days.
- (e) Vendors will not include Federal taxes or State of Texas limited sales tax in proposal prices since the City of Laredo is exempt from payment of such taxes. An exemption certificate will be furnished upon request.

**2.0 DESCRIPTION OF SPECIFICATIONS & SUBSTITUTIONS** It is the responsibility of the prospective proposer to review the entire invitation to proposal packet and to notify the City of Laredo if the specifications are formulated in a manner that would restrict competition. Any such protest regarding the specifications or proposal procedures must be received by City of Laredo no less than seventy-two hours prior to the time set for proposal opening. Vendors are required to state exactly what they intend to furnish. Otherwise, when applicable, vendors will be required to furnish the items as specified.

**3.0 SUBMISSION OF PROPOSALS**

- (a) Proposals and changes thereto shall be enclosed in sealed envelopes, properly addressed and to include the date and hour of the Proposal opening and the material or services. Proposal shall be typed or written on the face of the envelope. Unless otherwise noted on the Notice to Vendors cover sheet, all hand delivered Proposals must be submitted to the City of Laredo, City Secretary's Office, City Hall Third Floor, 1110 Houston Street.
- (b) Proposals forms can be downloaded printed through Cit-E-Bid. Proposals can be submitted electronically through Cit-E-Bid by going to the following link: <https://cityoflaredo.ionwave.net/Login.aspx>

**Mailed Bids (i.e. USPS, FedEx, UPS), telegraphic, emails or facsimile bids will not be considered.**

- (c) Samples, when required, must be submitted within the time specified, at no expense to the City of Laredo. If not destroyed or used up during testing, samples will be returned upon request at the Vendors expense.
- (d) Proposals must be valid for a period of one hundred and twenty (120) days. An extension to hold proposal pricing for actual quantity bids may be requested by the City.
- (e) The City shall pay no costs or other amounts incurred by any entity in responding to this RFP, or as a result of issuance of this RFP.

**4.0 REJECTION OF PROPOSALS** The City may reject a proposal if:

- (a) Vendor misstates or conceals any material fact in the proposal.
- (b) Proposal does not strictly conform to the law or the requirements of the proposal.
- (c) Vendor is in arrears on existing contracts or taxes with the City of Laredo.
- (d) If proposals are conditional. Vendor may qualify their Proposal for acceptance by the City on an "ALL OR NONE" basis. An "ALL OR NONE" basis proposal must include all items in the specifications.
- (e) In the event that a vendor is delinquent in the payment of City of Laredo taxes on the day the proposals are opened, including state and local taxes, such fact may constitute grounds for rejection of the proposal or cancellation of the contract. A vendor is considered delinquent, regardless of any contract or agreed judgments to pay such delinquent taxes.

(f) No proposal submitted herein shall be considered, unless the vendor warrants that, upon execution of a contract with the City of Laredo, vendor will not engage in employment practices such as discriminating against employees because of race, color, sex, creed, or national origin. Vendor will submit such reports as the City may therefore require assuring compliance with said practices.

(g) The City may reject all proposals or any part of a proposal whenever it is deemed necessary.

(h) The City may waive any minor informalities or irregularities in any proposal.

**5.0 WITHDRAWAL OF PROPOSALS** Proposals may not be withdrawn after they have been publicly opened, unless approved by the City Council.

**6.0 LATE PROPOSALS OR MODIFICATIONS** Proposals and modifications received after the time set for the submittal deadline will not be considered. Late proposals will be returned to the vendor unopened.

### **7.0 CLARIFICATION AND PROTEST PROCEDURE**

(a) It is the responsibility of the prospective proposer to review the entire invitation to proposal packet and to notify the City of Laredo if the specifications are formulated in a manner that appears ambiguous. Any request for clarification or additional information must be submitted in writing through email or Questions & Responses section on Cit-E-Bid system no later than seven (7) days prior to the scheduled date for opening to: CITY OF LAREDO PURCHASING AGENT Jaime Zapata, 5512 Thomas Avenue, Laredo, Texas 78041; email: [jezapata@ci.laredo.tx.us](mailto:jezapata@ci.laredo.tx.us). Any vendor submitting questions shall make reference to a specific RFP number, section, page and item of this solicitation. Questions untimely submitted may not elicit a response. It is the bidder's responsibility to follow up and make certain that the request was received. In case there are changes, additions, and/or edits to the original scope, an addendum will be issued by the Purchasing Agent to all vendors through Cit-E-Bid system under Questions and Responses section to clarify any inquiries. The City will not be responsible for any other interpretations of the proposal. During the RFP process, bidder, or any persons acting on their behalf, shall not contact any City official or employee staff except those specifically designated in this or another subsequent solicitation document. Pursuant to §4.03 of the City Ethics, non-compliance with this provision may result in disqualification of the offer involved.

(b) For solicitations for goods and non-professional services valued at more than \$50,000, bidders will have ten (10) calendar days prior to the time that the City Council formally considers the contract to submit a written protest relating to advertising of bid notices, deadlines, bid opening, and all other related procedures under the Local Government Code, as well as any protests relating to alleged improprieties or ambiguities in the specifications. If the vendor does not file a written protest within this time, the vendor will have waived all rights to formally protest the intent to award. All protests regarding the bid solicitation process must be submitted in writing by certified mail to: CITY OF LAREDO PURCHASING AGENT Jaime Zapata 5512 Thomas Avenue, Laredo, Texas 78041 [ealdape@ci.laredo.tx.us](mailto:ealdape@ci.laredo.tx.us). Within five (5) business days of receiving a timely protest, the Purchasing Agent shall provide written response to the protesting vendor of the decision following a review of the legitimacy and procedural correctness of the procurement documents. A protesting vendor may appeal to the Laredo City Manager if dissatisfied with the decision of the Purchasing Agent. Only after exhausting all administrative procedures through the City Manager is a protesting vendor then entitled to appeal the award of the contract to the Laredo City Council.

### **8.0 VENDOR DISCOUNTS**

(a) Percentage discounts within a certain period of time will be accepted but cannot be used in RFP evaluations. The period of the discount offered should be sufficient to permit payments within such period in the regular course of business by the City of Laredo.

(b) In connection with any discounts offered, time will be computed from the date of receipt of supplies or service or from the date a correct invoice is received, whichever is the later date. Payment is deemed to be made on the date the check is mailed.

### **9.0 INTENT OF CONTRACT**

(a) **ANNUAL SERVICE CONTRACT:** The services are based on the best available information. The purpose of this contract is to establish prices for the commodities or services needed, should the City need to purchase these commodities or services. Since the quantities are estimates, the City may purchase more than the estimated quantities, less than the estimated quantities, or not purchase any quantities at all. The needs of the City shall govern the amount that is purchased and change orders shall not be applicable. The City's obligation for performance of an annual service contract beyond the current fiscal year is contingent upon the availability of appropriated funds from which payments for the contract purchases can be made. If no funds are appropriated and budgeted during the next fiscal year, this contract becomes null and void.

**10.0 AWARD OF CONTRACT** The contract will be awarded based on **(best value criteria)** as follow and in accordance with the provisions of Chapter 252 and 271 of the Texas Local Government Code.

Definition of best value criteria as per The Institute for Public Procurement is:

***"Best Value: 1. A procurement method that emphasizes value over price. 2. An assessment of the return that can be achieved over the useful life of the item, e.g., the best combination of quality, service, time, price."***

If the awarded responder is unable to meet the requirements of the City, services/products may be purchased from the next best available Vendor until a Vendor is found that can complete the requirements of the City. This RFP

shall not be construed by any party as an agreement of any kind between the City and such party. The award of a contract shall be subject to the approval of the City Council. Following an award, City in its sole option may elect to negotiate a formal agreement with Vendor that will include by reference the terms of the RFP and related responses. In the event an Agreement cannot be reached with the selected Vendor, the City reserves the right to select and negotiate with an alternate Vendor. The City reserves the right to accept any item or group of items in the proposal specifications, unless the Vendor qualifies its proposal by specific limitation. The Vendor shall bear the burden of proof of compliance with the City of Laredo specifications. When applicable, prices must be quoted F.O.B. Destination, Laredo, Texas, unless otherwise specified in the invitation to proposal. The place of delivery shall be set forth in the purchase order and/or formal contract agreement when applicable. A duly authorize purchase order number shall reference item/services description, item number, quantity and price. Invoices shall reference the assign purchase order number to avoid any duplication (2 CFR 200.318 (d)). The City shall give written notice to the Vendor if any of the following conditions exist:

(1) Vendor does not provide materials in compliance with specifications and/or within the time schedule specified in proposal; (2) Vendor neglects or refuses to remove materials or equipment which have been rejected by the City of Laredo if found not to comply with the specifications; or, (3) Vendor makes an unauthorized assignment. Upon receiving written notification from the City that one of the above conditions has occurred, the Vendor must remedy the problem within seven (7) business days, to the complete satisfaction of the City, or the contract will be immediately canceled. (4) Contract terms are the responsibility of the awarded vendor(s) and the respective City user department(s).

#### **11.0 ENTIRE AGREEMENT**

(a) All covenants, conditions and agreement contained in the solicitation, are hereby made part of the Agreement to the same extent and with the force as is fully set forth herein. If and to the extent of this Agreement and the terms of this solicitation and supplier response conflict Terms & Conditions of this solicitation shall control.

#### **12.0 PAYMENT & INVOICING**

(a) All invoices to the City of Laredo have a 30 day term from receipt of supplies or completion of services.

(b) Discount terms will be computed from the date of receipt and acceptance of supplies or services. Payment shall be deemed to be made from that date.

(c) All invoices must show the purchase order number and invoices shall be legible. Items billed on invoices should be specific as to applicable stock, manufacturer catalog or part number. All items must show unit prices. If prices are based on discounts from list, then list prices must appear on bid schedule. All invoices shall be mailed to the Accounts Payable Office, City Hall, P.O. Box 210, Laredo, Texas 78042. (d) Electronic Funds Transfer (EFT) payments are also available; if electronic payments are preferred, an Electronic Funds Transfer (EFT) Authorization form needs to be completed and returned via e-mail to: [jjolly@ci.laredo.tx.us](mailto:jjolly@ci.laredo.tx.us) For more information please contact Mr. Jorge Jolly, Accounts Payable Manager at (956) 791-7425.

#### **13.0 In accordance to State of Texas, the City of Laredo follows State practices when awarding any and all competitive solicitations:**

TEXAS ENGINEERING AND LAND SURVEYING PRACTICE ACTS AND RULES CONCERNING PRACTICE AND LICENSURE

OCCUPATIONS CODE TITLE 6. REGULATION OF ENGINEERING, ARCHITECTURE, LAND SURVEYING, AND RELATED PRACTICES SUBTITLE A. REGULATION OF ENGINEERING AND RELATED PRACTICES CHAPTER 1001. TEXAS BOARD OF PROFESSIONAL ENGINEERS AND LAND SURVEYORS

CHAPTER 137: COMPLIANCE AND PROFESSIONALISM

SUBCHAPTER C: PROFESSIONAL CONDUCT AND ETHICS

§137.53 ENGINEER STANDARDS OF COMPLIANCE WITH PROFESSIONAL SERVICES PROCUREMENT ACT

(a) A licensed engineer shall not submit or request, orally or in writing, a competitive bid to perform professional engineering services for a governmental entity unless specifically authorized by state law and shall report to the board any requests from governmental entities and/or their representatives that request a bid or cost and/or pricing information or any other information from which pricing or cost can be derived prior to selection based on demonstrated competence and qualifications to perform the services. (b) For the purposes of this section, competitive bidding to perform engineering services includes, but is not limited to, the submission of any monetary cost information in the initial step of selecting qualified engineers. Cost information or other information from which cost can be derived must not be submitted until the second step of negotiating a contract at a fair and reasonable cost. (c) This section does not prohibit competitive bidding in the private sector. Source Note: The provisions of this §137.53 adopted to be effective May 20, 2004, 29 TexReg 4878; amended to be effective June 4, 2007, 32 TexReg 2996.

☒ I Agree to the Terms and Conditions

4 4	<b>Section I: Technical Approach and Methodology (25 Points)</b> Evaluation Focus Quality and clarity of the project and program management approach. Integration of cost tracking, schedule management, risk management, change management, and reporting. Use of recognized project management frameworks and tools.  *****Documentation can be uploaded on to Cit-E-Bid***** <input checked="" type="checkbox"/> Yes
4 5	<b>Section II: Relevant Firm Experience (25Points)</b> Evaluation Focus Documented success delivering project management and program management support for water and wastewater utilities or similar public infrastructure programs. Experience with capital improvement programs and multiple concurrent projects. Experience with public sector clients in Texas or comparable settings.  *****Documentation can be uploaded on to Cit-E-Bid***** <input checked="" type="checkbox"/> Yes
4 6	<b>Section III: Key Personnel Qualifications (20 Points)</b> Evaluation Focus Experience and credentials of the proposed project manager and key staff. Professional licenses and certifications such as Project Management Professional, professional engineer, and Lean or Six Sigma. Staff availability and commitment to this contract.  *****Documentation can be uploaded on to Cit-E-Bid***** <input checked="" type="checkbox"/> Yes
4 7	<b>Section IV: Understanding of Utilities Department Needs and Local Conditions (15 Points)</b> Evaluation Focus Demonstrated understanding of Utilities Department priorities and constraints. Awareness of local conditions, regulatory context, and coordination needs. Quality of proposed communication and coordination plan.  *****Documentation can be uploaded on to Cit-E-Bid***** <input checked="" type="checkbox"/> Yes

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**Section V: Costing and Value (10 Points)**

**Evaluation Focus**

Competitiveness of hourly rates and any flat rate offerings.

Clarity and transparency of the Cost Sheet and pricing assumptions including any performance based elements.

Overall value considering cost in relation to qualifications and approach.

**Refer to Exhibit A Cost Proposal Form**

\*\*\*\*\*Documentation can be uploaded on to Cit-E-Bid\*\*\*\*\*

☒ Yes

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**Section VI: Overall Quality and Completeness of Proposal and Interviews (5 Points)**

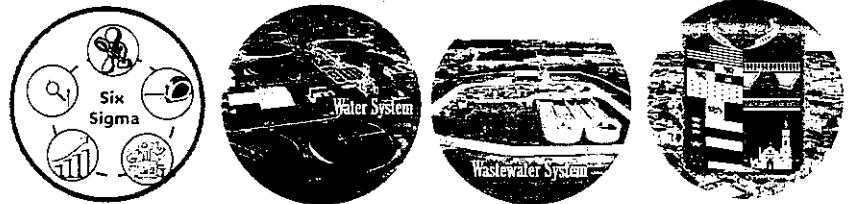
**Evaluation Focus**

Organization, clarity, and responsiveness to this request for proposals.

Quality of interview or presentation if requested.

\*\*\*\*\*Documentation can be uploaded on to Cit-E-Bid\*\*\*\*\*

☒ Yes



## **I. STATEMENT OF INTEREST**

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December 16, 2025  
City of Laredo, Texas  
1110 Houston Street  
Laredo, Texas 78040  
Attention: Mario I. Maldonado Jr.

**SUBJECT:** Request for Proposal for Project Management and Program Management Support Services.

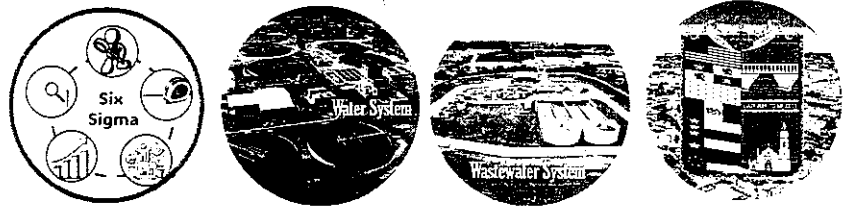
Dear Mr. Maldonado,

**Anubis Engineering, Inc. (Anubis)** appreciates the opportunity to submit our qualifications to the City of Laredo, Texas for consideration in providing Project Management and Program Management Support Services for Water and Wastewater Capital Improvement Projects. Although Anubis has been incorporated for just over a year, our leadership has been supporting municipal utilities throughout South Texas for more than 20 years and promoted total quality management by integrating a combined 40+ years of experience on multicultural worldwide project and program management, strategic planning, and operational excellence in large scale-projects, earning a strong reputation for delivering reliable, practical, and forward-thinking solutions tailored to the needs of communities facing water scarcity, aging infrastructure, and significant regulatory and operational challenges.

Our team brings a deep understanding of the region's chronic drought conditions, hydrologic limitations, and rapid population growth, as well as extensive experience in project and program management, water and wastewater technical skills, multiple different project delivery methods experience, and utility operations, optimization and support. We are committed to helping the City of Laredo develop, standardize, enhance, report and expand its Capital Improvements Program to build a more resilient, sustainable water and wastewater future for the City and its residents.

At Anubis, our success is grounded in an unwavering commitment to our clients. Our engineering and management team excels at translating City needs into practical, results-driven utility improvement programs, combining local insight with a disciplined project management approach enhanced by continuous innovation and the usage of diverse, feasible technologies. We understand the challenges Laredo faces, from aging infrastructure, regulatory compliance, budget limitations, and resource constraints to rapid growth, and we are committed to working closely with City staff to overcome these challenges using practical, cost-effective, and scalable solutions.

We partner with your team at every stage of project development from overall portfolio management to hands-on support of City staff in working with your current consultants during planning, pilot testing, design, procurement, permitting, construction, and commissioning.



Our goal is to avoid duplication of engineering efforts - instead, we intend to operate as an extension of your team, to augment your team's current capabilities.

Anubis provides the City with a customized management approach founded on knowledge transfer, quality management principles, risk mitigation, and clear communication strategies, ensuring that all contractual deliverables are met while safeguarding the City's utility budget and protecting the financial interests of Laredo's residents and businesses.

Our team combines management expertise, technical capability, regulatory understanding, and funding proficiency to help clients secure the resources needed to launch critical projects. Collectively, our personnel have supported more than 230 water and wastewater facilities across Texas, including over 50 municipal and industrial desalination projects, and we have helped clients obtain more than \$800 million in financial assistance through state and federal programs. In response to increasingly compressed project timelines, our team also excels in alternative project delivery methods, including DB, PDB, CM, CMAR, and P3, in addition to traditional design-bid-build approaches. Anubis is fully prepared to support the City of Laredo using whichever delivery method is the best fit for each project.

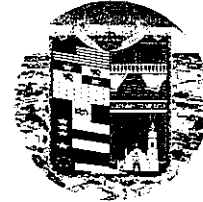
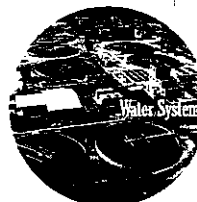
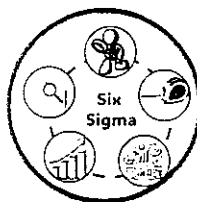
Beyond traditional engineering services, Anubis is equipped to support utilities with effective and efficient project oversight, ensuring all projects remain fully aligned with the Utilities Department's strategy, performance metrics, and delivery expectations. Our team helps synchronize scope, schedule, and budget across multiple engineering partners to ensure projects are delivered on time, within budget, and in accordance with the City's long-term objectives. I will be the main point of contact to the City of Laredo and can be reached for at: Anubis Engineering, Inc., 4901 S. McColl Rd, Edinburg, TX 78539; Office Telephone: (956) 878-1900, Mobile Telephone: (325) 513-2338, Email: [joshua.berryhill@anubis-eng.com](mailto:joshua.berryhill@anubis-eng.com).

Choosing Anubis means selecting a partner that not only understands the complexities of the City of Laredo's current challenges, but also knows how to transform them into long-term, dependable solutions. Our team is prepared and honored to help Laredo secure its future, protect its water resources, and achieve true water security through expertise, innovation, and an unwavering commitment to partnership.

Sincerely,

**Anubis Engineering, Inc.**

Joshua L. Berryhill, P.E.  
President / CEO



## II. SUMMARY OF QUALIFICATIONS

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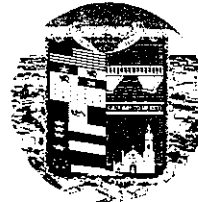
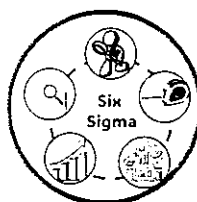
Anubis Engineering, Inc. (Anubis) is a multidisciplinary water and wastewater engineering firm dedicated to helping South Texas communities plan, fund, build, and operate resilient utility infrastructure. While Anubis was formally incorporated in 2024, our leadership and senior staff bring more than 40 years of combined project and program management, water and wastewater engineering, regulatory, and operational experience, with a long track record of supporting municipal, industrial, and regional utility systems across South Texas. Our work has consistently focused on the real-world challenges facing utilities in this region, chronic drought, limited water supply, aging infrastructure, rapid growth, and increasing regulatory pressure.

Anubis offers a full suite of end-to-end engineering and utility support services, including engineering planning, design, permitting, procurement, pilot testing, in-house compliance laboratory set up, construction management, commissioning, operator training, troubleshooting, compliance support, QA/QC, operations and maintenance guidance, information management, and process technology development. This holistic capability allows us to mentor and coach utilities through every phase of the project lifecycle, enabling them with the ability to monitor and track their capital portfolio appropriately.

Our greatest value, however, lies in our project and program management expertise. With experience delivering more than 230 water and wastewater projects across Texas and assisting clients in securing over \$800 million in state and federal financial assistance, Anubis understands how to identify the right projects, define achievable scope, build realistic schedules, secure funding, and guide complex portfolios to completion. We specialize in helping utilities strategically structure their capital programs so they can keep pace with regional growth, respond to increasing service demands, and maximize the value of every infrastructure investment.

For the City of Laredo, we bring the experience and discipline necessary to help the Utilities Department:

- Plan and prioritize projects based on risk, regulatory drivers, and long-term system needs.
- Align funding opportunities with project identification and prioritization so capital improvements are financially achievable.
- Define accurate and attainable scope, budgets, and timelines, avoiding costly redesigns, and delays.
- Manage multiple engineering partners, ensuring alignment with utility standards, and on-time deliverables.

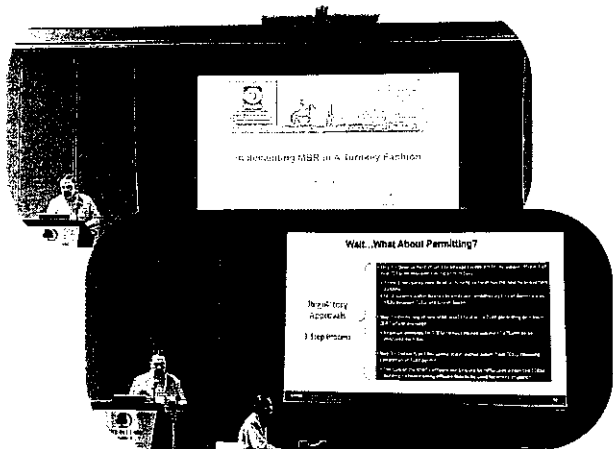


- Mitigate project risk by managing resources, schedules, cost exposure, and stakeholder communication.
- Support construction and post-construction needs, including commissioning, training, troubleshooting, and compliance support to ensure contract compliance and long-term asset performance.

Beyond traditional municipal work, Anubis is also advancing innovative water strategies for emerging industries in South Texas. Our team has supported water reuse and advanced treatment initiatives for data centers, cryptocurrency facilities, green hydrogen projects, and public-private partnerships (P3s), developing, troubleshooting and managing solutions that minimize impacts to municipal supplies and expand regional water reliability. Whether the project involves conventional treatment, membrane systems, desalination, wastewater reuse, or aquifer storage and recovery (ASR), our team has the technical depth and management capability to guide clients through even the most complex challenges.

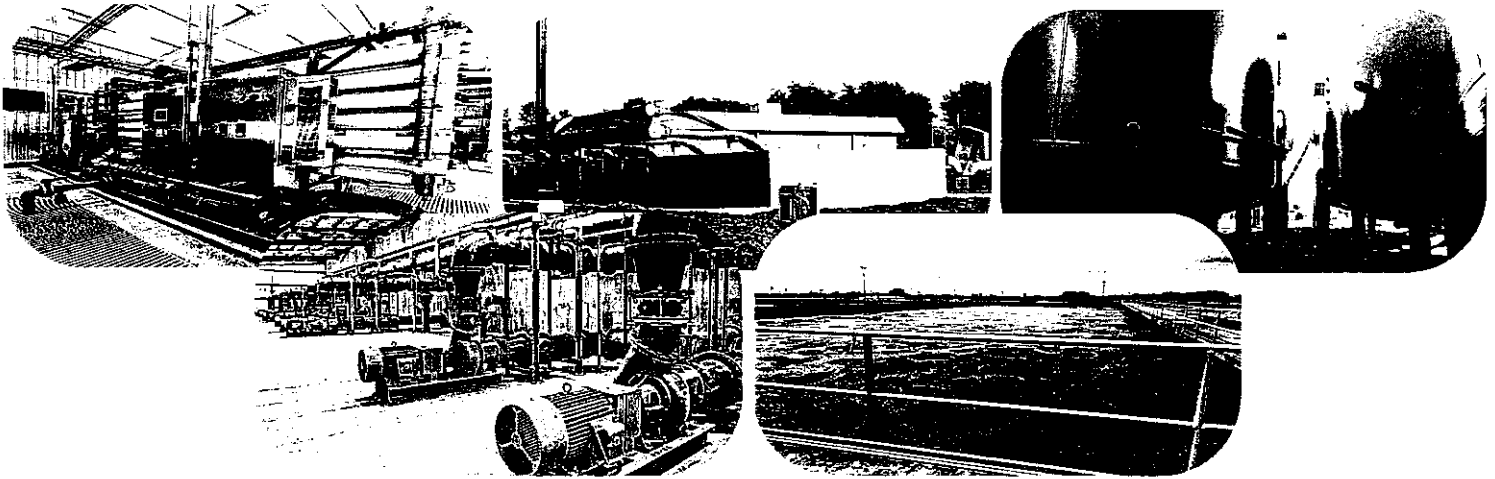
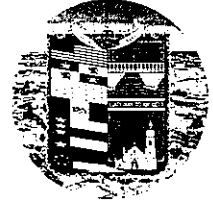
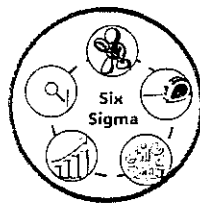
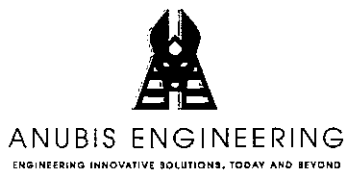
Under the leadership of Joshua L. Berryhill, P.E., President/CEO, Anubis ensures that every client receives hands-on involvement from experienced professionals. Mr. Berryhill will serve as the primary point of contact and project manager, personally supporting key presentations, negotiations, strategy sessions, and critical project milestones to ensure project success.

Anubis is committed to being a long-term partner to the City of Laredo, helping the Utilities Department plan confidently, invest wisely, and deliver a resilient water and wastewater future through disciplined project management, technical excellence, and innovative problem-solving.



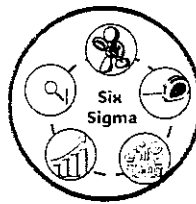
Anubis is led by industry veteran **Joshua L. Berryhill, P.E.**, who brings over **22 years** of deep **technical expertise** and leadership to the **Texas and Arkansas** markets, as well as providing technical support throughout the United States. In this photo, Mr. Berryhill is sharing the implementation of a Membrane Bioreactor system in a turnkey fashion at the **SCMA 2025 annual conference** in Abilene, Texas.

Anubis Engineering has no current or pending litigation.



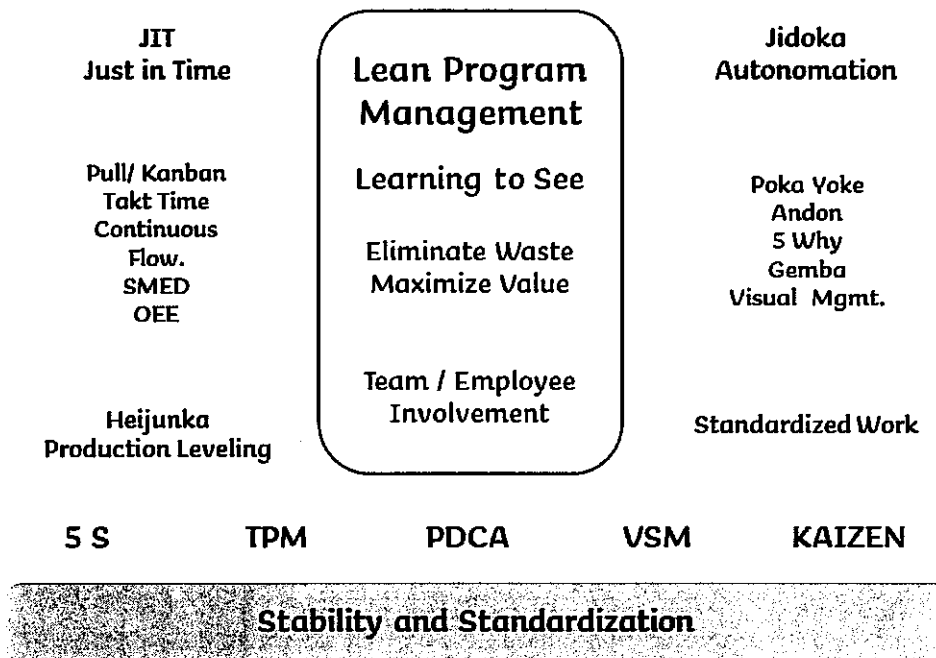
With a portfolio of 230+ successfully managed and delivered projects, Mr. Berryhill has helped shape some of the most advanced water treatment, reuse, and radionuclide reduction systems in Texas, including cutting-edge membrane filtration and desalination facilities. Beyond use of advanced technologies however, Mr. Berryhill has extensive experience in working with all forms of treatment technology, including identifying opportunities to optimize performance for even 50-70 year old conventional treatment facilities throughout Texas.

Choosing Anubis means selecting a partner that not only understands the complexities of the City of Laredo's current challenges, but also knows how to transform them into long-term, dependable solutions while strengthening Laredo's Utility Department systems, people, and long-term capacity.



## Customer Satisfaction

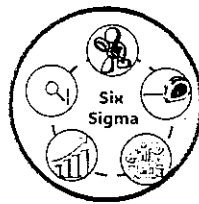
## Continuous Improvement



## COMMUNICATION STRATEGY AND STAKEHOLDER ENGAGEMENT

At Anubis Engineering, we recognize that successful Project and Program Management extends far beyond methodology, tools, and technical expertise. While having the right ideas, knowledge, discipline, and frameworks is essential, project success ultimately depends on how effectively information is communicated, clearly - timely, and appropriately - to the right audience.

Effective communication is the mechanism that transforms plans into action, aligns stakeholders, mitigates risk, and sustains momentum. Just as importantly, it is a key driver of morale, trust, and collaboration, resulting in satisfied clients and highly engaged project teams. A well-informed team is a confident team, and confident teams deliver successful projects.



To preserve and reinforce our integrated strategy, Anubis Engineering has developed a structured yet flexible Communication Management Process that supports the City of Laredo Utilities Department across all project, program, and portfolio activities.

Our communication process is designed to ensure consistency, clarity, accountability, and continuous improvement throughout the project lifecycle:

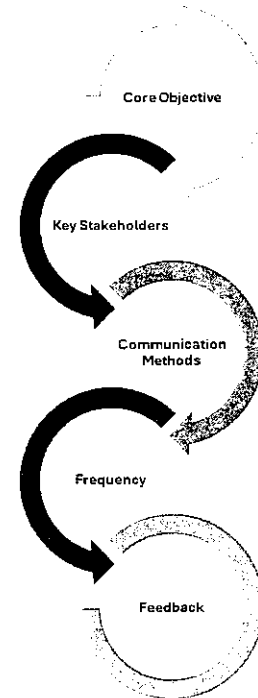
### 1. Identify Core Objectives

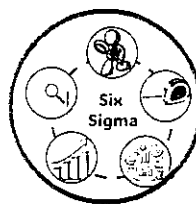
We begin by clearly defining the purpose of each communication effort. This includes identifying the core message to be conveyed, the desired outcome, and the level of detail required to support informed decision-making. Every communication is intentional and aligned with project and program objectives.

### 2. Identify Stakeholders and Define Roles

Anubis works collaboratively with the City of Laredo Utilities Department to identify all internal and external stakeholders and establish a RACI Matrix (Responsible, Accountable, Consulted, Informed). This ensures:

- Clear ownership of decisions and actions,
- Agreed-upon levels of involvement,
- Defined escalation paths, and
- Alignment on communication responsibilities across the project team.





#### RACI Matrix

People	Responsible	Accountable	Consulted
Ardura Project Leader			
Ardura Project Engineer			
Tunnel Contractor			
Tunnel Specialist			
Tunnel Operator			
City of Laredo Utilities Department			
City of Laredo Planning Staff			
City of Laredo Utilities Manager			
Placeholder			

### 3. Establish Communication Methods

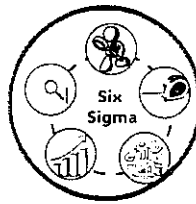
We select communication channels that best fit the audience and the message, recognizing that different stakeholders require different forums. Communication methods may include in-person meetings, virtual meetings, dashboards, emails, phone calls, or text messages. Feedback from the City of Laredo Utilities Department and project teams is actively incorporated to ensure the chosen forums are effective, accessible, and well received.

### 4. Develop a Communication Schedule

Anubis establishes a structured communication cadence tailored to project needs and priorities. This may include:

- Daily stand-up meetings for active coordination,
- Weekly project team meetings,
- Monthly stakeholder and executive updates,
- Ad hoc communications for urgent issues or decision points.

The frequency and format of communication are intentionally scaled to the urgency and complexity of the message.



## 5. Execute the Communication Plan

Once established, the communication plan is executed with discipline and consistency. Anubis ensures that agreed-upon communication protocols are followed, information is accurate and timely, and messaging remains aligned with project status, risks, and priorities.

## 6. Evaluate Effectiveness and Gather Feedback

Communication effectiveness is continuously evaluated. Feedback from the City, stakeholders, and project teams is actively solicited to identify opportunities for improvement. Lessons learned are incorporated into ongoing communication practices, reinforcing a continuous improvement mindset.

This communication strategy is not a standalone function; it is the foundation that connects and sustains Anubis Engineering's full Project and Program Management methodology. Through effective communication, we enable the successful integration of:

- Project and Program Management frameworks,
- Six Sigma DMAIC methodology,
- Change and Risk Management,
- Lean Improvement and "learning-to-see" culture, and
- The 3E morale philosophy - Engage, Empower, and Encourage.

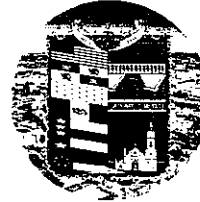
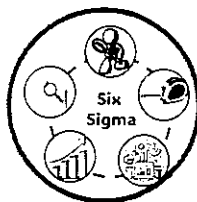
By placing communication as the foundation of our approach, Anubis ensures that strategy, execution, and culture move forward together - clearly, confidently, and collaboratively.

Anubis Engineering is committed to augmenting the City of Laredo Utilities Department's engineering function by providing seasoned project, program, and portfolio management expertise, supported by deep technical knowledge across water and wastewater systems. We are here to guide, support, and collaborate at every stage of your projects - ensuring alignment, transparency, and shared success.

Our goal is simple: deliver successful projects, build strong teams, and create lasting value for the City of Laredo Utilities Department and its community through clear communication, disciplined execution, and trusted partnership.



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## **XV. COSTING AND COMPENSATION STRUCTURE PROPOSAL**

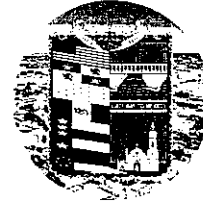
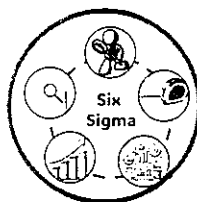
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Anubis further understands that the services outlined in this RFP extend beyond the management of existing projects and resources. The requested support encompasses the development and execution of a capital improvement portfolio, as well as comprehensive water and wastewater engineering function support across the full project lifecycle, including planning, design, procurement, construction, and project closeout. This breadth of responsibility requires flexibility, scalability, and access to experienced professionals who can adapt to evolving priorities and workload demands.

To support transparency while maintaining flexibility, Anubis proposes an hourly rate structure by role and level of responsibility. This approach allows the City of Laredo Utilities Department to clearly understand how resources are allocated, ensures alignment between effort and cost, and provides the ability to scale support up or down as project needs evolve. It also positions both the City and Anubis to collaboratively refine staffing strategies as priorities shift within the capital portfolio.

Anubis believe that this proposed rate structure is the foundation for an open and collaborative discussion. We welcome the opportunity to further align on expectations, workload assumptions, and service levels to ensure a fair, competitive, and value-driven compensation model that supports the City's long-term utility objectives while delivering projects on time and within budget.

Please review the following page for Anubis Engineering Hourly Rate for the Project and Program Management Support Services.



## CITY OF LAREDO UTILITIES DEPARTMENT

### PROJECT AND PROGRAM MANAGEMENT SUPPORT SERVICES

HOURLY CHARGES FOR PROFESSIONAL SERVICES (2025)

Prepared by:

JLB

Date:

12/16/2025

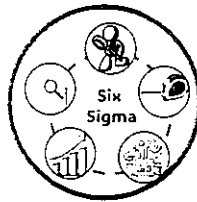
Hourly Rate Schedule			
Labor / Title Category	Year Progression		
	2026	2027	2028
Project Principal	\$200	\$206	\$216
Senior Project Manager	\$175	\$180	\$189
Project Manager	\$150	\$155	\$162
Senior Engineer	\$140	\$144	\$151
Project Engineer	\$125	\$129	\$135
Staff Engineer	\$110	\$113	\$119
RPLS	\$150	\$155	\$162
Construction / Commissioning Manager	\$150	\$155	\$162
Engineer Field Technician	\$125	\$129	\$135
Survey Tech	\$75	\$77	\$81
CAD	\$125	\$129	\$135
Administrative	\$50	\$52	\$54
Survey Party (3 Resources)	\$200	\$206	\$216

Expense Items	
Consultants, Contractors & Supplies	Cost plus 5%
Travel ( out of town only)	Current IRS per mile
Lodging and meals ( out of town trips)	Actual Cost

Charges include all salaries, salary expense, overhead, and profit.



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## **XXXI. APPENDIX J – RFP 2026-022 “EXHIBIT A: COST PROPOSAL FORM” COMPLETED**

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Refer to the following page.

## Exhibit A – Cost Proposal Form

COST SHEET TEMPLATE -**Anubis Engineering is providing an Hourly Rate Schedule within this RFP**

Attach and require proposers to complete this exhibit as part of the Cost Proposal.

### A. HOURLY RATE SCHEDULE

Use one row per labor category and staff member if known.

Columns

1. Labor category or title
2. Staff name if known
3. Hourly rate year one
4. Hourly rate year two
5. Hourly rate year three

Example layout

Labor category or title:

Staff name:

Hourly rate year one:

Hourly rate year two:

Hourly rate year three:

(repeat rows as needed)

### B. FLAT RATE AND TASK BASED PRICING - None

List any proposed flat rate services. If none are proposed write "none".

Columns

1. Task name or description
2. Assumptions and key inclusions
3. Lump sum flat fee
4. Expected duration in calendar days
5. Key deliverables

Example layout

Task name or description:

Assumptions and key inclusions:

Lump sum flat fee:

Expected duration in calendar days:

Key deliverables:

CITY OF LAREDO  
PURCHASING DIVISION

---

(repeat rows as needed)

**C. PERFORMANCE BASED AND OTHER COST STRUCTURES - None**

List any performance-based elements, blended rate options, retainers, or other allowed cost structures. If none are proposed write "none".

Columns

1. Cost structure type for example performance based, blended rate, or retainer
2. Description and when it applies
3. Basis for calculation for example metric or retainer hours
4. Cap or limit on payments under this structure

Example layout

Cost structure type:

Description and when it applies:

Basis for calculation:

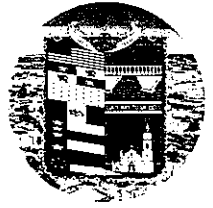
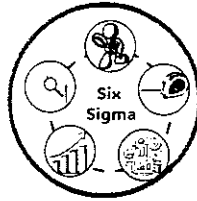
Cap or limit on payments:

(repeat rows as needed)

**\*\*\*\*\*Documentation can be uploaded on to Cit-E-Bid\*\*\*\*\***



**ANUBIS ENGINEERING**  
ENGINEERING INNOVATIVE SOLUTIONS, TODAY AND BEYOND



## **XVI. BUSINESS INFORMATION QUESTIONNAIRE**

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Please refer to the following page.



## **RFP 2026-022**

### **RFP 2026-022: Project Management and Program Management Support Services City of Laredo Utilities Department**

Issue Date: 11/25/2025

Questions Deadline: 12/5/2025 02:00 PM (CT)

Response Deadline: 12/16/2025 05:00 PM (CT)

City of Laredo Purchasing

#### **Contact Information**

Contact: Enrique Aldape III  
Address: Purchasing Division  
Public Works Service Center  
5512 Thomas Avenue  
Laredo, TX 78041  
Phone: 956 (794) 1733  
Fax: 956 (790) 1805  
Email: [ealdape@ci.laredo.tx.us](mailto:ealdape@ci.laredo.tx.us)

## Event Information

Number: RFP 2026-022  
Title: RFP 2026-022: Project Management and Program Management Support Services  
City of Laredo Utilities Department  
Type: Request For Proposal  
Issue Date: 11/25/2025  
Question Deadline: 12/5/2025 02:00 PM (CT)  
Response Deadline: 12/16/2025 05:00 PM (CT)  
Notes: **The City of Laredo strongly encourages electronic bid submissions through Cit-E-Bid, which is the preferred method for bid delivery. Electronic submissions help ensure timely receipt and efficient processing. While electronic submission is preferred, hand-delivered proposals will also be accepted. If submitting in person, proposals will also be received at City Hall.**

**Vendors/contractors submitting hand-delivered bids to the City Secretary's Office on the due date must allow sufficient time for check-in at the City Hall reception desk. The City is not responsible for any delays caused by the check-in process. Bids will not be accepted after the specified deadline, regardless of circumstances. Please plan accordingly to ensure timely submission. The City of Laredo reserves the right to reject any and all proposals, and to waive any minor irregularities.**

\*\*\*\*\*If the bidder submits both an electronic proposal and a properly completed manual proposal, the Purchasing Division will use the electronic proposal. If the bidder submits an electronic proposal and a manual proposal that is not complete, the Purchasing Division will use the electronic proposal.\*\*\*\*\*

Proposals forms can be downloaded and printed through Cit-E-Bid. \*\*\*\*\*Mailed Proposals (i.e. USPS, FedEx, UPS), telegraphic, or facsimile proposals will not be considered.\*\*\*\*\*

## Ship To Information

Contact: Mario I. Maldonado Jr.  
Address: City Secretary  
City Hall  
3rd floor  
1110 Houston St  
3rd floor  
Laredo, TX 78043  
Phone: (956) 791-7312

## Billing Information

Contact: Jorge Jolly  
Address: Accounts Payable  
City Hall  
2nd  
PO Box 210  
Laredo, TX 78042  
Phone: (956) 791-7326  
Email: jjolly@ci.laredo.tx.us

## Bid Attachments

**Conflict of Interest Questionnaire-Revised 1-1-2021.pdf**

Conflict of Interest Questionnaire (CIQ)

## Non-Collusive Affidavit Form.pdf

Non-Collusive Affidavit Form

## 2026-022 Form 1295.pdf

RFP 2026-022 Form 1295

## 2026-022 COQ\_FORM AND INSTRUCTIONS.pdf

RFP 2026-022 Form and Instructions

## RFP 2026-022 Project Management Services.pdf

RFP 2026-022 Project Management Services

## Bid Attributes

### 1 Questionnaire Description

"The undersigned affirms that they are duly authorized to execute this contract, that this company, corporation, firm, partnership or individual has not prepared this bid in collusion with any other bidder, and that the contents of this bid as to prices, terms or conditions of said bid have not been communicated by the undersigned nor by any employee or agent to any other person engaged in this type of business prior to the official opening of this request. By submitting this bid the vendor agrees to the City of Laredo specifications and all terms and conditions stipulated in the proposed document. That I, individually and on behalf of the business named in this Business Questionnaire, do by my signature below, certify that the information provided in the questionnaire is true and correct".

### 2 Name of Offeror (Business) and Name & Phone Number of Authorized Person to sign bid

Anubis Engineering, Inc.- Joshua L. Berryhill - Mobile Telephone: (325) 513-2338

(Required: Maximum 1000 characters allowed)

### 3 State how long under has the business been in its present business name

Anubis Engineering was founded in October 2024 and has been operating for fourteen (14) months

(Required: Maximum 1000 characters allowed)

### 4 If applicable, list all other names under which the Business identified above operated in the last five years

NA

(Required: Maximum 4000 characters allowed)

### 5 State if the Company is a certified minority business enterprise

The below information is requested for statistical and tracking purposes only and will not influence the amount of expenditure the City will make with any given company.

