

## Qualifications and References

Last update: November 19, 2018

Accessible electronically at <https://gettinggreatrates.com/>, "Freebies" link

### General

GettingGreatRates.com (GGR) was formed by Carl Brown on April 16, 2008, in Missouri as a limited liability company. GGR does *comprehensive utility rate analysis, training and related hands-on assistance. It also produces and sells rate setting spreadsheet templates and the book, "How to Get Great Rates."* (These services were previously performed through Carl Brown Consulting, LLC, but we wanted a name that better describes our work.) GGR operates nationally from a single office in Jefferson City, Missouri. Our NAICS Code is 541618, described as, "utilities management consulting services."

### Staff

**Carl Brown** serves as president of the firm. Mr. Brown graduated from Missouri University in 1977 with a B.S. in Forestry. Through 1989, Mr. Brown managed corporate timberlands, related personnel, contracts and operations. A corporate buyout ended that career.

From 1989 through 1991, Mr. Brown worked as a municipal lease-purchase finance originator with two finance firms.

From 1991 through 2005, Mr. Brown provided water and sewer finance and local government technical assistance with the Missouri Department of Natural Resources. He coordinated Clean Water State Revolving Fund (CWSRF) loans and State grants. In that capacity he served as the SRF user rate structure compliance officer for the CWSRF program. He developed the pre-cursor to the rate model that is now called, "Rate Assist." This program is the State's template for compliant CWSRF rates. Mr. Brown developed the "Show-me Ratemaker" program, a do-it-yourself rate calculation program. Mr. Brown and the unit he headed helped cities and other utility providers solve financial and rate problems in order to fund compliant utilities and satisfy grant and loan requirements.

In late 2005, Mr. Brown left State employment and launched his water and sewer user rate analysis practice. In 2007, he began performing electric and solid waste rate analyses, as well. In 2013, he started stormwater rate and fee analysis. **Mr. Brown has performed 296 rate analyses as of the date above.** He develops rate analysis and related software and guidance materials. That includes the book, "How to Get Great Rates" and dozens of articles on rates-related issues for trade journals. Many of these resources are available at <https://gettinggreatrates.com/>.

Presenting to approximately 300 people each year, Mr. Brown trains 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**, the firm's vice-president, graduated from Missouri Southern State University with a B.S. in Business Administration, emphasis in accounting, in 1991. She prepares analysis models, especially those for analyses that require complex databases. She performs data entry and quality control. Ms. Hicks has approximately 24 years of experience in accounting, financial assurance and complex spreadsheet and database design. Seven of those years have been devoted to water and sewer rate analysis. She develops substantial components of the rate analysis templates we use. Disclosure: Mr. Brown and Ms. Hicks have been happily married since 1998.

#### **Firm Revenues**

One-hundred percent of firm revenues come from doing rate analyses; helping clients adjust user rates, fees and policies; serving as an expert witness in rates-related lawsuits and rate disputes; conducting rate setting workshops and training; and sale of rate calculation software licenses and books.

#### **Example Rate Analysis Reports**

A representative selection of approximately 12 rate analysis report packages from past clients is available at <https://gettinggreatrates.com/> under the "Freebies" link.

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Following are lists of every rate analysis project done by the firm since 2013 (no cherry picking), with the most recent (on-going projects) listed first. All projects have been completed on schedule or promptly after clients produced all needed data (clients sometimes gather data slowly and otherwise delay their own projects). As to fees, except for lawsuit projects, nearly all projects are being done or were done on a lump-sum fee basis, so none has gone over budget.

*Note: This document does **NOT** include e-mail addresses for the following contacts, to protect these folks from spammers and spoofers. To get the list WITH e-mail addresses, call us.*

#### **The "RATES" Programs and Projects Done Through Those Programs**

GGR was chosen by six rural water associations to serve as the analyst for their "RATES" Programs (*Rate Analysis and Training for Environmental Systems*; vehicles for delivering great rate analyses to association member systems for discounted fees, and free training). Visit <https://gettinggreatrates.com/> and click on the state links to learn more. To see results of rate analysis projects, visit <https://gettinggreatrates.com/consulting/RATESResults.pdf>. While other analysts could apply to participate in these programs, to-date, GGR is the only analyst authorized to provide services through these programs.

