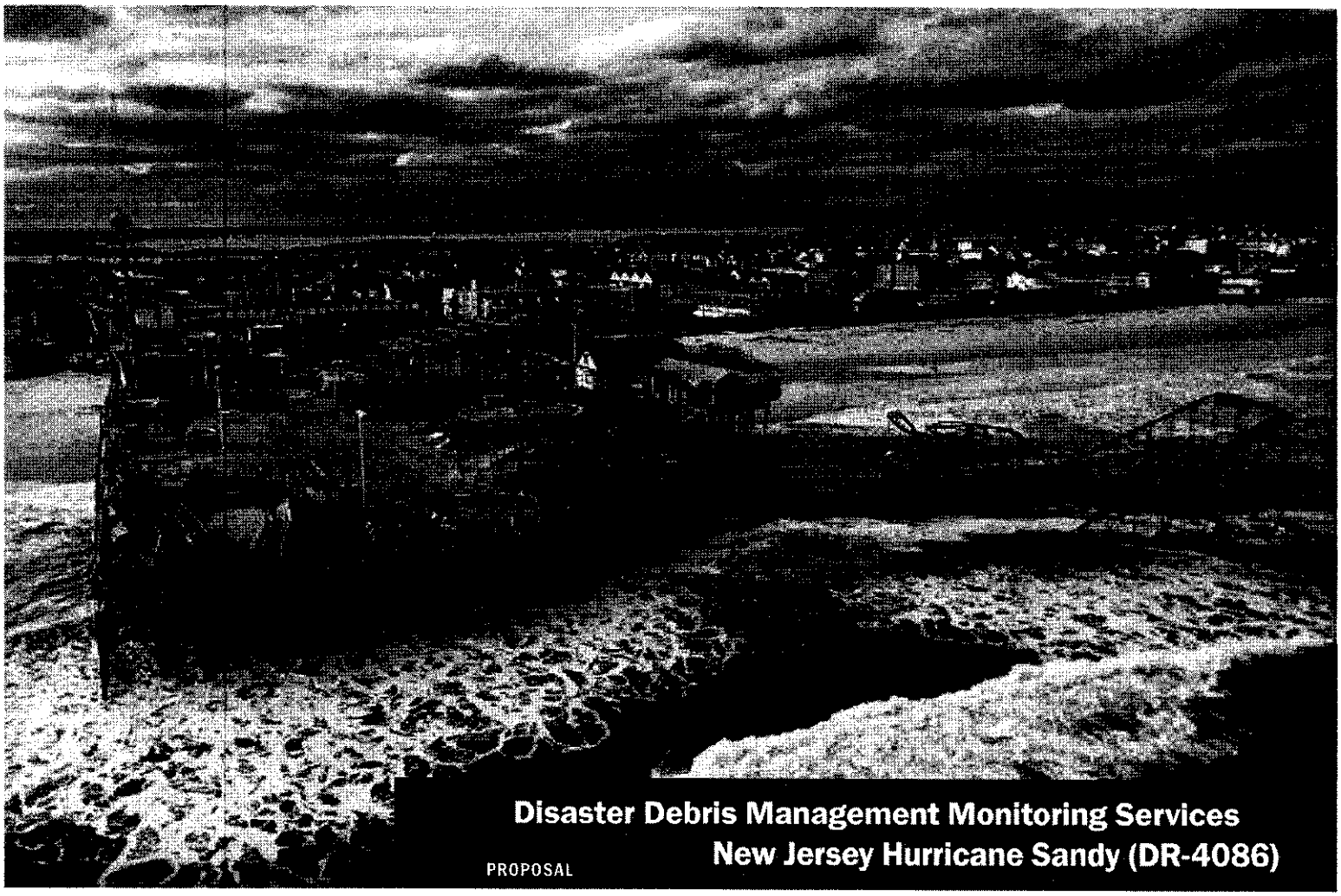

Disaster Debris Management Monitoring Services
New Jersey Hurricane Sandy (DR-4086)

PROPOSAL

State of New Jersey

Department of Environmental Protection

Submitted to:	The State of New Jersey
	Department of Environmental Protection
	Submitted electronically to: jane.kozinski@dep.state.nj.us
Submitted by:	SAIC
	2301 Lucien Way, Suite 120
	Maitland, FL 32751

SAIC®

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**As requested in the request for proposal, SAIC's price proposal has been included under a separate cover.*

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November 1, 2012

Ms. Jane Kozinski
Assistant Commissioner for Environmental Management
State of New Jersey
Department of Environmental Protection
401 E. State Street
Trenton, NJ 08625-0402

Subject: **State of New Jersey Department of Environmental Protection**
Request for Qualifications for
Disaster Debris Management Monitoring Operations

Dear Ms. Kozinski and Selection Committee Members,

On October 29, 2012, Hurricane Sandy came ashore near Atlantic City, New Jersey, bringing high winds and over a foot of rain in parts of the state, especially in communities along the Jersey Shore. Thousands of homes, roads, bridges, and tourist attractions were damaged or destroyed. Early estimates of losses and business disruption surpass $50 billion. Superstorm Sandy, as classified by many, will go down in history as being the largest and costliest Atlantic hurricane on record. As a result of the extensive damage and complexity of the debris stream cleanup effort that is required, the State of New Jersey Department of Environmental Protection (DEP) is now soliciting proposals from qualified debris monitoring firms to help the State of New Jersey and its communities recover from this devastating storm.

Science Applications International Corporation's (SAIC), in cooperation D&B Consulting Engineers (D&B) and Gersham, Brickner, and Bratton (GBB), appreciates the opportunity to submit the enclosed proposal to provide debris monitoring services to State of New Jersey. SAIC offers a unique integration of disaster response and recovery management, providing end-to-end solutions to the State of New Jersey's post-disaster management, monitoring, and consulting needs. We feel strongly that SAIC is well suited to assist the region with these essential services for the following reasons:

- **SAIC—A Name Mid-Atlantic and New England Communities Trust.** Our team has provided post-event disaster management and debris monitoring services to dozens of Mid-Atlantic and New England states, counties, and municipalities, including the States of Connecticut and Vermont after the New England Nor'easter Snow and Flooding Event of 2011. In addition, SAIC has 17 offices and over 290 staff located throughout the State of New Jersey ready to serve the State on this challenging recovery effort. In addition, we bring project team members D&B, GBB, and their local staff of John Carlton and Ted Pytlar, who possess in-depth knowledge of New Jersey's solid waste systems and regulations to bear on this project. This in-depth understanding of the state's recycling and solid waste system will ensure our team helps the State of New Jersey design the most cost effective debris operation while also minimizing the need to use the state's limited landfill capacity by using alternative beneficial recovery methods located throughout the state and region.
- **Seasoned Local Project Manager with In-Depth Knowledge of New Jersey's Debris Management Plan and Hauler (Ashbritt)** - SAIC's project manager, Ralph Natale—a native of Summit, New Jersey—has served as project manager on over a dozen disaster debris projects over the past 10 years, including serving as project manager to the City of Houston after Hurricane Ike in 2008 as well as the State of Connecticut and 20 Connecticut municipalities after the Nor'easter Snow Event of 2011. Mr. Natale led SAIC in providing end-to-end disaster debris monitoring and recovery management services to the State of Connecticut's Department of Transportation and Department of Environmental Protection (who is responsible for the state parks). As a

2301 LUCIEN WAY, SUITE 120, MAITLAND, FL 32751 t 321.441.8500 f 321.441.8501

result, Mr. Natale is intimately familiar with the State of New Jersey's debris management plan adopted from Connecticut and has worked successfully with New Jersey's debris hauler, Ashbritt, on numerous occasions. This strong working relationship will ensure that debris removal begins promptly and runs smoothly. Mr. Natale and our regional deputy managers and county-level operations management team are National Incident Management System (NIMS) certified.

- **Boots on the Ground/Equipment Ready to Deploy.** Clients count on SAIC to respond in their time of need, and we deliver. SAIC is a Fortune 500 company with the necessary resources and cash flow to sustain the largest of deployments. SAIC has never failed to respond to our clients' deployment and mobilization needs, regardless of location or type of disaster. ***In response to Hurricane Sandy, SAIC is already mobilized in New Jersey. SAIC is fully prepared to respond to the State of New Jersey immediately upon receiving a notice to proceed. Our management team is already on-site ready to meet with DEP and other state staff and the state's debris hauler to begin the debris management effort.*** SAIC has also already deployed supplies and equipment (including log tickets, truck cert sheets, monitor kits) to equip over 500 monitors immediately.

- **Ability to Manage Complex Coastal Disaster Recovery Programs.** The State of New Jersey faces a massive and complex debris cleanup effort, including sand recovery and screening, derelict boat recovery and staging, private property debris removal, and even potential demolition of residential and commercial structures not fit for habitation. SAIC has managed many of the most complex debris removal programs in recent FEMA history and is prepared to assist the State of New Jersey with response to this tragic event.

  A sample of SAIC's experience with complex programs includes the following (listed chronologically):

  - **Pensacola Beach and Perdido Key, Florida (2004).** Sand recovery (from public and private property), beach screening and shaping for more than 15 miles of beach following Hurricane Ivan
  - **New Orleans, Louisiana (2007).** Largest residential demolition program in FEMA history following Hurricane Katrina in 2005; managed the side-scan sonar waterway debris identification and removal effort in the lakes surrounding New Orleans
  - **City of Galveston, Texas (2008).** Worked hand-in-hand with U.S. EPA to establish one of the largest residential household hazardous waste collection programs in FEMA history
  - **Bastrop County, Texas (2011).** Implemented large-scale private property debris removal (PPDR) program following the devastating wildfire that destroyed 1600 homes in September 2011

  Our project team has in-depth knowledge of FEMA policy and relationships with state and federal decision makers to make the strongest arguments for the most unique debris removal programs. We have the experience to deliver when complex programs are approved.

- **Record of Embracing Local Staffing and Economic Stimulus.** SAIC has a proven track record of staffing its debris removal monitoring engagements with local staff. In most cases, more than 90 percent of the staff utilized by SAIC in the conduct of a post disaster debris removal monitoring project is hired from the local labor force, providing locally unemployed individuals with above average wages and a personally rewarding opportunity to assist their community with recovering from a natural disaster. To properly instruct new employees, SAIC has developed a training program that includes training modules and experienced trainers to conduct each training session. These training modules address the information required to facilitate accurate field monitoring. Upon completion, each newly hired monitor is fully educated on their position.

- **Proven Capabilities in Providing Disaster Debris Management and Reimbursement Services.** SAIC provides disaster management, recovery, and reimbursement services to local government clients throughout the United States and has responded to every hurricane making landfall in the United States since 2004 as well as numerous tornadoes, floods, and ice storms. Our team of experts has managed the recovery of ***over 67 million cubic yards of debris*** on behalf of over 200 public sector clients, resulting in excess of ***$3 billion in reimbursable costs*** to our clients from FEMA and FHWA.

- **Nation's Largest and Most Experienced Staff of Debris Management Experts.** SAIC maintains an experienced staff of over 80 full-time, fully dedicated disaster recovery experts, affording SAIC the flexibility and resources to stage a full-scale mobilization in the State immediately. At the peak of the 2008 hurricane season, SAIC employed more than 3,200 personnel on behalf of 80 clients in Texas, Louisiana, Alabama, and Florida. Additionally, our proposed technical advisor, Ms. Cristine McCombs, is the former director of the Massachusetts Emergency Management Agency (MEMA). She also served as MEMA's disaster recovery manager, where she was responsible for all aspects of fiscal monitoring of federal and state disaster recovery programs. Ms. McCombs has a long history of working with Mid-Atlantic and New England states and communities.
- **Scalable Response.** Our team of experts has monitored and obtained FEMA and FHWA reimbursement on 18 debris removal projects in excess of 1 million cubic yards. SAIC has also provided superior end-to-end disaster debris monitoring and program management services to communities with as few as 3,000 residents (which may be required for some of the smaller communities in New Jersey), demonstrating our ability to scale the response to fit the need. SAIC understands the importance of proper staffing and is prepared to activate the appropriate number of staff required.
- **Automated Debris Management System Technology:** SAIC has invested more than $2 million in one of the industry's most sophisticated debris management technologies called RecoveryTrac Mobile. SAIC recently implemented this technology in St. John the Baptist Parish, Louisiana, following catastrophic flooding caused by Hurricane Isaac. This system provides a highly reliable, paperless documentation technology with near real-time GIS-based reporting.
- **FEMA Reimbursement Expertise.** As a value-added benefit to the State of New Jersey, SAIC maintains a large staff of reimbursement experts who have obtained reimbursement for over $3 billion of FEMA Public Assistance costs incurred by our clients. We are currently serving as the FEMA Public Assistance Program manager for the State of Vermont following Hurricane Irene. Our reimbursement experts include Mr. Dick Hainje, former FEMA Region VII Director, who regularly meets and converses with senior FEMA staff (including FEMA Region 2) on FEMA policy issues.

