



The
Schlueter
Group



EDWARDS AQUIFER AUTHORITY

REQUEST FOR STATEMENTS OF INTEREST AND QUALIFICATIONS FOR LEGISLATIVE CONSULTING SERVICES

RFQ NO. 003-25-EXE

Submitted by:

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12/2/2025



Enrique Valdiva
Chairman
Edwards Aquifer Authority
900 E. Quincy St.
San Antonio, Texas 78215

Dear Mr. Valdiva:

Let us introduce you to **The Schlueter Group of Texas, LLC (SGT)**.

Over the last 30 years, Stan Schlueter, Jeff Heckler, Brad Schlueter, Scott Miller, Cris Ybarra, Travis Broussard, and associates have represented numerous clients in the areas of governmental affairs, association management, business development, procurement, public/private partnerships, public relations, media relations, and grassroots organizing on the federal, state, and local levels. SGT has continually been recognized for its work and in **February 2025 was ranked as one of the top five lobby firms in the state** and our firm's founder was ranked as the **number one** former legislator / lobbyist in the state.

In our capacity as lobbyists, we have worked closely with the Office of the Governor, Lt. Governor, Speaker of the House, Senate Committee on Water, Agriculture and Rural Affairs, Senate Committee on Local Government, Senate State Affairs Committee, and other Senate Committees, House Committee on Natural Resources, House Committee on State Affairs, and other House Committees.

SGT can increase your lobby presence by providing **Edwards Aquifer Authority (EAA)** a cost-effective, lobby / public relations tool that ensures priorities and objectives are properly addressed by providing a cutting edge, competitive advantage in governmental affairs.

At SGT, we do not believe in "cookie cutter" solutions so prevalent in governmental affairs today. We think-tank everything—providing unique strategies and solutions to your unique problems. We approach our clients' issues from the perspective of a multilevel chess game, using all the tools at our disposal to ensure success.

PRINCIPLED PRACTICE

SGT is built on values and a commitment to our community. Here are a few things you should know about our principles:

- We respect our clients. Whether it's a Fortune 500 company or a fledgling nonprofit charity, our clients receive the respect, dignity, and integrity they deserve. Our clients trust us with their future, and we honor that trust.
- We guarantee our work. If for any reason our clients are not satisfied with our results, we will resolve the issue immediately.
- We give back. We commit heavily in performing pro bono services.

WHY SGT?

We feel strongly SGT can be a tremendous asset to the EAA's success. SGT brings more than 100 years of combined experience at the Texas Legislature and state agencies, plus we offer additional advantages that other firms cannot. These are just a few differences between SGT and our competition:

- SGT was named the **top 5 Lobby Firm in Texas in 2022-2025**.
- **Track Record in Water Issues.** Water issues rank high for the state, counties and cities across Texas. SGT is one of the go-to firms on water. We represent the **Alliance Regional Water Authority, San Antonio Water System, Nestle Water (now Primo Brands), Central Texas Water Alliance** (currently creating this authority in the 2025 Legislature) and **Sharyland WSC**. We passed the City of Buda's aquifer storage and recovery bill (ASR) two sessions ago. In the past we have worked for GEAA, Green Valley SUD and the SOS Alliance. Also, we work with the Texas Water Development board on SWIFT funding and other funding sources.
- **Relationships with Key Committee Chairmen.** SGT has unique and personal relationships with Representative Cody Harris, Chairman of the Natural Resources Committee, Charles Perry, Chairman of the Senate Committee on Water, Agriculture and Rural Affairs, Senator Bryan Hughes, Chairman of the Senate State Affairs Committee and Senator Paul Bettencourt, Chairman of the Senate Local Government Committee. We have a longstanding relationship with **Tracy King, former Chair of House Natural Resources**, a top advisor to Speaker Burrows.
- **Relationships with EAA's Representation.** SGT has superb relationships with EAA's representatives and senators: Senator Judith Zaffirini, Senator Donna Campbell, and State Representative Carrie Issac, Representative Alan Schoolcraft and Representative Erin Zwiener, and several others.
- **Client communication.** Our client retention rate is high because we get results – plus we **prioritize client communication**, which leads to our track record of higher client satisfaction. Our clients always know where they stand.
- **Access.** We have great connections at the Texas Legislature and state agencies – SGT also brings unmatched access to Freedom Caucus representatives and senators.

