# Key Personnel

The Burns & McDonnell Project Team offers the CDPHE nationally recognized expertise in conducting solid waste management plans, complemented by an in-depth knowledge of solid waste and recycling issues in the Colorado and nearby states. Our proposed Project Team has been formed to provide consulting services for a statewide plan that will set the State of Colorado on a wise course for the future. Our Project Team – including our subcontractor SERA – is comprised of a combination of consultants, economists, and engineers who focus their careers on solid waste and recycling projects.

We have assembled a Project Team with “hands-on” experience helping local governments successfully complete all phases of solid waste projects. Successful completion of this project will require a Project Team that not only has operational and financial solid waste and recycling expertise, but also is proficient in landfill and other solid waste facilities engineering and design. The individuals proposed for this project have been selected based on their experience providing these types of solid waste and recycling services to clients.

The organizational chart in Appendix X highlights our Project Team, with key personnel identified in **bold**. Brief resumes are included in this section, with detailed resumes in Appendix X.

Burns & McDonnell understands the importance of timely client communications and keeping the project on schedule. Please refer to Task 1 of our Scope of Work for details on communications throughout the project. While Scott Pasternak will be our primary Point of Contact for the Plan, Brad Coleman (as our lead solid waste engineer for Colorado) and Robert Craggs (as our national practice leader) will actively support Scott’s efforts and be available to the CDPHE as needed for proactive communications.

While we have other projects ongoing, due to the depth of our Project Team we have the capacity and availability to complete this work and will meet the project schedule provided.

Key Personnel

Scott Pasternak | Project Manager and Lead Author

Scott Pasternak is the principal planner for Burns & McDonnell’s Solid Waste and Resource Recovery Practice. Since the 1990’s he has worked with state, regional and governments to solve challenging technical and financial solid waste management and recycling issues. Prior to joining Burns & McDonnell, he was a national leader within SAIC’s (formerly R. W. Beck) Solid Waste Practice from 2000 to 2013. Highlights include:

* **Solid Waste Planning:** Completed more than 40 solid waste and recycling plans and studies for clients in the states of Arizona, Oklahoma, Texas, Kansas and New Mexico, as well as statewide plans for Texas and Connecticut. He has also contributed to planning studies for Colorado Springs and Fort Collins.
* **Economics and Financia**l**:** More than 50 financial feasibility, economic models and cost of service studies.
* **Collection and Facility Operations:** More than 30 operational reviews on topics such collection, recycling processing, transfer, organics and disposal.
* **Waste Minimization and Recycling:** Managed more than 50 recycling and waste minimization studies focused on increasing diversion, many projects completed for clients in rural areas that serve as a model for “spokes,” as well as larger projects that are models for “hubs.”
* **Stakeholder Engagement:** Led many projects that have required substantial public involvement, including focus groups, formal presentations and public meetings.

Brad Coleman, PE | Key Professional Engineer

Brad Coleman is an environmental and civil engineer with more than 30 years of experience (23 years in Colorado). During this time, he has gained extensive experience in regulatory permitting and negotiation, project management and resource allocation, construction management, quality assurance, health and safety, and cost control. More specifically, Brad specializes in designing and constructing landfills, mine tailings and industrial waste repositories, methane barriers, surface impoundments, drainage facilities, and site closures. He also is heavily experienced in Brownfield projects involving old landfills. This wealth of experience has given Brad a broad knowledge base in site closure and redevelopment, site remediation, environmental operations, regulatory negotiation and financial analysis. Previous work with the CDPHE includes:

* **Regulatory Technical Support:** Provided technical oversight services for the Rocky Mountain Arsenal and the Pueblo Chemical Depot.
* **Expert Witness/Due Diligence:** Provided an independent technical review/evaluation and expert witness testimony to CDPHE regarding the technical performance of the Cotter Uranium Mill surface impoundment.

Other Colorado Work includes landfill design (Foothills Landfill in Golden and Fountain Landfill in Fountain expansions, permitting for Rocky Mountain Arsenal, and closures for Former Lowry Air Force Base Landfill and Landfill 5 at Fort Carson Army Base) and site development/redevelopment for the Lowry Vista Landfill, St. Anthony’s West Landfill, and River Point at Sheridan Landfill.

Seth Cunningham, PE, LEED AP | Key Economic Specialist and Recycling Specialist

With degrees in engineering and finance, Seth is able to gain core understanding of the technical issues faced by clients and then apply business strategy and finance principles to deliver unique solutions and insights. He has extensive solid waste consulting experience across the Southwest United States, but specifically in Colorado, Oklahoma, Texas, Arkansas, New Mexico, and Louisiana. Seth has gained a thorough understanding of waste and recycling issues through his management of projects that have addressed a range of solid waste management practices, including landfills, transfer stations, composting, material recovery facilities, collection (refuse, recycling, green waste, brush/bulky), and waste to energy.

