

## THOMAS E. SCOTT, PMP

### President

#### Qualifications

Mr. Scott provides leadership and direction for this growing program and project management company. Previously, he was a Vice President, program manager and engineer at an ENR top 20 environmental firm and for one of the largest US defense contractors. He has over 20 years of varied experience providing program/project management, design and construction support for environmental, infrastructure and information technology projects. Mr. Scott's management of various diverse, multi-disciplined staffs has included the accomplishment of program/project management, quality assurance, construction planning, contract document preparation, subcontract administration, estimating, scheduling, and field inspection/support. His considerable expertise with federal programs includes both domestic and international program development with federal clients that range from working level program managers to headquarters managers and Congressional staffs. He is one of the architects and pioneers of the federal government's Guaranteed Fixed Price Remediation Program.

Mr. Scott provides programmatic and technical support to ensure superior quality and performance for various programs. His experience includes management of projects throughout all phases of environmental remediation, environmental compliance, infrastructure assessment and construction, information management system development, and other engineering and construction related programs. He also possesses specialized training and expertise in program/project management cost and schedule control, training program development, quality assurance, health and safety laws and practices, construction law and dispute resolution, contract management, nuclear safety and procedures program development.

#### Experience

##### **PROGRAM/PROJECT MANAGEMENT**

Throughout his career, Mr. Scott has managed projects ranging in size from small-scale engineering assessments to large-scale site-wide environmental remediation programs and multi-million dollar infrastructure upgrades. In 1997, he was recognized by the DOE as a "Super Project Manager." His career has required management and integration of highly specialized disciplines, multiple subcontracts and the coordination of numerous concurrent tasks. Mr. Scott offers a strong working knowledge of all aspects of engineering design and remediation and construction principles, which has enabled him to successfully contribute and coordinate on each phase of assigned projects. Projects have included the management of complex technical issues and the implementation of "fast-track" project schedules. Mr. Scott has developed and offered training programs for numerous earned value and related project management courses. His in-depth knowledge of program and project management principles, coupled with his attention to detail, have resulted in a documented record of projects that have consistently provided superior results.

#### **Experience Highlights**

- One of the architects and pioneers of the federal Government's Guaranteed Fixed Price Remediation Program
- Managed programs and divisions for Fortune 100 and ENR Top 20 firms in construction management, program management and environmental
- Named DOE "Super Program Manager"
- Vast regulatory experience that includes successful site closures under RCRA and CERCLA
- Expertise in Earned Value Project Management and cost and schedule control
- Health & Safety inspector for construction sites

## **ENVIRONMENTAL PROGRAMS**

### ◆ **Guaranteed Remediation Program**

Currently under contract with the Department of Energy to develop a congressionally-mandated GFPR pilot program. This contract was sole-sourced so that DOE could obtain the specific expertise available from Mr. Scott and his company for developing and implementing a federal GFPR program. As the Federal Program Manager for Guaranteed Business Solutions at ARCADIS, Mr. Scott had P&L responsibility for the federal guaranteed fixed-price remediation program. Mr. Scott pioneered development of this program in the federal market and developed the basis for implementing guaranteed remediation at active federal installations. Mr. Scott was ultimately responsible for the performance of this program and his responsibility included both a leadership and technical role, which addressed business development, contract management, remedial approaches, schedule and cost control, and establishment of cohesive project teams. As a result of these efforts, guaranteed fixed-price remediation contracts have been awarded at numerous DOD installations and the program is now being considered for much broader implementation throughout the federal remediation marketplace. Mr. Scott continues to actively support the federal government in development of this program and other performance based remediation strategies.

### ◆ **Robins AFB NPL Site Remediation**

Program Director and Site Manager for a \$30M program at the NPL site on Robins AFB, Georgia. This program included remediation of a sludge lagoon; leachate collection and capping for a 45-acre landfill; wetlands delineation, investigation and remediation; buried drum investigation and removal; and administrative controls to control access to the NPL site. Mr. Scott restored customer confidence in this program and was able to achieve over \$8M in cost savings during the first year.

### ◆ **Aberdeen Proving Ground Nike Site Remediation**

Project Director for the remediation of the Former Nike Missile Site at Aberdeen Proving Ground. This project included the installation of a large pump and treat facility to address groundwater contamination and abandonment of the Nike missile silos. The project was complicated by unexploded ordnance (UXO) detection and removal requirements. The construction effort included two new permanent structures, a network of groundwater recovery wells, a computer-controlled multi-phase treatment process, and sampling and analysis capabilities for the treatment discharge.

### ◆ **Robins AFB Facility-wide Groundwater Sampling and Assessment**

Project Director for the quarterly groundwater monitoring and analysis program that included sampling at more than 200 monitoring locations. This program included laboratory audits, deployment of sampling crews, coordination with Base personnel, compliance with all State, federal and Air Force procedures, and quarterly reporting to the regulators and Air Force personnel. This program was conducted without incident and within budget for the entire 2-year duration.

### ◆ **Innovative Technology Demonstration**

Construction Manager for a field demonstration of an innovative in-situ remediation technology being developed by an industrial consortium in cooperation with DOE and the EPA. The Lasagna™ technology demonstration successfully demonstrated remediation of soils and soil pore water contaminated with soluble organic compounds.

## **INFORMATION MANAGEMENT**

### ◆ **Integrated Management System Functional Design Team**

Developed the functional requirements for a large-scale enterprise action management system. This system was developed to track all management and compliance actions throughout a large corporation. This detailed, intensive analysis resulted in the development of a data dictionary,

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functional requirements document, hardware and software requirements summary, and a preliminary functionality demonstration model. This company-wide project was implemented in phases over three years at a cost of more than \$5M.

◆ ***Robins AFB Environmental Management Information System***

Project Director for the planning and development of an environmental management information system that would interface with the RAFB GIS systems and other information platforms. This system was developed to serve as a management tool and an integrated source for all environmental information within the Environmental Restoration Division.

## **TRAINING**

◆ ***Project Management, Cost & Schedule Control***

Developed numerous training modules and delivered classroom training on all aspects of project management and project controls. Received DOE certification as an instructor in accordance with approved methodologies and procedures. Provided “PM Thoughts” on a weekly basis to project management staff in an effort to disseminate project management concepts.

◆ ***Procedures Management Program***

Developed Central Engineering Procedures Management Program for 1000+ engineering organization. Developed and revised engineering procedures for multi-disciplined engineering organization, and developed an integrated procedures program that complied with DOE, INPO and industry standards. This effort was completed well ahead of the original schedule and resulted in recognition throughout the engineering division and the company.

## **Education**

- ◆ B.S., Mechanical Engineering - University of Kentucky (1990)
- ◆ A.A.S., Engineering Technology - Community College of the Air Force (1986)

## **Certifications/Affiliations**

- ◆ PMP Certified, Project Management Institute
- ◆ E.I.T. Certification
- ◆ DOE Certified Instructor
- ◆ Society of American Military Engineers
- ◆ American Society of Mechanical Engineers, Section Chairman (1992-1994)

## **Selected Papers/Presentations**

- ◆ Scott, T. E., Holsinger, N. S., 2003. Challenging the Cleanup Paradigm: Market Transformation Through Performance-Based Contracts. NDIA 29<sup>th</sup> Environmental and Energy Symposium and Exhibition. April 9, 2003, Richmond, VA.
  - ◆ Scott, T. E., 2001. Guaranteed Fixed-Price Base Cleanup Program – Active Bases. NDIA 27<sup>th</sup> Environmental Symposium and Exhibition. April 25, 2001, Austin, Texas.
  - ◆ Scott, T.E., Austin, D. 1997. Implementation Of Hot Air Steam Stripping (HASS) And Immobilization Of Metals. 2<sup>nd</sup> Annual Tri-Service Environmental Technology Workshop, June 12, 1997, St. Louis, Missouri.
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## **N. Shawn Holsinger, P.E.**

### **Vice President/Sr. Program Manager**

#### **Qualifications**

Mr. Holsinger joined LRS Federal in August 2006 after 19 years of federal service. He is recognized as one of the principal architects of performance-based remediation contracting in the Department of Defense. These efforts brought a new site closeout mentality to a highly process-oriented program. His experience in implementation of environmental remediation programs for both the Army and Air Force bring a unique perspective to methodologies for reducing costs to achieve site closure, while simultaneously reducing schedule timelines. His efforts have resulted in official commendations from both services for documented cost and schedule savings to the Department of Defense's cleanup program. Mr. Holsinger has significant experience in contract document development and implementing innovative contracting procedures within the federal government. He has been a COR on contracts as large as \$20M.