- **Creativity.** Creative thinking and execution -- our stock in trade.
- **Office and parking.** We offer our office space and free underground parking in our offices to the EAA Board and EAA personnel in the historic Westgate building, the closest offices to the Capitol.

SGT is prepared to offer EAA its "A" Team. As we like to say, there is no "B" Team. EAA will be served by six core partners: Stan Schlueter, Jeff Heckler, Travis Broussard, Brad Schlueter and Scott Miller, Christine Ybarra the other principals of SGT. This structure ensures that EAA is always represented by an experienced operative. Unlike other lobby / law firms, Edwards Aquifer Authority will not be serviced by associates or interns.

SGT pledges to comply with the requirements, provisions, terms, and conditions specified in this RFQ. May this letter serve as our certifying statement that The Schlueter Group of Texas is not aware of any existing conflicts of interest with the EAA or its Board of Directors.

Brad Schlueter and Jeff Heckler are authorized to contractually obligate SGT and authorized to negotiate a contract. You can also contact either of them for any proposal clarification.

Our contact information:

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Jeff Heckler
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Thank you in advance for your consideration!

Respectfully,

Stan Schlueter
CEO and Founder

Overview

As you know, the **Edwards Aquifer Authority (EAA)** is a unique, legislatively created regulatory body charged with managing and protecting one of Texas' most important natural resources. Established in 1993 by Senate Bill 1477, the Authority emerged from decades of regional conflict over groundwater pumping, springflows, and compliance with the Endangered Species Act. Its creation brought order, science, and long-term planning to what had long been a loosely regulated system. From its headquarters in San Antonio, the EAA oversees groundwater withdrawals, issues and manages pumping permits, conducts aquifer-level monitoring, administers critical period reductions during drought, and implements the region's **Habitat Conservation Plan (HCP)**—the bedrock of federal compliance for the protection of Comal and San Marcos Springs.

Today, the EAA is in a period of transformation as it shifts from a strictly regulatory posture to a broader mission built around **scientific leadership, springflow protection, aquifer sustainability, and regional drought resilience**. The EAA continues to invest heavily in advanced groundwater modeling, recharge and dye-trace research, and enhanced monitoring networks. These scientific tools now play a central role in how EAA sets policy, anticipates drought impacts, and coordinates with cities and utilities. Modernizing its permitting systems, strengthening compliance tools, and improving public transparency are also key internal priorities.

At the legislative level, the EAA will remain engaged in discussions surrounding **critical period management, groundwater-pumping formulas, exempt-well oversight, and long-term Endangered Species Act compliance**. As drought cycles intensify and springflows become more variable, the Legislature may revisit pumping-reduction triggers, potable-use exemptions, and the cumulative impact of exempt domestic and livestock wells—issues where the EAA must protect its scientific credibility and regulatory stability. Rapid, large-scale development over the aquifer's **recharge and contributing zones** also continues to create political pressure on land-use authority, stormwater controls, wastewater discharge permitting, and cumulative impacts from high-density subdivisions. While the EAA is not a land-use agency, it has a strong interest in ensuring that any legislation affecting counties, TCEQ, or municipal preemption does not undermine aquifer protection.

The Authority is also entering a period where new statewide funding mechanisms offer opportunities, either directly or through partnerships. The **Texas Water Fund, the New Water Supply for Texas Fund, and expanded Texas Water Development Board (TWDB)** programs create potential pathways for supporting the EAA's scientific and monitoring work. Although the Authority does not construct water-supply projects, it plays a key role in regional planning, and TWDB-supported initiatives could strengthen **aquifer-science programs, groundwater-modeling capacity, recharge research, biological monitoring, and drought-response tools**. Funding for environmental flows studies, watershed protection, and infrastructure-related data technologies may also align with EAA's long-term mission.

Looking ahead, the EAA is preparing for several challenges that will shape its legislative and regulatory agenda. Increasing **climate-driven hydrological volatility**—longer droughts, more extreme recharge deficits, and intense storm events—will require continual refinement of the Authority’s scientific modeling and drought-management policies. Population growth across Comal, Hays, Medina, and northern Bexar counties is accelerating demand for permits, expanding the compliance workload, and elevating concern about the cumulative effects of development over karst terrain. In parallel, federal expectations tied to future phases of the **Habitat Conservation Plan** will intensify, adding another layer of regulatory and legislative complexity.

