

DANIEL J. SHAPIRO

Scrap Metal & Recycling Industry · Consulting & Expert Witness Services

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SUMMARY

Consultant and manager with over fifty years of experience in the ferrous and non-ferrous scrap metal industry, including the successful acquisition of a failing facility and growing the business 400% into a continuously profitable entity. Track record of designing and implementing turnkey projects and modifications to facilities and equipment. Extensive expert witness experience across litigation, regulatory, and valuation matters.

AREAS OF EXPERTISE

- | | | |
|--------------------------|--------------------------|----------------------------|
| ▪ Operations | ▪ Sales & Marketing | ▪ Finance |
| ▪ Administration | ▪ Human Resources | ▪ Governmental Compliance |
| ▪ RIOS/R2 Implementation | ▪ Incentive Pay Programs | ▪ Expert Witness Testimony |

BUSINESS CONSULTING ENGAGEMENTS

CM METALS NJ · *Dover, New Jersey* **2025–2026**

Designed and provided production/downtime reporting system to capture all aspects of ferrous operations, creating departmental cost accounting capabilities. Created organizational and flow charts to visualize corporate structure. Provided input on enhancing efficiencies, expansion, and growth opportunities.

HAMPTON LAKE CLUB · *Bluffton, South Carolina* **2025; 2026**

Engaged to administer DISC Profile test and presentation of results to management team.

COASTAL DISCOVERY MUSEUM · *Hilton Head Island, South Carolina* **2025**

Engaged to administer DISC Profile test and presentation of results to management team.

CITY OF POOLER · *Pooler, Georgia* **2025**

Engaged to administer DISC Profile test and presentation of results to management team.

PACIFIC AUTO RECYCLING, INC. (PARC) · *Lancaster, California* **2022–2026**

Provide production/downtime reporting tools for new shredding operation. Facilitate implementation of RIOS/R2. Assist in identification and implementation of CMMS.

MODERN METALS RECYCLING · *Baton Rouge, Louisiana* **2023–2024**

Engaged to provide analysis to increase company value.

BLACKROCK RESOURCES, INC. · *Rome, Georgia* **2022–2023**

Assist in development of new company and physical facility including all systems required for operations, administration, and management. Facilitate implementation of RIOS/R2 through to certification.

BPPLP2 · *Tampa, Florida* **2023–2024**

Engaged to assist in acquisition of automobile salvage facility including financial evaluation, negotiation, and future expansion.

- COMMSSELL** · *St. Louis, Missouri* **2020–2024**
Facilitate implementation of R2, ISO 14001, ISO 45011 to achieve certification. Facilitation of migration to R2v3, ISO 14001, ISO 45011, and ISO 9001 to achieve certification. Perform internal audit to support surveillance audit following updated certification.
- GREENSPARK SOFTWARE** · *New York, New York* **2021–2022**
Provided consulting on development of scrap metal recycling industry-specific software, contributing industry expertise on operational workflows, data requirements, and user needs.
- JSI METAL RECYCLING, LLC** · *Conway, Arkansas* **2014–2018; 2020–2026**
Provide production/downtime programs for shearing and baling operations (2020–2024). Reviewed all scrap operations of newly established company; developed and implemented recommendations for management of yard operations and accounting functions; coordinated implementation of RIOS/R2 management system; performed complete internal audit in preparation for RIOS/R2 certification — achieved January 2016 (2014–2018).
- SUNBELT SOLOMON CORPORATION** · *Solomon, Kansas* **2020**
Provided assistance analyzing and improving processing of copper and aluminum scrap from transformer disassembly operations.
- CASH-N-CARRY USED AUTO PARTS** · *Savannah, Georgia* **2019–2023**
Provided analysis of scrap operations related to auto salvage to increase value of scrap metals generated. Engaged to assist in business plans to acquire related operations.
- GROSSMAN IRON & STEEL COMPANY** · *St. Louis, Missouri* **2004–2005; 2010–2011; 2018–2021**
Facilitate Recycling Industry Operating Standard (RIOS) implementation; performed environmental audit (2010–2011, 2018–2021). Assisted in design and site location of new mega-shredder and staff recruitment (2004–2005).
- MONTERREY IRON & METAL CO.** · *San Antonio, Texas* **2014–2026**
Create and implement metrics-based employee bonus compensation plan (Performance Enhancement Program — PEP). Modify shredder data recording tools for more accurate data collection. Provide production/downtime reporting for shearing operations.
- L. GORDON IRON AND METAL CO.** · *Statesville, North Carolina* **2012–2013**
Structure and implement plan for generational succession of company principals. Develop plan for implementation of non-ferrous separation equipment acquisition for shredding operation. Provide input for incentive program for account executive. Create and implement metrics-based employee bonus compensation plan.
- P K METALS** · *Coram, New York* **2011–2023**
Perform complete internal audit in preparation for RIOS/R2 certification. Internal audit for personnel training purposes. Internal audit for acquired R2 facility and in preparation for re-certification.
- GERSON LEHRMAN GROUP (GLG)** · *Austin, Texas* **2011–2026**
Member of GLG Energy & Industrials Council. Provided numerous clients through GLG with information on all aspects of the scrap metal recycling industry, both domestic and foreign.
- ALLIED RECYCLING, INC.** · *Fort Myers, Florida* **2010–2012**
Identify equipment to upgrade and replace existing shredder. Provide input on layout and logistics of greenfield site for new shredder.