NA

**6 Questions Part 1**

1) Is any litigation pending against the Business? 2) Has the Business ever been declared "not responsive" for the purpose of any governmental agency contract award? 3) Has the Business been debarred, suspended, proposed for debarment, suspended, proposed for debarment, declared ineligible, voluntarily excluded, or other wise disqualified from bidding, proposing or contracting? 4) Are there any proceedings, pending relating to the Business responsibility, debarment, suspension, voluntary exclusion, or qualification to receive a public contract? 5) Has the government or other public entity requested or required enforcement of any of its rights under a surety agreement on the basis of default or in lieu of declaring the Business at default?

Anubis Engineering: 1) has no current or pending litigation. 2) has not been declared " non-responsive" for the purpose of any contract award. 3) has not been debarred, suspended, proposed for debarment, declared ineligible, voluntarily excluded, or other wise disqualified from bidding, proposing or contracting. 4) is not subject to any pending proceedings relating to business responsibility, debarment, suspension, voluntary exclusion or qualification to receive a public contract. 5) is not involved in any enforcement actions concerning its rights under a surety agreement

(Required: Maximum 4000 characters allowed)

**7 Questions Part 2**

1) Is the Business in arrears in any contract or debt? 2) Has the Business been a defaulter, as a principal, surety, or otherwise? 3) Have liquidated damages or penalty provisions been assessed against the Business for failure to complete work on time or any other reason?

Anubis Engineering: 1) is not subject to any arrears under any contract or debt. 2) has not been a defaulter, whether as a principal, surety, or otherwise. 3) is not subject to any liquidated damages or penalty provisions for failure to complete work or for any other reason.

(Required: Maximum 4000 characters allowed)

**8 State if the Company is a certified minority business enterprise**

- ☐ Historically Underutilized Business (HUB) ☐ Small Disadvantaged Business Enterprise (SCBC)  
☐ Disadvantaged Business Enterprise (DBE) ☐ Other  
☒ This company is not a certified minority business

(Required: Check only one)

**9 Conflict of Interest Disclosure**

A form disclosing potential conflicts of interest involving counties, cities, and other local government entities may be required to be filed after January 1, 2006, by vendors or potential vendors to local government entities. The new requirements are set forth in Chapter 176 of the Texas Local Government Code added by H.B. No. 914 of the last Texas Legislature. Companies and individuals who contract, or seek to contract, with the City of Laredo and its agents may be required to file with the City Secretary's Office, 1110 Houston Street, Laredo, Texas 78040, a Conflict of Interest Questionnaire that describes affiliations or business relationships with the City of Laredo officers, or certain family members or business relationships of the City of Laredo officer, with which such persons do business, or any gifts in an amount of \$250.00 or more to the listed City of Laredo officer (s) or certain family members. The new requirements are in addition to any other disclosures required by law. The dates for filing disclosure statements begin on January 1, 2006. A violation of the filing requirements is a Class C misdemeanor. The Conflict of Interest Questionnaire (Form CIQ) may be downloaded from <http://www.ethics.state.tx.us/whatsnew/conflict forms.htm>. The City of Laredo officials who come within Chapter 176 of the Local Government Code relating to filing of Conflicts of Interest Questionnaire (Form CIQ) include: 1. Mayor 2. Council Members 3. City Manager 4. Members of the Fire Fighters and Police Officers Civil Service Commission. 5. Members of the Planning and Zoning Commission. 6. Members of the Board of Adjustments 7. Members of the Building Standards Board 8. Parks & Leisure Advisory Committee Member, 9. Historic District Land Board Member, 10. Ethics Commission Board Member, 11. The Board of Commissioners of the Laredo Housing Authority 12. The Executive Director of the Laredo Housing Authority 13. Any other City of Laredo decision making board member If additional information is needed please contact Enrique Aldape III, Interim Purchasing Agent at 956-794-1733.

**10 Conflict of Interest Questionnaire Form CIQ**

For vendor or other person doing business with local governmental entity. This questionnaire reflects changes made to the law by H.B. 1491, 80th Leg., Regular Session. This questionnaire is being filed in accordance with Chapter 176, Local Government Code by a person who has a business relationship as defined by Section 176.001(1-a) with a local governmental entity and the person meets requirements under Section 176.006(a). By law this questionnaire must be filed with the records administrator of the local governmental entity not later than the 7th business day after the date the person becomes aware of facts that require the statement to be filed. See Section 176.006, Local Government Code. A person commits an offense if the person knowingly violates Section 176.006, Local Government Code. An offense under this section is a Class C misdemeanor.

**11 Conflict of Interest Questionnaire**

Vendor is required to submit Conflict of Interest Form for bid to be considered complete. Have you submitted your completed Conflict of Interest Form with your response?

☒ Yes ☐ No

(Required: Check only one)

**12 Disclosure Form**

For details on use of this form, see Section 4.01 of the City's Ethics Code.

**13 Question 1. Name of person submitting this disclosure form**

Please include First Name, Middle Initial, Last Name and Suffix (if applicable)

Joshua L. Berryhill

(Required: Maximum 1000 characters allowed)

1  
4

**Question 2. Contract Information**

Please include the following: a)Contract or Project Name b)Originating Department

Contract: RFP 2026-022: Project Management and Program Management Support Services

Originating Department: City of Laredo Utilities Department

(Required: Maximum 4000 characters allowed)

1  
5

**Question 3. Name of individual(s) or entity(ies) seeking a contract with the city (i.e. parties to the contract)**

Anubis Engineering, Inc.

(Required: Maximum 4000 characters allowed)

1  
6

**Question 4. List any business entity(ies) that is a partner, parent, subsidiary business entity(ies) of the individual or entity listed in Question 3.**

☒ Not Applicable   ☐ It applies to my business

(Required: Check only one)

1  
7

**Question 4. List any business entity(ies) that is a partner, parent, subsidiary business entity(ies) of the individual or entity listed in Question 3**

If you selected Not Applicable on Question 4, skip this section. If it applies to you, please list the name of partner, parent, or subsidiary business entity(ies) in this section.

NA

(Optional: Maximum 4000 characters allowed)

1  
8

**Question 5. List any individuals or entities that will be subcontractors on this contract**

☒ Not Applicable   ☐ It applies to my business

(Required: Check only one)

1  
9

**Question 5. List any individuals or entities that will be subcontractors on this contract**

If you selected Not Applicable on Question 5, please skip this section. If it applies to you, please list subcontractors in this section.

NA

(Optional: Maximum 4000 characters allowed)

2  
0

**Question 6. List any attorneys, lobbyists, or consultants that have been retained to assist in seeking this contract**

☒ Not Applicable ☐ It applies to my business

(Required: Check only one)

2  
1

**Question 6. List any attorneys, lobbyists, or consultants that have been retained to assist in seeking this contract**

If selected Not Applicable on question 6, please skip this section. If it applies to you, please list attorneys, lobbyists, or consultants that have been retained to assist in seeking this contract.

NA

(Optional: Maximum 4000 characters allowed)

2  
2

**Question 7. Disclosure of political contributions**

List any campaign or officeholder contributions made by the following individuals in the past 24 months totaling more than \$100 to any current member of City Council, former member of City Council, any candidate for City Council, or to any political action committee that contributes to City Council elections. a) Any individual seeking contract with the city (Question 3) b) Any owner or officer of entity seeking contract with the city (Question 3) c) Any individual or owner or officer of any entity listed above as partner, parent, or subsidiary business (Question 4) d) Any subcontractor or owner/office of subcontracting entity for the contract (Question 5) e) The spouse of any individual listed in response to (a) through (d) above f) Any attorney, lobbyist, or consultant retained to assist in seeking contract (Question 6)

☒ Not Applicable ☐ It applies to my business

(Required: Check only one)

2  
3

**Question 7. Disclosure of political contributions**

If you selected Not Applicable on question 7, please skip this section. If it applies to you, please list all contributors in this section.

NA

(Optional: Maximum 4000 characters allowed)

**2**  
**4** **Updates on contributions required**

Information regarding contributions must be updated by submission of a revised form from the date of the submission of this form, up through the time City Council takes action on the contracts identified in response to Question 2 and continuing for 30 calendar days after the contract has been awarded.

**2**  
**5** **Question 8. Disclosure of Conflict of Interest**

Are you aware of any fact(s) with regard to this contract that would raise a "conflict of interest" issue under Section 2.01 of the Ethics Code for any City Council member or board/commission member that has not or will not be raised by these city officials?

☐ I am aware of conflict of interest ☒ I am not aware of any conflict of interest

(Required: Check only one)

**2**  
**6** **8. Disclosure of Conflict of Interest**

If you selected I am aware of conflict of interest in question 8, please list them in this section.

NA

(Optional: Maximum 4000 characters allowed)

**2**  
**7** **Question 9. Updates Required**

I understand that this form must be updated by submission of a revised form if there is any change in the information before the discretionary contract is the subject of action by the City Council, and no later than five (5) business days after any changes has occurred, whichever comes first. This include information about political contributions made after the initial submission and up until thirty (30) calendar days after the contract has been awarded.

☒ I have read and understand this section

(Required: Check if applicable)

**2**  
**8** **Question 10. No Contact with City Officials or Staff during Contract Evaluation**

I understand that a person or entity who seeks or applies for city contract or any other person acting on behalf of that person or entity is prohibited from contacting city officials and employees regarding the contract after a Request for Proposal (RFP), Request for Qualifications (RFQ), or other solicitation has been released. This no-contact provision shall conclude when the contract is posted as a City of Laredo Council agenda item. If contact is required with city officials or employees, the contact shall take place in accordance with procedures incorporated into the solicitation documents. Violation of this prohibited contacts provision set out in Section 2.09 of the Ethics Code by respondents or their agents may lead to disqualification of their offer from consideration.

☒ I have read and understand this section

(Required: Check if applicable)

**2**  
**9** **Question 11. Conflict of Interest Questionnaire (CIQ)**

Chapter 176 of the Local Government Code requires contractor and vendors to submit a Conflict of Interest Form (CIQ) to the Office the of City Secretary.

☒ I have acknowledge that I have been advised

(Required: Check if applicable)

## 30

1)Joshua L. Berryhill, 2) President and CEO, 3) Anubis Engineering, Inc., 4) 12/16/2025

(Required: Maximum 4000 characters allowed)

31

☒ I swear or affirm information is correct

(Required: Check if applicable)

## 32

(Required: Check if applicable)

## 33

(Required: Check if applicable)

## 34

(Required: Check if applicable)

## 35

(Required: Check if applicable)

**3 Certificate of Interested Parties (Form 1295)**

**6**

In an effort to comply with state law the certificate of interested parties must be filled out once a vendor has been granted a contract. All of this information can be found on the State of Texas website, please use this link provided, <https://www.ethics.state.tx.us/tec/1295-Info.htm>. Implementation of House Bill 1295 Certificate of Interested Parties (Form 1295): In 2015, the Texas Legislature adopted House Bill 1295, which added section 2252.908 of the Government Code. The law states that a governmental entity or state agency may not enter into certain contracts with a business entity unless the business entity submits a disclosure of interested parties to the governmental entity or state agency at the time the business entity submits the signed contract to the governmental entity or state agency. The law applies only to a contract of a governmental entity or state agency that either (1) requires an action or vote by the governing body of the entity or agency before the contract may be signed or (2) has a value of at least \$1 million. The disclosure requirement applies to a contract entered into on or after January 1, 2016. The Texas Ethics Commission was required to adopt rules necessary to implement that law, prescribe the disclosure of interested parties form, and post a copy of the form on the commission's website. The commission adopted the Certificate of Interested Parties form (Form 1295) on October 5, 2015. The commission also adopted new rules (Chapter 46) on November 30, 2015, to implement the law. The commission does not have any additional authority to enforce or interpret House Bill 1295. Filing Process: Starting on January 1, 2016, the commission will make available on its website a new filing application that must be used to file Form 1295. A business entity must use the application to enter the required information on Form 1295 and print a copy of the completed form, which will include a certification of filing that will contain a unique certification number. An authorized agent of the business entity must sign the printed copy of the form and have the form notarized. The completed Form 1295 with the certification of filing must be filed with the governmental body or state agency with which the business entity is entering into the contract. The governmental entity or state agency must notify the commission, using the commission's filing application, of the receipt of the filed Form 1295 with the certification of filing not later than the 30th day after the date the contract binds all parties to the contract. The commission will post the completed Form 1295 to its website within seven business days after receiving notice from the governmental entity or state agency. Information regarding how to use the filing application will be available on this site starting on January 1, 2016. Additional Information: HB 1295 Certificate of Interested Parties (Form 1295) New Chapter 46, Ethics Commission Rules: 46.1. Application 46.3. Definitions 46.5. Disclosure of Interested Parties Form In order to comply with state law the Certificate of Interested Parties (Form 1295) must be submitted to the Texas Ethics Commission within 10 days upon receiving notice of award of contract. This form must be submitted within the allotted time otherwise this may result in the cancellation of the contract.

☒ I will comply with this form

(Required: Check if applicable)

**3** **Disqualification & Debarment Certification**

**7**

**DISQUALIFICATION & DEBARMENT CERTIFICATION** By submitting this request for bids, proposal or statement of qualifications, the firm certifies that it is not currently debarred or eligible for debarment from the City of Laredo pursuant to **Ordinance No. 2017-O-098**, and that it is not an agent of a person or entity that is currently debarred from receiving contracts from any political subdivision or agency of the State of Texas. The City will further verify debarment status through use of the federal website SAM.gov. The contract parties are further prohibited from making any award at any tier to any party that is debarred or suspended or otherwise excluded from or ineligible for participation in Federal Assistance Programs under Executive Order 12549, "Debarment and Suspension."

By executing this agreement, the Engineer certifies that it is not currently debarred, suspended, or otherwise excluded from or ineligible for participation in Federal Assistance Programs under Executive Order 12549. The parties to this contract shall require any party to a subcontract or purchase order awarded under this contract to certify its eligibility to receive Federal funds and, when requested by the City, to furnish a copy of the certification. Additionally, in accordance with Chapter 2270, Texas Government Code, a governmental entity may not enter into a contract with a company for goods or services unless the contract contains a written verification from the company that it: (1) does not boycott Israel; and (2) will not boycott Israel during the term of the contract.

The signatory executing this contract on behalf of company verifies that the company does not boycott Israel and will not boycott Israel during the term of this contract. S.B. 252 (V. Taylor/S. Davis) is a bill relating to government contracts with terrorists. The bill provides that: (1) a governmental entity, including a city, may not enter into a governmental contract with a company that is identified on a list prepared and maintained by the comptroller and that does business with Iran, Sudan, or a foreign terrorist organization; and (2) a company that the United States government affirmatively declares to be excluded from its federal sanctions regime relating to Sudan, its federal sanctions regime relating to Iran, or any federal sanctions regime relating to a foreign terrorist organization is not subject to the contract prohibition under the bill.

☒ I certify to the terms and conditions

(Required: Check if applicable)

**3** **Byrd Anti-Lobbying Amendment (31 U.S.C. 1352)**

**8**

**Byrd Anti-Lobbying Amendment (31 U.S.C. 1352)**

Contractors that apply or bid for an award exceeding \$100,000 must file the required certification. Each tier certifies to the tier above that it will not and has not used Federal appropriated funds to pay any person or organization for influencing or attempting to influence an officer or employee of any agency, a member of Congress, officer or employee of Congress, or an employee of a member of Congress in connection with obtaining any Federal contract, grant or any other award covered by 31 U.S.C. 1352. Each tier must also disclose any lobbying with non-Federal funds that takes place in connection with obtaining any Federal award. Such disclosures are forwarded from tier to tier up to the non-Federal award.

☒ I have read and understand this section

(Required: Check if applicable)

**3** **Ordinance 2018-O-175**

**9**

The City of Laredo has established a local vendor preference ordinance 2018-O-175. All informal and formal Requests for bids for contracts will be evaluated with a 5% preference for local vendors.

Anubis Engineering, Inc. acknowledges the City of Laredo 2018-O-175 ordinance

(Optional: Maximum 1000 characters allowed)

**4**  
**0** **Addendum**

The City of Laredo reserves the right to issue addenda to solicitations as necessary. Addenda are used to clarify, revise, or otherwise modify solicitation documents. All submitting parties are responsible for acknowledging receipt of each addendum issued. Failure to acknowledge any issued addendum will result in the submission being returned and considered incomplete.

**Important Notice:**

- Addendum notifications will be sent to the email address associated with each submission.
- It is the submitting party's responsibility to monitor the provided email address and ensure that all addenda are received and acknowledged.
- Failure to acknowledge any issued addendum will result in the submission being returned and considered incomplete.

☒ Acknowledge  
(Required: Check if applicable)

**4**  
**1** **Insurance Terms and Conditions**

**INSURANCE REQUIREMENTS**

If and when applicable or required by the contract, the successful bidder(s) shall furnish the City with original copies of valid insurance policies herein required upon execution of the contract and shall maintain said policies in full force and effect at all times throughout the term of this contract.

(a) Commercial General Liability insurance at minimum combined single limits of \$1,000,000 per-occurrence and \$2,000,000 general aggregate for bodily injury and property damage, which coverage shall include products/completed operations (\$1,000,000 products/completed operations aggregate) and XCU (Explosion, Collapse, Underground) hazards. Coverage must be written on an occurrence form. Contractual Liability must be maintained covering the Contractors obligations contained in the contract. The general aggregate limit must be at least two (2) times the each occurrence limit.

(b) Workers Compensation insurance at statutory limits, including Employers Liability coverage a minimum limits of \$1,000,000 each-occurrence each accident/\$1,000,000 by disease each-occurrence/\$1,000,000 by disease aggregate.

(c) Commercial Automobile Liability insurance at minimum combined single limits of \$1,000,000 per-occurrence for bodily injury and property damage, including owned, non-owned, and hired car coverage.

(d) Professional Liability, Errors & Omissions coverage, with minimum limits of \$1,000,000 per claim/ \$2,000,000 annual aggregate. This coverage must be maintained for at least two years after the project is completed. If coverage is written on a claims-made basis, a policy retroactive date equivalent to the inception date of the contract (or earlier) must be maintained during the full term of the contract.

(e) Any Subcontractor(s) hired by the Contractor shall maintain insurance coverage equal to that required of the Contractor. It is the responsibility of the Contractor to assure compliance with this provision. The City of Laredo accepts no responsibility arising from the conduct, or lack of conduct, of the Subcontractor.

(f) A Comprehensive General Liability insurance form may be used in lieu of a Commercial General Liability insurance form. In this event, coverage must be written on an occurrence basis, at limits of \$1,000,000 each-occurrence, combined single limit, and coverage must include a broad form Comprehensive General Liability Endorsement, products/completed operations, XCU hazards, and contractual liability.

(g) With reference to the foregoing insurance requirement, Contractor shall specifically endorse applicable insurance policies as follows:

1. The City of Laredo shall be named as an additional insured with respect to General Liability and Automobile Liability.
2. All liability policies shall contain no cross-liability exclusions or insured versus insured restrictions.
3. A waiver of subrogation in favor of the City of Laredo shall be contained in the Workers compensation, and

all liability policies.

4. All insurance policies shall be endorsed to require the insurer to immediately notify The City of Laredo of any material change in the insurance coverage.
5. All insurance policies shall be endorsed to the effect that The City of Laredo will receive at least sixty- (60) days' notice prior to cancellation or non-renewal of the insurance.
6. All insurance policies, which name The City of Laredo as an additional insured, must be endorsed to read as primary coverage regardless of the application of other insurance.
7. Required limits may be satisfied by any combination of primary and umbrella liability insurances.
8. Contractor may maintain reasonable and customary deductibles, subject to approval by The City of Laredo.
9. Insurance must be purchased from insurers that are financially acceptable to the City of Laredo. Insurer must be rated A- or greater by AM Best Rating with an admitted carrier licensed by the Texas Department of Insurance.

(h) All insurance must be written on forms filed with and approved by the Texas Department of Insurance. Certificates of Insurance shall be prepared and executed by the insurance company or its authorized agent and shall contain provisions representing and warranting the following:

1. Sets forth all endorsements and insurance coverage's according to requirements and instructions contained herein.
2. Shall specifically set forth the notice-of-cancellation or termination provisions to The City of Laredo.

(i) Upon request, Contractor shall furnish The City of Laredo with certified copies of all insurance policies.

(j) Certificates of insurance are always subject to review and approval from the City of Laredo Risk Management.

(k) Specialty certificates and licenses must be inspected and verified for accuracy and validity before award of contract.

(l) Awarded vendor is required to maintain current and active all: certifications, licenses, permits and/or insurance coverages, required to perform work, throughout the duration of this project/contract.

#### **NON-CONSTRUCTION BIDS:**

##### Insurance Requirements

The successful bidder(s) shall furnish the City with a Certificate of Insurance herein required upon execution of the contract and shall maintain said policies in full force and effect at all times during the term of this contract.

(a) Commercial General Liability insurance at minimum combined single limits of \$1,000,000 per-occurrence and \$2,000,000 general aggregate for bodily injury and property damage. Coverage must be amended to provide for an each-project aggregate limit of insurance. An alternative would be to have separate limits for all lines of General Liability coverage for each project.

(b) Workers Compensation insurance at statutory limits, including Employers Liability coverage a minimum limit of \$1,000,000 each-occurrence each accident/\$1,000,000 by disease each-occurrence/\$1,000,000 by disease aggregate.

(c) Commercial Automobile Liability insurance at minimum combined single limits of \$1,000,000 per-occurrence for bodily injury and property damage, including owned, non- owned, and hired car coverage.

(d) Any Subcontractor(s) hired by the Contractor shall maintain insurance coverage equal to that required of the Contractor. It is the responsibility of the Contractor to assure compliance with this provision. The City of Laredo accepts no responsibility arising from the conduct, or lack of conduct, of the Subcontractor. The independent subcontractor performing onsite labor will extend completed operations to additional insured parties.

(e) A Comprehensive General Liability insurance form may be used in lieu of a Commercial General Liability insurance form. In this event, coverage must be written on an occurrence basis, at limits of \$1,000,000 each-occurrence, combined single limit, and coverage must include a broad form Comprehensive General Liability Endorsement.

(f) With reference to the foregoing insurance requirement, Contractor shall specifically endorse applicable insurance policies as follows:

1. The City of Laredo shall be named as a primary and non-contributory additional insured with respect to

General Liability and Automobile Liability. The additional insured for General Liability shall include operations and completed operations. Completed operation are to be kept in force for a period of 10 years.

2. All liability policies shall contain no cross-liability exclusions or insured versus insured restrictions.

3. A waiver of subrogation in favor of the City of Laredo shall be contained in the Workers compensation, and all liability policies.

4. All insurance policies shall be endorsed to require the insurer to immediately notify The City of Laredo of any material change in the insurance coverage.

5. All insurance policies shall be endorsed to the effect that The City of Laredo will receive at least sixty- (60) days' notice prior to cancellation or non-renewal of the insurance.

6. All insurance policies, which name The City of Laredo as an additional insured, must be endorsed to read as primary coverage regardless of the application of other insurance.

7. Required limits may be satisfied by any combination of primary and umbrella liability insurances.

8. Contractor may maintain reasonable and customary deductibles, subject to approval by The City of Laredo.

9. Insurance must be purchased from insurers that are financially acceptable to the City of Laredo. Insurer must be rated A- or greater by AM Best Rating with an admitted carrier licensed by the Texas Department of Insurance.

(g) All insurance must be written on forms filed with and approved by the Texas Department of Insurance.

Certificates of Insurance shall be prepared and executed by the insurance company or its authorized agent and shall contain provisions representing and warranting the following:

1. Sets forth all endorsements and insurance coverages according to requirements and instructions contained herein.

2. Certificates of insurance shall be accompanied by a copy of each required endorsement including the notice of cancellation or termination provisions to the City of Laredo for each required type of insurance.

(h) Upon receipt of a verified claim and at the request of the City of Laredo, Contractor shall furnish The City of Laredo with certified copies of all required insurance policies.

#### **CONSTRUCTION BIDS:**

##### **INSURANCE REQUIREMENTS**

When required and specified in the City of Laredo bid specifications, the successful bidder(s) shall furnish the City with Certificate of Insurance herein required upon execution of the contract and shall maintain said policies in full force and effect at all times during the term of this contract.

(i) Commercial General Liability insurance at minimum combined single limits of \$1,000,000 per-occurrence and \$2,000,000 general aggregate for bodily injury and property damage, which coverage shall include products/completed operations (\$1,000,000 products/ completed operations aggregate), and XCU (Explosion, Collapse, Underground) hazards. Coverage for products/completed operations must be maintained for at least two (2) years after the construction work has been completed. Coverage must be amended to provide for an each-project aggregate limit of insurance. An alternative would be to have separate limits for all lines of General Liability coverage for each project.

(j) Workers Compensation insurance at statutory limits, including Employers Liability coverage a minimum limit of \$1,000,000 each-occurrence each accident/\$1,000,000 by disease each-occurrence/\$1,000,000 by disease aggregate.

(k) Commercial Automobile Liability insurance at minimum combined single limits of \$1,000,000 per-occurrence for bodily injury and property damage, including owned, non- owned, and hired car coverage.

(l) Any Subcontractor(s) hired by the Contractor shall maintain insurance coverage equal to that required of the Contractor. It is the responsibility of the Contractor to assure compliance with this provision. The City of Laredo accepts no responsibility arising from the conduct, or lack of conduct, of the Subcontractor. The independent subcontractor performing onsite labor will extend completed operations to additional insured parties.

(m) A Comprehensive General Liability insurance form may be used in lieu of a Commercial General Liability insurance form. In this event, coverage must be written on an occurrence basis, at limits of \$1,000,000 each-occurrence, combined single limit, and coverage must include a broad form Comprehensive General Liability Endorsement, products/completed operations, XCU hazards, and contractual liability.

(n) With reference to the foregoing insurance requirement, Contractor shall specifically endorse applicable

insurance policies as follows:

1. The City of Laredo shall be named as a primary and non-contributory additional insured with respect to General Liability and Automobile Liability. The additional insured for General Liability shall include operations and completed operations. Completed operation are to be kept in force for a period of 10 years.
2. All liability policies shall contain no cross-liability exclusions or insured versus insured restrictions.
3. A waiver of subrogation in favor of the City of Laredo shall be contained in the Workers compensation, Builders Risk, and all liability policies.
13. All insurance policies shall be endorsed to require the insurer to immediately notify The City of Laredo of any material change in the insurance coverage.
4. All insurance policies shall be endorsed to the effect that The City of Laredo will receive at least sixty- (60) days' notice prior to cancellation or non-renewal of the insurance.
5. All insurance policies, which name The City of Laredo as an additional insured, must be endorsed to read as primary coverage regardless of the application of other insurance.
6. Required limits may be satisfied by any combination of primary and umbrella liability insurances.
7. Contractor may maintain reasonable and customary deductibles, subject to approval by The City of Laredo.
8. Insurance must be purchased from insurers that are financially acceptable to the City of Laredo. Insurer must be rated A- or greater by AM Best Rating with an admitted carrier licensed by the Texas Department of Insurance.

(o) All insurance must be written on forms filed with and approved by the Texas Department of Insurance. Certificates of Insurance shall be prepared and executed by the insurance company or its authorized agent and shall contain provisions representing and warranting the following:

1. Sets forth all endorsements and insurance coverages according to requirements and instructions contained herein.
2. Certificates of insurance shall be accompanied by a copy of each required endorsement including the notice of cancellation or termination provisions to the City of Laredo for each required type of insurance.

(p) Upon receipt of a verified claim and at the request of the City of Laredo, Contractor shall furnish The City of Laredo with certified copies of all required insurance policies.

☒ I agree my insurance meets minimum requirements

*(Required: Check if applicable)*

## 4 Contract Requirements

**1.CODE OF ETHICS ORDINANCE** Vendors doing business with the City of Laredo shall comply with all provisions of the City of Laredo's Code of Ethics (Ordinance, as amended). Vendors may be required to participate in Code of Ethics trainings.

**1.2 PROHIBITED CONTACTS DURING CONTRACT SOLICITATION PERIOD** A person or entity who seeks or applies for a city contract or any other person acting on behalf of such person or entity, is prohibited from contacting city officials and employees regarding such a contract after a Formal Bid, Request for Proposal (RFP), Request for Qualification (RFQ) or other solicitation has been released. This no-contact provision shall conclude when the contract is awarded. The City of Laredo reserves the right to contact respondents and may require such contact as part of the evaluation process (for presentation, clarification) of bids and/or negotiation of RFP submittal(s) prior to the award of contract. If contact is required, such contact will be done in accordance with provisions of Chapter 252 and 271 of the Texas Local Government Code and procedures incorporated into the solicitation document. Violation of this provision by respondents or their agents may lead to disqualification of their offer from consideration.

**1.3 NON-COLLUSIVE AFFIDAVIT (Form can be downloaded and submitted through Cit-E-Bid system)** The City may require that vendors submit a Non-Collusive Affidavit. The vendor will be required to state that the party submitting a proposal or bid, that such proposal or bid is genuine and not collusive or sham; that said Bidder has not colluded, conspired, connived or agreed, directly or indirectly, with any Bidder or Person, to put in a sham bid or to refrain from bidding, and has not in any manner, directly or indirectly, sought by agreement or collusion, or communication or conference, with any person, to fix the bid price or affiant or of any other Bidder, or to fix any overhead, profit or cost element of said bid price, or of that of any other Bidder, or to secure any advantage against the City of Laredo or any person interested in the proposed contract; and that all statements in said proposal or bid are true.

**1.4 CONTRACT DISCLOSURE FORMS (This is submitted through Cit-E-Bid system)** The City of Laredo requires the following forms to be completed as a part of this bid for consideration; 1. Company Information Questionnaire, 2. Signed Price Schedule, 3. Conflict of Interest Questionnaire, 4. Non-Collusive Affidavit 5. Discretionary Contracts Disclosure 6. Certificate of Interested Parties (Form 1295) **\*\*Upon Award of RFP Only\*\***

**1.5 CONFLICT OF INTEREST FORMS (This is submitted through Cit-E-Bid system)** Conflict of Interest Disclosure: A form disclosing potential conflicts of interest involving counties, cities, and other local government entities may be required to be filed after January 1, 2006, by vendors or potential vendors to local government entities. The new requirements are set forth in Chapter 176 of the Texas Local Government Code added by H.B. No. 914 of the last Texas Legislature.

**1.6 TEXAS ETHICS COMMISSION (Form 1295, Form can be downloaded and submitted through Cit-E-Bid system)** Certificate of Interested Parties (Form 1295) Implementation of House Bill 1295: In an effort to comply with state law the certificate of interested parties must be filled out once a vendor has been granted a contract. All of this information can be found on the state of Texas website, please use this link provided, <https://www.ethics.state.tx.us/tec/1295-Info.htm> In 2015, the Texas Legislature adopted House Bill 1295, which added section 2252.908 of the Government Code. The law states that a governmental entity or state agency may not enter into certain contracts with a business entity unless the business entity submits a disclosure of interested parties to the governmental entity or state agency at the time the business entity submits the signed contract to the governmental entity or state agency. The law applies only to a contract of a governmental entity or state agency that either (1) requires an action or vote by the governing body of the entity or agency before the contract may be signed or (2) has a value of at least \$1 million. The disclosure requirement applies to a contract entered into on or after January 1, 2016. In order to comply with state law the Certificate of Interested Parties (Form 1295) must be submitted to the Texas Ethics Commission within 10 days upon receiving notice of award of contract. This form must be submitted within the allotted time otherwise this may result in the cancellation of the contract.

Changes to Form 1295:

Changes to the law requiring certain businesses to file a Form 1295 are in effect for contracts entered into or amended on or after January 1, 2018. The changes exempt businesses from filing a Form 1295 for certain types of contracts and replace the need for a completed Form 1295 to be notarized. Instead, the person filing a 1295 needs to complete an "unsworn declaration."

☒ I have read and understand this section

(Required: Check if applicable)

## 4 Terms and Conditions Request for Proposals

**TERMS AND CONDITIONS OF INVITATIONS FOR PROPOSALS** These Terms and Conditions are considered standard language for all City of Laredo solicitation documents. If any specific proposal requirements differ from the general terms listed here, the specific proposal requirements shall prevail.

A response to any Request for Proposal is an offer to contract with the City based upon the terms, conditions, and specifications contained in the City's Request for Proposal. Proposals do not become contracts unless and until they are executed by the City. A contract has its inception in the award, eliminating a formal signing of a separate contract, unless requested by the City. For that reason, most if not all the terms and conditions of the contract are contained in the Request for Proposal, unless any of the terms and conditions are modified by a Request for Proposal amendment, a contract amendment, or by mutually agreed terms and conditions in the contract documents.

**GENERAL CONDITIONS** Vendors are required to submit Proposals upon the following expressed conditions:

- (a) Vendors shall thoroughly examine the specifications, schedule instructions and other contract documents. Once the award has been made, failure to read all specifications, instructions, and the contract documents, of the City shall not be cause to alter the original contract or for a vendor to request additional compensation.
- (b) Vendors shall make all investigations necessary to thoroughly inform themselves regarding facilities and locations for delivery of materials and equipment as required by the Proposal conditions. No pleas of ignorance by the vendor of conditions that exist or that may hereafter exist as a result of failure or omission on the part of the vendor to make the necessary examinations and investigations, or failure to fulfill in every detail the requirements of the contract documents, will be accepted as a basis for varying the requirements of the City or the compensation to the vendor.
- (c) Vendors are advised that City contracts are subject to all legal requirements provided for in the City Charter and/or applicable City Ordinances, State and Federal Statutes.

**1.0 PREPARATION OF PROPOSALS** Proposals will be prepared in accordance with the following:

- (a) All information required by the proposal form shall be furnished. For hand delivered submittals only, the vendor shall print or type the business name and manually sign the schedule. For electronic submittals, this information shall be submitted electronically on Cit-E-Bid system. If submitted electronically, this information shall be submitted electronically on Cit-E-Bid system by going to the following link: <https://cityoflaredo.ionwave.net/Login.aspx> If vendor submits both manual and electronic bids, the electronic bid will replace the manual bid and shall be considered the only valid bid.
- (b) Unit prices shall be shown and where there is an error in extension of price, the unit price shall govern.
- (c) Alternate Proposals will not be considered unless authorized by the invitation for proposals or any applicable addendum.
- (d) Proposed delivery time must be shown and shall include business days.
- (e) Vendors will not include Federal taxes or State of Texas limited sales tax in proposal prices since the City of Laredo is exempt from payment of such taxes. An exemption certificate will be furnished upon request.

**2.0 DESCRIPTION OF SPECIFICATIONS & SUBSTITUTIONS** It is the responsibility of the prospective proposer to review the entire invitation to proposal packet and to notify the City of Laredo if the specifications are formulated in a manner that would restrict competition. Any such protest regarding the specifications or proposal procedures must be received by City of Laredo no less than seventy-two hours prior to the time set for proposal opening. Vendors are required to state exactly what they intend to furnish. Otherwise, when applicable, vendors will be required to furnish the items as specified.

**3.0 SUBMISSION OF PROPOSALS**

- (a) Proposals and changes thereto shall be enclosed in sealed envelopes, properly addressed and to include the date and hour of the Proposal opening and the material or services. Proposal shall be typed or written on the face of the envelope. Unless otherwise noted on the Notice to Vendors cover sheet, all hand delivered Proposals must be submitted to the City of Laredo, City Secretary's Office, City Hall Third Floor, 1110 Houston Street.
- (b) Proposals forms can be downloaded printed through Cit-E-Bid. Proposals can be submitted electronically through Cit-E-Bid by going to the following link: <https://cityoflaredo.ionwave.net/Login.aspx>  
**Mailed Bids (i.e. USPS, FedEx, UPS), telegraphic, emails or facsimile bids will not be considered.**
- (c) Samples, when required, must be submitted within the time specified, at no expense to the City of Laredo. If not destroyed or used up during testing, samples will be returned upon request at the Vendors expense.
- (d) Proposals must be valid for a period of one hundred and twenty (120) days. An extension to hold proposal pricing for actual quantity bids may be requested by the City.
- (e) The City shall pay no costs or other amounts incurred by any entity in responding to this RFP, or as a result of issuance of this RFP.

**4.0 REJECTION OF PROPOSALS** The City may reject a proposal if:

- (a) Vendor misstates or conceals any material fact in the proposal.
- (b) Proposal does not strictly conform to the law or the requirements of the proposal.
- (c) Vendor is in arrears on existing contracts or taxes with the City of Laredo.
- (d) If proposals are conditional. Vendor may qualify their Proposal for acceptance by the City on an "ALL OR NONE" basis. An "ALL OR NONE" basis proposal must include all items in the specifications.
- (e) In the event that a vendor is delinquent in the payment of City of Laredo taxes on the day the proposals are opened, including state and local taxes, such fact may constitute grounds for rejection of the proposal or cancellation of the contract. A vendor is considered delinquent, regardless of any contract or agreed judgments to

pay such delinquent taxes.

(f) No proposal submitted herein shall be considered, unless the vendor warrants that, upon execution of a contract with the City of Laredo, vendor will not engage in employment practices such as discriminating against employees because of race, color, sex, creed, or national origin. Vendor will submit such reports as the City may therefore require assuring compliance with said practices.

(g) The City may reject all proposals or any part of a proposal whenever it is deemed necessary.

(h) The City may waive any minor informalities or irregularities in any proposal.

**5.0 WITHDRAWAL OF PROPOSALS** Proposals may not be withdrawn after they have been publicly opened, unless approved by the City Council.

**6.0 LATE PROPOSALS OR MODIFICATIONS** Proposals and modifications received after the time set for the submittal deadline will not be considered. Late proposals will be returned to the vendor unopened.

### **7.0 CLARIFICATION AND PROTEST PROCEDURE**

(a) It is the responsibility of the prospective proposer to review the entire invitation to proposal packet and to notify the City of Laredo if the specifications are formulated in a manner that appears ambiguous. Any request for clarification or additional information must be submitted in writing through email or Questions & Responses section on Cit-E-Bid system no later than seven (7) days prior to the scheduled date for opening to: CITY OF LAREDO PURCHASING AGENT Jaime Zapata, 5512 Thomas Avenue, Laredo, Texas 78041; email:

jezapata@ci.laredo.tx.us. Any vendor submitting questions shall make reference to a specific RFP number, section, page and item of this solicitation. Questions untimely submitted may not elicit a response. It is the bidder's responsibility to follow up and make certain that the request was received. In case there are changes, additions, and/or edits to the original scope, an addendum will be issued by the Purchasing Agent to all vendors through Cit-E-Bid system under Questions and Responses section to clarify any inquiries. The City will not be responsible for any other interpretations of the proposal. During the RFP process, bidder, or any persons acting on their behalf, shall not contact any City official or employee staff except those specifically designated in this or another subsequent solicitation document. Pursuant to §4.03 of the City Ethics, non-compliance with this provision may result in disqualification of the offer involved.

(b) For solicitations for goods and non-professional services valued at more than \$50,000, bidders will have ten (10) calendar days prior to the time that the City Council formally considers the contract to submit a written protest relating to advertising of bid notices, deadlines, bid opening, and all other related procedures under the Local Government Code, as well as any protests relating to alleged improprieties or ambiguities in the specifications. If the vendor does not file a written protest within this time, the vendor will have waived all rights to formally protest the intent to award. All protests regarding the bid solicitation process must be submitted in writing by certified mail to: CITY OF LAREDO PURCHASING AGENT Jaime Zapata 5512 Thomas Avenue, Laredo, Texas 78041

ealdape@ci.laredo.tx.us. Within five (5) business days of receiving a timely protest, the Purchasing Agent shall provide written response to the protesting vendor of the decision following a review of the legitimacy and procedural correctness of the procurement documents. A protesting vendor may appeal to the Laredo City Manager if dissatisfied with the decision of the Purchasing Agent. Only after exhausting all administrative procedures through the City Manager is a protesting vendor then entitled to appeal the award of the contract to the Laredo City Council.

### **8.0 VENDOR DISCOUNTS**

(a) Percentage discounts within a certain period of time will be accepted but cannot be used in RFP evaluations. The period of the discount offered should be sufficient to permit payments within such period in the regular course of business by the City of Laredo.

(b) In connection with any discounts offered, time will be computed from the date of receipt of supplies or service or from the date a correct invoice is received, whichever is the later date. Payment is deemed to be made on the date the check is mailed.

### **9.0 INTENT OF CONTRACT**

(a) **ANNUAL SERVICE CONTRACT:** The services are based on the best available information. The purpose of this contract is to establish prices for the commodities or services needed, should the City need to purchase these commodities or services. Since the quantities are estimates, the City may purchase more than the estimated quantities, less than the estimated quantities, or not purchase any quantities at all. The needs of the City shall govern the amount that is purchased and change orders shall not be applicable. The City's obligation for performance of an annual service contract beyond the current fiscal year is contingent upon the availability of appropriated funds from which payments for the contract purchases can be made. If no funds are appropriated and budgeted during the next fiscal year, this contract becomes null and void.

**10.0 AWARD OF CONTRACT** The contract will be awarded based on **(best value criteria)** as follow and in accordance with the provisions of Chapter 252 and 271 of the Texas Local Government Code.

Definition of best value criteria as per The Institute for Public Procurement is:

***"Best Value: 1. A procurement method that emphasizes value over price. 2. An assessment of the return that can be achieved over the useful life of the item, e.g., the best combination of quality, service, time, price."***

If the awarded responder is unable to meet the requirements of the City, services/products may be purchased from

the next best available Vendor until a Vendor is found that can complete the requirements of the City. This RFP shall not be construed by any party as an agreement of any kind between the City and such party. The award of a contract shall be subject to the approval of the City Council. Following an award, City in its sole option may elect to negotiate a formal agreement with Vendor that will include by reference the terms of the RFP and related responses. In the event an Agreement cannot be reached with the selected Vendor, the City reserves the right to select and negotiate with an alternate Vendor. The City reserves the right to accept any item or group of items in the proposal specifications, unless the Vendor qualifies its proposal by specific limitation. The Vendor shall bear the burden of proof of compliance with the City of Laredo specifications. When applicable, prices must be quoted F.O.B. Destination, Laredo, Texas, unless otherwise specified in the invitation to proposal. The place of delivery shall be set forth in the purchase order and/or formal contract agreement when applicable. A duly authorize purchase order number shall reference item/services description, item number, quantity and price. Invoices shall reference the assign purchase order number to avoid any duplication (2 CFR 200.318 (d)). The City shall give written notice to the Vendor if any of the following conditions exist:

(1) Vendor does not provide materials in compliance with specifications and/or within the time schedule specified in proposal; (2) Vendor neglects or refuses to remove materials or equipment which have been rejected by the City of Laredo if found not to comply with the specifications; or, (3) Vendor makes an unauthorized assignment. Upon receiving written notification from the City that one of the above conditions has occurred, the Vendor must remedy the problem within seven (7) business days, to the complete satisfaction of the City, or the contract will be immediately canceled. (4) Contract terms are the responsibility of the awarded vendor(s) and the respective City user department(s).

#### **11.0 ENTIRE AGREEMENT**

(a) All covenants, conditions and agreement contained in the solicitation, are hereby made part of the Agreement to the same extent and with the force as is fully set forth herein. If and to the extent of this Agreement and the terms of this solicitation and supplier response conflict Terms & Conditions of this solicitation shall control.

#### **12.0 PAYMENT & INVOICING**

(a) All invoices to the City of Laredo have a 30 day term from receipt of supplies or completion of services.

(b) Discount terms will be computed from the date of receipt and acceptance of supplies or services. Payment shall be deemed to be made from that date.

(c) All invoices must show the purchase order number and invoices shall be legible. Items billed on invoices should be specific as to applicable stock, manufacturer catalog or part number. All items must show unit prices. If prices are based on discounts from list, then list prices must appear on bid schedule. All invoices shall be mailed to the Accounts Payable Office, City Hall, P.O. Box 210, Laredo, Texas 78042. (d) Electronic Funds Transfer (EFT) payments are also available; if electronic payments are preferred, an Electronic Funds Transfer (EFT) Authorization form needs to be completed and returned via e-mail to: [jjolly@ci.laredo.tx.us](mailto:jjolly@ci.laredo.tx.us) For more information please contact Mr. Jorge Jolly, Accounts Payable Manager at (956) 791-7425.

#### **13.0 In accordance to State of Texas, the City of Laredo follows State practices when awarding any and all competitive solicitations:**

TEXAS ENGINEERING AND LAND SURVEYING PRACTICE ACTS AND RULES CONCERNING PRACTICE AND LICENSURE

OCCUPATIONS CODE TITLE 6. REGULATION OF ENGINEERING, ARCHITECTURE, LAND SURVEYING, AND RELATED PRACTICES SUBTITLE A. REGULATION OF ENGINEERING AND RELATED PRACTICES CHAPTER 1001. TEXAS BOARD OF PROFESSIONAL ENGINEERS AND LAND SURVEYORS

CHAPTER 137: COMPLIANCE AND PROFESSIONALISM

SUBCHAPTER C: PROFESSIONAL CONDUCT AND ETHICS

§137.53 ENGINEER STANDARDS OF COMPLIANCE WITH PROFESSIONAL SERVICES PROCUREMENT ACT

(a) A licensed engineer shall not submit or request, orally or in writing, a competitive bid to perform professional engineering services for a governmental entity unless specifically authorized by state law and shall report to the board any requests from governmental entities and/or their representatives that request a bid or cost and/or pricing information or any other information from which pricing or cost can be derived prior to selection based on demonstrated competence and qualifications to perform the services. (b) For the purposes of this section, competitive bidding to perform engineering services includes, but is not limited to, the submission of any monetary cost information in the initial step of selecting qualified engineers.