In sum, the Edwards Aquifer Authority stands at the intersection of hydrology, rapid regional growth, endangered species protection, and Texas groundwater politics. It needs capable representation to protect its statutory authority, support its science-driven mission, engage effectively with the Legislature, and help secure the resources and policies necessary to ensure the long-term sustainability of the Edwards Aquifer.

Issues Emerging on the Horizon

- **Climate-driven hydrological volatility**

Longer droughts, more severe recharge deficits, and more intense storms will push the EAA to update its scientific and regulatory frameworks — often requiring legislative engagement.

- **Growth pressure over the Recharge & Contributing Zones**

Fast-growing areas like Comal, northern Bexar, Hays, and Medina counties are creating unprecedented demand for permitting, modeling, and compliance oversight.

- **Increasing political attention to groundwater rights**

Future legislation may revisit pumping caps, permit transfers, municipal use exemptions, and groundwater-surface water disputes — all areas where the EAA must protect its statutory authority.

- **Federal expectations under the next HCP renewal cycle**

The current Habitat Conservation Plan has a finite horizon; federal negotiations will intensify as renewal approaches.

Scope of Work

SGT proposes the following program for EAA:

Activities

- Provide strategic and rapid response lobby services
- Work with the EAA's leadership to formulate and execute a government relations master plan. SGT will develop legislative priorities and create a strategic government relations plan in advance so that you can measure our performance once the session is completed.
- Work with EAA's local delegation to advance legislative priorities
- Meet with key legislative leadership: Speaker, Governor, Lt. Governor, House and Senate Leadership
- Support public relations, media relations, and crisis management
- Assist in developing connections with other political subdivisions and membership organizations to support mutual goals. We have a strong relationship with the Texas Rural Water Association.
- Provide a stream of positive information regarding the EAA to the media, if needed
- Work with the Texas Water Development Board, Public Utility Commission, Texas Commission on Environmental Quality and others Identify state grant and loan opportunities
- Provide weekly reports and an end-of-session report and provide personal updates upon request and / or on a regular basis, including periodic Board presentations.
- Assist in preparing testimony for state and regulatory committees
- Monitor interim studies for opportunities or threats
- Advance bipartisan agenda
- Maintain a flow of information to EAA regarding state and federal governmental trends and programs
- Collaborate on research and policy papers as needed
- Identify and monitor all relevant interim charges

Communications Methodology and Technical Approach

No Cookie Cutter Strategies

The horizontal business model naturally trends to an essential ingredient for any successful legislative / governmental affairs agenda, in our opinion. Namely a collaborative, think-tanking exercise that identifies problems, solutions, tactics and strategies at the outset. Potential content for public relations efforts is identified and massaged; tactics and strategies are dissected and then recommended, potential pitfalls are considered, alternative strategies are developed, etc. At SGT **we do not cookie cutter anything**, and our intensive think-tanking process accomplishes several things:

- Increased knowledge among the lobby team of EAA's business processes and issues of interest;
- Incubating innovative solutions to EAA's goals and objectives while identifying every possible foreseeable scenario and nuance;
- Preventing future undesirable results by anticipating and reacting far in advance;
- Creating a high energy environment that begets success; and
- Devising the most efficacious communication tools and protocols that best suit EAA's goals and objectives.

The team approach is the most effective medium to successful lobbying - a natural extension of the horizontal management model. Done correctly, in which the team functions together daily, it can produce exciting results. Ad hoc teams can be effective as well, but it is no replacement for a team that goes through everything together - adversity - triumph. The team model works for sports teams, military operations, businesses and particularly well in governmental affairs.

Communication Protocols with the EAA

Communications protocols will be dictated by EAA's preferences - level, frequency and media. As you know, the information age has given us many communication modalities and technologies. It all comes down to the EAA – whatever works for you. At a minimum we will provide weekly, monthly reports and an end-of-session report and presentation. As mentioned previously, SGT does not cookie cutter anything, communications included.