Following are the contacts for these programs plus the projects carried out under each program, listed by year completed:

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**Colorado RATES Program (2017)**, Colorado Rural Water Association – Steve Harper, Executive Director, (719) 225-7338

- Palmer Lake, CO, water, 900 connections. Fee: \$5,887. Valerie Remington, Finance Officer/H.R. Director, (719) 481-2953
- 2018, Purgatory Metro District, Durango, CO, water, sewer, 620 Equivalent Residential Units. Fee: \$10,195. Eric Hassel, District Manager, (970) 799-6383

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**Kansas RATES Program (2012)**, Kansas Rural Water Association – Elmer Ronnebaum, General Manager and Greg Duryea, Assistant General Manager, (785) 336-3760

- 2018, Cowley County, KS RWD #5, water, 750 connections, including 3 wholesale, one of which threatened a lawsuit, which appears to have been averted. Fee: \$6,508. Vicky Sprengeler, Business Manager, (620) 438-2501
- 2018, Manhattan, KS (re-engagement), stormwater, 29,000 Equivalent Residential Units. See entry below for prior completed project for Manhattan. Brian Johnson, P.E., City Engineer, (785) 587-2455
- 2018, Herington, KS, water, sewer, 1,100 connections. Fee: \$11,465. Brenda Wildman, City Clerk/Finance Director, (785) 258-2271
- 2018, Montgomery County, KS Public Sewer District #2, Independence, KS. Fee: \$8,768. This analysis helped to resolve a wholesale rates lawsuit with the district's contract wastewater treater, the city of Independence. Suit was settled. Jim Wright, Assistant Public Works Coordinator, Montgomery County, (620) 330-1170
- 2018, Ellsworth, KS, (re-engagement to assess CIP effects on rates, ran various scenarios in 2017 and 2018 for on-going financial planning, see listing below), water, sewer, 1,100 connections. Fee: \$3,978. Scott Moore, City Administrator, (785) 432-2800
- 2017, Emporia, KS, trash, 8,468 customers. Fee: \$5,467. Frank Abart, Public Works Director, (620) 340-6339
- 2017, Bonner Springs, KS (re-engagement, prior was in 2008), water, sewer, 2,815 connections. Fee: \$12,779. Tillie Laplant, Finance Director, (913) 667-1745
- 2017, Manhattan, KS (re-engagement), water, sewer, 15,782 connections. Fee: hourly, not to exceed \$31,261 for water, sewer and stormwater. Randy DeWitt, P.E., Assistant Public Works Director, (785) 587-2415
- 2016, Emporia, KS, water, sewer, 8,468 connections. Fee: \$12,296. See listing above.
- 2016, Council Grove, KS, water, 700 connections. Fee: \$6,040. Derrick Craige, Water Superintendent, (620) 767-5321
- 2016, Scott City, KS, water, sewer, 1,900 connections. Fee: \$10,960. Mike Todd, Public Works Superintendent, (620) 874-0204
- 2015, Manhattan, KS, water, sewer, stormwater "State of the Utilities Report," 15,782 connections. Fee: \$12,453. See listing above.
- 2015, La Cygne, KS (re-engagement), water, 469 connections. Fee: \$4,479. This project was completed in approximately two and one-half weeks, our record so far. *This analysis was in follow up to analyses done in 2012 regarding a lawsuit, described later in the references listing.* Devona Herrin, Clerk, (913) 757-2144
- 2014, Chetopa, KS (re-engagement), electric, 730 connections. Fee: \$6,228. *This analysis is in follow up to analyses done one year ago.* Debbie Darnell, Treasurer, Ron Wood, Mayor, (620) 236-7511
- 2014, Montgomery County, KS Public Sewer District #2 (see listing above), sewer, 285 connections. Fee: \$3,857. This analysis determined how to adjust the district's internal rates.