SAIC would be honored to serve as the State of New Jersey's debris monitoring services provider. We are fully prepared to provide the high-quality service the State of New Jersey needs in this challenging time. If you have any questions regarding this response, please contact one of the authorized representatives below.

Contractual representative:
Ms. Betty Kamara | Contracts Administrator
2301 Lucien Way, Suite 120, Maitland, FL 32751
(407) 803-2551 | betty.v.kamara@saic.com

Technical representative:
Mr. John Buri | Director of Client Services
3200 Southwest Freeway, Suite 3300, Houston, TX 77027
(713) 737-5763 | john.t.buri@saic.com

Sincerely,
Science Applications International Corporation

Betty Kamara
Contracts Administrator

SECTION A

Technical Proposal

Project Understanding

Hurricane Sandy's (Sandy) unprecedented winds and rain inundated the State of New Jersey's (State) Atlantic shoreline on October 29th, 2012. Sandy, which will likely rival Hurricane's Andrew, Katrina, and Ike in billions of dollars of damage and millions of cubic yards of debris, virtually destroyed the New Jersey shore's communities creating widespread public safety threats and power outages throughout other parts the State. Preliminary calculations estimate damages in the billions of dollars, and much more if the estimated cost of lost revenue and tourism is considered.

Hurricane Sandy resulted in catastrophic damage to the State of New Jersey. The State is inundated with a complex debris stream that must be removed in an environmentally responsible yet expeditious manner. SAIC has the experience and depth of staff to handle this monumental task.

In order to begin the rebuilding process, the State must first face the monumental and costly task of debris removal in the impacted areas. As such, the State has issued a solicitation for the qualifications of a disaster debris management and monitoring firm to document the debris removal activities performed by the State's contracted debris hauling firm, Ashbritt Environmental.

Science Applications International Corporation (SAIC) is prepared to *immediately respond to the State's needs* for the aforementioned services. Our team of experts was mobilized to the area prior to Sandy's landfall last Sunday and began surveying the State for damages immediately after impact. SAIC recognizes the importance of prioritizing the debris removal efforts and to that end is prepared to dedicate the full resources of an $10 billion dollar firm to the hardest hit areas of coast immediately and subsequently begin recovery operations throughout the State. Our vast experience around the country and most recently in the State of Connecticut in response to Hurricane Irene (2011), Winter Storm Alfred (2011) and currently Sandy, have given us the experience and knowledge to operate large-scale events while coordinating multijurisdictional (local government) and multiagency participation. *SAIC has a project management team in Trenton available to begin to provide technical assistance and program management services immediately.*

The cost associated with an operation such as the one the State is prepared to undertake can cripple State and local resources. SAIC understands how important abiding by cost effective protocols during a debris removal operation will be and will approach this task with a sustainable response to debris management. Many of the SAIC's Team's management staff come from a solid waste background and *will employ that experience to perform cost benefit analysis, identify viable recycling options.*

Through years of experience with similar events of this size, SAIC understands that Sandy has left in its wake a complex debris stream that will need to be carefully managed *to achieve a sustainable disaster*

recovery operations. SAIC, with partners GBB and D&B, are industry leaders in understanding the New Jersey solid waste management system along with understanding the most cost-effective programs to address the removal and replacement of displaced sand, derelict vehicles and vessels, construction and demolition debris, and household hazardous waste.

SAIC has the depth of resources required to manage a recovery of this nature. As SAIC did in managing the vast affects of Winter Storm Alfred in Connecticut, SAIC has assigned Ralph Natale to the State as our Project Manager and will be supported by regional deputy project managers based by NJDOT districts and an unique County operational managers, each with a senior technical support team to better meet the unique needs of the State's individual Counties and Municipalities. *As a result of SAIC experience managing the State of Connecticut's debris operation after the Nor'easter Snow Event of 2011 – including overseeing the work of Ashbritt – and utilizing the State of Connecticut's Debris Management Plan, 2007 in managing the operation (which the State of New Jersey plans to use to develop their own debris plan for Hurricane Sandy adapted for New Jersey law and regulations)* SAIC is ready to hit the ground running to help expedite the State of New Jersey's recovery operation.

In addition, *our project manager, deputy debris operations manager deployed for this event have been FEMA IS-700 NIMS An Introduction Course and SAIC mobilization team is NIMS compliant and follows the ICS structure for response to disaster events – making SAIC ready to align closely with the State of New Jersey's recovery operation.*

Aside from our solid waste and disaster experience along with our ability to immediately respond, SAIC understands the permitting and compliance standards unique to the State of New Jersey. SAIC will ensure that all hauling vehicles and drivers comply with the State's recycling tax and can provide proof of A901 compliance. In addition, should the State wish to deploy the use of an automated debris management system (ADMS), SAIC is prepared to respond and employ our proprietary and field tested RecoveryTrac platform.

SAIC is pleased to provide this technical approach to assist the State of New Jersey with this opportunity to serve the citizens of the state.

Detailed Technical Approach

Our experience includes responses to major hurricanes, tornadoes, floods, wildfires, oil spills, and other types of incidents. During 2011, we responded to tornadoes in City of Raleigh, North Carolina; the City of Tuscaloosa, Alabama; Hurricane Irene in North Carolina, Virginia, Connecticut, and Vermont; the wildfire in Bastrop County, Texas; the Halloween nor'easter that devastated parts of New England; and the severe drought that has killed thousands of trees in Southeast Texas. During 2012, we have responded to Tropical Storm Debbie in Florida and Hurricane Isaac in Louisiana.

A. Disaster Debris Monitoring Services

SAIC's approach to providing disaster debris monitoring services has been refined over more than 10 years and dozens of major disaster activations. While we are constantly improving our approach, we are extremely confident in the techniques that we have developed to facilitate an orderly and informed disaster debris removal process that results in maximum reimbursement to our clients.

While the section below on pre-landfall mobilization is not directly applicable to the immediate response activities for this State of New Jersey/Hurricane Sandy project, we have elected to leave it in our Technical Proposal such that the State has an understanding of the full-time/year round nature of our preparedness activities. We look forward to working with State during times of normalcy (in future years) for preparedness activities.

Pre-landfall Mobilization

SAIC maintains pre-event contracts with communities along the Atlantic and Gulf coasts and therefore must be prepared to mobilize once a threat to one of our clients is identified. *SAIC has never failed to respond to our pre-positioned clients.*

SAIC's pre-landfall mobilization schedule has been refined following our After Action Reports from Hurricanes Katrina, Dolly, Ike, Irene, Isaac and our annual internal tabletop exercises.

To provide complete visibility to the State of New Jersey, we have included this section to illustrate our pre-landfall mobilization schedule. These mobilization plans have been refined following our after action reports (AARs) from Hurricanes Katrina, Dolly, Ike, and Irene and our annual internal tabletop exercises.

Time-Delineated Checklists. SAIC has developed a mobilization time line that mirrors many coastal state emergency management time lines for tropical systems threatening the coast. The time line dictates that conference calls be conducted at each operational period beginning 96 hours prior to landfall or once a threat is identified. The time line also directs staff to mobilize to specific areas, directs our logistics section to prepare and track resources for mobilization, and provides dates and times for key project staff to report to client sites to provide pre-landfall assistance.

Internal Reporting. SAIC uses National Incident Management System (NIMS) and Incident Command System (ICS) principles to manage and document our emergency response operations. Each unit leader within our organization is required to submit status reports using ICS Form 214 to the SAIC Incident Management Team (IMT). The IMT is composed of members from our senior management team within SAIC. The IMT develops and distributes the incident action plan for the next operational period during emergencies.

Activities described in SAIC's pre-landfall mobilization strategies are conducted independently of a notice to proceed by the State of New Jersey. We understand that many times the path of tropical systems shift greatly within 24–48 hours pre and post landfall and therefore SAIC covers the costs associated with our mobilization.

Operational Plan

Prior to an event with warning (such as a hurricane), our project management team will begin monitoring the landfall of any tropical system at H-96 and will coordinate via conference call with the State. At H-48, SAIC will mobilize the project manager and operations managers to the State Emergency Operations Center (EOC).

Following an event without warning (such as tornadoes or floods), SAIC's response will commence at H-0. Exhibit A-1 is a complete list of key project management tasks. The time line below is based on a typical activation. SAIC is prepared to work with the State to adjust the timing of the specific elements below to meet the State's needs.

Exhibit A-1: Project Management Checklist

Time	Task	Deliverables/Milestone
Preparedness		
Pre-event (normal conditions)	**Meet with the State to review plans and documents**	• Conduct annual pre-event meeting with the State and debris contractor • Review the State's disaster recovery contracts for FEMA compliance • Obtain critical documents and files, including any geographical information system (GIS) files • Conduct tabletop exercise (if desired by the State)
H-96	**Review capabilities and ensure adequate resources**	• Contact the State and initiate daily conference call • Determine resource requirements from debris model • Review the State's emergency policies and contracts • Establish contact with the State's debris hauler
H-72	**Execute responsibilities and activate contracts**	• Identify possible critical areas of concern, hospitals, major transit systems, historic districts, environmental issues, and critical infrastructure • Establish reentry protocols in the event of a major evacuation • Review protocols for private property, gated communities, and public drop-off sites • Review temporary debris storage and reduction site (TDSRS) locations and follow up with the State Department of Environmental Protection on permitting procedures • Estimate equipment requirements and TDSRS capacity to haul and stage debris • Prepare automated debris management system (ADMS) technology for mobilization
H-48	**Monitor storm track and continue preparations**	• Mobilize project management staff to the State's offices • Conduct regular meetings with State staff • Confirm staging location and begin mobilization of resources • Mobilize project assets and begin base camp coordination and logistics (food, water, housing, etc.) with the State and SAIC headquarters (if necessary) • Review list of priority roads and determine FHWA segments and the operational plan for documentation • Continue to update and gather updates from the State's debris hauler
H-24	**Prepare final reports**	• Save all critical documents and files to the network drive, USB drive, and laptop hard drive • Deploy project manager to the State EOC (if requested) • Certify emergency road clearance equipment (in coordination with the State's debris hauler) • Determine emergency road clearance priorities
H-0	Arrival of Tropical Force Storm Winds/Initiate Response to Event Without Warning	
Response		
H +24	**Emergency push**	• Begin 70-hour emergency push • Maintain time and materials (T&M) logs for push equipment • Coordinate with the State to conduct preliminary damage assessments (if requested) • Operations managers report to pre-designated locations and prep staff on project • Begin establishing ADMS infrastructure • Begin recruiting and training monitors, project coordinators, and data staff • Issuance of notice to proceed with cost cap • Initiate opening of TDSRS locations • Follow up with State DEP on debris permits (if required)
H +48	**Emergency push/**	• Continue emergency push

Time	Task	Deliverables/Milestone
	damage assessment/ operational plan	• Continue preliminary damage assessment • Develop debris cost estimate required for presidential disaster declaration • Develop operational plan for disaster-specific issues • Refine health and safety plan for disaster-specific issues
H +72	Truck certification/ site preparation	• Begin truck certification • Construct TDSRS towers and site flow • Install ADMS tower monitor infrastructure • Train monitors on policies, ADMS, and safety • Open public drop-off sites as requested
H +96	Begin debris collection	• Assign monitors to trucks (2:1) • Assign supervisors to monitors (10:1) • Hold morning meeting with State/Local Government staff and debris hauler • Hold afternoon meeting with State/Local Government staff and debris hauler • Implement quality assurance (QA)/quality control (QC) procedures
Recovery		
Week 1+	Reimbursement Support/Grant Administration (FEMA, NRCS, etc.)	• Prepare damage/cost estimates • Compile supporting documentation (debris permits, debris contracts, etc.) • Provide first and second appeal support (if necessary) • Liaise with FEMA Region 2, State Emergency Management Division (NCEM), US Army Corps of Engineers (USACE), etc.
Week 1+	Right-of-way (ROW) collection monitoring	• Continue ROW collection • Address household hazardous waste (HHW) issues (if critical) • Issue daily reports/GIS maps • Hold daily meetings with the State/Local Government, hauler, and/or State/FEMA as required • Staff citizens debris management hotline (if requested) • Define supplemental programs required (hazardous trees, stumps, private roads, HHW) and prepare eligibility request
Week 2+	Data management and invoice reconciliation	• Contractor invoice reconciliation • Initial payment recommendations with retainage • Final reconciliation • Retainage release
Week 2+	Special projects	• Hazardous trees (leaners/hanger/stumps) • Waterway debris removal • Private property debris removal • Public drop-off sites • HHW • Mud/silt/sand removal (from storm drains, ditches, etc.)
Project completion	Document turnover/ closeout	• Provide electronic database • Release hard copy files • Assist with long-term reimbursement/grant management

The time line in exhibit A-1 assumes that debris collection and removal will begin approximately four days following the storm's impact to give residents time to move debris to the ROW. However, ROW collection can begin at the State or local government's discretion.