Quality Controls

Quality controls for a legislative team are rooted in the success of the various efforts, which again makes it easier to evaluate in a lateral / horizontal management model. Success is measured in benchmarks, in progress and is established early in the process with EAA leadership and staff. Also, different priorities may have varying levels of attainment and desired degrees of success.

Client satisfaction is ultimately measured in progress and success. The best way to monitor that is the ongoing veracity and strength of the communication protocols.

This is the juncture where many legislative efforts stumble. Prematurely delivered guidance, tactics, and strategies before the client's goals, priorities, and issue are thoroughly vetted can be extremely problematic with future consequences. The fatal flaws to most legislative / business development efforts are hatched from the beginning when the participants are not willing or able to perform the requisite upfront work that nurtures success. Ironically, an exhaustive think-tanking process will nearly always save time, reduce or eliminate obstacles while ultimately bear the fruit of success. Our experience shows us that a one-size-fits-all approach is most often a failed one.

Other legislative affairs firms will no doubt offer impressive credentials but we insist on approaching our work like a multi-level chess game. One-dimensional lobbying seems to be a casualty of the past.

Technology Capabilities for Bill Tracking and Grassroots

SGT utilizes Telicon (Texas Legislative Service) as its comprehensive lobby tracking tool - Bill tracking, analyses (including Artificial Intelligence), instant notification of when tracked bills are being laid out in committee or on the floor, member and staff information, committee makeup, committee hearing news updates, committee postings, historical record of all a clients' tracked bills and comments on the bill, political news, and more. SGT also uses the state website, Texas Legislature Online.

SGT relies heavily on Constant Contact to push policy messaging to specific offices or whole caucuses and stakeholder groups.

EAA's Leadership Role

SGT works successfully when synergism is achieved with the client. SGT organizes "think-tanking" sessions to harness this energy. SGT can also work autonomously and successfully with clear direction from EAA's leadership.

EAA's role would be to determine and clearly define its priorities, legislative or otherwise; provide its expertise that only EAA has which will be harnessed for public testimony and high-level meetings purposes; provide technical support documents that support its priorities.

Case Study in Creating a Water Authority

Note: We find it helpful to provide a real-life case study in how we work.

In 2016, Hays Caldwell Public Utility Agency (HCPUA) determined that its future was tied to reconfiguring its public utility agency status to that of a water authority. There were many good reasons for the conversion -- particularly a water authority's ability to utilize eminent domain. If HCPUA was to fulfill its goal of serving the regional water needs, a water authority conversion was paramount.

SGT set about strategizing and identifying bill sponsors: We recommended Rep. Jason Isaac-R and Sen. Judith Zaffirini-D be approached for bill sponsorship. SGT had excellent relationships with both members, plus we felt having a Republican and a Democrat on the bill was a big positive. It did not hurt that Sen. Zaffirini is a bill passing "machine," often passing more bills than any member in any given legislative session.

We scheduled meetings with both offices while HCPUA's general counsel fine-tuned the proposed bill which would be submitted to Texas Legislative Council for final bill drafting. Rep. Isaac agreed immediately, but Sen. Zaffirini needed time and more information to decide. Sen. Zaffirini's office needed nurturing on the issue because she is very assiduous (she has the world record on number of consecutive votes without missing one – 27,000 plus.)

Ultimately, she agreed and SB 1198 / HB 2540 was born: An Act relating to the conversion of the Hays Caldwell Public Utility Agency to the Alliance Regional Water Authority; providing authority to issue bonds; granting the power of eminent domain; providing authority to impose fees. SGT's opinion was that the bill did not constitute a "local" bill because of its regional reach and therefore not subject to local bill reporting requirements. The Texas House Parliamentarian disagreed and citing this constitutional requirement: "...substance of the contemplated law shall have been published at least thirty (30) days and not more than ninety (90) days prior to the introduction thereof in a newspaper or newspapers having general circulation in the county or counties in which said district or any part thereof is or will be located and by delivering a copy of such notice and such bill to the Governor."

SGT worked with the legislative members, HCPUA and HCPUA general council to publish notice. The bills could not be introduced until the reporting requirements were satisfied. As a result, the bills were filed relatively late: HB 2540 was filed on Feb 28 and SB 1198 on March 2.