#### **Experience**

##### **Program Management**

Mr. Holsinger has successfully implemented restoration programs for both the Army and Air Force. Following implementation of pilot efforts for the Army in Guaranteed Fixed Price Remediation, he was asked in 2003 to become the program manager for the Office of the Assistant Chief of Staff for Installation Management (ACSIM) to oversee the Army-wide implementation.

In 2004, Mr. Holsinger joined the Air Force's Air Combat Command. He was asked to develop and implement a new program called Future First Planning (F2P). F2P was designed to fuse base development planning with environmental remediation to optimize land use. This program required integration of Installation Restoration Program (IRP) funding with traditional minor construction funding. Mr. Holsinger successfully implemented a command-wide assessment for F2P project opportunities, identified three pilot projects, developed the acquisition strategy, and awarded contracts for the pilot projects in less than 12 months. All three pilots were completed on time and within budget.

During this time, Mr. Holsinger also developed, presented, and gained Air Force approval for an initiative called Performance Based Restoration (PBR). PBR utilized a performance based contracting approach to expedite the remediation and closure of sites within ACC. These efforts resulted in nearly 200 sites across 14 installations being contracted for regulatory site closure, or final remedial response actions completed. Utilizing technical evaluations coupled with performance incentive contract actions has resulted in the shutdown and elimination of numerous ineffective pump and treat, and soil vapor extraction systems across the Command. Additionally, through the use of a life-cycle cost model, these same efforts have significantly reduced long-term monitoring requirements. To-date, estimated life-cycle cost savings to the Command are in excess of \$70M.

#### **Relevant Highlights**

- Developed and implemented pilot performance-based contracts with both the Army and Air Force
  - Recognized federal leader in innovative contracting methodologies
  - Heavily focused on cost/schedule control
  - Experienced in regulatory interaction, and environmental auditing implementation
  - Experienced working environmental compliance and cleanup
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## **Vice President, LRS Federal**

After joining LRS Federal, Mr. Holsinger has been instrumental in the company's efforts supporting the Department of Energy's Office of Environmental Management and Air Force's Air Combat Command. His knowledge of federal contracting and efforts to implement innovative contracting methods to solve federal problems is recognized both internal and external to the government. He has been instrumental in forging large and small business alliances for the firm and has been performing work for clients in both the private and public sector as a result.

## **Chief, Environmental Restoration, Air Combat Command**

As the Chief of the Environmental Restoration Branch at ACC, Mr. Holsinger was responsible for overseeing environmental cleanup efforts at 16 active installations and 16 inactive properties. He was responsible for managing a staff of engineers and scientists tasked with achieving regulatory site closure of over 320 contaminated sites. He oversaw prioritization and execution of a budget of over \$50M annually. During this time, Mr. Holsinger was a principal architect and implementer of Future First Planning and Performance Based Restoration, two of the ACC Civil Engineer's top five initiatives in 2004-2005. Along with a third focal point developed during his tenure, ACC's Accelerated Investigative Measures (AIM), ACC developed a comprehensive approach to environmental remediation: expedite the investigative methods, implement performance driven remediation contracts, all aimed at future Air Force land use needs. These efforts in combination have led to changing how remediation is viewed, from a process-driven approach to an end-state driven approach. This led to over \$70M dollars in life-cycle cost savings to ACC, while simultaneously reducing the schedule to complete by 30%.

At the same time, Mr. Holsinger focused the staff and installations at three National Priorities List (NPL) installations on delisting. By taking an end-state focus, in-depth discussions with regulators, and focused remediation efforts, was able to achieve the following: 1) Soils deletion at Ellsworth AFB, 2) Plan for soils deletion at Mountain Home AFB by 2008, 3) Plan, with regulatory support, for complete delisting of Langley AFB by 2010.

Mr. Holsinger was recognized as the leader in the Air Force's performance based contracting efforts. At the 2005 Joint Services Environmental Management (JSEM) conference, The Office of the Secretary of Defense's Cleanup Division sponsored a tri-service forum on performance based contracting. The forum included representatives from OSD, Army, Navy, and Air Force. The Air Force (SAF/IE) requested Mr. Holsinger to be the Air Force's representative and spokesperson, the only non-Pentagon level invited speaker. For his efforts and cost savings to the Air Force, Mr. Holsinger was given the Meritorious Civilian Service Award.

## **Cleanup Division, Headquarters Department of Army**

Mr. Holsinger worked within the Cleanup Division as the program manager for Guaranteed Fixed Price Remediation (GFPR). This effort was designed to implement more effective, performance based approaches to cleanup of contaminated sites. He oversaw the FY03 Army-wide implementation and developed guidance on future efforts of this performance-based cleanup strategy. For his efforts, he received an official commendation and cash award from the Office of the Assistant Secretary of the Army (FM) for documented savings to the government of over \$32M.

Mr. Holsinger was also the Division proponent for remediation efforts dealing with perchlorates, chemical warfare materials, and low-level radiological waste. Additionally, he assisted with technical issues involving high visibility sites and/or installations involving Dept of Army level oversight. He was responsible to ensure courses of action met environmental regulatory requirements but were consistent with Army policy and guidance. Mr. Holsinger received the Commander's Award for his work for the Dept. of Army.

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## **Program Manager, U.S. Army Training and Doctrine Command**

For part of his tenure, Mr. Holsinger was the program manager for TRADOC's Defense Environmental Restoration Program across 14 Army installations. During this time, he implemented a new remediation initiative at two active Army installations called Guaranteed Fixed Price Remediation (GFPR). The two pilot projects represented the first time GFPR had been used on active installations in DoD.

During this time, Mr. Holsinger was requested to be the TRADOC representative for an effort headed by the Principle Deputy Assistant Secretary of the Army (I&E) to expedite BRAC actions, specifically dealing with unexploded ordnance issues at the former Fort Ord. This assignment involved frequent interaction with senior Army personnel, federal and state regulators, congressional representatives, and the public in dealing with emerging issues with direct bearing on the ability to transfer lands.

For four years, Mr. Holsinger was the Team Leader for Conservation and Analysis and was responsible for implementation of TRADOC's cultural and natural resource programs, environmental and metrics. He received both the Civilian Achievement Medal and Commander's Award for his efforts during his tenure at TRADOC.

