

Qualifications and References

Carl Brown Consulting and GettingGreatRates.com

Last Update: February 3, 2012. Accessible electronically at carlbrownconsulting.com.

General

Carl Brown Consulting was formed May 1, 2003 in the State of Missouri as a limited liability company. The company was issued Certificate of Organization Number LC0082807. *CBC serves utilities by helping them in all aspects of rate analysis and rate setting.*

GettingGreatRates.com was formed on April 16, 2008 in the State of Missouri as a limited liability company. The company was issued Certificate of Organization Number LC0888382. *GGR serves utilities and others by developing do-it-yourself user rate calculation and related tools, reference materials and resources.*



Carl Brown serves as president of and contact for both companies. Mr. Brown's mission statement for all his work is, "Spreading Great Rates Everywhere." Mr. Brown has been doing water, sewer and storm water rate analysis and infrastructure asset management, finance and related work since 1993. Recently he began performing electric and solid waste rate analyses, as well. From 1993 through 2005 Mr. Brown did much of this work while employed by the Missouri Department of Natural Resources. Since then he has done this work on a consulting basis. He has performed 174 rate analyses as of the date above.

Presenting to approximately 500 people each year, Mr. Brown has trained and continues to train community leaders and assistance providers all over the U.S. on rate setting, rate analysis, asset management, capital improvement planning and risk-based return on investment decision-making.

Jacki Hicks, our vice-president, assists with analyses that require unusual computer modeling. Ms. Hicks has approximately 22 years experience in accounting, financial assurance and complex spreadsheet and database design. Six of those years have been devoted to water and sewer rate analysis. She developed substantial components of the rate analysis templates now used by the firms.

Firm Revenues

- 90 percent from doing rate analyses and helping clients adjust user rates, fees and policies,
- Five percent primarily from writing about these issues, and
- Five percent from training others how to do rate analyses and calculations, rate setting and asset management.

Rate Study and Related References From 2008 to-date, Most Recent First

Rate Analysis and Related Projects Currently Underway

- In 2012 Carl Brown Consulting was chosen to provide utility rate analyses through the Wyoming RATES Program; a vehicle for delivering analyses to Wyoming Association of Rural Water Systems members. Visit warws.com/ and click the "DISCOUNTED RATE STUDY OFFER" link for details.
- Fort Mojave Tribal Utilities Authority, Mohave Valley, AZ, electric, 2,600 connections, 2012, Bill Cyr, General Manager and Roger Wright, Engineer, (928) 768-2200. *This is in follow up to water and sewer rate analyses done in 2011.*
- City of Byrnes Mill, MO, sewer, 574 connections, Larry Perney, City Administrator, (636) 677-8402.
- City of Savannah, MO, water, 2,500 connections, Jill Cornett, City Administrator, (816) 324-7503.
- Phillips Lytle, LLC, Buffalo, NY, sewer rate expert opinion for a lawsuit their client is bringing against a sewer district. Paul Morrison-Taylor, Attorney-at-law, (716) 847-5406.
- Three clients in one project:
 - City of La Cygne, KS, water, 402 retail and 2 wholesale connections
 - Rural Water District (RWD) #1 (wholesale customer of the City), La Cygne, KS, water, 532 connections
 - RWD #3 (wholesale customer of the City), La Cygne, KS, water, 388 connections

La Cygne sued the RWDs over wholesale supply agreement issues. I'm doing the rate and financial analysis to help mediate the case. David Cooper, Attorney-at-law (the RWDs), (785) 232-7761. *Mr. Cooper was also the attorney for Jackson County, KS, another lawsuit project listed later.* Michael Schultz, Attorney-at-law (La Cygne), (785) 838-4300.

- Wagoner Rural Water District #2, Wagoner, OK, water, 520 connections. This analysis was done to settle a lawsuit brought by several customers concerning rate structure fairness. Cory Stone, Attorney-at-law, (405) 606-3333 is the District's attorney.