Push Period Assistance

During this phase of debris operations, SAIC is prepared to support the State of New Jersey and its local governments by monitoring the State/Local and/or debris contractor push crews to document T&M emergency roadway clearance activities.

The 70-hour push period is when debris removal contractors or State crews are charged with clearing blocked roadways for emergency vehicle passage. It is extremely important for the State to coordinate road clearance priorities with DOT prior to hurricane season to ensure that the State and DOT are balancing resources and maximizing available FEMA funds. If contractor crews are used, the work is generally completed on a T&M basis during this period. SAIC is prepared to assist during the push period by providing the following services:

- Documenting blocked roads that require immediate clearance
- Administering the sign-in and sign-out of labor and equipment (both the State and contractor crews, if requested) to track T&M charges
- Helping staff maintain maps or databases to track road clearance progress and other essential tasks, as requested
- Maintaining documentation for reimbursement of 70-hour push work
- Coordinating with DOT on road clearance of secondary state roads within the State

SAIC has already collected and archived road segments within the State of New Jersey. This pre-planning allows us to focus on the emergency push and field operations immediately without having to request GIS files from the State during the emergency.

Debris Vehicle Certification

Debris vehicle certification (or truck certification) is perhaps the most critical element of the monitoring component of a debris removal project because the process establishes a volumetric capacity for each collection vehicle used, many of which deliver hundreds of loads during a debris removal project. Minor errors in truck certification measurement and calculation can result in substantial volumetric and cost discrepancies. Our vehicle certification procedure complies with FEMA 325 and 327 guidelines, and ensures maximum reimbursement for our clients. We will also ensure that our truck certification process captures hauling permit data (A901) and/or other critical information important for State compliance.

Aspects of SAIC's truck certification procedure include the following:

- **Truck certification mobile application.** SAIC has the ability to certify trucks used in an activation via the mobile application included in our ADMS technology. Benefits of using the mobile truck certification application include electronic volume calculations, instant upload to the RecoveryTrac™ database to allow the truck to immediately begin work, and photo matching of truck and driver photographs to the truck. Our mobile truck certification application complies with the latest FEMA guidelines on truck certification documentation and volume calculations, and results in serialized truck numbers to prevent duplication.

- **Special vehicle notations.** The truck mobile application and vehicle placard include notations to inform tower monitors of sideboards, tailgates, or other modifications, thus discouraging collection contractors from fraudulently altering vehicles after certification.
- **Vehicle/driver photographs.** Photographs of vehicles, vehicle cavities, and drivers are required and will be electronically linked to the truck certification data in SAIC's RecoveryTrac™ database.
- **Periodic spot checks and recertification of trucks.** These checks pertain to trucks that were potentially altered after initial certification and are part of SAIC's fraud prevention plan.

Debris Management Site Monitoring

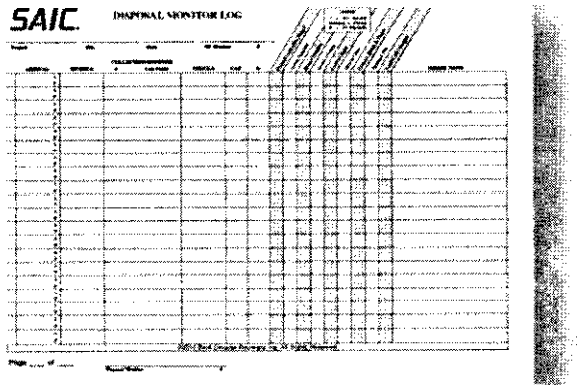
SAIC's approach to TDSRS monitoring and support stems from decades of experience designing and operating solid waste management disposal facilities. SAIC's experience with state and federal closeout audits influenced the development of a complete and specific approach to documenting, permitting, and monitoring TDSRS locations throughout our clients' jurisdictions. Examples of specific approaches relative to TDSRS monitoring and support are identified below.

TDSRS Emergency Permitting. SAIC is highly knowledgeable of state and federal emergency permitting guidelines. SAIC routinely serves as the state or local government's agent (with state and federal regulatory agencies) for TDSRS permitting. As part of SAIC's debris monitoring program management services, SAIC provides federal, state, and local regulatory compliance oversight for TDSRS operations. This oversight is to ensure compliance with the National Environmental Policy Act (NEPA) as required by FEMA for federal reimbursement of debris removal program costs. SAIC's oversight focuses on site location and permitting of TDSRS and continues throughout debris hauling, processing, final disposal, and TDSRS remediation. Specific regulatory programs frequently observed on SAIC disaster debris management projects include the following:

- New Jersey solid and hazardous waste regulations
- USACE 404 wetlands regulations
- National Historic Preservation Act, Section 108 historical preservation regulations
- U.S. Fish and Wildlife Service Section 7 regulations
- Floodplain management regulations

SAIC maintains strong relationships with FEMA, USACE, and State regulatory agencies, which aids in communication and process implementation.

TDSRS Environmental Monitoring. For the duration of the project, SAIC will gather data for use in the remediation and closeout of TDSRS locations. Post-closure data will be compared to previous data points to identify remediation actions necessary to restore the site to its original condition. SAIC typically serves as the liaison between the State, local governments (if applicable) and the debris hauler. Coordinating communication between the three entities and verifying use of proper data is crucial to resolving issues that may prevent the use or closure of a TDSRS.



Disposal Monitor Log

The following items are typically included in an environmental monitoring program:

- *Sketches of site operations.* During the project, operations at the TDSRS locations may expand, condense, or shift. The sketches and documentation will help identify areas of concern that may need additional sampling and testing during site closure.
- *Documentation of issues at the site.* Records will be kept documenting issues such as petroleum spills, hydraulic spills, or the discovery of household hazardous waste (HHW) within debris at any TDSRS. This documentation will assist in the remediation of the site.
- *Photos of the site.* When possible, sketches of site operations and documentation of site issues will be accompanied by photos.

TDSRS Disposal Monitoring. SAIC will provide a minimum of two disposal monitors per TDSRS tower. Staffing typically increases with an extra disposal monitor per 100 loads of debris that is directed to the TDSRS in a day. Staffing numbers may also increase or decrease depending on site layout. SAIC's focus is to ensure TDSRS workflow passes through the TDSRS and documentation remains accurate and complete. TDSRS operations generally coincide with daylight hours, but special circumstances may require the site to stay open past dusk. SAIC is prepared to provide 24-hour monitoring and understands that proper lighting must be provided to make load calls. Specific responsibilities of SAIC TDSRS monitors include the following:

- *Eligible and ineligible disaster debris.* As loads enter the site, SAIC disposal monitors will verify that the debris entering the site is eligible under FEMA 325 and 327 guidelines. SAIC disposal monitors will also attempt to verify that the load has been delivered to the closest available TDSRS.
- *Debris classifications.* SAIC disposal monitors will verify that the debris entering the site is being segregated into its proper classification and marked appropriately on an electronic or paper load ticket. SAIC disposal monitors will also verify that the debris classifications are eligible in the State's debris contract.
- *Load calls (percentage full).* SAIC will maintain consistent and accurate load calls throughout the project and throughout the TDSRS. SAIC uses an internally developed load call conversion chart and extensive training to achieve consistency and accuracy in load calls.
- *Documentation.* The SAIC documentation process creates a physical and electronic paper trail, which helps the State receive maximum reimbursement and avoid issues that cannot be justified during an audit. Documentation includes the following:
    - **Load ticket.** The load ticket (electronic or paper) is used to document debris removal.
    - **Disposal monitor log.** The disposal monitor log is used as backup documentation for both electronic and handwritten debris tickets (and serves as a fail-safe if any documentation is missing).
    - **Incident report.** The incident report is used to document anything out of the ordinary while monitoring at the TDSRS, including property damage, arguments, unsafe practices, and personal injury.
    - **Daily log.** The daily log is used to document a monitor's hourly work.
    - **Photographic documentation.** SAIC disposal supervisors will photograph a TDSRS frequently in order to create a visual time line of the site. These photos will help resolve any issues that may

arise at site closure. SAIC will also use photos of loads and or spot photos if contractually obligated.

- **QA/QC of field tickets.** Disposal monitors must review and correct errors made by collection monitors in the field.

Contractor Equipment. SAIC disposal monitors will only allow debris contractor trucks to leave the TDSRS if they are completely empty. Debris contractors must obtain a visual inspection of their trucks before leaving the site. This keeps the debris contractors from being paid twice for the same material.

SAIC Disposal Site Operations Manager/Supervisors. When multiple TDSRS locations are operating, SAIC will assign a disposal site operations manager and/or supervisors to ensure TDSRS locations are properly supervised. Disposal site operations managers have strong experience in all aspects of disposal monitoring and are constantly verifying and training the disposal site supervisors/monitors stationed at the sites. Disposal site operations managers/supervisors' tasks include the following:

- Verify load calls are accurate and consistent.
- Verify that load tickets are filled out accurately and neatly, with QA/QC of all the ticket transactions.
- Settle arguments with debris haulers when debris haulers contest a load call. Debris haulers are not allowed to argue directly with a disposal monitor. This practice prevents disposal monitors from being intimidated on future load calls.
- Collect and organize load tickets and provide them to designated SAIC staff.

Fraud Prevention. Several SAIC practices are used at TDSRS locations to prevent debris haulers from committing fraud. SAIC disposal monitors or supervisors will occasionally recertify a previously certified truck at random. Spot testing the truck certifications helps verify that the original work was accurate and that nothing was altered since certification. An industry leading practice of SAIC's is to post signs at every TDSRS tower offering a reward if information given leads to the arrest and conviction of persons committing listed fraudulent activities. Due to SAIC's commitment to fraud prevention, the SAIC fraud hotline number is available even after a project is completed.

SAIC has established and managed hundreds of residential drop-off sites following major disaster events throughout the country.

Public Drop-Off Site Operations. SAIC is prepared to provide site supervision (at levels directed by the the State or local government (if applicable) for any public drop-off sites that the State opens. These sites allow residents who are unwilling to wait for curbside removal and/or residents who live on private roads with an immediate outlet for their disaster debris. Residential drop-off site services routinely provided by SAIC include site permitting, traffic support, address verification (eligibility determination) and recording, general customer service functions, and site closure and security.

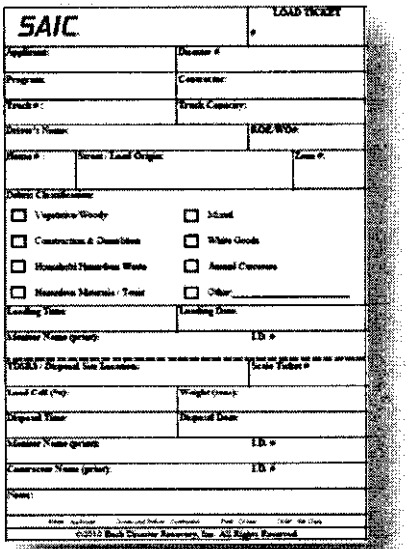
Solid Waste and Recycling Expertise/Market Assistance. SAIC has some of the most experienced solid waste management and recycling professionals in the United States, including Jonathan Burgiel, Chuck McLendon, and John Carlton, P.E. – who are proposed on this team and have worked throughout the United States to create sustainable recycling programs. Mr. Carlton in particular is a New Jersey resident and has extensive experience with New Jersey Solid Waste Authorities and localities on disposal and recycling issues. We routinely work with our State and local government clients following natural disasters to identify markets for debris streams (including vegetative debris and C&D debris) and work with our clients to negotiate competitive rates for disposal and recycling.