## **U.S. Army Combined Arms Support Command and Fort Lee**

Following completion of the DA Intern program and work as a staff environmental engineer, Mr. Holsinger was named Chief, Environmental Management Office and tasked with staffing, training and supervising six environmental professionals in response to increasing compliance demands. Major duties included management of hazardous waste, the underground storage tank program, wastewater, water, air pollution control, and environmental cleanup of contaminated sites; as well as the natural and cultural resource programs. He had overall responsibility for development, planning, programming, and execution of requirements necessary to achieve and maintain compliance with various environmental laws and regulations. These actions involved frequent interaction with federal, state, and local regulatory officials. He was required to frequently brief program status to senior installation leadership at this 3-star command.

## **Education**

- ◆ B.S., 1983, Petroleum Engineering, West Virginia University
- ◆ M.E., 1999, Environmental Engineering, Old Dominion University
- ◆ Graduate level course work in Business Administration, WV College of Graduate Studies, 1984-85

## **License**

- ◆ Licensed as a Professional Engineer (Virginia)

## **Selected Papers/Presentations**

- ◆ Holsinger, N. Shawn, 2005. "Performance Based Restoration, A new approach to environmental remediation". CE News.
  - ◆ Holsinger, N. Shawn, 2004-2006. Instructor at the 2004, 2005, and 2006 Air Force Environmental Symposiums, Instructor for and papers published on Performance Based Contracting, Future First Planning, and Accelerated Cleanup.
  - ◆ Scott, T.E., Holsinger, N.S., 2003. Challenging the Cleanup Paradigm: Market Transformation Through Performance-Based Contracts. NDIA 29<sup>th</sup> Environmental and Energy Symposium and Exhibition. April 9, 2003, Richmond, VA.
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## John T. Cookson, Ph.D.

### Engineering Manager

#### Qualifications

Dr. Cookson offers almost 40 years of engineering expertise emphasizing a strong technical background in the design and application of wastewater, hazardous waste and drinking water technologies; in developing bioremediation and soil/groundwater remediation solutions; and with NPDES requirements and compliance. He is internationally recognized as an expert in the treatment of hazardous waste and wastewater. Strengths include:

- Auditor and advisor on NPDES programs for industry.
- Operator training - wastewater treatment plants and NPDES compliance.
- Recognized expert on treatment of wastewater and bioremediation.
- Appointments:
  - U.S. EPA committees, adjunct Professor at Johns Hopkins University.
  - Safe Drinking Water Committee of the National Academy of Sciences, National Academy of Engineering, Washington, D.C.
- Advisor - foreign governments, Federal agencies and The World Bank.
- Expert testimony - Environmental litigation matters including adjudicatory hearings on industrial NPDES requirements, hazardous waste handling, and laboratory quality control programs.

#### Experience

##### Remediation

Dr. Cookson is a leading authority in the field of bioremediation and is the author of the internationally distributed textbook on the subject, *"Bioremediation Engineering: Design and Applications."* He also has successfully implemented other groundwater and soil remediation solutions for environmental sites throughout the country. His unparalleled expertise has been sought by industry, federal and state governments, and academia. Examples of projects that he has implemented include:

- Technical review and oversight of bioremediation to establish in situ degradation rates for c-DCE, VC, benzene & tetrahydrofuran. Studies included; biological growth/decay modeling for prediction of clogging rates during in situ precipitation of metals. Design for combined biosparging/metals precipitation remedy.
  - Technical Specialist for remediation of a drinking water aquifer consisting of a 3000-foot plume contaminated with chlorinated solvents.
  - Provided evaluation for the potential of using Intrinsic Remediation for cleanup of chlorinated solvents at the Longhorn Army Depot, Texas.
  - Provided technical oversight on bioremediation of industrial waste lagoon sludge (lagoon area of over 12 acres), including pilot studies, data interpretation and recommendations for full-scale implementation.
  - Treatment of explosive contaminated sediments in lagoons, using chemical reduction and hydrolysis.
  - At Aberdeen Proving Ground, Technical Specialist for feasibility studies and pilot treatability studies on groundwater contaminated with chlorinated solvents and mustard gas hydrolysis products, and provided oversight of site remediation activities for UST removal, and treatment of contaminated groundwater and soil.
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- Site remediation and closure of State of Maryland Superfund Site. Project included site characterization, remedial design, field construction and site operations. Contaminant source was hazardous waste lagoons containing organic compounds and metals.
- Quality Control Officer - Developed and supervised the QA/QC program for an analytical laboratory performing under the EPA Contract Laboratory (Superfund) program for more than 12 years.
- Consultant on Bioremediation of petroleum hydrocarbon contaminated soil at a New Jersey industrial site.
- In situ remediation of groundwater and soil contaminated from leaking UST installation.
- Provided protocols for stabilization of contamination movement from a cadmium-latex wastewater storage lagoon.
- Developed treatability and design criteria for treatment of hazardous chemicals during the production of pesticide base oxime compounds.
- Consultant to U.S. Exxon on hazardous waste treatment facilities and groundwater contamination.
- Site remediation activities for groundwater and soil contamination and oversight of U.S. EPA's contract laboratory's analytical quality control.
- Developed safety protocols and containment system for potential spills of pentachlorophenol at a wood preserving plant operated by the government of Puerto Rico.
- Provide services to sample, analyze, and evaluate groundwater data from six hazardous waste facilities in New Jersey. Analyses were performed in accordance with RCRA protocols.
- Provided evaluations on the potential for biological production of acetaldehyde and acrolein during in situ bioremediation at the Bay Shore/Brightwaters Former MGP site.
- Evaluated the status of a monitored natural attenuation (MNA) response and made an oral presentation of the findings and made recommendation for enhancing the biological response to the US EPA Region 5.

#### **Technical Specialist - Wastewater**

- Provide selection of technology for the removal of hexavalent chrome from water to < than 9ppb.
  - Provided technical oversight of process design for the Design-Build of a wastewater plant upgrade using step aeration to achieve organic degradation and denitrification.
  - Provided technical oversight on treating water with high nitrate levels, utilizing bio-denitrification combined with chemical oxidation.
  - Technical Specialist and Peer Review - Evaluation of health hazards and recommended research related to the handling and ultimate disposal of disposable diapers.
  - The design and operation of a pilot activated carbon treatment facility for establishing the treatability and effluent toxicity of oxime process wastewater. A field system was built based on the design criteria obtained from the pilot study.
  - Provided treatment plant evaluations and optimization for improved treatment of apple juice process discharges.
  - Wastewater treatment pilot studies for design criteria and the design of an industrial WTP for treating specific chemical products, intermediates and by-products from the Specialty Products Division of Allied Chemical Company.
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- Wastewater characterization and design criteria for biological treatment of effluent containing explosive compounds.
- Provided evaluations and design criteria for installation of filters to remove *Aspergillus fumigatus* from air handling units of the State of Maryland Children's Hospital.
- Laboratory treatability studies to desensitize explosive-contaminated sediments by chemical reduction. Chemical by-products were determined and their environmental acceptability evaluated. By-products for which there were no available data were screened for toxic response on test organisms.

### **Wastewater Facility Design**

- The design and operation of an ozone treatment facility for treating effluent toxicity of oxime process wastewater.
- The design and operation of a pure oxygen activated sludge treatment facility for establishing the treatability of Allied's Hopewell Fibers Division plant discharge.
- Chief design engineer for design of a 2 MGD advanced wastewater treatment plant for Cecil County, MD.
- Developed design criteria and materials handling volumes for a 400 ton/day sewage sludge composting facility. Performed as a subcontractor to Engineering Science, Inc.
- Design upgrades to an existing advanced wastewater treatment plant for increased flows and effluent quality.
- Pilot studies and design for precipitation and removal of latex-cadmium from industrial wastewater.
- Pilot plant ion exchange studies on wastewater treatability and water reuse for select photographic processing waste flows.
- Designed concepts for an AWT facility to serve a 2,000-acre residential-commercial development.
- Developed design criteria for a land treatment facility for domestic wastewater.

