

What are advantages to community?

Beam Furr

GK - Operations  
TE - Vision  
AK - engineering vision  
source reduction

INTERVIEW QUESTIONS

1. What would your plan be for the first 90 days on the job? The first year? What would you expect to learn and achieve in year one?  
TE - Recycling/waste red  
GK - get to know everyone  
AK -

2 Describe your management style with examples.  
TE - empowering  
GK - evolving

3. What is your experience with waste stream reduction strategies and technology?  
TE - Source Reduction + Recycling/Educate  
GK - prison labor force

Vilabos 4. What is your experience working with diverse groups? (officials, jurisdictions, employees)  
TE - facts from fiction

Mike 5. How do you approach reaching consensus? eg. identify interests, priorities, deal breakers  
TE - social, environmental, economic aspects  
GK - necessary for support

Caryl 6. What is your experience developing and implementing strategic plans? What were the goals and outcomes? GK -

Beem 7. What are some achievements as a SW manager? some disappointments?  
TE - Running MRF w/Recycled energy  
- Dublin - 60 guys -  
GK - market reward - R+D + competing

Mard 8. How do you approach recycling that is an expense vs. revenue? Have you developed programs to use recycled materials?  
TE - look at all aspects

Dave 9. What's your experience with rate studies? rate change implementation? TE - at a whole lot

Devi's 10. What's are the biggest challenges for SW in the next decade?  
GK - reduce waste in landfills  
Source Red., Recycling  
WTE

Caryl - circular economy  
TE - lot -> zero waste

Interview Questions

Date: \_\_\_\_\_

Candidate Name: \_\_\_\_\_ Panel Member: \_\_\_\_\_

**Background**

1. We all have had the opportunity to review your profile, please briefly summarize your professional background and experience, and why your background prepares you to be the Solid Waste Authority, Executive Director?
2. Being that the role of the Executive Director will be to develop and implement an environmentally sustainable and economically efficient program, how has your experience in both solid waste and recycling prepared you to be successful in this role? What challenges or opportunities do you foresee for both?
3. Please provide an example of a time when you demonstrated transparency and accountability in managing waste disposal operations or environmental initiatives.
4. From what you know, what are critical responsibilities of a Solid Waste Authority? What are critical responsibilities of Executive Director of a Solid Waste Authority?
5. What is your understanding of the challenges Broward County faces regarding waste management and recycling?

**Management/Leadership**

6. Please describe your experience managing a Solid Waste department including three significant requirements that contributed to its success.
7. Describe your leadership and management style and how you've led groups of people with diverse backgrounds.
8. How have you motivated and supported your team members to achieve their goals?
9. How do you ensure that you and your team are being effective in advancing the organization's strategic objectives?
10. The Broward Solid Waste Authority is a relatively new entity that was formed within the last year. Given that, what is your experience, if any, of being part of starting an organization/entity from its inception? What was your role?

11. Describe your experience in developing policies, procedures, or SOPs.

March 7, 2024

① Medley  
 ② Rail - regional benefit  
 Should Broward  
 be considering this option -

and do you see a regional benefit



- ① Education
- ② Lithium
- ③ yardwaste
- ④ Mandates
- ⑤

**NOTES**

Beau Furr

**Please Note: Any written comments/ratings are public records and must be submitted to SWA Administration for preservation as public records:**

**SWA Member Name:** \_\_\_\_\_

**Meeting Date:** \_\_\_\_\_

3/8/24 Executive Committee interviews. NOTES

Thomas Erikson - International Experience (Ireland) Total 5 plants Run.  
"Increase Education" regarding recycling with the Public.  
Experience with Diverse groups. Local, National, International.

Achievement - Recycled Energy to power Recycled Plant. Learning "Turning around Data Plant"  
Looks to be able to think on his feet. Realistic Goals  
Aware of current Events & Technology. "Fact from Fiction."