Cost information or other information from which cost can be derived must not be submitted until the second step of negotiating a contract at a fair and reasonable cost. (c) This section does not prohibit competitive bidding in the private sector. Source Note: The provisions of this §137.53 adopted to be effective May 20, 2004, 29 TexReg 4878; amended to be effective June 4, 2007, 32 TexReg 2996.

☒ I Agree to the Terms and Conditions

(Required: Check if applicable)

4  
4

**Section I: Technical Approach and Methodology (25 Points)**

**Evaluation Focus**

Quality and clarity of the project and program management approach.  
Integration of cost tracking, schedule management, risk management, change management, and reporting.

Use of recognized project management frameworks and tools.

\*\*\*\*\*Documentation can be uploaded on to Cit-E-Bid\*\*\*\*\*

☒ Yes

(Required: Check if applicable)

4  
5

**Section II: Relevant Firm Experience (25Points)**

**Evaluation Focus**

Documented success delivering project management and program management support for water and wastewater utilities or similar public infrastructure programs.

Experience with capital improvement programs and multiple concurrent projects.

Experience with public sector clients in Texas or comparable settings.

\*\*\*\*\*Documentation can be uploaded on to Cit-E-Bid\*\*\*\*\*

☒ Yes

(Required: Check if applicable)

4  
6

**Section III: Key Personnel Qualifications (20 Points)**

**Evaluation Focus**

Experience and credentials of the proposed project manager and key staff.

Professional licenses and certifications such as Project Management Professional, professional engineer, and Lean or Six Sigma.

Staff availability and commitment to this contract.

\*\*\*\*\*Documentation can be uploaded on to Cit-E-Bid\*\*\*\*\*

☒ Yes

(Required: Check if applicable)

4  
7

**Section IV: Understanding of Utilities Department Needs and Local Conditions (15 Points)**

**Evaluation Focus**

Demonstrated understanding of Utilities Department priorities and constraints.

Awareness of local conditions, regulatory context, and coordination needs.

Quality of proposed communication and coordination plan.

\*\*\*\*\*Documentation can be uploaded on to Cit-E-Bid\*\*\*\*\*

☒ Yes

(Required: Check if applicable)

**48 Section V: Costing and Value (10 Points)**

**Evaluation Focus**

Competitiveness of hourly rates and any flat rate offerings.

Clarity and transparency of the Cost Sheet and pricing assumptions including any performance based elements.

Overall value considering cost in relation to qualifications and approach.

**Refer to Exhibit A Cost Proposal Form**

\*\*\*\*\*Documentation can be uploaded on to Cit-E-Bid\*\*\*\*\*

☒ Yes

(Required: Check if applicable)

**49 Section VI: Overall Quality and Completeness of Proposal and Interviews (5 Points)**

**Evaluation Focus**

Organization, clarity, and responsiveness to this request for proposals.

Quality of interview or presentation if requested.

\*\*\*\*\*Documentation can be uploaded on to Cit-E-Bid\*\*\*\*\*

☒ Yes

(Required: Check if applicable)

Supplier Information

Company Name: Anubis Engineering, Inc.

Contact Name: Joshua L. Berryhill

Address: 4901 S. McColl Rd. Edinburg, Texas 78539

Phone: (325) 513 - 2338

Fax:

Email: joshua.berryhill@anubis-eng.com

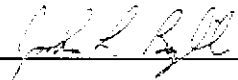
Supplier Notes

By submitting your response, you certify that you are authorized to represent and bind your company.

Joshua L. Berryhill

Print Name

Signature



# CONFLICT OF INTEREST QUESTIONNAIRE

For vendor doing business with local governmental entity

FORM CIQ

This questionnaire reflects changes made to the law by H.B. 23, 84th Leg., Regular Session.

This questionnaire is being filed in accordance with Chapter 176, Local Government Code, by a vendor who has a business relationship as defined by Section 176.001(1-a) with a local governmental entity and the vendor meets requirements under Section 176.006(a).

By law this questionnaire must be filed with the records administrator of the local governmental entity not later than the 7th business day after the date the vendor becomes aware of facts that require the statement to be filed. See Section 176.006(a-1), Local Government Code.

A vendor commits an offense if the vendor knowingly violates Section 176.006, Local Government Code. An offense under this section is a misdemeanor.

## OFFICE USE ONLY

Date Received

1 Name of vendor who has a business relationship with local governmental entity.

Anubis Engineering, Inc.

2 ☐ Check this box if you are filing an update to a previously filed questionnaire. (The law requires that you file an updated completed questionnaire with the appropriate filing authority not later than the 7th business day after the date on which you became aware that the originally filed questionnaire was incomplete or inaccurate.)

3 Name of local government officer about whom the information is being disclosed.

N/A

Name of Officer

4 Describe each employment or other business relationship with the local government officer, or a family member of the officer, as described by Section 176.003(a)(2)(A). Also describe any family relationship with the local government officer. Complete subparts A and B for each employment or business relationship described. Attach additional pages to this Form CIQ as necessary.

A. Is the local government officer or a family member of the officer receiving or likely to receive taxable income, other than investment income, from the vendor?

☐ Yes

☒ No

B. Is the vendor receiving or likely to receive taxable income, other than investment income, from or at the direction of the local government officer or a family member of the officer AND the taxable income is not received from the local governmental entity?

☐ Yes

☒ No

5 Describe each employment or business relationship that the vendor named in Section 1 maintains with a corporation or other business entity with respect to which the local government officer serves as an officer or director, or holds an ownership interest of one percent or more.

Anubis Engineering, Inc. - No current business relationship with the City of Laredo.

6 ☐ Check this box if the vendor has given the local government officer or a family member of the officer one or more gifts as described in Section 176.003(a)(2)(B), excluding gifts described in Section 176.003(a-1).

7 Joshua L. Berryhill, P.E.

Name of signatory

Signature

12/16/25

Date

# CONFLICT OF INTEREST QUESTIONNAIRE

For vendor doing business with local governmental entity

FORM CIQ

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Name of Officer

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☐ Yes

☒ No

B. Is the vendor receiving or likely to receive taxable income, other than investment income, from or at the direction of the local government officer or a family member of the officer AND the taxable income is not received from the local governmental entity?

☐ Yes

☒ No

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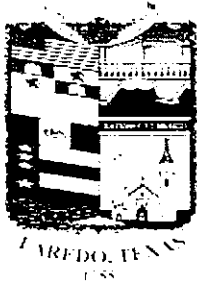
7 Joshua L. Berryhill, P.E.

Name of signatory

Signature

12/16/25

Date



## City of Laredo Discretionary Contracts Disclosure

Please fill out this form online, print completed form and submit with proposal to originating department. All questions must be answered.

For details on use of this form, see Section 4.01 of the City's Ethics Code.

\*This is a ☒ New Submission or ☐ Correction or ☐ Update to previous submission.

### \*1. Name of person submitting this disclosure form.

First: Joshua M.I. L Last: Berryhill Suffix: \_\_\_\_\_

### \*2. Contract Information.

a) Contract or project name: RFP 2026-022: Project Management and Program Management Support Services

b) Originating department: City of Laredo Utilities Department

### \*3. Name of individual(s) or entity(ies) seeking a contract with the city (i.e. parties to the contract).

Anubis Engineering, Inc.

### \*4. List any business entity(ies) that is a partner, parent, or subsidiary business entity(ies) of the individual or entity listed in Question 3.

☒ Not applicable. Contracting party(ies) does not have partner, parent, or subsidiary business entities.

☐ Names of partner, parent, or subsidiary business entities:

### \*5. List any individuals or entities that will be subcontractors on this contract.

☐ Not applicable. No subcontractors will be retained for this contract.

☒ Subcontractors may be retained, but have not been selected at the time of this submission.

☐ List of subcontractors:

### \*6. List any attorneys, lobbyists, or consultants have been retained to assist in seeking this contract.

☒ Not applicable. No attorneys, lobbyists, or consultants have been retained to assist in seeking this contract.

☐ List of attorneys, lobbyists, or consultants retained to assist in seeking this contract:

**\*7. Disclosure of political contributions.**

List any campaign or officeholder contributions made by the following individuals in the past 24 months totaling more than \$100 to any current member of City Council, former member of City Council any candidate for City Council, or to any political action committee that contributes to City Council elections:

- a) any individual seeking contract with the city (Question 3)
- b) any owner or officer of entity seeking contract with the city (Question 3)
- c) any individual or owner or officer of any entity listed above as a partner, parent, or subsidiary business (Question 4)
- d) any subcontractor or owner/officer of subcontracting entity retained for the contract (Question 5)
- e) the spouse of any individual listed in response to (a) through (d) above
- f) any attorney, lobbyist, or consultant retained to assist in seeking contract (Question 6)

☒ Not applicable. No campaign or officeholder contributions have been made in preceding 24 months by these individuals.

☐ List of contributors:

**Updates on Contributions Required**

Information regarding contributions must be updated by submission of a revised form from the date of the submission of this form, up through the time City Council takes action on the contract identified in response to Question 2 and continuing for 30 calendar days after the contract has been awarded.

**\*8. Disclosure of conflict of interest.**

Are you aware of any fact(s) with regard to this contract that would raise a "conflict of interest" issue under Section 2.01 of the Ethics Code for any City Council member or board/ commission member that has not or will not be raised by these city officials?

☒ I am not aware of any conflict(s) of interest issues under Section 2.01 of the Ethics Code for members of City Council or a city board/commission.

☐ I am aware of the following conflicts(s) of interest:

**\*Acknowledgements****☒ Updates Required**

I understand that this form must be updated by submission of a revised form if there is any change in the information before the discretionary contract is the subject of action by the City Council, and no later than 5 business days after any changes has occurred, whichever comes first. This includes information about political contributions made after the initial submission and up until 30 calendar days after contract has been awarded.

**☒ No Contact with City Officials or Staff during Contract Evaluation**

I understand that a person or entity who seeks or applies for a city contract or any other person acting on behalf of that person or entity is prohibited from contracting city officials and employees regarding the contract after a Request for Proposal (RFP), Request for Qualification (RFQ), or other solicitation has been released.

This no-contract provision shall conclude when the contract is posted as a City of Council agenda item. If contact is required with city officials or employees, the contact will take place in accordance with procedures incorporated into the solicitation documents. Violation of this prohibited contacts provision set out in Section 2.09 of the Ethics Code by respondents or their agents may lead to disqualification of their offer from consideration.

**\*Conflict of Interest Questionnaire (CIQ)**

Chapter 176 of the Local Government Code requires contractor and vendors to submit a Conflict of Interest Form (CIQ) to the Office of the City Secretary.

☒ I acknowledge that I have been advised of the requirement to file a CIQ form under Chapter 176 of the Local Government Code.

**\*Oath**

☒ I swear or affirm that the statements contained in this Discretionary Contracts Disclosure Form, including any attachments, to the best of my knowledge and belief are true, correct, and complete.

Your Name: Joshua L. Berryhill  Title: President and CEO

Company Name or DBA: Anubis Engineering, Inc. Date: 12/16/2025

Please fill this form out online, print and completed form and submit with proposal to originating department. All questions must be answered.

If necessary to mail, sent to:

City of Laredo  
P.O. Box 579  
Laredo, Texas 78042-0579

# CERTIFICATE OF INTERESTED PARTIES

FORM 1295

1 of 1

Complete Nos. 1 - 4 and 6 if there are interested parties.  
Complete Nos. 1, 2, 3, 5, and 6 if there are no interested parties.

## OFFICE USE ONLY CERTIFICATION OF FILING

Certificate Number:  
2025-1399924

Date Filed:  
12/14/2025

Date Acknowledged:

1 Name of business entity filing form, and the city, state and country of the business entity's place of business.

Anubis Engineering, Inc.  
Edinburg, TX United States

2 Name of governmental entity or state agency that is a party to the contract for which the form is being filed.

City of Laredo

3 Provide the identification number used by the governmental entity or state agency to track or identify the contract, and provide a description of the services, goods, or other property to be provided under the contract.

RFP 2026-022

Project Management and Program Management Support Services City of Laredo Utilities Department

4	Name of Interested Party	City, State, Country (place of business)	Nature of interest (check applicable)	
			Controlling	Intermediary
	Berryhill, Joshua	Mission, TX United States	X	
	Hernandez, Rose	Mission, TX United States	X	

5 Check only if there is NO Interested Party.

☐

### 6 UNSWORN DECLARATION

My name is Joshua Berryhill and my date of birth is 2/2/80

My address is 4901 S. McColl Rd, Edinburg, TX, 78539, USA  
(city) (state) (zip code) (country)

I declare under penalty of perjury that the foregoing is true and correct.

Executed in Hidalgo County, State of Texas, on the 16 day of December, 2025  
(month) (year)

[Signature]  
Signature of authorized agent of contracting business entity  
(Declarant)

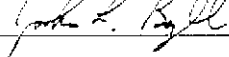
CITY OF LAREDO  
PURCHASING DIVISION

42.0 Bidder Information Questionnaire

**Bidder Information/Business Questionnaire:**  
**Please complete all information requested below and submit with your proposal package**

"The undersigned affirms that they are duly authorized to execute this contract, that this company, corporation, firm, partnership or individual has not prepared this proposal in collusion with any other bidder, and that the contents of this proposal as to prices, terms or conditions of said proposal have not been communicated by the undersigned nor by any employee or agent to any other person engaged in this type of business prior to the official opening of this request. By submitting this proposal the vendor agrees to the City of Laredo specifications and all terms and conditions stipulated in the proposed document. That I, individually and on behalf of the business named in this Business Questionnaire, do by my signature below, certify that the information provided in the questionnaire is true and correct".

Name of Offeror (Business) Anubis Engineering, Inc.

Signature  Date 12/16/2025  
of person authorized to sign proposal

Print Name Joshua L. Berryhill  
of person authorized to sign proposal

Title: President and CEO

Business Address: 4901 S. McColl Rd.

City, State, Zip Code: Edinburg, Texas, 78539

Telephone Number: 325-513-2338 Fax Number: \_\_\_\_\_

Contact Person Email Address: joshua.berryhill@anubis-eng.com

Federal Tax ID Number: 33-1807657

Bidders Principal/Corporate Place of Business Address: 4901 S. McColl Rd. Edinburg, Texas 78539

Indicated Status of Business:

Corporation ☒ Partnership \_\_\_\_\_ Sole Proprietorship \_\_\_\_\_ Other: \_\_\_\_\_

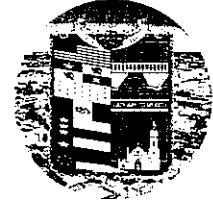
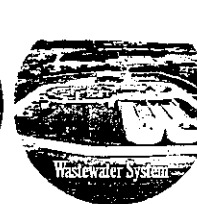
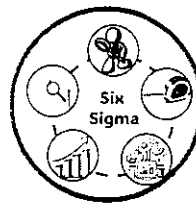
If other state business status: NA

State how long under its present business name: fourteen (14) months

If applicable, list all other names under which the Business identified above operated in the last five years.

NA

Will bidder proposer provide a copy of its financial statements for the last two years, if requested by the City of Laredo? ☒ Yes ☐ No



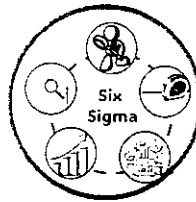
## XXII. APPENDIX A - ANUBIS PROJECT AND PROGRAM MANAGEMENT EXPERIENCE

Project/Program Management Experience	Contract \$ MIL.			
	Water Projects	Wastewater Projects	Industrial Projects	Other Projects
Acton MUD			0.9	
Acton MUD				0.9
Bastrop County		1.0		
Bastrop County		2.5		
Brazos Regional PUA	13.0			
Caldwell County		1.0		
Caldwell County		1.0		
Caldwell County		10.0		
Cameron County		1.0		
City of Abilene			22.0	
City of Abilene	24.0			
City of Abilene		16.75		
City of Abilene				4.0
City of Abilene				
City of Abilene				7.0
City of Abilene - PK	16.75			
City of Alamo			2.5	
City of Alamo		2.5		
City of Albany	2.5			
City of Azle			2.5	
City of Ballinger			0.8	
City of Ballinger	2.5			
City of Ballinger				0.8
City of Ballinger		0.5		
City of Beeville			2.0	
City of Beeville	7.5			
City of Big Lake				1.1
City of Big Lake, Phase I			0.4	
City of Big Lake, Phase II			0.5	
City of Big Lake, Phase III			1.1	
City of Blanket			0.4	
City of Brady	5.0			
City of Brady		3.0		
City of Breckenridge				1.0
City of Breckenridge			1.0	
City of Brownsville		25.0		
City of Brownsville		7.5		
City of Brownsville		7.5		
City of Cartersville		1.0		
City of Cisco			0.4	
City of Cisco	2.0			
City of Cisco				0.4
City of Corpus Christi			8.0	
City of Dallas		100		
City of De Leon			0.3	
City of Eastland			0.6	
City of Eastland				0.6
City of Eola		0.1		
City of Eden	1.1			
City of Eden				0.4

Note (\*): Anubis Engineering President (Joshua L. Berryhill, PE) provided lead technical design or design support for these projects under prior engagements.



**ANUBIS ENGINEERING**  
ENGINEERING INNOVATIVE SOLUTIONS. TODAY AND BEYOND

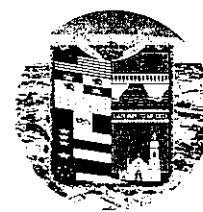
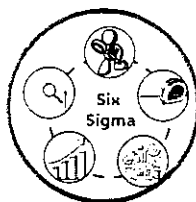


Project/Program Management Experience	Capacity (MGD)			
	Water Projects (*)	Desalination Projects (*)	Wastewater Projects (*)	Reuse Projects (*)
City of FTW - Village Creek			110.0	
City of Glen Rose			1.0	
City of Glen Rose				1.0
City of Graceland		2.0		
City of Graceland		2.0		
City of Granbury			3.0	
City of Granbury		5.0		
City of Granbury		13.0		
City of Granbury		5.0		
City of Granbury		2.5		
City of Granbury			2.0	
City of Granbury		2.0		
City of Granbury		2.5		
City of Granbury		7.5		
City of Granbury	2.5			
City of Grandbury				2.0
City of Grandbury				3.0
City of Huntsville			4.5	
City of Huntsville				4.5
City of Jacksboro	2.0			
City of Lorraine			0.1	
City of Lubbock				3.0
City of Lubbock			3.0	
City of Mason	2.0			
City of Mertzon			0.1	
City of Mertzon		1.0		
City of Midland			0.2	
City of Midland	35.0			
City of Midland				0.2
City of Midland		35.0		
City of Midland		20.0		
City of Midlothian	12.0			
City of Midlothian	6.0			
City of Missouri City	10.0			
City of Missouri City	20.0			
City of Paducah			0.2	
City of Paducah				0.2
City of Paducah		1.0		
City of Rolling Hills	0.1			
City of Roma			2.0	
City of Roma	2.0			
City of Roscoe			0.2	
City of Roscoe	0.5			
City of Roscoe				0.2
City of Roscoe		0.5		
City of Rule				0.1
City of Rule			0.1	
City of San Angelo		20.0		
City of San Angelo		20.0		
City of San Angelo	35.0			
City of San Angelo	12.0			
City of Seminole		1.0		
City of Stamford	2.0			

Note (\*): Anubis Engineering President (Joshua L. Berryhill, PE) provided lead technical design or design support for these projects under prior engagements.



**ANUBIS ENGINEERING**  
ENGINEERING INNOVATIVE SOLUTIONS. TODAY AND BEYOND

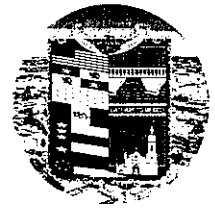
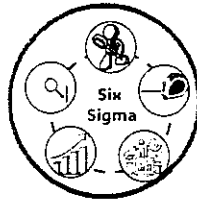


Project/Program Management Experience	Capacity (MGD)			
	Water Projects (*)	Desalination Projects (*)	Wastewater Projects (*)	Reuse Projects (*)
City of Sweetwater			2.2	
City of Sweetwater	8.0			
City of Sweetwater	6.0			
City of Sweetwater				2.2
Community Water System	9.0			
Dallas County		1.0		
Denton Creek RWS			11.5	
Eastland County WSD	6.0			
El Paso County		3.0		
Harlingen Waterworks			10.0	
Jones County		0.2		
Johnson County		10.0		
Kenedy County		0.4		
Kleberg County		0.26		
Kubota KIC			0.1	
Lake Palo Pinto WSC	0.9			
Midland County		1.3		
Midland County		1.0		
Missouri City				1.0
Mullin		0.1		
Parker County		1.0		
Parker County		2.0		
Parker County		1.0		
Pecos County		1.6		
Possum Kingdom WSC	1.0			
Possum Kingdom WSC	2.0			
Richmond - Rosenberg LGC	5.0			
South Texas		3.0		
Ten Mile Creek RWS			24.0	
Tom Green County				
Tom Green County		15.0		
TPW Lake Arrowhead			0.1	
TPW Lake Arrowhead				0.1
Travis County		0.0		
Travis County		2.0		
Travis County		2.0		
Upper Leon River MWD			0.1	
Upper Leon River MWD	10.5			
West Texas		2.0		
West Texas		1.0		

Note (\*): Anubis Engineering President (Joshua L. Berryhill, PE) provided lead technical design or design support for these projects under prior engagements.



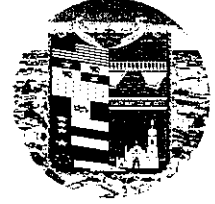
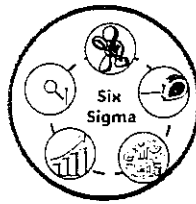
**ANUBIS ENGINEERING**  
ENGINEERING INNOVATIVE SOLUTIONS, TODAY AND BEYOND



## XXIII. APPENDIX B - ANUBIS FUNDING EXPERIENCE

Federal Funding Experience				
Location	Projects	Funding Resource	Funding Program	Funds \$
Action MUD	WWTP #1 Expansion	TWDB	CWSRF	\$8.5 MM
Action MUD	WWTP #2 Expansion	TWDB	CWSRF	\$14 MM
City of Abilene	Water Meter Replacement Project	TWDB	CWSRF	\$20 MM
City of Alamo	WWTP Expansion Project	TWDB	CWSRF	\$12 MM
City of Albany	WTP Upgrade	TWDB	DWSRF	\$8 MM
City of Ballinger	Water Supply Project	TWDB	DWSRF	\$12 MM
City of Ballinger	WWTP Expansion Project	TWDB	CWSRF	\$6 MM
City of Breckenridge	WTP Upgrade Project	TWDB	DWSRF	\$6 MM
City of Breckenridge	WWTP Upgrade Project	TWDB	CWSRF	\$8 MM
City of Cisco	WTP Replacement Project	TWDB	DWSRF	\$16 MM
City of Cisco	WWTP Replacement Project	TWDB	CWSRF	\$6 MM
City of De Leon	Water System Improvements	TWDB	DWSRF	\$4 MM
City of De Leon	WWTP Improvements	TWDB	CWSRF	\$7 MM
City of Eastland	Water System Improvements Project	TWDB	DWSRF	\$5 MM
City of Eastland	WWTP Replacement Project	TWDB	CWSRF	\$8 MM
City of Eden	Water System Improvements	TWDB	DWSRF	\$12 MM
City of Granbury	Phase I WTP	TWDB	DWSRF	\$16 MM
City of Granbury	Phase II WTP Expansion	TWDB	DWSRF	\$14 MM
City of Granbury	Phase I WWTP Improvements	TWDB	CWSRF	\$35 MM
City of Granbury	Emerging Contaminants WTP Improvements	TWDB	DWSRF	\$57 MM
City of Mertzon	Water System Improvements	TWDB	DWSRF	\$8 MM
City of Mertzon	WWTP Rehab	TWDB	CWSRF	\$5 MM
City of Paducah	Water System Improvements	TWDB	DWSRF	\$16 MM
City of Pleasanton	WWTP Improvements	TWDB	CWSRF	\$15MM
City of Roma	WTP Improvements	TWDB	DWSRF	\$6 MM
City of Roma	WWTP Improvements	TWDB	CWSRF	\$6 MM
City of Roscoe	Nitrate Reduction Improvements	TWDB	DWSRF	\$5 MM
City of San Angelo	WTP Improvements	TWDB	DWSRF	\$52 MM
City of Stamford	WTP Improvements	TWDB	DWSRF	\$20 MM
City of Stamford	WWTP Improvements	TWDB	CWSRF	\$8 MM
City of Sweetwater	WTP Improvements	TWDB	DWSRF	\$12 MM
City of Sweetwater	Hunter Wellfield Improvements	TWDB	DWSRF	\$8 MM
City of Sweetwater	WWTP Rehab	TWDB	CWSRF	\$6 MM
City of Winters	WTP Improvements	TWDB	DWSRF	\$5 MM
City of Winters	WWTP Improvements	TWDB	CWSRF	\$7 MM
Eastland County WSD	WTP Replacement	TWDB	DWSRF	\$15 MM
Eastland County WSD	Water System Improvements	TWDB	DWSRF	\$6 MM
Lometa Water System	Phase II WTP Improvements	TWDB	DWSRF	\$10 MM
Parker County SUD	Phase I WTP Improvements	TWDB	DWSRF	\$15 MM
Parker County SUD	Phase I Distribution Improvements	TWDB	DWSRF	\$13 MM
Parker County SUD	Emerging Contaminants WTP Project	TWDB	DWSRF	\$65 MM
Town of Pecos City	Phase I WWTP Improvements	TWDB	CWSRF	\$50 MM
Town of Pecos City	Phase II WWTP Improvements	TWDB	DWSRF	\$42 MM
Upper Leon River MWD	WTP Improvements	TWDB	DWSRF	\$8 MM

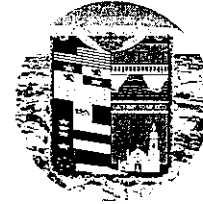
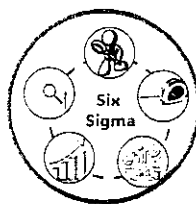
Note (\*): Anubis Engineering President (Joshua L. Berryhill, PE) provided lead technical design or design support for these projects under prior engagements.



## XXIV. APPENDIX C – ANUBIS WATER DESALINATION EXPERIENCE

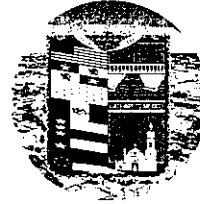
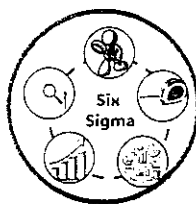
Water Desalination Reverse Osmosis Technology (M)	Client	Location	Capacity (MGD)
Brackish Groundwater Desalination Plant Expansion.	Texas Water Utilities	City of Seminole	1.0 MGD
New Brackish Surface Water Treatment Plant. *	Parker County Special Utility District (PCSUD)	Parker County	1.0 MGD
Brackish Groundwater Supply Project.	Private Client	South Texas.	3.0 MGD
New Brackish Groundwater Treatment System.	City of Alamo	City of Alamo	2.5 MGD
New Brackish Groundwater Treatment System.	Olmito Water Supply Corporation	Cameron County	1.0 MGD
New Enhanced Reverse Osmosis Technology Development.	Private Client	Caldwell County	1.0 MGD
Phase I Brackish Groundwater Supply Project.	Private Client	West Texas	2.0 MGD
Phase I Industrial Reuse Project.	Private Client.	Bastrop County	1.0 MGD
Phase I Brackish Groundwater Supply Project.	Private Client	Bastrop County	2.5 MGD
Phase I Industrial Reuse Project.	Private Client	Caldwell County	1.0 MGD
Phase I Saline Groundwater Treatment Plant	Private Entity	Caldwell County	10.0 MGD
Groundwater Nitrate Reduction Project.	Private Client	Travis County	0.05 MGD
Brackish Groundwater Supply Project.	Creedmoor Maha Water Supply Corporation (CMWSC)	Travis County	2.0 MGD
Phase I Brackish Surface Water Treatment Plant #2. *	City of Granbury	City of Granbury	5.0 MGD
Phase I Brackish Surface Water Treatment Plant #2. *	Parker County Special Utility District (PCSUD)	Parker County	2.0 MGD
Phase I Brackish Surface Water Treatment Plant Expansion. *	Parker County Special Utility District (PCSUD)	Parker County	1.0 MGD
Brackish Groundwater Supply Project - P3 Developer Procurement Assistance. *	Creedmoor Maha Water Supply Corporation (CMWSC)	Travis County	2.0 MGD
Phase I Brackish Surface Water Treatment Plant. *	Johnson County Special Utility District (JCSUD)	Johnson County	10.0 MGD
Phase I Brackish Groundwater Supply Project. *	Texas Water Utilities	Dallas County	1.0 MGD
Water System Improvements Project. *	City of Merzon	City of Mertzon	1.0 MGD
Surface Water Advanced Treatment System (SWATS) Facility Phase I Restoration Project. *	Brazos Regional PUA	City of Granbury	13.0 MGD
Phase I Brackish Groundwater Supply Project. *	Private Client	West Texas	1.0 MGD
Water System Improvements Project. *	Mullin ISD	Mullin	0.1 MGD
Phase I Brackish Groundwater Supply Project. *	Private Client	Jones County	0.25 MGD

Note (\*): Anubis Engineering President (Joshua L. Berryhill, PE) provided lead technical design or design support for these projects under prior engagements.



Water Desalination Reverse Osmosis Technology: (*)	Client	Location	Capacity (MGD)
Water System Improvements Project. *	City of Paducah	City of Paducah	1.0 MGD
Phase I Brackish Groundwater Supply Project. *	Private Client	City of Carterville	1.0 MGD
Phase I Brackish Groundwater Supply Project. *	Private Client	Midland County	1.3 MGD
Tall Saddle Site - Phase I Brackish Groundwater Supply Project. *	Apex Energy	Kenedy County	0.4 MGD
Big Trail Site - Phase I Brackish Groundwater Supply Project. *	Apex Energy	Midland County	1.0 MGD
Siete Site - Phase I Brackish Groundwater Supply Project. *	Apex Energy	Kleberg County	0.26 MGD
Phase I Brackish Groundwater Supply Project. *	Private Client	Tom Green County	15.0 MGD
Phase I Brackish Groundwater Supply Project. *	Saratoga Homes	El Paso County	3.0 MGD
Phase I Brackish Groundwater Supply Project. *	Genesis	Pecos County	1.6 MGD
Nitrate Reduction Project. *	City of Eola	City of Eola	0.1 MGD
Phase II Brackish Surface Water Treatment Plant Expansion. *	City of Granbury	City of Granbury	5.0 MGD
Phase I Brackish Surface Water Treatment Plant. *	City of Midland	City of Midland	35.0 MGD
Phase I Brackish Surface Water Treatment Plant. *	Acton Municipal Utility District	City of Granbury	2.0 MGD
Phase I Brackish Surface Water Treatment Plant. *	City of Granbury	City of Granbury	2.5 MGD
New RO Recovery Enhancement Technology Pilot. *	City of Abilene	City of Abilene	
Radionuclide Reduction Project. *	City of Brady	City of Brady	3.0 MGD
Second Stage Drought Response Project-Raw Water Roughing Facility. *	City of Abilene	City of Abilene	16.75 MGD
Phase I Brackish Surface Water Treatment Plant. *	City of Granbury	City of Granbury	2.5 MGD
Hargesheimer Water Treatment Plant Rehabilitation. *	City of Abilene	City of Abilene	
Surface Water Advanced Treatment System (SWATS) Facility Master Plan. *	Brazos Regional PUA	City of Granbury	7.5 MGD
Phase I Brackish Surface Water Treatment Plant. *	City of Midland	City of Midland	20.0 MGD
DADS Project, Texas Department of Health and Human Services. *	TXDSHS -Carlsbad Facility	Tom Green County	
Phase I Brackish Surface Water Treatment Plant. *	City of San Angelo	City of San Angelo	20.0 MGD
Potable Reuse Pilot Study. *	City of San Angelo	City of San Angelo	20.0 MGD
Reverse Osmosis Water System Improvements. *	City of Roscoe	City of Roscoe	0.5 MGD
Water Treatment Plant and Desalination Improvement Project. *	City of Ballinger	City of Ballinger	0.5 MGD
Desalination Water Treatment Plant Expansion. *	Possum Kingdom Water Supply Corporation	City of Graford	2.0 MGD
New RO Cleaning Technology Pilot. *	Possum Kingdom Water Supply Corporation	City of Graford	2.0 MGD
RO / EDR Pilot. *	North Texas Municipal Water District (NTMWD)	City of Dallas	100 MGD
Seawater Desalination Pilot. *	Brownsville PUB	City of Brownsville	25 MGD
BWRO Pre-Treatment Pilot. *	Brownsville PUB	City of Brownsville	7.5 MGD
SRWA Upgrade. *	Brownsville PUB	City of Brownsville	7.5 MGD

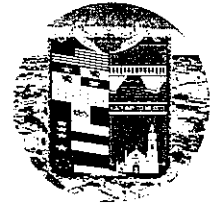
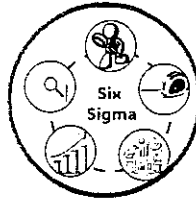
Note (\*): Anubis Engineering President (Joshua L. Berryhill, PE) provided lead technical design or design support for these projects under prior engagements.



## XXV. APPENDIX D - ANUBIS WATER TREATMENT EXPERIENCE

Water Treatment Project Experience (*)	PROCESS CATEGORY														
	Capacity (MGD)	Water Source	Supply Wells	Intake Structure	Raw Water Pumping	Raw Water Storage	Raw Water Distribution	Coagulation / Rapid Mixing	Flocculation	Sedimentation / Clarification	Granular Media Filtration	Manganese Filtration	TOC/UV Treatment	Final Disinfection	Finished Water Storage
Brazos Regional PUA	13.0	Surface Water			✓			✓		✓	✓	✓	✓	✓	✓
City of Abilene	24.0	Surface Water					✓				✓	✓	✓	✓	✓
City of Abilene - PK	16.75	Surface Water			✓	✓		✓				✓	✓	✓	✓
City of Albany	2.5	Surface Water			✓		✓	✓	✓	✓		✓		✓	✓
City of Ballinger	2.5	Surface Water			✓	✓	✓	✓	✓	✓	✓			✓	✓
City of Beeville	7.5	Surface Water	✓		✓		✓	✓	✓	✓	✓			✓	✓
City of Brady	5.0	Surface Water Ground Water	✓		✓	✓	✓				✓	✓	✓	✓	✓
City of Cisco	2.0	Surface Water					✓	✓	✓	✓		✓		✓	✓
City of Egan	1.1	Ground Water	✓		✓	✓							✓	✓	✓
City of Granbury	2.5	Surface Water		✓	✓		✓	✓	✓	✓		✓	✓	✓	✓
City of Jacksonville	2.0	Surface Water								✓					
City of Mason	2.0	Ground Water	✓		✓		✓	✓			✓		✓	✓	✓
City of Midland	35.0	Surface Water					✓				✓			✓	✓
City of Midlothian	12.0	Surface Water			✓		✓	✓	✓	✓	✓			✓	✓
City of Midlothian	6.0	Surface Water					✓	✓	✓	✓		✓		✓	✓
City of Missouri City	10.0	Surface Water	✓		✓	✓	✓	✓	✓	✓	✓	✓		✓	✓
City of Missouri City	20.0	Surface Water		✓	✓		✓	✓	✓	✓		✓			✓
City of Rolling Hills	0.1	Ground Water	✓				✓	✓			✓		✓	✓	✓
City of Roma	2.0	Surface Water		✓	✓		✓	✓	✓	✓				✓	✓
City of Roscoe	0.5	Ground Water	✓		✓	✓							✓	✓	✓
City of San Angelo	35.0	Surface Water												✓	✓
City of San Angelo	12.0	Ground Water	✓		✓		✓				✓		✓	✓	✓
City of Stamford	2.0	Surface Water		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
City of Sweetwater	8.0	Surface Water			✓		✓	✓	✓	✓		✓		✓	✓
City of Sweetwater	6.0	Ground Water	✓											✓	✓
Community Water System	9.0	Surface Water	✓		✓		✓	✓	✓	✓	✓	✓		✓	✓
Eastland County WSD	6.0	Surface Water			✓		✓	✓	✓	✓		✓		✓	✓
Lake Palo Pinto WSC	0.9	Surface Water			✓		✓	✓	✓	✓	✓			✓	✓
Possum Kingdom WSC	1.0	Surface Water	✓		✓		✓	✓	✓	✓	✓	✓	✓	✓	✓
Possum Kingdom WSC	2.0	Surface Water			✓		✓	✓	✓	✓		✓		✓	✓
Richmond - Rosenberg LGC	5.0	Surface Water	✓		✓	✓	✓	✓	✓	✓		✓		✓	✓
Upper Leon River MWD	10.5	Surface Water			✓		✓	✓	✓	✓	✓	✓		✓	✓

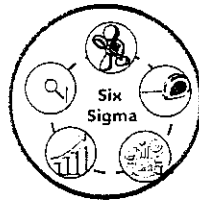
Note (\*): Anubis Engineering President (Joshua L. Berryhill, PE) provided lead technical design or design support for these projects under prior engagements.



## XXVI. APPENDIX E - ANUBIS WASTEWATER TREATMENT EXPERIENCE

Wastewater Treatment Projects Experience (*)	Capacity (MGD)	PROCESS CATEGORY																
		Initial Funding	Screening	Oil Removal	Flow Equalization	Primary Clarification	Secondary Treatment - Activated Sludge	Secondary Treatment - EA	Secondary Treatment - CA	Secondary Treatment - BA	Secondary Treatment - DA	Membrane Bioreactor (MBR)	Secondary Clarification	Tertiary Filtration	Disinfection	Reuse	Sludge Thickening	Sludge Dewatering
Acton MUD	0.9																	
City of Abilene	22.0																	
City of Alamo	2.5																	
City of Azle	2.45																	
City of Ballinger	0.25																	
City of Beeville	2.0																	
City of Big Lake, Phase I	0.33																	
City of Big Lake, Phase II	0.525																	
City of Big Lake, Phase III	1.03																	
City of Blanket	0.33																	
City of Breckinridge	0.25																	
City of Cisco	0.40																	
City of Commerce	7.00																	
City of Corpus Christi	8.0																	
City of De Leon	0.30																	
City of Eastland	0.30																	
City of FTW - Village Creek	110.0																	
City of Glen Rose	1.0																	
City of Granbury	2.0																	
City of Granbury	3.0																	
City of Huntsville	4.3																	
City of Kaufman	1.7																	
City of Lufkin	0.07																	
City of Lubbock	3.0																	
City of Mertzon	0.10																	
City of Midland	0.2																	
City of Poth/Cah	0.17																	
City of Roma	2.0																	
City of Roscoe	0.74																	
City of Rule	0.11																	
City of Sweetwater	2.2																	
City of Van Alstyne	0.39																	
Denton Creek RWS	11.5																	
Hearlingen Waterworks	10.3																	
Kubota KTC	0.1																	
Ter Mile Creek RWS	24.0																	
FW Lake Arrowhead	0.1																	
Texas Division of Emergency Management (TDEM)	0.036																	
Upper Leon River MWD	0.07																	

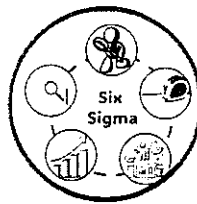
Note (\*): Anubis Engineering President (Joshua L. Berryhill, PE) provided lead technical design or design support for these projects under prior engagements.



## XXVII. APPENDIX F - ANUBIS WASTEWATER REUSE EXPERIENCE

Reuse Project Experience (*)	Reuse Project Type				
	Capacity (MGD)	Type I Non-Potable Reuse (NPR)	Type II Non-Potable Reuse (NPR)	Indirect Potable Reuse (IPR)	Direct Potable Reuse (DPR)
City of Abilene	4.0	✓	✓		
City of Abilene	7.0	✓	✓	✓	
Acton MUD	0.9		✓		
City of Ballinger	0.75		✓		
City of Big Lake	1.05	✓	✓		
City of Breckenridge	0.95		✓		
City of Cisco	0.4			✓	
City of Eastland	0.6		✓		
City of Eden	0.4		✓		
City of Glen Rose	1.0	✓	✓		
City of Granbury	2.0		✓		
City of Granbury	3.0		✓		
City of Huntsville	4.5		✓		
City of Lubbock	3.0	✓	✓		
City of Midland	0.2	✓			
Missouri City	1.0		✓		
City of Pacuah	0.17		✓		
City of Roscoe	0.24		✓		
City of Rule	0.11		✓		
City of Sweetwater	2.2		✓		
Texas Division of Emergency Management (TDEM)	0.036		✓		
TPW Lake Arrowhead	0.1		✓		

Note (\*): Anubis Engineering President (Joshua L. Berryhill, PE) provided lead technical design or design support for these projects under prior engagements.



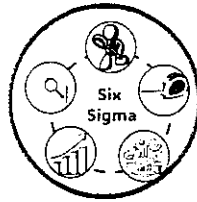
## XXVIII. APPENDIX G - ANUBIS PERMITTING EXPERIENCE

Permitting Experience	Permitted Facilities
Acton Municipal Utility District	1
Brazos Regional Public Utility Agency	1
City of Abilene	4
City of Alamo	1
City of Albany	1
City of Ballinger	1
City of Beeville	1
City of Big Lake	1
City of Breckenridge	1
City of Cisco	1
City of Eastland	1
City of Eden	1
City of Fulshear	1
City of Granbury	3
City of Hico	1
City of Hitchcock	1
City of Huntsville	1
City of Jacksboro	2
City of Kaufman	1
City of Mertzon	1
City of Midland	1
City of Missouri City	4
City of Monahans	1
City of Ozona	1
City of Paducah	1
City of Roma	2
City of San Angelo	1
City of Seminole	1
City of Sonora	1
City of Stamford	1
City of Sterling City	1
City of Sweetwater	1
City of Van Alstyne	1
City of Winters	2
Eastland County Water Supply District	1
Guadalupe-Blanco River Authority	1
Johnson County Special Utility District	2
Lometa Water System	1
Parker County Special Utility District	2
Town of Pecos City	1
Texas Division of Emergency Management (TDEM)	1
Upper Leon River Municipal Water District	1

Note (\*): Anubis Engineering President (Joshua L. Berryhill, PE) provided lead technical design or design support for these projects under prior engagements.