Completed Rate Analysis and Related Projects, Most Recent First

(A representative selection of rate analysis report packages is available at [carlbrownconsulting.com/.](http://carlbrownconsulting.com/))

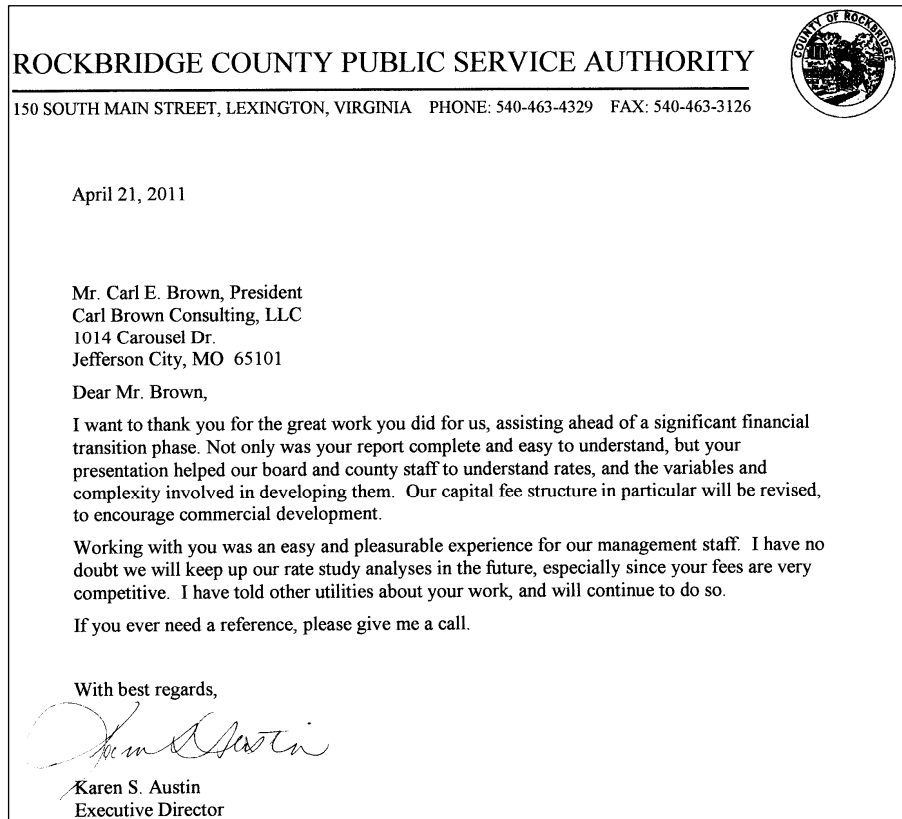
- City of Ava, MO, water, sewer, 1,400 connections, 2011. *These analyses are in follow up to one we did five years ago for the city.* Peggy Porter, Administration Director, (417) 683- 5516, Ext. 205

- Fort Mojave Tribal Utilities Authority, Mohave Valley, AZ, water, sewer, 2,600 connections, 2011, Bill Cyr, General Manager and Roger Wright, Engineer, (928) 768-2200

- City of Hillsboro, MO, water, sewer, 800

connections, 2011, Gery Marmaduke, City Administrator, (636) 797-3334. *These analyses follow analyses we did five years ago for the city.*

- Rockbridge County Public Service Authority, Lexington, VA, water, sewer, 2,100 connections, 2011, Karen Austin, Executive Director, (540) 463-4329
- City of Moorcroft, WY, water, sewer and trash collection, 350 connections and customers, 2010, Dan Blakeman, Operations Officer and Stephanie Noyse, City Clerk, (307) 756-3526. *The operations officer was the mayor of Pine Haven, WY, a nearby town we did analyses when he was mayor there.*