Our solid waste experience includes being recognized as experts in the routing of solid waste collection vehicles. *We pledge to work closely with the State and debris hauler (Ashbritt) to maximize direct-hauls of debris to the State's 105 vegetative debris sites and 5 C&D shredding operations – resulting in cost share savings to the State and local governments.*

Other TDSRS Support Services. SAIC is prepared to assist the State with any other TDSRS services that may be required, including traffic support (for example, flaggers) and after-hours site security.

Daily Field Monitor Operations

The bullets below highlight various aspects of SAIC's debris removal program.


SAIC

LOAD TICKET

Sample Load Ticket

- *Operations.* Collection monitors report to a staging location prior to the field operations briefing given by the project manager or field supervisors and the distribution of safety gear (for example, caution lights or safety vests), map books, and ADMS handheld units/debris tickets. Strict records are kept of the handheld unit tracking number or debris ticket numbers assigned to specific monitors, allowing for easy tracking in the event of alleged fraud.
- *Daily Startup.* With the State's permission, SAIC will stage construction trailers (with portable toilets, etc.) at the TDSRS locations. If there is not adequate room, SAIC will make alternative arrangements. The construction trailers will serve as the location where monitors check in and check out each day, receive tailgate safety talks, talk with supervisors, etc.
- *Deployment.* A collection monitor is assigned to approximately three trucks with one loading unit. As operations continue and trucks spread out within collection zones, the ratio of monitor to trucks will likely increase in order to efficiently collect scattered debris because there are fewer trucks used per loading unit for mobility purposes.
- *Field Supervision.* A collection field supervisor will be assigned to approximately 10 monitors. SAIC has found this to be an appropriate ratio that allows field supervisors to routinely interface and perform QA/QC checks with field monitors throughout the day. Responsibilities of the field supervisor include verifying load ticket accuracy and responding to collection monitor and debris contractor issues in the field.
- *Responsibilities.* Field monitors will verify the proper loading of debris into the debris removal contractor's certified loading container. Monitors will document that contractors and their subcontractors adhere to local, state, and federal regulations and that they are working safely and efficiently, and will survey their assigned areas for special programs (for example, stumps and leaners/hangers). Field monitors often notice inconsistencies with debris removal procedures and submit them to their supervisors. If a debris monitor feels there is justifiable need to stop operations, the monitor is instructed to refrain from issuing a ticket until the debris hauler supervisor and an SAIC supervisor can be called in to determine the appropriate action.
- *Logistics.* The operations manager is responsible for the overall logistics of operations, including dispatching monitors, coordinating with the debris removal contractor for appropriate resources, providing a schedule of pickup locations to be used by the client, coordinating work with on-site FEMA representatives, and working with SAIC GIS personnel to track locations that are undergoing or have already gone though debris cleanup.

- *Work Scheduling.* SAIC will coordinate with the debris removal contractor's project manager to estimate the number of collection monitors that will be required for the following day. This will allow time for SAIC to schedule the appropriate number of collection monitors.
- *Daily Closeout.* At the close of operations each day, all collection and disposal monitors will report to the staging area to clock out and turn in their ADMS handheld units.
- *Contractor Completion.* SAIC collection monitors are responsible for documenting any debris piles that a debris contractor skips, no matter the size. "Cherry picking" is the term used when a debris hauler moves down a street and only removes piles of debris that are large enough to significantly fill their truck and skips over the smaller piles. If a collection monitor feels there is justifiable need to stop operations due to this practice, the collection monitor is instructed to refrain from issuing a ticket until the debris hauler supervisor and an SAIC supervisor can be called in to determine the appropriate action.

Quality Assurance/Quality Control Program

Implementing sound QA/QC protocols and technologies is critical to a debris monitoring effort and vastly reduces the amount of work associated with back-end data management and invoice reconciliation. The use of an ADMS such as the SAIC RecoveryTrac-Mobile (RT-Mobile) virtually eliminates ticket errors resulting from debris monitoring operations. The QA/QC associated with utilizing our ADMS technology is largely limited to verifying that the tickets included in the tower monitor log are reflected in the ADMS database.

For paper-based debris monitoring efforts, the QA/QC process is crucial. Most paper ticket errors occur within the first few weeks of a debris removal program. As such, SAIC assigns QA/QC staff to each TDSRS tower to review tickets, contact supervisors, and notify load site monitors immediately after errors are identified.

This process serves three very important purposes: (1) it allows SAIC to quickly rectify ticket errors by getting the correct information immediately; (2) it provides instant feedback to loading site monitors, thereby reducing errors that would otherwise be made throughout the day (until tickets are reviewed); and (3) it allows SAIC to track monitor performance and terminate monitors who make repeat errors.

Hazardous Tree Removal

Pursuant to FEMA 325 and 327 guidance, hazardous tree and dangerous hanging limb removal may be eligible for reimbursement under the FEMA PA Grant Program. Since the 2004 and 2005 hurricane seasons, leaning tree, hanging limb, and hazardous stump (LHS) debris removal programs have been the target of increased scrutiny by FEMA and Office of Inspector General (OIG) field staff and auditors. Several disaster-specific guidance documents and revisions to FEMA 325 have set forth documentation standards that include GPS coordinates and photographs. LHS programs are often extremely costly and if not managed correctly, can expose the client to financial liabilities. *SAIC is committed to achieving a balance with the State's debris hauling contractor to ensure that documentation consistent with FEMA 325 and 327 is created without stopping or slowing down work in the field.* Whether the work occurs on public ROWs, parks, or waterways, SAIC will provide experienced personnel who understand the

documentation guidelines and are sensitive to the operational needs of the State, local governments, and its contractors.

In compliance with FEMA 325 and 327 photo documentation guidelines and to increase efficiency, SAIC will utilize our ADMS technology to document all LHS program field work. Our ADMS technology and software is designed to manage photo documentation by compressing and securely storing photos so they are ready for field validations and audit.

Leaner

- Capture the location of the hazardous tree by GPS coordinate and address.
- Photograph the tree prior to the commencement of work showing either a 30 percent lean (not natural), exposed heartwood, or de-crowning.
- Photograph the diameter of the tree at chest height.
- Photograph the flush cut stump upon completion of the work.
- Document the completion of the scope through a unit rate ticket (electronic or paper).

Hanger

- Capture the location of the tree containing a hazardous hanger by GPS coordinate and address.
- Photograph the tree showing the hazardous hanger prior to the commencement of removing hangers.
- Photograph the diameter of the removed hanger to prove eligibility.
- Photograph the tree no longer containing the hanger upon completion of the work.
- Document the completion of the scope through a unit rate ticket (electronic or paper).

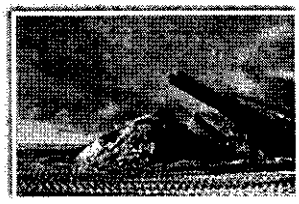
Stump

- Document FEMA's pre-approval for the removal of an eligible stump.
- Capture the location of the stump being removed by GPS coordinate and address.
- Photograph the stump prior to the commencement of its removal.
- Photograph the area around the stump to show the validity of any residential damage claims.
- Photograph the diameter of the stump at 24 inches.
- Photograph that the stump no longer exists and that necessary backfill is completed.
- Document the completion of the scope through a unit rate ticket (electronic or paper).

Coastal Disaster Recovery Programs

SAIC understands that while inland communities were impacted – the most catastrophic results were felt by New Jersey's coastal communities. SAIC has managed many of the largest coastal disasters in U.S. history – including projects for Miami Dade County (FL), Pensacola (FL), Galveston (TX), Dare County (NC), Monroe County (FL), and New Orleans (LA). Included below is a small sample of our coastal restoration experience.

Sand Recovery and Screening – beach sand is a valuable commodity that is best recovered, cleaned and returned to the beach. Following Hurricane Ivan, SAIC assisted Escambia County in recovering more than 1 million cubic yards of sand from the right of way, screening the sand, and returning the sand to the beach in compliance with an engineered beach plan. We provided similar services for Galveston (TX) and Dauphin Island (AL).



Vehicle Recovery – following Hurricane Ike, SAIC managed a vehicle recovery program for the City of Galveston police department to recover storm damaged vehicles for processing by insurance companies. SAIC assisted the debris contractor in establishing a yard for vehicle storage as well as the tracking of vehicles hauled in and out by city and insurance company towing contractors.

Vessel Recovery – following the devastating 2004/2005 hurricane season in Florida, SAIC was retained by Monroe County, Florida (the "Florida Keys") to document the recovery of vessels littered throughout the keys by the hurricanes. SAIC worked with a vessel recovery contractor and the State Dept. of Motor Vehicles to recover, store, and process vessels.

Waterway Debris Removal – SAIC has been relied upon extensively following major hurricanes to manage the removal of hazards from coastal waterways. We provided side scan sonar debris identification and removal from the lakes surrounding Greater New Orleans, LA following Hurricane Katrina. We have provided waterway debris removal programs for Escambia County (FL), Trinity Bay Water Conservation District, and numerous other communities.

INSERT PHOTO FROM ISSAIC ARTICLE ON SAIC SIDE SCAN SONAR – LAKE BOURNE, LA

We understand that these coastal recovery programs are of immediate importance to the State and are prepared to dedicate the skilled resources needed to quickly accomplish the State's objectives while working closely with local governments and communities.

Private Property Debris Removal

SAIC has administered several major private property debris removal (PPDR) programs, *including the largest residential demolition program in U.S. history for the City of New Orleans, Louisiana.* We have also performed major PPDR programs for the City of Gulfport and City of Waveland, Mississippi; Bastrop County, Texas; and Escambia County, Florida. Given the catastrophic nature of Hurricane Sandy on the New Jersey coastline, it is almost certain that a major PPDR program will be necessary. SAIC has the experience to work with the State and local governments to ensure that they have the legal authority via executive order, ordinances, etc., to enter private property, preparing submittal packages for FEMA to approve the program, promoting the right-of-entry program with residents, and ensuring the program is properly documented to support FEMA reimbursement.

Household Hazardous Waste Debris Removal

Major disasters (particularly those that involve a high storm surge or significant flooding) will result in the need to address hazardous materials. Typically, the U.S. Environmental Protection Agency (EPA) is responsible for identifying and removing large quantities of HHW (containers over 5 gallons such as large commercial/industrial storage tanks, propane tanks, 55-gallon drums, etc.). Local governments are charged with implementing collection programs for HHW, including containers with paints, pesticides, household cleaners, oils/solvents, fuels, etc. SAIC has significant experience helping local governments plan, procure, implement, and track disaster-related HHW collection programs (at curbside or drop-off locations).

Following Hurricane Ike, which resulted in a storm surge that covered almost all of Galveston Island, SAIC helped the City of Galveston implement one of the largest post-disaster HHW programs in U.S. history, in addition to working cooperatively with the EPA on large quantity HHW recovery.

Data Management/Ticket Processing

SAIC can manage and process paper tickets or implement our proprietary ADMS technology, which we call RecoveryTrac™.

At the time of deployment, SAIC will discuss the option of using RecoveryTrac™ with State or local government officials. Our discussion will consider the magnitude and intensity of the event, the number of monitors required, and the number of TDSRS locations required to determine the most cost-effective method of monitoring.

SAIC's RecoveryTrac™ ADMS Quick Facts

- ***400 units immediately available***
- ***Minimized data entry and human error***
- ***Expedites invoice reconciliation***
- ***Provides reports in near real time***
- ***Automated photograph and GPS capture***

The following paragraphs provide an overview of SAIC's RecoveryTrac™ ADMS.

SAIC RecoveryTrac™ ADMS, an Alternative to Paper Ticketing

Over the past eight years, *SAIC has administered and managed nearly three million field documents associated with debris removal efforts.* This extensive experience has allowed us to foster a thorough understanding of all elements involved with debris monitoring. We have been at the forefront of rapid changes in the industry over the last 12–24 months, pioneering new methods and technology that can implement the industry's guidelines and standards in a more efficient and cost-effective manner while reducing the tremendous volume of paperwork associated with traditional monitoring programs.

