

## Attachment B

### **Josiah Cox – President**

Mr. Cox received a Bachelors of Science with a major in Environmental Science from the University of Kansas. Professionally he has worked at the Kansas state biological survey, where he performed a wildlife habitat study. He then worked at a civil engineering firm where he was involved in various facets of the land development process including permitting, entitlement, civil design, project management, and construction management. He focused mainly on the water and wastewater side of the civil engineering business and participated in every part of that business from waste-load allocation studies (now known as the anti-degradation processes), design, permitting, project management, and construction management. He also ran the firm's environmental consulting division and was the second private consultant to submit a water quality impact study in the state of Missouri in 2003. He joined the engineering firm's executive leadership team and helped run all the firm's operations.

Beginning in 2005, he raised money from a group of investors and formed a full-service civil engineering, environmental consulting, general contracting, and construction management firm. He served as the Chief Operating Officer, and finally Chief Executive Officer, he obtained extensive experience with rural communities in every facet of the water and wastewater compliance process, including environmental assessment, permitting, design, construction, operation and community administration of the actual water and wastewater (sewerage) systems. The firm performed stream sampling and built waste-load allocation models to determine receiving water-body protective permit-able effluent pollutant loads. They did full engineering design of multiple whole community wastewater and water infrastructure systems including wells, water distribution, water treatment, water storage, wastewater conveyance, and wastewater treatment plants and taken these designs through federal and state administered permitting processes in Missouri. The engineering firm also administered the construction of these water and wastewater systems from green field site selection all the way through system startup and final engineering sign off. During this time, he began the Master of Business Administration (MBA) program at Washington University in St. Louis, from which he graduated in 2007.

In addition, starting in 2008, he took over the operations of an existing rural sewer district, and he still operates a system managing the functioning, testing, and maintenance of the system. He also acts as the administrator for this municipal system performing all the billing, emergency response, accounts payable/accounts receivable, collections, budgeting, customer service, and public town meetings required to service the community.

### **Todd Thomas – Vice President**

Todd Thomas holds the office of Senior Vice President of First Round CSWR, LLC (First Round), the company that is the ultimate parent of Bluegrass Water Utility Operating Company, Inc. Mr. Thomas received his Bachelor of Science in Civil Engineering from The Missouri University of Science and Technology, and a Master of Business Administration from Washington University in St. Louis.

Before joining CSWR, Mr. Thomas was President of Brotcke Well and Pump, Vice President of Operations and Business Development of the Midwest for American Water Contract Operations, and

General Manager of Midwest Operations for Environmental Management Corporation. Mr. Thomas currently serves on the Technical Advisory Team for the Public Water Supply District 2 of St. Charles County, MO.

Mr. Thomas's previous employment provided him extensive experience in water and sewer utilities. He has extensive firsthand experience with how much damage can be done by lack of maintenance on a well system and how much money and effort is required to restore a well system after neglect.

Now, in his position as Senior Vice President at CSWR, Mr. Thomas's main responsibilities include utility operations along with the acquisition, development, and rate stabilization of CSWR utilities. These duties include operations, maintenance, capital planning, and regulatory compliance for all CSWR facilities. He is responsible for the management of all operations and maintenance service providers, customer service and billing service providers, and engineering firms.

#### **Mike Duncan – Assistant Vice President**

Mike Duncan is the Director of Business Operations and Assistant Vice President of CSWR, LLC, the parent company of Bluegrass Water, which is managed by Central States Water Resources, Inc. He has held this position since July 2018. As Director of Business Operations, he has completed applications for acquisition cases for water and sewer utilities in Missouri, Kentucky, Tennessee and Louisiana.

After receiving a Bachelor of Arts degree from Washington University in St. Louis, the first eleven years of his career were spent as an administrator and later director at a non-profit organization in St. Louis Missouri. As Director he oversaw accounting, finance, human resources, IT and communications for the organization. During his employment he received a master's in business administration from Olin School of Business at Washington University. Prior to his employment with CSWR, he spent two years as Director of Operation with Auto Tire & Parts Napa, a partner-owned chain of auto parts stores, overseeing projects related to distribution, logistics, IT and general management.

#### **Jake Freeman – Director of Engineering**

Jake Freeman is the Director of Engineering of CSWR, LLC, the ultimate parent company of Red Bird Water UOC, LLC which is managed by Central States Water Resources, Inc. He has held this position since January 2019. As Director of Engineering he oversees all engineering, surveying and facility construction upgrades for all newly acquired CSWR water and sewer utilities including those in Missouri, Arkansas, Kentucky, Louisiana, Texas, Mississippi, Tennessee, Illinois and North Carolina. He also oversees ongoing capital upgrade projects on all CSWR owned and operated facilities.