KIMCO STEEL SALES LTD. · <i>Kingston, Ontario, Canada</i>	2011–2012
Updated shredder operating manual for Ministry of Environment compliance. Developed SPCC plan as part of manual. Provide expert opinion on upgrading non-ferrous separation system.	
GRANT THORNTON LLP · <i>Atlanta, Georgia</i>	2010–2013
Observed audited inventory of multiple scrap facilities for Certified Public Accounting firm.	
GENERAL RECYCLING INDUSTRIES LTD. · <i>Edmonton, Alberta, Canada</i>	2010–2012
Performed analysis of feasibility of shredding operations. Analyzed OEM competitive quotes. Engaged to recommend OEM, coordinate final design of facility, participate in commissioning, and provide management tools for tracking productivity and downtime.	
ADVANCED RECYCLING · <i>Brownsville, Texas</i>	2008–2010; 2011 & 2013
Provided goodwill analysis for tax purposes; performed valuation analysis of shredding operation as ongoing entity and as salable used equipment; provided feasibility study to identify volume level and costs to continue operations; deposed during arbitration hearing (2011 & 2013). Provided production reporting and downtime tools for shredding operation; assisted in location of replacement transformer; performed financial and equipment analyses (2008–2010).	
ATTRITUM · <i>Santiago, Chile</i>	2010–2014
Assisted in development of business plan and financial Pro Forma for new greenfield shredding operation in Chile.	
AVCO CONSULTING · <i>Charlton, Massachusetts</i>	2009
Built outline to establish and operate international trading operation.	
HIGH TIDE METALS · <i>Charleston, South Carolina</i>	2009
Assessment of existing shredding operations and recommendations for improvements.	
ALLIED METAL RECYCLING · <i>Metter, Georgia</i>	2009
Valuation of shredder equipment and installation to secure bank financing.	
TRENTON IRON & METAL CO. · <i>Trenton, New Jersey</i>	2009–2010
Assessment of existing shredding operations and recommendations for improvements. Evaluation of scrap yard operations. Provided certified DISC personality profiles for current employees and new hires.	
COUSINEAU AUTO, INC. · <i>Appleton, Wisconsin</i>	2008
Assisted in development of implementation plan for new scrap purchasing and processing operation within existing auto salvage operation.	
ALLOCCO RECYCLING · <i>Brooklyn, New York</i>	2007–2009
Provided analysis to determine viability of entering shredding business. Inspected and recommended appropriate equipment. Designed installation to fit into existing plant or greenfield site.	
BERKELEY SHREDDING, LLC · <i>Moncks Corner, South Carolina</i>	2008–2022
Developed business plan including financial Pro Forma and design for new shredding operation in existing scrap facility. Negotiated successful bank financing.	
WACCAMAW METAL RECYCLING · <i>Myrtle Beach, North Carolina</i>	2007–2009
Designed layout for consolidating two-yard operations into one. Assisted with identification of appropriate systems to facilitate consolidation of operations.	