**ANUBIS ENGINEERING**  
ENGINEERING INNOVATIVE SOLUTIONS, TODAY AND BEYOND



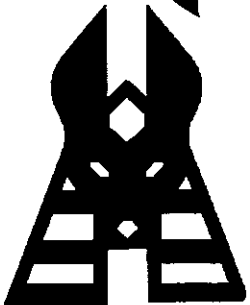
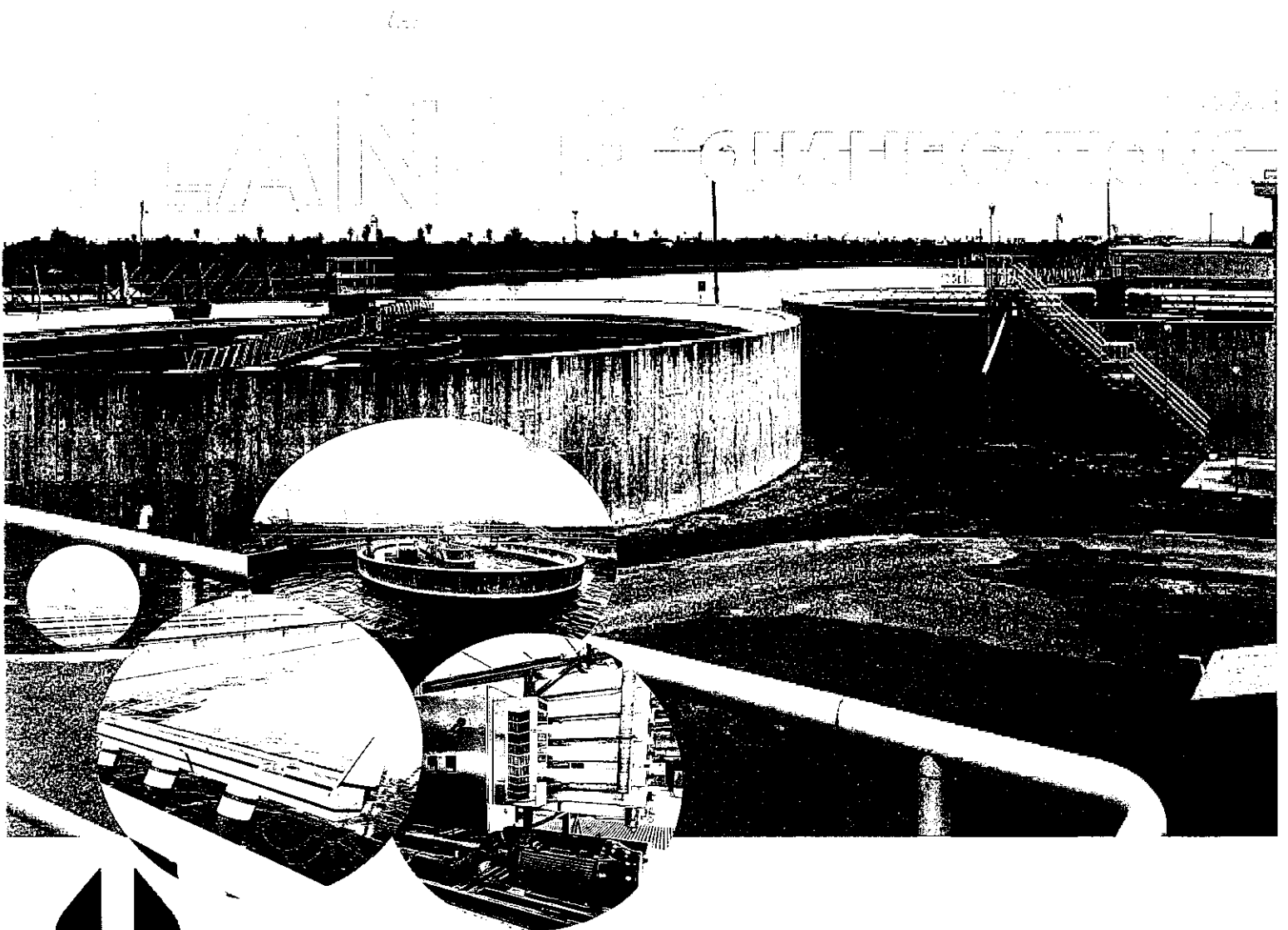
## **XXX. APPENDIX I– ANUBIS AT A GLANCE BROCHURE**

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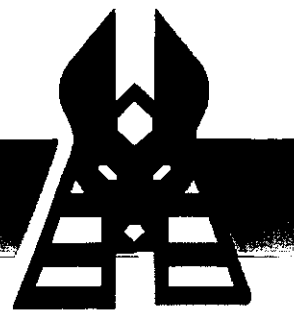
# ANUBIS

## ENGINEERING, INC.



**WATER • WASTEWATER • DESALINATION  
FUNDING • PERMITTING**

# ANUBIS



## WHO WE ARE

*We are innovating Water for the Next Generations*

*Anubis Engineering is a forward-focused consulting firm specializing in water and wastewater treatment solutions.*

*Founded in 2024, Anubis is led by industry veteran Joshua L. Berryhill, P.E., who brings over 22 years of deep technical expertise and leadership to the Texas and Arkansas markets.*

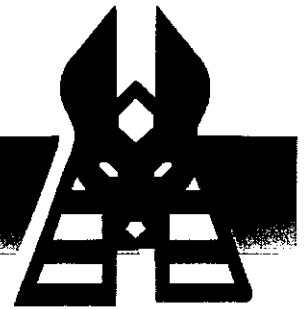


*With a portfolio of 230+ successfully delivered projects, Mr. Berryhill has helped shape some of the most advanced water treatment, potable and non-potable reuse, and radionuclide reduction systems in Texas, including working on many of the most cutting-edge membrane and desalination facilities throughout Texas.*

*Our impact goes beyond traditional utility work. Anubis is also pioneering innovative water strategies for emerging industries, from powering data centers and cryptocurrency operations, to enabling green hydrogen production and advanced Public- Private-Partnership (P3) developments. Whether it's reuse, desalination, or aquifer storage and recovery (ASR), we're built to tackle the most complex water challenges head-on.*

*At Anubis Engineering, we don't just design systems, we work with you to engineer solutions for the future of water.*

# ANUBIS



## OUR MISSION

*At Anubis Engineering, water is our strength, innovation is our flow, and sustainability is our mission*

*We deliver innovative, customized solutions that tackle today's challenges while future-proofing your water and wastewater systems. We specialize in designing projects that combine forward-thinking concepts with efficiency and cost-effectiveness, ensuring you're ready for what's next. With a laser focus on improving capacity, efficiency, and effectiveness, we're dedicated to working as part of your team to build smarter, stronger systems for your community.*

## OUR PROMISE

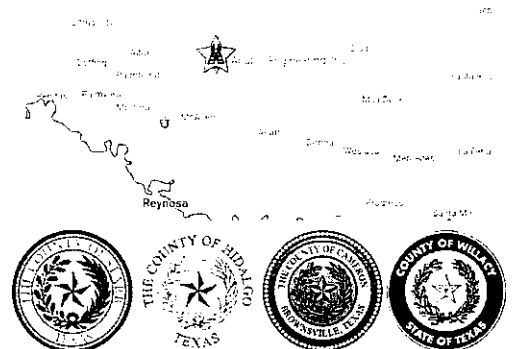
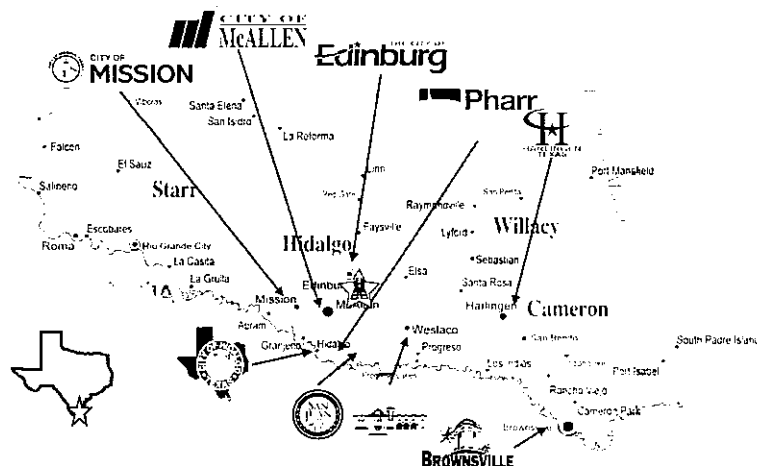
*Engineering Tomorrow's Water Solutions — Today,  
by working WITH YOU, not just for you.*

*We know the challenges: rising costs, tightening regulations, and growing demand. That's why we do more than deliver projects, we build partnerships. Our promise is to bring clarity, innovation, and sustainable solutions to every step of your journey, ensuring water systems that don't just meet today's needs but stand strong for tomorrow.*

## OUR LOCATION



4901 S. McColl Rd.  
Edinburg, Texas 78539



# ANUBIS



## HOW WE SUCCEED

*At Anubis Engineering, our success begins with a relentless commitment to our clients.*

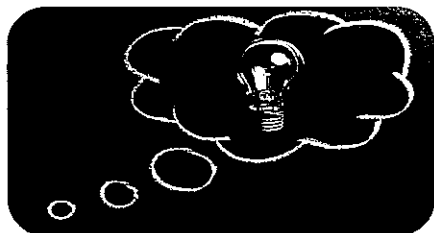
*We lead with purpose, combining community awareness, technological innovation, and custom-built solutions to meet the evolving demands of water and wastewater systems. We understand that no two projects are the same, which is why we don't believe in one-size-fits-all. Instead, we build solutions around your goals, your timeline, and your budget.*

*Our secret is a proven engineering formula that blends deep technical expertise with the latest advancements, all grounded in true client collaboration.*

## Our Winning Formula



*Client-Centered Customization*



*Innovation That Matters*



*Proven Performance, Every Time*



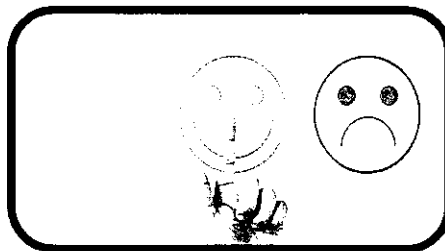
*Community-Driven Purpose*



*Clarity You Can Trust*



*Reliable Partnerships, Turnkey Solutions*



*Guaranteed Quality, Long-Term Satisfaction*

*We turn engineering complexity into clear, simple conversations. We match your style and your speed, and keep you informed every step of the way.*



# ANUBIS



## OUR WINNING FORMULA

### *Client-Centered Customization*

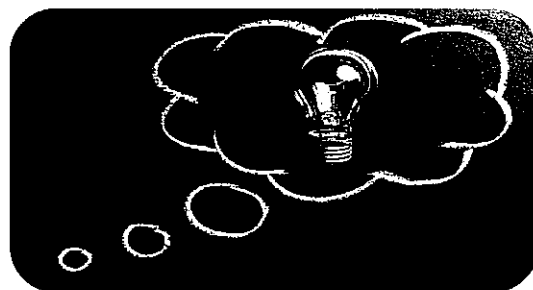
*We design around you. Every project begins with listening and understanding your goals, constraints, and vision.*



*Tailoring every design to your specific needs, budget, and long-term objectives. From small communities to large municipalities, we craft solutions that go beyond meeting industry standards; reflecting your priorities, your pace, and your future.*

### *Innovation That Matters*

*We stay ahead by continuously researching and applying the latest technologies. From Reverse Osmosis to Membrane Bioreactors and radionuclide reduction, we deliver what works before it's trending. Our expertise in advanced water and wastewater treatment technologies is ready to hit the ground running in supporting your upcoming water supply, desalination, or reuse projects!*



*Our engineering formula blends your voice, tailored solutions, and the right*



# ANUBIS



## OUR WINNING FORMULA

### *Proven Performance, Every Time*

*With decades of experience and a portfolio of over 200 successful water and wastewater projects across Texas, we've built more than systems, we've built trust.*

*Every project reflects our commitment to precision, measurable results, and on-time delivery. From concept to completion, our record proves one thing:*

*"We perform and deliver, every time".*

### *Community-Driven Purpose*

*We believe that water is more than infrastructure, it's a shared responsibility. That is why we actively engage with our communities to raise awareness about water scarcity, drought resilience, and sustainable water practices.*

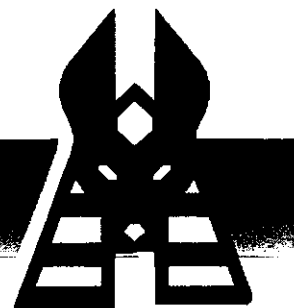
*By fostering education and collaboration, we help prepare communities not just to face today's challenges, but to thrive in the future.,*



*We empower communities by keeping our promise:*

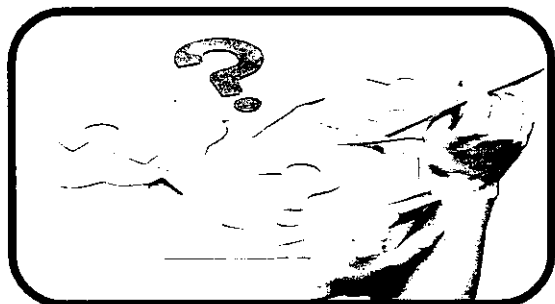
*Working with you, not just for you.*

# ANUBIS



## OUR WINNING FORMULA

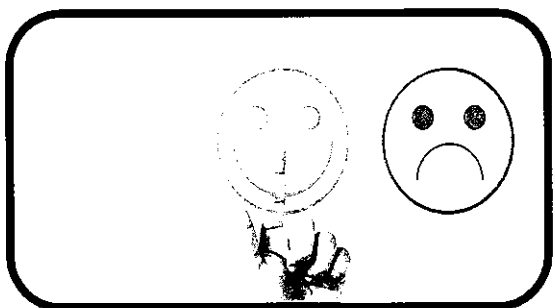
### Clarity You Can Trust



*We simplify the complex. From engineering jargon to system timelines, we ensure you understand the what, where, when, and how of your project. And even beyond the technical, we are ready and willing to support you in educating the public, from workshops to utility meetings, from hard copy handouts to social media public education assistance - because explaining the "why" is often more important than the "how"!*

### Reliable Partnerships, Turnkey Solutions

*When your project demands more, we bring in the right partners to deliver seamless, full-service solutions with Anubis quality leadership at every stage. We can be as large or as small as you need us to be to support your project needs!*



### Guaranteed Quality, Long-Term Satisfaction

*We stake our reputation on every service we deliver. If it doesn't meet your expectations, it doesn't meet ours. Your success is the key to our sustainability.*

***We make the technical simple. By speaking your language and moving at your pace, we ensure every project detail makes sense and works for you.***

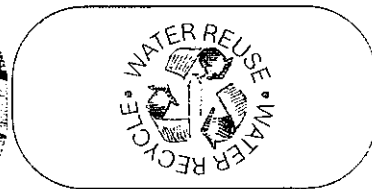
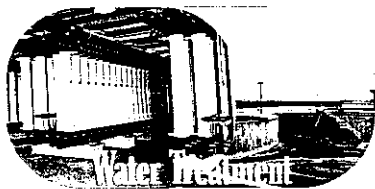
# ANUBIS



## MARKETS WE SERVE

*Anubis markets and services are constantly evolving, but we are always focused on the upcoming growth trends with one eye on present needs and the other toward what's coming down the road.*

## OUR MARKETS



## OUR SERVICES

### Planning

- Condition Assessment.
- Environmental Consulting.
- Regulatory Assistance.
- Permitting.
- Funding Assistance.
- Pilot Testing.
- Water Quality Analysis.
- Water Age Assessment.

### Design

- Hydraulic Modeling Analysis.
- Technology Design Customization.
- Constructability Reviews.
- Procurement.

### Construction

- Quality Assurance.
- Quality Control.
- Construction.
- Commissioning.
- Startup.
- Operator Training Services.

### After Project

- Troubleshooting.
- Compliance Performance.
- Automation.
- Additional Operator Training.

### Project Management

- Scope Management.
- Time Management.
- Cost Control.
- Quality Control.
- Risk Management.
- Communications.
- Resources.
- Stakeholder Engagement.

*At Anubis Engineering, we don't just deliver engineering services, we*

*deliver results you can rely on.*



# ANUBIS

## OUR DETAILED SERVICES

### WATER TREATMENT PLANTS

Radionuclide Reduction.  
Conventional Surface Water Treatment.  
Advanced Surface Water Treatment.  
Media Filtration.  
Membrane Filtration.  
Lead & Copper Rule Compliance.  
Enhanced Coagulation and Flocculation.  
Disinfection Compliance Alternatives.

Taste and Odor Control.  
Corrosion Control.  
PFAS "Forever Chemicals" Treatment.  
Distribution Pipelines.  
Pump Stations.  
Storage Tanks.  
Funding.  
Permitting.

### DESALINATION PLANTS

Seawater Desalination.  
Brackish Surface Water Desalination.  
Brackish Groundwater Desalination.  
Produced Water Desalination.  
Industrial Water Desalination.  
Water Reuse.  
Arsenic / Nitrate Reduction.

Chemical Pretreatment.  
Filtration Pretreatment.  
Clarification Pretreatment.  
Disinfection Compliance.  
Corrosion Control.  
PFAS "Forever Chemicals" Treatment.  
Funding.  
Permitting.

### WASTEWATER TREATMENT PLANTS

Water Reclamation, Reuse & Recycle.  
Non-Potable Reuse (NPR).  
Indirect Potable Reuse (IPR).  
Direct Potable Reuse (DPR).  
Conventional Wastewater Treatment. Preliminary Treatment; Headworks, Screening ( Coarse & Fine), Grit Removal, Equalization.  
Primary Treatment; Sedimentation, Clarifier.  
Secondary Treatment; Aeration Basin, Anaerobic, Anoxic and Aerobic Basins and Tertiary Treatment;

Filtration, Nitrification, Denitrification, Phosphorus removal,  
Disinfection.  
Stabilization and Digestion.  
Dewatering and Drying.  
Peak Flow Management.  
Collection System.  
Lift Stations.  
Pumps and Blowers.  
Funding.  
Permitting.

*Desalination isn't new to us, it's what we do. With experience on more than 52 brackish, saline, and reuse projects across Texas.*

# ANUBIS



## OUR DETAILED SERVICES

### PERMITTING

Domestic Texas Pollutant Discharge Elimination System (TPDES) Discharge Permits.  
Industrial TPDES Discharge Permits.  
Domestic Texas Land Application Program (TLAP)

Discharge Permits.  
Air Permits.  
Evaporation Disposal Permits.  
Class V Injection Permits.  
General Discharge Permits.  
Permits-by-Rule.

### FUNDING PROGRAMS

Texas Water Development Board (TWDB).  
U.S. Department of Agriculture Rural Development (USDA).  
Texas Department of Agriculture (TDA).

Texas Commission on Environmental Quality (TCEQ).  
United States Environmental Protection Agency (EPA).  
U.S. Bureau of Reclamation (USBR).  
North American Development Bank (NADB).

### FUNDING ALTERNATIVES

State Revolving Fund (SRF).  
Clean Water State Revolving Fund (CWSRF).  
Drinking Water State Revolving Fund (DWSRF).  
Asset Management Program for Small Systems (AMPSS).  
Lead Service Line Replacement Program (LSLR).  
Texas Water Development Fund (DFund).  
Economically Distressed Areas Program (EDAP).

State Water Implementation Fund for Texas (SWIFT).  
Rural Water Assistance Fund (RWAF).  
Emerging Contaminants (EC).  
Water Infrastructure Finance and Innovation Act (WIFIA).  
United States Department of Agriculture-Rural Development (USDA-RD).  
WaterSMART: Recycling and Desalination Program.

### TECHNOLOGIES

Conventional Treatment  
Conventional Surface Water Treatment Plants  
Conventional Wastewater Treatment Plants  
Conventional Activated Sludge (CAS) WWTPs  
Extended Aeration (EA) WWTPs  
Sequencing Batch Reactor (SBR) WWTPs  
Biological Nutrient Removal (BNR) WWTPs  
Advanced Biological Processes  
Mobile Organic Biofilm (MOB) WWTPs  
Membrane Bioreactor (MBR) WWTPs

Membrane & Filtration Technologies  
Multimedia Filtration (MMF)  
Microfiltration (MF)  
Ultrafiltration (UF)  
Nanofiltration (NF) Desalination  
Reverse Osmosis (RO) Desalination  
Ion Exchange & Electrochemical Processes  
Ion Exchange  
Electrodialysis (ED)  
Electrodialysis Reversal (EDR)  
Electrodeionization (EDI)

*We don't just design solutions, We make them happen, with unmatched experience in TCEQ and TWDB programs across Texas*



# ANUBIS

## OUR VALUES

*Built on Purpose. Driven by Principles.*

*At the heart of our company are values that shape how we engineer, lead, and serve. These aren't just words on paper, they're the foundation of our culture and the compass behind every decision, collaboration, and commitment we make.*

### **Quality**

*We deliver durable, high-performance solutions that meet the highest standards. Cutting corners isn't part of our design. Or in our blueprint.*

### **Integrity**

*We stand by our word and do the right thing, always. In every contract, on every task, and with our clients.*

### **Accountability**

*We believe trust is built on accountability, and we take ownership of our work, our timelines, and our deliverables.*

### **Collaboration**

*We work with our partners and clients as one team to achieve the best results from planning to commissioning.*

### **Innovation**

*We promote forward-thinking designs, embracing the utilization of smarter methods and new technologies to move our water and wastewater industry ahead of the curve of population growth and demand needs.*

### **Sustainability**

*We build with the future in mind, minimizing environmental impact and maximizing long-term value in every project.*

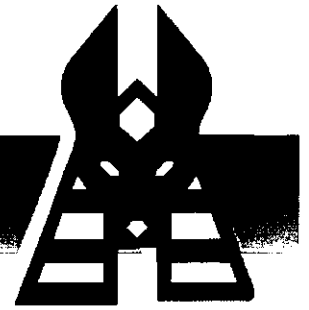
### **Independence**

*We make decisions based on what's best for our clients and our people with agility, flexibility, and freedom from outside pressures.*

### **People**

*Our people are our foundation. We invest in their growth, safety, and success. Great projects start with great teams.*

# ANUBIS



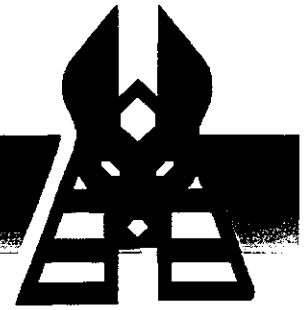
## OUR WATER EXPERIENCE

Water Treatment Project Experience (*)	Capacity (MGD)	Water Source	PROCESS CATEGORY													
			Supply Wells	Impulse Structure	Raw Water Pumping	Raw Water Storage	Raw Water Disinfection	Coagulation / Rapid Mixing	Filtration	Sedimentation / Clarification	Granular Media Filtration	Membrane Filtration	RO/DM/UF Treatment	Final Disinfection	Finished Water Storage	Finished Water Pumping
Brazos Regional PUA	13.0	Surface Water														
City of Abilene	24.0	Surface Water														
City of Abilene - PK	16.75	Surface Water														
City of Albany	2.5	Surface Water														
City of Ballinger	2.5	Surface Water														
City of Beeville	7.5	Surface Water														
City of Brady	5.0	Surface Water Ground Water														
City of Cisco	2.0	Surface Water														
City of Eden	1.1	Ground Water														
City of Granbury	2.5	Surface Water														
City of Jacksboro	2.0	Surface Water														
City of Mason	2.0	Ground Water														
City of Midland	35.0	Surface Water														
City of Midlothian	12.0	Surface Water														
City of Midlothian	6.0	Surface Water														
City of Missouri City	10.0	Surface Water														
City of Missouri City	20.0	Surface Water														
City of Rolling Hills	0.1	Ground Water														
City of Roma	2.0	Surface Water														
City of Roscoe	0.5	Ground Water														
City of San Angelo	35.0	Surface Water														
City of San Angelo	12.0	Ground Water														
City of Stamford	2.0	Surface Water														
City of Sweetwater	8.0	Surface Water														
City of Sweetwater	6.0	Ground Water														
Community Water System	9.0	Surface Water														
Eastland County WSC	6.0	Surface Water														
Lake Potosi WSC	0.9	Surface Water														
Possum Kingdom WSC	1.0	Surface Water														
Possum Kingdom WSC	2.0	Surface Water														
Richmond - Rosenberg LGC	5.0	Surface Water														
Upper Leon River MWD	10.5	Surface Water														

Note (\*): Anubis Engineering President (Joshua L. Berryhill, PE) provided lead technical design or design support for these projects under prior engagements.

*From surface water to RO desalination, our track record in water treatment ensures reliable supply when and where it's needed.*

# ANUBIS



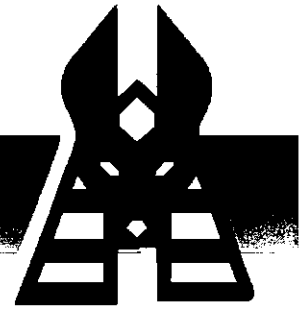
## OUR WASTEWATER EXPERIENCE

Project Name / Location	Capacity (MGD)	PROCESS CATEGORY													
		Pre-treatment	Primary Treatment	Secondary Treatment - EA	Secondary Treatment - CAS	Secondary Treatment - SBR	Secondary Treatment - BNR	Membrane Bioreactor - MBR	Secondary Clarification	Tertiary Filtration	Disinfection	Reuse	Sludge Thickening	Sludge Dewatering	Sludge Dewatering
Action MUD	0.9														
City of Abilene	22.0														
City of Alamo	2.5														
City of Azle	2.45														
City of Ballinger	0.75														
City of Beeville	2.0														
City of Big Lake, Phase I	0.35														
City of Big Lake, Phase II	0.525														
City of Big Lake, Phase III	1.35														
City of Blanket	0.35														
City of Breckenridge	0.95														
City of Cisco	0.40														
City of Corpus Christi	8.0														
City of De Leon	0.30														
City of Eastland	0.50														
City of FTW - Village Creek	10.0														
City of Glen Rose	1.0														
City of Granbury	2.0														
City of Granbury	3.0														
City of Loraline	0.07														
City of Lubbock	3.0														
City of Meritola	0.10														
City of Midland	0.2														
City of Odessa	0.17														
City of Roma	2.0														
City of Roscoe	0.24														
City of Rule	0.11														
City of Sweetwater	2.2														
Denton Creek RWS	11.5														
Hartfagen Waterworks	10.0														
City of Huntsville	4.5														
Kubota KTC	0.1														
Ten Mile Creek RWS	24.0														
TPW Lake Arrowhead	0.1														
Upper Leaf River MWD	0.07														

Note (\*): Anubis Engineering President (Joshua L. Berryhill, PE) provided lead technical design or design support for these projects under prior engagements.

*We've delivered advanced wastewater solutions that turn today's challenges into sustainable systems.*

# ANUBIS



## OUR DESALINATION EXPERIENCE

Water Desalination Reverse Osmosis Technology (*)	Client	Location	Capacity (MGD)
Brackish Groundwater Desalination Plant Expansion.	Texas Water Utilities	City of Seminole	1.0 MGD
New Brackish Surface Water Treatment Plant. *	Parker County Special Utility District (PCSUD)	Parker County	1.0 MGD
Brackish Groundwater Supply Project.	Private Client	South Texas	3.0 MGD
New Brackish Groundwater Treatment System.	City of Alamo	City of Alamo	2.5 MGD
New Brackish Groundwater Treatment System.	Olmito Water Supply Corporation	Cameron County	1.0 MGD
New Enhanced Reverse Osmosis Technology Development.	Private Client	Caldwell County	1.0 MGD
Phase I Brackish Groundwater Supply Project.	Private Client	West Texas	2.0 MGD
Phase I Industrial Reuse Project.	Private Client	Bastrop County	1.0 MGD
Phase I Brackish Groundwater Supply Project.	Private Client	Bastrop County	2.5 MGD
Phase I Industrial Reuse Project.	Private Client	Caldwell County	1.0 MGD
Phase I Saline Groundwater Treatment Plant	Private Entity	Caldwell County	10.0 MGD
Groundwater Nitrate Reduction Project.	Private Client	Travis County	0.05 MGD
Brackish Groundwater Supply Project.	Creedmoor Maha Water Supply Corporation (CMWSC)	Travis County	2.0 MGD
Phase I Brackish Surface Water Treatment Plant #2. *	City of Granbury	City of Granbury	5.0 MGD
Phase I Brackish Surface Water Treatment Plant #2. *	Parker County Special Utility District (PCSUD)	Parker County	2.0 MGD
Phase I Brackish Surface Water Treatment Plant Expansion. *	Parker County Special Utility District (PCSUD)	Parker County	1.0 MGD
Brackish Groundwater Supply Project - P3 Developer Procurement Assistance. *	Creedmoor Maha Water Supply Corporation (CMWSC)	Travis County	2.0 MGD
Phase I Brackish Surface Water Treatment Plant. *	Johnson County Special Utility District (JCSUD)	Johnson County	10.0 MGD
Phase I Brackish Groundwater Supply Project. *	Texas Water Utilities	Dallas County	1.0 MGD
Water System Improvements Project. *	City of Meritzon	City of Meritzon	1.0 MGD
Surface Water Advanced Treatment System (SWATS) Facility Phase I Restoration Project. *	Brazos Regional PUA	City of Granbury	13.0 MGD
Phase I Brackish Groundwater Supply Project. *	Private Client	West Texas	1.0 MGD
Water System Improvements Project. *	Mullin ISD	Mullin	0.1 MGD
Phase I Brackish Groundwater Supply Project. *	Private Client	Jones County	0.25 MGD

Note (\*): Anubis Engineering President (Joshua L. Berryhill, PE) provided lead technical design or design support for these projects under prior engagements.

*Delivered over 53 brackish, saline, and reuse desalination projects*

*throughout Texas*

# ANUBIS



## OUR DESALINATION EXPERIENCE

Water Desalination Reverse Osmosis Technology (*)	Client	Location	Capacity (MGD)
Water System Improvements Project. *	City of Paducah	City of Paducah	1.0 MGD
Phase I Brackish Groundwater Supply Project. *	Private Client	City of Cartersville	1.0 MGD
Phase I Brackish Groundwater Supply Project. *	Private Client	Midland County	1.3 MGD
Tall Saddle Site - Phase I Brackish Groundwater Supply Project. *	Apex Energy	Kenedy County	0.4 MGD
Big Trail Site - Phase I Brackish Groundwater Supply Project. *	Apex Energy	Midland County	1.0 MGD
Siete Site - Phase I Brackish Groundwater Supply Project. *	Apex Energy	Kleberg County	0.26 MGD
Phase I Brackish Groundwater Supply Project. *	Private Client	Tom Green County	15.0 MGD
Phase I Brackish Groundwater Supply Project. *	Saratoga Homes	El Paso County	3.0 MGD
Phase I Brackish Groundwater Supply Project. *	Genesis	Pecos County	1.6 MGD
Nitrate Reduction Project. *	City of Eola	City of Eola	0.1 MGD
Phase II Brackish Surface Water Treatment Plant Expansion. *	City of Granbury	City of Granbury	5.0 MGD
Phase I Brackish Surface Water Treatment Plant. *	City of Midland	City of Midland	35.0 MGD
Phase I Brackish Surface Water Treatment Plant. *	Acton Municipal Utility District	City of Granbury	2.0 MGD
Phase I Brackish Surface Water Treatment Plant. *	City of Granbury	City of Granbury	2.5 MGD
New RO Recovery Enhancement Technology Pilot. *	City of Abilene	City of Abilene	
Radionuclide Reduction Project. *	City of Brady	City of Brady	3.0 MGD
Second Stage Drought Response Project-Raw Water Roughing Facility. *	City of Abilene	City of Abilene	16.75 MGD
Phase I Brackish Surface Water Treatment Plant. *	City of Granbury	City of Granbury	2.5 MGD
Hargrebenner Water Treatment Plant Rehabilitation. *	City of Abilene	City of Abilene	
Surface Water Advanced Treatment System (SWATS) Facility Master Plan. *	Brazos Regional PUA	City of Granbury	7.5 MGD
Phase I Brackish Surface Water Treatment Plant. *	City of Midland	City of Midland	20.0 MGD
DADS Project, Texas Department of Health and Human Services. *	TXDSHS - Garstbad Facility	Tom Green County	
Phase I Brackish Surface Water Treatment Plant. *	City of San Angelo	City of San Angelo	20.0 MGD
Potable Reuse Pilot Study. *	City of San Angelo	City of San Angelo	20.0 MGD
Reverse Osmosis Water System Improvements. *	City of Roscoe	City of Roscoe	0.5 MGD
Water Treatment Plant and Desalination Improvement Project. *	City of Ballinger	City of Ballinger	0.5 MGD
Desalination Water Treatment Plant Expansion. *	Possum Kingdom Water Supply Corporation	City of Graford	2.0 MGD
New RO Cleaning Technology Pilot. *	Possum Kingdom Water Supply Corporation	City of Graford	2.0 MGD
RO / EDR Pilot. *	North Texas Municipal Water District (NTMWD)	City of Dallas	100 MGD
Seawater Desalination Pilot. *	Brownsville PUB	City of Brownsville	25 MGD
BWRO Pre-Treatment Pilot. *	Brownsville PUB	City of Brownsville	7.5 MGD
SRWA Upgrade. *	Brownsville PUB	City of Brownsville	7.5 MGD

Note (\*): Anubis Engineering President (Joshua L. Berryhill, PE) provided lead technical design or design support for these projects under prior engagements.

*Unmatched experience in desalination across Texas, using alternative delivery methods such as Design-Build (DB), CMAR, and P3.*

# ANUBIS



## OUR WATER REUSE EXPERIENCE

Reuse Project Experience (*)	Capacity (MGD)	Reuse Project Type			
		Type I Non-Potable Reuse (NPR)	Type II Non-Potable Reuse (NPR)	Indirect Potable Reuse (IPR)	Direct Potable Reuse (DPR)
City of Abilene	4.0	✓	✓		
City of Abilene	7.0	✓	✓	✓	
Acton MUD	0.9		✓		
City of Ballinger	0.75		✓		
City of Big Lake	1.05	✓	✓		
City of Breckenridge	0.95		✓		
City of Cisco	0.4			✓	
City of Eastland	0.6		✓		
City of Eden	0.4		✓		
City of Glen Rose	1.0	✓	✓		
City of Granbury	2.0		✓		
City of Granbury	3.0		✓		
City of Huntsville	4.5		✓		
City of Lubbock	3.0	✓	✓		
City of Midland	0.2	✓			
Missouri City	1.0		✓		
City of Paducah	0.17		✓		
City of Roscoe	0.24		✓		
City of Rule	0.11		✓		
City of Sweetwater	2.2		✓		
TPW Lake Arrowhead	0.1		✓		

Note (\*): Anubis Engineering President (Joshua L. Berryhill, PE) provided lead technical design or design support for these projects under prior engagements.

*We understand today's challenges, and we are ready to provide you with the results you need to move your project forward.*

# ANUBIS

## OUR FUNDING EXPERIENCE

Federal Funding Experience			
Location	Projects	Funding Program	Funds (\$)
Acton MUD	WWTP #1 Expansion	CWSRF	\$8.5 MM
Action MUD	WWTP #2 Expansion	CWSRF	\$14 MM
City of Abilene	Water Meter Replacement Project	CWSRF	\$20 MM
City of Alamo	WWTP Expansion Project	CWSRF	\$12 MM
City of Albany	WIP Upgrade	DWSRF	\$8 MM
City of Ballinger	Water Supply Project	DWSRF	\$12 MM
City of Ballinger	WWTP Expansion Project	CWSRF	\$6 MM
City of Breckenridge	WIP Upgrade Project	DWSRF	\$6 MM
City of Breckenridge	WWTP Upgrade Project	CWSRF	\$8 MM
City of Cisco	WIP Replacement Project	DWSRF	\$16 MM
City of Cisco	WWTP Replacement Project	CWSRF	\$6 MM
City of De Leon	Water System Improvements	DWSRF	\$4 MM
City of De Leon	WWTP Improvements	CWSRF	\$7 MM
City of Eastland	Water System Improvements Project	DWSRF	\$5 MM
City of Eastland	WWTP Replacement Project	CWSRF	\$8 MM
City of Eden	Water System Improvements	DWSRF	\$12 MM
City of Granbury	Phase I WTP	DWSRF	\$16 MM
City of Granbury	Phase II WTP Expansion	DWSRF	\$14 MM
City of Granbury	Phase I WWTP Improvements	CWSRF	\$35 MM
City of Granbury	Emerging Contaminants WTP Improvements	DWSRF	\$57 MM
City of Mertzon	Water System Improvements	DWSRF	\$8 MM
City of Mertzon	WWTP Rehab	CWSRF	\$5 MM
City of Paducah	Water System Improvements	DWSRF	\$16 MM
City of Roma	WIP Improvements	DWSRF	\$6 MM
City of Roma	WWTP Improvements	CWSRF	\$6 MM
City of Roscoe	Nitrate Reduction Improvements	DWSRF	\$5 MM
City of San Angelo	WIP Improvements	DWSRF	\$52 MM
City of Stamford	WIP Improvements	DWSRF	\$20 MM
City of Stamford	WWTP Improvements	CWSRF	\$8 MM
City of Sweetwater	WIP Improvements	DWSRF	\$12 MM
City of Sweetwater	Hunter Wellfield Improvements	DWSRF	\$8 MM
City of Sweetwater	WWTP Rehab	CWSRF	\$6 MM
City of Winters	WIP Improvements	DWSRF	\$5 MM
City of Winters	WWTP Improvements	CWSRF	\$7 MM
Eastland County WSD	WIP Replacement	DWSRF	\$15 MM
Eastland County WSD	Water System Improvements	DWSRF	\$6 MM
Lometa Water System	Phase II WIP Improvements	DWSRF	\$10 MM
Parker County SUD	Phase I WIP Improvements	DWSRF	\$15 MM
Parker County SUD	Phase I Distribution Improvements	DWSRF	\$13 MM
Parker County SUD	Emerging Contaminants WTP Project	DWSRF	\$65 MM
Town of Pecos City	Phase I WWTP Improvements	CWSRF	\$50 MM
Town of Pecos City	Phase II WWTP Improvements	DWSRF	\$42 MM
Upper Leon River MWD	WIP Improvements	DWSRF	\$8 MM

Note (\*): Anubis Engineering President (Joshua L. Berryhill, PE) provided lead technical design or design support for these projects under prior engagements.

*Proven track record of securing and delivering projects across Texas, with*

*more than \$500 million funded through various TMDL projects*



# ANUBIS

## OUR PERMITTING EXPERIENCE

Permitting Experience	Permitted Facilities
Acton Municipal Utility District	1
Brazos Regional Public Utility Agency	1
City of Abilene	4
City of Alamo	1
City of Albany	1
City of Ballinger	1
City of Beeville	1
City of Big Lake	1
City of Breckenridge	1
City of Cisco	1
City of Eastland	1
City of Eden	1
City of Fulshear	1
City of Granbury	3
City of Hico	1
City of Hitchcock	1
City of Huntsville	1
City of Jacksboro	2
City of Mertzon	1
City of Midland	1
City of Missouri City	4
City of Monahans	1
City of Ozona	1
City of Paducah	1
City of Roma	2
City of San Angelo	1
City of Seminole	1
City of Sonora	1
City of Stamford	1
City of Sterling City	1
City of Sweetwater	1
City of Van Alstyne	1
City of Winters	2
Eastland County Water Supply District	1
Guadalupe-Blanco River Authority	1
Johnson County Special Utility District	2
Lometa Water System	1
Parker County Special Utility District	2
Town of Pecos City	1
Upper Leon River Municipal Water District	1

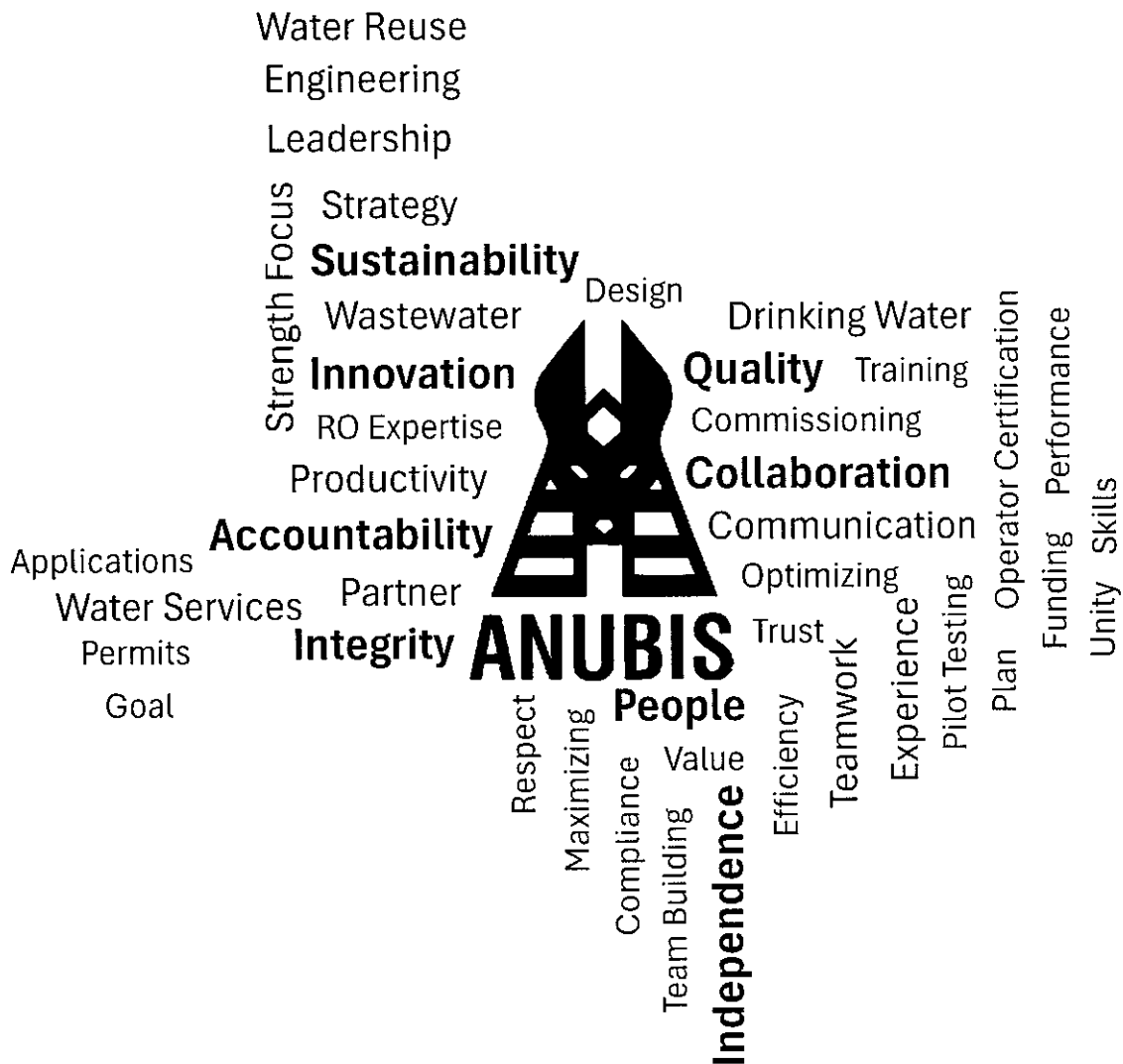
Note (\*): Anubis Engineering President (Joshua L. Berryhill, PE) provided lead technical design or design support for these projects under prior engagements.

*Successfully delivered over 50+ different types of municipal and industrial*

*discharge permits with TCEQ*

# ANUBIS ENGINEERING, INC.

ENGINEERING INNOVATIVE  
SOLUTIONS, TODAY AND BEYOND.



[www.anubis-eng.com](http://www.anubis-eng.com)



[support@anubis-eng.com](mailto:support@anubis-eng.com)



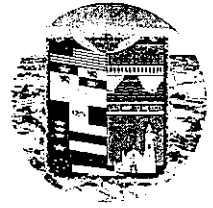
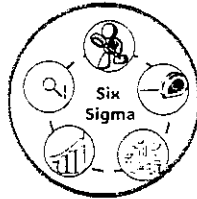
(956) 878 1900



4901 S. McColl Rd. Edinburg, TX.



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ENGINEERING INNOVATIVE SOLUTIONS, TODAY AND BEYOND



## **XXXI. APPENDIX J – RFP 2026-022 “EXHIBIT A: COST PROPOSAL FORM” COMPLETED**

---

Refer to the following page.

## Exhibit A – Cost Proposal Form

COST SHEET TEMPLATE -**Anubis Engineering is providing an Hourly Rate Schedule within this RFP**

Attach and require proposers to complete this exhibit as part of the Cost Proposal.

### A. HOURLY RATE SCHEDULE

Use one row per labor category and staff member if known.

Columns

1. Labor category or title
2. Staff name if known
3. Hourly rate year one
4. Hourly rate year two
5. Hourly rate year three

Example layout

Labor category or title:

Staff name:

Hourly rate year one:

Hourly rate year two:

Hourly rate year three:

(repeat rows as needed)

### B. FLAT RATE AND TASK BASED PRICING - None

List any proposed flat rate services. If none are proposed write "none".

Columns

1. Task name or description
2. Assumptions and key inclusions
3. Lump sum flat fee
4. Expected duration in calendar days
5. Key deliverables

Example layout

Task name or description:

Assumptions and key inclusions:

Lump sum flat fee:

Expected duration in calendar days:

Key deliverables:

CITY OF LAREDO  
PURCHASING DIVISION

---

(repeat rows as needed)

**C. PERFORMANCE BASED AND OTHER COST STRUCTURES - None**

List any performance-based elements, blended rate options, retainers, or other allowed cost structures. If none are proposed write "none".

Columns

1. Cost structure type for example performance based, blended rate, or retainer
2. Description and when it applies
3. Basis for calculation for example metric or retainer hours
4. Cap or limit on payments under this structure

Example layout

Cost structure type:

Description and when it applies:

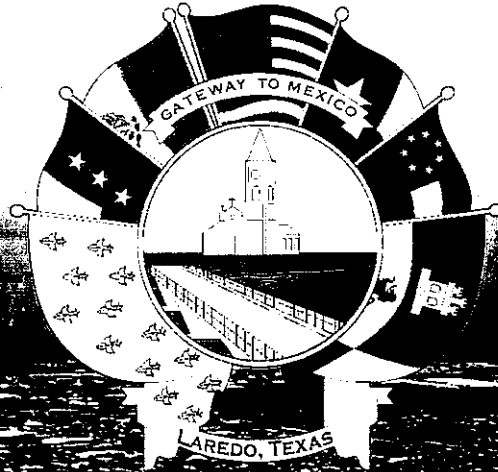
Basis for calculation:

Cap or limit on payments:

(repeat rows as needed)

**\*\*\*\*\*Documentation can be uploaded on to Cit-E-Bid\*\*\*\*\***

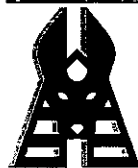
# *Statement of Qualifications*



*City of  
Laredo*

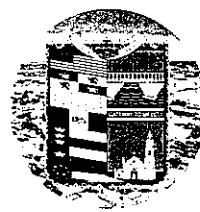
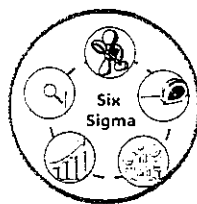
*RFP 2026-022*

*Project Management & Program Management  
Support Services*



**ANUBIS ENGINEERING**

ENGINEERING INNOVATIVE SOLUTIONS. TODAY AND BEYOND



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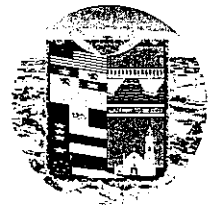
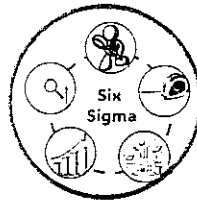
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### **COVER LETTER**

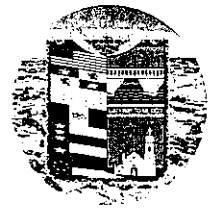
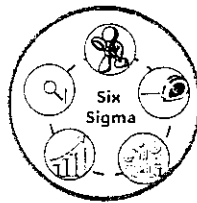
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**ANUBIS ENGINEERING**  
ENGINEERING INNOVATIVE SOLUTIONS, TODAY AND BEYOND



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- XXX. APPENDIX I - ANUBIS AT A GLANCE BROCHURE**
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## I. STATEMENT OF INTEREST

---

December 16, 2025  
City of Laredo, Texas  
1110 Houston Street  
Laredo, Texas 78040  
Attention: Mario I. Maldonado Jr.

