

1711 Garfield Court
Little Rock, AR 72204

Received

7/24/08

July 24, 2008

Board of Commissioners
Central Arkansas Water
c/o Becky Wahlgreen
P.O. Box 1789
Little Rock, AR 72203

To the Central Arkansas Water Board of Commissioners, thank you for the opportunity to express my interest in the position of Commissioner.

I believe the position of Commissioner requires an individual that is adept in analyzing and implementing overall policy and generating an efficient and productive environment. My current position as an economist for the Arkansas Public Service Commission along with my time working for and consulting investment banks have given me unique and detailed financial and economic perspectives on general business and more specifically on utilities. Furthermore, my Bachelors in Economics and Masters in Public Policy degrees from Harvard University along with my MBA from the University of California at Los Angeles have afforded me the ability to take a look at the technical aspects of macro and micro level problems a Commissioner would face.

In the past, I have served as a member of Harvard University's Advisory Committee on Shareholder Responsibility. This 12 member committee advised the university on investments pertaining to its multi-billion dollar endowment.

In closing, Little Rock is not only my home, but it is evolving into a world class city. I am committed to ensuring that Little Rock's development stays on course, and a crucial part of that is our water supply. I look forward to the opportunity to give back to the development of the city that was so pivotal in my own development. Thank you for your consideration.

Respectfully yours,



Adrienne Bradley

ADRIENNE R. W. BRADLEY

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- education**
- UNIVERSITY OF CALIFORNIA, Anderson School of Management** Los Angeles, CA
Master of Business Administration June 2004. Dean's fellowship. Focus: finance and strategy
- Courses: fixed income securities, int'l bus. negotiations, financial accounting, business strategy
 - *HEC* (France): Sept. – Dec. 2003 participated in MBA exchange program
 - *Thesis*: American Immigration and the Entertainment Industry in New Zealand
 - Activities: Riordan Scholars Mentor, Entertainment Management Assoc., Entrepreneurs Association
- HARVARD UNIVERSITY, John F. Kennedy School of Government** Cambridge, MA
Master of Public Policy June 1999. Concentration: Business & Government and Int'l Trade & Finance
- Courses: economics, international trade, finance, real estate, capital markets, negotiations, statistics
 - *Thesis*: Export Processing Zones in the African nation of Mauritius
 - *Ecole Nationale d'Administration* (Paris) & courses in entrepreneurship at Harvard Business School
- HARVARD UNIVERSITY** Cambridge, MA
B. A. in Economics June 1996. Independent study on consumer economic behavior
President- Kennedy School Black Student Caucus (managed & created caucus activities and policies)
Co-President- Harvard Entrepreneurs Club (organized entrepreneur conferences)
Harvard College Representative- Harvard Advisory Committee on Shareholder Responsibility
- experience**
- 2004-present **ARKANSAS PUBLIC SERVICE COMMISSION** Little Rock, AR
Senior Rate Case Analyst/Economist
- Performs economic and statistical analysis for utility company (electric and gas) regulatory rate cases; identifies, evaluates, and develops positions on cost allocation and rate design
 - Presents positions in written and oral testimony before Commission and public as expert witness in rate cases (Arkla, AOG, Entergy, AECC)
 - Balances short-term and long-term economic and financial interests of all stakeholders including: utility companies, industrial customers, small commercial customers, and residential customers
 - Researches the intersection of national and state energy policies such as energy efficiency and the actions of utility holding companies
- feb.-june 2003 **E! NETWORKS** Los Angeles, CA
Business Development Associate
- Analyzed business ventures for E! & Style television stations, E! online, & international channels
 - Developed strategy for new commerce, licensing and media opportunities & conducted market research
- 1999-2001 **PRINCETON CONSULTANTS** New York, NY
Senior Associate
- Managed mergers and acquisitions of corporate units for Fortune 50 financial services organizations
 - Evaluated and created business unit strategic plans and new standard operating procedures
 - Project Manager: IT development for leading investment bank's Asset Management division
- summer 1998 **EXECUTIVE OFFICE: PRESIDENT OF THE UNITED STATES (OMB)** Washington D.C.
Policy Analyst, Office for Information and Regulatory Affairs
- Examined, analyzed and negotiated government agencies' regulatory and information policies for consistency with applicable Federal laws and the President's priorities
 - Investigated benefit-cost data using economic, statistical, and other quantitative methods
- 1996 -1997 **WHEAT FIRST BUTCHER SINGER SECURITIES** Memphis, TN
Research Analyst
- Formulated investment management skills training workshop for institutional clients
 - Published and conducted company's internal and external economic research
 - Produced financial reports for prospective and current clients

**publications/
books** How Institutions Voted on Social Policy Shareholder Resolutions in the 1994 Proxy Season,
Investor Responsibility Research Center, Washington D.C. 1994.

summer/work study

summer 1995 **PRUDENTIAL INSURANCE COMPANY OF AMERICA-** *Marketing Intern* Basking Ridge, NJ
1992-1996 **HARVARD TRADEMARK & TECHNOLOGY LICENSING-** *Admin. Asst.* Cambridge, MA

training

Regulatory Studies Program at Michigan State University's Institute of Public Utilities- East Lansing, MI; PGS Energy Training Seminar- Philadelphia, PA; Electric Industry Regulation Course at the Center for Public Utilities at New Mexico State University- Albuquerque, NM; EUCI's Introduction to Electric Utility Systems- Raleigh, NC

**special skills/
personal**

Language skills: Conversational French, Basic Japanese and Spanish

Computer skills: SAS; ARGUS; Microsoft Office including Access; Visual Basic

Travel: New Zealand, France, Germany, Sweden, England, Netherlands, United States, Canada, and Caribbean

Activities: President-Harvard Club of Arkansas, City of Little Rock Commissioner, Arts Council of Princeton, Recording for the Blind & Dyslexic, LEAD program in business, writing