* **Economics and Financia**l**:** Provided financial feasibility and analysis services to over 30 clients covering a range of collection, landfill, transfer station, recycling facility and other solid waste services. Financial studies have included cost of service and rate design studies, landfill valuations, cost-benefit analyses, financial pro forma development and financial feasibility studies.
* **Recycling Feasibility:** Guided multiple clients in evaluating existing recycling programs and/or implementing programs to increase recycling. Key areas of focus include residential single-stream, curb-sort, drop-off, mixed-waste, commercial, composting/organics and conversion technologies. Many of these projects have included advising clients regarding the recycling market development and assessment of recycling market pricing and associated risks and have evaluated the feasibility of “hub and spoke” recycling systems.

Lisa Skumatz, PhD | Key Recycling Specialist\*

Dr. Skumatz will be the lead recycling/waste diversion specialist, and will lead the facilitation of stakeholder groups. She has more than 30 years of experience in exactly this kind of work – comprehensive plans, program design and performance evaluation, rate studies in residential (including PAYT) and commercial, and public process development. She has won Colorado CAFR’s Lifetime Achievement Awards and two National Lifetime Achievement awards (NRC and SWANA) for her solid waste planning, evaluation, rates, and economic expertise.

* **Solid Waste Planning**: She conducted the CDPHE’s “Roadmap” Plan project, and for plans in Colorado Counties (Mesa, Pitkin, El Paso, Boulder) and Cities (Fort Collins, Edgewater, Boulder, Broomfield, Westminster, and others). Nationally, she has developed statewide plans for Connecticut, Oregon, Iowa and Massachusetts, and Plans around the nation (Anchorage, Jackson Hole, Salt Lake City, Honolulu, Minnesota SWMCB, Seattle, Largo, and others.
* **Waste Minimization and Recycling:** In addition to the planning work listed above, Dr. Skumatz has analyzed waste minimization, recycling, composting, food, and exhaustive analyses of commercial strategies for clients across Colorado (Boulder, Fort Collins, Westminster, Vail, Summit County, Denver, Lafayette, Longmont, UC-Boulder, Colorado Guard and others). Dr. Skumatz has conducted similar work on programs, policies, and incentives options for waste minimization more broadly across North America (including Alameda StopWaste, Portland Metro, Metro Vancouver, Chittenden SWMD, Minnesota SWMCB, Austin, Sacramento, EPA, and many others).
* Dr. Skumatz has conducted extensive quantitative modeling work costing programs, developing funding options and financial plans, conducting rate studies, and examining the business case for alternative solid waste management scenarios and service provision options. Clients include Edgewater, Sheridan, Larimer County, Denver, Loveland, Louisville, Boulder, Golden, Littleton, and Pitkin County, as well as clients in OR, CA, WA, UT, TX, AZ, HI, CT, VT, WY, AK, MN, WI, MA, NC, FL, NY, WY, Canada, and elsewhere.
* **Stakeholder Engagement:** Dr. Skumatz has conducted stakeholder meetings for the CDPHE’s “Visioning” project as well as projects in Fort Collins, Santa Clarita, Anchorage, and scores of others. She will be the task manager for the stakeholder work, needs and gaps work (non-facility elements), and development of the recycling elements for the Plan.

Grant Cox | Key GIS Specialist

Grant Cox is a geographic information systems (GIS) analyst with nine years of experience. Grant routinely works on providing GIS analysis for a variety of solid waste infrastructure, permitting and routing projects. Recent examples have included developing material recovery facility and landfill maps for the City of Dallas, Texas; as well as routing maps for the City of Bastrop, Texas. He has also completed multiple, complex projects that involve process modeling (which allows for analytical and consistent analysis of key issues). Grant also has experience with ArcGIS Network Analyst for the purpose of evaluating spoke and hub service area analysis.

His responsibilities include Internet-based data research and acquisition, collection of GIS files, figure creation, imagery georeferencing and interpretation, reprojection of GIS and CAD files, digitizing GIS and CAD files and cartographic map design and production. His software experience includes ArcGIS 10.1, Autodesk Map, Microstation V8 XM, ERDAS Imagine and Telvent ArcFM.

Other Project Team Personnel

Robert Craggs | Technical Advisor: Robert serves as the Solid Waste Lead in the Environmental Global Practice Group. With more than 25 years of industry experience, Robert specializes in integrated solid waste management planning approaching this service with a business perspective while assisting a range of public and private clients with their solid waste management programs. With a master’s degree in community planning, he has completed plans for clients in more than 10 states.