### **Innovative Wastewater Treatment Systems**

- Development of design criteria, pilot studies and design for treatment of waters containing waste chemicals from the manufacture of solid rocket fuel. ***The first such AWT plant ever designed in USA.***
- Development of design criteria for treatment of waters containing waste chemicals from the manufacture of solid rocket motors. Pilot study design and operation.
- Design concepts for an integrated utility system for an enclosed shopping mall, wastewater treatment, and reuse through a dual distribution system.
- Provided design for a 5 MGD sewage treatment plant with processes to remove enteric viruses from domestic wastewater. Seneca Creek Plant, Montgomery County MD.
- Provided innovative solution to wastewater handling for an 850,000 square foot shopping mall. Flow reductions, treatability of select waste flows, water reuse and design criteria.
- Design, plant start-up and operation of a 200,000 gpd AWT facility with complete virus inactivation. This plant was built and operated, meeting the highest quality effluent standards ever adopted by the State of Maryland NPDES permitting program. Permit included requirements for enteric virus removal.

### **Wastewater Treatment Operations and Operator Training**

- Prepared operation and maintenance manuals for AWT plants and development of Standard Operational Procedures (SOP).
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- Provided operator training and plant start-up for a 5 MGD advanced wastewater treatment plant.
- Provided operator training and plant start-up for 0.25 MGD advanced wastewater treatment plant, the first facility ever designed to remove enteric viruses to a NPDES permit level. Operated the facility for 2 months as an approval phase before acceptance by the client and regulatory authorities, State of Maryland and EPA Region 3.

### **Zero Discharge and Water Reuse**

- Evaluation of wastewater re-use for industrial process water.
- Lead engineer of treatment design for zero discharge using an integrated utility system for a 700,000 square foot shopping mall. The integrated facility consisted of wastewater treatment and water reuse through a dual distribution system. Excess wastewater was consumed by scrubbers in the on-site electrical generation facility.
- Pilot ion exchange studies on wastewater treatability and water reuse for select photographic processing waste.
- Provided evaluations on the natural degradation of chlorinated solvents in groundwater at the Castle Airport and evaluated the potential for Intrinsic Remediation.

### **Teaching**

Dr. Cookson is an Adjunct Professor at Johns Hopkins University and previously was a tenured professor at the University of Maryland where he was instrumental in the formation of the Department of Environmental Science.

### **Education**

- ◆ B.S., Civil Engineering, Washington University, St. Louis, MO
  - Received American Society of Civil Engineer's Award for Outstanding Student in Civil Engineering
- ◆ M.S., Sanitary Engineering, Washington University, St. Louis, MO
- ◆ Ph.D., Environmental Health Engineering, California Institute of Technology, Pasadena, CA
- ◆ Post Graduate – Advanced Water Chemistry, Harvard University, Cambridge, MA

### **Honors and Awards**

- ◆ Alumni Achievement Award in recognition of achievements in the field of environmental engineering and professional service in the public and private sectors. Presented by, Washington University, St. Louis, MO.
- ◆ Appointed to the National Center for Environmental Research and Quality Assurance, U.S. EPA.
- ◆ Peer Review Panels for Drinking Water and Engineering Technologies.
- ◆ Governor's Citation for outstanding service and distinguished leadership. Awarded by Governor Parris Glendening, State of Maryland.
- ◆ Appointed to the Safe Drinking Water Committee, National Research Council, National Academy of Sciences-National Academy of Engineering, Washington, DC.

### **Publications**

- ◆ Over 30 publications in referred professional journals. A listing can be provided.
  - ◆ Authored chapters in eight environmental engineering, chemistry, and microbiology published books.
  - ◆ Author of *Bioremediation Engineering: Design and Application*, 1995 (McGraw-Hill) and NTS, Inc., Japan, 1997 (Japanese translation).
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## John E. Damron, Ph.D.

### Technical Director

#### Qualifications

Dr. Damron has more than 35 years experience in environmental program management, research, field site investigations, and teaching. Dr. Damron has extensive experience in managing preparation of environmental documents and reports, including environmental impact statements and assessments, Phase I and Phase II environmental site assessments, soil and groundwater investigations, and large-scale data gathering and interpretation programs in the physical and biological sciences. Projects include monitoring and advising on the preparation of Army EIS/EA, conducting soil and groundwater contamination investigations, preparing scopes of work, sampling programs, and quality assurance plans for research programs, and representing environmental programs and specific projects at public and scientific meetings.

#### Experience

##### Program Management: Laws and Regulations

Dr. Damron managed National Environmental Policy Act (NEPA) and Endangered Species Act compliance as a contractor for the U.S. Army's Installation Management Agency (IMA) Northeast Region (NER) and U.S. Army Training and Doctrine Command. He served as the Army's NEPA manager for 19 HQ TRADOC installations and 28 NER installations for thirteen years by providing technical assistance, reviewing NEPA documents, reviewing budgets and funding for installation projects, representing the Army at public meetings, and preparing briefings and issue papers. Major actions include providing support and oversight for the McGregor Range Withdrawal at Fort Bliss, Texas and New Mexico, coordinating installation Ongoing Mission and Master Plan NEPA documents, and providing technical review for actions under legal challenge for NEPA and Endangered Species Act violations at Fort Huachuca, AZ and Aberdeen Proving Ground, MD.

Dr. Damron prepared briefings, issue papers, and analyses for IMA and has served on evaluation teams assessing threatened and endangered species programs and NEPA compliance for TRADOC and IMA/NERO installations. He conducted Environmental Compliance Assessment System (ECAS) and Environmental Performance Assessment System (EPAS) audits at Army installations and reviewed all Military Construction, Army (MCA) and real estate projects in the Northeast Region for environmental compliance.

##### Program Management: Research and Development

Dr. Damron organized and supervised the construction of the first comprehensive fish and wildlife database for the states of Oregon, Washington, Montana, and Idaho. This work was mandated by the Northwest Power Act of 1980 in order to establish historical losses of fish and wildlife resources in the Columbia River basin. Program success required working cooperatively with technical and policy staff from federal and state agencies, Indian tribal organizations, environmental advocacy organizations, the

#### Relevant Highlights

- Managed environmental compliance in NEPA and Endangered Species programs for U.S. Army bases
  - Organized and managed large-scale fish and wildlife data gathering and interpretation programs
  - Managed and conducted Phase I and Phase II site assessments
  - Managed and conducted groundwater and soil investigations
  - Experienced working with all stakeholders including government managers, state regulators, and the general public
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power generation industry, and commercial fishing industry organizations to gather and organize information for inclusion in the data base.

As Program Manager for the Columbia River Estuary Data Development Program, a large Congressionally-funded interdisciplinary research program, Dr. Damron reorganized the program with a special congressional appropriation. He was responsible for all contracting, budgeting, scheduling, and personnel supervision, for 22 contractors comprised of an equal mix of universities, federal and state agencies, and private consulting companies. He also represented the program to congressional staff, in public meetings, and in scientific forums. Dr. Damron also co-authored a comprehensive program atlas and edited the production of fourteen technical reports and three reports oriented to the general public. Dr. Damron received a special commendation from Sen. Mark Hatfield for bringing the program to a successful conclusion within budget and on time.

### **Technical Services**

Dr. Damron established a Technical Services Division for a Virginia-based 8(a) company. He conducted drilling and sampling operations as a field geologist, reviewed analytical results, and supervised groundwater and soil investigations and remedial design projects with a staff of five professional geologists. This required working closely with clients, sub-contractors, and state regulators to successfully close sites and support development projects.