Gregory Kaminski - Noted Work force issues. "Spends more time & attention with employees"  
Columbia County Wisconsin. Working with Technology & Workers.  
Market Recycling materials. Answers to a Committee & County Board.  
Struggle with Composting & finding markets to reduce waste stream  
Educate regarding recycling. Residential Curbside Sorting Doesn't work.  
35 yr long term. Food Waste Recipients. Force Reduction.

Ahaya Kelipanda - Cost Awareness. Focus on what Community wants.  
Outreach - Work towards Reduce. "Focus on reduction."  
Objective on Diff technologies. Expose the Public to what's available  
Exp -/Data. Rollmaster plan. Infrastructure utilization.  
Needs: wants of Community?; Source Reduction; Technical, Analytical.

Todd Short - From California. Will take lead on Board/Community; Direction  
Build Report. Cost Conscious. Team oriented.  
Lester. j-trink paper the Box. Aware of importance of Public meetings  
Light table: Active. Current in industry. Detailed. Experience

Please Note: Any written comments/ratings are public records and must be submitted to SWA Administration for preservation as public records.

SWA Member Name: A. J. Ryan

Meeting Date: 3/8/2024

NOTES

- 1. Thomas Carlier - (NA - did hear) (2) 38
- 2. Gregory Kaminski - (Partial) (7) 26 ✓
- 3. Archaya Kelepanla - (3) 32
- 4. Todd ~~Stott~~ (10) 15 ✓

- Corporate sector - subsidiaries of Aldi -  
 (Buy in of the private sector - how do you suggest -  
 (red-acted))  
 without state regulate. County product  
 that in NA  
 now the  
 & available

5

- I'd like your ability to progress with regards to  
 said rate, reduce, because it has been legal  
 driver - but as you know Cal is far diff from  
 Florida - will all know the politics of it all  
 How would you handle these changes without approval  
 to the Florida legislature -

- Like that he was very frank in what he believes in  
 and it appears as though he will not renege with  
 more outside norms.

(I can  
 Member should  
 build your team)

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SWA Member Name: ALEXANDRA P. DAVIS

Meeting Date: 3/8/2024

3

4. Eriker

1. Knowledge
2. people
3. county/ee example  
 coming from retirement  
 for example "educational"
4. people person  
 can speak w/ prepare/education
5. you have to reach  
 can't please everyone  
 "social requirements", aspects
6. Time. best managed system
7. achievements: innovation  
 disappointments: give it a try
8. does it make sense such  
 as glass, etc.?
9. "bla"
10. some relations  
 but fits so easy  
 - bottle - relation

4

Kaminski

NOTES

1. getting to know team
2. retaining people  
 coachable
3. recycling is the goal  
 from optimism to tires
4. Columbia 6 members  
 bonus, all soft and competing  
 interest, diverse group
5. 6 member committee
6. (know what he is saying)
7. great self-accounts but  
 unsuccessful due to lack of  
 control
8. finding and improving  
 contacts
9. WI = EPA and intel/intel.  
 education
10. reduce the pollution the  
 balance attraction of entrepreneurship

2

Kelepanda

1. very authoritative  
 executive  
 vision/planning
2. leadership  
 standing oneself to  
 standards values
3. grew up in India
4. work groups/eng.  
 via  
 advisory
5. ✓
6. ✓ 2011 for
7. achievements: team.  
 disappointments: rising issues  
 community outreach
8. ✓
9. Weber →
10. technology, people issues  
 will reach be smaller  
 about 10-15+ years...

