

Anna White

Principal Consultant

Ms. Anna White provides consulting expertise in the areas of cost of service and rate design, financial modeling, valuation, bond feasibility reports, and financial plans.

Ms. White is experienced in projects for water, wastewater and storm water utilities in the public sector. Anna also has experience with system development fees, indirect cost allocations, and stormwater utility implementation. She also has assisted in the development of storm water utilities, including policy development, financial planning, rate and credit program design, and implementation. She is also experienced in the determination of the economic feasibility of proposed projects or property as well as major expansions to projects and evaluating the impact on customers.

Ms. White has extensive experience in conducting rate study workshops with citizen advisory committees, presenting study findings and recommendation to public forums and to elected officials, and providing rate case testimony. Her economics background and experience with computer modeling and software applications have been utilized in developing financial analyses of municipal water, wastewater and stormwater utilities.

REPRESENTATIVE PROJECT EXPERIENCE

Kansas City Board of Public Utilities; Water Rate Study; Kansas City, Kansas; 2009-Current

Project Manager. Ms. White served as project manager for the BPU's comprehensive water rate studies since 2009. The 2019-2010 study included proposed capital financing plan, revenue requirements, costs of service analysis and rate design. In addition, the study included presenting the results of the study in written testimony format as well as verbally at a public hearing with the Board of Directors. Ms. White led additional studies in 2013, 2017 and 2019 and is currently leading an update for the 2023 - 2027 study period. Ms. White will present the results of the study in written testimony format as well as verbally at public hearings and to the Board of Directors. The current study includes creation of a new water model that will enhance the ability to build and save numerous scenarios.

Kansas City Water Services; Water and Wastewater Rate Study; Kansas City, Missouri; 2015-Current

Project Manager. Ms. White served as project manager for comprehensive water and wastewater studies since 2015. These studies consist of revenue projections, estimates of future operating expenses, cash-flow analysis, cost allocations and rate design. The proposed water rates are presented to the water wholesale customers prior to adoption of the new rates. User-friendly rate models are delivered to the



EDUCATION

Masters, Business Administration, Finance, University of Kansas, 1998

Bachelors, Economics, University of Kansas, 1994

YEARS OF EXPERIENCE

23

PROFESSIONAL ASSOCIATIONS

Water Environment Federation

American Water Works Association

RELEVANT EXPERTISE

Cost of Service Rate Studies; Financial Bond Feasibility Studies; Financial Planning; Indirect Cost Allocations; Storm Water; Storm Water Utility Implementation; System Development Fees; Wastewater; Water

city along with final rate reports. Ms. White led additional studies in 2017, 2018 and 2020 and is currently leading an update for the FY 2024 - 2028 study period.

City of Lincoln; Water Supply Development; Lincoln, Nebraska; 2022 - Current

Project Manager. The City of Lincoln selected Black & Veatch to identify a second source of water to secure the future of Lincoln's long-term water supply. As part of this study, Ms. White is leading the financial evaluation of each of the eight alternatives which includes the long-term impact on with City's water customers. Black & Veatch has incorporated it's scenario dashboard into the City's existing water rate model, developed potential revenue increase and capital financial scenarios through 2075, and calculated 2022 NPV typical bills. The findings from this analysis were presented to the Advisory Council in December 2022.

City of Fayetteville; Water and Wastewater Rate Study; Fayetteville, Arkansas; 2020-Current

Project Manager. Ms. White is currently serving as project manager for comprehensive water and wastewater rate study. The last rate study was completed in 2007 and the City has applied annual across-the-board increases since then. The current study includes revenue projections, estimates of future operating expenses, cash-flow analysis, cost allocations and rate design. Alternative rates have been developed to reflect the City's goal of promoting water conservation. The proposed rates were presented to the City Council in July of 2021, and as a result of customer feedback, the Ms. White and City are in the process of evaluating alternative rates to mitigate the impact on customers. User-friendly rate models have been developed and will be delivered to the city along with final rate reports.

