

Background for Carl Brown Consulting

Last Update: July 14, 2008

Also accessible at <http://carlbrownconsulting.com/Reference%20List.pdf>

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. The firm is a member of the St. Louis Chapter of the Better Business Bureau. Carl E. Brown serves as President.

Mr. Brown has been doing water, sewer and storm water rate analysis and infrastructure asset management, finance and related work since 1991. From 1991 through 2005 Mr. Brown did this work while employed by the Missouri Department of Natural Resources. Since then he has done this work through Carl Brown Consulting. He has performed 141 rate studies as of the date above.

Presenting to approximately 1,000 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 and decision-making processes.

Carl Brown Consulting earns about 75 percent of its revenues from doing rate analyses, 20 percent from training others how to do rate analyses, asset management planning and related tasks, and five percent primarily from writing about these issues. The firm specializes almost exclusively in user charge analysis-related issues.

Rate Study and Related References From 2005 to-date, Most Recent First

(This is the complete list since 2005)

Rate Analysis-related Projects Currently Underway

- Duckett Creek Sanitary District, O'Fallon, Missouri, sewer, 36,985 connections, Julie Bartch, Director of Administration, (314) 954-1352
- Cass County, Missouri Public Water Supply District #2, water, 1,500 connections, David Shroudt, Manager, (816) 331-7108
- Entranosa Water and Waste Water Association, Tijeras, NM, water and septic systems, 3,000 connections, John Jones, General Manager, (505) 281-8700
- Otis Mutual Domestic Water Consumers and Sewage Works Association, Carlsbad, NM, water, 1,430 connections, Lori Rogers, Office Manager, (505) 236-6351
- City of Normal, IL, water, 15,000 connections, Karen Killingsworth, Financial Analyst, (309) 454-9684
- Pottawatomie County, KS, sewer, 750 connections, Robert Reece, County Administrator, (785) 457-3455

Completed Rate Analysis-related Projects, Most Recent First

- Wagoner, OK Rural Water District #2, Wagoner, OK, water, 582 connections, Tony Pivdc, Board Member, (888) 485-3900

- City of Odessa, MO, electric, water and sewer, 2,442 connections, Wade Sanders, City Administrator, (816) 230-5577
- City of Henrietta, MO, water and sewer, 157 connections, Marjorie Long, Clerk, (816) 290-5337
- Crane Lake Water and Sanitary District, Crane Lake, MN, sewer, 127 connections, Rob Scott, Chairman, (218) 993-1303
- City of Spring Park, MN, water and sewer, 1,270 connections, Sarah Friesen, Administrator/Clerk, (952) 471-9051
- City of Cherryvale, KS, water and sewer, 1,200 connections, Trey Cocking, City Administrator, (620) 336-2776
- City of Victoria, MN, water and sewer, 2,200 connections, Jylan Johnson, Finance Director, (952) 443-2363.
- City of Ava, MO, water, 1,435 connections, Janice Lorrain, Finance Director and Vickie Williams, Administrative Assistant, (417) 683-5516
- Butler County Public Water Supply District #1, Poplar Bluff, MO, water, 3,114 connections, Ahleana Burton, Office Manager, (573) 686-7242
- City of Canton, KS, water, 359 connections, Diann Hrabe, Clerk, (620) 628-4916
- City of Nevada, MO, water and sewer, 4,536 connections, Annette Crews, Administrative Assistant, (417) 448-2700. The city also re-engaged me recently to do rate setting that will qualify it for a State Revolving Fund loan. That project is also complete.
- City of Bonne Terre, MO, sewer, 1,599 connections, Tirenna Mann, Treasurer, (573) 358-2254.
- City of Clearwater, MN, water, sewer and stormwater, 515 connections, Lori Bartlett, Clerk-Administrator, (320) 558-9487
- City of Clear Lake, MN, water, sewer, 188 connections, Lori Bartlett, Clerk-Administrator, (320) 558-9487
- City of Bonner Springs, KS, water and sewer, 2,384 connections, Tillie LaPlante, Finance Director, (913) 667-1709

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
Odessa, Missouri

A summary of Victoria's rate study project is posted at <http://carlbrownconsulting.com/Victoria.pdf>.

- City of Pleasant Hill, MO, water, sewer, 2,691 connections, Sandi Beatty, Clerk, (816) 540-3135. The city also engaged me to do a rate-based analysis comparing two options – continuing to provide its own wastewater treatment versus forming a regional treatment system and getting out of the wastewater treatment business.
- Woodward County, OK Rural Water District #2, OK, water, 441 connections, John Ogden, Manager, (580) 254-3652
- Camden County Public Water Supply District #4, MO, water, 73 connections plus 1,500 by contractual arrangement, John Summers, Manager, (573) 365-6792.

