



# CORPORATE CAPABILITIES

2009

E<sup>2</sup> Inc.  
2417 Northfield Road  
Charlottesville, VA 22901  
T: 434-975-6700 F: 434-975-6701  
[www.e2inc.com](http://www.e2inc.com)

## **E<sup>2</sup> Inc. Corporate Capabilities**

### **Overview of E<sup>2</sup> Inc.**

E<sup>2</sup> Inc. is a HUBZone certified woman-owned small business (WOSB) that provides high quality, creative yet practical interdisciplinary consulting services to the public, private and not-for-profit sectors. Our company strengths include economic analysis, community revitalization and land reuse, site assessment, and environmental and energy policy and program support. Examples of the many services we provide are policy and regulatory analysis, scientific and technical analysis, program planning and evaluation, guidance development, database design and implementation, communications and outreach, training, meeting and conference management, and partnership building. Key clients are the U.S. Environmental Protection Agency, state and local governments, Freddie Mac and the U.S. Soccer Foundation.

Since it's founding in 1996, E<sup>2</sup> Inc. has been home to a small, highly dedicated interdisciplinary staff committed to the principles of sustainable development and environmental responsibility. Our attorneys, environmental engineers and scientists, urban planners, landscape architects, economists, professional writers and public policy analysts meld their individual talents and expertise in a team environment. Staff members have served on the President's Council on Sustainable Development and the White House Livable Communities Task Force. In addition, they bring to our clients a rich and varied work history that includes the U.S. Environmental Protection Agency, U.S. Department of Transportation, U.S. Department of Commerce, U.S. Department of the Interior, U.S. Congress, state agencies, private industry and consulting.

### **Practice Areas**

E<sup>2</sup> Inc. works at the intersection of policy formulation and program management. Clients rely on our staff to bring fresh perspectives and innovative problem-solving abilities to bear on increasingly complex environmental and energy issues. At present, we apply that expertise in five key practice areas: land reuse and community revitalization, economic analysis, environmental site assessment, mission support and policy analysis.

#### ***Land Reuse and Community Revitalization***

E<sup>2</sup> Inc. helps communities develop innovative, comprehensive land revitalization strategies. Our approach draws on and creatively integrates the perspectives and expertise of urban planners, landscape architects, economists, public policy specialists, environmental scientists and engineers, and community involvement facilitators. In collaboration with communities, these professionals seek to develop reuse strategies that reflect the unique history, character and context of a property. The approach incorporates community involvement processes, the identification of resource and partnership opportunities, and local capacity-building to promote revitalization efforts that are sustainable in the long term.

#### ***Economic Analysis***

E<sup>2</sup> Inc., in collaboration with academic colleagues, provides clients with a full range of economic analysis services including cost benefit analysis, economic impact analysis, modeling, and decision support tool development. Analyses prepared for the U.S. Environmental Protection Agency and other Federal clients are consistent, as appropriate, with EPA's *Guidelines for Preparing Economic Analyses*, as well as relevant guidance from the Office of Management and Budget and the EPA Science Advisory Board.

#### ***Environmental Site Assessment***

E<sup>2</sup> Inc. personnel have extensive experience developing and applying environmental site assessment methods, guidance and protocols. Examples of the services we provide are to develop guidance and policy that streamline the site assessment process, interpret site assessment documents, provide direction for on-site investigations, and prepare or review Hazard Ranking System packages that document EPA decisions on the NPL listing of sites.

### ***Superfund Mission Support***

E<sup>2</sup> Inc. has been providing mission support to the U.S. Environmental Protection Agency's Superfund Program since the year 2000. Our support includes the program's original, long-term mission of protecting human health and the environment through site cleanup, as well as its relatively new mission of promoting long-term stewardship through site reuse. The firm's array of mission support services includes meeting and conference support, research and analysis, guidance development, program planning and evaluation, communications, and training.

### ***Policy Analysis***

E<sup>2</sup> Inc. helps public, private and not-for-profit decision-makers develop and implement policies that solve environmental and energy challenges. Through rigorous statutory, regulatory and technical research and analysis, we help our clients frame their policy issues, develop and evaluate new options, and formulate new strategies and policies. In addition, our services are helping federal agencies, private sector entities and not-for-profit organizations employ program evaluation and performance measurement tools and approaches to assess the effectiveness, efficiency, fairness, equity, feasibility and sustainability of their policies and programs.