- City of Woodland, WA, sewer, 1,614 connections, 2010, Steve Branz, Public Works Director, (360) 225-7999
- City of Foley, MN, water, sewer and storm water, 900 connections, 2010, James Moshier, Public Works Director, (320) 968-4082
- City of Kimberling City, MO, sewer, 1,036 connections, 2010, Jason Hulliung, Mayor and Tara DuShane, Accounting and Utility Billing Clerk, (417) 739-4903
- City of Raytown, MO, sewer, 13,344 connections, 2010, Jeremy Willmoth, Director of Finance, (816) 737-6084
- City of Spring Park, MN, water analysis update to establish conservation rates compliant with State law, 1,270 connections, 2010, Jim Brimeyer, Administrator, (952) 471-9051
- City of Sullivan, MO, water, sewer, 2,300 connections, 2010, Mark Falloon, City Administrator, (573) 468-4612
- City of Sundance, WY, water, sewer, 704 connections, plus garbage and landfill services, 2009, Stephanie Marty, Clerk-Treasurer, (307) 283-3451
- City of Victoria, MN, water analysis update to establish conservation rates compliant with State law, 2,200 connections, 2009, Jylan Johnson, Finance Director, (952) 443-2363
- Crane Lake Water and Sanitary District, Crane Lake, MN, sewer, 127 connections, 2009, Rob Scott, Chairman, (218) 993-1303.
This analysis, to help the district acquire USDA RD funding relief, was a follow up to a previous analysis we did for the district.
- Village of Oswego, IL, water, 10,000 connections, 2009, Gary Adams, City Administrator, (630) 554-0864

The Village of Speculator was fortunate to work with Carl Brown in 2006. The Village had made several attempts to set water and sewer rates on our own but we could never quite “get over the hump.” With Carl’s expertise and knowledge of the rate setting process the Village was able to make adjustments and set rates that would keep our water and sewer departments sufficiently funded. The study was comprehensive and through Carl’s work we realized we had many areas to address before we could feel comfortable with our financial position. By our second year we appreciated that rate setting is not something you ever complete. As Carl pointed out, things change, and as they do, so should your rates.

–Florence Braunius, Chief Operator
Waste Water Treatment Plant, Speculator, NY

We will be starting our \$4M sewer project in February, 2010. Passed a \$4M bond issue, received \$1.8M in ARRA funds, matched it with part of the bond money, just now finishing up the SRF/ARRA closing paperwork. Thanks for your help with the rates - The study you did helped tremendously.

–Betty Brumbaugh
City Clerk, Warsaw, Missouri

- City of Wood River, IL, sewer, 4,722 connections, 2009, Steve Palen, P.E., City Engineer, (618) 781-2787 or Pat Judge, P.E., Managing Partner, Gonzalez Companies (I subcontracted to Gonzalez for this analysis), (618) 222-2221
- City of Polson, MT, water and sewer, 2,235 connections, 2009, Beth Smith, Water and Sewer Clerk, (406) 883-8200
- Lyon County, KS Rural Water District #1, water, 630 connections, 2009, Larry Grimsley, Treasurer, (620) 341-9617
- Jackson County, KS Rural Water District #3, water, 1,757 connections, 2009, Brenda Adkins, District Manager, (785) 364-3056 and David Cooper, Attorney-at-law (District's attorney), (785) 232-7761. (This was an analysis to settle a lawsuit brought by a wholesale customer, a small town, over rate structure fairness.)
- City of Albany, MO, electric, water and sewer, 862 connections, 2008, Derek Brown, City Administrator, (660) 726-3935
- Duckett Creek Sanitary District, O'Fallon, Missouri, sewer, 36,985 connections, 2008, Julie Bartch, Director of Administration, (314) 954-1352
- Cass County, MO Public Water Supply District #2, water, 1,500 connections, 2008, David Shroud, Manager, (816) 331-7108
- Entranosa Water and Waste Water Association, Tijeras, NM, water and septic systems, 3,000 connections, 2008, John Jones, General Manager, (505) 281-8700
- Otis Mutual Domestic Water Consumers and Sewage Works Association, Carlsbad, NM, water, 1,430 connections, 2008, Lori Rogers, Office Manager, (505) 236-6351
- City of Odessa, MO, electric, water and sewer, 2,442 connections, 2008, Wade Sanders, (retired) City Administrator, (573) 256-9885 (current phone)

Carl is one of the best and most helpful people I have ever known. I have benefited a great deal from working with him. He has always been eager to listen and willing to share helpful advice. Over the years we talked on the telephone regarding my questions on water and sewer rates. I used Carl as a "sounding board" for my ideas and concerns. He has always been quick to offer advice and keep me focused on the long-term financial health of our utilities. I remember more than once his cautions about avoiding quick, short-term solutions to complex issues.