Even though the bills were filed later than expected, there was little cause for concern at the time because of their local bill status. Legislators rarely have problems with other legislators' local bills. No one had voiced any opposition.

That changed on the day of the hearing on April 3. Senator Lois Kolkhorst-R expressed some concerns regarding her sentiment that the water in her senate district should not go outside the district to other areas (i.e., San Antonio). SGT met with her staff to discuss those concerns and started working on an amendment to alleviate any concerns.

Things took another turn three days later, on April 6. HB 1198 was reported favorably but only by the narrowest of margins: 4 for; 3 against and 1 present and not voting. This vote was highly unusual for a local bill and we swung quickly into action.

Sen. Chuy Hinojosa abstained on the bill and we immediately went to see him. While we met with staff, we noticed him slip out his back entrance to avoid us. Something was afoot.

We dug in deep and were able to ascertain that a powerfully connected businessperson and his company were making inroads in the retail water business in Hays County. Novices in the water business, they

were't certain how they felt about the legislation but expressed concerns to Governor Greg Abbott's office. We met with the Governor's Office and Senator Zaffirini's staff to address any concerns, but the Governor's Office was having difficulty expressing any real details about those concerns. This made handling any objections so much harder.

Meanwhile, on April 11, 2017 we struck an agreement with Sen. Kolkhorst on language for her amendment which she would offer when SB 1198 is heard on the senate floor. Her amendment addressed her concerns about the new authority's ability to sell water outside their region.

On April 13, 2017 – HB 2540 was heard in the House Committee on Special Purpose Districts. Like in the Senate Committee, Graham Moore testified in support of this bill before the legislative members of the committee. At the time, Representative Cecil Bell also expressed some concerns regarding this bill. SGT has a longstanding relationship with Rep. Bell and was able to alleviate his concerns after the hearing concluded. But it raised another red flag: was the bill being targeted because we were creating "bigger and more government" – anathema to the very conservative wing of the Republican Party? We had to keep an eye on that.

A couple of days later on April 18, the Texas Senate passed out SB 1198 with Senator Kolkhorst's amendment attached to the bill by a vote of 28 to 3. At the time, we felt we were finally moving past any objections, but not so.

The Governor's Office was still presenting problems. In May, the Governor's Office had additional concerns with SB 1198 and sent questions to Rep. Isaac and his staff to answer regarding this bill. We worked with Graham Moore to answer those questions and provide a response back to Rep. Isaac's office. On May 8, 2017, we agreed on language changes to HB 2540 / SB 1198 that the Governor's Office wanted. The questions were not that informed and substantive leading us to think we still had a Governor's Office problem. Our sense was that Governor's Office wasn't exactly sure what to do with the bill. It felt like they opposed it but they never weighed-in in a strong, overt manner.

SB 1198 made its way to the House and caught up with HB 2540 and on May 12, the House Committee on Special Purpose Districts voted unanimously to support SB 1198.

We had heard that Rep. Stickland, Chair of the Freedom Caucus, had some concerns with SB 1198. That could be a serious problem because he was targeting many local bills regarding special districts on the grounds of opposing more and bigger government. The last thing we needed was for Stickland or those of his ilk to kick SB 1198 off the Local & Consent Calendar when it was heard on the House floor on May 24. It was the last Local Calendar and a "no tomorrow" scenario. We worked with Rep. Stickland and the Freedom Caucus members to alleviate their concerns. But you never know.

We also picked up that Rep. Cyrler may also have concerns with SB 1198. We worked closely with him to alleviate his concerns.

May 24 was a nail biter. The entire last local calendar was in jeopardy because Rep. Harold Dutton – D was on the warpath over what he perceived as the Senate's lack of interest in passing House bills. Rep.

Dutton had a sustainable point of order that would kill the entire calendar and was prepared to use it. Only senate bills were eligible on the last Local Calendar. The consensus in the Capitol was that Dutton would do it.

We were meeting with Chairman Ryan Guillen-D when suddenly the Local Calendar was gaveled into life. A mad scramble ensued.