- 2014, Crawford Co, KS, Consolidated Rural Water District #2, water, 858 connections. Fee: \$1,893. Analysis to determine rate for a wholesale customer disputing its rate. Dorene Niederklein, District Clerk, (620) 724-8850
- 2014, Ellsworth, KS, water and sewer, 1,100 connections. Fee: \$8,602. Tim Vandall, City Administrator (since left the City), (785) 472-3288
- 2014, Atwood, KS, water and sewer, 710 connections. Fee: \$8,845. Janet Stice, City Clerk, (785) 626-9462
- 2013, Chetopa, KS, water, sewer, 650 connections. Fee: \$8,456. (In 2014, Chetopa's debt service was discovered to be markedly higher than previously expected so GGR re-examined rates at no additional cost and recommended rate adjustments to pay debt.) Debbie Darnell, Treasurer, Ron Wood, Mayor, (620) 236-7511

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**New Mexico RATES Program (2013)**, New Mexico Rural Water Association – Bill Conner, Executive Director, (505) 884-1031

- 2016, Dona Ana Mutual Domestic Water Consumers Association, Las Cruces, NM, water, sewer, 5,400 connections. Fee: \$14,904. Jennifer Horton, Executive Director, (575) 526-3491
- 2014, RAD Water Users Cooperative, Tucumcari, NM, water, 281 connections. Fee: \$6,636. This analysis was to help resolve a wholesale rates lawsuit with RAD's water supplier, Tucumcari. That failed so GGR served as expert witness at trial in November, 2014. Donna Laferty, Clerk, (575) 403-7704
- 2014, Ranchos De Placitas Sanitation District, water, 91 connections. Fee: \$5,457. Tom Hagan, Board Member, (505) 681-5040

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**North Dakota RATES Program (2013)**, North Dakota Rural Water Systems Association – Eric Volk, Executive Director, (701) 391-5080

**Projects:** No rate analyses – yet.

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**Virginia RATES Program (2014)**, Virginia Rural Water Association – Myrica Keiser, Executive Director, (540) 261-7178

- 2017, Prince George County, VA (re-engagement for analysis update), water, sewer, 3,200 connections. Fee: \$9,580. Chip England, P.E., Director of Engineering and Utilities, (804) 722-8688
- 2015, Middletown, VA, water, sewer, 570 connections. Fee: \$13,566. Christina Smith, Clerk and Don Riffey, Public Works Director, (540) 869-7731
- 2015, Dinwiddie County Water Authority, North Dinwiddie, VA, water, sewer, 3,200 connections. Fee: \$18,158. Robert B. Wilson, P.E., Executive Director, (804) 861-0998
- 2014, Prince George County, VA, water, sewer, 3,200 connections. Fee: \$12,697. See listing above.

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**Wyoming RATES Program (2013)**, Wyoming Association of Rural Water Systems – Kathy Weinsaft, Training Specialist, (307) 436-8636

- 3 Creek (a subdivision a few miles out), Jackson, WY, water, sewer, 124 connections. Fee: hourly. 3 Creek is disputing rates assessed by Jackson. Laurie Stern, Associate Attorney, Wylie Baker LLP, Jackson, WY
- Riverton, WY, water, sewer, 3,500 connections, sanitation, 3,500 customers. Fee: \$17,973. Tony Tolstedt, City Administrator, (307) 857-7705
- Douglas, WY, water, sewer, 2,500 connections; sanitation and landfill, 2,500 customers. Fee: \$23,226. Karen Rimmer, City Clerk, (307) 358-3462 and Mary Nichol, Treasurer
- 2018, Torrington, WY, water, sewer, six major analysis scenarios in total, 2,800 connections. Lump sum plus hourly fees. Two water and sewer districts and two large industrial customers sued over, or disputed, the City's rates for them. These analyses sought to resolve those suits and disputes. So far, that has been successful. Fee: \$31,595. Lynette Strecker, Clerk/Treasurer, (307) 532-5666
- 2016, Pinedale, WY, water, sewer, 1,124 connections. Fee: \$11,037. Hayley Ryckman, Director of Engineering and Zoning, (307) 367-4136
- 2016, Star Valley Ranch, WY, water, 1,017 connections. Fee: \$7,354. Gregg Wilkes, Town Manager, (307) 883-8696
- 2016, Cody, WY (re-engagement for update of 2015 analysis), electric, 4,115 connections. Fee: \$7,346. Bert Pond, P.E., Electrical Engineer, (307) 527-6532
- 2016, Powell, WY (re-engagement for new analysis), solid waste, 2,000 customers. Fee: \$4,915. Annette Thorington (since retired), Finance Director, (307) 754-5106
- 2015, Greybull, WY, water, sewer and sanitation, 1,200 connections. Fee: \$13,656. Paul Thur, Town Administrator, (307) 765-9431
- 2015, Thermopolis, WY, water, 1,400 connections. Fee: \$5,759. Tracey Van Heule, Clerk, (307) 864-3838; Anthony Barnett, P.E. (Subcontracted through Engineering Associates), (307) 864-5297
- 2015, Cody, WY, electric, 4,115 connections. Fee: \$17,716. See listing above.
- 2014, Mountain View, WY, water and sewer, 600 connections. Fee: \$10,048. Penny Robbins, Clerk-Treasurer, (307) 782-3100
- 2014, Powell, WY, water and sewer, 2,000 connections. Fee: \$9,807. See listing above.
- 2013, Lander, WY, water, sewer, 2,800 connections. Fee: \$13,052. Charri Lara, Treasurer, (307) 332-2870