SUBJECT: Request for Proposal for Project Management and Program Management Support Services.

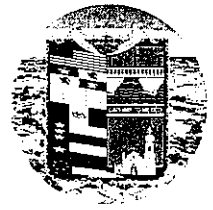
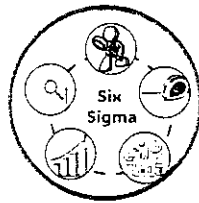
Dear Mr. Maldonado,

Anubis Engineering, Inc. (Anubis) appreciates the opportunity to submit our qualifications to the City of Laredo, Texas for consideration in providing Project Management and Program Management Support Services for Water and Wastewater Capital Improvement Projects. Although Anubis has been incorporated for just over a year, our leadership has been supporting municipal utilities throughout South Texas for more than 20 years and promoted total quality management by integrating a combined 40+ years of experience on multicultural worldwide project and program management, strategic planning, and operational excellence in large scale-projects, earning a strong reputation for delivering reliable, practical, and forward-thinking solutions tailored to the needs of communities facing water scarcity, aging infrastructure, and significant regulatory and operational challenges.

Our team brings a deep understanding of the region's chronic drought conditions, hydrologic limitations, and rapid population growth, as well as extensive experience in project and program management, water and wastewater technical skills, multiple different project delivery methods experience, and utility operations, optimization and support. We are committed to helping the City of Laredo develop, standardize, enhance, report and expand its Capital Improvements Program to build a more resilient, sustainable water and wastewater future for the City and its residents.

At Anubis, our success is grounded in an unwavering commitment to our clients. Our engineering and management team excels at translating City needs into practical, results-driven utility improvement programs, combining local insight with a disciplined project management approach enhanced by continuous innovation and the usage of diverse, feasible technologies. We understand the challenges Laredo faces, from aging infrastructure, regulatory compliance, budget limitations, and resource constraints to rapid growth, and we are committed to working closely with City staff to overcome these challenges using practical, cost-effective, and scalable solutions.

We partner with your team at every stage of project development from overall portfolio management to hands-on support of City staff in working with your current consultants during planning, pilot testing, design, procurement, permitting, construction, and commissioning.



Our goal is to avoid duplication of engineering efforts - instead, we intend to operate as an extension of your team to augment your team's current capabilities.

Anubis provides the City with a customized management approach founded on knowledge transfer, quality management principles, risk mitigation, and clear communication strategies, ensuring that all contractual deliverables are met while safeguarding the City's utility budget and protecting the financial interests of Laredo's residents and businesses.

Our team combines management expertise, technical capability, regulatory understanding, and funding proficiency to help clients secure the resources needed to launch critical projects. Collectively, our personnel have supported more than 230 water and wastewater facilities across Texas, including over 50 municipal and industrial desalination projects, and we have helped clients obtain more than \$600 million in financial assistance through state and federal programs. In response to increasingly compressed project timelines, our team also excels in alternative project delivery methods, including DB, PDB, CM, CMAR, and P3, in addition to traditional design-bid-build approaches. Anubis is fully prepared to support the City of Laredo using whichever delivery method is the best fit for each project.

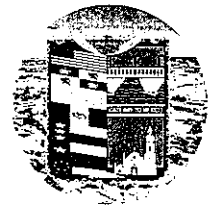
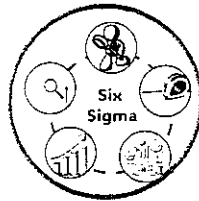
Beyond traditional engineering services, Anubis is equipped to support utilities with effective and efficient project oversight, ensuring all projects remain fully aligned with the Utilities Department's strategy, performance metrics, and delivery expectations. Our team helps synchronize scope, schedule, and budget across multiple engineering partners to ensure projects are delivered on time, within budget, and in accordance with the City's long-term objectives. I will be the main point of contact to the City of Laredo and can be reached for at: Anubis Engineering, Inc., 4901 S. McColl Rd, Edinburg, TX 78539; Office Telephone: (956) 878-1900, Mobile Telephone: (325) 513-2338, Email: [joshua.berryhill@anubis-eng.com](mailto:joshua.berryhill@anubis-eng.com).

Choosing Anubis means selecting a partner that not only understands the complexities of the City of Laredo's current challenges, but also knows how to transform them into long-term, dependable solutions. Our team is prepared and honored to help Laredo secure its future, protect its water resources, and achieve true water security through expertise, innovation, and an unwavering commitment to partnership.

Sincerely,

**Anubis Engineering, Inc.**

Joshua L. Berryhill, P.E.  
President / CEO



## II. SUMMARY OF QUALIFICATIONS

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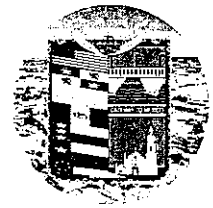
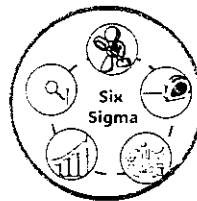
Anubis Engineering, Inc. (Anubis) is a multidisciplinary water and wastewater engineering firm dedicated to helping South Texas communities plan, fund, build, and operate resilient utility infrastructure. While Anubis was formally incorporated in 2024, our leadership and senior staff bring more than 40 years of combined project and program management, water and wastewater engineering, regulatory, and operational experience, with a long track record of supporting municipal, industrial, and regional utility systems across South Texas. Our work has consistently focused on the real-world challenges facing utilities in this region, chronic drought, limited water supply, aging infrastructure, rapid growth, and increasing regulatory pressure.

Anubis offers a full suite of end-to-end engineering and utility support services, including engineering planning, design, permitting, procurement, pilot testing, in-house compliance laboratory set up, construction management, commissioning, operator training, troubleshooting, compliance support, QA/QC, operations and maintenance guidance, information management, and process technology development. This holistic capability allows us to mentor and coach utilities through every phase of the project lifecycle, enabling them with the ability to monitor and track their capital portfolio appropriately.

Our greatest value, however, lies in our project and program management expertise. With experience delivering more than 230 water and wastewater projects across Texas and assisting clients in securing over \$800 million in state and federal financial assistance, Anubis understands how to identify the right projects, define achievable scope, build realistic schedules, secure funding, and guide complex portfolios to completion. We specialize in helping utilities strategically structure their capital programs so they can keep pace with regional growth, respond to increasing service demands, and maximize the value of every infrastructure investment.

For the City of Laredo, we bring the experience and discipline necessary to help the Utilities Department:

- Plan and prioritize projects based on risk, regulatory drivers, and long-term system needs.
- Align funding opportunities with project identification and prioritization so capital improvements are financially achievable.
- Define accurate and attainable scope, budgets, and timelines, avoiding costly redesigns, and delays.
- Manage multiple engineering partners, ensuring alignment with utility standards, and on-time deliverables.

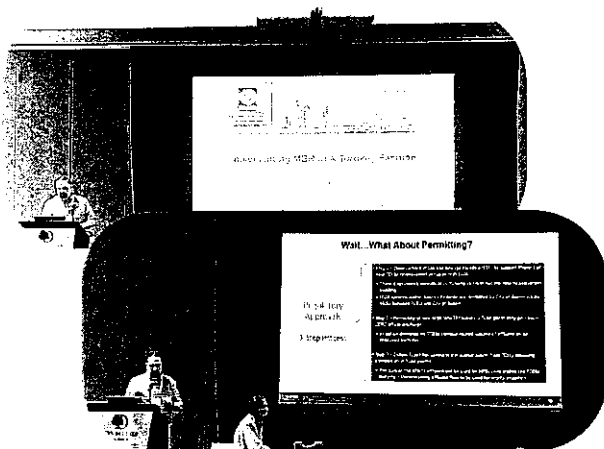


- Mitigate project risk by managing resources, schedules, cost exposure, and stakeholder communication.
- Support construction and post-construction needs, including commissioning, training, troubleshooting, and compliance support to ensure contract compliance and long-term asset performance.

Beyond traditional municipal work, Anubis is also advancing innovative water strategies for emerging industries in South Texas. Our team has supported water reuse and advanced treatment initiatives for data centers, cryptocurrency facilities, green hydrogen projects, and public-private partnerships (P3s), developing, troubleshooting and managing solutions that minimize impacts to municipal supplies and expand regional water reliability. Whether the project involves conventional treatment, membrane systems, desalination, wastewater reuse, or aquifer storage and recovery (ASR), our team has the technical depth and management capability to guide clients through even the most complex challenges.

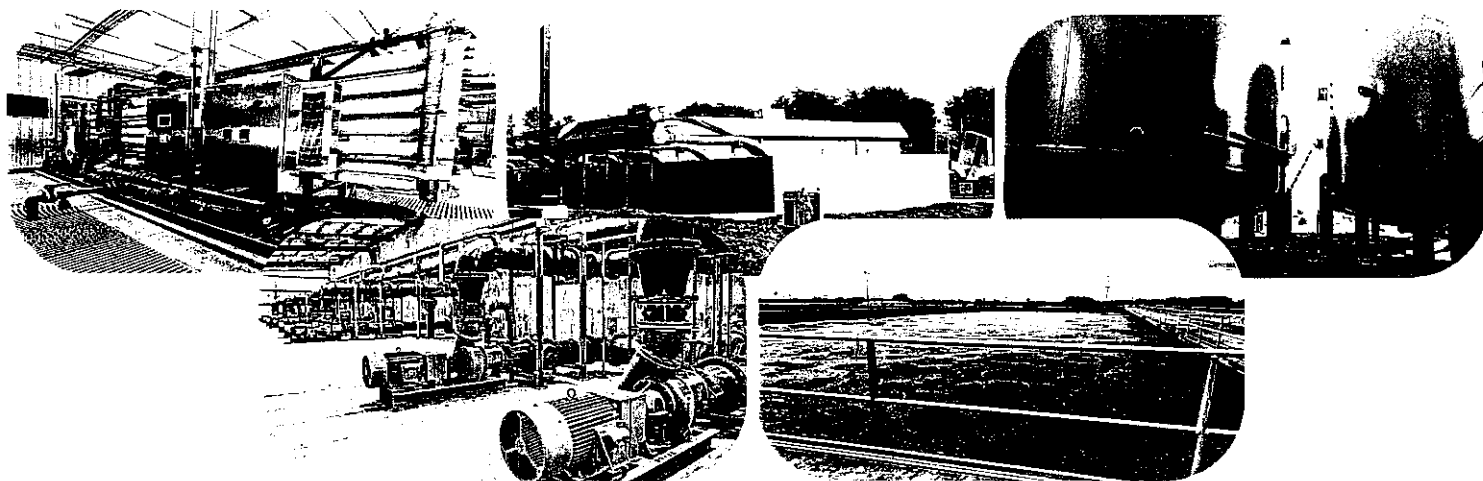
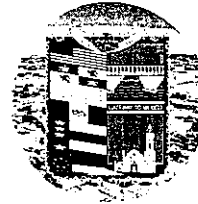
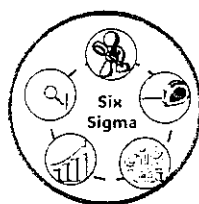
Under the leadership of Joshua L. Berryhill, P.E., President/CEO, Anubis ensures that every client receives hands-on involvement from experienced professionals. Mr. Berryhill will serve as the primary point of contact and project manager, personally supporting key presentations, negotiations, strategy sessions, and critical project milestones to ensure project success.

Anubis is committed to being a long-term partner to the City of Laredo, helping the Utilities Department plan confidently, invest wisely, and deliver a resilient water and wastewater future through disciplined project management, technical excellence, and innovative problem-solving.



Anubis is led by industry veteran **Joshua L. Berryhill, P.E.**, who brings over **22 years** of deep **technical expertise** and leadership to the **Texas and Arkansas** markets, as well as providing technical support throughout the United States. In this photo, Mr. Berryhill is sharing the implementation of a Membrane Bioreactor system in a turnkey fashion at the **SCMA 2025 annual conference** in Abilene, Texas.

Anubis Engineering has no current or pending litigation.

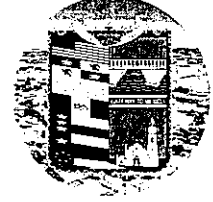
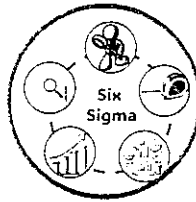


With a portfolio of 230+ successfully managed and delivered projects, Mr. Berryhill has helped shape some of the most advanced water treatment, reuse, and radionuclide reduction systems in Texas, including cutting-edge membrane filtration and desalination facilities. Beyond use of advanced technologies however, Mr. Berryhill has extensive experience in working with all forms of treatment technology, including identifying opportunities to optimize performance for even 50-70 year old conventional treatment facilities throughout Texas.

Choosing Anubis means selecting a partner that not only understands the complexities of the City of Laredo's current challenges, but also knows how to transform them into long-term, dependable solutions while strengthening Laredo's Utility Department systems, people, and long-term capacity.



**ANUBIS ENGINEERING**  
ENGINEERING INNOVATIVE SOLUTIONS, TODAY AND BEYOND



### **III. FIRM CONTACT INFORMATION**

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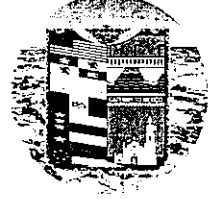
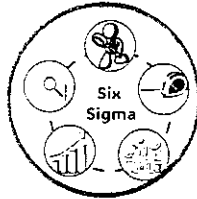
The main point of contact to City of Laredo from Anubis Engineering will be as follows:

Joshua L. Berryhill, P.E.  
President / CEO  
Anubis Engineering, Inc.  
4901 S. McColl Rd  
Edinburg, TX 78539  
Office Telephone: (956) 878-1900  
Mobile Telephone: (325) 513-2338  
Fax: (213) 283-8608  
Email: [joshua.berryhill@anubis-eng.com](mailto:joshua.berryhill@anubis-eng.com)





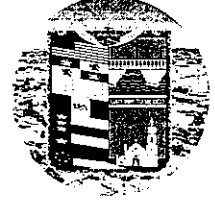
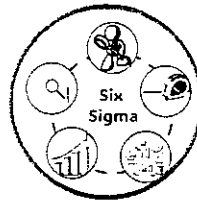
ANUBIS ENGINEERING  
ENGINEERING INNOVATIVE SOLUTIONS, TODAY AND BEYOND



#### IV. ACKNOWLEDGMENT OF ADDENDA

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As of the date of this Statement of Qualifications, no addenda have been issued from the City of Laredo Utilities Department for the Project Management and Program Management support services RFP.

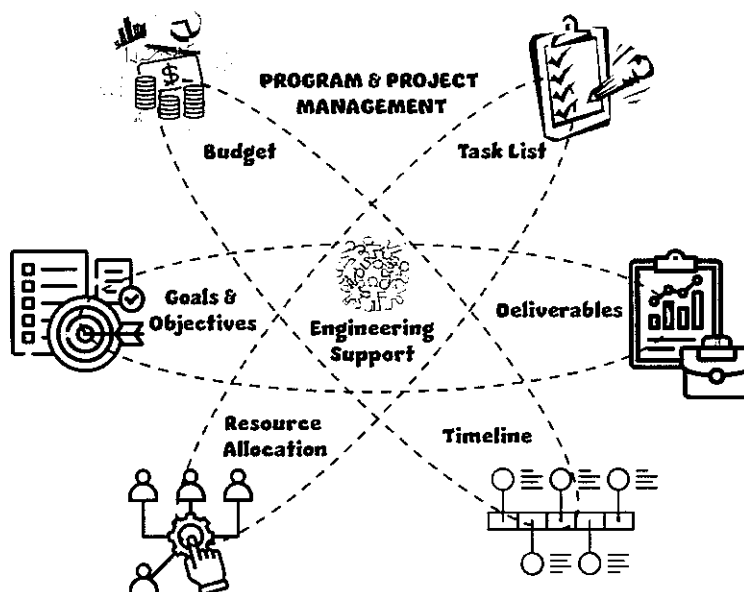


## V. FIRM PROFILE AND QUALIFICATIONS

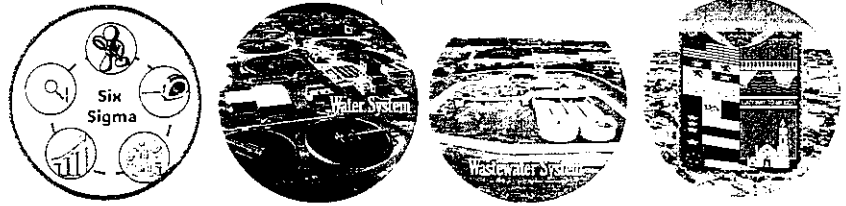
Anubis Engineering, Inc. (Anubis) is a forward-focused consulting and engineering firm specializing in advanced water and wastewater treatment solutions, project and program management, and strategic project delivery. Although formally established in October 2024, Anubis has been operating for fourteen (14) months and is built on more than 20 years of proven experience delivering innovative, resilient, and regulatory-ready water and wastewater infrastructure throughout Texas, Arkansas, and Colorado, with over 40 years of combined project and program management practices in United States and International markets to ensure clients and stakeholders expectations are achieved.

Led by Mr. Joshua Berryhill, a recognized industry leader in the Texas water sector, our team brings a strong legacy of helping municipalities, utilities, and private industry plan, fund, design, deliver, and optimize high-performing infrastructures. Every project, either large or small is approached with a commitment to long-term system reliability, regulatory compliance, environmental governance, and enhanced operational resilience.

What truly sets Anubis apart is our deep expertise in project and program management in conjunction to our technical engineering capability across water, wastewater, industrial, technology, and manufacturing sectors, including international work requiring multicultural, multilingual coordination. Our team has developed strong strategic-thinking capabilities and applies them across the full project lifecycle. We focus on delivering comprehensive engineering support paired with robust project and program management leadership and operational excellence.



At Anubis Engineering, Mrs. **Veronica Avitia**, Sr. Project Manager, plays a key role in guiding organizations to align their objectives, strengthen execution, and drive measurable results. She leverages **Lean Six Sigma** principles to promote continuous improvement at every level of engagement, enhancing project performance and organizational efficiency. Her approach is anchored in our **Program and Project Management Critical-to-Quality (CTQ) standards**, illustrated in the graphic.



We excel at uniting diverse partners, stakeholders, and engineering teams to achieve synchronized scope, schedule, budget, deliverables, and long-term performance outcomes.

Though our name is new, our experience is time-tested. Anubis is committed to standing beside our clients through every stage of project development, from concept to prioritization to execution. We transform vision into financially sound, technically feasible, and operationally achievable plans that deliver on scope, meet deadlines, and support long-term utility resilience.

Anubis Engineering is here to help your Utilities Department plan wisely, build confidently, and operate sustainably, ensuring your community's water future is strong for the generations ahead.

## Our Location

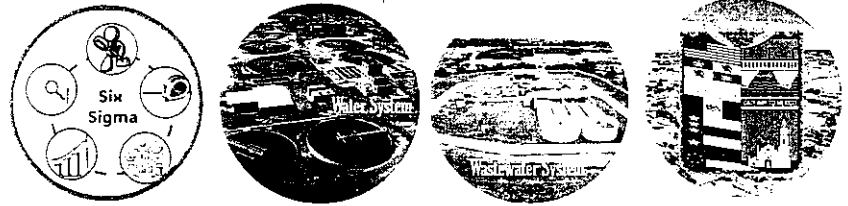
While Anubis Engineering's physical and mailing address is as follows:

4901 S. McColl Rd.  
Edinburg, Texas 78539

We are your neighbors in the same fight for water security!

We are living and working in South Texas, we face the same drought pressures, the same supply limitations, and the same responsibility to protect our communities' future. And unlike large, distant firms, we never ship your work out to remote offices. With us, every work opportunity remains with the same South Texas team that understands its urgency and will stand beside you to provide you with the support, mentoring, and training you need to ensure your current portfolio is being managed accurately across the multiple engineering partners and contractors ensuring the deliverables are met in accordance to contractual agreements while on time, and within budget.

At Anubis Engineering, we're proud to say: "From Texas, for Texans", and we believe Laredo's Utilities Department deserve clear, accessible information and education to prepare themselves for the real-world challenges we are experiencing, enabling and empower them to be part of the solution. Reinforcing the value of that old phrase "every drop counts" as we must emphasize the importance of every action while we are working together to protect our budget and our client's wallet delivering financial sustainability.



Anubis Engineering operates from South Texas, but our reach, and our results extend across Texas. We bring statewide expertise with a South Texas mindset, shaped by decades of living and working in one of the most drought-challenged regions of the State.

## OUR LOCATION

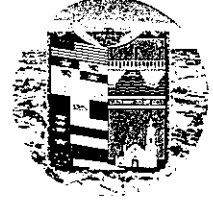
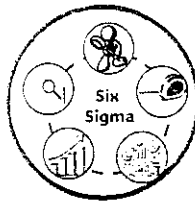
• Existing Clients

Anubis Engineering

**OUR REACH, AND OUR RESULTS EXTEND ACROSS TEXAS, STRENGTHENED BY THE TRUST AND PARTNERSHIPS WE'VE BUILT WITH OUR CUSTOMERS**

## Our Mission Statement

The mission of Anubis Engineering (Anubis) is to help clients *improve, optimize, maintain, repair, report and expand their utilities infrastructure* to build a more resilient, sustainable water and wastewater future through an innovative and tailored six sigma methodology and project management approach philosophy. One of our major strengths at Anubis Engineering is our *ability to improve existing projects for utilities infrastructures through innovation and customization without sacrificing efficiency and cost-effectiveness*. We create design concepts that prepare for what is approaching while successfully meeting today's needs. With a laser focus on improving capacity, efficiency, and effectiveness, we're dedicated to building smarter, stronger systems for your community.



Mr. Berryhill provided the TWDB funded radionuclide system tour for the City of Brady to the TWDB executive team and Board Members. Mr. Berryhill helped the City of Brady obtain over 90% grant funding for their radionuclide reduction project through the TWDB's EDAP program, and also provided the design of the radionuclide reduction treatment system.

## Our Promise

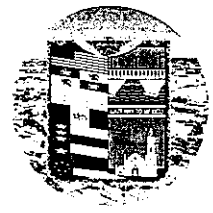
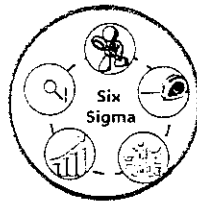
Engineering Tomorrow's Water Solutions Today - With You. Not for You

We know and understand the challenges, rising costs, limited budget, tightening regulations, and growing demand for our water and wastewater systems.

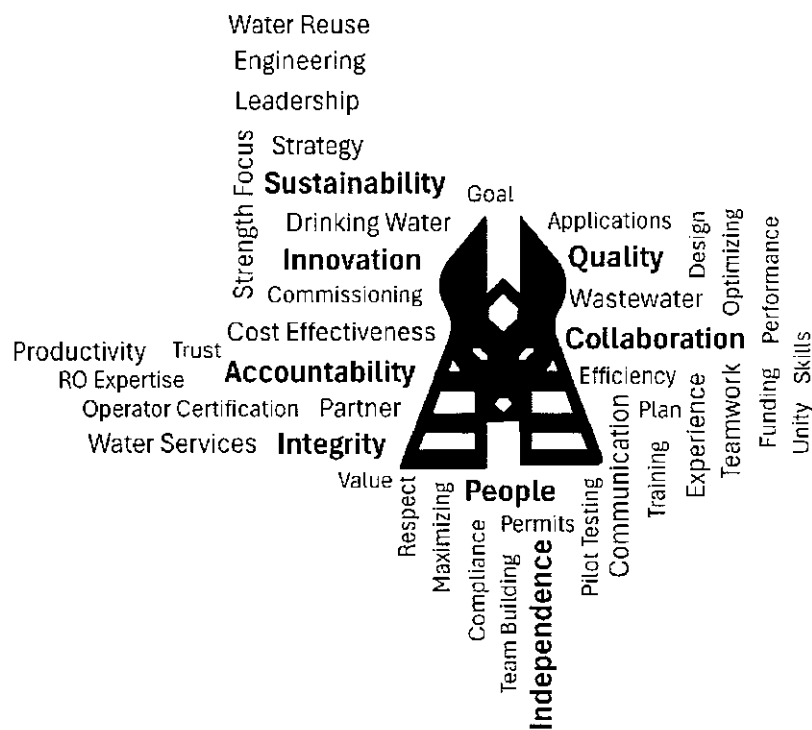
That's why we do more than deliver projects, we build partnerships. Our promise is to be an effective extension of your team by bringing our disciplined project management approach, enhancing total quality management through continuous improvement, innovation, and proven technologies, empowering clients with the appropriate knowledge and support to ensure that all today's contractual needs and deliveries are achieved while staying strong for the future through safeguarding and protecting the financial interests of our clients. We share our promise with our clients, partners and employees.

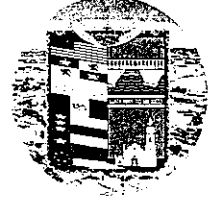
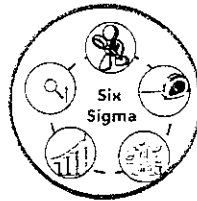
At Anubis Engineering, our success starts and ends with a relentless commitment to our clients.

We lead with purpose, combining a customized management approach, enhanced collaboration, technological innovation, risk management, and custom-built solutions to meet the evolving demands of water and wastewater systems. We understand that no two projects are the same, which is why we prepare ourselves for each unique client's demands.



Our secret is a proven engineering formula that blends extensive experience in project management, plus technical expertise with the latest advancements, all grounded in a continuous improvement culture, strong teamwork and collaborative relationship with our clients.





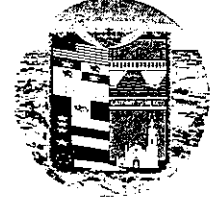
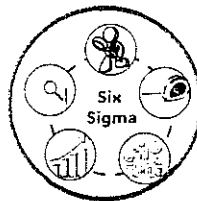
## **VI. FIRM ORGANIZATION STRUCTURE**

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Anubis Engineering has two primary principals in the firm at this time:

- ◆ Joshua L. Berryhill, P.E.  
President / CEO  
Anubis Engineering, Inc.  
4901 S. McColl Rd  
Edinburg, TX 78539  
Office Telephone: (956) 878-1900  
Mobile Telephone: (325) 513-2338  
Fax: (213) 283-8608  
Email: [joshua.berryhill@anubis-eng.com](mailto:joshua.berryhill@anubis-eng.com)  
Principal Ownership: 40% Ownership in the Firm
  
- ◆ Rose Hernandez  
Business Development and HR Manager / Chairman of the Board of Directors  
Anubis Engineering, Inc.  
4901 S. McColl Rd  
Edinburg, TX 78539  
Office Telephone: (956) 878-1900  
Mobile Telephone: (325) 513-4395  
Fax: (213) 283-8608  
Email: [rose.hernandez@anubis-eng.com](mailto:rose.hernandez@anubis-eng.com)  
Principal Ownership: 51% Ownership in the Firm

At Anubis Engineering, diversity is built into our foundation. With Rose Hernandez holding a 51% ownership stake in the firm, we proudly meet the criteria for Disadvantaged Business Enterprises (DBE), Minority-Owned Business Enterprises (MBE), and Women-Owned Business Enterprises (WBE) status. While our formal certifications are currently in process in registering with the State of Texas, our leadership structure already reflects the values and qualifications these designations represent. This position us to support our clients' diversity goals from day one, while we complete the final steps toward official registration.



## VII. CORE CAPABILITIES AND SERVICES OVERVIEW

Water is life, and every community, everywhere, depends on a reliable supply and an effective way to manage water and wastewater.

In the Water and Wastewater sector, the stakes are high as every project that is implemented impacts public health, environment, and economic growth. The fundamental mission of utilities. Setting the right goals and master plans is essential, but it is equally critical to ensure that the path we choose to improve service reliability, reduce costs, or upgrade aging infrastructure is well structured and fully align with the client's strategic intent. When clear and appropriate goals are supported by the right methodology, we can avoid budgets overruns, service disruptions, and unhappy clients, while ensuring project's completion.

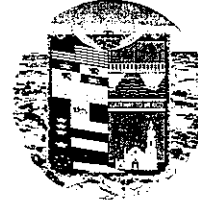
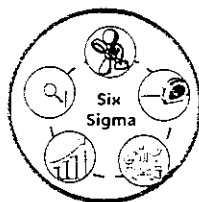
The Anubis Engineering team brings extensive experience in Project and Program Management, Water and Wastewater technical skills, multiple different project delivery methods experience, and utility operations, optimization and support with a deep understanding of the region conditions, limitations and rapid population growth.

Our current services are backed by proven expertise and deep understanding of the water and wastewater sector, empowering us to fully support the City of Laredo's Project and Program Management Support Services by providing mentoring and coaching. We aim to strengthen the Utilities Department Engineering function by enhancing their ability to manage and assess their capital portfolio while avoiding duplication of engineering efforts.

Anubis offers a full suite of end-to-end engineering and utility support services:

- |                                  |                                       |
|----------------------------------|---------------------------------------|
| - Project and Program Management | - Closeout and Warranty Support       |
| - Engineering Planning Phase     | - Commissioning                       |
| - Design Phase                   | - Operator Training                   |
| - Permitting Support             | - Troubleshooting                     |
| - Funding Assistance             | - Compliance Support                  |
| - Procurement Support            | - QA/QC                               |
| - Pilot Testing                  | - Operations and Maintenance Guidance |
| - In-house Laboratory set up     | - Information Management              |
| - Construction Management        | - Process Technology Development      |

We understand that today's economic landscape creates a complex and challenging environment for advancing critical projects and investments. That is why we are committed to bringing Project and Program Management excellence to Laredo's Utilities Department to help you plan with confidence, invest wisely, and deliver resilient Water and Wastewater now and in the future.



Our staff continuously seek available funding alternatives to leverage and safeguard our client's limited budget, providing them with the ability to identify, evaluate and implement alternatives that are both financially and technically feasible, not just possible.

Mr. Berryhill, a recognized leader in the Water and Wastewater sector has played a key role in most of the state's most advanced facilities, from assistance in planning, to pilot testing, design, construction and commissioning support, operational training, to existing facility troubleshooting and optimization. From securing new water sources to designing cutting-edge treatment systems, Mr. Berryhill has helped communities turn "impossible" projects into operational realities.

This holistic capability allows us to support utilities through every phase of each project's lifecycle, not just delivering infrastructure, but strengthening long-term system performance, reliability, and sustainability.

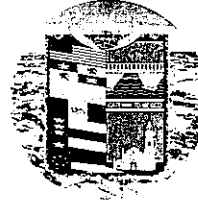
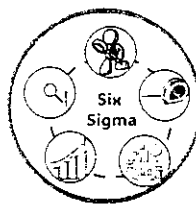
Anubis understands that every client is unique, and every project requires customization for you to reflect your distinctive value, enabling each project to be positioned for success.

## Organization Capabilities

Anubis Engineering is more than an engineering firm, we are a full-service partner for water and wastewater solutions. Led by Mr. Berryhill's 20+ years of Texas based experience, we provide:

- ◆ Project and Program Management: helping you establish objectives and defining deliverables to further ensure project success.
- ◆ Engineering - conventional, advanced, and hybrid treatment designs.
- ◆ Procurement - sourcing the best-fit technology and equipment.
- ◆ Permitting & Environmental Compliance - navigating complex regulations.
- ◆ Funding Assistance - helping you secure low-cost financing (TWDB, USDA-RD, CDBG, EPA).
- ◆ Construction Administration & Commissioning - from groundbreaking to handover.
- ◆ Operator Training & Pilot Testing — ensuring systems operate as intended.

## Our Competitive Edge



- ◆ Strategic Leaders with over 40 years of experience in Project and Program Management on international markets to ensure project success, clients and stakeholders' expectations are achieved.
- ◆ Pioneering work with brackish groundwater, surface water, seawater desalination, and wastewater reuse technologies.
- ◆ Experience in reuse program development and infrastructure funding acquisition.
- ◆ Capability in alternative project delivery for faster, more cost-efficient results.
- ◆ Proven success in upgrading facilities with both conventional and advanced technologies.
- ◆ Expertise in radionuclide treatment for communities with radioactive water sources.
- ◆ A flexible, client-first approach—tailoring every solution to the client's needs, schedule, and budget.

Our proven formula combines Project and Program Management capabilities, deep technical expertise, cutting-edge technology, and close client collaboration to deliver solutions that are practical, efficient, and future-ready.

## Our Winning Formula



Client-Centered Customization



Innovation That Matters



Proven Performance, Every Time



Community-Driven Purpose



Clarity You Can Trust

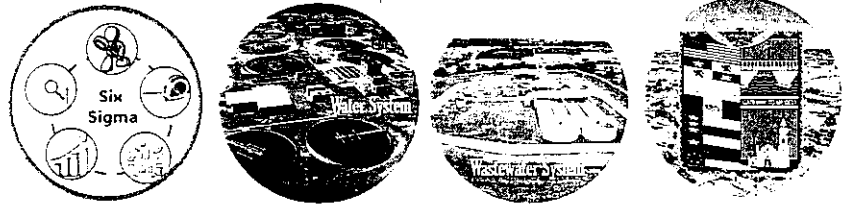


Reliable Partnerships, Turnkey Solutions



Guaranteed Quality, Long-Term Satisfaction

## Scope of Services Offered



Anubis Engineering provides comprehensive Project and Program Management support services, supported by a diverse expertise that set us apart. Our competitive advantage positions the City of Laredo Utilities Department with a trusted partner capable of augmenting its engineering function to achieve stability, improvement and sustainable growth across their Capital Portfolio. Backed by **experience** in **Project and Program Management** and **Program Management**, we are committed to ensuring project success, and meeting stakeholders' expectations.

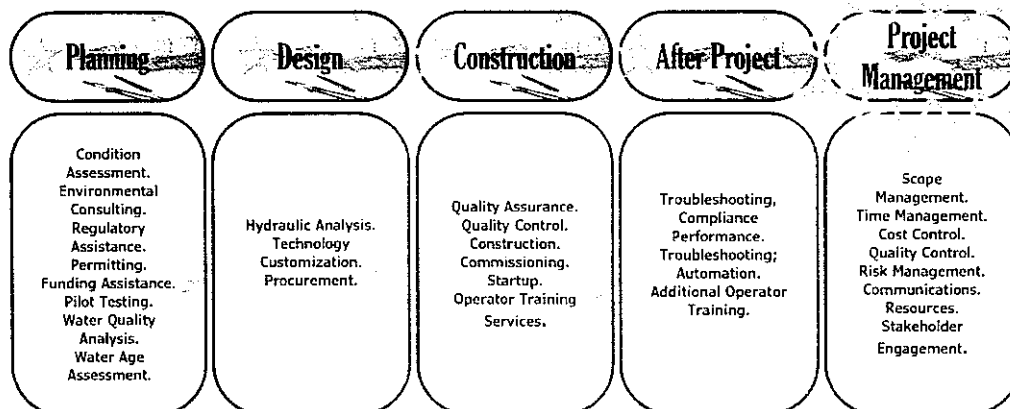
Our market sector specializes in your "Gemba" – the true value zone where work happens and where water and wastewater services directly impact daily life. The water and wastewater value stream is essential to our routine; it is embedded in every activity that depends on clean, reliable water and effective treatment systems. Our mission is to help secure and protect our most vital resource, our water - by delivering services that strengthen, improve, and advance water and wastewater systems. We do this through comprehensive Project and Program Management support, along with technical guidance across every phase of the project lifecycle.

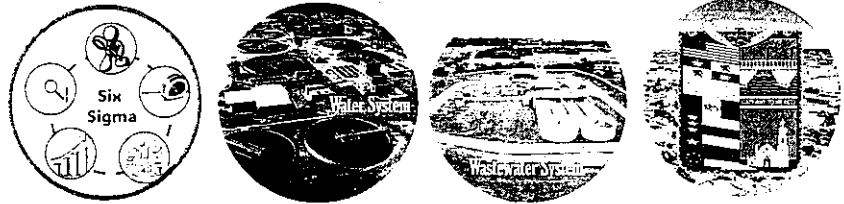
The following image illustrates how the services outlined in the City of Laredo Utilities Department Project and Program Management RFP align with our existing service portfolio, demonstrating the full synchronization between your needs and our capabilities.

## OUR MARKETS



## OUR SERVICES



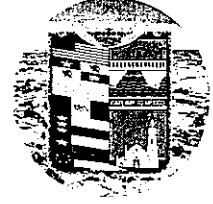
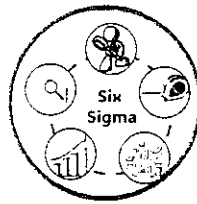


Every project we undertake:

- ▲ Safeguard our clients' budget(s) and protect their financial stability.
- ▲ Empower communities and client infrastructures.
- ▲ Protects the environment from system noncompliance or poor performance.
- ▲ Secures future water supplies to sustain community growth and development.

But, we are aware that Effective Capital Portfolio management extends far beyond assessing existing projects – it requires thoughtful planning and prioritization based on risk, regulatory drivers, and long-term needs, everything in alignment with City of Laredo master plan to accurately support strategic funding research. As part of our commitment to your project we are in the best position to assist you with funding suggestions to further ensure Capital Portfolio sustainable growth by establishing not only prioritization based on needs but also financial stability. Our staff is under the guidance and leadership of Mr. Joshua Berryhill, who has over 20 years of Texas-based funding experience:

- ▲ TWDB Financial Assistance
  - State Revolving Fund (SRF)
    - Clean Water State Revolving Fund (CWSRF)
    - Drinking Water State Revolving Fund (DWSRF)
  - Asset Management Program for Small Systems (AMPSS)
  - Lead Service Line Replacement Program (LSLR)
  - Texas Water Development Fund (DFund)
  - Economically Distressed Areas Program (EDAP)
  - State Water Implementation Fund for Texas (SWIFT)
  - Rural Water Assistance Fund (RWAF)
  - Emerging Contaminants (EC)
- ▲ EPA Financial Assistance
  - Water Infrastructure Finance and Innovation Act (WIFIA)
- ▲ USDA Financial Assistance:
  - United States Department of Agriculture-Rural Development (USDA-RD)
- ▲ USBR Financial Assistance:
  - WaterSMART: Recycling and Desalination Program



## **VIII. TEXAS WATER AND WASTEWATER EXPERIENCE**

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Beyond the project examples we have provided within the body of this RFP response, Anubis Engineering is including our complete project experience in the following appendices to the RFP response.

APPENDIX A - ANUBIS PROJECT AND PROGRAM MANAGEMENT EXPERIENCE

APPENDIX B - ANUBIS FUNDING EXPERIENCE

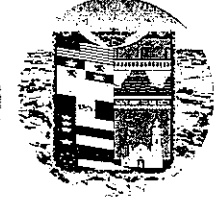
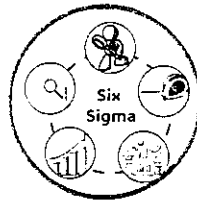
APPENDIX C - ANUBIS WATER DESALINATION EXPERIENCE

APPENDIX D - ANUBIS WATER TREATMENT EXPERIENCE

APPENDIX E - ANUBIS WASTEWATER TREATMENT EXPERIENCE

APPENDIX F - ANUBIS WATER REUSE EXPERIENCE

APPENDIX G - ANUBIS PERMITTING EXPERIENCE



## IX. PROJECT TEAM STRUCTURE AND ROLES

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### We are the team you've been looking for;

Anubis Engineering is Capable, Accountable and Available,  
and within the City of Laredo's region.

Although we are based in Edinburg, we have deep knowledge of the unique challenges facing South Texas utilities and a strong understanding of the City of Laredo Utilities Department's needs. Our team is prepared to deliver exceptional support to your Engineering Function by applying Lean Six Sigma principles within a robust Project and Program Management framework. This approach enables us to help you develop, preserve and expand your capital portfolio while guiding and supporting every project phase, defining, monitoring, tracking and securing deliverables on time and within budget.

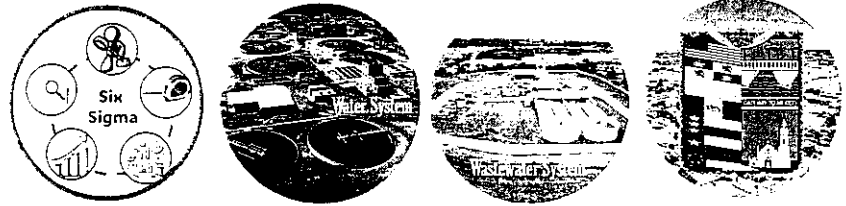
By combining local insight with disciplined project management, continuous innovation and feasible technologies, we position ourselves as the best partner to help the City of Laredo define, establish, and execute immediate and long-lasting solutions to strengthen the water supply your community deserves while protecting everyone's financials.

Anubis Engineering, we focus on maximizing the value of your existing procedures, systems and infrastructures to stretch available funds as far as possible, delivering solutions based on your goals, your timeline, and your budget.

Founded in 2024, Anubis Engineering is led by industry veteran Joshua L. Berryhill, P.E., who brings over 22 years of extensive technical expertise and proven leadership to the Texas and Arkansas markets.

Our senior leadership team brings a combined 40+ years of high-level engineering experience to support your most critical projects:

- **Joshua Berryhill, P.E.** – President / CEO of Anubis Engineering, with a track record of delivering 230+ water and wastewater projects, including some of Texas's most advanced membrane treatment, water reuse, and radionuclide reduction systems. Joshua has also successfully provided technical engineering for 50+ permit applications with the Texas Commission on Environmental Quality (TCEQ), including multiple industrial discharge and evaporation permits for brackish water treatment plant wastewater. Mr. Berryhill is also highly



skilled in project and program experience, assisting utilities all over Texas with developing master planning and capital improvements programs.

- **Veronica Avitia, Senior Project Manager** – result drive strategic leader with over 20 years of international experience in Project and Program Management, systems integration, and portfolio development, guided by Lean and six sigma principles. She combines technical expertise in water and wastewater engineering, including treatment plant design, permitting and funding coordination with proven capabilities in operational excellence and business transformation. Skilled in aligning clients' objectives, managing complex projects and delivering innovative cost-effective solutions to further achieve resilient, sustainable outcome in time and within budget.

At Anubis Engineering, we lead with purpose, blending community awareness, technological innovation, and tailored engineering solutions to meet the evolving demands of water and wastewater systems. We understand that every project is unique, and every client deserves a solution designed around their specific needs, goals, budget, and timeline.

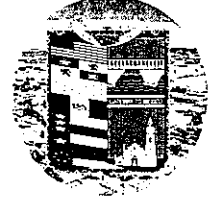
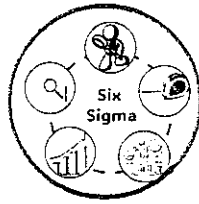
Our goal is to avoid duplication of engineering efforts while augmenting your Utilities Department Engineering Function capabilities

The proposed Project and Program Management team for the Laredo's Utilities Department Project and Program Management Support Service is staffed within the following office. Please refer to section X for a concise, two-page version of key personnel resumes and Appendix H for comprehensive, detailed version resumes. The proposed Project Manager for an awarded project by City of Laredo will be Joshua L. Berryhill, P.E. and Anubis' Assistant Project Manager will be Veronica Avitia.



Edinburg, Texas (Corporate Office) - 9 total employees as of November 2025

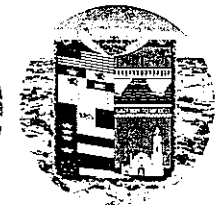
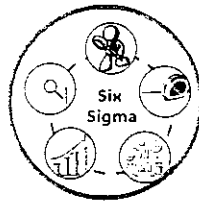
- ♦ 2 Professional Engineers
- ♦ 4 Junior Engineers
- ♦ 1 Design Drafting Technician
- ♦ 2 Administrative



As noted previously, Anubis Engineering's Corporate Headquarters is located in Edinburg, Texas. To prepare for being able to support a growing number of utilities throughout the State of Texas, Anubis acquired the entire second floor of its building location, which provides room for Anubis Engineering's growth of approximately 30 staff in the immediate future. Furthermore, Anubis has already secured access to lease the entire first floor of its building as well, which will allow for rapid expansion of Anubis Engineering staff up to approximately 60 personnel at its current location.



Our team delivers not just project oversight, but a full umbrella of program management, covering planning, prioritization, portfolio coordination, funding alignment, risk management, and performance tracking and is prepared to help Laredo secure its future, protect its water resources, and achieve true water security through expertise, innovation, and an unwavering commitment to partnership.



