

Myron Olstein

Myron Olstein is a Director in the Enterprise Consulting Division of Black & Veatch Corporation. He is a nationally recognized expert in the fields of benchmarking, strategic planning and utility organizational issues. He has more than thirty-five years of professional experience, primarily as a consultant to water, wastewater and solid waste utilities. He has consulted to most of the United State's larger utilities. The served population of his clients is approximately 50% of the Nation's population. Prior to joining Black & Veatch, he was a Vice-President with Wrc, a consulting Partner with KPMG Peat Marwick (1983 to 1991), a Director with Coopers & Lybrand, now PricewaterhouseCoopers (1977 to 1983) and a Senior Manager with Ernst & Young (1975 to 1977)..

Mr. Olstein has performed more than 30 financial feasibility studies for revenue bond issues with an aggregate value in excess of \$3 billion. Issuers for whom such studies have been performed include Atlanta, Orlando, Brevard County (FL), Seminole County (FL), Boston, Boca Raton (FL), Ocala (FL), Palm Beach County (FL) and Jacksonville. While a partner at KPMG, Mr. Olstein served on the Firm's Forecast and Projections Committee and was a Designated Attestation Specialist conducting pre-issuance reviews of all bond related studies performed by the firm in the Eastern Half of the United States.

Mr. Olstein's international experience includes seminars in Mexico and Canada. He assisted Waterloo in the contracting out of their treatment plant operations and in developing a performance measurement system. He was a co-presenter at a two day seminar conducted for water utility managers in Portugal. He also has performed benchmarking studies in Korea and Singapore. He is currently project director for the Finance Advisory Services Project providing Technical Assistance for the Shanghai Infrastructure

Mr. Olstein has served as Principal Investigator or a senior staff member of a number of landmark research studies involving benchmarking and best practices:

- American Water Works Association Research Foundation (AWWARF) Water Industry Benchmarking Study
- Water Environment Research Foundation – Wastewater Benchmarking Study
- AWWARF Best Practices Study

Mr. Olstein is currently directing a Succession Planning study for AWWARF and the Water Environment Research Foundation.

Mr. Olstein has performed studies resulting in new organizations (authorities, commission etc.) and has provided assistance in the transition to new organizational structures. Among the organizations he has assisted in this manner are Tampa Bay Water (intergovernmental agreement), Maryland Water Quality Finance Administration (organizational studies, initial and subsequent bond issues), MWRA (initial rate structure and rate and financial training for member organizations), Prince William Service

Authority (feasibility studies, initial organizational study),JEA (pre acquisition benchmarking of Jacksonville Water and Sewer), Pittsburgh Water and Sewer Authority (initial rate study), Boston Water and Sewer Commission (transition consultant, initial budgets, first rate study, other services), Lexington (KY) wastewater (initial rate study and billing system selection and implementation).

Mr. Olstein has provided litigation support and expert witness services in numerous intergovernmental disputes involving rate setting, cost allocation, accounting and related issues. These cases involved the San Francisco PUC, Denver Water Board, Los Angeles Bureau of Sanitation, Atlanta Water, Palm Beach County, Boca Raton (FL) and Beaverton (OR).

Mr. Olstein has performed virtually every type of management improvement and organizational strengthening program. He was also involved in studies of the implementation of the 1972 and 1977 Clean Water Act Amendments. In 1977 he performed a study for the U.S. Environmental Protection Agency of how the EPA Regions were implementing Section 204 provisions of the Clean Water Act. In 1978-1980 he conducted a Congressionally mandated study of the Industrial Cost Recovery provisions of the Act. The study involved visits to 220 regional agencies, a project advisory group of major affected industries and liaison with the relevant Congressional committees. The study resulted in the repeal of the ICR provision as well as modifications to Section 204 requirements.

Education

B.A., Applied Science, Lehigh University 1960

B.S., Chemical Engineering, Lehigh University 1961

M.S., Business Administration, George Washington University 1971

Doctoral Studies in Public Administration, University of Southern California Washington Public Affair Center, 1973-75