Carl, your work sells itself. I am pretty sure you get more work from happy customers spreading your worth, word of mouth, than you get from me working with systems. When you start having engineers request your services, which you have had happen, you know you are winning the battle.

–Kathy Weinsaft,  
WARWS Training Specialist

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**Projects Outside of the RATES Programs (From 2013 to-date)**

- De Soto, MO, water and sewer, 6,400 connections. Analysis to provide rate basis for comparison of two options: retain ownership of utilities or sell to private utilities firm. Fee: \$12,203. David Dews, City Manager, (636) 585-3326
- Polson, MT (continued engagement from 2014 project), stormwater, 2,235 connections. Fee: Paid with prior project. Cindy Dooley, Finance Officer, (406) 883-8204
- 2018, Jefferson County, MO Public Water District #6, water, 3,000 connections. Fee: \$6,593. Tom Ward, Manager, (636) 671-4096
- 2018, Higginsville, MO, water, 2,300 connections. Fee: \$9,148. Mark Epperson, Utility Director, [utilitydirector@ctcis.net](mailto:utilitydirector@ctcis.net) and Jeanette Bobson, City Administrator, (660) 584-2106
- 2018, Jefferson County, MO Public Sewer District, water, sewer, 2,500 connections with phenomenal growth. District has multiple service areas (rate zones) so project included 7 different rate analyses. Fee: \$47,576 (including an eighth, analysis that is still "on account"). Douglas S. Bjornstad, P.E., District Manager, (636) 797-9900
- 2017, Terrace Water Company, Colton, CA, water, 600 connections. Fee: \$5,443. Abby Flores, Treasurer, (909) 725-4128
- 2017, Public Water Supply District #2, St. Charles County, MO (re-engagement), 38,700 water and 11,100 sewer connections. Analysis of water and sewer system development (connection) fees. Fee: \$3,990. Ron Smith, P.E., General Manager, (636) 561-3737
- 2017, Public Water Supply District #2 and East Central Missouri (ECM) Water and Sewer Authority, St. Charles County, MO, 11,100 sewer connections (re-engagement). Analysis of rate effects of reorganization options for ECM. Fee: hourly, totaled \$6,781. Ron Smith, P.E., General Manager, (636) 561-3737
- 2017, Cedaredge, CO, water, sewer, 1,333 connections. Fee: \$16,219. Kathleen Ann Sickles, Town Administrator, (970) 856-3123, Ext 113
- 2016, Pleasant Valley, MO, sewer, 1,100 connections. Fee: \$5,582. Georgia Fox, City Clerk, (816) 883-4698
- 2016, Peculiar, MO, sewer tap-on fees only, 1,800 connections. Fee: Hourly, not to exceed \$5,111. Carl Brooks, City Engineer, (816) 779-2228
- 2015, St. Joseph, MN, water, sewer, 1,650 connections. Fee: \$14,690. Lori Bartlett, Finance Director, (320) 363-7201
- 2015, Crystal City, MO, water, sewer, 1,900 connections. Fee: \$12,664. Jason Eisenbeis (Also see Pevely, MO listing), MBA, City Administrator, (636) 937-4614
- 2015, Western Heights Water Company, Yucaipa, CA, water, 2,450 connections. Fee: \$5,729. Bill Brown, Manager, (909) 790-1901
- 2015, Kirksville, MO, water, 6,844 connections. Fee: \$8,947. Len Kollars, Deputy Public Works Director, (660) 627-1272
- 2015, Phillips Lytle, LLC, Buffalo, NY, sewer rate expert opinion for a lawsuit their client brought against a sewer district. Fee: \$1,968. Paul Morrison-Taylor, Attorney-at-law, (716) 847-5406