## X. KEY PERSONNEL RESUME

### Joshua Berryhill, PE

#### PROJECT / PROGRAM MANAGEMENT TECHNICAL SUPPORT DIRECTOR

Mr. Berryhill has over 22 years' experience in the design, operation and analysis of water treatment systems, including work on over 230 different water treatment plant (WTP) and wastewater treatment plant (WWTP) facilities throughout Texas. Mr. Berryhill's experience also includes the development of master planning programs, capital improvements programs, impact fee and development support programs, and regulatory and funding acquisition support assistance. Mr. Berryhill also has extensive experience in providing Owner's Representative services to municipal clients, working as an extension to municipal utility teams to support, manage, and provide technical review of consultant teams' project designs to ensure regulatory compliance and meeting clients' goals.



#### WATER PROJECT HIGHLIGHTS

##### City of Roma

Evaluation, Rehabilitation, and Upgrade of Existing WTP – Plus Master Planning for Future New WTP

- 5.15 MGD conventional WTP upgrade with new pretreatment and membrane filters
- CSP alternative delivery project, restored production from a partly functional 2.5 MGD conventional plant

##### City of Beeville

Evaluation, Rehabilitation, and Upgrade of Existing WTP – Plus Assistance with MCPE and CAP

- 7.0 MGD conventional WTP upgrade with new plate settler pretreatment system
- CSP alternative delivery project, restored production from a partly functional 3.5 MGD conventional plant

##### City of Abilene

New Brackish Water Supply Development Project

- 16.75 MGD membrane filtration and reverse osmosis desalination plant
- CMAR alternative delivery project, with design / construction completed in 6 / 12 months, respectively

##### Parker County Special Utility District

Evaluation, Rehabilitation, Upgrade, and Expansion of Existing WTP

- 2.0 MGD membrane filtration and reverse osmosis desalination plant expansion
- CSP alternative delivery project, restored production from a partly functional 0.6 MGD desal plant

#### WASTEWATER PROJECT HIGHLIGHTS

##### City of Roma

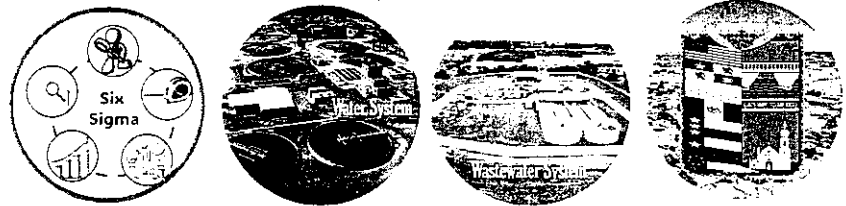
Evaluation, Rehabilitation, and Upgrade of Existing WWTP

- 2.0 MGD conventional WWTP upgrade to restore permit compliance, energy efficiency, and reduce O&M
- CSP alternative delivery project, development of multiple bid alternates to maximize City's budget flexibility

##### City of Fulshear

Evaluation, Rehabilitation, Upgrade, and Expansion of Existing WWTP – Plus Master Planning for Future Needs

- 3.0 MGD conventional WWTP upgrade with new MOB process to maximize existing component capacity
- CSP alternative delivery project, expanded treatment capacity at 75% of original budget expectations



#### City of Huntsville

Evaluation, Rehabilitation, Upgrade, and Expansion of Existing WWTP – Plus Master Planning for Future Needs

- 4.15 MGD conventional WWTP upgrade with new SBR process to maximize existing component capacity
- CSP alternative delivery project, expanded treatment capacity at 75% of original budget expectations

#### Texas Division of Emergency Management

Evaluation, Permitting and Design of New WWTP

- 36,000 gpd membrane bioreactor (MBR) turnkey WWTP project
- DB alternative delivery project, expedited all regulatory review steps through TCEQ

### PROJECT / PROGRAM MANAGEMENT HIGHLIGHTS

#### Parker County Special Utility District

Redevelopment of Master Planning Program

- Re-established master planning program for current, 5-yr, 10-yr, 20-yr, 30-yr, and 50-yr water needs
- Re-established capital projects planning program for initial 10-yr window for impact fee planning

#### City of Roma

Development of Master Planning Program

- Development of master planning program for current, 5-yr, 10-yr, 20-yr, 30-yr, and 50-yr water needs
- Development of master planning program for current, 5-yr, 10-yr, 20-yr, 30-yr, and 50-yr wastewater and reuse needs

#### City of Missouri City

Development of Master Planning Program

- Development of master planning program for current, 5-yr, 10-yr, 20-yr, 30-yr, and 50-yr water needs
- Development of master planning program for current, 5-yr, 10-yr, 20-yr, 30-yr, and 50-yr wastewater and reuse needs

#### City of Roma

Development of Master Planning Program

- Development of master planning program for current, 5-yr, 10-yr, 20-yr, 30-yr, and 50-yr water needs
- Development of master planning program for current, 5-yr, 10-yr, 20-yr, 30-yr, and 50-yr wastewater and reuse needs

### CORPORATE EXPERIENCE

Refer to Appendix H for additional data

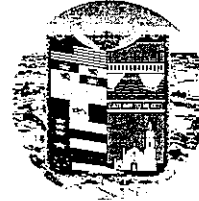
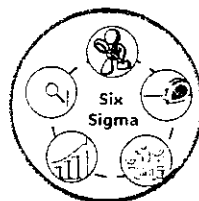
### EDUCATION

Refer to Appendix H for additional data

### CERTIFICATION

Licensed Professional Engineer:

- Texas PE# 100323, Arkansas PE# 20788, Colorado PE# 0067694



## Veronica Avitia, BB, PMP

### PROJECT & PROGRAM MANAGER

Mrs. Avitia is a recognized Program Manager with over 20 years of experience leading complex project, program, and portfolio initiatives across manufacturing, engineering, and infrastructure environments. Expert in Lean Six Sigma, change management, and operational excellence, with a proven ability to translate strategy into executable plans that drive performance, manage risk, and deliver measurable results. Brings cross-functional leadership experience and technical exposure to water and wastewater treatment systems, supporting planning, compliance, and large-scale program delivery.



### PROJECT HIGHLIGHTS

#### Project, Program and Portfolio Experience

##### 3M Communication Market Division (CMD) Acquisition and Integration

- Relocated Operations and Systems from CA to MX through a program management umbrella and Lean.

##### TRM Manufacturing Integration

- Delivered and Developed Manufacturing Capabilities; Process Standardization and Training Certification Program.

##### Developed and implemented the SMART Labor Standardization Dashboards

- Develop and Deployed Work Standardization and Visual Management Control Tools

##### Developed and implemented US/MX Digital Dashboard Power BI

- Enabled Data Collection, Analysis and Visual Customization to Facilitate Data-Driven Decisions

##### Operational Excellence & Lean Six Sigma Project

- Established and Promote the Lean Thinking Culture at all the Level of the Organization

##### Led the FOH Value Stream End to End (E2E) Improvement

- Managed VSM and Delivered Program and Projects Roadmaps

##### Built End-to-End Value Stream Management for Cost, Budget, and Funding Control.

- Deployed the "Learning to See Initiative" to Promote Performance Excellence Improvements

##### Developed VSM Lean Six Sigma to Developed

- Applied the and Promote the Lean Thinking Culture at all the Level of the Organization

#### Water and Wastewater Experience

##### Reuse Wastewater Treatment Plant, Texas Division of Emergency Management

- 36,000 gpd BNR-MBR Technical design for WWTP.

##### Wastewater Treatment Plant Rehabilitation and Upgrade, City of Van Aistyne

- 0.95 MGD WWTP Technical design focused on budget and schedule prioritization.

##### Parker County Special Utility District

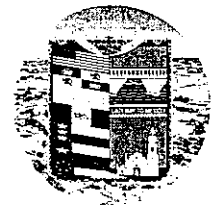
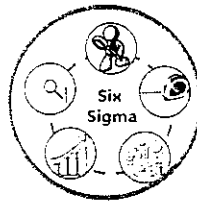
- 2.0 MGD membrane filtration, reverse osmosis and PFAS reduction system for WTP #2
- Proposed for CMAR alternative delivery, in planning phase

### EXPERIENCE

Anubis Engineering, Inc. 2024-Present

#### Senior Project Manager

- Oversaw planning, design, pilot operation, permitting, project management, construction management, inspection, O&M services, operational commissioning and startup assistance of new or rehab water and wastewater treatment plants.



- Conducted plant condition assessments, capability studies, and performance reviews.
- Developed Preliminary Engineering Feasibility Reports (EFR), and Basis of Design Reports (BODR).
- Defined project charters, tracked critical paths, and delivered Opinions of Probable Project Cost (OPPC).

Enprotec, Hibos & Todd, Inc.

Project Manager, 2024-2024

- Managed water and wastewater treatment projects including desalination, reuse, membrane filtration, and MBR technologies.

Corning, Inc.

Worldwide Program Manager, 2005-2023

- Drove profitable M&A due diligence, manufacturing integrations, and divestitures across global portfolios.
- Led 3M CMD integration, delivering \$400M revenue growth, \$14M synergy savings, and managing \$70M global inventory, while keeping program costs 20% under budget.
- Executed TR Manufacturing transfer, increasing capacity 50%, delivering \$10M cost savings and \$9.1M gross margin improvement via scalable manufacturing platforms.
- Managed plant closure and relocation with zero customer disruption, earning customer merit recognition.
- Successfully hired, onboarded, and certified new talent while maintaining production continuity;

Industrial & Systems Engineering Manager, 2017-2018

- Led ERP and MES performance optimization and system architecture design.
- Pioneered Power BI analytics to enable real-time, data-driven decision-making
- Developed and implemented robust technical solutions for a signaling project, ensuring its successful execution and delivery.
- Developed and deployed Change Management frameworks to support organization transitions.
- Delivered \$2M+ in operational savings through Lean initiatives.

Lean Manager, 2015-2017

- Built end-to-end value stream management for cost, budget, and funding control.
- Developed and implemented Lean methodologies to enhance operational efficiency.
- Delivered scalable portfolios tailored to support the Business Green & Black Book objectives, facilitating sustainable growth by delivering \$3.2M for two consecutive years.
- Engaged, inspired, and coached business excellence and Six Sigma knowledge across all levels.
- Designed and delivered Lean training and recognition system to empower the workforce, fostering a culture of continuous improvement, and boosting morale.

Operations Manager, 2013-2015

Manufacturing Excellence Facilitator & Chief of Staff, 2012-2013

Engineering Superintendent, 2010-2012

Industrial Engineering Supervisor, 2008-2010

## EDUCATION

TecMilenio University – Master of Business Administration, 2020

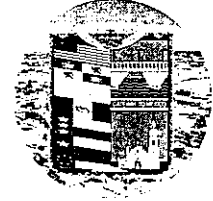
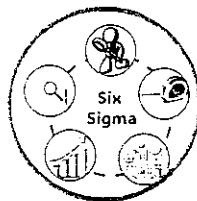
Tecnológico Nacional de México - Bachelor of Engineering: Industrial Engineering, 2005

## CERTIFICATION & TRAINING

Mexico Licensed PE# 6952488- Efforts are underway to secure a Texas PE license via reciprocity.

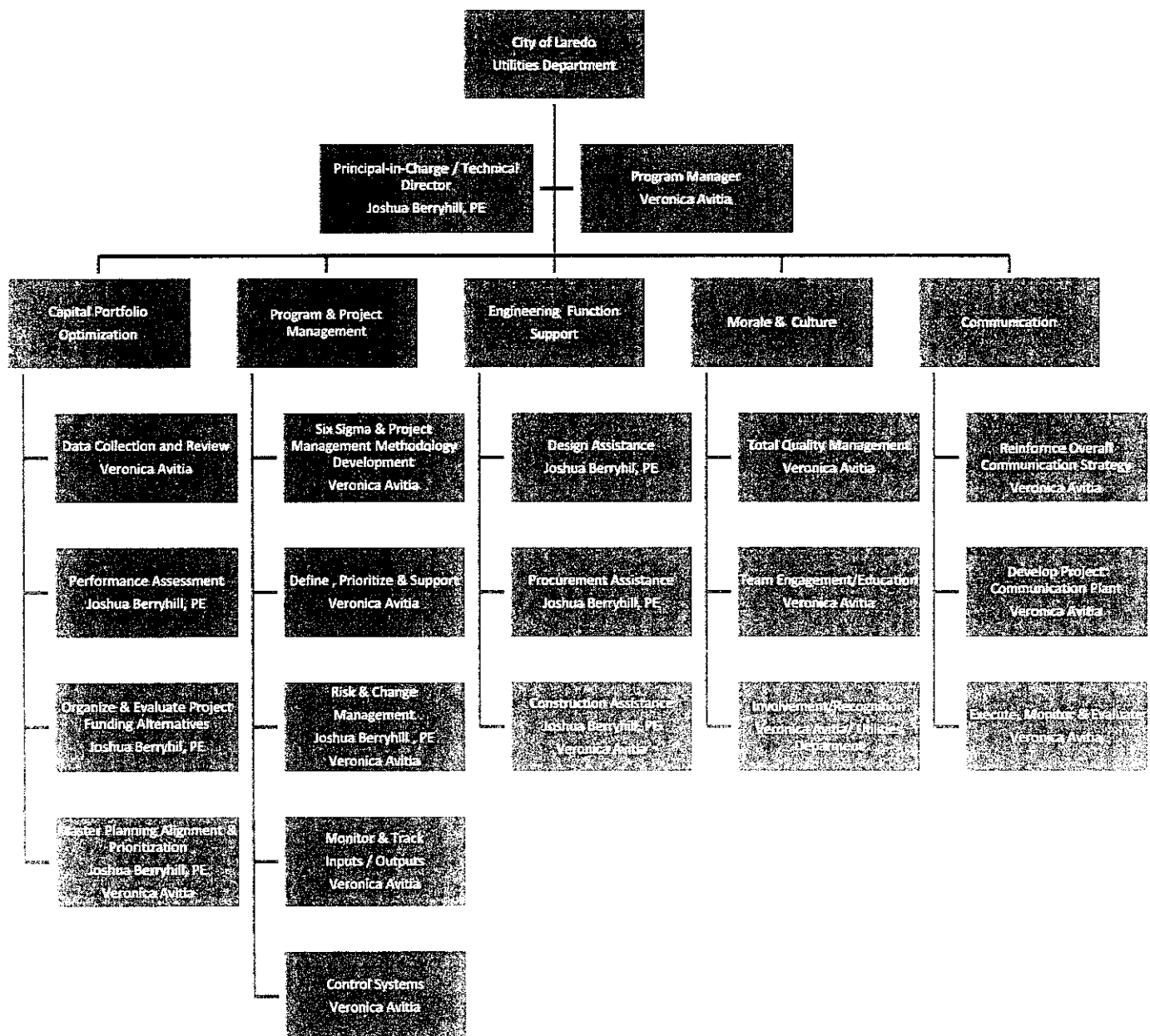
Project Management Professional (PMP), Project Management Institute (PMI), 2021

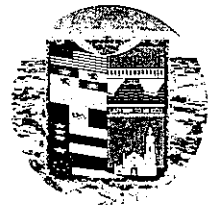
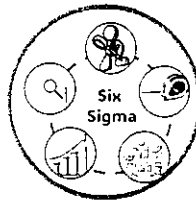
TecMilenio/Lean Six Sigma Institute, Six Sigma black Belt Certification, 2021



## Our Project Team Structure

The proposed project team is located in Anubis Engineering's Corporate Headquarters in Edinburg, Texas. Refer below for an example of an organizational chart for a Project and Program Management Support Services, based on senior professional engineering staff (each task will be supported by current junior engineering staff at Anubis as well).





## **XI. CURRENT STAFF WORKLOAD AND AVAILABILITY**

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Our Anubis Engineering's Corporate Headquarters in **Edinburg, Texas** houses:

- ◆ 2 Professional Engineers
- ◆ 4 Junior Engineers
- ◆ 1 Design Drafting Technician
- ◆ 2 Administrative

Anubis Engineering currently operates at a commitment level of 50 percent or above. As project backlogs grow, our staff utilization scales accordingly. At present, our workload requires 50% of our team's capacity; however, as existing contracts conclude in the coming months, additional resources will be readily available for this project. We operate with Lean, agile teams that stay close to our clients, ensuring capability, accountability, and responsiveness at every step.

### **Future Capacity**

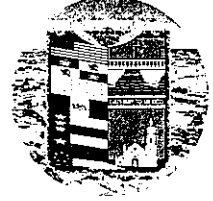
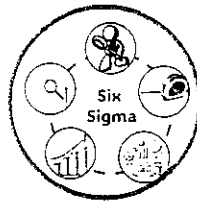
With only half of our current capacity committed, we are well-positioned to take on new projects without delay. During the life of this project, our operating capacity utilization is projected to be 60 percent or higher. Every project receives daily oversight, strategic alignment with our mission, and real-time progress tracking. Our approach ensures the right resources are always in place to meet deadlines, budgets, and performance goals.

### **Key Personnel Availability**

Based on current staffing, existing projects and known awards, sufficient staff will be available during the time period of this contract. It is anticipated that key personnel will devote the following percentage of time to the project:

- Joshua Berryhill, PE: 50%
- Veronica Avitia: 50%
- Junior Engineering Staff: 75%
- Design Drafting Staff: 75%
- Administrative Staff: 75%

Anubis Engineering's Corporate Headquarters in Edinburg, Texas will serve as the South Texas office for this project, with the local point of contact being Mr. Joshua Berryhill, PE. Mr. Berryhill will be available to immediately respond to requests or concerns.



## Our Project Team's Primary Office Location

At Anubis Engineering:

Every project we do is proudly completed right here in South Texas.  
Designed, Managed, and Executed by the Team that Understands your Region's Realities.

Anubis Engineering's physical and mailing address is as follows:

4901 S. McColl Rd.

Edinburg, Texas 78539

At Anubis Engineering, we're proud to say:

"From Texas, for Texans."

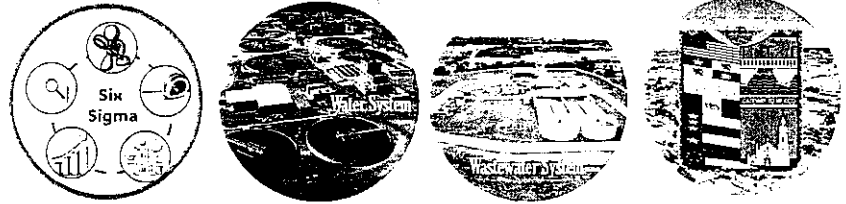
As Anubis Engineering is based in South Texas, our team lives and works within the same water supply challenges that the City of Laredo is battling today. We understand drought stress, groundwater uncertainty, rising salinity, and the urgent need for resilient solutions, because these are our challenges, too. Your city deserves a partner who values proximity, responsibility, and a shared commitment to securing South Texas' future, and a partner who shares your sense of urgency.

When you choose Anubis, your work stays in South Texas, and so does our commitment to you. You're choosing experience, technical expertise, accountability, and a true partner who will stand beside you through every step of the process to augment Laredo's Utilities Department Engineering capabilities and secure the deliverable of project commitments across multiple engineering firms and contractors.

**WATER SCARCITY DOESN'T WAIT AND NEITHER DO WE.**

Anubis Engineering

**PARTNER WITH ANUBIS;  
THE TEAM WHO UNDERSTANDS YOUR CHALLENGES NOT FROM A DISTANCE,  
BUT FROM RIGHT HERE IN SOUTH TEXAS**

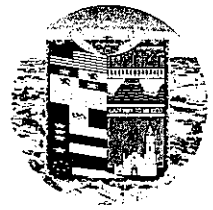
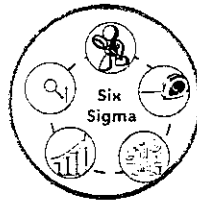


Our commitment runs deep:

- ◆ **Raising awareness** about water demand and smart management strategies.
- ◆ **Preparing for growth** while facing inevitable drought restrictions, scarcity, and water quality impacts.
- ◆ **Researching & updating** the latest project and program management technologies to stay ahead of the curve.
- ◆ **Customizing solutions** - because one size never fits all.
- ◆ **Local projects on local hands** - All work designed, managed, and delivered by a Team that knows your Region's firsthand, because we live and work here too!

Our "distinctive engineering formula" blends core Project/Program Management and technical expertise with cutting-edge innovation and all grounded in a strong teamwork and collaboration relationship with our clients. This approach ensures every solution fits your requirements, schedule, and budget.

With all our services ready "on the shelf," we deliver the most reliable, high-quality, and cost-effective solutions in the water and wastewater industry, always with our clients in mind.



## **XII. TECHNICAL APPROACH AND METHODOLOGY FOR PROJECT AND PROGRAM MANAGEMENT SUPPORT**

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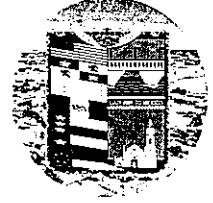
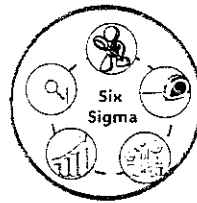
### **Background**

The City of Laredo's Utilities Department is responsible for operating and maintaining essential water and wastewater infrastructure that serves residents, businesses, and regional stakeholders. In response to aging assets, growing regulatory demands, system reliability needs, and continued community growth, the City is undertaking a wide range planning, design, rehabilitation, and construction projects and initiatives. The City of Laredo Utilities Department is highly interested in receiving support with the development and maintenance of a Capital improvement program.

To move the vision forward, the Utilities Department has identified the need for a more structured and coordinated approach through dedicated Project and Program Management Support Services. The City of Laredo Utilities Department Engineering Division currently oversees a broad and diverse capital portfolio, with projects distributed across multiple engineering firms working under individual contracts.

This Request for Proposal (RFP) aims to streamline portfolio activities, eliminate redundancies, and enhance project deliverable through a robust project management framework. Key objectives include project prioritization, strengthening tracking and reporting capabilities, and ensuring effective control of critical parameters such as schedule and budget through stage gate process and decision reviews.

The City of Laredo's vision emphasizes coordinated project execution across multiple engineering partners and contractors while also supporting engineering function throughout every phase of the project lifecycle, from initiation and procurement package preparation assistance to evaluation of proposals, and final project closeout. Additionally, the City of Laredo also recognizes that change is constant and that innovation and continuous improvement are essential to meeting future challenges. For this reason, the integration of Lean and Six Sigma practices is incorporated into this RFP to further enhance efficiency, reduce waste, and improve predictability throughout the portfolio lifecycle.



## Project Considerations

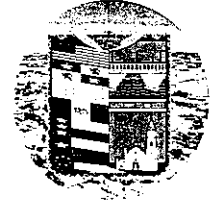
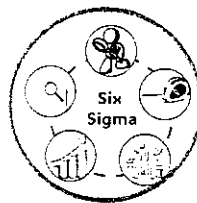
The water and wastewater sector is one of the most critical pillars of public service, it impacts public health, environmental safety, and the financial stability of utilities and their customers. Strong Project and Program Management Support Services are essential to prevent failures that could jeopardize these priorities, causing not only temporary disruptions but progressive impacts that risk system integrity and, in extreme cases, could shut down an entire city.

The most damaging project is not the one that never begins, it is the one that starts with a intention but loses direction, draining budgets, stretching timelines, exhausting resources, and breaking trust from clients and the communities they serve. Our goal is to prevent this by delivering not just support, but a transformational opportunity that helps utilities see improvement opportunities through a "learning to see" culture, this Lean methodology focuses on engaging the teams and empower them through the appropriate knowledge to identify and reduce waste across the Water and Wastewater system value stream.

We appreciate the significant work the City of Laredo has already invested in defining clear goals, objectives, and expectations for this RFP. That foundation is invaluable and sets the stage for a successful partnership. To build on that, we believe the next steps are a conjunction of technical collaboration, disciplined project and program management, constructive change and risk management, six sigma methodology, and data driven decisions to ensure every decision we make together reflects the City's vision and strategic intent and benefits the system, service and financial effectiveness and efficiency.

To build a strong and sustainable partnership, we believe the City's leadership and Utilities teams should participate with us in:

- Strengthening the project management framework, applying Lean and Six Sigma to establish structure, performance metrics, dashboards, and review cycles, ensuring that all engineering partners deliver value-driven results beyond contractual compliance
- Defining baselines, priorities and success indicators establishing a shared foundation for planning and execution.
- Implementing a formal change management process that allows adaptability without compromising overall vision, alignment, or accountability.
- Providing access to critical data and stakeholders insights, both quantitative and qualitative. Having a clear understanding and translation of the voice of the customer is our priority to accurately define execution roadmaps, decision checkpoints, and synchronized approval workflows.



- Supporting education and training initiatives empowering staff with continuous improvement behaviors that evolve into a long-term culture of performance and sustainability.

This collaboration will be reinforced with a communication strategy to ensure information flows accurately and timely, whether to provide updates, reassess priorities, escalate solutions development for challenges, or coordinate team support to keep all common goals on track.

## Path Forward

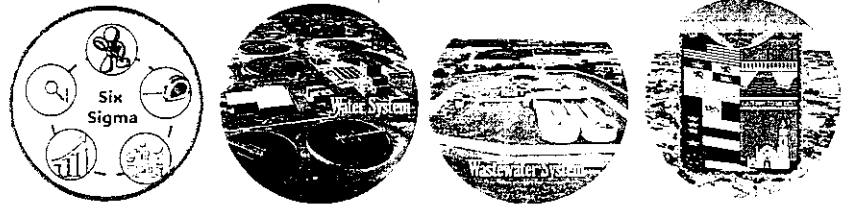
The City of Laredo Utilities Department is navigating significant challenges, aging infrastructure, regulatory compliance requirements, budget limitations, and resource constraints, all while preparing for the rapid growth that is just right around the corner. These pressures are intensified by today's economic landscape, which makes advancing critical projects and securing investments more complex than ever.

Anubis Engineering is committed to delivering Project and Program Management excellence to help the City's Utilities Department plan with confidence, invest strategically, and build a resilient water and wastewater system for current and future needs. Our approach is grounded in a continuous improvement philosophy, ensuring that every decision aligns with long-term goals and strategic intent.

To provide the City of Laredo with an opportunity to not only enhance the execution of existing projects, but also develop a sustainable, scalable, and continuous process for improving capital program, safeguard limited budgets and maximize financial flexibility, we bring to the table an extensive funding expertise and capability to maximize the City's limited resources, enabling the Utilities Department with the ability to identify, assess, and implement solutions that are not only technically but financially feasible.

Anubis' personnel have successfully assisted utilities throughout Texas on over \$800 million dollars of TWDB project funding over the past 20+ years, using TWDB funding, including more than 50 various projects using either DWSRF, CWSRF, Economically Distressed Areas Program (EDAP), as well as a combination of program funds from other sources such as Environmental Protection Agency (EPA), Bureau of Reclamation, Community Development Block Grant (CDBG) and United States Department of Agriculture-Rural Development (USDA-RD).

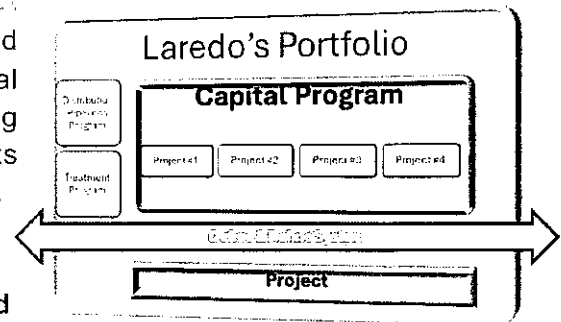
Our goal is to help the City of Laredo identify and implement the most effective systems and processes that will ensure the City's water and wastewater infrastructure is adapted and succeed well into the future.



## Project Approach

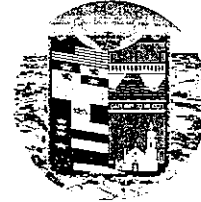
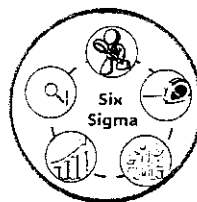
Anubis Engineering is committed to delivering Project and Program Management excellence that enables the City of Laredo Utilities Department to plan with confidence, invest strategically, and build a resilient, sustainable water and wastewater system for current and future needs.

Our approach is built around a structured Project and Program Management framework designed to coordinate and align the City's capital improvement portfolio across multiple engineering firms and contractors. This framework supports consistent oversight, execution, and delivery, defining and refining as needed to ensure all projects advance in alignment with the City's strategic objectives, performance metrics, and resource constraints as it is illustrated in City of Laredo's Portfolio image.



Central to our approach is the disciplined application of the DMAIC framework: Define, Measure, Analyze and Improve methodologies, enabling data-driven decision-making throughout the project and portfolio lifecycle:

- **Define** – Translate the City's strategic vision into clearly defined requirements by moving from the "big picture" to actionable project-level objectives, scopes, and deliverables. This ensures alignment between City goals and project execution from the outset.
- **Measure** – Establish project and portfolio baselines for scope, schedule, cost, and risk. We develop professional dashboards, charts, and visual reporting tools that communicate progress effectively at all organizational levels, ensuring transparency, accessibility, and accountability.
- **Analyze** – Leverage reliable data to evaluate performance, identify trends, and conduct root cause and Failure Mode and Effects Analysis (FMEA). This analysis enables the City of Laredo Utilities Department to understand project complexity, risk exposure, and investment priorities, supporting informed, proactive decision-making.
- **Improve** – Develop and integrate systems, processes, and corrective actions that confirm solutions are implemented, functioning as intended, and delivering measurable results aligned with the Utilities Department's strategic goals.

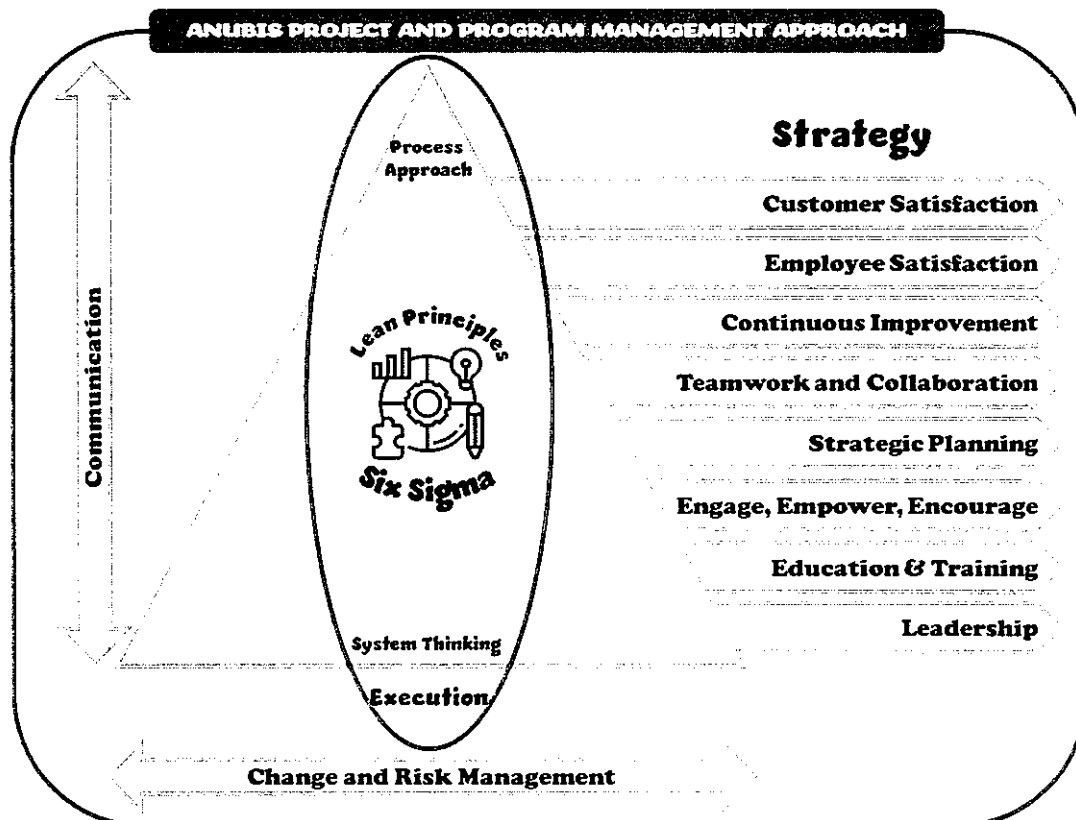


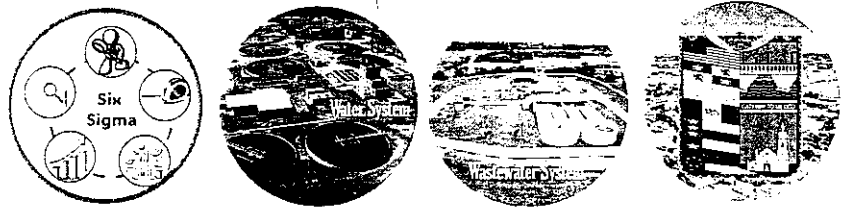
- **Control** – Sustain project and program gains through standardized controls, performance monitoring, and governance structures that ensure long-term stability, repeatability, and continuous improvement.

All the previous phases of the DMAIC methodology will be explain in details within the proposed methodology section.

Once the Project and Program Management framework and Six Sigma foundation are established, Anubis applies **Lean** and **Risk** principles to create a **lean** and **robust** system which will provide the City of Laredo Utilities Department with the ability to identify value within their systems and operations. This approach promotes waste reduction, variation control (defects control), and unbiased prioritization supporting the development of a scalable capital projects program that balances growth with financial responsibility. Change and Risk management controls are set as an umbrella that covers each strategy section from the Capital Portfolio to support structured reviews, informed updates, and adaptive decision-making without losing strategic focus.

Anubis Project and Program Management strategy, is designed to ensure the City of Laredo Utilities Department will receive maximum engineering value from their capital projects program, delivering stability, improvement, and sustainability growth while securing long-term Water and Wastewater master plans. Our approach is illustrated in the following image.



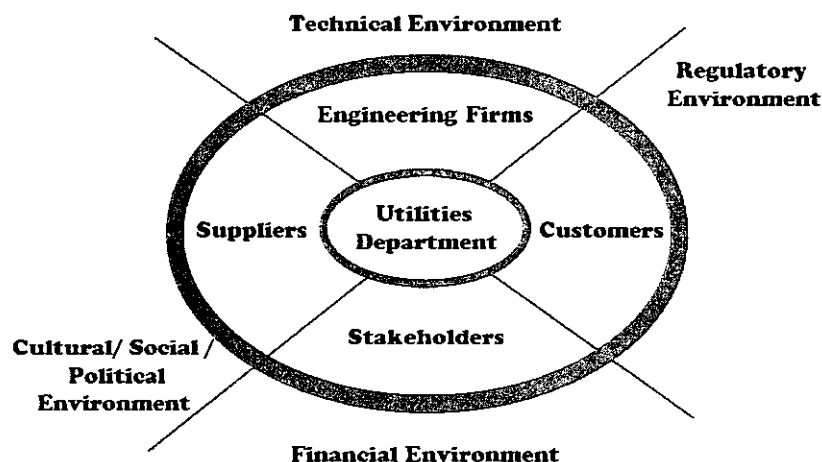


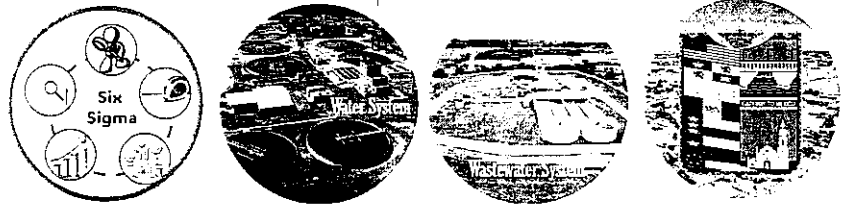
Our team brings extensive experience in project management not only across the United State but also internationally, with experience that expands beyond the Water and Wastewater sector. Our staff combines project, program and portfolio management experience, performance excellence and Lean practices with technical proficiency across all Anubis service areas, we are more than prepared to support the City of Laredo Utilities Department RFP in meeting the goals outlined in this RFP.

We also have a deep understanding of the challenges from City and regarding the chronic conditions unique to South Texas region, including drought, hydrologic constraints, and rapid growth. This insight position us to deliver solutions that strengthen not just individual projects but the overall framework and management of the City of Laredo Utilities Department Capital Program/Portfolio to create a systematic review process and ensure strategic alignment, securing project completion.

Above all, our approach is centered on the needs and priorities of the City's Utilities Department. We ensure the collection and use of high-quality data while protecting the Critical-to-Quality (CTQ) requirements that are essential to the water and wastewater systems. In reference to the City of Laredo Utilities Department Project and Program Management Support Services, the CTQs in place are well-defined within the RFP for the technicality of the execution while other CTQs are implicit in the service the Utilities Department have to provide within the Water and Wastewater sector, such as: financial sustainability, environmental protection, social and cultural responsibility, and technical performance. By working side-by-side with City staff, we augment internal capabilities and provide consistent, reliable support across every phase of each project's lifecycle. Refer to the following image for a visual understanding of the relationship between the Voice of the Customer and the Utilities Department service compliance CTQs.

## Voice of the Customer (VOC)





## **Proposed Methodology: Integrated Project, Program and Performance Excellence Framework**

To effectively present our proposed methodology, it is important to begin with a high-level overview of how Project Management, Program Management, Six Sigma, Lean, and Agile principles are intentionally integrated into a single, customized delivery framework. As described in our proposed approach, Anubis Engineering's methodology is designed not only to manage projects efficiently, but to ensure measurable outcomes, adaptability to change, and long-term value creation for the City of Laredo Utilities Department.

Our strategic delivery model combines a robust Project and Program Management framework with the Six Sigma DMAIC methodology as a core execution engine, enhanced by Agile practices and Lean improvement principles. This integrated approach provides structure and discipline while maintaining the flexibility required to respond to evolving priorities, regulatory requirements, and stakeholder needs.

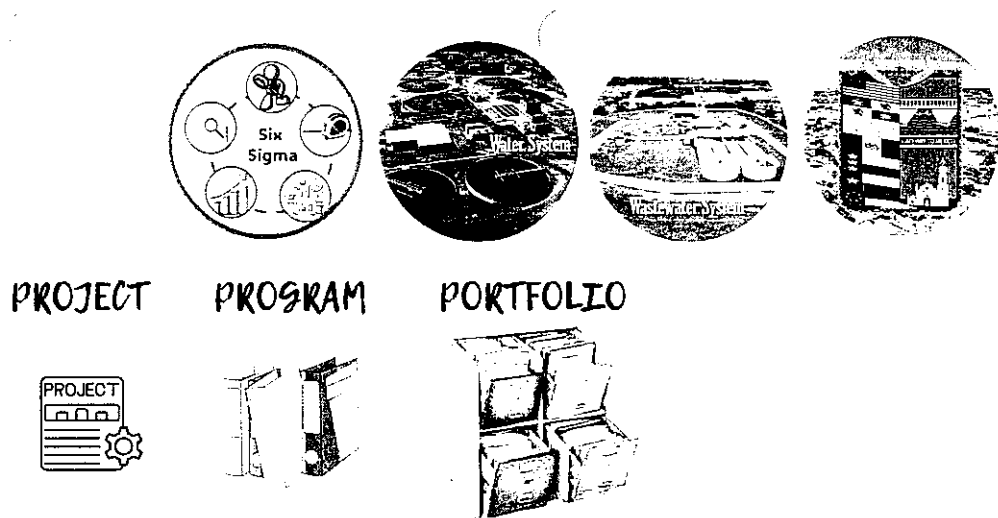
### **Project, Program, and Portfolio Alignment**

Our methodology begins by establishing a shared understanding of projects, programs, and portfolios, and how they interact within the City of Laredo Utilities Department overall strategic vision.

- Project is defined as a structured set of activities, organized through a Work Breakdown Structure (WBS) and key milestones, that delivers a specific product or service within a defined scope, schedule, and budget.
- Program encompasses multiple related projects and supporting initiatives that collectively deliver broader strategic value. Programs account for interdependencies, shared resources, and evolving priorities.
- Portfolio represents the highest level of strategic alignment, where initiatives and programs are prioritized, selected, funded, and balanced to support the City's long-term objectives.

A project may belong to a program, and a program may belong to a portfolio; however, programs are not subsets of individual projects. The portfolio reflects the City of Laredo Utilities Department strategic intent and investment roadmap.

By applying Project and Program Management alongside Six Sigma, our methodology stabilizes execution, promotes continuous improvement, and sustains gains, while enabling the Utilities Department to build and manage a resilient, scalable Capital Improvement Portfolio



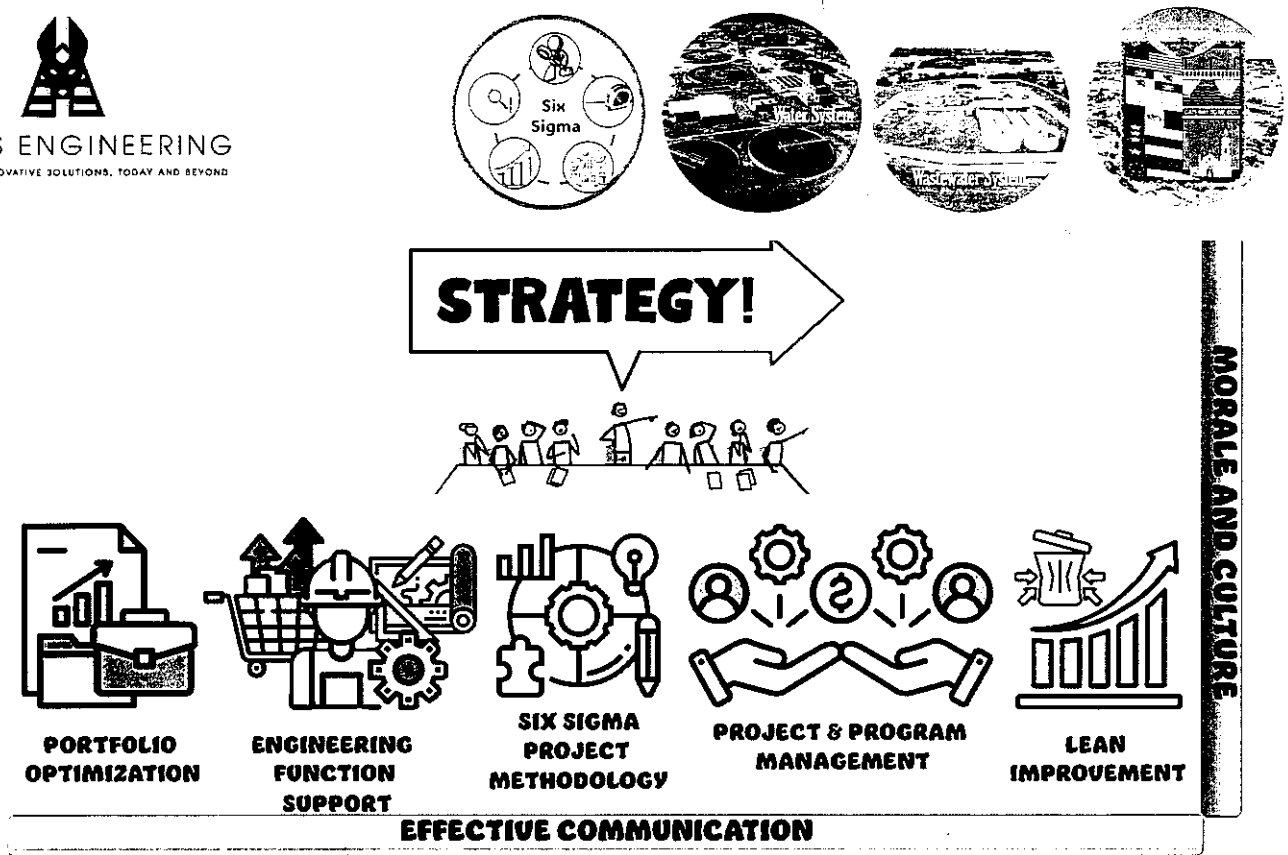
While traditional Project Management focuses on schedule, cost, and scope control, Anubis Engineering's customized framework expands beyond these fundamentals by integrating:

- Six Sigma DMAIC for structured problem-solving and performance improvement
- Lean principles to reduce waste and variation
- Agile practices to adapt to changing requirements
- Portfolio optimization and change management to ensure strategic alignment

Anubis Engineering brings extensive experience managing complex projects, programs, and performance excellence portfolios across the United States and international markets. This experience enables our team to effectively lead cross-functional and cross-cultural teams while maintaining alignment, accountability, and delivery momentum.

Our success is grounded not only in disciplined execution but in actively listening to the Voice of the Customer (VOC) and the voice of the project team. We foster open communication forums where ideas are encouraged, evaluated, and integrated, driving efficiency, engagement, and sustainable performance. This ensures projects move in the right direction, at the right pace, with a motivated and aligned team.

Our overall strategy to tackle this Project and Program Management Support Services RFP is illustrated in the following image.