City of Baton Rouge, Parish of East Baton Rouge; Stormwater Utility Feasibility Study; Baton Rouge, Louisiana; 2022-Current

Project Manager. Ms. White is currently serving as project manager for a stormwater utility feasibility study for the City of Baton Rouge, Parish of East Baton Rouge (City-Parish). The stormwater utility feasibility study examined the feasibility of establishing a dedicated stormwater user charge funding approach and recommend a stormwater user charge rate structure to provide sustainable long-term funding. The components of the study include program cost estimates, utility policy development, impervious area analysis and billing units determination, stormwater financial plan, stormwater rate structure and billing impact, and stormwater utility rate ordinance. A draft comprehensive Stormwater Utility Feasibility Report has been provided to the City-Parish. Two work-sessions were held with the City-Parish Mayor's office and four separate work sessions were held with small groups of the City-Parish Metro Council Members.

City of Lee's Summit; Stormwater Feasibility Study; Lee's Summit, Missouri; 2022 - Current

Project Manager. Ms. White is currently serving as project manager for a stormwater user fee feasibility study for the City. The effort includes level of service and program definition, policy development, multi-year financial plan, determination of recommended user fee methodology, estimate of impervious area, stormwater rate structure design, evaluation of billing alternatives, and stakeholder support materials. It is anticipated that the impervious area based will be voted on by the public in November 2022.

Sewerage and Water Board of New Orleans; Water, Sewerage and Drainage Systems Rate Study; New Orleans, Louisiana; 2020-Current

Project Manager. Ms. White is currently serving as project manager for the comprehensive financial evaluation of Sewerage and Water Board of New Orleans (SWBNO) water, sewerage, and drainage systems. The study includes a holistic suite of services, which includes financial planning, cost of service,

affordability analysis, customer assistance program, and stakeholder outreach. Upon completion of the financial analysis and cost of service rate design tasks. Ms. White is participating in an extensive public outreach program, led by the SWBNO's media team. The program consists of stakeholder outreach with SWBNO employees, Board members, key public stakeholders, news media, and the general public. Upon completion of the public meetings in July 2023, the proposed water and sewer rates will be presented to the City Council for approval.

Unified Government of Wyandotte County; Wastewater Rate Study; Kansas City, Kansas; 2017-Current

Project Manager. Ms. White served as project manager for a comprehensive study to development 2023 wastewater rates. The Unified Government (UG) is subject to a Consent Decree for sanitary sewer overflows and combined sewer overflows and entered an agree with the EPA in 2020 for the Integrated Overflow Control Plan (IOCP). The EPA estimates that the UG needs to invest approximately \$900M in the wastewater system. Therefore, the UG's main objective for the study is to develop a rate schedule for wastewater that will provide revenue sufficient to fund the operating and capital requirements (capital improvements and debt service). The recent study included projection of revenues and future operating expenses. The cash-flow analysis included several capital funding sources such a General Obligation bonds, Revenue bonds, Water Infrastructure Finance and Innovation Act (WIFIA), State Revolving Fund (SRF) loans, and federal grants. The wholesale sewer was also updated. Current effort includes evaluating the funding program for a \$72M capital project. Funding source include WIFIA, SRF, tax credits, and federal grants.

Charleston Water System; Financial Services; Charleston, South Carolina; 1998-Current

Project Manager. Black & Veatch has provided revenue bond, rate design and other financial service to the Charleston Water Service for several decades. Ms. White has served as project analyst for all financial and engineering feasibility studies and all comprehensive cost-of-service rate studies since 1998 and has served as project manager since 2004. Ms. White has led comprehensive water and wastewater rate studies in 2006, 2010, 2013, 2017, 2018 and 2021. Recent work has included review of contracts with wholesale customers, development of rates for raw water customers, creation of a surcharge for excess ammonia, development of a water rate model for a water wholesale customer, evaluation of alternative funding sources for capital projects, and preparation of a bond feasibility report for the 2022 issuance of \$157,675,000 Waterworks and Sewer System Capital Improvement Bonds.