- FOSS AUTO SALVAGE** · *LaGrange, North Carolina* **2007–2010; 2015–2016**
 Provided input on auto salvage business to expand scrap operations. Designed layout for new scrap processing facility. Performed valuation analysis of corporate acquisition including shredder.
- B&B METAL PROCESSING CO., INC.** · *Newton, Wisconsin* **2007**
 Researched and identified appropriate equipment and engineering to retro-fit air system on existing shredding operation. Worked with principals to optimize non-ferrous recovery.
- GERDAU AMERISTEEL** · *Toronto, Ontario, Canada* **2007**
 Designed several alternative layouts for greenfield mega-shredder operation as expansion of existing steel mill.
- CAMDEN IRON & METAL, INC.** · *Camden, New Jersey* **2006**
 Coordinated engineering, design, and layout of new greenfield mega-shredder operation and alternative retrofit into existing shredding plant. Worked with staff to prepare MS Project file for all elements of project.
- KIMCO STEEL SALES LTD.** · *Kingston, Ontario, Canada* **2006–2009**
 Coordinated all elements of engineering, design, and layout of new greenfield shredding operation including ASR processing. Development of standard operating and safety procedures.
- METAL MANAGEMENT-MIDWEST** · *Chicago, Illinois* **2005–2006**
 Developed bid package for vendors regarding infeed conveyor repair or replacement, downstream repair or replacement, and Prolerizer mill section modification. Produced summary of all quotes.
- NAMCO** · *Jacksonville, Florida* **2005–2006**
 Assisted in design and location of one to five new shredding operations along the Eastern seacoast to augment existing operations.
- GERSHOW RECYCLING** · *Medford, New York* **2004–2026**
 Assisting management in converting natural gas diesel engines to electric for mega-shredder; assisted in design of 100 GT/hour ASR processing facility. Maintain data on shredder electrical consumption.
- M. LIPSITZ & COMPANY** · *Waco, Texas* **2004–2005**
 Assisted in design and layout of new greenfield shredding operation including ASR processing.
- METAL RECYCLING SERVICES, INC.** · *Monroe, North Carolina* **2004–2006**
 Assisted in re-locating used equipment and commissioning new shredding operation.
- INDUSTRIAL METALS** · *Winnipeg, Manitoba, Canada* **2016–2026**
 Provided shredder production/downtime reporting tools and assisted with implementation. Provide annual updates to reports.
- HARDEEVILLE RECYCLING** · *Hardeeville, South Carolina* **2015**
 Visited site and created report identifying enhancements to business management tools and operational efficiencies.
- B&D SCRAP METAL INC.** · *Charleston, South Carolina* **2016, 2018, 2020–2022**
 Identified acquisition target within industry; facilitated identification and negotiation of financing through closing of transaction. Researched property acquisition for operational enhancement of scrap and electronics recycling. Wrote business plan and developed financial Pro Forma to acquire funds for expansion. Developed initial program for RIOS/R2 management system and certification.
- SCARBOROUGH AUTO PARTS** · *Scarborough, Maine* **2016**
 Developed business plan and financial Pro Forma for acquisition of existing auto parts facility and expansion of scrap processing and handling.

EXPERT WITNESS ENGAGEMENTS

HOLWELL SHUSTER & GOLDBERG LLP	2024–2026
Engaged for expert opinion on equipment provided and installed for non-ferrous metals recovery.	
GREENBERG TRAUIG, LLP	2024–2025
Provide expert opinion on a patent infringement matter.	
SCHARNHORST AST KENNARD GRIFFIN, PC · <i>Kansas City, Missouri</i>	2023–2026
Engaged to provide opinion on reducing/eliminating emissions and projectiles leaving shredding operation from client neighbor's facility.	
MAYNARD NEXSEN, PC · <i>Orlando, Florida</i>	2024–2026
Engaged to determine ability to move equipment due to bank foreclosure.	
WOODS ROGERS VANDEVENTER BLACK PLC · <i>Roanoke, Virginia</i>	2024
Engaged to determine suitability of equipment purchased to process designated grades of scrap metal.	
TURNER & SWEENEY · <i>Kansas City, Missouri</i>	2023–2024
Engaged to provide opinion on negligence in manufacturing plant.	
KEOGH COX · <i>Baton Rouge, Louisiana</i>	2023–2026
Engaged to provide opinion on re-utilization of returned stolen steel beams for construction project.	
GOLDBERG SEGALLA LLP · <i>Syracuse, New York</i>	2023–2024
Engaged to perform analysis of lost revenue from demolition project.	
SUISMAN SHAPIRO ATTORNEYS AT LAW · <i>New London, Connecticut</i>	2022–2023
Engaged to provide expert witness testimony in a civil lawsuit filed by a municipality against a scrap facility and various other individuals.	
THE ARNS LAW FIRM · <i>San Francisco, California</i>	2022
Engaged to offer opinions and testify on the duties and standard of care of an owner and operator of a scrap metal and recycling plant facility regarding the receiving, inspection, acceptance, purchase, ownership, and processing of propane, CNG, and gas-powered vehicles.	
YORK COUNTY DISTRICT ATTORNEY · <i>York, Pennsylvania</i>	2021–2022
Retained to provide on-site inspection and report related to discharges from automobile shredder related to criminal action by district attorney.	
FIGARI DAVENPORT · <i>Dallas, Texas</i>	2021–2022
Provide expert opinion on shredding equipment and production capabilities.	
HUSCH BLACKWELL · <i>Chicago, Illinois</i>	2021
Engaged to provide written declaration related to defendant suit to recover attorneys' fees and costs.	
STOCK & LEADER · <i>York, Pennsylvania</i>	2020–2023
Engaged to provide expert opinion on reducing discharges of metal off-site and noise abatement. Stock & Leader represented Spring Garden Township in enforcement action against a poorly managed industrial shredding facility.	
DAY PITNEY LLP · <i>Stamford, Connecticut</i>	2019
Engaged to analyze contractual dispute regarding access to deep water scrap export cargo loading facility.	