3

Starts

1. Reduce reuse recycle  
~~recycle~~
2. supportive, relationship building  
~~recycle~~
3. reduction on waste  
~~recycle~~
4. "public education" building  
 bridges, diverse groups
5. working of group and  
 listening to residents  
 master plan / understanding it
- 6.
7. Start up - community  
 gardening  
 compose
8. input & compose
9. analyzing & writing projects
10. fibers & plastic

- Side questions, education  
 - Barcelona facility  
 - (matching research/analysis #)  
 - storage planning - as experience  
 - master planning - but recruit  
 - new entry = important ideas  
 - "Don't have anything useful  
 but willing to learn"

confident - small county  
 - control the natural and cultural resource  
 - sight is multi stream  
 - team building is essential  
 - knowledge  
 → comfortable knowledge  
 → small but able to  
 scale up

- Master plan 2011  
 - waste separation  
 - green waste  
 - Educator IV  
 - local level

→ Knowledge  
 → business profit

Please Note: Any written comments/ratings are public records and must be submitted to SWA Administration for preservation as public records:

-WA Member Name: Elvin Villalobos

Meeting Date: March 8

Lunch at: 11:30 am

NOTES

(Humor)

Practice the 3 R's = Recycle, Reduce, Reuse  
-NO incinerators

1. Thomas Eriken: (Retired)

90 days - getting to know board; emphasized on recycling; get know consultants; staffing and consultants - "getting to know them!"  
management style - empower people. Use Ireland facility example.  
staffed w/ most capable and educated. Not a micro-manager  
source reduction / recycling (reduction strategies and technology)  
Achievements: wasn't very clear. Wants all landfills to go away.

2) Gregory Kaminski: (From Wisconsin)

90 days ~~learned~~ familiarize w/ county, interested in start exploring masterplan. management style - spend time w/ staff. mentorship, & train them. Reduction and technology strategies - murf - waste management facilities, anything that can be recycled will try to recycle. Committed to funding markets. Returning citizens has opportunities. Diverse workforce. Has a great sense of humor. Has the experience. Currently in the sector. Has both private and public sector experience. Achievements: went from small funding from county to self-sufficient and (+) cash flow. Disappoints: haven't been able to find better markets recyclable materials. Rate studies experience => has experience has gone through the process emphasize on education => marketing how to recycle - No waste to energy plants in his county. Get by w/o it in his county. 35 years of experience. organic waste collection.

3) Achaya Ketepanda:

30-60 days establish vision w/ SWA. 60-90 days set expectations. Touch on technologies, cost, environmental aspects and community needs management style - set standards for entire organization. Right skill sets. Team building understands needs of community. Standards and regulations.

Todd Stori - listening 90 days. Incinerators are not allowed. options we want are not cheap. Direct - relationship building. mentions - Accurate - prepared

Please Note: Any written comments/ratings are public records and must be submitted to SWA Administration for preservation as public records.

- was able to describe challenges clearly

SWA Member Name: Nancy Metayer Bowen

Meeting Date: 3/8/24

Nancy Bowen

Question ①: This is essentially a start-up - ideally what type of team would you build to ensure all deliverables are met?

② ~~What~~ Do you have any ideas ~~or~~ you would like to implement  
in waste → or technologies

as executive director: (Background our community doesn't want to recycle some ideas that have been implemented in the past)

③ What market would you research to ensure materials are recycled?  
↳ experience

④ Incinerators are not allowed → is that the same approach you would take here in Broward county starting

- MSW processing?

- Thermal technology



## NOTES

Thomas Erikson

- 5 Week → Energy Plants

- 2 year Commitment

- Questioned if recycling made sense if it's at a loss

- Waste to Energy seen as one of the keys on the 3 legged stool

Gregory Kuzminski

- Significant Recycling

- Compost is future

- Smaller Facility

- 60-70% redirected

Achaya Karpundu

- Compost

- Avoid creating Waste

- Open to all Solutions

- Education is an issue

Todd Storki

- Developed new Start ups


- Listen to residents

- Implemented new ideas

- Still need incinerator

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WA Member Name: Steve Brittkow