- 2015, Cole County, MO PWSD #4, water, 1,200 connections. Fee: \$5,898. Will Humphrey, Manager, (573) 395-4578
- 2015, Village of North Adams, MI, sewer, 120 connections. Fee: \$5,810. Cary Addleman, Board Member, (517) 287-9045
- 2015, Rock Valley Rural Water District, Rock Valley, IA, water, 830 connections. Fee: \$7,010. Garvin Buyert, Manager, (804) 861-0998
- 2014, Anaconda-Deer Lodge County, MT, sewer, 3,000 connections. Fee: \$8,674. Ed Janney, P.E., DOWL HKM, (406) 723-8213
- 2014, Wurtsboro, NY, water, 100 connections. Fee: \$3,946. Monika Roosa, Village Clerk, (845) 986-7737
- 2014, Public Water Supply District #2, St. Charles County, MO, 36,100 water connections, 11,100 sewer connections in 3 service areas. Fee: \$27,760. Tim Geraghty, P.E., General Manager, (636) 561-3737
- 2014, Polson, MT, water and sewer completed in 2014, stormwater deferred – see above, 2,235 connections. Fee: \$15,027. *These analyses are in follow up to analyses done five years ago.* Cindy Dooley, Finance Officer, (406) 883-8204
- 2013, Crane Lake Water and Sanitary District, Crane Lake, MN, sewer, 127 connections. Fee: \$7,466. *This was a follow up analysis to determine rates and connection fees to fund a system expansion.* Rob Scott, Chairman, (218) 993-1303
- 2013, Inyokern Community Services District, Inyokern, CA, water, 269 connections. Fee: \$4,257. Brian Bebee, General Manager, (760) 377-4708
- 2013, Fort Mojave Tribal Utilities Authority, Mohave, AZ, water, sewer, 2,600 connections. Fee: \$7,256. *These updates were in follow up to water and sewer rate analyses done a couple years before.* 2011, Bill Cyr, General Manager, (928) 768-2200
- 2013, Luray, VA, water and sewer, 2,400 connections. Fee: \$11,482. Bryan Chrisman, Assistant Town Manager, (540) 743-5511
- 2013, Provided quality control/quality assurance for a sewer rate analysis for Jackson, MO, done by Horner & Shifrin Engineering, 5,000 connections. Fee: \$2,245. Stephen Randolph, PE, (314) 531-4321
- 2013, Glenwood, MN, water and sewer, 1,165 connections. Fee: \$12,650. David Perryman, Public Works Director, (320) 634-5433

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Carl, I would like to thank you for your assistance in resolving our conflict with the City of King (Brookcliff's supplier) over water and sewer rates. Your detailed report helped us make our case.

Mike Cashion  
MRC Homes, Inc. (Brookcliff)

Note: The City settled a lawsuit in a sealed agreement following submission of GGR's analysis report.

#### Workshop and Event References (From 2013 to-date)

##### Scheduled Events:

- February 13-14, 2019, rate setting conference sessions, Bismarck, ND for NDRWSA
- February 11-12, 2019, rate setting conference sessions, Denver, CO for CRWA
- April 8-10, 2019, rate setting conference sessions, Albuquerque, NM for NMRWA

