

Dan Rowlands

Senior Project Manager



EXPERIENCE SUMMARY

Dan Rowlands is a Senior Project Manager with ten years of environmental consulting experience in the fields of remediation, transaction due diligence, and environmental health & safety (EHS). Although he is currently based in Antea Group's Denver, Colorado office, Mr. Rowlands has conducted or managed site work throughout the Pacific Northwest and Rocky Mountain regions.

The cross functional team of staff and managers working for Mr. Rowlands offer a broad range of capabilities. He brings guidance and strategic planning to the local team to achieve client expectations. Mr. Rowlands coordinates team efforts in an efficient manner, meeting or beating expectations.

Mr. Rowlands engages a diverse client base as a project manager by utilizing the pool of subject matter experts at Antea Group. Through his project leadership, these experts work with staff resources to execute the scope of work in a cost-efficient manner while delivering high quality work product. Mr. Rowlands provides the teams with context and sets expectations so there are no surprises for clients at any stage of the task execution. Mr. Rowlands prioritizes clear communication and a management of change in every project managed.

OVERVIEW OF INDUSTRY EXPERTISE

Mergers & Acquisitions Due Diligence

- Conducts both Phase I Environmental Site Assessments (ESA) and compliance performance reviews. Identifies risks for stock deals to include health and safety considerations.
- Phase II site investigations and risk assessment. Study subsurface conditions and provide recommendations for stakeholder interests throughout redevelopment.

Environmental, Health, and Safety (EHS) Assessments

- Environmental compliance site assessments specializing in hazardous and universal waste management in the technology industry and heavy manufacturing industry.
- Provides action items ranging from regulatory compliance to best management practices.

Remediation Management

- Manages petroleum remediation projects in Colorado, Nebraska and New Mexico.
- Develop feasibility reports and implements corrective action plans with various technologies to remediate both soil and groundwater.

Probabilistic Cost Modeling

- Develop and review models that forecast costs across individual or portfolios of assets. Utilize both decision analysis and cost simulation using the @Risk© software package.

Litigation Support

- Conduct document review, compile factual summary reports, and coordinate teams of reviewers to generate background data for expert testimony.



EDUCATION

MS, Environmental Policy and Management – University of Denver

BS, Zoology – University of Wisconsin, Madison

PROFESSIONAL REGISTRATIONS

Certified Hazardous Material Manager (CHMM No. 16247)

Colorado Oil and Public Safety Listed Consultant (No. 6368)

Colorado Registered Environmental Professional (No. 28)

LANGUAGES

English



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EXAMPLES OF RELATED PROJECTS

Mergers & Acquisitions Due Diligence

- **International Due Diligence Portfolio:** Managed a portfolio of Phase I ESAs including 180 sites in North and South America. Set to a single American Society for Testing and Materials (ASTM) standard deliverable, reports were customized by country limitations to meet the maximum extent practical of the ASTM. The portfolio included properties owned or leased by the client because the stock deal required assessment work to capture all aspects of potential liability. Facilitated teams of staff across the US and coordinated with international Inogen partners to execute assessments simultaneously under short time constraints and strict confidentiality.
- **National Phase I Portfolio, Desktop Reviews:** Managed a limited due diligence portfolio with over 400 properties in the United States. Facilitated the environmental assessment for the mortgage acquisitions associated with these properties. Desktop review of sites ranked the risks and potential liability. Tabular summaries from site review included risk rankings used to recommend further Phase I assessment or investigation. The portfolio of mortgaged sites was tracked through multiple years of client ownership to identify regulatory changes relevant to a mortgage holder that may not be immediately available or apparent from the property owner. For sites of concern, Mr. Rowlands provided a third-party review of the property owner's selected remediation consultant to ensure funds were being utilized diligently.
- **Phase I Assessment and Limited Compliance Review:** Combining aspects of due diligence and compliance consulting, Mr. Rowlands has the expertise to capture a wide range of information that may be considered material to a stock transaction deal. Based on the client's threshold for materiality, reports have been customized to achieve detail necessary for stakeholders and provide real feedback for ongoing negotiations.

EHS Assessments

- **Heavy Manufacturing and Technology Audits, Multiple Sites on West Coast:** Conducted in-house assessments for clients to determine their compliance with state or federal environmental regulations. Incorporated reviews of permits, public records, training records, site-specific safety plans, and corporate best management practices into a tabular summary with risk summaries.
- **International EHS Auditing, Latin America:** Coordinated local Inogen resources to conduct gap assessments at facilities in numerous foreign countries. Followed up on assessments with facility contacts and local consultants to close out findings and gain compliance status. Assessment standards were developed based on local regulations and corporate minimum standards that meet US based client expectations.
- **Hazardous Waste Compliance, Colorado:** Developed national programs and local policies for hazardous and universal waste. Onsite support included conducting assessments of waste generator storage, disposal, reporting, and record keeping. Completed state notifications for changes in generator status and prepared biennial reports.
- **Electronic Waste Management, California:** Developed facility's waste management practices for electronic waste streams that minimized impacts and reduced client cost. Coordinated contractor disposal and recycling efforts during facility decommissioning to handle significant loads of electronic and other scrap recycling material.