SAIC has invested nearly $2 million over the past several years streamlining the debris collection documentation process while minimizing the cost to our clients. RecoveryTrac™ is an application that simplifies the collection of field documents used in debris cleanup operations.

SAIC's experience managing the enormous volume of paperwork generated during a debris monitoring operation was paramount to the design of our ADMS. SAIC has invested heavily in optical character-recognition scanning technology and IT infrastructure to efficiently capture and manage the required information for monitoring documentation efforts. This state-of-the-art technology has already increased the efficiency of monitoring debris removal efforts for multiple clients, including the City of Houston, Texas; Bastrop County, Texas; and Newport News, Virginia.

Key Features of Recovery Trac™

The following are some of the key features of SAIC's RecoveryTrac™ ADMS:

Rapid Ability to Scale Out. Mobile equipment is commercial-grade and widely available. The on-hand inventory can be onsite and ready to use within 24 hours of a notice to proceed, and additional needs can be met quickly (in most cases, 72 hours or less).

Simple and Intuitive. The application keeps the required user training to a minimum. Once a monitor has completed field training, most can use the mobile device with little user training.

Low Cost. Based on widely available equipment and simplicity in operations, RecoveryTrac™ balances the need for automation with controlling costs to our customers.

Reliable and Stable. Based on the popular Linux® operating system, RecoveryTrac™ is secure and ultra reliable. This reduces the interruptions in field operations due to technical difficulties and reduces the number of support personnel required to maintain the system.

Technical Support. RecoveryTrac™ support includes roving support technicians (who are, in most cases, able to reach field monitors within 15–30 minutes), disposal site technicians, and a field depot maintenance and repair center to maintain and repair equipment.

Reports and Website Management. Information is one of the most critical elements of a debris removal operation. RecoveryTrac™'s daily reporting system provides daily and cumulative statistics, including the number of operating collection vehicles, total loads and cubic yards collected per TDSRS by debris type, total loads and cubic yards collected per contractor by debris type, average truck size per contractor, number of participants at public drop-off sites, and a GIS-based pass map with pinpoints for debris collection locations.

Key Components of RecoveryTrac™

SAIC's RecoveryTrac™ ADMS is comprised of three applications and a hardened, reliable infrastructure providing a scalable and capable debris management solution. Key components of the system include the following:

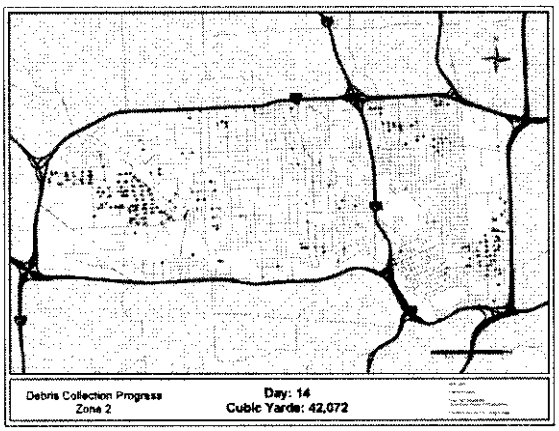
RecoveryTrac™ – Infrastructure. RecoveryTrac™ – Infrastructure is the backbone of the solution; it is scalable and capable of supporting the largest of activations. The RecoveryTrac™ – Infrastructure is housed in a secure, colocated data center in a geographically and environmentally stable region of the United States. The data center is a hardened and secure facility with redundant power and Internet connectivity.

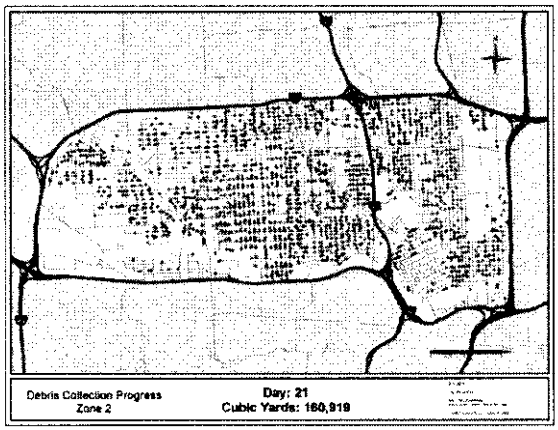
RecoveryTrac™ – Desktop. The desktop application provides the setup, configuration, management, and monitoring of the system. RecoveryTrac™ – Desktop utilizes a Microsoft® Windows desktop application connected by a web services layer to communicate with the RecoveryTrac™ – Infrastructure. The desktop application manages the mobile and paper-based projects, allowing operations to function side-by-side or in transition between the two.

RecoveryTrac™ – Mobile. The mobile application automates the field data collection process, improving accuracy and timeliness of debris information. RecoveryTrac™ – Mobile is a mobile application that simplifies the collection of field documents used in debris cleanup operations. By reducing the amount of information a monitor is required to provide, the accuracy of the field document is greatly improved. The mobile device can operate in connected and disconnected modes, depending on the availability of the communication infrastructure. The mobile platform used is commercially and widely available, so the system can be quickly implemented at a cost that is significantly less than the paper-based system even in large activations. The near real-time data collection of RecoveryTrac™ – Mobile moves field operations management to a new level of awareness and control.

RecoveryTrac™ – Geospatial. RecoveryTrac™ – Geospatial is a sophisticated geospatial-based solution for data visualization, analyzing, and reporting. RecoveryTrac™ – Geospatial will bring the power of GIS reporting without the complexity or end-user training required for use. The geospatial reporting portal will use role-based security along with data segmentation to provide users with the reports and the security of client, partner, and government data. This GIS reporting system can provide the State and local governments with the following documentation:

- Pass maps documenting daily progress with segregation between first and second pass
- Address-specific debris pile collection documenting the date and time that debris was collected
- Segregation of debris collection based on funding agency (FEMA vs. FHWA)
- A dashboard-based electronic reporting system that provides real-time GIS and statistic-based reporting in an easy-to-use screen





Payment Monitoring and Reconciliation Process

In addition to reducing the amount of paper generated and providing near real-time progress reporting to the State, using RecoveryTrac™ significantly reduces the level of effort associated with debris contractor invoice reconciliation. At the outset of the project, SAIC will work with the State's contract debris hauler to demonstrate RecoveryTrac™ and provide website access and reports that the debris contractor can utilize for invoicing and subcontractor reconciliation. Because all project data will be derived from a single data source, ticket-level reconciliation (as required by paper-based systems) will be completely avoided. SAIC has recently used RecoveryTrac™ for a large hazardous tree removal

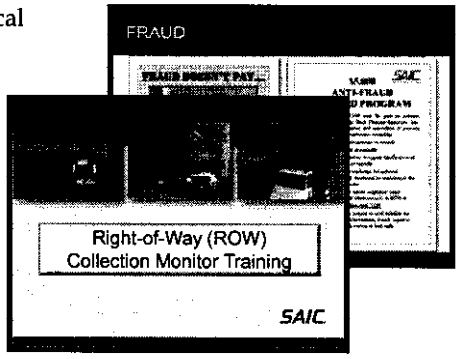
assignment for the City of Houston, a and in respose to Hurricane Isaac in St. John the Baptist Parish in Louisiana, and can confirm that the resulting invoice reconciliation process is drastically simpler, quicker, and more cost-effective than traditional paper-based systems.

If a paper-based ticket system is implemented, an SAIC database query is run that performs a ticket-by-ticket comparison of the RecoveryTrac™ database versus the contractor's invoice supporting documentation. RecoveryTrac™ generates a report that shows where the two data sets agree, disagree, or have missing information. An SAIC data analyst is tasked with pulling all tickets in question and determining the required corrective action. A pre-approval report summarizing all tickets that match or pass the reconciliation process is forwarded to an SAIC financial analyst. The SAIC financial analyst will be familiar with the terms and conditions of the State's contract with the debris contract hauler and ensure all submitted invoices meet contract requirements. To the extent that tickets still in dispute are less than the contractor's retainage, the invoice less the retainage is approved for payment. The SAIC staff member in charge of invoicing then prepares a letter to the State's (or local government's) representative responsible for invoice payment, recommending payment of the invoice (this occurs for paper-based and ADMS-based ticketing).

Following invoice approval, an extensive process to evaluate tickets that differ in the SAIC and contractor databases is performed. This typically requires significant communication between SAIC and contractor staff to resolve discrepancies. After all discrepancies are resolved, SAIC sends a follow-up letter to the State recommending the amount of retainage to be released. Finally, an SAIC invoicing specialist audits the materials in the invoice file to ensure that the file is complete.

SAIC Field Monitor Training Program

In compliance with the Robert T. Stafford Act and FEMA regulations, SAIC gives first priority to using resources located within the disaster area, including procuring supplies and equipment, awarding subcontracts, and employing workers. SAIC hires field monitors from the local labor pool. Field monitors are responsible for properly documenting eligible disaster-related debris. The proper documentation of disaster debris is a crucial step in mitigating issues with federal reimbursement. To properly instruct new field monitors, SAIC has developed a training program that is delivered by experienced trainers. These training modules provide the information required to facilitate accurate field monitoring and include qualifying tools to ensure the retention of the material. This will help SAIC select and promote the most qualified personnel for the monitoring task. Training modules include the following:



Anti-fraud Program

- Truck Certification
- Collection Monitor
- Stump Monitor
- Backfill Monitor

- Disposal Monitor
- Leaner/Hanger Monitor
- Project Coordinator
- Field Supervisor

Upon completion of the training program, a newly hired SAIC field monitor is fully educated on his or her monitoring position. Training includes FEMA 325 and 327 guidance, complete documentation for the task, health and safety guidance, and fraud prevention information.

Health and Safety

SAIC is committed to workplace safety. As such, SAIC project managers have completed the Occupational Safety and Health Administration (OSHA) Disaster Site Worker course and have their 10-hour Construction Safety Certification to ensure safe and effective operations. During a debris recovery operation, SAIC project managers and supervisors routinely examine the safety of collection and disposal operations and have the authority to shut down unsafe operations. To ensure a safe work environment, disposal monitors are equipped with the appropriate personal protective equipment, which may include hard hats, appropriate footwear, reflective vests, hearing protection, and eye protection. SAIC project managers conduct regular "tailgate" safety sessions with their field employees to notify them of potential work hazards and review safe work practices. The SAIC Health and Safety Plan is available for review by the State or local governments and we routinely update the plan for disaster-specific hazards.

B. Preparedness, Response and Recovery Planning and Consulting Services

SAIC is one of the nation's premier emergency management and disaster readiness and recovery firms, with a staff of emergency management experts located throughout the United States. *SAIC is a leader in preparedness and recovery for state and local governments, having performed hundreds of state and local governmental planning, training, and exercise projects across the country.* SAIC has performed long-term strategic planning for emergency management and public safety organizations; conducted hazard and risk assessments; developed pandemic influenza, Strategic National Stockpile (SNS), and various other public health plans; developed evacuation plans; created COOP and continuity of government plans and programs, disaster debris management plans (DDMPs) and hazard mitigation plans; and developed detailed standard operating procedures and systems for logistics and resource management, volunteer and donation management, and hazard-specific response annexes. SAIC has also helped several jurisdictions objectively assess their plans and procedures in preparation for assessment for Emergency Management Accreditation Program (EMAP) accreditation. The sections below provide summary of our approach for several types of emergency management planning services.

Disaster Debris Management Planning. SAIC uses a field-tested approach to develop DDMPs. *Our staff develops and implements DDMPs alongside our local government clients prior to and following a disaster.* SAIC understands that to produce a practical DDMP, department personnel must be fully engaged throughout the planning process. Our experience has demonstrated that pairing client personnel with SAIC emergency management experts provides significant benefits, such as facilitating an understanding and acceptance of work products and deliverables and providing exposure to key

concepts described in the plan. Increased understanding of disaster debris management planning strengthens a client's ability to maintain and implement their plan.

Training and Exercises. SAIC can provide comprehensive training and exercises for our debris monitoring clients. Our training and exercises include realistic scenarios based on our experience responding to many of our nation's most challenging disasters. We provide detailed case studies of local government responses to prior disasters and the challenges they had to overcome. In addition to training and exercises, we can provide tabletop, functional, or full-scale exercises with Homeland Security Exercise and Evaluation Program (HSEEP)-certified instructors.