Reference letter:

<http://carlbrownconsulting.com/CamdenCoReference.pdf>

- City of Pine Haven, WY, water and sewer, 220 connections, Joe Slattery, Board member (307) 756-3560, Judy Hurre, City Clerk (307) 756-9807.

Part of Pine Haven's rate study project is posted on the Carl Brown Consulting Web site at

<http://carlbrownconsulting.com/PineHaven.htm>. Reference letter: <http://carlbrownconsulting.com/PineHavenReference.pdf>

- City of Hillsboro, MO, water and sewer, 771 connections, Gery Marmaduke, Assistant City Administrator, (636) 797-3334

- Village of Speculator, NY, water and sewer, 389 connections, Florence Braunius, Chief Operator, (518) 548-5441, Bonnie Page, Village Clerk and David McComb, Acting Mayor, (518) 548-7354

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

- Town of Bethlehem, NY, water and sewer, 11,946 connections, Joann Stannard, Accountant, (518) 439-9032

- City of Hill City, SD, water and sewer, 400 connections, Rose Schwadderer, City Clerk and John Raderschadt, Municipal Finance Officer, (605) 574-2300.

Workshop and Event References, Most Recent First

Workshop and Event Projects for Current Clients

- Coming: Rate setting workshop, August 13, 2008, Arizona Small Utilities Association, Susan Saddler, Deputy Director, (520) 620-0230
- Coming: Rate setting workshops, 2008, for the Maine Water Utilities Association through Northeast Water and Wastewater Training Associates, Greg Kidd, President, (207) 934-4802

- Coming: Asset management planning workshops, 2008. Complete: A pre-conference workshop on rate setting, 2008; three user charge analysis workshops, 2007, a pre-conference workshop on asset management and a conference session on getting the right help at Kansas Rural Water Association Annual Conference, 2005; and five asset management and user charge analysis workshops around the state, 2005, Elmer Ronnebaum, General Manager, Kansas Rural Water Association, (785) 336-3760
- Coming: Rate setting workshops, 2008, Evergreen Rural Water of Washington, Tom Arnbrister, Training Specialist, (360) 462-9287
- Coming: Rate setting workshops, 2008, New York Rural Water Association, Tim Schudt, Assistant Director, (518) 828-3155
- Coming: A rate setting workshop, 2008. Complete: Ratesetting for the Future <http://carlbrownconsulting.com/SCRWA.pdf> and rate-based capital improvement planning presentations at South Carolina Rural Water Association annual conference, Myrtle Beach, SC, 2007. Phil Harris, Executive Director, (864) 833-5566

Typical workshop participant comment:
"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 Water Dept.*

Completed Workshop and Event Projects

- Four rate setting workshops, June, 2008. Complete: Reviewing rates and finances for small water systems at the Fall Operations Symposium, 2007; rate setting strategies at the Board and Council Conference, 2007; rate setting at the Office Professionals Seminar, 2006; 5 advanced rate setting strategies workshops around Missouri, 2006, Missouri Rural Water Association, John Hoagland jhoagland@moruralwater.org, Administrator, (573) 657-5533
- 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
- Advanced asset management and user charge analysis workshops at Oklahoma Rural Water Association conferences, 2006 and 2007; in-service training for ORWA staff, 2006, Gene Whatley gwhatley@okruralwater.org, Executive Director, ORWA, (405) 672-8925
- User charge analysis workshops, 2006 and 2007, St. Cloud, MN, Ruth Hubbard, Administrator, Minnesota Rural Water Association, (218) 685-5197

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

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
Oklahoma Rural Water Association

