

CURRICULUM VITAE



Paul Bender, CPA (CA), MBA

Mr. Bender has over 30 years of financial management and consulting experience, including 20 years as Chief Financial Officer and Director (CEO) of Public Utilities for three large municipal natural gas, electric, water and wastewater utilities (City of Cleveland, Public Utilities, 2013-2014; District of Columbia Water and Sewer Authority, 1997 – 2005; and City of Richmond, Public Utilities, 1986 - 1997), and 13 years as an independent financial and management consultant (2005 to present).

In these roles, Mr. Bender successfully implemented strong financial planning, budgeting and rate/tariff setting processes; the entire range of financial, customer service (i.e., CIS, AMR/AMI, call center, etc.) and information technology systems; and restructured financial and customer service operations to achieve Board of Directors, Mayor, City Council, Ministry objectives. Key accomplishments were:

- Establishment of initial, strong bond ratings and maintenance of consistently superior financial performance.
- Virtually 100% meter reading accuracy and on-time customer billings; responsive call center operations, with industry-leading customer service survey ratings; innovative automated water leak detection and customer notification systems

Since 2005, Mr. Bender has served as a financial and management consultant working with international and U.S. municipalities and water, wastewater, and electric utilities with developing and implementing strategic financial plans and processes; short and longer-term (10-year) rate/tariff structures and levels; organizational restructuring; and developing and implementing comprehensive financial, customer service and information technology improvement plans; His key competencies include:

- Strategic and financial planning to meet City Council/Board of Directors'/Mayoral/Ministry financial and customer service expectations and address significant infrastructure requirements within reasonable tariff/rate levels
- Long-term water and wastewater infrastructure financing and rate planning
- Project management of large, complex financial and customer service/IT 'turnaround' projects, and implementation of large-scale remote metering projects

Experience

Paul Bender Consulting (Independent Financial and Management Consultant) – 2005 to Present

City of Cape Town, South Africa; Department of Water and Sanitation – July 2018 to Present

Education

MBA, Boston University, Massachusetts, USA, 1981

B.A., Goshen College, Indiana, USA, 1975

Certifications

Licensed Certified Public Accountant (Chartered Accountant equivalent), Commonwealth of Massachusetts from 1981 until 2010

Years of Experience: Over 30

Under direction of Executive Director, Director of Water, and CFO:

- Develop long-term financial and tariff (rate) setting plan and related model to ensure completion of all required capital projects required to address historical drought impacts and other capital requirements at affordable annual tariff increases.
- Develop and implement a comprehensive Customer Service Improvement Action Plan to improve customer services to international industry best-practice levels - 98% billings with actual meter readings; 95% collections rate; and prompt responses to customer service queries. Includes establishment of a new Customer Service Branch reporting to the Director, and a complete meter replacement/testing program, with remote meter reading (AMR/AMI).

City of Los Angeles, CA, Department of Water and Power (DWP) – August 2015 to Present. Monitor resolution of significant implementation issues emanating from a poorly implemented Oracle Customer Care and Billing (CC&B) system, for the largest municipally operated utility in the U.S. – over two million water/wastewater and electric accounts. Report directly to the Court under a class action lawsuit v. DWP to monitor compliance with the Settlement Agreement; develop and oversee implementation of improvements in DWP's IT and customer service operations.

City of Cleveland, Ohio, Water Division – May 2011 to Sept 2014. Served as the Mayor's Turnaround Oversight Committee Project Manager to 'turnaround' a failed customer billing system implementation and organizational deficiencies, and transform the City's Water Division into a 'best in class' customer service operation. Work involved every aspect of a customer service operation including CIS (Oracle CC&B) upgrades, organizational improvements across the board, and implementation of a 425,000-customer remote Automated Meter Reading system. Phase 1 work to implement 'quick hits' - answer phones promptly/more effectively, improve billing accuracy, routine collections processes, and rate changes completed Nov 2011; Phase 2 completed June 2012; AMR deployment 2012-14.