### **Recent Projects**

Due to the complexity of issues our clients ask us to help solve, many E<sup>2</sup> Inc. projects cut across multiple practice areas. The sampler of projects below illustrates the versatility of our interdisciplinary capabilities.

### ***Superfund Benefits Analysis***

The Superfund Benefits Analysis is the most comprehensive benefits analysis of a hazardous waste clean up program ever performed. Our approach identifies and describes all the benefits of the Superfund program, and where possible assigns an economic value to them, consistent with EPA's *Guidelines for Preparing Economic Analyses*, as well as relevant guidance from the Office of Management and Budget and EPA's Science Advisory Board. This study focuses on reductions in health and environmental risk due to site cleanup. The study, which is currently being reviewed by EPA's Science Advisory Board, is expected to be released in 2005.

### ***Reuse Planning***

E<sup>2</sup> Inc. has assisted or is assisting more than 18 communities in planning for the reuse of more than 22 sites on the Superfund National Priorities List. Our approach to helping communities assess a specific site's reuse potential combines community education, stakeholder facilitation, site and market analysis, and development of a conceptual site plan. The reuse plans or frameworks developed at these sites seek to integrate reuse and cleanup strategies, thus providing a sound foundation for both remedial design and future site redevelopment.

### ***Return to Use Initiative***

E<sup>2</sup> Inc. is the sole contractor providing support for EPA's new Return to Use Initiative. The Initiative, designed to remove reuse barriers not necessary for the protection of human health, the environment or the remedy, was formally announced in November 2004 and is expected to continue as part of the Superfund Redevelopment Initiative. E<sup>2</sup> Inc. is providing and will continue to provide diverse support on this project, including policy analysis, community support, Web site content and communications materials to internal and external audiences. E<sup>2</sup> Inc. has also written several Ready for Reuse Determinations as part of this Initiative. Many of the materials developed as part of this Initiative can be viewed at <http://www.epa.gov/superfund/programs/recycle/activities/rtu.html>.

### ***Reuse of Abandoned Mine Lands – Wind Energy and Recreation Reuse Reports***

E<sup>2</sup> Inc. collaborated with EPA's Abandoned Mine Lands Team to develop reports and fact sheets that explore the potential for reusing abandoned mine lands. Two reports, entitled "*A Breath of Fresh Air for America's Abandoned Mine Lands: Alternative Energy Provides a Second Wind*" and "*Meeting Community*

*Needs, Protecting Human Health and the Environment: Active and Passive Recreational Opportunities at Abandoned Mine Lands,*" provide information about potential reuse options at former mine lands. Four fact sheets address wetlands banking, carbon sequestration, water quality trading credits and land conservation at former mine lands. These documents can be accessed online at: <http://www.epa.gov/superfund/programs/aml/revital/index.htm#factsheets>

### ***Office of Emergency Management Performance Measures***

E<sup>2</sup> Inc. has been supporting the Emergency Response and Removal Program in EPA's Office of Emergency Management with the development of an outcome-based performance measure that will demonstrate the effectiveness of removal response actions. This work includes development of potential outcome measures for the program and designing, testing and analyzing the program's selected alternative (populations protected) based on a sample set of removal actions. The work also includes an assessment of current program data and site-specific documentation to evaluate the capacity of currently available program data to inform the newly developed program measures of performance.

### ***FFRRO Performance Measure Development***

E<sup>2</sup> Inc. has been working with EPA's Federal Facilities Restoration and Reuse Office (FFRRO) to develop effectiveness performance measures for the program. Project efforts have included the creation of a program logic model and a survey of comparable performance measures from other programs and agencies. Work also includes the development of a set of performance measures that will enable FFRRO to capture fundamental program outcomes and goals, including facilitating the reuse of federal sites and ensuring meaningful stakeholder involvement in site cleanup and reuse decision-making processes.

### ***Ready for Reuse Determination Guidance***

The Ready for Reuse determination (RfR) is a new EPA tool that provides interested stakeholders with environmental information about sites in order to encourage their reuse. E<sup>2</sup> Inc. assisted the Agency's Office of Solid Waste Emergency Response in developing guidance on how to prepare RfR determinations. The firm also prepared two pilot RfRs for the HOD Landfill in Antioch, Illinois and the South Point site in Ohio.