Emergency Operations Planning/Comprehensive Emergency Management Planning. Understanding and managing the risks of operating in a geographic environment that is vulnerable to natural and human-caused hazards is a complex challenge. SAIC develops resilient and robust multihazard emergency operations plans and comprehensive emergency management plans and associated annexes and appendices that will help guide the State to respond effectively and efficiently to emergencies. The plan will comply with NIMS, EMAP, and National Response Framework (NRF) standards, standards and guidelines set forth by the State, and other standards applicable to emergency planning. EMAP accreditation is a significant milestone and signifies that an agency has plans and processes in place to manage major disasters.

Continuity of Operations Planning. SAIC understands that State residents expect their government to ensure the safety and security of the community. A COOP plan effectively facilitates the performance of mission essential functions during an emergency and supports the State in providing critical services in a timely manner

Other Emergency Management Planning Programs. In addition to the emergency management planning services listed above, SAIC provides a wide range of other planning services, including hazard mitigation planning, evacuation planning, after action reports (AARs), etc.

C. Public Assistance/Cost Recovery Services

The federal government provides a number of disaster-specific grant programs that aid a community's social and economic recovery following a catastrophic incident. *Our grant management consulting services will provide the State of New Jersey with a team of professionals who are well versed in each of these programs to help the State and local governments navigate these funding sources.*

Our approach includes immediately deploying our disaster grant management consultants to work in concert with our debris management program staff. We believe that capturing the data necessary to support reimbursement claims early and in great detail avoids costly deobligations by federal and state auditors in the future. The following section details the tasks SAIC may be assigned following a disaster.

FEMA PA Program Grant Management

During this task, SAIC will focus on working directly with the State (or local government) as the applicant's representative to explore the opportunities for receiving the maximum benefits from the FEMA PA Grant Program while minimizing the out-of-pocket costs. The FEMA PA Grant Program is considered a funding source of last resort for communities seeking assistance for uninsured losses after disasters.

Projects that are typically reimbursable under the FEMA PA Grant Program include debris removal and damage to roads, bridges, and other public facilities, along with overtime for employees engaged in response activities. SAIC's tasks may include the following:

- *Meetings and briefings.* Attend and participate in meetings with FEMA, such as applicant's briefing, kickoff meeting, site visits, and status meetings for the program or specific projects.
- *Site identification.* Identify and generate a list of damaged sites for specific projects.
- *Cost estimation.* Develop and refine the total damage cost estimate for specific projects.
- *Data collection.* Collect damage-related data, invoices, estimates, and supporting documentation for specific projects.
- *Site visits.* If necessary, visit, survey, and assess damage sites.
- *Project worksheet formulation and development.* Tasks associated with developing a project worksheet include site-specific damage descriptions, project scoping, estimating/quantifying project costs, collecting supporting documentation, and calculating allowable fringe or equipment rates for a specific site.
- *Alternate/mitigation opportunity determinations.* Identify and collect data on Section 406 mitigation opportunities and alternate or improved projects prior to reconstruction at a damaged site.
- *Appeals support.* SAIC will work with the State (or local government) to exercise the legal right to appeal decisions and judgments made by FEMA or the State if resolution cannot be reached. Support for this task may include first and second appeal assistance.

Hazard Mitigation Assistance Program Grant Management

FEMA provides mitigation funding through its HMA programs with the intent of bolstering infrastructure and preventing future losses. HMA opportunities include post-disaster mitigation programs like the Section 404 HMGP, along with annual allocations that include Pre-Disaster Mitigation (PDM) Grant, FMA Grant, SRL Grant, and RFC Grant. Projects that are typically reimbursable under the HMA programs include acquisition/demolition programs, home elevations, and minor flood repair

projects. SAIC is prepared to assist the State with HMA services, including preparing HMA applications, developing application scopes, assessing cost-effectiveness (cost-benefit analysis), regulatory clearances, grant implementation, and audit and closeout services. SAIC has served as the lead HMA contractor for Galveston County, Texas, following Hurricane Ike and is also administering the SRL program for the City of Virginia Beach, Virginia.

HUD CDBG Disaster Recovery Grant Management

The HUD CDBG DR Program offers additional disaster-specific assistance to jurisdictions with unmet needs following disasters. Projects that are eligible under the CDBG DR Program must meet the national program objectives that include: 1) principally benefit low- and moderate-income population, 2) eliminate or prevent slums and/or blight, and 3) address imminent health and/or safety problems. SAIC has extensive experience with the CDBG DR Program and can assist the State (or local governments) with program strategy advisory services, program outreach, grant management and administration, grant monitoring and closeout, and city/county, state, and congressional reporting. SAIC has served as the program manager for the City of Galveston's $107 million CDBG DR Program since the City of Galveston was awarded funds following Hurricane Ike.

Damage Assessment and Reconstruction

Damage Assessment

SAIC possesses unique skills and resources to assist with a damage assessment inventory following a disaster. Our approach to damage assessment begins with the SAIC project manager coordinating with the State (or local government) debris manager or other assigned individual to identify the specific damage assessment services requested (for example, debris-related, structures, and utilities). The SAIC project manager will communicate with the SAIC resource manager and the appropriate staff with the proper service acumen will mobilize.

Debris Estimation. A key element of the damage assessment process is determining the quantities of debris created by the event throughout the State of New Jersey. To adequately plan and mobilize for a disaster debris recovery effort, it is critical to understand how much debris may be generated. SAIC has found that rather than relying upon a single approach, a combination of debris estimating methods generally produces a more accurate estimate. Debris estimating methodologies that SAIC will use include the following:

Critical Infrastructure Evaluation. SAIC has trained engineers and construction managers to help the State of New Jersey evaluate damage to critical infrastructure (including facility and utility systems) and environmental systems (beaches, wetlands, etc.). SAIC is also prepared to help assess the habitability of structures. We can help prepare cost estimates for damage and identify and implement short-term solutions to facility and utility system issues.

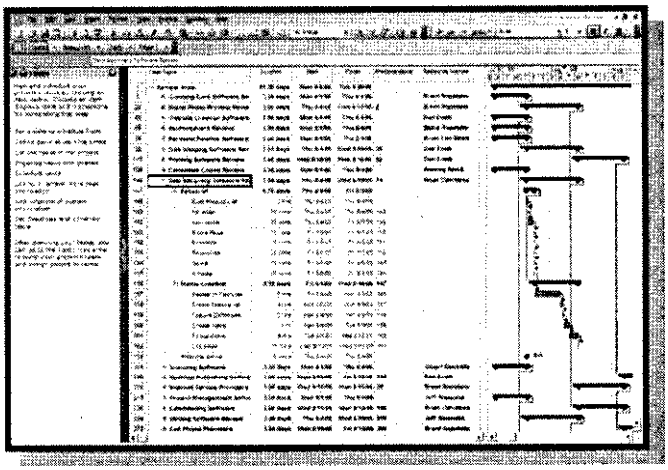
Reconstruction

It is critical that the recovery process begin as soon as possible. SAIC has more than 40,000 staff including literally hundreds of engineers, architects, construction managers, and other staff ready to assist the State

and local governments with reconstruction efforts. From water, sewer, and storm water systems to coastal restoration, electrical facilities, and ports, SAIC has the depth of experience to handle most any assignment. Our ultimate goal is to ensure that recovery funding is secured, projects are properly procured, and projects are designed and constructed in a timely manner.

Project Closeout

To close out large projects and receive remaining funds for large projects, applicants must request a final inspection from FEMA. SAIC will conduct final inspection activities alongside FEMA on behalf of the State (or local governments). The purpose of the final inspection is to document that work was completed according to the PW scope of work and that all regulatory clearances have been satisfied. In addition to physically conducting the final inspections for projects, SAIC will assist with writing closeout versions to large project PWs and any final project accounting.



As documentation is submitted by applicants, the closeout packets will be created within SAIC's SharePoint system. Once all documentation is collected, final inspection is complete, and approval to proceed with submittal to FEMA is granted, SAIC will extract all required documentation from SharePoint to generate closeout packets that fully and concisely present FEMA with all documentation required for grant closeout. The closeout packets will typically include the following:

- List and copies of PWs
- Closeout PW versions
- All associated invoices and receipts
- Force account labor and equipment records
- Project status report/proof of completion and scope of work
- Project inspection reports
- Complete EMMIE records detailing FEMA review and approval
- All associated project cost and funding documentation

SECTION B

Licenses

Science Applications International Corporation (SAIC) is in compliance with all of the proposal requirements listed on page 15 of the State of New Jersey's request for proposal. Included in this section are copies of each requested license, registration, disclosure, certification, etc.

SECTION D

Bidders Primary Contacts

Competence of Management and Key Staff

At Science Applications International Corporation (SAIC), our staff is our most valuable resource. We have assembled a team of experienced emergency management, infrastructure, and grant management specialists who possess hands-on experience in recent disasters and emergencies as well as prevention, mitigation, preparedness, response, and recovery programs. Our disaster recovery professionals are uniquely familiar with the policies, procedures, and requirements associated with providing disaster recovery services subject to Federal Emergency Management Agency (FEMA), Federal Highway Administration (FHWA), U.S. Department of Housing and Urban Development (HUD), Natural Resources Conservation Service (NRCS), and other federal agency reimbursement programs.

Our staff members have managed projects in response to floods, hurricanes, tornadoes, ice storms, and straight-line wind events in more than 20 states with simultaneous activations in 9 states.

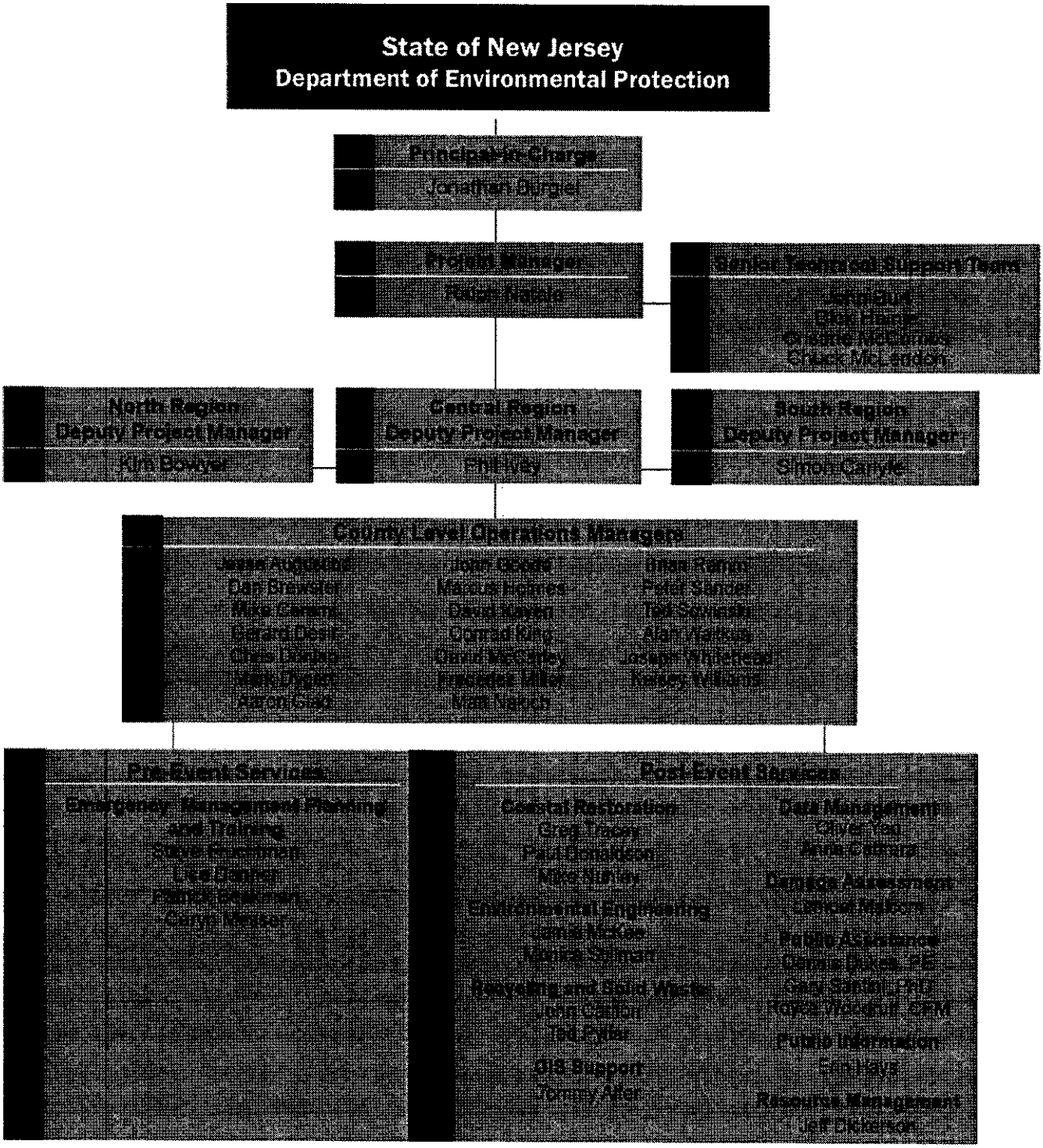
SAIC staff members have successfully managed all phases of *debris removal for over 67 million cubic yards (CYs)* of debris as well as the demolition of uninhabitable structures, some of which contain hazardous waste materials. *We have helped local governments obtain over $3 billion in debris removal reimbursement funds from federal agencies such as FEMA, FHWA, and NRCS.*

SAIC staff members have managed projects in response to floods, hurricanes, tornadoes, ice storms, and straight-line wind events in more than 20 states with simultaneous activations in 9 states, which has included large-scale debris monitoring involving a minimum of 1 million CYs of debris for 18 government entities. In fact, in the past year, our team has responded to Hurricane Irene, which encompassed 26 simultaneous activations across 3 states; a historic nor'easter that involved 18 simultaneous activations across Connecticut; and one of the most devastating wildfires in U.S. history that destroyed more than 1,700 homes in Texas.