Carl knows how to examine systems and give good advice on how to improve them. It has been a pleasure to come to know Carl over the last ten years. I look forward to other opportunities to talk with him and work together on new projects.

—Wade Sanders, City Administrator (now retired)
Odessa, Missouri

Workshop and Event References From 2008 To-date, Most Recent First

Projects for Current Clients

- None scheduled

Completed Workshop and Event Projects

- “User Rates” workshop for Minnesota Rural Water Association, October 13, 2011, Ruth Hubbard, Administrator, (218) 685-5197. *This workshop followed workshops done in 2009 and 2007.*
- Three “User Rates Made Simple” workshops for Virginia Rural Water Association, March, 2011. *These followed another workshop in 2010.*
- Two “User Rates Made Simple” workshops for Missouri Rural Water Association, October 19 & 21, 2010, John Hoagland jhoagland@moruralwater.org, Executive Director, (573) 657-5533 and Randy Norden rnorden@moruralwater.org, Deputy Executive Director, (417) 988-9911. *These followed workshops and conference sessions on rate setting and asset management in several prior years.*
- “Getting Ratepayers Involved in Rate Setting in a Positive Way” session for National Rural Water Association annual conference, September 29, 2010, Bill O’Connell, Program Manager, (580) 736-6259
- One budgeting and one rate setting session in a workshop for Wyoming Association of Rural Water Systems, July 14, 2010, Kathy Weinsaft, Training Specialist, (307) 262-3943. *These sessions followed several workshops in 2007 and 2008.*
- Rate setting, asset management and capital improvement planning sessions in Tucson, AZ for Rural Water Association of Arizona annual conference, February 15 & 16, 2009, Janelle Russell, Training Coordinator, (520) 620-0230. *These sessions followed a rate setting workshop in 2008.*

The water rate review/asset management training in Lawrence (KS) on September 28 was excellent. All the presentations were interesting and full of worthwhile information and ideas. Carl Brown was especially good about presenting concepts and financial management information in simple, practical terms. We learned a lot and will put it to good use. Thanks!

–Don Murphy, Manager
Leavenworth, KS Water Department

While Carl has always been an expert on setting water rates, he has not always been an expert on small systems and practical rural politics. That said, over the years I've seen Carl study and educate himself in the ways of the “rural” system. Today, he not only understands the “numbers” of the rate setting process, but the practical aspect of selling the “numbers” to local decision-makers AND the public. Whether your system is large or small, technically advanced or barely in the 21st Century, there's none better in the business of rate setting than Carl Brown.

–John Hoagland, Executive Director
Missouri Rural Water Association

- Rate setting workshops (6) in South Dakota, Nebraska, Iowa, Kansas and Missouri in August, September and October, 2009 for the Midwest Assistance Program, Chris Fierros, Chief Operating Officer, 816-324-1701

- Rate setting and asset management workshops for North Dakota Rural Water Association, February 4 & 5, 2009, Bismarck, ND, Eric Volk, Executive Director, (701) 391-5080

I have had the pleasure of sponsoring and co-training with Mr. Brown on numerous occasions. A few years ago Mr. Brown presented a series of rate study and asset management seminars across the State of Wyoming for me. His presentations and experience were highly received by all. For months after the seminar tour I was asked by many communities and rural water systems for more of Mr. Brown's information. Because of the reputation of Mr. Brown's excellent programs we were able to receive funding from a regulatory agency to fund his training. This training led to better operating water systems.