### ***U.S. Soccer Foundation Economic Calculator***

E<sup>2</sup> Inc. is assisting the U.S. Soccer Foundation in fulfilling its mission "to enhance, assist, and grow the sport of soccer in the United States." Through the development of calculators that estimate the local benefits of having a soccer complex or stadium in a community, the firm helps the Foundation support the construction of fields and soccer specific infrastructure. These tools also enable citizens to demonstrate to their planning boards and other local agencies the community-wide economic benefits recreational facilities potentially can generate.

### ***Local Economic Impacts***

E<sup>2</sup> Inc. conducted two studies to gather data on the local economic impacts of contaminated properties that had been cleaned up. One study, commissioned by the Superfund Redevelopment Initiative, reviewed the local impacts of cleanups performed under the Superfund program. The study sites were chosen to demonstrate the range of reuses that occur on these properties and how each type of reuse can provide significant value to the local community. The other study, commissioned by the Office of Solid Waste and Emergency Response (OSWER), reviewed the local impacts of cleanups performed under three OSWER programs: Brownfields, RCRA Corrective Action and USTfields.

### ***Hazard Ranking System (HRS) Documentation Record Preparation***

The Hazard Ranking System, a numerically based screening system, is the primary mechanism EPA uses to decide whether to propose uncontrolled hazardous waste sites for the National Priorities List. In support of the Office of Superfund Remediation & Technology Innovation and the Regional Offices, E<sup>2</sup> Inc. assisted in the preparation of HRS Documentation Record Packages. Through the collection and analysis of data and references for sites, E<sup>2</sup> Inc. identified data gaps in the packages, worked with the pertinent Regional Offices to fill the gaps, and ensured that the major contributing factors were technically defensible. The firm prepared the packages by applying EPA's HRS Rule and Site Assessment guidance and policies in order to generate the HRS score for the sites.

### **Site Assessment Training**

E<sup>2</sup> Inc. also assists EPA Headquarters in developing and updating training courses to support the HRS. The courses are specifically designed to teach site assessment professionals engaged in pre-remedial decision activities how to use HRS software scoring programs and how to apply EPA requirements and guidance for data collection and interpretation. E<sup>2</sup> Inc. regularly conducts courses that capture these principles through SUPERScreen, QuickScore, and Planning and Using Data for Site Assessment.

### **Clients**

E<sup>2</sup> Inc., as both a prime contractor and subcontractor, supports public, private and not-for-profit sector organizations. Examples of the variety of clients we support are:

- U.S. Environmental Protection Agency, both Headquarters and Regional Offices
- State Agencies
- Municipalities
- Computer Sciences Corporation
- SRA International
- Freddie Mac
- U.S. Soccer Foundation

### **Contract Vehicles**

Contracting for services with E<sup>2</sup> Inc. is easy. The firm has several existing contract vehicles through which it provides consulting services to Federal civilian and defense agencies, and given our unique status as a HUBZone certified contractor, Federal agencies can reach E<sup>2</sup> Inc. through sole-source contracts up to \$3 million as well. E<sup>2</sup> Inc. can provide consulting services to the private sector through either contract or retainer relationships, as appropriate. Some of our active government contracting mechanisms are:

U.S. General Services Administration. GSA Environmental Services Schedule.  
899-1 Environmental Planning Services and Documentation  
Contract Number: GS-10F-0309N  
Prime Contract

U.S. Environmental Protection Agency. Economic, Technical and Policy Analysis for the Cleanup and Reuse of Contaminated Lands.  
Purchase Order Number: EP-W-06-015, under GSA Contract GS-10F-0309N  
Prime Contract

U.S. Environmental Protection Agency. Underground Storage Tanks/Leaking Underground Storage Tanks Analytical and Technical Support  
Contract Number: EP-W-05-018  
Prime Contract

Technical Support for Regulatory Development, Analysis, Implementation and Assessment for the Oil Program Center  
Contract Number: 68-W-03-020  
Subcontract with Abt Associates Inc.

U.S. Environmental Protection Agency.  
Hazard Ranking System and National Priorities List Technical Support  
Contract Number: 68-W-03-016  
Subcontract with Computer Sciences Corporation

## **E<sup>2</sup> Inc. Staff**

E<sup>2</sup> Inc. has a talented staff of more than two dozen professionals trained in a diverse array of disciplines including policy, economics, landscape architecture, urban planning, journalism, law, geology, geography, environmental science and engineering. Over three-quarters of the staff have earned one or more advanced degrees, and several are nationally recognized in their fields.