Meeting Date: 3/8/24

# Thomas Eriksen

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## Contact Information

Address: 9910 Northwest Forty Seventh Terrace  
Doral, Florida 33178

Cell: 786-251-6060

Email: tceriksen@comcast.net

Dunn

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## Education

- Bachelor of Science - Chemistry  
University of South Florida, Tampa, Florida

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## Work History

2018 to 2020

Covanta, Fort Myers, Florida

Director of Operational Support

2015 to 2018

Covanta Dublin, Dublin, IE

Director of Operations

2007 to 2015

Covanta Dade, Miami, Florida

Facility Manager

2005 to 2007

Resource Conservation Systems, Inc., Bonita Springs, Florida

Utility Operations Manager

2004 to 2005

Solid Resources, Inc., Sarasota, Florida

Project Manager

2003 to 2006

Dvirka and Bartilucci Consulting Engineers, Plainfield, New Jersey

Senior Scientist

1994 to 2003

Covanta Lee, Fort Myers, Florida

General Manager

• No Strategic Planning  
experience

• COMMUNICATION  
Poor and  
all over  
the place

• Could not  
articulate  
a process  
Phyllo clearly

• Seems to be  
more a  
operation  
person

# Gregory J. Kaminski

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## Contact Information

Address: 1640 Toscano Terrace  
Oconomowoc, Wisconsin 53066

Cell: 414-336-9443

Email: gregkamwi@gmail.com

7  
+ 1 2 1

Dunn

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## Education

- Bachelor of Science – Business Administration - Finance  
Marquette University, Milwaukee, Wisconsin

why  
Family ☺

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## Work History

2013 to Present

Columbia County, Portage, Wisconsin (population 58,500)

Director of Solid Waste and Recycling

2008 to 2012

One Source Recycling, Rockford, Illinois

General Manager/Controller

1988 to 2008

Waste Management, Inc., Menomonee Falls, Wisconsin

District Manager

Site Manager

Management Training Program - Sales

Concern  
Wonder how he  
will work well  
with diverse  
community.

- 1 ✓
- 2 ✓
- 3 ✓
- 4 ✓
- 5 ✓ (listen?)
- 6 ✓
- 7 ✓

Maybe it  
was just  
me  
  
Red Flag  
X ?

8 X Not looking @ me

- 9 —
  - 10 ✓
- 
- Coaching style
  - new stream dev app
  - lead in Dev of operating plan
  - (+) \$ flow - glass
  - Composting ✓
  - Forward thinking
  - good communication

DUANA Soup ~~alright~~ "alright" alot  
 Todd Storti

**Contact Information**

Address: 352 Daisyfield Drive  
 Livermore, California 94551

Email: tstori@pacbell.net

3R -

↓ green house gases: 925-876-3635

Composting

Patient time Commitment

Box water

**Education**

- Bachelor of Science - Business Administration/Management Information Systems  
 Marquette University, Milwaukee, Wisconsin

active listening  
 knowledgeable.

**Work History**

2021 to Present

WM - Northern California and Nevada, Oakland, California

Area Director Recycling Operations

e Dev  
 action  
 plan  
 1 ✓ listening

2008 to 2021

Recycling Logistics, Inc., Livermore, California

President

mentoring →

2 ✓ Relationship building  
 3 ✓ lister  
 4 ✓ ✓ listening activity

2020 to 2021

Marborg Industries, Inc., Santa Barbara, California

General Manager

5 ✓  
 6 ✓

2018 to 2020

Butte County Public Works, Butte, California

Deputy Director - Waste Management

7 ✓ ~~disapp~~  
 8 ✓ circular econon  
 9 ✓

2016 to 2018

Mariposa County Public Works, Mariposa, California

Solid Waste and Recycling Manager

10 ✓

2015 to 2016

County of Mendocino, Health & Human Service Agency, Ukiah, California (population 91,305)

Administrative Service Manager II/Fiscal Manager

2002 to 2008

GreenTeam/Zanker, Inc., Sunnyvale, California

General Manager

✓ 9  
 X 0  
 - 1

Specific ideas on setting people board on how to out-reach? ✓

6  
2  
2

DUNN

**Achaya Kelapanda**

—  
X

**Contact Information**

open house  
Set Community Input

Address: 8215 Southwest 72<sup>nd</sup> Avenue, Apartment 521  
Miami, Florida 33143 Cell: 925-818-5212

Email: achayakelapanda@yahoo.com

West Palm  
as a model?