After receiving a Bachelor of Science degree in Mechanical Engineering from the University of Missouri – Columbia, he spent the first two years of his career working for Corrigan Mechanical, a design-build mechanical contractor in St. Louis designing, estimating and managing plumbing, HVAC and process piping construction projects in Missouri and southern Illinois. He then spent eleven years

performing similar tasks for Brotcke Well & Pump, a well and pump service contractor servicing water wells and water treatment equipment throughout Missouri, Illinois, Kentucky and Kansas. Prior to his employment with CSWR, he was serving as Vice-President of Brotcke Well & Pump and Principal for their engineering services. He was also managing their newly opened office in Kansas City.

### **Jami Favor - Environmental, Health and Safety Director**

Jami Favor holds the office of Environmental, Health and Safety Director of CSWR, LLC the company that is the ultimate parent of Red Bird Water Utility Operating Company. Mr. Favor holds several top water and wastewater certifications throughout the country. Mr. Favor also has received his Associate of Science in Ecological Controls and Associate of Applied Arts.

Before joining CSWR, Mr. Favor worked for Woodard and Curran's as an Area Manager of Contract Operations and Maintenance for Public Water Supply District 2 of St. Charles County, MO and General Manager of Quincy, WA. Mr. Favor had a number of responsibilities to include budget and financial accountability, creating and implementing Capital Improvement Plans, daily operations of wastewater and water treatment facilities, including both industrial wastewater and reuse facilities that provided high efficient softening and reverse osmosis treatment to industrial customers, implementation and oversight of Industrial Pretreatment Programs, collection and water distribution maintenance.

Mr. Favor's previous employment provided him extensive experienced in water and sewer utilities. He has extensive firsthand experience with how manage financially, operationally and safely water and wastewater treatment facilities.

In his position as Environmental, Health and Safety Director at CSWR, Mr. Favor's main responsibilities include budgeting/financial accountability of operations, identifying capital improvements projects, overseeing regulatory compliance, implementing Computer Maintenance Management System and Regulatory Data bases for all CSWR facilities, development of safety programs, and overseeing third party Operations and Maintenance contractors of CSWR facilities.

### **CSWR**

CSWR, LLC purchased and currently operates 58 public drinking water and wastewater systems in Missouri, Arkansas, Kentucky, and Louisiana through which they provide safe and reliable utility service to approximately 38,365 connections. CSWR, LLC also has additional pending acquisition applications in Missouri, Texas, Kentucky, and Tennessee.

Since March 2015, affiliates in Missouri, Arkansas, Kentucky, and Louisiana have designed, permitted, and completed construction of approximately \$6 million of upgrades and improvements to drinking water systems. Those upgrades and improvements include construction of ground water storage tanks and drinking water pressurization pump assemblies, drilling water wells, erecting or rehabilitating well houses, closing failed wells, blasting/coating water storage tanks, replacing meter pits with new meters, replacing or repairing numerous water distribution lines, installing numerous isolation valve systems, installing multiple flush hydrants, repairing hundreds of leaking lines, and constructing or rehabilitating various other improvements to existing drinking water systems.

For wastewater systems, CSWR affiliated companies have designed, permitted, and completed construction of approximately \$8.3 million of sanitary system improvements. Those improvements include wastewater line repairs to remedy infiltration and inflow problems, construction of sewer main extensions, construction and repairs of multiple lift stations, closures of environmentally-distressed wastewater treatment plants, conversion of failing wastewater treatment plants into sludge storage/flow equalization and treatment basins, conversion of failed mechanical systems to I-Fast systems, and construction of various other improvements to existing wastewater treatment facilities.

CSWR has access to experienced technical and managerial expertise and experience not usually available to water systems of smaller size. And CSWR's business model makes these assets available to its affiliates at a lower cost than otherwise would be available because of the economies of scale the affiliated structure is able to achieve for its member utility operating companies.

The affiliated group of which Red Bird Water is a member has been able to secure an ongoing commitment from Sciens Capital Management, a Wall Street private equity firm, to provide capital necessary to purchase small, oftentimes distressed, systems and then make investments necessary to bring those systems into compliance with applicable health, safety, and environmental protection laws and regulations. Investment is provided primarily in the form of equity, but an affiliate also has committed to make debt capital available at reasonable rates if Red Bird Water is unable to obtain debt financing from non-affiliated commercial sources.

The Missouri Public Service Commission and the Missouri Department of Natural Resources have recognized the solid track record CSWR and its affiliates have established for acquiring, rehabilitating, maintaining, and operating troubled water and wastewater systems in that state. And in a recent order authorizing the group's Kentucky affiliate to acquire several troubled wastewater systems, the Kentucky Public Service Commission expressly found the group has the financial, technical, and managerial ability necessary to provide reasonable service to the public.