Our staff also includes former senior FEMA officials who provide us access to top FEMA officials when necessary. A key member of our reimbursement support team is Mr. Dick Hainje, former director of FEMA Region VII. Mr. Hainje administered several large-scale debris removal efforts as a result of severe weather in the Midwest and assisted Region IV with the 2004 Florida hurricane FEMA response

SAIC is committed to providing the State of New Jersey (State) with a dedicated and consistent project management team that will treat any engagements with the State as if they are our only engagements. Exhibit D-1 depicts the project team organizational structure. Key personnel résumés are provided at the end of this section.

Exhibit D-1: Organizational Chart



SECTION C
RÉSUMÉS

SAIC®

Jonathan Burgiel

Mr. Burgiel is the vice president of Science Applications International Corporation's (SAIC) BDR Division. In this capacity, he manages the business operations of all disaster recovery efforts, including preparedness planning, project staffing, logistics, grant administration and agency reimbursement support, program accounting/auditing oversight, and contract negotiations. Mr. Burgiel is dedicated to helping communities plan for and recover from disasters and provide the necessary documentation to receive the maximum allowable reimbursement from federal and state emergency management agencies.

Mr. Burgiel has 27 years of solid waste and disaster recovery experience. His disaster-related work has included serving as principal in charge of over 30 projects, helping clients throughout the country prepare for, respond to, and recover from natural and human-caused disasters.

Mr. Burgiel is intimately familiar with local, state, and federal solid waste and hazardous waste regulations, as well as U.S. Department of Housing and Urban Development (HUD), Federal Emergency Management Agency (FEMA), and Federal Highway Administration (FHWA) policies and reimbursement procedures as they relate to disaster management and recovery.

Professional Experience

Storm Debris Management

City of Orlando, Florida

Principal in Charge. Mr. Burgiel served in a senior leadership role and assisted the City of Orlando with a range of storm recovery monitoring and management activities. Mr. Burgiel was responsible for managing a full support team involved with staging operations, load inspections for storm debris cleanup performed by contract haulers, scheduling, dispatching, and logistics operations for the field inspectors assigned to storm debris cleanup. The firm's assistance enabled the City of Orlando to promptly apply for and receive reimbursement for the total cleanup cost from state and federal emergency management agencies.

Federal Grant Management Services

State of Vermont

Principal in Charge. Following Hurricane Irene, the State of Vermont faced the daunting task of maintaining critical operations. Under Mr. Burgiel's direction, within 48 hours SAIC deployed a team of experts to

Education

University of Central Florida
Master of Business Administration

Tufts University
Bachelor of Arts, Economics

Key Expertise

- Solid and Hazardous Waste Management
- Disaster Recovery Program Management
- Federal Grant Management
- Accounting/Auditing Oversight

SAIC

the state emergency operations center (EOC). Mr. Burgiel and SAIC's grant management team are providing consulting services and managing the recovery process. Our team has begun collecting, reviewing, and offering technical assistance to applicants on their Hazard Mitigation Grant Program (HMGP) applications.

Disaster Recovery Services

Harris County, Texas

Principal in Charge. In 2008, Hurricane Ike made landfall in Texas, causing extensive damage to Harris County, the fourth largest county in the United States. Mr. Burgiel rode out the storm in Harris County's EOC and assisted with the deployment of SAIC's response team following the storm. SAIC assisted with monitoring and cost reimbursement for over 2.5 million cubic yards of debris from the public right-of-way (ROW) in response to Hurricane Ike.

Comprehensive Debris Management Response

Volusia County, Florida

Principal in Charge. The firm was retained by Volusia to assist with monitoring of cleanup efforts following the Groundhog Day tornadoes that swept through Central Florida during the early morning hours, leaving 20 people dead and many others injured and without homes. Under Mr. Burgiel's direction, the firm mobilized a response team to the area to help identify critical debris removal areas and initiate its ROW debris removal operation. Mr. Burgiel oversaw the management of a full support team involved with staging operations, load inspections for storm debris cleanup, and logistics operations for the field inspectors.

Disaster Recovery Management and Storm Debris Monitoring

City of Boca Raton, Florida

Principal in Charge. Following Hurricane Frances, Mr. Burgiel supervised the responsive deployment of support teams, assisted with staging operations, and managed scheduling, dispatching, and logistics operations for the field inspectors assigned to storm debris cleanup.

Disaster Recovery and Storm Debris Cleanup Management

Miami-Dade County, Florida

Principal in Charge After Hurricanes Katrina and Wilma struck Miami-Dade County, the firm provided immediate on-site assistance and a wide range of disaster recovery management and storm debris cleanup monitoring services to help Miami-Dade County make a quick recovery. Under Mr. Burgiel's direction, the firm assembled and deployed a full disaster recovery team to assist Miami-Dade County with removal of approximately 5.5 million cubic yards of debris. Mr. Burgiel oversaw the data management process and assisted Miami-Dade County with FEMA project worksheets and appeals.

Ralph Natale

Mr. Natale is the director of operations for the Response and Recovery Practice of Science Applications International Corporation's (SAIC) BDR Division. Mr. Natale leads our team of project managers by providing daily project support, project oversight, guidance on health and safety, reimbursement policies, and fraud prevention protocols. He also maintains project financials.

Mr. Natale has focused his efforts on developing and improving SAIC's program management processes. These processes ensure the most efficient methods of managing debris removal programs to maximize federal reimbursement via the Federal Highway Administration (FHWA), Natural Resources Conservation Service (NRCS), or Federal Emergency Management Agency (FEMA) 322, 325, and 327 guidelines.

Mr. Natale has served as a principal in charge, program manager, data manager, and operations manager on some the of country's largest debris-generating disasters, including Hurricane Katrina, Hurricane Wilma, and Hurricane Ike. This includes managing the removal of over 10 million cubic yards (CYs) of debris and 350,000 hazardous trees totaling over $300 million in costs that were submitted for federal reimbursement. Mr. Natale also managed the cleanup of 62 miles of waterways throughout the Florida Everglades in Collier County utilizing NRCS funding.

Additionally, Mr. Natale served as a debris specialist and grant consultant for the State of Connecticut Emergency Operations Debris Task Force during the recovery operations following Hurricane Irene and Winter Storm Alfred. This included over four million CYs of debris collected throughout the state. He also conducted daily briefings and provided guidance to all state agencies and local towns as requested.

Professional Experience

2011 Halloween Nor'easter/Winter Storm Alfred Disaster Recovery

Multiple Connecticut State-Level Agencies

Principal in Charge. Mr. Natale oversaw all projects for the State of Connecticut operations during Winter Storm Alfred, including the Department of Energy and Environmental Protection (DEEP) and the Connecticut Department of Transportation, where he worked closely

Education

New Jersey Institute of Technology
Bachelor of Science, Chemical Engineering (In Progress),

Key Expertise

- Disaster Debris Removal Reimbursement
- Grant Management
- Collection/Disposal Program Management
- Private Property Right-of-Way Debris Removal Monitoring

Grant Experience

- FHWA
- FEMA Public Assistance (PA) Grant Program
- NRCS

Training and Certifications

- HSEEP-Certified
- OSHA Asbestos Health and Safety
- IS-30: Mitigation Grants System
- IS-100, 200, and 700: ICS and NIMS
- IS-630: Introduction to the PA Process
- IS-631: PA Operations
- IS-632: Debris Operations

SAIC

with FHWA, FEMA, and state representatives to develop a program that maximized reimbursement.

Hurricane Irene Response

Multiple Connecticut State-Level Agencies

Principal in Charge. Mr. Natale oversaw a statewide operation that pushed downed trees from blocked roads and allowed access to critical state infrastructure. This was coordinated through the State of Connecticut Emergency Operations Center (EOC) and the State of Connecticut Emergency Operations Debris Task Force. Mr. Natale also assisted DEEP in removing hazards from state parks.

Standing Dead Trees

City of Houston, Texas

Principal in Charge. Mr. Natale worked with the City of Houston to use their standby debris contract to help remove over 20,000 dead trees throughout the city. This plan helped the City of Houston to maximize the allocated $4.5 million citywide. This was important because this was not a FEMA-declared event. Along with contract administration, SAIC has been tasked with coordinating the surveying, cutting, and disposal of 248 zones over 16,500 center lane miles.

Demolitions Phases 2-3

Terrebonne Parish, Louisiana

Principal in Charge. Mr. Natale provided project financial oversight for the project. He also ensured that the project complied with FEMA regulations.

Hurricane Ike Disaster Recovery Services

City of Houston, Texas

Project Manager. Mr. Natale managed the firm's largest hazardous tree removal program for the City of Houston. The program involved removing over 214,000 hazardous trees accompanied by 630,000 photographs to document eligibility.

Hurricane Ike Disaster Recovery Services

City of Houston, Texas

Grant Administrator/Data Manager. Mr. Natale worked closely with the City of Houston Solid Waste and Finance Department to reconcile and provide detailed information of over $110 million in invoices and over $3 million in FHWA funds. Mr. Natale also helped reconcile and submit over $9 million in force account labor.

Texas Department of Transportation Training Program

City of Austin, Texas

Grant Administrator/Data Manager. Mr. Natale developed a training program for the Texas Department of Transportation to be implemented statewide and educate applicants on the FHWA Emergency Relief (ER) Program.

John Buri

Mr. Buri serves as regional director in Houston, Texas. His primary focus is in disaster recovery, specifically disaster debris management and the Federal Highway Administration Emergency Relief (FHWA-ER) program. Over the last several years, he has been responsible for managing the monitoring of the collection and disposal of disaster related debris including vegetative, construction and demolition, beach remediation, hazardous and special wastes. In addition, he has worked with numerous communities to develop Federal Emergency Management Agency (FEMA) approved debris management plans under the Public Assistance (PA) Pilot Program.

Through his disaster recovery work, Mr. Buri has developed significant knowledge of federal, state and local regulations pertaining to solid waste management, hazardous waste management, FEMA, Department of Transportation, and Federal Highway Administration (FHWA) regulations, policies and reimbursement processes. In addition, Mr. Buri is highly knowledgeable of federal, state, and local emergency agencies and programs, as well as funding sources and reimbursement procedures.

Additionally, Mr. Buri is recognized throughout the State of Texas for his assistance with the FHWA-ER program. Mr. Buri spearheaded the FHWA-ER effort following Hurricane Ike where he assisted numerous local governments throughout the state of Texas to apply for nearly $30 million in FHWA-ER funding. Currently, Mr. Buri is working on the statewide training initiative for the FHWA-ER program to train state and local staff on the elements of the program.