**Education**

- Master of Science – Environmental Engineering  
University of Alabama, Tuscaloosa, Alabama
- Bachelor of Science – Civil Engineering  
National Institute of Engineering, Mysore, India

1 ✓  
2 — No mention of leadership  
3 — not sure if he ansu well  
4 ✓  
5 ✓  
6 ✓ Masterplan exp

**Work History**

2018 to Present Miami-Dade County, Miami, Florida (population 2.663 million)

2022 to Present Deputy Director, Operations

9 ✓ Seem to understand process

2018 to 2022 Assistant Director, Technical Services & Environmental Affairs

10 X

2011 to 2018 Republic Services, Inc., Phoenix, Arizona

2017 to 2018 Environmental Manager, West Area

2015 to 2017 Manager, Engineering & Environmental Management – West Area

2011 to 2015 Environmental Manager, West Area

\* What would you say to me?

1996 to 2011 Waste Management, Inc., Houston, Texas

2004 to 2011 Senior District Manager – Florida Group

2004 District Manager – North Florida

2002 to 2004 Market Area Engineer, North Florida

1999 to 2002 Market Area Engineer/Compliance Manager, South Alabama and North Florida

1996 to 1999 Site Engineer, Florida Group

Speaks in circles  
gave credit to his team

# KELAPANDA

## NOTES

- ① UNDERSTAND COMMUNITY NEEDS, SPEAK WITH BAD MEMBERS ENVIRONMENT, COST, NEEDS OF COM. WASTE COMPOSTION
- ② HIGHER STANDARDS FOR ORG. TEAM NEEDS TO UNDERSTAND COM NEEDS.
- ③ WASTE REDUCTION
- ④ STRATEGY PRIVATE - THEN WENT TO PUBLIC SPOKE FROM ALLIANCE COLLAB - TO ELUCIDATE OFFICIAL STANDPOINT.
- ⑤ INTEGRATE DIFFERENT POINTS OF VIEW.
- ⑥ USING SYSTEMS IN PLACE. <sup>EVALUATING</sup> EXPANDING DIFF FACILITIES. COST VS ROLLING COMMUNITY WANTS & NEEDS
- ⑦ TEAM CONCEPT EXPANSION OF FACILITIES. STARTED COMPOSTING COMMUNITY OUTREACH
- ⑧ QUESTION IF RECYCLE IS BEST USE. OUTREACH TOWARDS SOURCE REDUCTION.
- ⑨ KEEP OUT OF WASTE STREAM  
" " " " "
- ⑩ " " " " "

SINGLE STREAM  
DUAL STREAM

How?

FOCUS ON KEEPING MATERIAL OUT OF WASTE STREAM

LIMITED EXPOSURE TO ED

DID NOT DIRECTLY ANSWER MANY QUESTIONS

Please Note: Any written comments/ratings are public records and must be submitted to SWA Administration for preservation as public records