SCHWABE, WILLIAMSON & WYATT · <i>Vancouver, Washington</i>	2015; 2019
Engaged to provide expert opinion on utilization and damage to dock facility during bulk loading of scrap steel into vessels for export (2019). Engaged by lessor as expert witness to provide opinion on necessary actions by scrap yard lessee to adapt to property loss through eminent domain; provided written report and testified in deposition and hearing (2015).	
GELBER + SANTILLO · <i>New York, New York</i>	2018
Provided analysis of value of scrap loaded in overseas containers for export.	
VORYS, SATER, SEYMOUR AND PEASE, LLC · <i>Columbus, Ohio</i>	2018
Engaged to analyze effects of operations of scrap equipment on neighbor related to vibrations and emissions.	
REED SMITH LLP · <i>Philadelphia, Pennsylvania</i>	2017–2026
Engaged to provide expert witness services regarding the automobile shredding and sorting industry, including the operation, operational design, and safety issues.	
HOWARD & HOWARD · <i>Royal Oak, Michigan</i>	2017
Engaged to provide expert opinion on efficacy of liquid injection into shredding chamber.	
SANTANGELO LAW OFFICES · <i>Fort Collins, Colorado</i>	2017–2018
Engaged to provide expert opinion on patented technology related to air classification of materials.	
FASKEN MARTINEAU · <i>Toronto, Ontario, Canada</i>	2016–2017
Engaged to perform analysis of scrap pricing between consumer and supplier to form opinion on pricing protocol.	
SAVAGE TURNER PINCKNEY · <i>Savannah, Georgia</i>	2016–2017
Engaged to perform analysis of economic loss at scrap yard due to police harassment.	
MARTINEAU KING PLC · <i>Charlotte, North Carolina</i>	2016–2017
Engaged by attorney representing manufacturing client to explicate scrap industry standards of practice regarding identification, reporting, and handling of stolen merchandise.	
ROBERTS, MATEJCZYK & ITA CO. LPA · <i>Seville, Ohio</i>	2016–2017
Engaged by attorney representing insurance company and Plaintiff to recover balance of loss of value of stolen property through subrogation.	
MCCANDLISH LILLARD · <i>Leesburg, Virginia</i>	2015
Engaged as expert witness to analyze export shipments of Zorba to support claim of failure to ship material per contract.	
ZIPPERER, LORBERBAUM & BEAUVAIS · <i>Savannah, Georgia</i>	2014–2015
Engaged as expert witness to develop analysis of historical pricing of purchased scrap in criminal trial regarding stolen material. Testified in court at trial.	
DAMON MOREY LLP · <i>Buffalo, New York</i>	2010–2011
Engaged as expert witness to perform inspection and analysis of OEM non-ferrous design and equipment implementation for shredding operation. Delivered report and gave deposition.	
PRECISION METALCRAFT · <i>Wichita, Kansas</i>	2009
Provided analysis of competitive scrap pricing. Engaged by attorney as expert witness.	

PROFESSIONAL EXPERIENCE

PROLIERIZED NEW ENGLAND COMPANY (SCHNITZER NORTHEAST) · *Everett, Massachusetts* **2001–2004** **Operations Manager**

Managed the ferrous scrap processing operations and the safety, production, and shiploading operations. Operational responsibilities extended to five satellite facilities located in Massachusetts, New Hampshire, and Maine.