Unified Government of Wyandotte County; Stormwater Rate Transition Study; Kansas City, Kansas; 2017-2022

Project Manager. Ms. White served as project manager for a stormwater rate transition study for the Unified Government (UG). The UG desired to transition from its existing flat fee to an impervious area charge. The study included evaluation of user fee methodologies and definition of the impervious area estimation methods, development of stormwater revenue requirements, and preparation of a rate schedule for residential and non-residential parcels. The study also involved extensive public outreach activities including development of a stormwater Citizen's Advisory Group, targeted stakeholder engagement, and workshops with County Commissioners. The impervious area-based stormwater user fee was approved by the County Commissioners in November 2022. Ms. White will lead implementation of the stormwater fee, which will become effective on January 1, 2024.

Charleston Water System; Revenue Bond Issuance Assistance; Charleston, South Carolina; 2015-2022

Project Manager. Black & Veatch as assisted Charleston Water System with revenue bond issues since 1983 which includes engineer's feasibility certificates and issuance of a Report on Bond Financial Feasibility. Since 2003, Ms. White led feasibility studies for the cumulative issuance of over \$1 billion Waterworks and Sewer System Capital Improvement Revenue Bonds. The most recent issuance was \$157,675,000 in 2022. In addition, Ms. White has led the financial analysis for multiple revenue bond refunding's.

City of Blue Springs; Water, Wastewater and Storm Water Rate Study; Blue Springs, Missouri; 2016-2022

Project Manager. In 2016, Ms. White served as project manager for a comprehensive water and wastewater cost of service rate study for the City of Blue Springs. The study included the development of financial plans for a five-year period; analysis of the cost of providing water and wastewater service to retail and wholesale customers; and the design of cost-based rates. Several workshops were held with City staff during key points of the study to review the project assumptions and preliminary results. A user-friendly rate model was developed as part of the study and Ms. White conducted a one day training session for city representatives. The proposed rate schedules for a 3-year period were unanimously approved by the City Council. Ms. White served as project manager for the 2019 rate study during which the City Council unanimously approved rate schedules for Fiscal Years 2020, 2021 and 2022 and the 2022 rate study for the FY 2023, 2024, and 2025 rate schedules.

Broken Arrow Municipal Authority (BAMA); Water, Wastewater and Storm Water Rate Study; Broken Arrow, Oklahoma; 2014-2022

Project Manager. Through a competitive bidding process, Black & Veatch conducted the first comprehensive water, wastewater, and storm water cost of service rate study for the Broken Arrow Municipal Authority (BAMA) in 2014. Ms. White served as project manager.

Key study elements included the development of financial plans for a five-year period; analysis of the cost of providing water, wastewater and storm water service to retail and wholesale customers; and the design of cost-based rates. In addition to a kickoff meeting with city/BAMA representatives, a total of six workshops were held with the city/BAMA representatives and City Council during key points in the study. A draft and final report was prepared and delivered to the City and two presentations were made to the City Council at the end of the study. Also included in the study was the development of a user-friendly rate model and one day of training for city/BAMA representatives.

Ms. White has led updates to the study in 2015, 2016, 2018 and 2022.

City of Tulsa; Stormwater Utility Enterprise Initiative; Tulsa, OK; 2020-2022

Task Manager. Ms. White served as task manager for a stormwater rate study for the City of Tulsa. The study included the projection of revenue requirements, capital program review and financing, and cash flow analysis. Multiple capital improvement program (CIP) and cash flow scenarios are being developed based on the results of a gap analysis and identification of future stormwater program needs performed by Black & Veatch as part of the initiative. Stakeholder engagement includes presentations to the Stormwater Advisory Board and the City Council. A user-friendly rate model was delivered to the City rate model training was conducted with City staff.

Sewerage and Water Board of New Orleans; Engineering Bond Feasibility Report; New Orleans, Louisiana; 2014-2021