## **E<sup>2</sup> Inc. Corporate Officers**

**Melissa Slutzky** is Managing Director of E<sup>2</sup> Inc. and majority owner. She has nearly 20 years of experience in business management. Together with David Slutzky, she co-founded a major international environmental consulting company, Environmental Risk Consultants, Inc. (ERC). At ERC, she was a corporate officer, participating in all major business decisions. As co-founder and major shareholder at E<sup>2</sup> Inc., Ms. Slutzky directs the business operations of the firm. As Managing Director, she is responsible for development of company policies, accounts receivable, accounts payable and payroll. She has final authority for every major decision pertaining to the direction and growth of the firm, and direct responsibility for all financial aspects of E<sup>2</sup> Inc.

**David Slutzky** is President of E<sup>2</sup> Inc. and is Adjunct Professor in the Department of Urban and Environmental Planning at the University of Virginia. Mr. Slutzky was also elected to the Albemarle County Board of Supervisors in 2005, and serves as the Chairman of the Charlottesville-Albemarle MPO. He has more than 20 years' experience with environmental policy issues in diverse public and private sector contexts. After working in the commercial real estate and finance industries, Mr. Slutzky began to focus on environmental issues, co-founding a major international environmental consulting company, Environmental Risk Consultants, Inc. (ERC) and ERRIS, one of the largest environmental data companies in the country. Mr. Slutzky later served as a Senior Policy Adviser on environmental issues in the Clinton White House. He served as Coordinator of the International Task Force of the President's Council on Sustainable Development where he focused his efforts on the environmental implications of international capital flows, sustainable development, urban environmental issues and NEPA issues. Previously, Mr. Slutzky was a Senior Policy Advisor at the EPA, where he served as founding Director of the Urban Initiative, an effort to redefine the relationship of the Agency's programs to the urban landform. This Initiative examined the impact of EPA's program implementation strategies on urban revitalization efforts with the objective of supporting rather than undermining such efforts. Mr. Slutzky later became the Managing Director for McDonough Braungart Design Chemistry where he worked with major corporations to redesign industrial processes to reflect ecological and social equity, as well as economic concerns. He received his Bachelors degree in Political Science in 1977 from the University of Chicago where he also completed coursework toward a PhD in Political Science. He received his J.D. from the Program in Environmental and Energy Law of the Chicago-Kent College of Law at the Illinois Institute of Technology.

## Operations and Finance

**Michael Hancox** is Chief Operating Officer at E<sup>2</sup> Inc. Since joining E<sup>2</sup> Inc. he has managed the firm's mission support services and policy analysis for the Superfund Redevelopment Initiative, overseen a comprehensive economic analysis of the benefits of Superfund program, and managed a multi-disciplinary team of land use specialists who have worked at more than 25 Superfund sites developing new approaches to planning for the reuse of contaminated properties. Prior to joining E<sup>2</sup> Inc., Mr. Hancox held senior level management positions in the real estate development and construction industries for more than 15 years. He has extensive experience in the areas of historic preservation tax credits, urban redevelopment, construction technology, construction industry analysis, project market analysis, feasibility studies, product analysis, systems analysis and sales training. Mr. Hancox has a M.A. degree in Urban and Environmental Planning from the University of Virginia; his undergraduate degree is in political economy from Skidmore College.

**Briana Branham** is Director of Finance and Contracts at E<sup>2</sup> Inc. Ms. Branham is responsible for overseeing project and contract budgets, preparing and analyzing financial status reports, coordinating invoicing and accounts receivable, and developing cost proposals under both current contracts and new work assignments. She maintains communications with government contracting personnel, ensuring that E<sup>2</sup> Inc. is compliant with all contractual requirements. She manages human resources at E<sup>2</sup> Inc. and also oversees administrative office functions and the maintenance of project and contract records. Ms. Branham has a bachelor's degree in sociology from the College of William and Mary.