March 2013 to September 2014, served as Cleveland's Director (CEO) of Public Utilities, a 500,000+ connection (1.5 million people) Water, Electric, and Wastewater utility operation – \$500 million annual budgets. Responsible for all utility operations, including customer service, finance, HR, IT, public affairs, 1,800 employees. Key accomplishments:

- Directed resolution, reporting to the Mayor, of major customer service deficiencies emanating from a poor CIS implementation in 2009
- Implemented system-wide efficiency and revenue improvements to yield 5 years of 0% Water rate/tariff increases, through 2020, for first time in over 20 years
- Developed and obtained Mayor and City Council approval for a Financial Turnaround Strategy for Cleveland Public Power, an 80,000-connection electric distribution utility. Included innovative large-customer rates/tariffs; debt restructuring; and significant cost reductions to allow 0% rate increases for four years.

Kingdom of Saudi Arabia, Ministry of Water and Electricity (MOWE), Riyadh, Saudi Arabia – 2015 to 2016. Subcontractor to The World Bank to develop comprehensive long-term (10-year) financial plans for National Water Company utilities and MOWE-run water and wastewater utilities, and train key staff to maintain the plans. The result is intended to be more cost-effective choices among water supply alternatives (i.e., desalinated water, groundwater, treated wastewater) and incorporation of the true costs of utility operations into annual budgeting processes.

Water Utilities Corporation (WUC) and Ministry of Minerals, Energy and Water Resources, Gaborone Botswana – 2008 to 2016. Work with WUC's CEO, CFO and other executive leaders; Minister and senior officials in the Ministry of Minerals, Energy, and Water Resources; and Ministry of Local Government, on a Presidential initiative to improve and extend water and sewer services to all Botswana residents under a comprehensive industry restructuring. Consolidate all water and sewer operations in the country under a stand-alone, government owned water corporation. Requires working with disparate water and sewer operations to consolidate financial and customer service operations - develop and assist with implementation of short and long-term financial plans, common tariff/rate structures, financing requirements, consolidation of customer services and other utility operations, development of financial and customer service performance metrics, and address political issues resulting from the restructuring program.

Botswana Power Corporation (BPC) and Ministry of Minerals, Energy and Water Resources, Gaborone Botswana – 2013 to 2014. Work with BPC's CEO, CFO and other executive leaders; Minister and senior officials in the Ministry of Minerals, Energy, and Water Resources; and Ministry of Local Government, to develop a Long-Term Strategic Financial Plan, to direct massive infrastructure upgrades including new power plants, operational restructuring and improvements, customer service systems improvements and cost reductions, and revenue enhancements. The financial plan will guide rate/tariff increases for 10 years to eliminate Government operational support at significantly lower tariff levels than previously contemplated.

Gila River Indian Community, Sacaton, AZ – January to December 2011. Under subcontract with Hallock/Gross/Parsons Brinckerhoff, review Treasurer, Finance, and Budget functions and organizational structure for Governor's Office (CEO). Advise Tribal Council and assist Governor's Office with implementing modern finance structures and processes to improve strategic planning, budget performance, grants management, and finance operations.

Stafford County, Virginia and Utilities Department – January to December 2010. Under sub-contract with Public Financial Management, work with County Manager and Utilities officials to develop long term financial and rates plan to maintain bond ratings and ensure completion of priority capital projects within acceptable rate levels. Outcomes were an improved capital budget and formal capital planning process; improved financial policies and bond covenants which freed up cash for capital financing; and acceptable levels of rate increases.

City of Portsmouth, Virginia – January 2009 to December 2010. Advise City Manager, CFO, and Public Utilities' Director on long-term water and sewer rates and financial planning. Develop new 10-year rates forecasts to address substantial new sewer overflow capital and operating requirements and comply with environmental regulations. Develop financing plans and policies, new cash management practices, and capital and operating budgets to undertake all priority projects with modest rate increases, well below previously contemplated levels.

The World Bank, for Republic of South Africa (RSA) National Treasury and Mbombela Municipality – April to October 2009. Under a World Bank contract, work with officials of the RSA National Treasury's Public-Private Partnership (PPP) Unit and Mbombela Municipality, to evaluate the success of South Africa's first municipal water and sanitation concession agreement after 10 years of operation. Determine if water and sanitation concession arrangements are an effective way to more quickly extend services than if they are municipally managed and at a reasonable cost to customers and government. The work involved interviews with key municipal and

concessionaire officials, and key stakeholders in a variety of national government agencies, NGO's and unions; comprehensive literature review; and analysis of the concessionaire's financial and customer service performance based on contractual performance criteria for service delivery, customer service, infrastructure investment, financial performance, employee programs, etc.