Project Manager. Black & Veatch served as the consulting engineer in 2014 for \$104,000,000 Water Revenue and Refunding Bonds and \$159,000,000 Sewerage Service Revenue and Refunding Bonds for the Board and in 2015 for \$100,000,000 Water Revenue Bonds and \$100,000,000 Sewerage Service Revenue Bonds. The 2014 bonds were the first new money issue the Board had undertaken since Hurricane Katrina. Ms. White served as the project manager for both the 2014 and 2015 bond feasibility studies which investigated the principal facets of the utility system which impact the security of the proposed bond issue, provided an independent analysis for review by bond rating agencies, and provided comfort to potential investors that the utility has sufficient means to repay outstanding debt and meet all bond covenants. The scope included inspections at major water, wastewater, and drainage facilities, review of the Board's existing facilities records, reporting records for regulatory compliance, and proposed water, wastewater, and drainage utility major capital improvement programs to identify whether the list of proposed projects appears to adequately address system capital improvement needs for the planning period and to determine whether the Board's methodology for project cost estimating appeared reasonable. In addition, Black & Veatch provided an overview of the professional qualifications of the Board's staff in terms of size of the staff, the organizational structure, and the ability of the staff to appropriately manage, operate and maintain the existing systems such that regulatory requirements are met and quality, reliable service is provided to the Board's customers. Ms. White most recently served as project manager for the engineering bond feasibility studies for the following: \$10,250,000 Sewerage Service Revenue Bonds, Series 2020A, \$64,750,000 Sewerage Service Revenue Bonds, Series 2020B, \$178,195,000 Taxable Sewerage Service Revenue Refunding Bonds, Series 2021, and \$194,300,000 Taxable Water Revenue Refunding Bonds, Series 2021.

City of Baton Rouge, Parish of East Baton Rouge; Wastewater Rate Model Assistance; Baton Rouge, Louisiana; 2013-Current

Project Manager. Black & Veatch performed a comprehensive wastewater cost of service study for the City/Parish of Baton Rouge in 2002. The study included the development of a detailed wastewater rate model for use by City staff. In 2006, Black & Veatch was retained by the City/Parish to update the models to include user enhancements and integrate these enhancements into the automated update procedures that prepares the wastewater model for a new study period. Additional assistance with the wastewater rate model and wastewater rates was provided to the City/Parish in 2007 and 2008. Ms. White has provided the City of Baton Rouge with rate model support since 2012. In 2015, the rate model was moved to Black & Veatch's new rate model format which includes enhanced navigation menus, single-point entry for assumptions, and a dashboard. Ms. White created many customized features and functions to meet the specific needs of the City/Parish. In addition, Black & Veatch reviews the City's rate models on an annual basis. Current work includes review and evaluation of the existing wastewater rate structure.

Sewerage and Water Board of New Orleans; Annual Report on Operations; New Orleans, Louisiana; 2003-2021

Project Manager. Annually, since 1954, Black & Veatch has completed a Report on Operations of the Water, Sewerage, and Drainage Departments for the Board. Ms. White has served as project manager for the annual report since 2006. The report includes the results of an engineering evaluation, financial analysis, and an evaluation of compliance with the provisions of the Board's general bond ordinance. The engineering evaluation consists of onsite surveys of existing above ground or observable water, sewerage, and drainage facilities, including interviews of operation and maintenance personnel. The financial analysis includes projection of customer served, water and sewer volumes, and water, sewerage

and drainage revenues and revenue requirements. A projected cash flow statement for a five-year study period is prepared to identify any revenue deficiencies, show the timing and magnitude of required revenue increases, and determine the optimum combination of cash and debt financing required to meet total revenue requirements. The section on compliance with bond ordinance includes an evaluation of the adequacy of projected revenue to meet required coverage tests, verification that all funds required by the ordinance have been established and that fund balances are in compliance with requirements, review of insurance coverage, and review of records and books of accounts. The last Report on Operations was completed in 2021.

Charleston Water System; Water and Wastewater Impact Fees; Charleston, South Carolina; 20121

Project Manager. Black & Veatch has been updating the water and wastewater impact fees for Charleston Water System since 1990. The fees are based on a combination of the buy-in method and incremental cost method, reflecting a credit for debt service on capacity-related projects. Ms. White served as financial analyst for the 2000 and 2005 update and as project manager for the 2011, 2015 and 2021 updates. In 2015, a user-friendly impact fee model was developed and delivered to client as well as a comprehensive report summarizing the findings and recommendations of the analysis.