Rep. Isaac was prepared. He was well-regarded among the Freedom Caucus members, so when it came up for a quick vote, he had two of his Freedom Caucus friends physically crowding the back mic so no one would have time or access to object and kick the bill off the calendar, thereby killing it. So, SB 1198 was passed out of the Texas House with NO OPPOSITION – On to the Governor.

But we felt we still had Governor's Office problems, which we believed was contemplating a veto of SB 1198. We worked with our bill sponsors to reach into the Governor's Office and urge the Governor to sign the bill. Feeling that was not enough, we worked with HCPUA's PR firm to generate dozens of letters from county commissioners, mayors, and community leaders. That seemed to do the trick.

And as if underscoring the Governor's problems, he did not sign the bill. He did not veto it either. On June 16, he let the bill go into law without his signature.

The Alliance Regional Water Authority was born.

Recent Legislative Successes

1. **Created a water authority** – SGT created a water authority with eminent domain authority in the Temple, Killeen area last session.
2. **Passed an ASR bill** – The City of Buda asked us to pass an Aquifer Storage and Recovery bill (ASR) which we accomplished.
3. **Passed a bill and secured funding creating a new veterinarian school in Texas** – SGT passed a bill creating a new vet school at Texas Tech University.
4. **Negotiated the redesign and funding for Austin State Hospital** – SGT worked with local leaders, Dell Medical School officials and state leaders to a massive redesign of the Austin State Hospital and led the charge in what has been known as “MD Anderson for the Brain.”
5. **Passed legislation that created a statewide Drug Take-Back Program** – SGT worked with multiple stakeholders to pass this important legislation to help deflect the misuse of prescription drugs.
6. **Worked with appropriators to get multimillion dollar increases for rural and small transit** – SGT has worked for rural and small transit interests for 14 years.

Team Bios

Stan Schlueter has been actively involved in the Texas legislative process for 41 years, across 22 sessions.

He served in the Texas Legislature from 1977-1989. Since 1989, Stan has served as Principal and owner of The Schlueter Group, a legislative and government consulting firm. He has been named as one of the Top Hired Gun Lobbyist in Austin since opening his door and The Schlueter Group has regularly been named as one of the Top Lobby Firms in Texas.

During his tenure in the legislature, Stan was named "Ten Best" by Texas Monthly Magazine. While in the legislature, Stan served on numerous committees and as Chairman of Calendars, Ways and Means, and Financial Institutions committees. He served on the Legislative Budget Board Committee, Legislative Audit Committee, and the Texas Legislative Council Committee. As a member he was also named to the All-Decade Honor Roll.

A few of the many honors Stan has received are from:

Texas Monthly

- 71st Legislature named Schlueter one of 10 Best Legislators "The most brilliant use of power since the light bulb."

The Dallas Morning News

- 70th Legislature named Schlueter one of "7 Best Legislators" used a combination of technical skill and powerful personality, Schlueter has made himself one of the most powerful forces in the House." Cited Schlueter for his wide range of knowledge in tax and parliamentary procedures.

Capitol Inside

- Schlueter has been ranked annually as a "Top Hired Gun" by Capitol Inside and is named to the "Texas Lobby Hall of Fame." The Schlueter Group has also been ranked as one of the "Top Lobby Teams" by Capitol Inside.

Jeff Heckler founded the Texas Solutions Group in 1993. He was Chief of Staff and Policy Analyst to Senator Chet Brooks, then Dean of the Texas Senate and Chair of the Senate Committee on Health and Human Services. He advised, consulted, and represented Senator Brooks on the following issue areas: the environment, natural resources, and waste management; energy; health and human services; transportation; finance; agriculture; criminal justice; gaming; and economic development.

Heckler helped develop and negotiate landmark legislation: the Texas Clean Air Act of 1991 and the Coastal Zone Management and Wetland Protection Acts of 1972. During his tenure with Senator Brooks, Heckler was named executive director of the 1990 Joint Task Force on Waste Management.