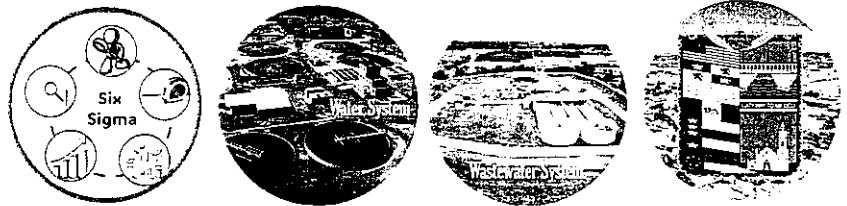
Our work begins prior to the formal kickoff meeting. Anubis Engineering initiates early coordination with the City of Laredo Utilities Department, Engineering Division, and key stakeholders to expand knowledge, validate data quality, and eliminate assumptions. This early engagement allows us to refine our approach and confirm alignment before execution begins.

Recognizing that change is inevitable, our Agile Framework allows priorities, scope, and execution plans to evolve throughout the project lifecycle, without compromising control, transparency, or performance.

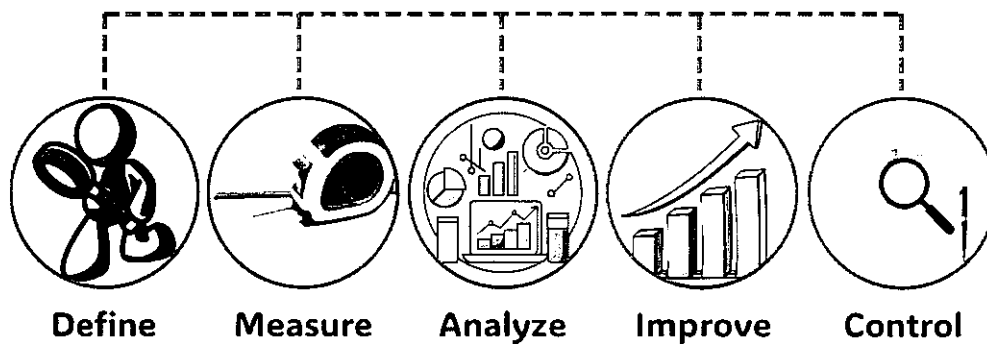
## PROJECT AND PROGRAM MANAGEMENT

### **Project Management Framework & DMAIC Methodology**

The following sections describe how Anubis Engineering applies the Six Sigma DMAIC methodology within the Project and Program Management framework, providing the City of Laredo Utilities Department with the actual work breakdown by each phase. Refer to the following image to have a visual understanding of the Six Sigma DMAIC process.

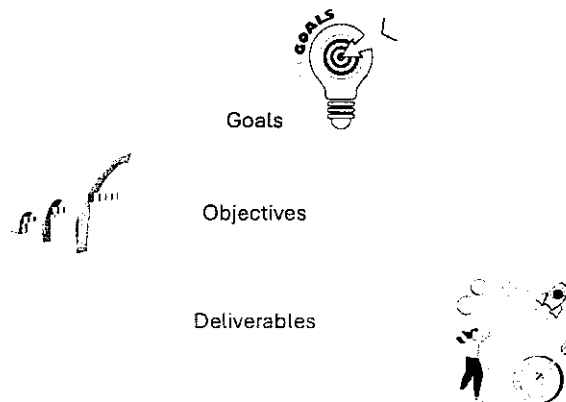


## SIX SIGMA



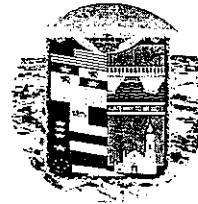
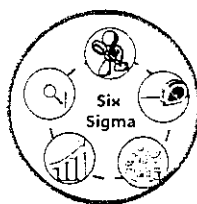
### Task 1: DMAIC Methodology - DEFINE

The Define Phase establishes a clear, shared understanding of the problem, objectives, and success criteria. During this phase, we translate the City of Laredo Utilities Department strategic goals into actionable project-level scopes and deliverables, moving from the “big picture” to the specifics.



Key activities include:

- Defining project objectives, scope, and constraints
- Capturing the Voice of the Customer (VOC)
- Identifying functional and technical Critical to Quality (CTQs)
- Assessing current conditions and establishing baselines



- Developing the Project Charter
- Translating contractual requirements into a Project Requirements Document (PRD)

The Project Charter serves as a foundational deliverable, documenting objectives, deliverables, scope, exclusions, stakeholders, risks, assumptions, schedule, and success criteria. Formal approval of the Charter establishes alignment and authorizes execution. Refer to the following image.

## Project Info

Laredo 42-inch Wastewater Tunnel Project

Owner: Ardura Engineering Leader

## Goal

Address aging water treatment and wastewater infrastructure, mitigate water quality issues, optimize treatment processes, and increase municipal wastewater capacity.

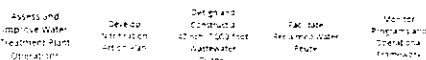
### Project Background:

The city of Laredo requires modernization of its water treatment and distribution systems, including the Jefferson Street and El Pico water treatment plants, along with the construction of a 42-inch wastewater tunnel to convey flows from the obsolete Zacate Creek Wastewater Treatment Plant to the Sout Laredo Wastewater Treatment Plant.

## Team

Engineering Leader	Wastewater Utilities Department
Engineering Team	Water Utilities Team
Tunnel Specialist Team	Contractor
Laredo Planning Staff	

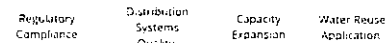
## Scope



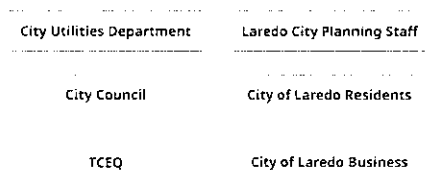
### Out of Scope

Decommission of associated Water Infrastructure

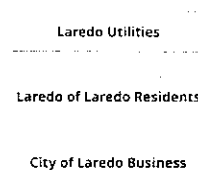
## Success Criteria



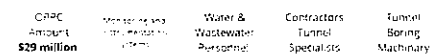
## Stakeholders



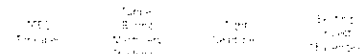
## Users



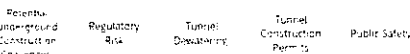
## Resources



## Constraints



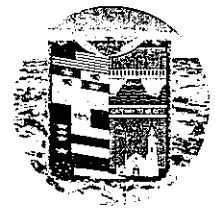
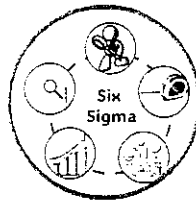
## Risks



## Schedule

### Key Milestones:

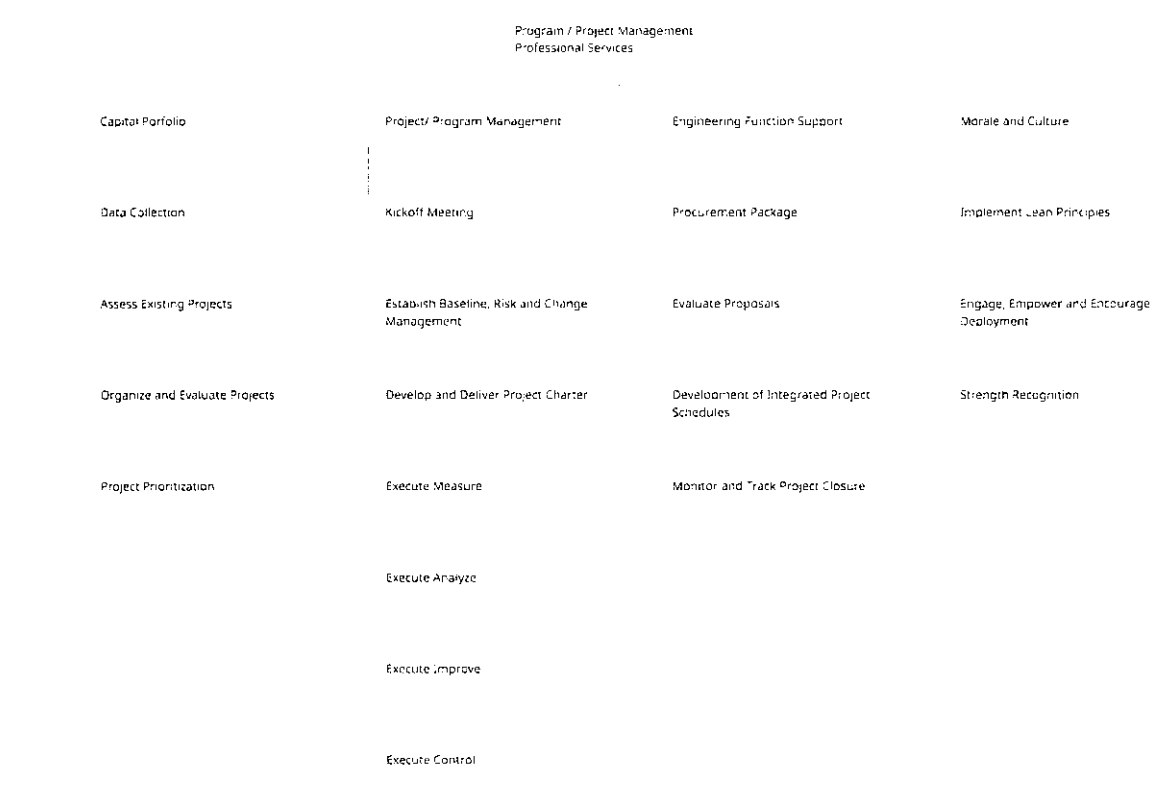
- Design Evaluation and Agreement, Completion
- Permitting and Regulatory Submittal
- Permitting and Regulatory Approval
- Tunnel Boring Initiation
- Progressive Tunnel Completion established based on Linear Construction Targets
- Pipeline Testing
- Implementation of Public Pipe Systems for up to 10 MGD
- Installation of Monitoring Instruments
- Final Inspection, Documentation, and Government Review



## Task 2: DMAIC Methodology - MEASURE

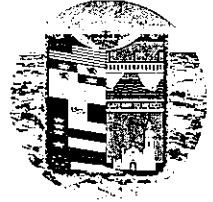
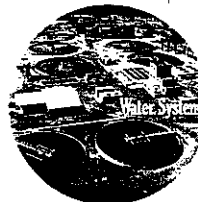
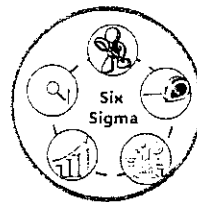
The Measure Phase focuses on project structure, data, and visibility. Anubis integrates the Project and Program Management framework by developing a detailed Work Breakdown Structure (WBS) that organizes all project activities into manageable components that require action to enable the Project Leader with the ability to organize and assign work, time and resources. In the following image Anubis Engineering staff present a high level WBS with the intention to bring a better understanding of how the work gets structure better if it is organized based on affinities.

### Work Breakdown Structure



Key elements include:

- Development of the WBS based on work affinities
- Application of the Critical Path Method (CPM) to identify schedule-driving activities and dependencies
- Establishment of project baselines for scope, schedule, and cost



Anubis staff utilize the Critical Path method within the Project Management framework to identify and schedule critical tasks, establish dependencies to measure project cycle time impacts, enabling the team with the ability to focus on the right task instead of spending time expediting activities that are not within the critical path and won't improve the overall project timeline. The Critical Path Method establishes an opportunity to prioritize deliveries within the project and managing due dates.

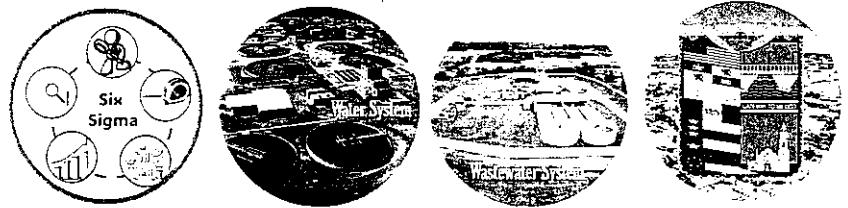
This phase also introduces standardized performance tracking and communication tools, including:

- Daily standups
- Weekly progress reviews
- Monthly stakeholder briefings
- Integrated project tracking tools and dashboards
- Project management software capable of managing multiple projects under a program umbrella

In summary, this Six Sigma phase quantify the problem, map the process and track the project progress through the usage of all these tools that enable visual management, data-driven decision-making, and proactive issue identification. Refer to the following images to have a visual idea of the Daily Standup and Project Tracking Tool templates, which includes the upcoming events / time off, weekly sprint goals, status indicators, project status report and a parking lot section. This last lean technique enables the project team to capture ideas, new tasks, challenges, among other topics that will need to be revisited later.

### Daily Standup

Project name:	Upcoming Time Off	Weekly Sprint Goals	Status Indicators
Project manager:			● Off Track
Period covered:	Christmas Holidays	ICEQ meeting review	○ On Track
			Challenges
			○ Not Started
			● On Hold
<b>Project Status Report</b>			
Accomplishments - 1	Challenges - 1	Next Steps - 2	
Submitted for ICEQ Approval	ICEQ work and Time Response	ICEQ Review	
		Upcoming Deliverables	
<b>Parking Lot</b>			



## Project Tracking Tool

Project Name: Laredo 42-inch Wastewater Tunnel Construction

### Project Info

Deliverable: TCEQ Permitting and Regulatory Approval

Project phase: Planning phase

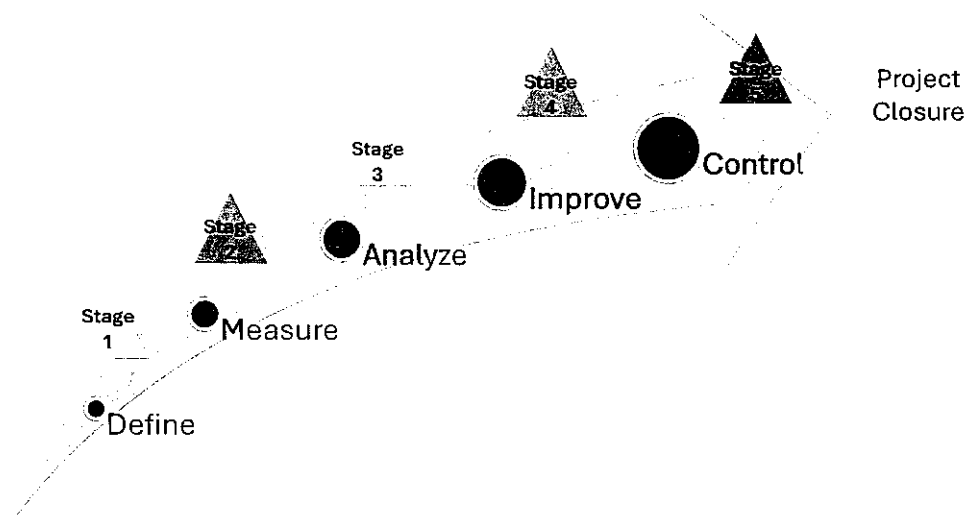
Project status: In Progress

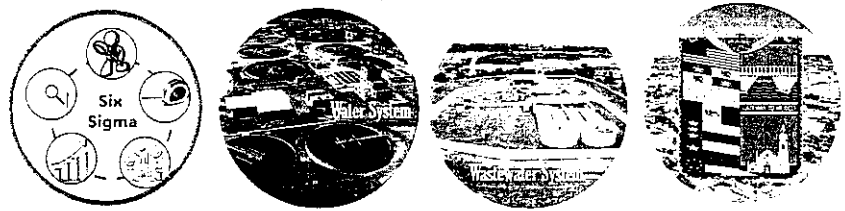
Permit Application - 2	Completion of Submittal - 2	Permit Review - 2	Permit Review - 2	Permit Review - 2	Permit Review - 2	Permit Review - 2
Permit Application - 2	Permit Review - 2	Permit Review - 2	Permit Review - 2	Permit Review - 2	Permit Review - 2	Permit Review - 2
Permit Review - 2	Permit Review - 2	Permit Review - 2	Permit Review - 2	Permit Review - 2	Permit Review - 2	Permit Review - 2

## Task 3: DMAIC Methodology - ANALYZE

The Analyze Phase provides an opportunity for the team has to pause and evaluate the existing situation to determine if the actions that are in place are being effective as we move forward, ensuring that every task is directed towards the root cause. The application of Lean Six Sigma tools is a must have in this phase to reduce waste and reduce process variation through the elimination of some non-value added process steps but also through the elimination of some quality process defects.

Structured stage-gate reviews are conducted to maintain stakeholder alignment, manage risk, and confirm readiness to proceed. Refer to the following image to see how the stage gate process will be incorporated within the Six Sigma methodology.



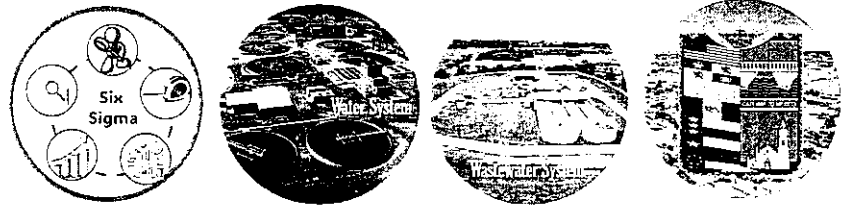


Our engineering staff utilizes the following root cause analysis tools:

- **5 Why's and Ishikawa (Fishbone) Diagrams;** These are initial tools that develop strategic thinking towards the improvement of any process. 5 why's is usually recommended to force ourselves to further understand the problem statement while creating a solution that will focus on the input of the variation instead of the output. The Ishikawa Diagram provides the team the opportunity to visualize the CTQs by affinity, identifying the Key Process Input Variable (KPIVs) and from there improve and control our Key Process Outputs (KPOVs) to identify and deliver the right path to follow in order to provide the results expected by our clients.
- **Process Failure Mode and Effects Analysis (PFMEA);** is a structured method used to identify potential failure modes within a process, system, or product and to assess their impact. This tool enables the City of Laredo Utilities Department to evaluate severity, occurrence, and detection factors, providing a clear understanding of risk and giving teams the ability to prioritize mitigation strategies.

Together, these tools help the City of Laredo Utilities Department improve process capability, enhance reliability, and proactively manage risks. At Anubis Engineering, our focus is on implementing long-term solutions, addressing not only the failure effect but also the underlying causes, ensuring risks are properly evaluated, prioritized, and mitigated before issues escalate. The image below demonstrates how Anubis Engineering applies PFMEA to assess, prioritize, and support effective execution. Refer to the following image to review the action status for the initial PFMEA phase regarding Water and Wastewater Pipelines.

Process FMEA - Process Failure Mode And Effect Analysis											
Planning and Preparation (Step 1)			Function Analysis (Step 2)			Failure Analysis (Step 3)			Risk Analysis (Step 4)		
Company Name Plant Location Customer Name Model Year / Platform			Sub-APD PFMEA Start Date PFMEA Review Date Cross-functional Team			PFMEA ID Number Process Response Policy Confidentiality Level			1 of 1 Continuation		
Continuous Improvement	Structure Analysis (Step 2)	Function Analysis (Step 2)	Failure Analysis (Step 3)	Risk Analysis (Step 4)							
1. Process Item System, Subsystem, Part Element or Name of Process	2. Process Step No. And Name of Focus Element	3. Process Work Element Alt Type	1. Function of the Process Item Function of System, Subsystem, Part Element or Name of Process	2. Function of the Process Step and Product Characteristic (Qualitative values optional)	3. Function of the Process Work Element and Process Characteristic	1. Failure Effects (FE)	2. Failure Mode (FM) of the Process Step	3. Failure Cause (FC) of the Process Step	Current Prevention Control (PC) of FC	Current Detection Control (DC) of FC	Current Control (CC) of FC
Initial Water Distribution Lines Assessment	City of Laredo Water Distribution Lines	30-inch water line in 900 block of E. Price Street	Distribute Provide Water to Residents, Small Town and Las Lomas neighborhoods	Distribution of Water to support residents and businesses	Water service being provided through 30-inch pipeline to all the residents and businesses located in regions: Small Town and Las Lomas neighborhoods	Water shortages service disruption or reduced water pressure	Structural failure of the pipe	Aging (30-inch main water line pipeline)	On-site inspection	Residents and Businesses observation Water Pressure Loss	Customer Satisfaction
Initial Water Distribution Lines Assessment	City of Laredo Water Distribution Lines	30-inch water line in 900 block of E. Price Street	Distribute Provide Water to Residents, Small Town and Las Lomas neighborhoods	Distribution of Water to support residents and businesses	Water service being provided through 30-inch pipeline to all the residents and businesses located in regions: Small Town and Las Lomas neighborhoods	Water shortages service disruption or reduced water pressure	Structural failure of the pipe	Corrosion (30-inch main water line pipeline)	On-site inspection	Residents and Businesses observation Water Pressure Loss	Customer Satisfaction
Initial Water Distribution Lines Assessment	City of Laredo Water Distribution Lines	30-inch water line in 900 block of E. Price Street	Distribute Provide Water to Residents, Small Town and Las Lomas neighborhoods	Distribution of Water to support residents and businesses	Water service being provided through 30-inch pipeline to all the residents and businesses located in regions: Small Town and Las Lomas neighborhoods	Water shortages service disruption or reduced water pressure	Structural failure of the pipe	Improper installation (30-inch main water line pipeline) improper sealing and improper grounding of pipe poor backfill compaction inadequate pipe support	On-site inspection	Residents and Businesses observation Water Pressure Loss	Customer Satisfaction
Initial Water Distribution Lines Assessment	City of Laredo Water Distribution Lines	30-inch water line in 900 block of E. Price Street	Distribute Provide Water to Residents, Small Town and Las Lomas neighborhoods	Distribution of Water to support residents and businesses	Water service being provided through 30-inch pipeline to all the residents and businesses located in regions: Small Town and Las Lomas neighborhoods	Water shortages service disruption or reduced water pressure	Structural failure of the pipe	Construction Damage (30-inch main water line pipeline) Spikes from rebar protruding from pipe	On-site inspection	Residents and Businesses observation Water Pressure Loss	Customer Satisfaction
Initial Wastewater Collection Lines Assessment	City of Laredo Wastewater Collection Lines	100-200 gallons wastewater spill near Tractor	Transport Wastewater from the City to City's WWT Treatment Plant	Transportation of Wastewater under environmental and safety regulations	Wastewater being transported from the City to City's Wastewater Treatment Plant	Release of untreated wastewater into soil or surface water Environmental and Safety Concerns	Structural failure of the pipe (Pipe in Wastewater Pipeline)	Aging Wastewater Pipeline	On-site inspection	Residents and Businesses observation Water Pressure Loss	Customer Satisfaction



#### Task 4: DMAIC Methodology - IMPROVE

The Improve Phase marks the transition from planning to execution, where approved action plans are implemented and results become visible. During this phase, the City of Laredo Utilities Department and Engineering Division gain the ability to validate solutions through measurable performance outcomes. Improvements are tracked and communicated using structured monitoring tools, including visual management systems based on RAG (Red, Amber, Green) status reporting, providing clear and timely insight for stakeholders. This phase also includes the development, integration, and refinement of systems, processes, and corrective actions to ensure solutions deliver the intended results.

##### Status Indicators

- Off Track
- On Track
- Challenges
- Not Started
- On Hold

This phase also focuses on developing, integrating, and refining processes, systems, and corrective actions to ensure that each solution delivers the intended outcomes.

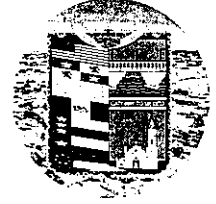
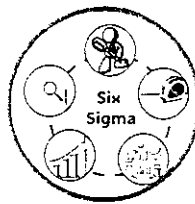
Anubis Engineering applies extensive experience in Lean methodologies to support sustainable improvement. Our approach is grounded in the 5S framework, which builds a "learning to see" culture, reinforces waste elimination, and strengthens value-driven decision-making across all organizational levels. This disciplined practice enhances the City of Laredo Utilities Department existing Project and Program Management structure by establishing a scalable, repeatable foundation for prioritizing, selecting, monitoring, tracking, and growing the capital project portfolio.

Once immediate improvement actions are implemented, the next step is to revisit the implementation plan and re-examine the performance analysis tools established during the Measure and Analyze phases. To provide a clear visual of the Improve Phase, we advanced the PFMEA to confirm the appropriate triggering of implementation activities and to assess the impact of those improvements.

The visual shown in the following image gives the Utilities Department a concise view of implementation outcomes, helps clarify potential remaining failure modes, and highlights the mitigation strategies needed to reinforce Lean Six Sigma behaviors. This approach also supports planning for future controls and final, long-term solutions. In order to interpretate correctly the PFMEA Optimization Phase analysis, an Action Status table is provided with a description of the action status by each of the PFMEA code.



**ANUBIS ENGINEERING**  
ENGINEERING INNOVATIVE SOLUTIONS, TODAY AND BEYOND



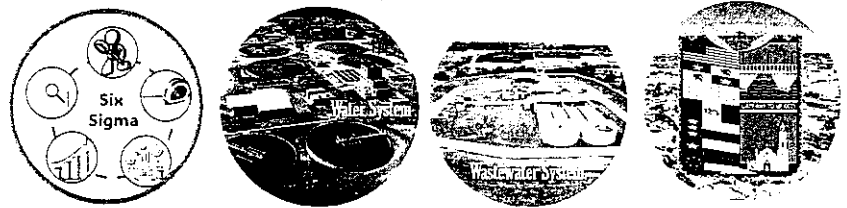
Action Status	Code
Open	O
Decision pending	DP
Implementation pending	IP
Completed	C
Not Implemented	NP

### Process FMEA - Process Failure Mode And Effect Analysis

Subject: _____ FMEA Run Date: _____ Cross-Functional Team: _____										PFMEA ID Number: _____ Process Response Plan: _____ Confidentiality Level: _____																																																																																																																																																																																																																											
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1. Failure Effects (FE)										2. Failure Mode (FM) of the Process Step										3. Failure Cause (FC) of the Work Element										Current Prevention Control (PC) of FC										Current Detection Control (DC) of FM or FC										Assigned RPNs										Current RPN										Effect SEV										Occurrence O										Detectability D										Prevention Action										Detection Action										Responsible Persons Name										Target Completion Date										Initial										Action taken with Pointer to Evidence										Completion Date										Preventive										Severity										Occurrence										Detectability										Final RPN										Remarks									
Water shortages (leakage or reduced water pressure)										10 Structural failure of the pipe										Aging 30-inch main water line to railway										On-Site inspection										Residents and Businesses observation Water Pressure loss										10										10										4										Customer Satisfaction										Weekly Visual To CCTV system/visual inspections										Acoustic leak Detection Continuous Pressure Monitoring										Water Distribution Superintendent										Once a Year										IP										Emergency Line segment repair										1 day										10										7										10										Not a Final Solution										L										Long Term pipe replacement																			
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Water shortages (leakage or reduced water pressure)										10 Structural failure of the pipe										Improper installation 30-inch main water line misaligned joints, multi-joint bedding improper to quality of butt-joint backfill compaction inadequate pipe support										On-Site inspection										Residents and Businesses observation Water Pressure loss										4										4										Customer Satisfaction										Construction Phase Stage Gate Process Implementation										QA/QC field checks during installation, Prostate testing before commissioning										Water Distribution Superintendent										Once a Year										O										Emergency Line segment repair										1 day										10										2										4										Not a Final Solution										L										Long Term pipe replacement																													
Water shortages (leakage or reduced water pressure)										9 Structural failure of the pipe										Construction Damage 30-inch main water line 50' away from excavations/basements Bore drilling hitting the pipe										On-Site inspection										Residents and Businesses observation Water Pressure loss										3										3										4										Customer Satisfaction										Install physical markers tracer wire warning upon major events										Conduct daily site inspections After excavation is near critical activities										Water Distribution Superintendent										Per Project										NP										Emergency Line segment repair										1 day										10										7										5										Not a Final Solution										L																													
Release of untreated wastewater into local water environmental and safety concern										10 Structural failure of the pipe Rupture of Wastewater Pipeline										Aging Wastewater Pipeline										On-Site inspection										Residents and Businesses observation Water Pressure loss										10										10										4										Customer Satisfaction										Smoke testing to detect leaks to local water mains										Acoustic leak Detection Continuous Pressure Monitoring										Wastewater Collection Superintendent										Once a Year										C										Emergency Line segment repair										1 day										10										5										10										Not a Final Solution										L										Long Term pipe replacement																			

### Task 5: DMAIC Methodology - CONTROL

The Control Phase focuses on sustaining performance gains and ensuring long-term success. During this phase, Anubis Engineering develops a comprehensive Monitoring Plan to track the effectiveness of implemented improvements and a Response Plan to address performance deviations promptly. This phase establishes standardized controls, performance metrics, and governance structures that promote stability, repeatability, and continuous improvement.



To support transparent and data-driven oversight, Anubis Engineering team recommends the use of dashboard-based reporting which may be developed using Power BI, a platform already utilized by the City of Laredo (website) or alternative work management tools that simplify task tracking, collaboration, and reporting. These dashboards strengthen project visibility, support informed decision-making, and enhance communication across all levels of the organization. Refer to the following images to find an example of the dashboards templates the team could incorporate as part of their control system while creating and strengthening project reporting capabilities.

Integrating dashboards or Project Management software into the Control Phase provides the City of Laredo Utilities Department with multiple advantages, including:

- **Performance Visibility**

Dashboards display metrics, allowing the City of Laredo Utilities Department to review project status at a glance. Identifying the delays and monitor corrective actions.

- **Faster, More Informed Decision-Making**

The teams can make evidence-based decisions, respond faster to risks, and adjust plans before issues escalate.

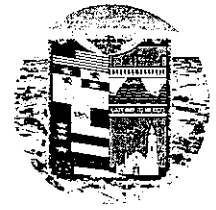
- **Strengthened Accountability and Transparency**

Dashboards clarify responsibilities, deadlines, and status indicators (e.g., RAG tracking), improving communication and expectations across departments.

- **Enhanced Reporting Capabilities**

Dashboards simplify reporting during council meetings, executive briefings, audits, and funding activities by presenting complex information clearly and visually, including historical data to enable the analysis of service patterns.

By incorporating dashboard templates into the Control Phase, the City of Laredo Utilities Department can significantly improve visibility, consistency, and communication around project performance. The following images include examples of dashboard templates that could be integrated as part of the control system to enhance project reporting capabilities. Refer to the following images.



Design    Integrate    Automate    Innovate     ...

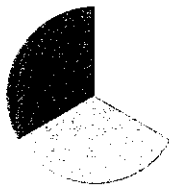
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Task	Owner	Progress	Status	Due Date	Priority	Assignee	Notes
Admin: Sanitary Sewer	John Doe	<div><div></div></div>	Done		Low	John Doe	Final Report
Maintenance: Sewer	Jane Smith	<div><div></div></div>	Not Started	2024-09-15	High	John Doe	Meeting notes
Wastewater Treatment	Mike Brown	<div><div></div></div>	In Progress	2024-09-20	Medium	Jane Smith	Action items
Capital Projects: Dewatering	John Doe	<div><div></div></div>	Not Started		High	John Doe	Project plan draft


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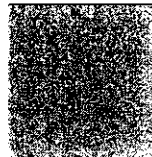
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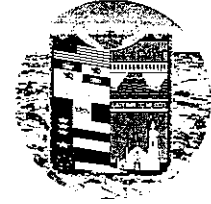
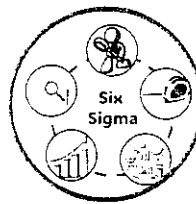
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## UTILITIES DEPARTMENT ENGINEERING AND DESIGN SERVICES

It is our understanding that the City of Laredo Utilities Department intends to integrate design, procurement, construction management, and closeout/warranty support within the scope of the Project and Program Management Support Services RFP. Anubis Engineering is uniquely positioned to support this integrated approach by combining proven Project and Program Management expertise with deep technical engineering capabilities, experience across multiple project delivery methods, and hands-on utility operations support within the water and wastewater sector.

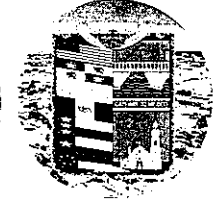
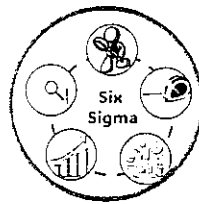
Anubis Engineering's leadership and staff bring extensive experience delivering project and program management services both across the United States and internationally, leveraging multicultural teams to align diverse stakeholders toward common objectives. Our President and CEO, Mr. Joshua Berryhill, P.E., brings over 20 years of experience advancing capital improvement programs and securing funding alternatives to support critical infrastructure investments. His project portfolio includes more than 230 water and wastewater projects, encompassing some of Texas' most advanced membrane treatment, water reuse, and radionuclide reduction systems. Mr. Berryhill has also led the successful preparation of 50+ Texas Commission on Environmental Quality (TCEQ) permit applications, including industrial discharge and evaporation permits for brackish water treatment facilities. Under his leadership, Anubis staff continue to provide engineering and management support to municipal utilities, special utility districts, and water supply corporations throughout Texas.

### **Planning and Design Workflow Support**

To address the City's design workflow challenges, Anubis will apply its customized Project Management framework to establish a clear, transparent, and disciplined design review process. This process begins by defining what constitutes 30%, 60%, 90%, and 100% design completion including required deliverables, review expectations, decision points, and approval authorities at each milestone.

Our approach ensures:

- Alignment across internal City staff, engineering partners, and stakeholders
- Clear accountability and awareness of roles and responsibilities
- Controlled issuance of design amendments when scope changes occur, whether due to scope expansion or refinement
- Separation of Quality Control (QC) reviews from design development to ensure objectivity and avoid self-review conflicts



This structured workflow reduces rework, minimizes ambiguity, and supports timely, well-informed decision-making throughout the design phase.

## Procurement Support

Anubis Engineering provides end-to-end procurement support that begins before specifications are finalized, ensuring the City's technical, operational, and lifecycle objectives are fully reflected in the procurement package.

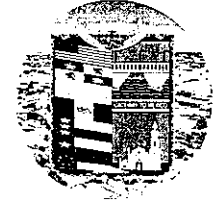
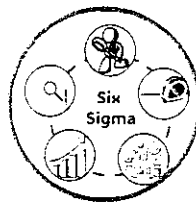
Our approach starts with a comprehensive review of all available project information, which may include the approved project charter, status documentation, Basis of Design Report (BODR), and 30% or 60% design submittals. This early assessment enables our team to fully understand project intent, performance requirements, constraints, and risks prior to developing procurement documents.

Using this information, Anubis works collaboratively with the City of Laredo Utilities Department to:

- Translate design intent and operational goals into clear, enforceable procurement specifications
- Begin early evaluation of equipment and system alternatives, identifying options that may improve performance, reduce risk, or optimize lifecycle cost
- Present findings and alternatives to the City for review, ensuring City's input is incorporated into final specifications and selection criteria
- Facilitate early vendor engagement and iterative clarification, when appropriate, to refine requirements and confirm constructability and availability

Anubis then supports the development of complete procurement packages, including scopes of work, technical specifications, and bid documents structured to promote competitive pricing, technical compliance, and transparency. Upon receipt of proposals, we establish and manage a structured evaluation framework that prioritizes best value, technical merit, risk mitigation, schedule reliability, and long-term operational performance, not solely lowest initial cost.

This proactive, collaborative procurement strategy reduces ambiguity, shortens procurement cycles, and positions the City of Laredo Utilities Department to make confident, well-informed procurement decisions.



## Construction Phase Support

During construction, Anubis applies the same disciplined Program and Project Management framework to support integrated schedule development and maintenance across the City of Laredo Utilities Department capital portfolio. Using project management software and standardized controls, we integrate individual project schedules into an overarching program structure, enabling effective organization, monitoring, and tracking of construction activities and engineering work breakdown structures (WBS).

This approach provides the City with real-time visibility into progress, risks, dependencies, and resource constraints—supporting proactive issue resolution and informed leadership decision-making.

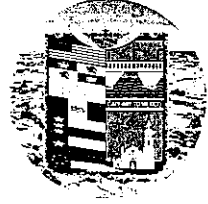
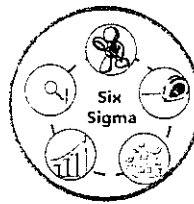
## Project Closeout and Warranty Support

For project closeout and warranty phases, Anubis continues to apply the established Project Management framework while incorporating key technical performance indicators (KPIs) specific to system functionality, operability, and compliance. Clear communication and milestone definition are embedded into the project timeline to support structured closeout reviews and site-based assessments.

Consistent with Lean principles, our team emphasizes being present in the field “going to the gemba” to verify value delivery through walkthroughs, checklist validation, and final stage-gate reviews. Clearly defined milestones and sprint goals guide the transition from substantial completion to final completion, ensuring systems are operational, performing as intended, and fully documented before warranty acceptance.

Anubis Engineering offers the advantages of a large organization with the agility of a small organization. Our staff brings cross-functional expertise across engineering, project management, funding, and operations, enabling us to support projects holistically without excessive overhead. Our leadership remains directly engaged in projects, and our presence in South Texas ensures accessibility, responsiveness, and regional understanding.

Choosing Anubis means selecting a partner who will walk alongside the City, augmenting internal capabilities, simplifying complexity, and delivering consistent, value-driven results across every phase of the project lifecycle.



## CHANGE AND RISK MANAGEMENT FRAMEWORK

Change and risk management are not standalone activities within Anubis Engineering's methodology; they are continuous, integrated processes embedded throughout the entire Project, Program, and Portfolio Management framework illustrated at the outset of our proposed methodology. From project initiation through closeout, and across all phases of DMAIC, change and risk management function as ongoing control mechanisms that protect scope, schedule, cost, performance, and stakeholder alignment.

Anubis Engineering intentionally integrates risk assessment and management into the Change Management process, recognizing that every change request, regardless of timing or magnitude, introduces potential impacts to project execution, resource allocation, budget, schedule, and performance outcomes.

As such, no change is evaluated or implemented without a structured assessment of associated risks, ensuring transparency, informed decision-making, and alignment at all organizational levels.

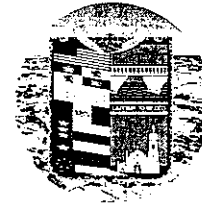
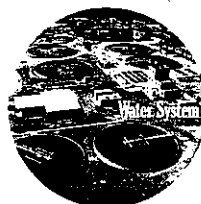
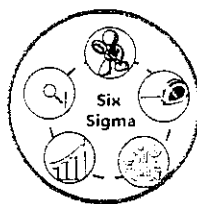
Any change requested at any point during a project or program follows a standardized Change Management structure designed to:

- Ensure visibility and acknowledgment across all stakeholders,
- Identify and quantify associated risks,
- Assess immediate and downstream impacts to the project or program,
- Enable data-driven approval and prioritization decisions.

This framework equips the City of Laredo Utilities Department with the ability to proactively evaluate risk, rather than reacting to issues after impacts have occurred. To support objective and consistent risk evaluation, Anubis Engineering applies proven analytical tools, selected based on project complexity and risk exposure:

### Process Failure Mode and Effects Analysis (PFMEA)

PFMEA is a structured, qualitative risk assessment tool typically managed in a spreadsheet format. It is used to proactively identify what could go wrong within a process, system, or change scenario before failures occur. The PFMEA framework evaluates:



- Failure Modes (what could fail),
- Failure Effects (what happens if it fails),
- Failure Causes (why it might fail),
- Severity Occurrence, and Detection rankings.

By scoring and ranking these elements, PFMEA provides a clear, transparent prioritization of risks, allowing the Utilities Department to focus resources on the most critical vulnerabilities and mitigation opportunities. Refer to the Analysis and Improvement phases to review an example of a Water and Wastewater PFMEA.

### Kepner-Tregoe (KT) Analysis

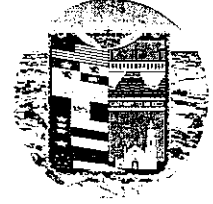
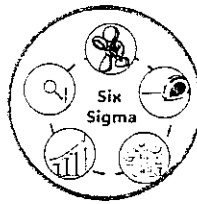
For higher-risk or more complex changes, Anubis Engineering applies Kepner-Tregoe (KT) analysis, a comprehensive strategic decision-making framework. KT analysis includes multiple integrated modules such as:

- Situation Appraisal (clarifying priorities and concerns),
- Problem Analysis (root cause identification),
- Decision Analysis (evaluating alternatives and tradeoffs).

KT analysis provides a holistic approach that supports Change Management while reinforcing Six Sigma performance improvement objectives, particularly when multiple variables, stakeholders, or uncertainties are involved.

Once risks are evaluated and ranked, the Change Management process continues through a structured, repeatable lifecycle designed to ensure control, alignment, and accountability. The Anubis Engineering change process includes:

1. Identification of Opportunity or Improvement  
Recognition of a potential enhancement, issue, or required adjustment.
2. Formal Change Request Submission  
Documentation of the proposed change, including scope, rationale, and anticipated benefits.
3. Risk Assessment and Impact Analysis  
Application of PFMEA and/or KT analysis to evaluate risks, dependencies, severity, and potential impacts to scope, schedule, budget, and performance.



#### 4. Approval and Alignment

Review and approval by the City and relevant stakeholders, including realignment of contractual agreements if required.

#### 5. Resource Allocation

Confirmation and assignment of resources necessary to implement the approved change.

#### 6. Implementation / Execution

Controlled execution of the change in accordance with the approved plan.

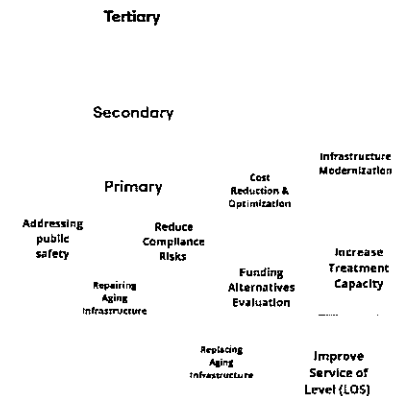
#### 7. Communication and Change Adoption

Execution of a defined communication cadence to ensure information flows effectively, resistance is managed, dependencies are addressed, and impacts to cost and schedule are transparent.

#### 8. Change Closure

Formal closure of the change request once implementation is completed and validated against agreed-upon outcomes.

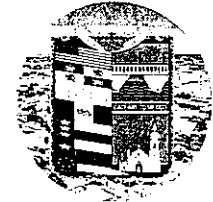
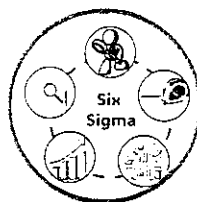
### Priority Setting



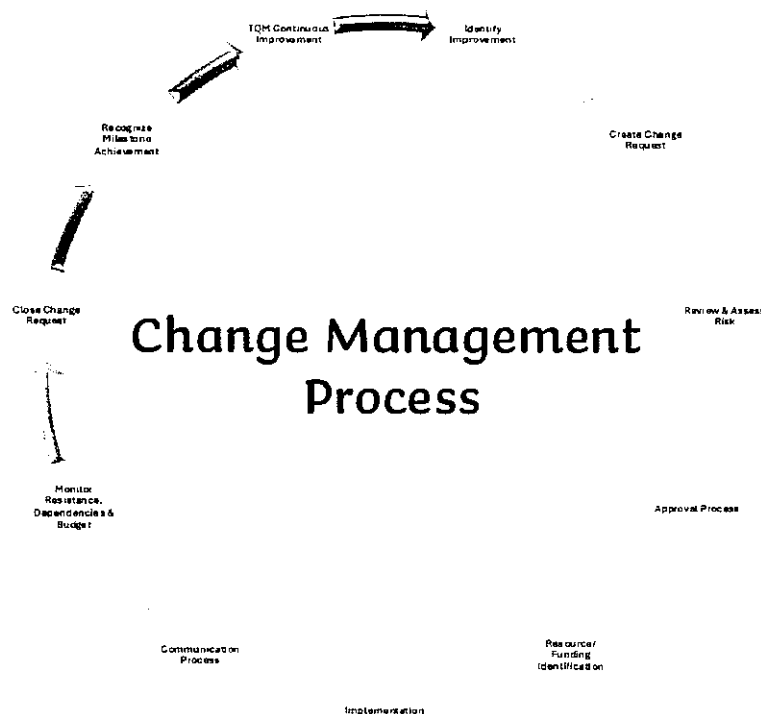
This process is intentionally presented as a continuous cycle recognizing that change is inevitable and must be managed systematically throughout the life of a project, program, and capital portfolio.

All changes and associated risks are documented and tracked using standardized tools that support traceability, accountability, and historical recordkeeping. These records form a critical component of the Control Phase within the Six Sigma framework, ensuring that:

- Data supports decision-making,
- Lessons learned are captured,
- Performance trends are monitored,
- Continuous improvement is sustained across future projects.



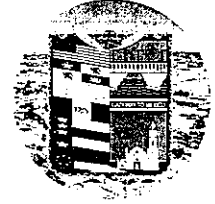
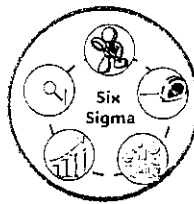
By embedding change and risk management into daily execution and long-term governance, Anubis Engineering provides the City of Laredo Utilities Department with a disciplined yet flexible system that protects project outcomes while enabling adaptability in a dynamic and evolving environment. Refer to the following image to review the full Change management cycle.



## CONCLUSION

Anubis Engineering's strategy is built on the integration of portfolio optimization, engineering function support, Project and Program Management, Six Sigma performance excellence, and Lean improvement, all operating within a continuous Change and Risk Management cycle and grounded in a strong culture of engagement, accountability, and morale.