## Senior Advisers

**Bruce Engelbert** joined E<sup>2</sup> Inc. in 2006 after 31 years with the federal government. Early in his career he held policy analysis and program evaluation positions at both the Environmental Protection Agency (EPA) and the Department of Energy. During that time, he worked on issues related to pesticides and toxic substances, air pollution, solar energy, and oil shale. In 1980, just prior to the passage of the Superfund legislation, he was on the EPA task force that prepared for the program's implementation. For the next 25 years he served in a variety of capacities in the Superfund program. He managed the program's planning, budgeting, and accountability activities and later served as Chief of the Response Operations Branch, which supported EPA's emergency response activities all across the nation. He was also the Superfund member of EPA's National Incident Coordination Team as well as an EPA representative to the Federal Catastrophic Disaster Response Group. During his tenure he helped coordinate the Exxon Valdez cleanup and the response to the Loma Prieta earthquake. From 1992 to 1994 he was a senior advisor to the Director of the Emergency Response Division. From 1995 to 1996 he managed Superfund's human resources and administrative functions. During his last nine years with EPA he did community involvement work and coordinated the dispute resolution and mediation services related to hazardous waste cleanup program activities. Among other things, he facilitated large public meetings and smaller organizational problem solving sessions, helped to revise and update EPA's Public Involvement Policy, and represented EPA in consultations with the government of Thailand on increasing its public participation efforts during environmental decision-making. Mr. Engelbert received EPA's Excellence in Management Award, EPA's Distinguished Career Award, and five Public Service Recognition Awards. He has a master's degree in Conflict Analysis and Resolution and is a Commonwealth of Virginia certified mediator who has been mediating small claims, community, and employment disputes since 1995. He is currently President of the Board of Directors of the non-profit Northern Virginia Mediation Service. He is also a member of the Arlington County Multicultural Advisory Commission.

**John Harris** is an attorney and economist with almost 30 years of experience in the environmental field, the last 12 in the EPA Superfund program as a manager and national expert. Most recently Mr. Harris was Superfund's Senior Adviser for Economics and the National Program Coordinator for Superfund Redevelopment. Mr. Harris created and managed the Superfund Redevelopment Initiative, which caused a major change in the Superfund paradigm, from one of leaving remediated but barren sites to one where future use is an integral part of the entire cleanup program. Mr. Harris developed and implemented new policies and guidance, created technical tools, trained hundreds of Superfund staff and managed a multi-

million-dollar program. At the same time Mr. Harris was creating and managing the Superfund Redevelopment Initiative, he was also the Superfund program's Senior Adviser for Economics. Mr. Harris managed all economics-related issues for the program and chaired an Agency-wide workgroup that prepared a guide for ecological benefits estimation. Prior to his time in the Superfund program, Mr. Harris also served in the Water, Toxic Substances and Policy Offices at EPA as an analyst and manager. Mr. Harris earned his law degree from the University of Maryland in 1985 and is admitted to the Maryland Bar. He earned a master's degree in economics from the University of Maryland in 1977 and a bachelor's degree in economics from the University of South Florida in 1973.

**Peter B. Meyer** joined E<sup>2</sup> Inc. in 2006. He is an economist and policy analyst with over 35 years' diverse experience analyzing, designing and evaluating public policies and government programs. He has spent the last 14 years working on environmental and sustainable development policy, primarily in the brownfields and smart growth arenas. Professor Emeritus of Urban Policy and Economics at the University of Louisville, Dr. Meyer has directed the university's Center for Environmental Policy and Management and the EPA Region 4 Environmental Finance Center. Prior to his work in Louisville, Dr. Meyer helped found the first undergraduate program in community development in the U.S. at The Pennsylvania State University, where he also served for 10 years as the Director of the Local Economic Development Assistance Project. In addition to his traditional faculty instructional roles, Dr. Meyer has designed and delivered scores of technical assistance and training programs, primarily for state and local officials, but also for community-based organization and local labor union members and staff. Over his career, he has directed and conducted research on brownfields, land use controls, and the simultaneous pursuit of environmental protection and economic development for the U.S. Departments of Agriculture, Commerce (Economic Development Administration), Housing and Urban Development and additional research and training for the Department of Labor and the National Endowment for the Arts and a wide array of state and local governments, corporations, and economic development organizations in the U.S. and abroad. His most recent work for EPA has focused on environmental insurance and he has served as an advisor – and workshop designer and trainer – on the subject for most of the contaminated land programs in OSWER. Dr. Meyer earned his Ph.D. in Economics from the University of Wisconsin-Madison and a bachelor's degree in economics from Swarthmore College.