He began his legislative career in Senator Brooks' Health and Human Services Committee, where he managed the following issue areas: rural health care; indigent health care; hospital districts; health systems and planning; environmental health and safety; migrant health; and healthcare provider issues that included hospital transfer policy, medical and nursing education, not-for-profit hospitals, disproportionate share/Medicaid, Medicaid enhancement, manpower shortages issues, and EMS/trauma care. Heckler was director to the Special Task Force on Rural Health Care Delivery in Texas, and was the primary researcher, author, and editor of the task force report to the Legislature. He also was one of the chief architects of the landmark legislation the Omnibus Health Care Rescue Act of 1989 or House Bill 18. HB 18: created a statewide trauma system; created the Office of Rural Health Initiatives; and removed statutory impediments to allow rural health clinics to flourish among other issues.

In the mid-90s, Heckler directed the National Institute for Healthcare Management (NIHCM) that was created to conduct preparatory work for President Bill Clinton's healthcare reform initiative. The Institute designed and conducted research projects. NIHCM published a healthcare reform newsletter, the *Texas Health Care Report*, and sponsored forums on various pertinent health issues. The Institute operated a technical assistance program for policymakers and the general public.

Heckler was appointed to the Solid Waste Advisory Commission by the Austin City Council. He was appointed by Governor Ann Richards to the Task Force on the Burning of Hazardous Waste Derived Fuels in Cement Kilns. He was appointed to the Task Force on Rural Economic Development by Governor Bill Clements.

Heckler served as Chairman of the Board of Directors of the nonprofit organization Family Forward that was dedicated to the prevention and treatment of child abuse. He served on the board of Phoenix House.

Heckler serves on the Board of Directors for the Texas Association of Business and The Austin Club.

Scott Miller left Reliant Energy in July 2008 to form a new business venture that concentrated on media, regulatory and government relations work on behalf of clients at the Texas Capitol and before state regulatory agencies. He joined SGT 12 years ago and brings a wealth of experience and knowledge to the organization on a variety of issues.

Miller is an expert on legislative and regulatory policies, practices, and strategies with extensive experience in such industries as electric power, transportation, human resources, water, oil and gas, environmental, tax, education, insurance, health care, economic development, and criminal justice.

Miller previously worked for Reliant Energy from September 1993 to early July 2008 as Director of Public and Government Relations. During that time, he managed and coordinated all legislative strategies and activities on a variety of issues ranging from retail electricity to tax and environmental issues. Part of his responsibilities also involved public relations including the development of strategies, policies, press releases, and contacts with the media for the 1995 through 2007 legislative sessions in Texas. While serving in that capacity with Reliant Energy, Miller also was instrumental in helping to successfully pass a

comprehensive electric deregulation bill in 1999 (SB 7) and successfully defeated all adverse legislation that would have negatively impacted Reliant Energy by over \$1 billion cumulatively.

Prior to working as the Director of Public and Government Relations, Miller was Manager of Reliant Energy's Regulatory Department. In this position, he dealt extensively with the Public Utility Commissioners and staff on a wide array of electric issues that included renewables, power plant recovery costs, transmission line certification applications, consumer complaints, environmental impacts, rate cases, and tariff proceedings. He has excellent relationships with the Public Utility Commissioners and their staff involving regulatory proceedings and has similar experience with other state agencies such as the Texas Department of Insurance, Land Commission, Secretary of State, Comptroller, Agriculture Commission, Health and Human Services Commission, Texas Workforce Commission, and Texas Commission on Environmental Quality.

Brad Schlueter joined the group in 2017 during the 85th Interim under the tutelage of Stan Schlueter and associates after leaving behind a long corporate career with a Fortune 500 company in the areas of Finance, Mergers & Acquisitions, Operations Management, Product Development and as a corporate PAC board member.

Since then, Brad has advocated on behalf of heavily-regulated consumer products, Property & Casualty insurance (P&C), Healthcare insurance, public pension funds and local governments dealing with the acute impact of unfunded state mandates. He has also focused on agency procurement, corporate and local taxation, state fiscal programs, and policy areas such as the opioid epidemic, veterans issues, first responders, groundwater, navigating political subdivisions' regulation of small business and the Texas Medicaid program.

In the most recent regular session Brad and SGT were successful in passing five bills, from public pension fund reform to creation of a regional water alliance. Maybe most importantly, Brad and SGT were able to kill a number of the >8,000 bills filed. Brad also worked extensively on legislation pertaining to the disproportionate impact of specific property tax exemptions on certain local governments, a sales tax exemption that would bring more general aviation business to Texas, beverage container recycling, and binding arbitration for certain local fire departments in the state. In the subsequent special sessions he worked on groundwater transfer issues, a public safety exemption in response to a municipal property tax rate growth cap bill, and was successful in passing landmark legislation on youth camp safety reforms following the devastating floods of July 2025.