Minneapolis, MN | Stormwater Ordinance Update and Credit Program Benchmarking| 2018 – 2020

Task Manager. Ms. White served as task manager to conduct a benchmarking survey focused on stormwater credits and incentives programs for the City of Minneapolis to assess the effectiveness of its stormwater utility credits and incentive program. Six communities participated by completing a detail questionnaire and the results were summarized in a technical memorandum for the City. In addition to the credit program benchmarking, the City requested a benchmarking analysis to examine their stormwater program relative to peer communities, as well as an analysis of potential changes to their development requirements, O&M procedures, and interactions with other city departments.

City of Topeka; Water, Wastewater and Stormwater Rate Study; Topeka, Kansas; 2018-2019

Project Manager. Ms. White served as project manager for a comprehensive water, wastewater and stormwater rate study which consisted of revenue projections, estimates of future operating expenses, cash-flow analysis, cost allocations and rate design. As part of the study, a renewal and replacement model was created for the City to use to determine the appropriate level of annual investment in assets over the next 30 years. Using the model, the City created three scenarios with varying levels of investment (status quo, middle and ideal). The results of the renewal and replacement model were incorporated into the rate models to determine the level of revenue increases necessary to fund each of the renewal and replacement scenarios. Two scenarios were selected to move forward for consideration by the City. The study involved three public stakeholder engagement meetings and a presentation to the City Council. The City Council approved water and wastewater rate scheduled for 2021, 2022 and 2023.

City of Grand Island; Wastewater Rate Study; Grand Island, Nebraska; 2018-2019

Project Manager. Ms. White initially served as project manager for a comprehensive study of wastewater rates in 2009, which consisted of revenue projections, estimates of future operating expenses, cash-flow analysis, cost allocations and rate design. Grand Island provides wastewater treatment to one of the largest meat processing plants in the nation. As a result, special attention was given to the development of excess strength surcharges for biochemical oxygen demand, suspended

solids, oil and grease, ammonia and hydrogen sulfide. Ms. White presented the results of the study to the City Council. A user-friendly rate model was also delivered to the city and one day of training was provided for six staff members. Ms. White has performed updates in 2010, 2014, and 2016. Most recent effort included developing proposed rates for FY 2020 – FY 2024, developing an excess strength surcharge for total nitrogen, and creating a new rate model in Black & Veatch’s latest rate model format. The proposed rate schedules were approved by the City Council in December 2019.

City of Newark; Stormwater User Fee Implementation; Newark, Delaware; 2017-2018

Project Manager. Ms. White served as project manager for the City of Newark’s implementation of an impervious area-based stormwater charge. Ms. White coordinated the tasks associated with the development of stormwater rate schedules, establishment of the stormwater credits and appeals program, defining change management needs with respect to business processes and policies to support the stormwater user fee and credit program, development and implementation of a stormwater database application support of integration of the stormwater user fee into the City’s existing water/sewer utility billing system, and public outreach. The stormwater user fee went live December 27, 2017.

City of Newark; Stormwater Feasibility Study; Newark, Delaware; 2016-2017

Project Manager. Ms. White served as project manager for stormwater feasibility study for the City of Newark. The study included stormwater cost allocation, projection of revenue requirements, CIP review and financing, cash flow analysis, development of impervious area-based rate methodology and stormwater rate structure, user fee and billing policies, and implementation plan. The study included four City Council workshops and the Council approved the implementation of a new stormwater utility.

City of Norfolk; Wastewater Rate Study; Norfolk, Nebraska; 2018

Project Manager. Ms. White served as project manager for a comprehensive study of wastewater rates and which consisted of revenue projections, estimates of future operating expenses, cash-flow analysis, cost allocations and rate design. The preliminary cash-flow analysis has been prepared and will be finalized upon completion of the ongoing wastewater master plan. The user-friendly model was delivered to the City for its use in scenario planning.

City of Leavenworth; Wastewater Rate Study; Leavenworth, Kansas; 2017-2018

Project Manager. Ms. White served as project manager for a wastewater cost of service rate study for the City of Leavenworth. The study consisted of developing a 5-year capital financing plan, determining the necessary revenue adjustments to fund the capital program and providing the necessary rate schedule adjustments. The results of the study were presented to the City Council along with a final report.