Josh Lee, PE | Professional Engineer: Josh is an environmental and civil engineer with ten years of experience. During this time, he has gained experience in design, permitting, project management, and construction management for a broad range of civil and environmental engineering projects. His capabilities include solid waste facility design, environmental remediation, and environmental permitting. This exposure has given him the knowledge for completing complex multi-discipline designs.

James Tyree, PE | Professional Engineer: James is an environmental engineer with over seven years of environmental consulting. He has experience working on various aspects of contaminant fate and transport modelling, landfill gas monitoring well construction, CERCLA and RCRA decision documents, long-term monitoring programs, and remediation system operations and maintenance. His solid waste project work includes waste management program evaluation and waste minimization guidance, landfill gas monitoring for closed municipal landfills, and landfill gas monitoring well construction for an active municipal solid waste landfill.

Tonya Koller, PE | Professional Engineer: Tonya is a civil engineer with over seven years of consulting experience. Her work is mainly focused on providing facility siting and design, cost estimating, permitting, environmental monitoring and reporting, and construction management services for municipal solid waste landfills. She has experience with designing leachate recirculation systems and providing technical assistance for landfill operations. She also has completed numerous cost-of-service studies, rate fee assessments, and other financial analyses for solid waste clients.

Veronica Roof, JD | Economic Specialist: Veronica brings more than a decade of experience assisting local, regional and state governments with solid waste planning, management and resource recovery issues. In addition to working on multiple planning and recycling studies, she has developed a number of economic models for clients. For example, she developed the Residential Source-Separated Organics Recycling (SSORT) Calculator and Toolkit for the U.S. EPA (on behalf of the State of Georgia).

Dana D’Souza\*| Recycling Analyst: Ms. D’Souza has 8 years of experience analyzing solid waste management and diversion options, identifying cost and performance factors, and collecting information and case studies from communities in Colorado and across North America. Her program, policy, incentive, and market analysis work has been conducted work for clients in Colorado (Longmont, Boulder County, Broomfield, Westminster, and others) and elsewhere (Vancouver, Portland, Alameda, Seattle, Asheville, Mecklenburg, Chittenden, Lethbridge, State of CT and many others).

Ed Boisson\*| Recycling Specialist: Ed Boisson has 25 years of experience providing multi-disciplinary services to government, private and non-profit organizations, focused on recycling industry development. He has assisted local and state agencies across the country in evaluating recycling alternatives and implementing recycling market development initiatives, including statewide projects for the states of California, Pennsylvania, Texas and Connecticut.

Gary Horton\*| Recycling Specialist: Mr. Horton, an associated consultant with SERA, a seasoned solid waste professionals with 34 years of experience working for a leading Colorado waste hauler providing residential and commercial garbage and diversion services. He managed introduction of innovative programs, transition to a CNG fleet, and has overseen operation of landfills, processing of commercial recyclables, processing of residential and commercial compost. His expertise in performance statistics and “costing” is exceptional, understands program design and delivery with a Colorado context, and he has worked with SERA staff on projects in Boulder, Boulder County, Lethbridge, Asheville, and others.

Dawn BeMent\*| Recycling Analyst: Ms. BeMent has 9 years of experience analyzing solid waste and diversion programs in Colorado and around the nation, and has helped developed “best practices” for recycling and organics / food programs, PAYT programs, commercial initiatives, contracting for service, analysis of biomass, and other assignments. Clients include Longmont, Boulder, Fort Collins, NRDC, Pitkin County, Fort Collins, CDPHE, Island County, EPA, Alameda StopWaste, Minnesota SWMCB, and many others.

Chris Hoofnagle\*| Recycling Facilities Analyst: Mr. Hoofnagle, and associated consultant with SERA, has more than a decade of experience in solid waste facility management (landfill, diversion, minimization, composting, etc.) with Pitkin County and has analyzed programs and facility options around the country. He has a strong reputation and credibility in Colorado for developing innovative solutions for maximizing bang for the buck in local programs and facilities integration, and suitable options in non-Front Range areas. He will work with SERA on the recycling / diversion elements, and contribute to the Appreciative Inquiry stakeholder meeting design.

Juri Freeman (Denver), Susie Gordon (Fort Collins), Deb Barton (landfill, rural), Gary Horton (hauler), Chris Hoofnagle (Mountains, landfill)\*| are highly respected Colorado solid waste industry professionals who have agreed to assist SERA in the Stakeholder meetings by reviewing design and helping invite attendees from their colleagues, which tends to lead to greater and more varied attendance than invitations from the State or from the consultants (an Appreciative Inquiry technique).

*\*Indicates Project Team member from SERA.*