In prior sessions Brad worked extensively with the Office of the Governor to curb counties' overuse of local disaster authority to protect small businesses. In addition to engaging deeply into the vast policy areas of healthcare and P&C insurance, Brad also worked to protect Texas' military mission by supporting programs that boost military readiness and that support the quality of life in the communities surrounding Texas military installations. He also worked to strengthen and protect the health of the pension fund for a local first responder association.

Prior to joining the Schlueter Group, Brad led the Finance and Business Development functions for Trinity Highway Products, Trinity Highway Rentals, and Trinity Shoring Products, driving M&A opportunities, integrating acquisitions and leading organic growth initiatives. He directed the Analytics/Finance team in providing Financial Planning & Analysis and operational oversight.

Brad also served as a board member for Trinity Industries' employee Political Action Committee (TIEPAC) 2013-2017, representing Trinity at political events, meeting with state and federal legislators, and doling out PAC contributions.

Travis Broussard has over 20 years of experience working in the Texas Legislature and wore many hats in the Capitol including Chief-of-staff to State Senator Jane Nelson, Director of the Senate Select Committee on Cybersecurity, and Clerk of the Senate Committee on Health and Human Services. During his tenure, he coordinated legislative and budget strategy on a number of high-profile issues including improving the state's cybersecurity maturity, modernizing the state's technology resources, reforming local transportation authorities, improving state contracting oversight, and spurring economic development in the Metroplex and across the state.

Most recently he brought his unique experience to the private sector by providing legislative consulting, policy analysis, and communication strategies to a wide array of clients on issues ranging from emerging technology to data privacy, aerospace, public health, Texas wine industry, and general economic development.

Travis holds a B.A. degree in Economics and a B.S. degree in Advertising from the University of Texas at Austin and a Master of Public Policy degree from UCLA, where he delivered his department's commencement speech

Christine Ybarra joined SGT 15 years ago, leaving the corporate world behind for the rough and tumble world of Texas politics. Ybarra has excelled as Director of Client Services for SGT as well as forging a remarkable reputation as a top-notch lobbyist. Her attention to detail, insights into human behavior, and superb people skills in governmental affairs make her well suited for her multiple roles at SGT.

Ybarra's primary lobbying duties feature legislation and appropriations involving public transit, working the transportation and appropriation committees for the following: appropriations increase for rural and small urban transit, access to the Texas Mobility Fund for public transit, fuels tax exemption, and a reconfiguring of the Public Transit Advisory Committee (PTAC), among other efforts.

References

References are provided for all the principals and staff of SGT.

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The Edwards Aquifer Authority

ADDENDUM 1

SUBJECT: RFQ 003-25-EXE – Legislative Consulting Services
Date of Issue: November 17, 2025
Scheduled to Close: December 10, 2025

FROM: Shelly Hendrix, Controller/Sr. Director of Finance

DATE: November 26, 2025

THIS NOTICE SHALL SERVE AS ADDENDUM NO. 1 TO THE ABOVE REFERENCED RFQ

Below is a list of questions that were asked in accordance with the restriction on communication. The EAA's official response to the questions asked are below.

Question 1:	Can you please provide a description of the information you would like to be included in the firm resume?
Response 1:	A firm resume could include a firm overview (name, years in operation, office locations, HQ location), mission statement or guiding philosophy, and areas of legislative focus. Also included may be profiles of engagement related staff, policy analysts, senior consultants, lobbyists, etc., highlighting those individuals' backgrounds in lobbying, government, law, water resources, natural resources, etc., the individuals' professional affiliations and certifications.
Question 2:	Can you please provide more information on what you would like to be included in the assessment of qualifications?
Response 2:	This is an opportunity to provide a discussion on what qualifications make your firm the best choice to represent the EAA's goals and objectives before the Texas Legislature. This could include how your firm works with members of the Legislature, how your firm would collaborate with the EAA on matters of interest, monitoring capabilities, etc.