Broken Arrow Municipal Authority (BAMA); Direct and Indirect Cost Study; Broken Arrow, Oklahoma; 2013-2014

Project Manager. As part of the 2014 Comprehensive Water, Wastewater, and Storm water Rate Study, Black & Veatch reviewed BAMA’s direct funding and indirect transfers to the city and the services provided by these non-BAMA departments. Part of the study was to determine the level of service provided to BAMA and at what costs. Black & Veatch also looked for services that BAMA may have been receiving from the General Fund but were not explicitly included in the current budget transfer mechanisms.

The city provides various administrative and support services to BAMA, such as accounting, human resources and legal. The majority of the employees and functions involved in providing these

administrative services are funded by the city's General Fund. In return, BAMA pays the city for these services through an indirect transfer to the General Fund. This transfer covers functions provided by organizations such as the city manager's office and council's office. The study resulted in shifting an additional \$1.7 million of indirect costs from BAMA to the General Fund which will be phased in over six years.

In conjunction with the study, a user-friendly Cost Allocation Model and a detailed report was delivered to the city such that city staff can periodically update the model to reflect changes to the indirect cost budget.

City of Olathe; Storm Water Rate Restructure Implementation; Olathe, Kansas; 2013-2014 Project Manager.

Ms. White served as project manager for a storm water rate restructure implementation project for the city of Olathe. The city's existing storm water management fee consists of a flat monthly charge for residential customers and a multi-tiered rate based on the gross area of their lot (lot size) for the non-residential customers. Establishing storm water rates based on a property's impervious area (area that prevents infiltration of storm water and contributes to runoff) provides a more equitable approach for apportioning costs than using total lot size. Therefore, it was the city's desire to establish a rate structure based on effective impervious area.

The key objectives of this project were to educate the City Council on critical issues pertaining to transitioning to an impervious area-based rate structure, assist the city with restructuring storm water rates to an impervious area based charge, and present the findings of the project to the City Council for approval.

Pine Bluff Wastewater Utility; Wastewater Rate Study; Pine Bluff, Arkansas; 2013-2014 Project Manager.

Ms. White first served as project manager for a wastewater rate update based on a study previously conducted by Black & Veatch in 2004. The study included proposed capital financing plans, revenue requirements, cost-of-service analysis and rate design. She placed special emphasis on developing rates for a particular wholesale community. She updated the study in 2008 and 2014.

Tulsa Metropolitan Utility Authority (TMUA); Water and Wastewater System Evaluation; Tulsa, Oklahoma; 2012-2013 Consultant.

In 2012, Ms. White served as a managing consultant on a team that performed a comprehensive legal, engineering and financial evaluation of Tulsa's water and wastewater systems where she assisted with the tasks associated with financial condition, planning and reporting analysis. The analysis of financial viability and sustainability recognized the costs required to maintain effective balances between debt and assets as well as operating costs and revenues. Revenues were reviewed for sufficiency to maintain adequate reserves, support bond ratings and invest in future needs. Commonly used performance ratios for the utility industry were identified and calculated for TMUA. Alternative rate structures were proposed which met the goals of the community.

Independence Water Department; Water Rate Study; Independence, Missouri; 2012 Project Manager.

Ms. White served as project manager for a 2012 comprehensive water rate study, including financial planning, cost of service and rate design. Ms. White served as project analyst for a similar study in 2008. Ms. White also served as project analyst for a triennial report on operations for the water department from 2004 through 2006.

In accordance with bond covenant requirements for an examination of the condition and operations of the water department, a review of operating and financial data was conducted; key management and staff members were interviewed; samples of water system facilities were inspected; and the capital improvement program was reviewed. Financial projections within the next five-year period were prepared to evaluate the adequacy of existing water rates and compliance with debt service coverage requirements.

City of Springfield; Storm Water Utility Formation; Springfield, Ohio; 2010-2011

Project Manager. Ms. White served as project manager for the development and implementation of a storm water utility for the city of Springfield. The 2010 - 2011 project included evaluation of user fee methodologies and defining the impervious area estimation methods, development of a master account file, development of storm water revenue requirements, and defining a rate schedule for residential and non-residential parcels. The study also involved extensive public outreach activities including development of a Storm Water Advisory Committee and development of a public outreach plan.