**Paul Nadeau** spent many years in senior management positions within the EPA Superfund program before joining E<sup>2</sup> Inc. in 2004. As a senior manager, he was responsible for allocation of the \$600 million annual budget for Superfund response actions and for the assignment of resources to the EPA regional offices for all aspects of the program. He directed the development of Superfund policy and guidance, and provided hands on assistance to managers and staff in the EPA regional offices. During his tenure with the Superfund program, Mr. Nadeau was recognized for outstanding work on the Superfund Redevelopment Initiative and received an award for Excellence in Management. He also directed the development of the EPA strategic plan for the Superfund program for FY 2004 through FY 2008 and the establishment of new performance measures. Mr. Nadeau served as the management mentor for the Superfund Redevelopment Initiative (SRI). SRI successfully changed the culture of the program to recognize eventual site reuse as a logical outcome of remediation. He wrote the guidance on conducting reuse assessments to identify potential future uses for sites early in the remedial planning process to guide selection and construction of the remedy. In addition, Mr. Nadeau has extensive experience with a post-construction initiative to ensure that Superfund cleanup projects remain protective of human health and the environment over time. Mr. Nadeau earned his master's degree in engineering administration from George Washington University and his B.S. in civil engineering from the University of New Hampshire.

### **Senior Consultants**

**Teresa Culver** is currently Vice Chair for Undergraduate Programs in Civil Engineering at the University of Virginia, where she has been on the faculty since 1993. Dr. Culver's research interests include environmental systems analysis and decision-making, optimal design of groundwater remediation systems, watershed management, numerical simulation of contaminant transport, reuse of contaminated sites and numerical simulation of kinetically sorbed subsurface contaminants. Her recent projects include the Muddy Creek Total Maximum Daily Load (TMDL) Study, in which she led graduate and undergraduate students in

determining the maximum amount of a pollutant the watershed in Virginia could assimilate without degradation of water quality. This study is the first in Virginia to incorporate point and non-point pollution sources. Dr. Culver has a Doctor of Philosophy and a master's degree in Environmental Engineering from Cornell University. Her B.S. is in Environmental Technology from Cornell University.

**James H. Lambert**, Ph.D., is the Associate Director of the Center for Risk Management of Engineering Systems at the University of Virginia. He is a Research Associate Professor in the Department of Systems and Information Engineering, where he has been on the faculty since 1996. He is a registered professional engineer. His research addresses risk management of extreme events, systems integration and risk analysis, and priorities for deploying health and safety technologies. He is active in the Society for Risk Analysis and the Institute for Electrical and Electronic Engineers (IEEE). His research sponsors have included the Federal Highway Administration, the Virginia Department of Transportation, the U.S. Army Corps of Engineers, the National Science Foundation, U.S. EPA, U.S. DOE, NASA, USDA, the Joint Program Office for Special Technology Countermeasures of the U.S. DoD, the U.S. Department of Homeland Security, the Defense Threat Reduction Agency, and others. Dr. Lambert is an Associate Editor of the IEEE Transactions on Systems, Man, and Cybernetics and the IEEE Transactions on Reliability. Dr. Lambert earned a Ph.D. and master's degree in civil engineering from the University of Virginia. His bachelor's degree is in mechanical engineering and engineering physics from Princeton University.

**Betsy A. Marsh** has over six years of experience in the environmental field that includes providing support for civil society groups, facilitating international collaborative advocacy initiatives, developing environmental training materials and assisting in environmental justice research. As the Program Coordinator for an international non-governmental organization (NGO) in Washington, D.C., Ms. Marsh facilitated collaborative initiatives between environmental, human rights, and indigenous peoples' organizations to strengthen environmental protection of indigenous territories in the Amazon Basin. As part of her work, she planned and coordinated international conferences and facilitated multi-stakeholder meetings between indigenous leaders, U.S. firms, NGOs, and national and international officials, including EPA scientists and administrators. Most recently, as a consultant for a Latin American policy organization, she prepared a comprehensive analysis of the U.S.-funded counter-drug program that was distributed widely to U.S. and Colombian political officials. While working for a Detroit-based non-profit law firm, Ms. Marsh co-developed an extensive set of training materials to enhance the ability of low income and minority groups to participate in environmental decision-making. During her graduate coursework, Ms. Marsh conducted research for Dr. Paul Mohai, one of the foremost scholars on environmental justice, as part of an NSF-sponsored study of hazardous facility siting in low-income and minority communities across the country. Ms. Marsh received her M.S. from the School of Natural Resources and Environment at the University of Michigan and her B.A. from the University of Texas in geography with a focus on environmental resource management.