- Rate setting workshop August 27, 2008 in Columbia, SC and conference sessions on Ratesetting for the Future and Rate-based Capital Improvement Planning

Carl's training is very comprehensive. When attendees leave one of his seminars they wonder why they did not analyze their rates or use asset management tools in the past. They immediately realize the benefits of these programs.

–Tom Arnbrister, Training Specialist
Formerly with Wyoming Association of Rural Water Systems and Evergreen Rural Water of Washington

presentations for South Carolina Rural Water Association, Myrtle Beach, SC, 2007. Phil Harris, Executive Director, (864) 833-5566. *These sessions followed workshops in 2007 and 2008.*

- Rate setting and asset management workshop sessions for Montana Department of Environmental Quality "Water School," September 23 & 24, 2008, Bozeman, MT, Luella Schultz, MT DEQ, (406) 444-4769

We have worked with Carl Brown on several occasions. Initially he trained our staff on asset management and water rate analysis. Later he presented to system board members and managers at several workshops. We were impressed with Mr. Brown's expertise and ability to communicate clearly and effectively. His presentations received excellent reviews. System officials that attend Mr. Brown's seminars leave with a better understanding of the importance of planning and maintaining adequate rates to ensure a financially healthy water system.

–Gene Whatley, Executive Director (retired)
Oklahoma Rural Water Association

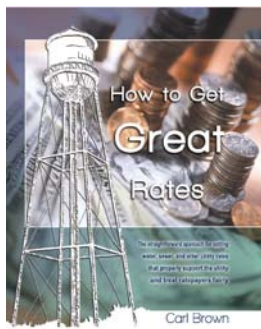
- Rate setting workshops, 2008, for the Maine Water Utilities Association through Northeast Water and Wastewater Training Associates, Greg Kidd, President, (207) 934-4802
- Rate setting workshops, October 28, 2008 in Spokane, October 30, 2008 in Olympia, WA, Evergreen Rural Water of Washington, Tom Arnbrister, Training Specialist, (360) 462-9287

- Asset management planning workshops, Kansas Rural Water Association, Elmer Ronnebaum, General Manager, (785) 336-3760. *These workshops followed a 2008 workshop on rate setting, three user charge analysis workshops in 2007, a workshop on asset management and a conference session on getting the right help in 2005 and five asset management and user charge analysis workshops around the state in 2005.*
- A pre-conference workshop on rate setting at the New Mexico Rural Water Association Annual Conference, Albuquerque, NM, 2008, Mathew Holmes, Executive Director, New Mexico Rural Water Association, (505) 884-1031

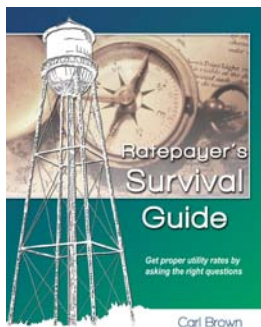
Publications and Resource Development

Mr. Brown has written a book and nearly three dozen articles. He has also developed several software programs. The following examples except for one as noted are all available at gettinggreatrates.com:

- SimpleRates©, a do-it-yourself rate calculation program



- “How to Get Great Rates,” a book on rate setting for community and system leaders, originally published February, 2009, second printing August, 2010



- The “Articles Collection” includes “Great Rates are ‘For the People,’” Spring 2011 issue, Today magazine, Minnesota Rural Water Association; “Pay Them in Water,” Spring and Summer 2011 issues, Colorado Rural Water Publication, Colorado Rural Water Association; “Lawsuits: Are Your Rates Vulnerable?” March, 2011 issue Lifeline magazine, Kansas Rural Water Association; and “What Should a Rate Study Cost?” September/October, 2010 issue, Water Utility Infrastructure Management magazine and about 20 other titles.
- “Ratepayer’s Survival Guide,” a guide for ratepayers (and systems) that shows what they can do to foster fair and adequate utility rates

- The Missouri “Clean Water State Revolving Fund Rate Assist Program,” http://dnr.mo.gov/env/wpp/srf/srf-app_guid.htm, model rate setting program
- GettingGreatRatesLater©, a model financial statement