

1 systems from green field site selection all the way through system startup and final
2 engineering sign off.

3 In addition to running a design/build firm, starting in 2008, I took over the
4 operations of an existing rural sewer district. I ~~still act as~~ was the administrator of this
5 system, where I manage the system's functioning, testing, and maintenance; perform all
6 the billing, emergency response, accounts payable/accounts receivable, collections,
7 budgeting, and customer service; and host public meetings required to service the
8 community.

9 In late 2010, after working on several small, failing water and wastewater systems,
10 I created a business plan to acquire and recapitalize failing systems as investor-owned
11 regulated water and wastewater utility companies. In early 2011, I went to the capital
12 markets to raise money to implement my plan. Over a period of approximately three years,
13 I met with over fifty-two infrastructure investment groups trying to raise necessary
14 financing. In February 2014, I achieved my goal, and I used the debt and equity capital I
15 was able to raise to start CSWR. In 2018, I was able to attract an additional large
16 institutional private equity investor, which allowed me to expand the scope of my business
17 plan.

18 Since its formation, CSWR has acquired, and currently is operating through various
19 affiliates, approximately 800 water and/or wastewater systems in Missouri, Kentucky,
20 Louisiana, Texas, Arkansas, Tennessee, Mississippi, Arizona, North Carolina, South
21 Carolina, and Florida. Utilities within the CSWR affiliate group have additional
22 applications pending in Texas, Tennessee, Louisiana, Florida, North Carolina, South