**Eric L. Marsh** has over seven years of experience in the area of environmental policy, including work in the public, private, and non-profit sectors. At EPA, Mr. Marsh spent nearly four years conducting program evaluation and performance measurement work related to environmental innovation, environmental justice, public participation and other EPA programs. In particular, Mr. Marsh managed, and was the primary author of, an evaluation that assessed six national demonstration projects sponsored by the Federal Interagency Working Group on Environmental Justice. Mr. Marsh was also the primary author of EPA's performance measurement and evaluation strategy for its new public involvement policy. In addition, Mr. Marsh has negotiated, developed and obtained approval (from the Office of Management and Budget) for three formal information collection requests that enable EPA to collect information about innovative environmental programs. More recently, Mr. Marsh developed a series of logic models for EPA's new national, community-based, multi-stakeholder toxics reduction program to better enable future evaluation of the program and the crafting of programmatic performance measures. As a consultant to E<sup>2</sup> Inc., Mr. Marsh has been guiding logic model development for EPA's Federal Facility Restoration and Reuse Office and Superfund-related programs in order to more effectively target areas for performance measurement and analysis. Mr. Marsh holds an M.S. degree in environmental policy from the University of Michigan's School of Natural Resources and Environment. He is a second-year Ph.D. student in the Community and Regional Planning Program at the University of Texas where he focuses on issues of sustainable community and economic development.

**David Monsma** has been an environmental attorney for 11 years and has worked for environmental justice in both the public and private sectors. Prior to joining E<sup>2</sup> Inc., he managed the environmental program at Business for Social Responsibility in San Francisco in efforts to advance corporate environmental responsibility and sustainable business practices. He has served as Environmental Management Task Force Coordinator for President Clinton's Council on Sustainable Development, working directly with EPA. At the Environmental Action Foundation in Washington, D.C., Mr. Monsma was staff counsel and director of the Pollution Prevention Project, where he participated in many major environmental regulatory and management reform dialogues including the Aspen Institute's Series on the Environment, Enterprise for the Environment, EPA's Common Sense Initiative, and Project XL. At EPA, he was an attorney adviser in the Office of Toxic Substances. Mr. Monsma received his BA from the University of Colorado, and his J.D. from University of Baltimore School of Law.

### **Senior Associates**

**Amanda Goyne**, Ph.D., joined E<sup>2</sup> Inc. in 2004 after receiving her Ph.D. in environmental sciences from the University of Virginia. At E<sup>2</sup> Inc. Dr. Goyne has conducted and managed technical analyses of contamination at Superfund sites as well as policy and technical analyses related to underground storage tanks. Specifically, Dr. Goyne has developed and performed quality assurance of the Hazard Ranking System packages that are used to evaluate and list potential Superfund sites. As work assignment manager for a contract with the Office of Underground Storage Tanks, Dr. Goyne provides technical research, analytical, and management support. She has also applied her technical expertise to the development of environmental guidance for Freddie Mac. Dr. Goyne's dissertation focused on novel applications of stable isotope geochemistry techniques to ecological and conservation issues in the coastal marine environment. She also has an M.S. from the University of Virginia's department of environmental sciences, and earned her B.S. in biology from the College of William and Mary.

**Cheryl Little** worked with E<sup>2</sup> Inc. from 2000 to 2004, and recently rejoined E<sup>2</sup> Inc. in the position of Senior Associate. Ms. Little has 20 years of project management and consulting experience in the fields of program analysis; program evaluation; social impact assessment; strategic planning; governmental policy and affairs; communications; and multi-stakeholder collaboration and outreach. Her work has primarily focused on the evaluation and adoption of innovative technologies and concepts. Ms. Little has worked for a wide variety of public, private, and non-profit organizations to deploy and evaluate innovations in the areas of Superfund site redevelopment, transportation, sustainable community development, air quality, and environmental justice. In her public service career with the U.S. Department of Transportation, Ms. Little received awards for developing new models to evaluate vehicular emissions and fuel consumption impacts and for evaluating a \$1 billion dollar research and development program focused on innovative transportation technologies and management techniques. She also served as coordinator for the Metropolitan and Rural Strategies Task Force of the President's Council on Sustainable Development, providing outreach to the public and building partnerships among government, private sector, and non-profit organizations. Ms. Little has also worked as a project manager for Exxon U.S.A where she was responsible for stewarding the production and development activities at oil and gas fields in Southern California and the Alaskan North Slope. In addition, Ms. Little worked on private sector development at the New York headquarters of the United Nations Development Programme where she devised technical assistance strategies to address financing, production, and training needs of small- and medium-sized companies in Nigeria, Costa Rica, India, and Indonesia. Ms. Little holds an M.A in International Development from The Fletcher School of Law and Diplomacy at Tufts University and a B.S. in Chemical Engineering from the Colorado School of Mines.