Our team has intentionally designed this approach to ensure that technical excellence, disciplined execution, and continuous improvement are not implemented as isolated initiatives, but rather as interconnected elements of a unified operating system that supports the City of Laredo Utilities Department across the full lifecycle of its capital portfolio.



With this foundation, Anubis Engineering is fully committed to making this Project and Program Management Support Services RFP a success, not only by presenting a technically robust solution, but by delivering a sustainable management framework that enables the Utilities Department Engineering Division to plan strategically, execute reliably, and continuously improve.

Our proposed approach combines:

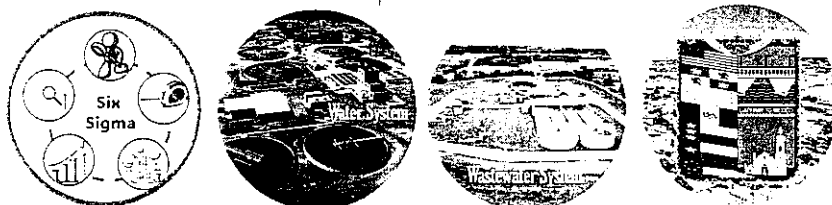
- Deep technical expertise across water, wastewater, industrial, and emerging infrastructure sectors;
- Performance excellence - driven portfolio management to align projects with strategic priorities and funding realities;
- Project and Program Management best practices to manage scope, schedule, cost, risk, and deliverables;
- Six Sigma DMAIC methodology to stabilize processes, improve predictability, and sustain results;
- Integrated Change and Risk Management to measure and prioritize in a continuous cycle across projects, programs, and the portfolio.
- Lean improvement principles to eliminate waste, maximize value, and improve flow; and

This framework ensures that technical decisions are data - driven, risks are proactively managed, changes are controlled and transparent, and resources are deployed where they create the greatest value for the Utilities Department and the community it serves.

Beyond tools and processes, Anubis Engineering places strong emphasis on developing a "learning-to-see" culture, one that enables City of Laredo and Utilities Department teams to identify waste, recognize improvement opportunities, and make informed decisions at all levels of the organization.

To support this objective, Anubis will establish a customized training roadmap focused on Lean principles, tailored specifically to the water and wastewater sector. This roadmap is designed to:

- Develop Lean Thinking Behaviors,
- Create Lean Basic Understanding,
- Improve cross-functional collaboration, and
- Empower staff to actively participate in continuous improvement initiatives.



Training is not treated as a one - time event, but as an evolving program that matures alongside the City of Laredo capital portfolio and operational needs.

At the core of Anubis Engineering's strategy is our morale-driven philosophy known as "3E - Engage, Empower, and Encourage." This commitment reinforces the belief that successful programs are built by people, not just processes.

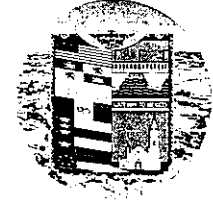
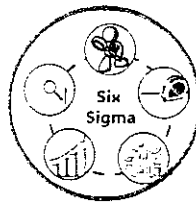
- **Engage** – Actively involve cross-functional teams, stakeholders, and partners in planning, decision-making, and execution.
- **Empower** – Equip teams with the skills, tools, and "learning-to-see" mindset needed to apply Lean and performance excellence principles within their daily work.
- **Encourage** – Foster a supportive environment that promotes idea generation, recognizes contributions, and strengthens team synergy through open forums and collaboration.

Through this approach, Anubis Engineering ensures that improvement initiatives are not imposed, but co-created, resulting in stronger buy-in, higher morale, and more sustainable outcomes.

By integrating technical expertise, disciplined management, continuous improvement, and people - oriented leadership, Anubis Engineering delivers more than Project and Program Management support—we deliver a resilient, adaptable framework that enables the City of Laredo Utilities Department to:

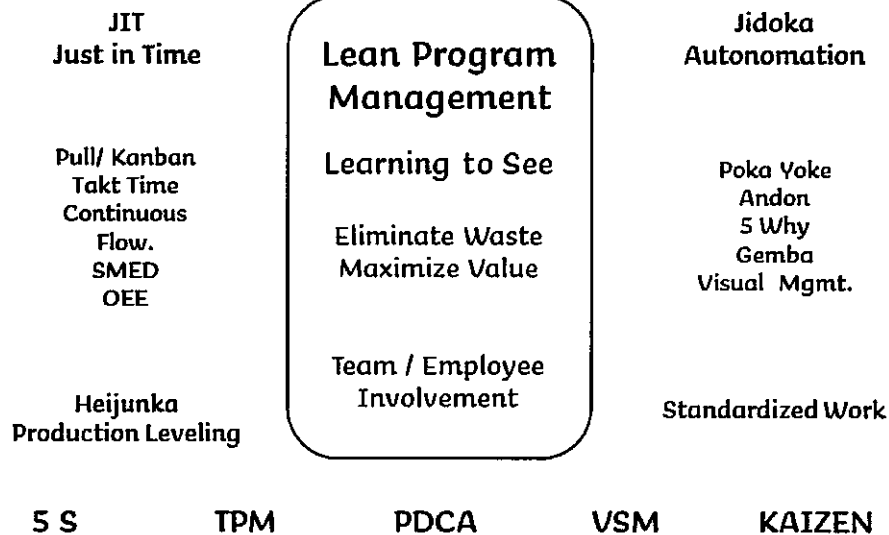
- Optimize its capital portfolio,
- Maximize the value of limited resources,
- Reduce risk and variability,
- Strengthen institutional knowledge, and
- Build a culture of continuous improvement that endures well beyond individual projects.

This disciplined approach fosters behaviors that strengthen the City's existing Project and Program Management framework while establishing a scalable foundation for prioritizing, selecting, monitoring, tracking, and growing the capital project portfolio. Refer to the following image to have a visual understanding of House of Lean structure.



## Customer Satisfaction

## Continuous Improvement

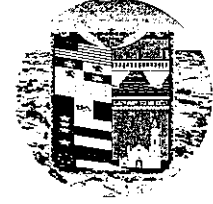
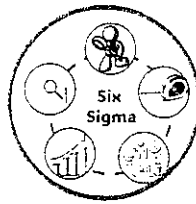


## Stability and Standardization

### COMMUNICATION STRATEGY AND STAKEHOLDER ENGAGEMENT

At Anubis Engineering, we recognize that successful Project and Program Management extends far beyond methodology, tools, and technical expertise. While having the right ideas, knowledge, discipline, and frameworks is essential, project success ultimately depends on how effectively information is communicated, clearly - timely, and appropriately - to the right audience.

Effective communication is the mechanism that transforms plans into action, aligns stakeholders, mitigates risk, and sustains momentum. Just as importantly, it is a key driver of morale, trust, and collaboration, resulting in satisfied clients and highly engaged project teams. A well-informed team is a confident team, and confident teams deliver successful projects.



To preserve and reinforce our integrated strategy, Anubis Engineering has developed a structured yet flexible Communication Management Process that supports the City of Laredo Utilities Department across all project, program, and portfolio activities.

Our communication process is designed to ensure consistency, clarity, accountability, and continuous improvement throughout the project lifecycle:

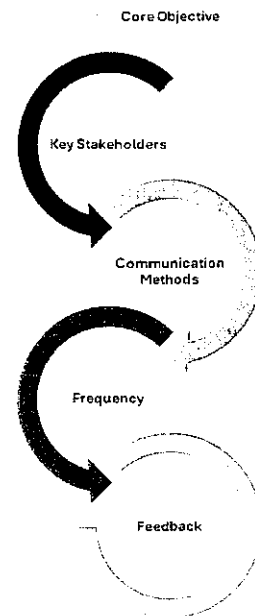
#### 1. Identify Core Objectives

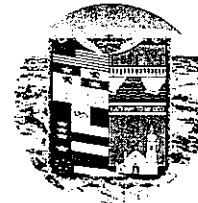
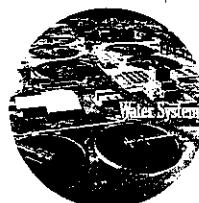
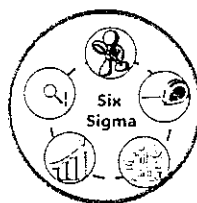
We begin by clearly defining the purpose of each communication effort. This includes identifying the core message to be conveyed, the desired outcome, and the level of detail required to support informed decision-making. Every communication is intentional and aligned with project and program objectives.

#### 2. Identify Stakeholders and Define Roles

Anubis works collaboratively with the City of Laredo Utilities Department to identify all internal and external stakeholders and establish a RACI Matrix (Responsible, Accountable, Consulted, Informed). This ensures:

- Clear ownership of decisions and actions,
- Agreed-upon levels of involvement,
- Defined escalation paths, and
- Alignment on communication responsibilities across the project team.





#### RACI Matrix

| People                              | Responsible | Accountable | Consulted |
|-------------------------------------|-------------|-------------|-----------|
| Anubis Project Leader               |             |             |           |
| Anubis Project Engineer             |             |             |           |
| Tuam Contracting                    |             |             |           |
| Tuam Specialist                     |             |             |           |
| Tuam Operator                       |             |             |           |
| City of Laredo Utilities Department |             |             |           |
| City of Laredo Planning Staff       |             |             |           |
| City of Laredo Utilities Manager    |             |             |           |
| Placeholder                         |             |             |           |

### 3. Establish Communication Methods

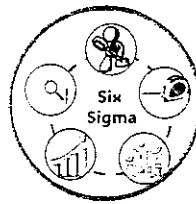
We select communication channels that best fit the audience and the message, recognizing that different stakeholders require different forums. Communication methods may include in-person meetings, virtual meetings, dashboards, emails, phone calls, or text messages. Feedback from the City of Laredo Utilities Department and project teams is actively incorporated to ensure the chosen forums are effective, accessible, and well received.

### 4. Develop a Communication Schedule

Anubis establishes a structured communication cadence tailored to project needs and priorities. This may include:

- Daily stand-up meetings for active coordination,
- Weekly project team meetings,
- Monthly stakeholder and executive updates,
- Ad hoc communications for urgent issues or decision points.

The frequency and format of communication are intentionally scaled to the urgency and complexity of the message.



## 5. Execute the Communication Plan

Once established, the communication plan is executed with discipline and consistency. Anubis ensures that agreed-upon communication protocols are followed, information is accurate and timely, and messaging remains aligned with project status, risks, and priorities.

## 6. Evaluate Effectiveness and Gather Feedback

Communication effectiveness is continuously evaluated. Feedback from the City, stakeholders, and project teams is actively solicited to identify opportunities for improvement. Lessons learned are incorporated into ongoing communication practices, reinforcing a continuous improvement mindset.

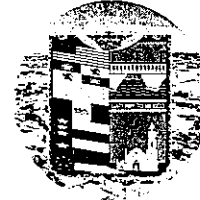
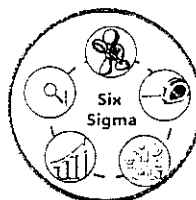
This communication strategy is not a standalone function; it is the foundation that connects and sustains Anubis Engineering's full Project and Program Management methodology. Through effective communication, we enable the successful integration of:

- Project and Program Management frameworks,
- Six Sigma DMAIC methodology,
- Change and Risk Management,
- Lean Improvement and "learning-to-see" culture, and
- The 3E morale philosophy - Engage, Empower, and Encourage.

By placing communication as the foundation of our approach, Anubis ensures that strategy, execution, and culture move forward together - clearly, confidently, and collaboratively.

Anubis Engineering is committed to augmenting the City of Laredo Utilities Department's engineering function by providing seasoned project, program, and portfolio management expertise, supported by deep technical knowledge across water and wastewater systems. We are here to guide, support, and collaborate at every stage of your projects - ensuring alignment, transparency, and shared success.

Our goal is simple: deliver successful projects, build strong teams, and create lasting value for the City of Laredo Utilities Department and its community through clear communication, disciplined execution, and trusted partnership.



### **XIII. RELEVANT PROJECTS EXPERIENCE**

#### **1. Brackish Groundwater Supply Project – P3 Owner's Representative Support Creedmoor Maha Water Supply Corporation (CMWSC)**

Mr. Berryhill and Anubis Engineering are providing Owner's Representative services for the planning, design, pilot testing, and construction services for a new 2.0 million gallons per day (MGD) brackish groundwater desalination treatment plant for Creedmoor Maha Water Supply Corporation (CMWSC). Anubis' role for this project is to assist CMWSC with procurement of a public-private-partnership (P3) team for the proposed desal project, provide technical oversight of the consultant team hired to design the proposed desal project, and assist CMWSC in managing the project through planning, piloting, design, permitting, construction, and commissioning phases.



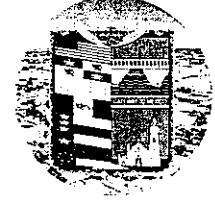
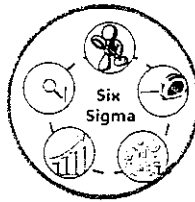
As CMWSC does not currently provide water treatment, CMWSC elected to implement a Request for Proposals (RFP) process to identify potential "turnkey" suppliers for the project, including development of supply wells, treatment, transmission, storage, distribution, and waste handling. Initially, CMWSC began the concept of a turnkey brackish desalination project by negotiating with Seven Seas, but after five years of negotiations failing to reach an approvable agreement, CMWSC elected to end negotiations with Seven Seas and issue a competitive RFP. Four teams submitted responses to the RFP, including Seven Seas, Aqualia, TSG, and BGICO. After evaluating proposals, and conducting interviews, CMWSC proceeded forward with BGICO based on local capabilities for supply and waste disposal in the Austin area. Prior to the RFP being advertised, BGICO obtained a one-time legislative dispensation to allow for expedited well development approval on its property, which would accelerate its anticipated project schedule.

**Contact: Matthew Pickle, General Manager, Creedmoor Maha WSC, (512) 243-2113**

**Project Cost: \$42,000,000** (estimated, Guaranteed Maximum Price still being negotiated)

**Project Funding Method:** Utility bond funding and development fees

**Date:** 2025 to current



## 2. Phase I Brackish Surface Water Treatment Plant Expansion – Completed Under Prior Engagement\*

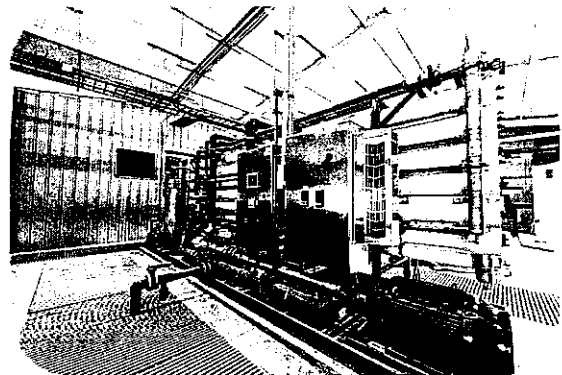
Parker County Special Utility District (PCSUD). Brock, Texas

While working at his previous firm, Mr. Berryhill provided planning, design and construction services for an upgrade and expansion of **Parker County Special Utility District's (PCSUD)** existing 1.0 million gallons per day (MGD) brackish surface water desalination treatment plant. While PCSUD's existing desalination plant was rated for 1.0 MGD for "on paper" capacity, original project design and construction issues led to an effective plant capacity of only 0.5-0.6 MGD.

Mr. Berryhill's design upgraded the existing plant processes to first restore the original 1.0 MGD capacity as well as installing additional treatment components to further expand the facility up to 2.0 MGD, while also preparing the site for further expansions in the future. The project included replacement of the existing intake system, pretreatment system, upgrade of the existing membrane filtration system, pilot testing and design of a new ceramic membrane filtration system, addition of a new reverse osmosis (RO) membrane system, upgrade of the existing RO system, addition of a new high service pump station, and addition of new waste handling systems at the plant. Also included in the scope of the project was a Texas Pollutant Discharge Elimination System (TPDES) discharge permit for PCSUD for a new permitted discharge to the Brazos River for disposal of the RO concentrate stream and a comprehensive Operations and Maintenance Manual.

Critical challenges that were successfully met during the design and construction of this project include the following.

- Coordination with Texas Water Development Board (TWDB) to obtain project funding through its Drinking Water State Revolving Fund Program (DWSRF);
- Design of advanced treatment systems to significantly enhance recovery of treated water;
- Coordination with the Brazos River Authority to obtain additional water rights;
- Fast-track design and construction in parallel to maintaining current plant production;
- Identification of discharge method to allow the disposal of a large amount of highly brackish reject water; and,
- Fitting the advanced treatment technologies and associated improvements within a limited site.

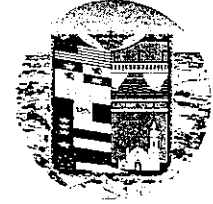
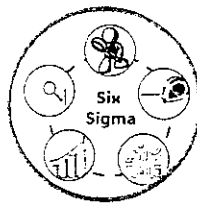


**Contact: Dakota Tawater, General Manager, Parker County SUD, (817) 594-2900**

**Project Cost: \$15,000,000**

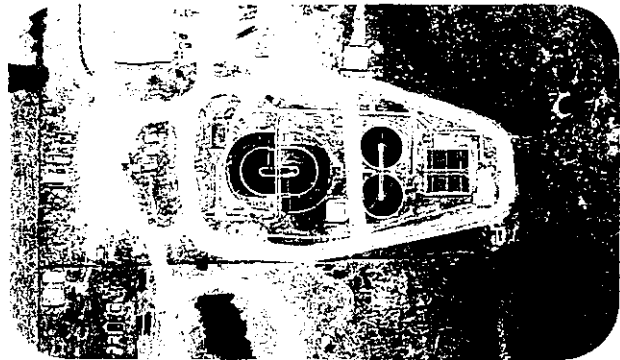
**Project Funding Method: TWDB DWSRF state funding**

**Date: 2018-2024**



### 3. Phase I Wastewater Treatment Facility Improvements City of Van Alstyne, Texas

Anubis and Mr. Berryhill are currently providing planning, design, permitting, project management, construction management and inspection and operation and maintenance (O&M) services for this project. A previous consultant recommended a full replacement of the City's existing 0.95 million gallons per day (MGD) wastewater treatment facility (WWTF) as the facility could no longer meet permit limits at the permitted design flow. In the previous consultant's recommendation,



the proposed replacement of the City's existing WWTF would cost approximately \$30MM, and would not include any process upgrades or improvements in O&M efficiency.

Anubis was hired to evaluate the previous project approach and to assist the City in developing alternatives to repurpose and reuse portions of the existing WWTF if feasible to accomplish the same goal for capacity and compliance. After identifying and evaluating multiple options with City staff, Mr. Berryhill prepared a recommendation for a phased set of improvements for the existing WWTF, restoring system capacity and compliance by implementing prioritized improvements over several project package phases, tied to funding availability by the City. While phasing a project can be more expensive to inflation over time, the prioritized improvements approach recommended by Mr. Berryhill could be completed for less than \$13MM overall, which is less than 50% of the previous consultant's estimated price for a full plant replacement (\$30MM).

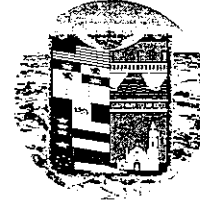
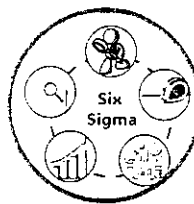
Anubis is currently providing planning, permitting, design, master planning support, capital projects planning support, procurement support, construction administration, and commissioning support for this project, as well as supporting the City of Van Alstyne in wastewater master planning for future wastewater treatment needs.

**Contact:** Tristan Cisco, Director of Public Works, City of Van Alstyne, (903) 482-5426

**Project Cost:** \$13,000,000 (estimated based on all five phased project packages)

**Project Funding Method:** City bond funding

**Date:** 205 to current



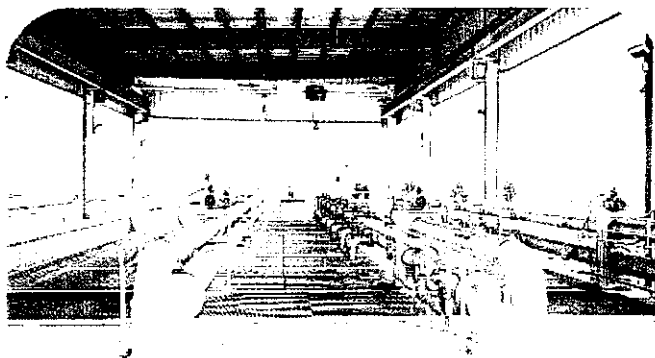
4. Hamby Water Reclamation Facility and Indirect Reuse Project – Completed Under Prior Engagement\*  
City of Abilene, Texas

While working at his previous firm, Mr. Berryhill provided planning, design, permitting, project management, construction management, inspection and Operation and maintenance (O&M) services for this project, valued at \$82 million. Mr. Berryhill was the project manager and lead technical engineer of record for this important drought response project and was supported by Alan Plummer Associates. The wastewater treatment plant



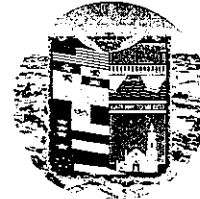
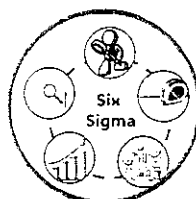
(WWTP) serving the **City of Abilene** was originally constructed in 1956. The City's WWTP was expanded and upgraded several times over the past 50-plus years to its current capacity of 22 million gallons per day (MGD). Having exceeded the service life for the treatment units, Mr. Berryhill designed a new treatment facility, with construction completed to allow discharge of advanced treated wastewater in less than 12 months in 2015.

In addition to needing to replace treatment system components to maintain compliance with discharge permit limits, the City was also in the grip of a major ongoing drought. For this reason, Mr. Berryhill was also tasked with the design of necessary improvements to add advanced treatment processes to the WWTP to support the implementation of an indirect potable reuse project for the City.

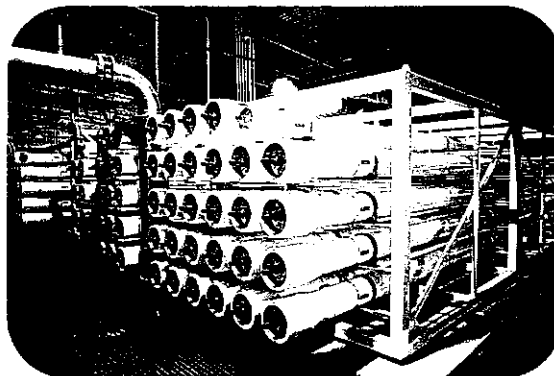


Abilene's WWTP needed to be capable of meeting requirements for indirect potable reuse and Type I reuse. Improved system redundancy, implementation of an automated supervisory control and data acquisition (SCADA) system, enhanced energy efficiency and biological and chemical nutrient removal capability were all key components for successfully meeting these treatment objectives. Mr. Berryhill based the project on processes including Biological Nutrient Removal

(BNR), Membrane Bioreactor (MBR), Reverse Osmosis (RO), Ozone and Biologically Active Contactors (BAC) technologies in order to meet the City's project goals.



The City's upgraded WWTP included both coarse and fine mechanical screens, coarse and fine grit removal systems, an influent wastewater pump station, flow equalization systems, a secondary BNR process designed for biological phosphorus removal, enhanced energy recovery and tertiary filtration using MBR membrane filters, RO treatment, Ozone treatment, BAC filtration, chlorine disinfection and aerobic solids storage and disposal. Also included in the scope of the project was a major amendment of the City's Texas Pollutant Discharge Elimination System (TPDES) discharge permit for a new permitted discharge to one of the City's surface water reservoirs and a comprehensive Operations and Maintenance Manual.



Mr. Berryhill worked with Abilene leadership to select a Construction Manager at-Risk (CMAR) using a 2-step selection process. Mr. Berryhill initiated preliminary design in May 2013. CMAR selection was completed in September 2013. Field construction started on January 25, 2014 and reclaimed water was sent to Lake Fort Phantom on January 7, 2015, less than 12 months from the first concrete pour.

In order to minimize the lead time for operators to obtain training on the new processes, Mr. Berryhill also conducted operator training sessions with the WWTP operations staff on a biweekly basis throughout planning, design and into construction to minimize startup, performance testing, and operator learning curve timing. Mr. Berryhill continued training sessions on each treatment process as the new facilities were brought online, to assist operations staff with process troubleshooting, basic operations, and process optimization techniques.

The successes of the project were many and are summarized below.

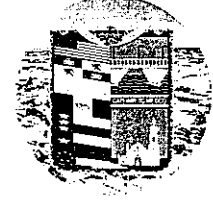
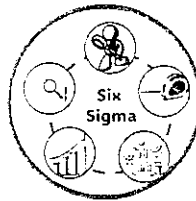
- Largest MBR facility in the State of Texas (still the largest as of 2025);
- No interruptions to operations and treatment over the entire construction period;
- Maximum use of the existing plant site by re-purposing as many existing structures as possible;
- Provided an additional 7.0 MGD of water supply through reuse; and,
- \$82 million in design and construction with discharge of advanced treated wastewater effluent in less than 12 months.

**Contact: Matthew Dane, PE, Director of Utilities, City of Abilene, (325) 676-6419**

**Project Cost: \$82,000,000**

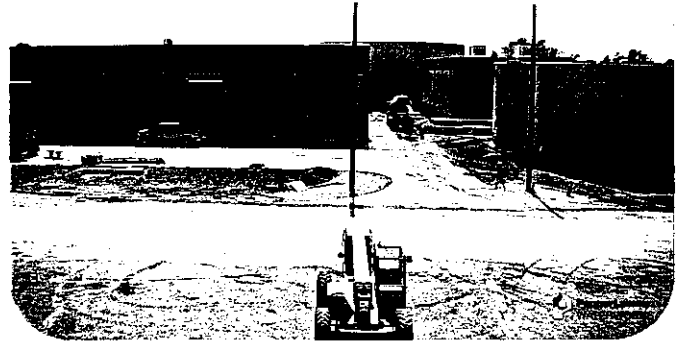
**Project Funding Method: Utility bond funding**

**Date: 2012-2023**



5. Second Stage Drought Response Project - Raw Water Roughing Facility (RWRF) – Completed Under Prior Engagement\*  
 City of Abilene, Texas

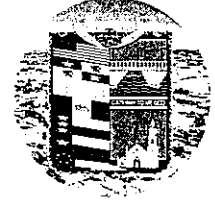
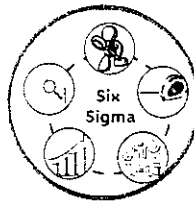
While working at his previous firm, Mr. Berryhill provided planning, design, permitting, project management, construction management, resident inspection and O&M services for this project, which is valued at \$105 million. Mr. Berryhill was tasked to identify and develop the design for necessary improvements to utilize brackish raw water from Possum Kingdom (PK) Lake and desalinating the PK raw water to a sufficient level to match current raw water quality from Hubbard Creek Reservoir (Hubbard).



Multiple significant challenges had to be overcome for successful completion of the project, including time, water availability, site footprint, and waste handling requirements. The City of Abilene decided in the Summer of 2014 to proceed forward with another drought response project in the form of the PK project, with the goal of starting to utilize PK water no later than Summer 2015.

Mr. Berryhill determined that the only potentially feasible approach to meeting this highly aggressive goal was to fast-track design as well as an alternative delivery method for construction, such as a Construction Manager at-Risk (CMAR) approach. Mr. Berryhill began design in September 2014 and initiated pre-procurement of all major equipment, as well as initiating the selection process for CMAR contractors; as of January 2015, design was completed and the selected CMAR contractors began initial site work at the new RWRF and pipeline construction sites. Work on both the RWRF and pipelines was completed in October 2015.

The treatment systems ultimately selected were based on required construction footprint, capital and Operation and Maintenance (O&M) cost, operational flexibility, lead time for construction and capability of meeting treatment goals for Total Dissolved Solids (TDS), chloride, sulfate and hardness. The City's RWRF includes raw water pumping, transmission and storage, a new pretreatment membrane filtration (MF) system to protect the new reverse osmosis (RO) system, a tertiary recovery MF system to enhance net MF recovery, RO treatment for dissolved mineral reduction, chloramine disinfection to maintain positive bio-fouling control, product water storage, pumping and transmission and RO concentrate waste transmission and disposal. Also included in the scope of the project was a Texas Pollutant Discharge Elimination System (TPDES) discharge



permit for the City for a new permitted discharge to the Brazos River for disposal of the RO concentrate stream and a comprehensive Operations and Maintenance Manual.

Mr. Berryhill worked with Abilene leadership to select a CMAR contractor using a single-step selection process. Mr. Berryhill initiated preliminary design in September 2014. CMAR selection was completed in December 2014. Construction was started in January 2015 and was completed in October 2015, approximately 10 months from issuance of Notice to Proceed for construction.

Critical challenges that were successfully met during the design and construction of this project include the following.

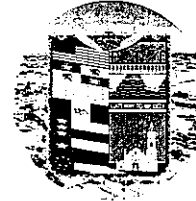
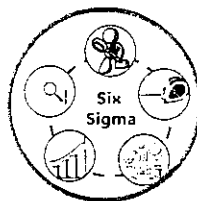
- Design of advanced treatment systems to significantly enhance recovery of treated water;
- Coordination with the Brazos River Authority and landowners along the pipeline route;
- Fast-track design and construction of one of the largest MF and RO systems in Texas;
- Identification of discharge method to allow the disposal of a large amount of highly brackish reject water; and,
- Fitting the advanced treatment technologies and associated improvements within a limited site.

**Contact: Matthew Dane, PE, Director of Utilities, City of Abilene, (325) 676-6419**

**Project Cost: \$105,000,000**

**Project Funding Method: Utility bond funding**

**Date: 2015**



6. Water Master Planning Program Development – Completed Under Prior Engagement\*  
Parker County Special Utility District (PCSUD), Brock, Texas

While working at his previous firm, Mr. Berryhill provided master planning and capital improvements planning support to the **Parker County Special Utility District (PCSUD)**. PCSUD's existing water system began as a rural water supply cooperative located just west of Weatherford, Texas. During its conception, PCSUD relied on a mixture of groundwater and purchased wholesale treated surface water from the City of Mineral Wells. In 2010 however, PCSUD could no longer obtain sufficient wholesale water from Mineral Wells and its groundwater wells were beginning to run dry. As a result, PCSUD began to implement a brackish surface water desalination system.

Unfortunately, the previous consultant used by PCSUD did not have any experience in developing water master plans, capital improvements plans, or necessary impact fee programs, resulting in the majority of development-focused infrastructure improvements being paid for primarily out of water rates, instead of a pro-rata share based on number of connections currently being served versus new connections being added by developments.

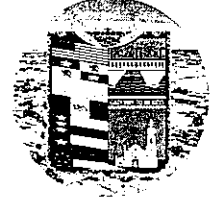
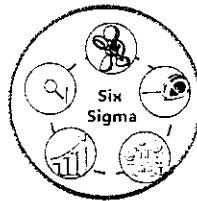
Mr. Berryhill assisted PCSUD with developing water supply alternatives to evaluate current, 5-year, 10-year, 20-year, 30-year, and 50-year water demand horizons, as well as preparing 10-year capital projects windows to support revisions to PCSUD's current impact fee program. One of the major goals of this master planning process was to prepare "living documents" with spreadsheets and modeling programs to allow for rapid planning updates based on new developer changes in between major master planning report update cycles.

**Contact: Dakota Tawater, General Manager, Parker County SUD, (817) 594-2900**

**Project Cost: N/A**

**Project Funding Method: PCSUD Utility Funding**

**Date: 2018-2024**



## 7. Global M&A Program Management. 3M Communication Market Division (CMD) Acquisition & Integration

### Global Acquisition & Integration Program – Corning / 3M CMD

One of the most impactful programs that Mrs. Avitia led was during her time at Corning Incorporated, where Veronica served as a Worldwide Program Manager supporting mergers and acquisitions. One of those was the acquisition of the 3M (CMD) Communication Market Division, a business that supports data centers and telecommunications infrastructure, the type of “behind-the-scenes” infrastructure most people don’t see, but communities depend on every day.

At the beginning of that project, Mrs. Avitia’s role was to help leadership truly understand what we were acquiring. That meant conducting a deep-dive business assessment, pulling together technical, operational, financial, and risk-related data so leadership could make informed decisions. Working closely with legal, operations, engineering, and finance teams to define acquisition goals, identify risks, and establish a structured approach to due diligence. The objective was clarity, transparency, and confidence before moving forward.

Once the acquisition was approved, Veronica’s role evolved into Integration Program Manager, which is where the complexity really began. She was responsible for coordinating multiple workstreams at the same time - manufacturing, systems, facilities, inventory, and people across different countries and cultures. Many of the leaders involved did not report directly to Mrs. Avitia, so success depended heavily on communication, trust, and structure.

One major component of the integration was the relocation of manufacturing operations from California and China to Mexico, which required careful planning to avoid disruption. To allow operational leaders to stay focused on production, Veronica took ownership of coordinating infrastructure, equipment transfers, furniture, and capital procurement as separate but aligned projects within the 100% assigned integration team. That approach reduced distractions, minimized risk, and kept the integration moving forward.

Throughout the program, Mrs. Avitia established regular communication cadences, created clear milestones, and adjusted plans as conditions changed. She also implemented a multicultural communication strategy, particularly for teams in the U.S., Mexico, China, and Japan, to ensure alignment and maintain morale during a period of significant change.

The results from this program:

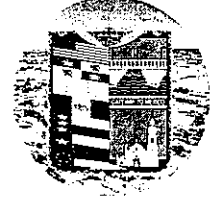
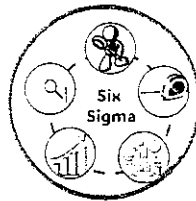
- \$400M in revenue growth,
- \$14M in synergy savings,
- \$70M in global inventory managed

While being 20% under budget.

**Contact:** James Sanders, Merge and Acquisition Director, Corning Incorporated, (817) 584-3350

**Project Type:** Acquisition and Integration

**Date:** 2020



### 8. Operational Excellence & Lean Six Sigma Project - Cable Manufacturing

In another role at Corning Cable Systems within Corning Incorporated, Mrs. Avitia led a Lean Six Sigma initiative focused on improving operational efficiency and reducing waste. The issue the Corning Cable team was facing was material scrap generated during equipment setup and changeovers in the cable stranding process, impacting the usage and consumption of raw materials. This situation was presented within several plant reviews and engineering meetings where the data was analyzed and the problem was appropriately measured, providing the project baseline. The main component to focus for an initial review was the cable – with a waste of 45 meters of scrap per order. That waste directly impacted cost, capacity, and scheduling.

Rather than applying quick fixes, Veronica led the project using the DMAIC Six Sigma framework. Mrs. Avitia started by clearly defining the problem and aligning stakeholders through a project charter and SIPOC analysis. From there, gathered data, performed root cause analysis, and identified critical process variables.

Mrs. Avitia utilized a Design of Experiments (DOE) to test different process parameters in a controlled way, allowing us to understand which factors truly drove variation. Based on those findings, she implemented standardized work, updated SOPs, revised Total Preventive Maintenance (TPM) procedures, and strengthened training and certification requirements.

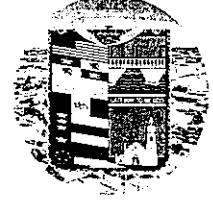
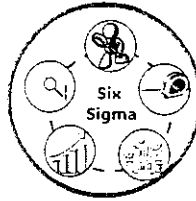
The project also focused on sustainability, ensuring the improvements would hold over time. That included updating TPM practices, modifying training plans, and recognizing team members for their contributions, which helped boost engagement and ownership.

The project delivered \$2M in operational cost savings, improved throughput, and was completed on time and within budget.

**Contact:** Daniel Arenas, Engineering Project Manager, Corning Incorporated, (607) 261-0584

**Project Type:** Equipment and Process Capability Improvement

**Date:** 2019



## **XIV. KEY CLIENT REFERENCES**

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### **REFERENCE NO. 1**

|              |  |
|--------------|--|
| NAME:        | Dakota Tawater                                 |
| TITLE:       | General Manager                                |
| ORGANIZATION | Parker County Special Utility District (PCSUD) |
| PHONE NUMBER | (817) 594-2900                                 |
| EMAIL:       | dakota@parkercountywater.com                   |

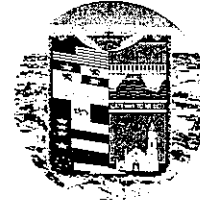
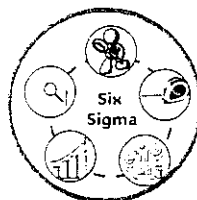
#### **PROJECT AND PROGRAM MANAGEMENT SUPPORT:**

Evaluation of existing water treatment plant (WTP), identification of capacity / performance / compliance improvements for the existing WTP, assistance of PCSUD with obtaining over \$80,000,000 in grant and loan funding for capital projects, redevelopment of PCSUD's master planning program, redevelopment of PCSUD's capital improvements program, redevelopment of PCSUD's impact fee program, development of multiple discharge and land application permits for existing and proposed WTP facilities, etc.

#### **TESTIMONIAL:**

"We have worked with Mr. Berryhill since 2018 on securing funding for several critical infrastructure projects, as well as providing essential engineering support. His rare combination of funding, regulatory, and engineering expertise makes him exceptional at helping utilities efficiently obtain grants and low-interest loans. Joshua's knowledge of funding programs is unmatched - often exceeding even that of agency staff - and he consistently finds creative paths to funding eligibility that others overlook.

Our collaboration has always felt more like working with a trusted team member than with an outside consultant. I wholeheartedly recommend Mr. Berryhill and his new firm, Anubis, to any utility seeking a knowledgeable, dependable, and results-driven partner. Joshua is a true asset to any project he supports."



## **REFERENCE NO. 2**

NAME: Troy Hotchkiss  
TITLE: Sr. Solutions Architect  
ORGANIZATION: Schneider Electric (SE)  
PHONE NUMBER: 214) 957-1357  
EMAIL: troy.hotchkiss@se.com

### **PROJECT AND PROGRAM MANAGEMENT SUPPORT:**

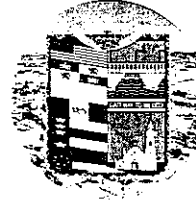
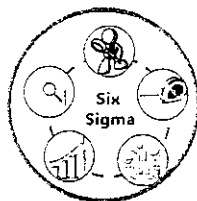
Evaluation of existing wastewater treatment plant (WWTP) for several of SE's municipal clients (under a Design-Build [DB] approach), identification of capacity / performance / compliance improvements for each existing WWTP, assistance of SE in funding programmatic requirements for one of SE's WWTP projects, technical review of another consulting firm in support of one of SE's WWTP upgrade projects, development of permit renewals and/or amendments to support existing WWTPs, assistance of SE in developing phasing of capital projects for each WWTP, design of capacity enhancement and energy optimization improvements for each of SE's WWTP projects, etc.

## **REFERENCE NO. 3**

NAME: Tristan Cisco  
TITLE: Director of Public Works  
ORGANIZATION: City of Van Alstyne, Texas (City)  
PHONE NUMBER: (903) 482-5426  
EMAIL: tcisco@cityofvanalstyne.us

### **PROJECT AND PROGRAM MANAGEMENT SUPPORT:**

Evaluation of existing wastewater treatment plant (WWTP), identification of capacity / performance / compliance improvements for the existing WWTP, assistance of the City in resolving historical WWTP permit compliance issues, assistance of the City in redeveloping its master planning program, updating the City's capital improvements program, updating the City's impact fee program, development of multiple discharge and land application permits for existing and proposed WTP facilities, etc.



#### **REFERENCE NO. 4**

NAME: Brad Marshall  
Title: Director, Engineering & Project Delivery  
Organization: Texas Water Utilities, L.P. (TWU)  
Phone Number: (512) 348-2721  
Email: brad.marshall@nexuswg.com

#### **PROJECT AND PROGRAM MANAGEMENT SUPPORT:**

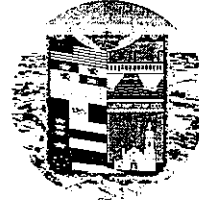
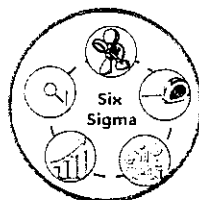
Evaluation of existing water treatment plants (WTP) and wastewater treatment plants (WWTP), identification of capacity / performance / compliance improvements for TWU's existing WTPs and WWTPs, assistance of TWU in resolving historical WTP and WWTP compliance issues, assistance of TWU in developing phased improvements for several of its WTPs and WWTPs, assistance of TWU in obtaining over \$10,000,000 in grant funding for projects, assistance of TWU in supporting multiple industrial water use facilities and data centers, assistance of TWU in addressing developer utility requests while protecting TWU's water and wastewater system resources, etc.

#### **REFERENCE NO. 5**

NAME: Matthew Dane  
TITLE: Director of Water Utilities  
ORGANIZATION: City of Abilene (City)  
PHONE NUMBER: (325) 676-6405  
EMAIL: matthew.dane@abilenetx.gov

#### **PROJECT AND PROGRAM MANAGEMENT SUPPORT:**

Evaluation of existing water treatment plants (WTP) and wastewater treatment plant (WWTP), identification of capacity / performance / compliance improvements for the existing WTPs and WWTP, development of a potable reuse program for the City, assistance of the City in emergency response recommissioning of the City's primary WTP during Arctic Storm Uri, updating the City's WTP and WWTP master planning program, updating the City's WTP and WWTP capital improvements program, development of multiple discharge and air permit-by-rule (PBR) permits for existing and proposed WTP and WWTP facilities, etc.



## **XV. COSTING AND COMPENSATION STRUCTURE PROPOSAL**

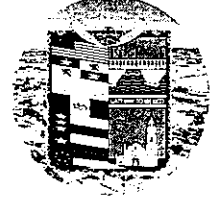
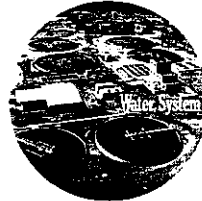
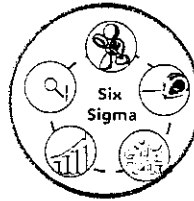
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Anubis further understands that the services outlined in this RFP extend beyond the management of existing projects and resources. The requested support encompasses the development and execution of a capital improvement portfolio, as well as comprehensive water and wastewater engineering function support across the full project lifecycle, including planning, design, procurement, construction, and project closeout. This breadth of responsibility requires flexibility, scalability, and access to experienced professionals who can adapt to evolving priorities and workload demands.

To support transparency while maintaining flexibility, Anubis proposes an hourly rate structure by role and level of responsibility. This approach allows the City of Laredo Utilities Department to clearly understand how resources are allocated, ensures alignment between effort and cost, and provides the ability to scale support up or down as project needs evolve. It also positions both the City and Anubis to collaboratively refine staffing strategies as priorities shift within the capital portfolio.

Anubis believe that this proposed rate structure is the foundation for an open and collaborative discussion. We welcome the opportunity to further align on expectations, workload assumptions, and service levels to ensure a fair, competitive, and value-driven compensation model that supports the City's long-term utility objectives while delivering projects on time and within budget.

Please review the following page for Anubis Engineering Hourly Rate for the Project and Program Management Support Services.



## CITY OF LAREDO UTILITIES DEPARTMENT

### PROJECT AND PROGRAM MANAGEMENT SUPPORT SERVICES

HOURLY CHARGES FOR PROFESSIONAL SERVICES (2025)

Prepared by:

JLB

Date:

12/16/2025

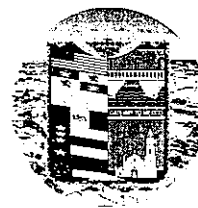
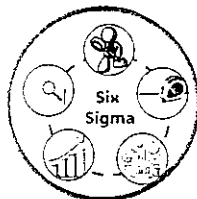
| Hourly Rate Schedule                 |                  |       |       |
|--------------------------------------|------------------|-------|-------|
| Labor / Title Category               | Year Progression |       |       |
|                                      | 2026             | 2027  | 2028  |
| Project Principal                    | \$200            | \$206 | \$216 |
| Senior Project Manager               | \$175            | \$180 | \$189 |
| Project Manager                      | \$150            | \$155 | \$162 |
| Senior Engineer                      | \$140            | \$144 | \$151 |
| Project Engineer                     | \$125            | \$129 | \$135 |
| Staff Engineer                       | \$110            | \$113 | \$119 |
| RPLS                                 | \$150            | \$155 | \$162 |
| Construction / Commissioning Manager | \$150            | \$155 | \$162 |
| Engineer Field Technician            | \$125            | \$129 | \$135 |
| Survey Tech                          | \$75             | \$77  | \$81  |
| CAD                                  | \$125            | \$129 | \$135 |
| Administrative                       | \$50             | \$52  | \$54  |
| Survey Party (3 Resources)           | \$200            | \$206 | \$216 |

| Expense Items                          |                      |
|--|----------------------|
| Consultants, Contractors & Supplies    | Cost plus 5%         |
| Travel ( out of town only)             | Current IRS per mile |
| Lodging and meals ( out of town trips) | Actual Cost          |

Charges include all salaries, salary expense, overhead, and profit.



**ANUBIS ENGINEERING**  
ENGINEERING INNOVATIVE SOLUTIONS. TODAY AND BEYOND



## **XVI. BUSINESS INFORMATION QUESTIONNAIRE**

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Please refer to the following page.