- Show-me Ratemaker and user charge analysis training for staff of the South Dakota regional councils of government, 2007, Sioux Falls, SD, Lynne Keller, (605) 367-5390
- Keynote presentation on advanced asset management for Water and Waste Water Operators Fall Workshop, 2006, Des Moines, IA, Iowa Association of Municipal Utilities, Jill Soenen, 1-800-810-4268
- Asset management and user charge analysis presentations for Energy Management Specialty Conference, 2006, Cooperstown, NY, New York Water Environment Federation, (315) 422-7811
- User charge analysis and asset management presentation for Asset Management Webcast, October 16, 2006, Philadelphia, PA, Asset Management Source for North America, Rick Joyce, CEO, (609) 356-4835
- Presentations on advanced asset management, user charge analysis, risk adjusted return on investment decision-making, and getting the right help during the Environmental Training Institute, 2004, 2005 and 2006, Morgantown, WV, Sandra Fallon, Coordinator, NETCSC, 1-800-624-8301 Ext 5582
- Four asset management and four user charge analysis workshops around Wyoming in 2004 and one pre-conference workshop on asset management in 2005, Loren Crain, President, Wyoming Association of Rural Water Systems, (307) 686-5050
- Four rate setting workshops around Illinois, 2005, Barbara Woods, Assistant Coordinator, Environmental Resources Training Center, Southern Illinois University, (618) 650-2030
- Presentation entitled, "Making Small Water Systems Financially Strong" at Small Water Systems Workshop by Midwest Technology Assistance Center, Chicago, IL, 2004, Dr. John Braden, Director, (217) 333-9321
- Presentations on asset management and rate analysis at Midwest Assistance Program's 25th Anniversary Conference, 2004, Rapid City, SD, Linda Cyrus, (816) 758-7574
- Rate analysis workshops for regional councils of government staff and cities sponsored by the State of South Dakota, 2003, Pierre, SD, Kevin Espeland, TMF Coordinator, South Dakota Department of Environment and Natural Resources, (605) 773-6045
- Rate analysis workshops, 2002 and 2003, Albuquerque, NM, Heather Himmelberger, Director, New Mexico Environmental Finance Center, (505) 246-8952

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.

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 of Wyoming Association of Rural Water Systems

Making Small Water Systems Financially Strong white paper <http://www.ucowr.siu.edu/updates/128/Brown.pdf>

General Consulting Reference

Stan Schultz, P.E., President, Schultz & Summers Engineering, Inc., (573) 686-0806. This engineer has known and worked with Mr. Brown for years.

Other References

Mr. Brown serves as Vice-chairman of the Missouri Rural Foundation and on the board of directors of Missouri Rural Development Partners. These non-profit organizations focus on improving economic conditions, infrastructure and opportunities in rural communities. For more information, contact: Doug Hermes, Planning Administrator, Missouri Rural Development Partners, P.O. Box 564, Liberty, MO 64069, Telephone/Fax: (816) 781-8631, E-mail DJHermes@kc.rr.com, Website www.MRDP.net

Publications and Resource Development

Mr. Brown has written a book and numerous articles on infrastructure asset management and user charge analysis. Selected publications that are available on-line include:

- “How to get Great Rates,” <http://carlbrownconsulting.com/HowtogetGreatRatesGuide-Selections.pdf> a book on rate setting for community and system leaders, to be published in 2008
- “Minimum Charge Concept for Water and Wastewater Systems” <http://www.krwa.net/lifeline/lifeline.shtml> published in Kansas Lifeline magazine November, 2007 edition, page 32, and several other magazines
- “Getting Great Rates, Taking a Closer Look at Rate Analysts” <http://carlbrownconsulting.com/GetGreatAnalyst.pdf> published in Underground Infrastructure Management magazine
- “How to get great rates (and not get beat up)” <http://carlbrownconsulting.com/GetGreatRates.pdf> published in Kansas Lifeline magazine
- “Asset Management Goes Country” <http://carlbrownconsulting.com/AMGoesCountry.pdf> published in Underground Infrastructure Management magazine
- “But, It’s Not in the Budget” http://www.nesc.wvu.edu/ndwc/articles/OT/SU06/OT_06_SU_web.pdf, page 38 published in On-Tap magazine
- Numerous self-published articles and several cost and return on investment calculators in Microsoft Excel available at <http://carlbrownconsulting.com/ArticlesandResources.htm>

Mr. Brown is currently developing a water and sewer rate analysis program for use by small systems. It will be called GettingGreatRatesNow[®]. This program can be previewed at <http://carlbrownconsulting.com/>, click the links in the center of the page.

Mr. Brown developed a model financial statement for Microsoft Excel that is useful in rate resetting. Called GettingGreatRatesLater[®], this tool is available for free download at <http://carlbrownconsulting.com/GettingGreatRatesLater.xls>.

Mr. Brown is the developer of the “Show-me Ratemaker” rate analysis programs for water and sewer systems. These are public domain (free) rate analysis programs originally created for and distributed by the Missouri Department of Natural Resources. They are now distributed by the National Drinking Water Clearinghouse. Visit <http://carlbrownconsulting.com/Show-me%20Ratemaker.htm> to get more information.

Mr. Brown developed a program that was adopted by Missouri’s Clean Water State Revolving Fund Loan Program, it was renamed “Rate Assist” and it is now used as that Program’s rate setting model. This program is available at <http://www.dnr.mo.gov/env/wpp/srf/cw-ucs-methodology.xls>.