**Ian T. Penn** has over 10 years of experience working in the private and public sectors as an environmental policy analyst. As an associate with E<sup>2</sup> Inc., he has conducted and managed assignments focusing on regulatory policy analysis, specifically analysis of environmental management innovations, performance measurement and GPRAs, benefits of site reuse, and abandoned mine lands reuse strategies. Mr. Penn has focused particularly on analysis of innovations in environmental management and evaluation of environmental programs. As a program analyst with EPA, he worked in the Office of Environmental Policy Innovation on evaluating innovations in Project XL and determining how to more effectively integrate

evaluation efforts with system change and diffusion of innovations across EPA. At the National Center for Eco-Industrial Development he was the primary author of two manuals on eco-industrial development. Mr. Penn also authored a report on dematerialization trends for the Center for Sustainable Systems at the University of Michigan. He worked at the President's Council on Sustainable Development supporting Council efforts on environmental management reform, climate change, metropolitan development and financial sector sustainability issues. Mr. Penn holds an M.S. in environmental policy and industrial ecology from the School of Natural Resources and Environment at the University of Michigan. He received a B.A. in environmental science and policy with a focus on solid waste management from Duke University.

**Kristin Sprinkle** joined E<sup>2</sup> Inc. in 1999, after receiving an M.S. in environmental science with a focus on terrestrial ecology. At E<sup>2</sup> Inc. she has worked extensively on database management, legislative and regulatory policy analysis, project management, quantitative analysis and modeling, strategic planning, communications outreach and development of decision support tools. Ms. Sprinkle works with EPA's Abandoned Mine Lands Team on innovative strategies for reuse of abandoned mine land. Ms. Sprinkle has participated in the study of the economic benefits of the Superfund program, primarily focusing on the ecological and recreational benefits associated with returning contaminated waste sites to reuse. She has also developed economic calculators designed to provide local communities with tools to support the development of recreational facilities. Ms. Sprinkle has both undergraduate and graduate degrees in environmental science from the University of Virginia where she studied climate change science and policy related to the management and cleanup of toxic substances and solid waste.

**Treat Suomi** has been working with E<sup>2</sup> Inc. since 2002 on a variety of environmental economics projects. She has been part of the team working to estimate the benefits of the Superfund program and has headed up projects related to the local economic impacts of site redevelopment. Before joining E<sup>2</sup> Inc., Ms. Suomi spent almost five years as an economist and researcher in the public sector dealing with environmental, agricultural and labor issues. Ms. Suomi has a diverse background with a strong foundation in environmental and agricultural economics. Ms. Suomi earned her M.S. in agricultural and resource economics from the University of Maryland and her B.S. in agricultural and resource economics with a minor in soil science from the University of Arizona.

**James Wilkinson** is a project area manager for E<sup>2</sup> Inc.'s Planning and Design Team, which assists communities with reuse planning and land revitalization initiatives for environmentally impaired properties. The Team is currently working with 18 communities on 20 sites across the country. Mr. Wilkinson also worked on the development of a Web-ready calculator for the economic benefits of recreational open space. His interests include rural community development, sustainable natural resource management, and community involvement and decision-making processes. Mr. Wilkinson has a master's degree from the University of Virginia in Urban and Environmental Planning; he also has a master's degree in American Literature from Cambridge University. Prior to joining E<sup>2</sup> Inc., Mr. Wilkinson worked as a journalist for the Northern Virginia Daily Newspaper, as a freelance editor in Washington, D.C., and as a writer for the Institute for Environmental Negotiation at the University of Virginia.

**Contact Information**

David Slutzky, President  
[dslutzky@e2inc.com](mailto:dslutzky@e2inc.com) (434) 975-6700, ext 1

Michael Hancox, Chief Operating Officer  
[mhancox@e2inc.com](mailto:mhancox@e2inc.com) (434) 975-6700, ext 2

*Address:*  
921 Second Street, SE  
Charlottesville, Virginia 22902