Remediation Management

- **Leaking Underground Storage Tanks, Colorado Nebraska, New Mexico:** Managed petroleum remediation projects to address impacts to soil and groundwater. Facilitate access with third party owners, neighboring residents, and city representatives following asset divestment to maintain remediation efforts and address stakeholder concerns. Well versed in pathways of exposure for



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sensitive receptors and targeting constituents of concern. Developed corrective action plans using alternative analysis to decide a path forward while balancing budget constraints with technological efficiency. Managed dozens of projects from initial abatement through remediation system installation, in-situ polishing treatment, post-remediation monitoring, and No Further Action status.

- **Groundwater Pump & Treat Remediation System, Colorado:** Managed environmental remediation system design, permit procurement, construction planning, contractor coordination, system optimization, and regulatory report writing for both air and water discharge permits. Acted on authority of the client to review and sign off for discharge monitoring reports.
- **In-Situ Chemical Oxidation (ISCO), various sites in Colorado and Washington:** Complete ISCO design plan, conceptual model, soil oxygen design testing, and injection permits. Prepared Hazardous Material Management Plans to meet onsite storage requirements for local fire department permitting. Provided onsite oversight for ISCO application of various treatments including: BOS-200®, COGAC™, Klozur® Persulfate, ORC®, ORC-Advanced®, PersulfOx®, PermeOx®, Petrocleanse®, and RegenOx®.
- **Retail Petroleum Facility Demolition, Colorado:** Provided field and management oversight for projects involving decommissioning, demolition, and excavation of retail petroleum facilities. Reviewed contractor qualifications and selected contractors based on prior performance and safety metrics. Conducted behavior based analysis of contractors during the setup and execution of tasks. Observed the removal of underground storage tanks, product piping, and dispensers while monitoring for both safety considerations and the potential for environmental release discovery.
- **Retail Petroleum Facility Demolition, Washington:** Certified Washington State Site Inspector to provide contractor oversight for underground storage tank removal activities. Supervised station demolition, over excavations, dewatering activities, and additional remediation within the open excavation.
- **Phase II Vapor Intrusion Assessment, Nebraska:** Conducted vapor intrusion monitoring for volatile chemicals leaching into indoor air via sub slab and vadose zone vapor sampling. Collected vapor samples as either grab samples or over set intervals to identify preferential pathways to commercial and residential properties. Evaluated alternative potential volatile vapor sources onsite and gathered background data to pinpoint receptor exposure.
- **Pipeline Release Sites, Washington, Wisconsin, and North Dakota:** Provided emergency response and incident intervention support. Acted as initial field coordinator for environmental release events and assisted with management of major incident command. Directed air monitoring, delineation soil sampling, waste categorization, and stakeholder interaction. As part of the large team mobilized to address the release incident, the immediate sampling of residential water supply wells in the surrounding area included regular interaction with the public. Engaged stakeholders with information available and worked with teams of public relations or risk management to address property owners.
- **Phase II Soil and Groundwater Assessment, Denver-Julesburg Basin, Colorado:** Lead environmental assessment team to investigate well head and tank battery sites. Evaluate potential crude petroleum impacts associated with historic storage ponds as well as investigated the potential for well seal failures leaching into shallow soil and groundwater.
- **Phase II Assessments, Washington:** Field team leader coordinating a portfolio of investigations at LUST sites. Provided oversight of drilling, associated soil sampling, and well installation activity. Utilized several drilling methods including hollow-stem, geo-probe, and rotary sonic. Provided field training of geologists, orienting them to both the safety requirements and environmental sampling scope of work.
- **Quarterly Groundwater Sampling Pipeline Facilities, Washington:** Conducted groundwater sampling for pipeline pump stations, block valves, and refinery sites. Established working relationships with operational managers to further remedial objectives. Provided flexible support and sampling services as facility management changes were implemented.



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Probabilistic Cost Modeling

- **Decision Tree Analysis:** Developed decision tree analysis for remedial alternatives to evaluate all possible future strategies that gauged collective risk. Evaluated alternatives by providing cost estimations and associated likelihood of implementation to establish P80 predictive cost forecasts.
- **Fixed Cost to Closure Development:** Reviewed data to evaluate potential for fixed cost to closure bidding on a portfolio of sites. Provided feedback on data gaps and highlighting potential risk factors associated with the portfolio which allowed more accurate pricing and insurance for proposed implementation strategies.
- **Refresh Model Output:** Maintained site-specific probabilistic cost models with regular adaptation for decision forecasts based on site updates and regulatory changes. Narrowed the cost variability while pursuing environmental case closure on client's behalf.

Litigation Support

- **Expert Report Coordinator:** Coordinated staff and subject matter experts to compile expert witness reports. Coordinated the document review and report preparation process to support the foundations for expert's opinions. Tracked the critical path for the report completion to meet court deadlines.
- **Document Review Process Improvement:** Developed processes for document review that were both efficient for the client and met the information gathering goals. By standardizing each review, the process was streamlined and readily defensible for the report preparation.
- **Soil Management Plan Review:** Reviewed client and third party consultant documents to segregate various viewpoints and condense the series into a single timeline of events. Documents reviewed or relied upon included soil management plans, assessment reports, daily logs, waste tickets, and email correspondence. The project involved several parties sharing fault which made detailed review and a clear and concise timeline of events paramount. Project timelines and highlighted facts were used to support expert opinions of responsible parties.