***Dr. Damron also conducted Phase I and Phase II Environmental Site Assessments for banks and private property owners in accordance with ASTM standards. This included records review, remote sensing data review, site reconnaissance, project field/analytical level of effort, report preparation, and meetings with stakeholders and regulators.***

### **Teaching**

Dr. Damron has taught a total of ten years at higher education institutions in Geography and Environmental Studies programs and is presently Adjunct Professor in the Department of Political Science and Geography at Old Dominion University in Norfolk, Virginia.

### **Education**

- ◆ B.S., 1964, History/Education, Wayne State University
- ◆ M.A.T., 1969, Geography/Geology, Western Oregon College
- ◆ M.A., 1972, Geography/Geology, University of Oregon
- ◆ Ph.D., 1975, Geography/Geology, University of Oregon

### **License/Certification**

- ◆ Registered Environmental Manager (REM)
  - ◆ Certified Environmental Auditor (CEA)
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## **PETER D. DAYTON**

### **Program Manager**

#### **Qualifications**

Mr. Dayton offers 25 years experience in providing leadership and management oversight of operations, including operations and program management, business development, and contract management. His extensive experience includes negotiating and managing all types of contracts for engineering, construction, environmental services and infrastructure support services.

#### **Experience**

##### **Program Management**

With Jacobs Engineering Group, Mr. Dayton was the Federal Operations Performance Unit Manager for Resources. In this position, he led several departments and regional operations with up to 360 line managers, project managers and staff across the U.S. This staff was involved in the execution of up to \$100 million of environmental and engineering projects for the Department of Energy, Air Force, Army Corps of Engineers, and the Army Chemical Demilitarization Program.

Prior to assuming the Resource Unit Manager role in March 2004, Mr. Dayton was the Operations Manager for Federal Operations responsible for resources management, project execution and financial performance. He served as the Designated Project Executive for the \$70 million design of the Silos project at Fernald overseeing the project management team and conducting monthly Project reviews. He was personally responsible for leading the Jacobs Federal Operations Safety and Quality programs as senior line official. He instituted new processes and procedures that included conducting client surveys to monitor the effectiveness of projects from the client's perspective, implementing lessons learned and project improvement notices.

Business Development functions included participation in the proposal strategy for teaming efforts for WIPP; the Red Team reviews for the eventual win at Los Alamos National Laboratory, Pink and Red team reviews for the DUF6 project proposal in Oak Ridge, strategy support to the NIF project at Lawrence Livermore National Laboratory for \$180M sole source contract, support to the successful Fernald recompetes, the negotiation strategy for the Bechtel Jacobs Company closure contract, and heavy involvement in the Idaho Cleanup Project (ICP) proposal.

##### **Contract Management**

Prior to assuming the Operations Manager role at Jacobs, Mr. Dayton was the Manager of Contracts for the Eastern Region. As such, he was responsible for all contract and procurement functions including operations at St. Louis, Oak Ridge, and the Otis Army National Guard Base in Massachusetts.

Prior to joining Jacobs, Mr. Dayton was the Director of Procurement and Contracts for the U.S. Department of Energy in Oak Ridge, Tennessee. His responsibilities included:

- ◆ Overseeing the negotiation and administration of contracts and financial assistance instruments totaling over \$2 billion annually. These ranged from routine purchase for supplies to all types of services for technical support, engineering, construction of capital projects, environmental restoration and waste management and research and development. All type of contracts were utilized from fixed price to cost and incentive type.
  - ◆ Providing senior management oversight for purchasing by Federal contractors with annual purchases of \$100 million.
  - ◆ Overseeing the Oak Ridge Small Business Program that consistently ranked as the best in DOE.
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Mr. Dayton began in the management intern program with DOE's predecessor agencies and served in a variety of procurement related positions starting as a small purchase buyer to Director of the Procurement and Contracts Division in 1982.

### **Employment History (prior to joining LRS Federal)**

- ◆ Jacobs Engineering Group Inc.  
Mar 2004-July 2005  
Federal Operations Resource Manager
- ◆ Jacobs Engineering Group Inc.  
Dec. 2000 – Mar 2004  
Federal Operations Manager
- ◆ Jacobs Engineering Group Inc.  
Oct.1999 - Dec 2000  
Eastern Region Manager of Contracts
- ◆ U.S. Department of Energy, Oak Ridge  
1982 - Sep 1999  
Director, Procurement and Contracts Division

### **Education**

MBA, Management, University of Tennessee, Knoxville, TN  
BS, Public Administration, University of Tennessee, Knoxville, TN

### **Affiliations**

East Tennessee Economic Council Board of Directors

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## Douglas S. Hodge

### Program Manager

#### Qualifications

Dr. Hodge has 16 years of experience in environmental engineering and construction including site remediation, hazardous waste treatment, air pollution control and treatment, wastewater treatment, and pollution prevention. He has managed operations for small, mid-sized, and large organizations and has managed numerous technical projects. ***His area of focus in the last several years has been the development of project, program, and office teams and supporting their ongoing growth and execution.***

#### Experience

With CAPE, Dr. Hodge was in charge of their Remediation Business Unit, one of CAPE's four Business Units, overseeing 35% of CAPE's staff.

Authority and responsibilities included:

- ◆ Providing company-wide business leadership in the remediation sector
- ◆ Providing strategic and tactical direction
- ◆ Oversight of five regional operations across the U.S. including 8 offices.
- ◆ Staff included approximately 5 regional managers, 10 program/project managers, 40 engineers, scientist, estimators, and construction managers, and laborers.
- ◆ Overall responsibility for client satisfaction.
- ◆ *While with Cape, Dr. Hodge advanced Cape's Remediation Business Unit by:*
  - *Increasing contract backlog by 27%.*
  - *Supporting Cape's Navy's NAVFAC Southwest EMAC win – July 2007.*
  - *Implementing a new discipline operational structure that enhanced teamwork, communication, client satisfaction, and overall project margin.*
  - *Enhancing their Management Cost Tracking System to:*
    - ✓ *Integrate resource planning*
    - ✓ *12 month rolling forecast capabilities*
    - ✓ *New Business forecast capabilities*

With Jacobs, Dr. Hodge was a **Manager of Projects (MOP)** for Jacobs Federal Operations. His area of focus was oversight of all Jacobs Federal Operations USACE programs within the U.S. He managed approximately \$30M worth of projects annually and was accountable for the profit and loss for those projects. He also was the supervisor for several Program and Project Managers. His work includes:

- ◆ **MOP** for the New Bedford Harbor Superfund Site project which began for Jacobs in March 2004. This project, which is expected to cost more than \$400 Million by completion, is the anchor site for the North Atlantic Division Total Environmental Restoration Contract (TERC) for the U.S. Army Corps of Engineers. The project involves the dredging, treatment, transportation and disposal of an estimated 880,000 cubic yards of PCB and heavy metal contaminated sediments from the harbor.
  - ◆ **MOP** for the Massachusetts Military Reservation (MMR) TERC on Cape Cod, Massachusetts. Managed over \$12 million of remediation work that included groundwater modeling, engineering design, soil remediation, and soil investigation. This includes oversight of the New England regional office consisting of approximately 30 individuals.
  - ◆ **MOP** for the Massachusetts Military Reservation (MMR) for the Air Force Center for Environmental Excellence (AFCEE) Plume Response Project on Cape Cod, Massachusetts. Managed over \$150 million of remediation work that included groundwater extraction system modeling, engineering design, construction, and O&M.
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- ◆ **MOP** for the Army Chemical Demilitarization Program (\$50 million). Jacobs was a teaming partner with SAIC on this project to provide technical services in support of the Army's Program. Jacobs and SAIC had an integrated team located in Abingdon, Maryland which provided engineering design, technical analysis, safety, security and surety services, training, and testing services to support this program.
- ◆ **Program Manager** for Wyeth's Bound Brook Site. Activities under this \$100 million Program included remediation of sludge wastes from manufacturing activities. Initial remedial efforts (approximately \$7 million) included excavation of sludge from lagoons, screening and solidifying waste material, and placing in an on-site landfill.
- ◆ **Program Manager** for the Buffalo PRAC, a \$25 million remediation contract with the Buffalo District of the US Army Corps of Engineers. Initial work under this contract included asbestos assessment/abatement of a large building at the Niagara Falls Storage Site (FUSRAP site) in Buffalo.
- ◆ **MOP** for Bechtel Jacobs staff augmentation program. This program involved overseeing staff support activities for the Oak Ridge DOE remediation program. The staff augmentation program involved staffing over 20 full time employees to the Bechtel Jacobs Program team.
- ◆ **MOP** for the Mobile PRAC, a \$15 million remediation contract with the Mobile District of the US Army Corps of Engineers. Work under this contract included operation and maintenance of contaminated groundwater extraction systems, building decontamination (lead and asbestos), soil excavation and disposal, and installation of numerous monitoring wells to support treatment system design and monitoring.
- ◆ **Program Manager** for the Nashville HTRW, a \$15 million design/remediation contract with the Nashville District of the US Army Corps of Engineers. Work under this contract included remedial investigations, feasibility studies, engineering remedial cost estimating, remedial design, and risk assessment.
- ◆ **MOP** for the Nashville A/E Contract which supported the Oak Ridge Y-12 new facility construction program. This was a \$3 million design and construction oversight program that included complete designs of three new facilities and the oversight of the construction of these facilities.
- ◆ **Site /Operations Manager** at the Massachusetts Military Reservation (MMR) for the Air Force Center for Environmental Excellence (AFCEE) Plume Response Project on Cape Cod, Massachusetts. Managed the onsite Project Management staff that consisted of approximately 10 project managers with annual project revenues of approximately \$50 million. Was responsible for all project execution at the MMR Jacobs office that included a staff of over 300 individuals. Technically, Dr. Hodge managed the development of the modular groundwater treatment system that was designed to treat the wide range of contaminated water at MMR. The modular system design was applied on 13 different plumes with a daily treatment capacity of over 7 million gallons of water per day.
- ◆ **Project Manager/Proposal Manager** for the Air Force Center for Environmental Excellence (AFCEE) Nationwide RAC Program. Responsibilities included an in-depth review of technical and administrative progress on all Nationwide RAC projects including procurement, project controls, and subcontracts. In addition, Dr. Hodge also worked with regional Managers of Projects (MOP) to summarize MOP reviews for the Monthly Nationwide RAC Administrative reviews. This Nationwide RAC Indefinite Delivery, Indefinite Quantity contract had a ceiling value of \$150 million.
- ◆ **Chairman of Technology Committee** for Jacobs Environmental Division. The Committee was responsible for providing expertise and direction to Project Managers involved with designing remedial approaches. The focus of the group was to evaluate and implement innovative remedial approaches.

Prior to joining Jacobs:

- ◆ Dr. Hodge was the **Project Manager** for Environmental BioSystems, a company dedicated to developing new technologies for treating contaminated streams with cost effective approaches. The
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company's activities were funded by state, federal, and private groups for the design and construction of treatment systems for treatment of waste streams containing petroleum-based hydrocarbons, JP4 fuel, styrene, methyl isobutyl ketone (MIBK), dichloromethane (DCM), and other organic compounds.

- ◆ As the **Project Manager** with TRG Environmental Consulting, Dr. Hodge developed and managed over 300 projects involving remediation design and treatment of soil, groundwater, and air waste streams. He also managed TRG's sister company, TRG Biofiltration, an organization responsible for procurement and construction of biological treatment systems for DOD and industrial clients. In addition, Dr. Hodge participated in development of the first International Biofiltration Conference cohosted by TRG Biofiltration and the University of Southern California.

### Employment History (prior to joining LRS Federal)

- ◆ CAPE Inc.  
2007 - 2008  
Remediation Business Unit Manager
- ◆ Jacobs Engineering Group Inc.  
1997 - 2006  
Manager of Projects, Federal Environmental Operations
- ◆ Environmental BioSystems  
1996 – 1997  
Project Manager
- ◆ TRG Environmental Consulting, Inc.  
1993 - 1996  
Project Manager
- ◆ University of Southern California  
1991 - 1993  
Research Associate

### Education

Ph.D., 1993, Environmental Engineering, University of Southern California, Los Angeles

M.S., 1991, Environmental Engineering, University of Southern California, Los Angeles

B.A., 1988, Mathematics, Colorado College, Colorado Springs

### Honors and Awards

- ◆ Awarded the J. James R. Croes Medal from the American Society of Civil Engineers (ASCE) for a paper entitled "Modeling Removal of Air Contaminates by Biofiltration". 1996
- ◆ Received research funding from the South Coast Air Quality Management District (SCAQMD) for the treatment of hydrocarbon contaminated air streams.
- ◆ Received research funding from a Department of Education Fellowship, Powell Foundation Award, Graduate and Professional Award, and Engineering Merit Scholarship.

### Publications

- ◆ Hodge, D. S. and Deviny, J.S., 1996, Determination of Biofilter Model Constants. Journal of Environmental Engineering, ASCE.
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- ◆ Sklandany, G., Leson, G., Hodge, D.S., 1996, Biological Air Pollution Control in North America. Staub-Reinhaltung der Luft
- ◆ Devinny, J.S. and Hodge, D.S., 1995, Formation of Acidic and Carcinogenic Intermediates in Overloaded Ethanol Biofilters. Air and Waste Management. Assoc. J.
- ◆ Hodge, D. S., and Devinny, J.S., 1995. Modeling Removal of Air Contaminants by Biofiltration. Journal of Environmental Engineering, ASCE.
- ◆ Hodge, D. S., and Devinny, J.S., 1994, Biofilter Treatment of Ethanol Vapors. Environmental Progress.
- ◆ Hodge, D.S., Medina, V., Islander, and Devinny, J.S., 1991, Treatment of Hydrocarbon Fuel Vapors in Biofilters. Environmental Technology.
- ◆ Hodge, D.S., 1995, Determination of Mathematical Model Constants Using Specially Designed Mini-Column Biofilters, USC-TRG Conference on Biofiltration, Los Angeles, California.
- ◆ Chitwood, C.E., Hodge, D.S., Devinny, J.S., 1996, Pilot-Scale Biofiltration of Methyl Isobutyl Ketone for Determination of Full-Scale Design Parameters, USC-TRG Conference on Biofiltration, Los Angeles, California.
- ◆ Devinny, J.S., and Hodge, D.S., Chang, A.N., Reynolds, F.E., 1995, Biofiltration of Gasoline Vapors from a Soil Vapor Extraction System, American Society of Civil Engineers Conference, Pittsburgh, Pennsylvania.
- ◆ Leson, G., Winer, A.M., Hodge, D., 1995, Experiences with a Full-Scale Biofilter for Control of Ethanol Emissions. Air & Waste Management Association 88th Annual Meeting & Exhibition Proceedings, San Antonio, Texas.
- ◆ Devinny, J.S., Hodge, D.S., Medina, V., 1993, Biofiltration for Treatment of Gasoline Vapors. In-Situ Bioremediation Conference, San Diego, California.
- ◆ Leson, G., Hodge, D. S., Winer, A.M., Tabatabai, F., 1993, Biofilter Demonstration Projects for the Control of Ethanol Emissions. Air & Waste Management Association 86th Annual Meeting & Exhibition Proceedings, Denver, Colorado.
- ◆ Medina, V.F., Webster, R., Ramaratnan, M., Hodge, D.S., Devinny, J.S., 1992, Treatment of Soil Vapor Extraction Off Gases by GAC Based Biological Filtration. The American Chemical Society, Div. of Industrial and Engineering Chemistry, Atlanta, GA.
- ◆ Hodge, D. S., Medina, V. F., Wang, Y., Devinny, J.S., May 1992, Biofiltration: Application for VOC Emission Control. The 47th Annual Purdue Industrial Waste Conference Proceedings, West Lafayette, Indiana.
- ◆ Hodge, D. S., Synolakis, C.E., and Papanicolaou, P., 1990. The Maximum Height of Elliptical Buoyant Jets in a Linearly Stratified Fluid. Bulletin of the American Physical Society, 35, 10, Ithaca, New York.
- ◆ Leson, G., Winer, A.M., Hodge, D.S., 1991, Biofiltration: A Novel Control Technology for Air Toxics and Other VOC Emissions. Air & Waste Management Association. 84<sup>th</sup> Annual Meeting & Exhibition Proceedings, Vancouver, British Columbia.
- ◆ Devinny, J.S., Hodge, D.S., Medina V., July 1991, Biological Methods for Air Decontamination: Modeling Hydrocarbon Removal, ASCE National Conference on Environmental Engineering, Reno, Nevada.