SWA Member Name: Henry Adams

Meeting Date: 8 MAR 2004

DEFWIS MECHANISMS  
& MEASURABLES

# ERIKSEN

## NOTES

- ① WANTS DIRECTION FROM BOARD STAFFING
- ② EMPOWER PEOPLE BUT OVERSEE THEM - NOT MICRO MANAGER
- ③ SOURCE REDUCTION & RECYCLE. LOS ANGELES CITY COUNCIL BOARD RECYCLE INITIATIVE. EDUCATION. ADDRESSING USE OF PLASTIC BAGS. USING ASH AS BUILDING MATERIAL
- ④ SPOKE WITH ELECTED HIGH OFFICIALS, FREQUENT & NOT SPOKE TO CIVIC GROUPS, SCHOOLS, EDUCATING PEOPLE
- ⑤ ENVIRONMENT, SOCIAL IDENTITIES - WANT PLEASE EVERY ONE.
- ⑥ USED TO WORKING WITH TIGHT BUDGET. PLAN CAREFULLY WITH SENSE OF URGENCY SLOPPY ANSWERS
- ⑦ GO - RECYCLED ENERGY TO RUN PLANT. DUBLIN PLANT. MIAMI DADE CITY PLANT WAS THROWN AROUND FOR RECYCLING. NO DISAPPOINTMENTS. OPTIMISTIC
- ⑧ GLASS & COMBINED RECYCLE OK, BUT QUESTIONABLE LOOK AT FEASIBILITY FROM \$ STANDPOINT
- ⑨
- ⑩ HATES LANDFILLS - COORDINATING WTS & ZRS. LOOK AT NEW TECH BUT NOT INVEST CARELESSLY.

GOOD WORLD VIEW & EXPERIENCE

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SWA Member Name:

Honey Mead

Meeting Date:

8 MAR 2024

## STORY

- NOTES**
- ① LISTENING (1yr??). BEING OPTIONS. 10 OPPORTUNITIES. WHAT COMMUNITY WANTS, REDUCTIONS OF 50% LANDFILLS
  - ② RELATIONSHIP BUILDING. PROBLEM SOLVER LISTEN
  - ③ WASTE DIVERSION
  - ④ LISTENING TO GROUPS. ADAPT TO DIFFERENT COMMUNITIES
  - ⑤ WORK THROUGH PROBLEMS.
  - ⑥ EXPERIENCED IN PLANNING.
  - ⑦ REBUILDING A PLANT THAT BURNS. OAKLAND FACT UP
  - ⑧ SWEET STREAM RIVER
  - ⑨ GOOD COMPREHENSIVE EXPLANATION.
  - ⑩ FUNDING, DWASTE, CIRCULAR WASTE

### STRONG ON COMPOSTING

GOOD USE OF EXAMPLES

PROBLEM SOLVER

PASSIONATE

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SWA Member Name: Henry Miao

Meeting Date: 8 MAR 2024



# KAMINSKI

## NOTES

- ① BECOME FAMILIAR WITH LAG OF LAND - MEET MUNICIPALITIES WORKING ON VISION OF GROUP
- ② RECOGNIZES CHANGING WORK FORCE + ADJUSTED STYLE
- ③ SOLID WASTE + RECYCLING - BROAD RANGE OF RECYCLABLES. WORKS TO FIND MARKETS
- ④ REPORTS TO 28 MEMBER BOARD
- ⑤ 6 MEMBER SOLID WASTE COMMUNITY WORKS TO COMMUNICATE
- ⑥ PUT TOGETHER STRATEGIC PLAN WITH EXPERTS + THEN UPGRADE
- ⑦ NOW SELF-SUFFICIENT, WAS \$/M IN HOLES. HARD TO FIND MARKETS, KEEP CHANGING.
- ⑧ BALANCE COST VS REVENUE. CLASS IS CHALLENGE  
EMPHASIS ON FINDING MARKETS
- ⑨ CONDUCTED STATE WIDE STUDY. BETTER EDUCATION LITIGATION A CHALLENGE
- ⑩ REDUCE WASTE. EDUCATE BALANCE AUTOMATION WITH TECH.  
REDUCE CONTAMINATION.

~~RECOGNIZES~~  
RECOGNIZES NEED TO BE PRESENT + AVAILABLE - ONE ON ONE

CONTACT IMPORTANT

DONE HIS HOMEWORK IN SE FL

WANTS COMPOSTING

REALISTIC

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SWA Member Name: DENY MOLO

Meeting Date: 8 MAR 2024