District of Columbia Water and Sewer Authority – March 2009 to March 2012. Assist General Manager and CFO to outsource the Internal Audit function, including contract negotiations, establishing performance criteria, and regular performance evaluations. Developed and assisted CFO to implement improved capital financing policies, to strengthen bond ratings. Reviewed large (\$100+ million) capital project procurements to ensure financial strength of proposed contractors.

International Financial Advisor, National Treasury, Republic of South Africa – August 2005 to May 2008 – placed in Mangaung Municipality (Bloemfontein) and Nelson Mandela Bay Municipality (Port Elizabeth)

Under the National Treasury's policy direction, assist local political leadership and officials – Mayor, City Manager, CFO, City Councils - in implementing South Africa's Municipal Finance Management Act (MFMA). Work with all levels of municipal employees to implement and improve strategic planning, including extensive community consultation requirements; budgeting, revenue collection processes, accounting, financial reporting, procurement/supply chain management, internal and external financing processes and City Council oversight processes. Associated with Cowater International, Ottawa, Ontario, Canada, consultants to the RSA National Treasury. See www.treasury.gov.za for more information on the MFMA program.

Led a project, under City Manager and CFO direction, to remove 'disclaimer' audit opinion – obtained an unqualified opinion in one year. Developed 10-year financing program for NMBM Municipality.

Chief Financial Officer, District of Columbia Water and Sewer Authority, Washington, D.C. - July 1997 to August 2005 – see www.dcwasa.com, 'Financial Information' for more information.

Responsible for financial operations (budget and strategic planning, finance and treasury, accounting, rate setting, grants, risk management), procurement, customer service, and information technology for a new regional water and sanitation utility. Operating budget, \$300 million; capital budget, \$4.5 billion; 130,000 retail customers; wholesale service to 2.3 million people in the five metro Washington, DC. jurisdictions. Report to the CEO/General Manager and work directly with Board of Directors, U.S.A Congress, Federal governmental agencies and local jurisdictions on utility operations and financial performance issues. Accomplishments:

- Obtained A+ bond ratings within 2 years for a formerly unrated, 'near-bankrupt' utility with historically weak credit fundamentals; upgraded to AA level in June 2003.
- Obtained unqualified auditor report and the national Certificate of Excellence in Financial Reporting, from Government Finance Officers' Association, in first year of operation, after qualified opinions and reports were the norm – unqualified opinions now 'standard operating procedure'.
- Implemented new financial systems in less than one year, on time, within budget; includes general ledger, payables, receivables, procurement, payroll/HR.

- Completely restructured a dysfunctional, 170-person customer service operation to meet customer expectations: calls answered and issues resolved immediately, meter reading accuracy of 99.9%, no estimated readings, consistent and fair collections practices resulted in 99+% collections rate.
- Implemented leading edge customer information and billing system and complete replacement and automation of antiquated metering system. Provided online billing inquiries and multiple payment and billing options. Developed several 'utility industry firsts' – online daily usage information accessible via internet internationally, and automated customer water leak detection.
- Built the Authority's first information technology organization, implementing state-of-the-art IT infrastructure and website.
- Led the Authority's first competitive retail electricity procurement, including development of organizational processes and resources to manage daily electricity usage and procurement requirements.

Deputy Director, Department of Public Utilities, City of Richmond, VA – March 1986 to July 1997

Chief financial and administrative officer for a \$200 million natural gas, water, wastewater and electric utility operation; 200,000 customer accounts in 4 jurisdictions; \$650 million, 10 year capital budget. Directly responsible for 250 employees and the Department's financial, gas supply and marketing, customer service, and information technology operations. Achieved bond rating upgrades and Best Emergency Response Company Award from American Gas Association.

Auditor – July 1981 to March 1986

- Audit Manager, City Auditor's Office - City of Richmond, VA - Jan '85 – Mar '86
- Audit Manager, C&P Telephone Co - Richmond, VA - Jan '84 – Jan '85
- Senior Auditor, Coopers and Lybrand - Boston, MA and Richmond, VA - Jul '81 – Jan '84

Personal

Marathon runner – U.S.A. organizer of the Sahara Marathon in the Western Sahara refugee camps in southern Algeria; have run 135 marathons, including Antarctica; Himalayan 100-mile Marathon and Trek; and 25 marathons in South Africa.