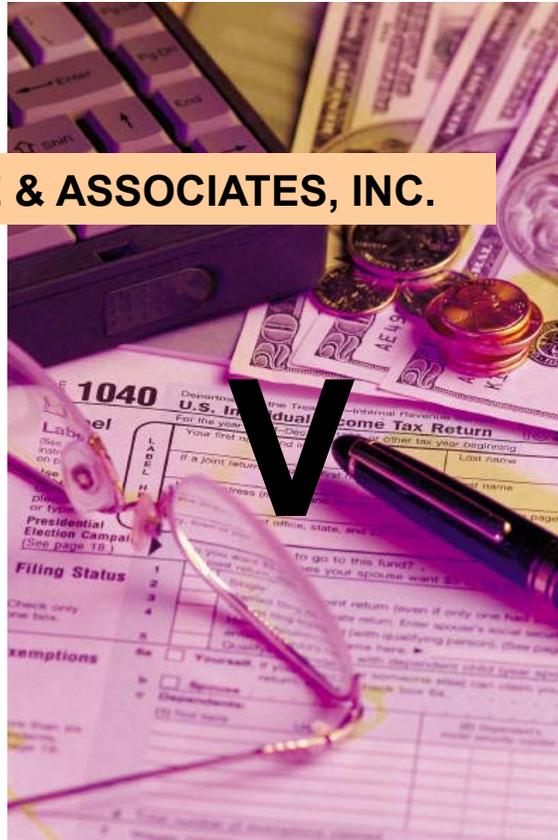


BROWN, VENCE & ASSOCIATES, INC.

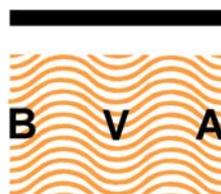
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V

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Management and Financial
Consulting Services



MANAGEMENT CONSULTING

STRATEGIC PLANNING
SERVICE PROCUREMENT
MANAGED COMPETITION
LITIGATION SUPPORT
REGULATORY/LEGISLATIVE
ANALYSIS
BENCHMARKING
MARKETING STUDIES
PERMITTING
OPERATIONAL
TROUBLESHOOTING

FINANCIAL CONSULTING

DUE DILIGENCE/
INDEPENDENT REVIEW
FACILITY FINANCING
AND VALUATION
RATE REVIEW
ECONOMIC ANALYSIS
AND FORECASTING
COST OF SERVICE
CAPITAL ASSET
MANAGEMENT
MERGERS AND
ACQUISITIONS

Brown, Vence & Associates is a full-service engineering and management consulting firm with more than two decades of experience in waste and energy management. We combine technical knowledge, management and financial consulting services, and engineering expertise, to serve clients throughout the United States, Latin America, the Caribbean, Europe, Asia, and Africa. Our staff has a diverse background in business management, finance, engineering, planning, and public policy. Skilled and accomplished project teams provide clients with innovative, yet cost-effective solutions to resource management, strategic planning, and project development, including exploring and recommending cost recovery and financing options.

Management and financial consulting demands a broad array of services allied with strong communication and presentation skills. BVA meets and exceeds these requirements with senior staff who use the breadth of their real-world experience to develop workable solutions to complex management and financial problems. BVA's experienced staff draw upon diverse backgrounds in business management, finance, economics, planning, public policy, and legislative affairs. Professional capabilities and decades of practice uniquely qualify BVA staff to provide expert

testimony and serve as expert witnesses. Our knowledge of regulatory developments, its understanding of public policy, and its ability to coordinate among various governmental agencies, as well as with the private sector, allows the firm to facilitate solutions to problems that may originally appear to be insurmountable.

With many years of experience, a talented and dedicated staff, integrity, and a deep sense of commitment, BVA assists clients in solving problems collaboratively and creatively; basing decisions on full understanding of the options available; meeting regulatory and legislative requirements with confidence; obtaining independent, accurate, and objective analyses; knowledgeably forecasting future management and financial needs; effectively addressing elected bodies and other decision-makers; and eliminating duplication and overlap through multi-jurisdictional projects.



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GOVERNMENT

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HEALTH CARE

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CASE STUDIES

Case 1: Evaluating a Service Contractor

After several years under contract to a commercial hauler, a city asked BVA to audit its collection of solid waste and recyclable materials, including the contractor's management structure/staffing, allocation of expenses and overhead, and employee compensation practices. BVA's recommendations were implemented, resulting in reduced costs to ratepayers through lessened overtime, automated collections, upgraded computer applications, and other efficiency improvements. BVA has since completed a cost-of-service study, leading to a likely restructuring of rates.

Case 2: Reducing Costs through Cooperation

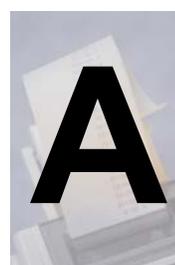
A county and several of its cities faced rising environmental and operating costs associated with management of their solid waste, as well as the need to close a landfill. BVA managed the formation of a regional agency to address these issues. Serving as staff to the agency, BVA helped streamline landfill management and negotiate operating contracts, secure bond financing at very favorable rates, and develop long-term disposal capacity for the entire region. BVA's efforts on behalf of the agency have substantially reduced the impact of rising costs.

Case 3: Lowering Municipal Energy Costs

One of the nation's largest cities faced a common dilemma: Energy conservation retrofitting was urgently needed throughout city-owned facilities, but with existing staffing levels the job would take more than two decades to complete. By analyzing project delivery options and financing alternatives, BVA developed a multi-year, large-scale retrofit program with the project management and financial capability to enable energy retrofits over five to seven years, at an annual savings of more than \$2 million.

Case 4: Procurement of Collection Services

BVA assisted a client in developing a new solid waste and recycling collection program designed to provide improved services and increased diversion while lowering rates. As part of the RFP preparation process, BVA staff met with City staff to develop the initial service plan, clarify the RFP procedures, and determine how the evaluation process would operate. Once this planning process was complete, the BVA team assisted the City in preparing the actual RFP documents, which included the background, instructions, contract, cost proposal forms and a variety of appendices. Based on the results of the evaluation process, the City selected a combination of contractors who provided a substantial increase in service levels and diversion and whose costs over the life of the contracts are estimated to be approximately \$70,000,000 lower than the costs that would have been incurred by extending the existing contracts.



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