### Completed Events:

- April 17 and 18, 2018, A half-day rate setting workshop and conference sessions on equipment repair and replacement scheduling and capital improvements planning at the Wyoming Association of Rural Water Systems (WARWS) annual conference, Kathy Weinsaft, Training Coordinator, (307) 436-8636.
- March 27 & 28, 2018, A pre-conference rate setting workshop and a conference session on system development fees at the Kansas Rural Water Association (KRWA) annual conference. *These sessions follow others over the years.* Elmer Ronnebaum, General Manager, (785) 336-3760.
- April 19 and 20, 2017, plenary session and rate setting sessions at the Wyoming Association of Rural Water Systems (WARWS) annual conference. *These sessions follow others over the years.* Kathy Weinsaft, Training Coordinator, (307) 436-8636.
- April 26, 2017, rate setting sessions at the Virginia Rural Water Association (VRWA) annual conference. *These sessions follow others over the years.* Myrica Keiser, Executive Director, (540) 261-7178
- February 16, 2017, Rate setting session at the Colorado Rural Water Association annual conference, Denver, CO, Paul Shreve, Training Specialist, (719) 225-7336
- October 13, 2016, Rate setting workshop for the Colorado Rural Water Association, Fort Morgan, CO
- September 8-9, 2016, Rate setting sessions at the Wyoming Association of Municipal Clerks and Treasurers annual institute and conference, Douglas, WY, Kathy A. Lenz, Clerk Treasurer, City of Sundance, WY, (307) 283-3451
- March 29-31, 2016, A pre-conference workshop on rate setting and a conference session on tap fee calculation at the Kansas Rural Water Association (KRWA) annual conference. *These sessions follow others over the years.* Elmer Ronnebaum, General Manager, (785) 336-3760.
- November 4-5, 2015, rate setting sessions for WARWS Fall conference.
- April 23, 2015, sessions on repair and replacement scheduling, calculation of meter size-based tap fees and capacity surcharges and a session called, "Stump the Rate Analyst" at the WARWS annual conference.
- April 13 and 14, 2015, moderated rate setting roundtable discussion and rate setting training session at the Virginia Rural Water Association annual conference. *These sessions followed others over the years.* Myrica Keiser, Executive Director, (540) 261-7178
- March 24, 2015, Moderated two rate setting issues sessions at the KRWA annual conference.
- March 3, 2015, user rates and asset management sessions for Missouri Rural Water Association annual conference. *These followed workshops and conference sessions over several prior years.* Randy Norden, Executive Director, (573) 657-5533
- September 26, 2014, moderated rate setting roundtable discussion at the WARWS Fall conference.
- April 22-24, 2014, moderated rate setting roundtable discussion at the WARWS annual conference.

Carl, one of the things that I have learned from working with Native Americans is that if you want people to remember a concept, tell them a story. You do that intuitively and it is only one of the many things I like about your teaching style.

–Kathy Weinsaft,  
WARWS Training Specialist



- March 18 & 19, 2014, rate setting pre-conference workshop and equipment replacement scheduling session at the Michigan Rural Water Association annual conference. Tim Neumann, Executive Director, (616) 401-5436.
- September 17-19, 2014, rate setting workshops for KRWA in Lawrence, Burlington and Hutchinson, KS
- August 22, 2013, rate setting session at Alliance of Indiana Rural Water fall conference, Merrillville, IN. Leigh Ann Cross, Assistant Executive Director, (317) 789-4200.
- March 26-27, 2013, rate setting pre-conference workshop and Kansas RATES Program session at KRWA annual conference
- February 11, 2013, rate setting and R&R scheduling sessions at Colorado Rural Water Association annual conference. Paul Shreve, Training Coordinator, (719) 545-6748.

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 21<sup>st</sup> Century, there's none better in the business of rate setting than Carl Brown.

–John Hoagland, Executive Director (Retired 2017)  
Missouri Rural Water Association

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## Publications and Resource Development

Mr. Brown writes guidance and software programs. All free items are available at <https://gettinggreatrates.com/>, under the “Freebies” link. (The rate setting book can be purchased by calling us and it is also given free as a part of rate analysis proposal packages.) Example resources:

- “How to Get Great Rates” – a book on rate setting for community and system leaders, second printing August, 2010.
- “Rate Setting Issues Guide” – a companion to How to Get Great Rates, first printing November, 2018.
- “Ratepayer’s Survival Guide” – a guide for ratepayers (and systems) that shows what they can do to foster fair and adequate utility rates.
- “Rate Analyst Guide” – a guide to show utilities why, when and how to solicit and select rate analysts.
- “Replacement Scheduler©” – a spreadsheet for scheduling equipment repairs and replacements that calculates the annual annuity needed to pay for them.
- “CIP Scheduler©” – a spreadsheet for scheduling capital improvements, how they will be paid for (loans, grants, etc.) and the annual cash needed to fund the program.