## Affiliations

American Society of Civil Engineers  
Air and Waste Management Association

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## **Robert F. Erhardt**

### **EH&S Consultant**

#### **Qualifications**

Mr. Erhardt provides consulting services to government and commercial clients for environmental, health and safety (EHS) issues. With more than 30 years of EHS experience that includes consulting, auditing, program development and implementation, training and policy development, Mr. Erhardt offers a broad range of expertise for almost any EHS program or project.

#### **Employment History**

##### **Environment, Health & Safety Consultant**

###### **10/2004 – Present**

Providing compliance auditing, program development and instructional services to government and private clients. Recent projects include:

- Environmental compliance audits for U.S. Veteran's Administration medical centers and clinics in the Southern California region, including NEPA/CEQA, CAA, CWA, RCRA, TSCA, Prop 65 compliance
- ISO 14001 management system implementation and registrar audit preparation for Fortune 50 client
- Environment, Health & Safety regulatory-required training for multi-site acquisition by Fortune 50 client
- Development of comprehensive safety procedures and training courses for multi-national food corporation's new plant start-up.
- EHS compliance reviews of newly-patented biofuels production technology.
- EHS Workshop and Training course Development, Employee Training Institute, College of the Canyons, Santa Clarita, CA

##### **General Electric Company**

###### **1988 - 2004**

**Environment, Health & Safety (EHS) Leader**, General Electric Company, GE Water Technologies, Trevose, PA, 09/2002 – 10/2004

Responsible for development and implementation of compliance program and management systems for global team of 2500 field engineers providing chemical services and water and wastewater treatment solutions for customers worldwide. Reviewed environmental aspects of new product development and service applications. Developed web-based compliance training program, field compliance audit protocols, behavior-based safety procedures, hazard analysis and accident investigation protocols, and EHS performance measures and tracking system for field operations.

**Senior Program Manager**, Corporate Environmental Programs, General Electric Company, Fairfield, CT, 10/1988 – 09/2002

GE Corporate Leader for **ISO 14001** implementation. Leader of **EHS Management Systems Audits** of all major GE business units. Directed multi-functional team reviews of EHS management systems. Lead report –outs of findings to business CEOs and senior management teams as well as development of action plans for addressing continuous improvement opportunities.

Leadership of Global **EHS Compliance Training** for GE Business Leaders, Operations Managers and EHS Specialists. Responsible for direction of: EHS Training Course and Workshop Development, Delivery and Evaluation; Management of Internal and External Course Instructors; Oversight of Corporate EHS Web Site Content; Web Site EHS "Headlines"; and EHS content on [www.ge.com](http://www.ge.com)

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Corporate EHS oversight of **GE Supply** warehouse & distribution business. Team with GE Supply management to identify priority EHS issues, needs and action plans for assuring regulatory compliance and risk minimization. Conduct site audits, accident investigations, root cause analyses. Completed six-sigma analysis of business injury & illness trends.

Established first corporate system and schedule for providing **EHS Regulatory Compliance Guidance** to EHS specialists and operations leaders in GE component businesses in areas of air, water, and waste management; hazardous materials transportation, workplace safety, driver safety.

Leadership of GE **Field Service EHS Network** to exchange best practices and leverage resources across GE distributed workforce and non-manufacturing operations. Developed guidance to reduce liability and assure EHS performance for mobile workforce and employee operations on customer sites.

**Dames & Moore, Washington, DC  
1985-88**

Principal-in-Charge of projects for government and private industry, including U.S. Departments of Interior & Agriculture; U.S. Environmental Protection Agency; Edison Electric Institute, Electric Power Research Institute, and individual electric utilities.

**Applied Management Sciences, Silver Spring, MD  
1984-85**

Project Manager and Principal Investigator on support services task order contract for U.S. Department of Energy, Office of Fossil Energy studying comparative environmental impacts from alternative fossil energy sources and technologies.

**Dames & Moore, Washington, DC  
1980-84**

Project Manager for Environmental Impact Assessment of 500 kV aboveground and underground transmission alternatives for the Bonneville Power Administration; Principal Investigator for environmental assessment of ETSI pipeline project; Project Manager for water and groundwater studies for the Edison Electric Institute and Electric Power Research Institute.

**JBF Scientific Corp, Arlington, VA  
1977-80**

Research Associate, Project Manager for analyses of environmental impacts from solar energy technologies for the U.S. Departments of Energy and studies of groundwater management alternatives for the U.S. Department of the Interior.

**National Academy of Sciences, Washington, DC Environmental Studies Board  
1974-77**

Staff Associate on Congressionally-mandated study of the scientific & technical bases for environmental decision-making.

**Education**

M.A. **Public Policy**, George Washington University, Washington, DC

B. S. **Chemistry**, St. Joseph's University, Philadelphia, PA

Certified Six Sigma Greenbelt

Authorized OSHA 501 Outreach Trainer for General Industry Compliance

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Courses at General Electric Management Development Institute, Crotonville, NY

**New Manager Development Course**

**Experienced Manager Course**

**Facilitation Skills Workshop**

**Applied Creative Thinking**

**Other Professional Activities**

Adjunct Instructor, Environmental & Safety Management, **College of the Canyons**, Santa Clarita, CA

Past President & Chairman of the Board of the **National Association of Environmental Professionals** (1985 – 1992). Received NAEP Distinguished Service Award in 1992.

Adjunct Instructor, Environmental Studies, **Goodwin College**, E. Hartford, CT

Research Advisor, MBA program, **Albertus Magnus College**, New Haven, CT

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## David L. Jones, CIH, CHMM, CIE

### EH&S Consultant

#### Qualifications

Mr. Jones has more than thirty years of successful management of diverse environmental compliance and occupational safety and environmental health programs. After a successful military career where he was a commanding officer responsible for various Environmental Health and Safety organizations, he offers our clients with broad EHS expertise and unsurpassed DOD EHS program knowledge.