- Supported and implemented corporate initiatives and programs.
- Ensured compliance with all applicable environmental and governmental regulations.

NESCO CONTAINER CORP. · *Fenton, Missouri* **1999–2001** **Executive Vice President**

Recruited by the President and primary shareholder to provide a broad range of administrative and manufacturing support to operations.

- Oversight of manufacturing of steel containers (drums).
- Sales department, finance, and administration.
- Coordination with two other subsidiaries of parent company (Nesco Steel Barrel Co.).

R.L. HULETT & CO., INC. **1998–1999** **Associate**

Affiliated with Hulett in November 1998, a private investment bank specializing in merger, acquisition and divestiture services, financing and refinancing, valuations, operations evaluation, strategic planning, turnaround and workout assistance, and litigation support and expert testimony.

PHILIP METALS, INC. · *St. Louis, Missouri* **1997–1998** **General Manager of Ferrous, McKinley Plant**

Managed 85 people — union hourly and salaried administrative — where sales averaged \$45–50 million annually. Coordinated communications between corporate office in Cleveland, Ohio, and local sales, marketing, and operational facility, as well as with non-ferrous plant operations.

- Scheduling of all ferrous plant personnel (supervisory and hourly).
- Materials processed and shipped.
- All transportation issues (rail, truck, or barge).
- Company-operated trucking fleet.
- All accounting areas including general ledger and accounts payable.

MCKINLEY IRON, INC. · *St. Louis, Missouri* **1985–1997** **Chief Operations Officer and Secretary/Treasurer**

Part of investment group that re-purchased previously owned family scrap processing business.

- All purchase and lease decisions regarding new equipment.
- Provided oversight to development and implementation of employee policy manuals as well as initiating quality control program based on ISO 9001.
- Set pricing levels for retail purchases of raw materials.
- Assumed increased marketing duties with consumers and national brokers for all products.
- Initiated and maintained compliance programs for all applicable federal regulatory requirements.

Selected accomplishments:

- Increased processed and shipped ferrous scrap levels by 400% within two years.

- Worked with OEMs within the scrap processing industry to update equipment to state-of-the-art levels while maintaining profitability.
- Successfully negotiated five separate collective bargaining agreements each with the International Longshoremen's Association and the Teamsters with no work stoppages.
- Reduced the overall cost of the trucking department by 25%.
- Negotiated renewals of lending agreements with all banks at below prime rates.

AZCON CORPORATION · *Alton, Illinois*

1981–1985

Employed by Azcon Corporation in various capacities. Designed, contracted, and managed modifications to automobile shredder achieving 200% increase in productivity. Managed Alton, Illinois facility for two years. Coordinated inter-plant movements of raw and processed materials between three St. Louis area facilities. Assisted in contract negotiations and all regulatory activities.

- Increased overall productivity by 150% and expanded barge dock activities.

EDUCATION

Master of Business Administration

1985

John M. Olin School of Business, Washington University in St. Louis · St. Louis, Missouri

Master of Fine Arts in Theatre

1974

Smith College · Northampton, Massachusetts

Bachelor of Arts in English Literature

1972

University of Pennsylvania · Philadelphia, Pennsylvania

BOARD AFFILIATIONS

HILTON HEAD ISLAND–BLUFFTON SC CHAMBER OF COMMERCE

2006–2008; 2010–2012

Board of Regents — Leadership.

INSTITUTE OF SCRAP RECYCLING INDUSTRIES (ISRI)

1990–2001

National recognition through election to Ferrous Executive Committee; also held positions of Chairman for Manufacturing and Technology Committee, and Joint Chairman of Safety Committee.

NESCO STEEL DRUM CORP. & NESCO CONTAINER CORP.

1998–2001

Elected as outside Director to the boards of the parent corporation and its operating subsidiary.

EXECUTIVE MBA ALUMNI ASSOCIATION

1985–2001

John M. Olin School of Business at Washington University in St. Louis; founding president.

VOLUNTEER ACTIVITIES

HILTON HEAD ISLAND–BLUFFTON SC CHAMBER OF COMMERCE

Member Leadership Class of 2006; Board of Regents 2006–2008, 2010–2012. Lecturer: DISC Profile, 2008–2025.

RBC HERITAGE · *Hilton Head Island, South Carolina*

Marshal 2009–2022; 2025–2026.

TOWN OF HILTON HEAD ISLAND · *South Carolina*

2017–2022

Appointed by Town Council of Hilton Head Island to serve as member of the Arts Council of Hilton Head, Advisory Committee.