#### Work Summary

- **Assistant Director for Chemical and Biological Safety**, Office of Environmental Health and Safety, Virginia Commonwealth University, Richmond, VA, Nov 00 – Present  
Manage OSHA compliance, chemical hygiene, and biosafety programs for a university comprised of 9,000 faculty and staff, 30,000 students, and 150 buildings. Program elements include, but are not limited to, hazardous waste management, laboratory safety and inspection, OSHA compliance program development, OSHA workplace hazard assessment, safety program implementation, respiratory protection programs, regulated medical waste management, occupational health hazards training, indoor air quality and mold assessments, and healthcare facility consultation to include JCAHO Environment of Care. Serve as university Institutional Biosafety Officer reviewing research protocols and conducting assessments for compliance with NIH regulatory requirements and best management practices. Monitor environmental compliance efforts and recommend corrective actions. Manage two RCRA 90-day hazardous waste facilities with combined 98,000-pound annual throughput and one small quantity generator site. Manage staff of twelve environmental, industrial hygiene, and hazardous waste management professionals.
  - **Commander**, U.S. Army Center for Health Promotion and Preventive Medicine - North, Fort Meade, MD, July 97 – July 99  
Selected from among 30 senior leaders to manage and direct a 32-person consulting organization providing environmental compliance and occupational safety and environmental health services to governmental entities within an 18-state region of the northeastern United States. Developed training materials and provided training in asbestos management and industrial ventilation concepts. Managed \$2.5 million annual budget. Managed industrial hygiene, entomology, field preventive medicine, and environmental health engineering programs. Edited over 200 occupational health, industrial hygiene, entomology, and environmental compliance technical reports for scientific content, practicality, and validity.
  - **Chief, Environmental Health Service**, Womack Army Medical Center, Fort Bragg, NC, July 96 – July 97  
Deployed to Zagreb, Croatia, Jan 97 – May 97 to serve as Chief, Preventive Medicine, NATO Support Command, Operation Joint Guard. Served as environmental advisor and provided occupational health services to US and coalition personnel operating in Croatia, Hungary, and Bosnia–Herzegovina. Evaluated affects of endemic diseases and environmental pollution on the health of personnel and prepared training materials and strategies to mitigate those effects. Supervised maintenance of an epidemiological database to monitor disease incidence among NATO coalition personnel participating in Operation Joint Endeavor. While at Fort Bragg, established, implemented, and directed a comprehensive environmental health program for a
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dynamic community of 60,000. Provided oversight and monitored community environmental compliance efforts to ensure adherence with federal and state pollution discharge permits.

- **Occupational Safety and Environmental Health Staff Officer**, U.S. Army Training and Doctrine Command, Fort Monroe, VA, June 94 – July 96

Evaluated issues, developed cogent recommendations, and conducted effective staff coordination among high-level decision-making Federal and state agencies regarding occupational safety and Army command comprising 17 military communities. Prepared and briefed command medical policy within four-star Army headquarters.

- **Environmental Compliance Staff Officer**, U.S. Army Training and Doctrine Command, Fort Monroe, VA, July 92 – June 94

Supervised multi-disciplinary group consisting of nine environmental specialists and engineers disbursing \$80M in environmental program funding at 17 military installations located throughout the United States. Developed and published environmental policy and guidance for implementation throughout a major Army command. Conducted environmental compliance and hazardous waste assessments at US military installations to document compliance with applicable federal and state regulations and developed and presented information and decision briefings to senior military leaders. Prepared decision papers and presented decision briefs to senior military and civilian decision-makers.

- **Executive Officer**, 5<sup>th</sup> Preventive Medicine Unit, US Forces, Korea, Seoul, Republic of Korea, July 90 – July 92

Managed activities of a 90–person military preventive medicine organization providing environmental and occupational health services throughout the South Korean peninsula. Oversaw and participated in development and presentation of environmental and occupational health training materials to 20,000 US military personnel. Conducted environmental health and environmental compliance audits of US military and host nation facilities. Safety officer for the organization compiling accident statistics and conducting safety, accident prevention, and environmental health briefings for organizational members.

- **Chief, Environmental Health**, Brooke Army Medical Center, Fort Sam Houston, TX, October 87 – July 90

Conducted food service and environmental health evaluations of public facilities working with management to develop and implement corrective actions. Assessed community water supplies for the presence of lead and coliform bacteria and interfaced with the community through newspaper articles, public forums, and one–on–one complaint resolution. Monitored environmental discharges for compliance with Federal and state permits. Assisted in developing an epidemiological protocol to evaluate the incidence and spread of chicken pox among military recruits from Puerto Rico and assessed environmental factors contributing to that spread.

- **Chief, Environmental Engineering Division**, 10<sup>th</sup> Medical Laboratory, Landstuhl, Germany, June 84 – October 87

Coordinated environmental support to US Forces in Germany, Benelux, Italy, and Greece. Designed and implemented survey strategies to assess groundwater pollution, air and water discharges, and disposal of hazardous waste. Interpreted US and host nation environmental regulations and developed compliance recommendations and strategies. Conducted noise assessments at US military firing ranges and motor pools and determine effects upon host nation communities. Developed counterterrorism and force protection strategies for protection of water supplies for US Forces, Europe.

#### **Additional Military Assignments:**

Environmental Science Officer, Walson Army Community Hospital, Ft Dix, NJ

Commander, 223<sup>rd</sup> Medical Detachment (LB), Fort Carson, CO

Field Medical Assistant/Platoon Leader, 4<sup>th</sup> Medical Battalion, 4<sup>th</sup> Infantry Division, Fort Carson, CO

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## **Certification and Licenses**

**Certified Industrial Hygienist**, Certificate #7761, American Board of Industrial Hygiene

**Certified Hazardous Materials Manager (Master's Level)**, Certificate #13018, Institute of Hazardous Materials Management

**Certified Indoor Environmentalist**, Certificate # 01399, Indoor Air Quality Association

**Licensed Asbestos Inspector/Management Planner**, Commonwealth of Virginia

**Licensed Lead Inspector/Risk Assessor**, Commonwealth of Virginia

## **Professional Development**

USEPA Asbestos Hazard Emergency Response Act Inspector/Management Planner, Richmond, VA

USEPA Lead Based Paint Inspector/Risk Assessor, Richmond, VA

US Army Medical Department Pre-Command Course, Ft Sam Houston, TX

US Army Pre-Command Course, Ft Leavenworth, KS

US Army Environmental Compliance Assessment Team Training, Portland, OR

National Security Management Program, Industrial College of the Armed Forces, Ft McNair, VA

US Army Garrison Commander's Pre-Command Course, Ft Belvoir, VA

US Army Command and General Staff Officer's Course, Ft Leavenworth, KS

US Army Environmental Compliance Assessment System Auditors Course, Portland, OR

US Army Medical Department Officer's Career Course (Commandant's List), San Antonio, TX

Medical Effects of Nuclear Weapons, Armed Forces Radiobiology Research Institute, Bethesda, MD

USEPA Hazardous Waste Operations and Emergency Response, 40-Hour Training with annual update

Nuclear, Biological, and Chemical Officer Course, Fort Carson, CO

## **Education**

Master of Business Administration, Monmouth University, W. Long Branch, NJ

Master of Science, Food Technology, University of Tennessee, Knoxville, TN

Bachelor of Arts, Zoology, University of Tennessee, Knoxville, TN

## **University Committee Membership**

Institutional Biosafety Committee

Institutional Animal Care and Use Committee

Association for Assessment and Accreditation of Laboratory Animal Care Committee

Occupational Health and Safety for Animal Handlers Committee

Safety Liaison Committee

JCAHO Environment of Care Committee

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