Professional Experience

FHWA-ER Training Manual and Workshop

Multiple Clients in Texas

Client Liaison and Project Manager. Mr. Buri is the statewide trainer for the FHWA-ER workshops being held throughout the state of Texas. Mr. Buri developed the guide book and coordinated with state officials and the FHWA-ER coordinator for the state to deliver over 20 workshops and provide training to over 500 individuals.

Education

Texas State University
Master of Arts, Public Administration, 2002

The University of Texas
Bachelor of Arts, Government, 2000

Key Expertise

- FHWA-ER Program
- Grant Application Development
- Policy
- Grant Accounting Systems
- Audit Process
- Closeout Procedures

Grant Experience

- FHWA-ER Program
- HUD Community Development Block Grant Program (CDBG)
- FEMA Public Assistance (PA)
- FEMA Hazard Mitigation Grant Program (HMGP)

Training and Certifications

- IS-700: National Incident Management System
- IS-546: Continuity of Operations (COOP) Awareness
- IS-547: Introduction to COOP
- COOP Train-the-Trainer Course

SAIC

Wildfire Disaster Emergency Relief Program

City of Bastrop, Texas

Client Liaison and Project Manager. Mr. Buri assisted with the reimbursement of over $5 million in damages to roadway signs, signals, and guard rails and with debris removal efforts. He also provided technical assistance and assisted with application development.

Hurricane Ike Comprehensive Debris Management Operations and FEMA PA Administration and Management

Multiple Clients in Texas

Client Liaison and Project Manager. Mr. Buri assisted with various debris related expenses. He assisted with application development and helped craft the policy for which ER claims were provided to the state.

Disaster Management in Response to Hurricane Rita

Jefferson County, Texas

Project Manager. Served as project manager to mobilize and deploy a full emergency response team in Jefferson County, Texas to assist with staging operations, project staffing and scheduling, and contracting and negotiations with the County's two debris removal contractors: Crowder Gulf and DRC. Services included temporary debris storage and recovery sites (TDSRS) selection and management, monitoring services, data management and call center operations.

Comprehensive Disaster Debris Program Management

Escambia County, Florida

Client Liaison and Project Manager. SAIC provided comprehensive disaster debris program management services to Escambia County following one of the worst disasters in the Florida panhandle (Hurricane Ivan). Mr. Buri managed the collection and processing of approximately 10 million cubic yards of vegetative and construction and demolition debris, including 1.5 million cubic yards of contaminated sand. Mr. Buri was also instrumental in assisting the County to obtain approval from FEMA to remove debris from private property (as a reimbursable expense).

Escambia County Disaster Debris Management Plan

Escambia County, Florida

Client Liaison and Project Manager. Mr. Buri assisted with the preparation of a disaster debris management plan for the County that identified responsibilities of key County staff and individuals from other participating jurisdictions. Pivotal to defining roles and responsibilities were two key workshops with all County and non-County stakeholders. Mr. Buri facilitated two half-day workshops, compiled the input and used the information for final plan development.

The workshops were the basis for establishing a spirit of cooperation between, the County, participating municipalities, the Florida Department of Transportation, the Santa Rosa Island Authority and the Perdido Key Chamber of Commerce. The specific roles for each group in the event of a disaster were resolved and defined during the course of the meetings.

Richard Hainje

As former regional administrator of Federal Emergency Management Agency (FEMA) Region VII for eight years, Mr. Hainje was responsible for the preparedness, response, recovery, and mitigation of all disasters in Kansas, Iowa, Nebraska, and Missouri, and led the region through over 40 presidentially declared disasters. Over the last 10 years, Mr. Hainje has supervised major emergency operations in Florida, Mississippi, Missouri, Iowa, Nebraska, and Kansas.

Mr. Hainje serves as senior advisor of state and local programs. He has extensive experience working with senior first responders as well as local, state, and federal elected officials during times of crisis. This has included providing full briefings to the president of the United States five times at the scene of major disaster operations, most recently in Cedar Rapids, Iowa, following the heavy flooding in the area.

Mr. Hainje was responsible for creating a long-term community recovery (LTCR) process for FEMA Region VII. This special program provides heavily impacted communities the opportunity to go through a FEMA-sponsored planning process after a catastrophic incident. The LTCR process was used in Greensburg, Kansas, to help the community plan for a new "green" future. The Greensburg, Kansas, recovery is a model for disaster recovery and the subject of televised documentaries/specials on major networks.

In addition, Mr. Hainje formed a continuity of operations (COOP) working group within the federal executive boards of Kansas City and St. Louis, which has led to increased preparedness for the federal agencies in Region VII. The yearly exercises that came out of this effort are among the largest federal COOP exercises outside of Washington, DC. Over 100 departments and agencies, representing 39,000 employees, have participated in the annual exercises.

Due to the devastating effects of Hurricane Katrina, Secretary Chertoff chose principal federal official (PFO) teams for the 2006 hurricane season. Mr. Hainje was asked by Secretary Chertoff to serve as the deputy PFO for the Mid-Atlantic states. In this role, Mr. Hainje was involved with every aspect of preparation for all of the states from Georgia to Delaware. He led exercises in Region IV and Region III, and worked with each state on evacuation plans and commodity distribution plans.

Education

Mid American Nazarene University
Bachelor of Arts, Management and Human Relations, 2008

Killian College
Associate of Science, Fire Science, 1994

Key Expertise

- Policy/Government Affairs
- Local, State, and Federal Disaster Response and Recovery Funding
- Post-Disaster Emergency Housing
- Grant Writing, Administration, and Implementation
- Regional Response
- Commodity Distribution
- Homeland Security
- Emergency Management and Response

Grant Experience

- FEMA Public Assistance
- Hazard Mitigation Grant Program
- Community Development Block Grant Program

Training and Certifications

- Incident Command System

SAIC

Mr. Hainje led the response, recovery, and mitigation for the historic 2008 Midwest flooding event. At the peak, Mr. Hainje was the regional administrator in charge of over 1,000 FEMA employees deployed to this event. Mr. Hainje briefed the Midwest governors, the president of the United States, as well as many U.S. senators and congresspersons.

Mr. Hainje was also the director of operations for Hurricane Charley, which struck Florida in 2004. He was responsible for the entire Florida operations division, which at the time was the largest deployment in FEMA's history. Following the four hurricanes that struck Florida, Mr. Hainje served as director of emergency housing, which was the largest emergency housing operation in more than a decade.

Professional Experience

Financial Recovery Services Projects

FEMA PA Closeout Services

State of South Dakota

Principal in Charge. As principal in charge, Mr. Hainje oversaw the PA closeout contract, which involved closing out over 200 project worksheets related to public utilities.

Federal Grant Administration

Port of Galveston, Texas

Principal Consultant. Mr. Hainje is assisting the Port of Galveston on a number of reimbursement-related issues. With Mr. Hainje's assistance, the Port of Galveston has received more than $40 million in additional federal funding associated with permanent repairs to several of the port's piers following damage from Hurricane Ike in 2008.

Comprehensive FEMA PA and Federal Highway Administration

Texas Department of Transportation (TxDOT)

Senior Advisor. Mr. Hainje worked with TxDOT and FEMA to resolve a number of outstanding projects, allowing TxDOT to receive millions in eligible funding.

Response and Recovery Projects

Debris Monitoring Program Management

Bastrop County, Texas

Senior Advisor. Mr. Hainje is serving as a senior advisor to Bastrop County as they recover from the most devastating wildfires in Texas history. The fires destroyed 1,700 structures. Mr. Hainje assisted Bastrop County with requests to Texas Division of Emergency Management and FEMA.

Additional Training and Certifications

- Extensive Chief Fire Officer National Fire Academy Course Work
- Former Emergency Medical Technician

Cristine McCombs

Ms. McCombs is a seasoned emergency management professional. She served as the director of the Massachusetts Emergency Management Agency (MEMA) for four years. Ms. McCombs oversaw the development of continuity of operations (COOP) plans for 102 state agencies. She led the commonwealth in becoming the eighth in the nation to secure Emergency Management Accreditation Program (EMAP) accreditation in November 2006. Ms. McCombs has worked with the only two states that have earned EMAP accreditation and passed the Nationwide Plan Review.

During her tenure with MEMA, Ms. McCombs developed comprehensive plans in preparation for the City of Boston and the Commonwealth of Massachusetts to host the 2004 National Democratic Convention (DNC). The DNC was designated as a National Special Security Event (NSSE), requiring the development of special plans and procedures to ensure public health and safety.

Since joining Science Applications International Corporation (SAIC), Ms. McCombs has served as principal in charge, project manager, and lead facilitator on strategic state and urban area planning projects, including the business continuity plan (BCP) and exercise program for New York Power Authority; the regional evacuation plan for the City of Atlanta; continuity of government (COG) planning for the Commonwealth of Virginia Governor's Cabinet; the Vermont Pandemic Influenza COOP Program; and the Harris County, Texas, Hurricane Ike After Action Reporting. Ms. McCombs is also the strategic advisor to Amtrak where she works alongside the Chief Operations Administrator to set strategic vision and assist with executive level administration. Ms. McCombs is currently assisting the State of Vermont with its post Hurricane Irene hazard mitigation grant program.

Ms. McCombs is also experienced in coordinating and participating in multistate exercises and drills. Ms. McCombs participated in tri-state exercises involving three nuclear power plants. The nuclear power plant in New Hampshire involved the States of New Hampshire and Massachusetts, and the power plant in Vermont involved tri-state coordination between New Hampshire, Vermont, and Massachusetts.

Education

Mount Ida College
Associate of Arts, General Studies, 1982

Key Expertise

- Capabilities Assessments for Readiness
- National Planning Scenarios
- UASI Grant Program
- Homeland Security Presidential Directives
- State Homeland Security Grant Program
- Executive-Level Facilitation
- State COOP Planning
- EMAP Accreditation
- Emergency Management Planning
- Disaster Recovery Planning

SAIC

In addition, Ms. McCombs is intimately familiar with disaster recovery programs. While at MEMA, she was charged with coordinating federal, state, local, voluntary, and private resources during emergencies and disasters in the Commonwealth of Massachusetts.

Professional Experience

Business Continuity Plans and Corporate Emergency Management Plan and Exercises (September 2007–December 2011)

New York Power Authority (NYPA)

Project Manager. Ms. McCombs served as project manager developing a comprehensive BCP and exercise program for NYPA headquarters and their five off-site facilities. SAIC assisted with analyzing NYPA's internal capabilities to develop the program through on-site visits and working group sessions. The planning process culminated with a BCP that defined three levels of essential functions, the resources required to perform those functions, and recommendations to successfully implement and maintain the program. Ms. McCombs facilitated a series of exercises at NYPA headquarters and the five off-site facilities to test the plan assumptions.

In March 2009, SAIC began developing an all-hazards emergency response plan based on Homeland Security Directive: Critical Infrastructure/Key Resources for NYPA headquarters and six power-generating annexes. The plan involves an assessment of the emergency management program and practices for several of NYPA's key power supply and transmissions sites throughout the state. Ms. McCombs assisted with outreach efforts to the jurisdictions in which these plants operate to build regional collaboration and provide recommendations for training and exercises.

Continuity of Operations Planning (May–August 2007)

New Jersey Property Liability Insurance Guaranty Association (NJPLIGA)

Project Manager. Ms. McCombs served as project manager to conduct a cursory assessment of the NJPLIGA Disaster Recovery Plan. The results of the assessment led the association to engage SAIC to develop a comprehensive COOP plan. Ms. McCombs conducted a kickoff meeting with the association key personnel, processed surveys from the core departments, and conducted on-site consultations with staff. In addition, she conducted a working group session to define the overarching COOP program for the association.

Comprehensive Emergency Management Plan (October 2006–January 2007)

State of Maine

Project Manager. Ms. McCombs served as project manager to deliver the revised statewide comprehensive emergency management plan and supporting annexes for the State of Maine. The plan and annexes were revised with the goal of attaining EMAP accreditation. Ms. McCombs applied her EMAP knowledge in the review and revision of the plan and supporting documents. Upon conclusion of the plan revision, Ms. McCombs completed a gap analysis for the state.

Charles McLendon

Mr. McLendon is a subject matter expert with over 21 years of experience specializing in solid waste and hazardous waste management, program management, disaster recovery, mitigation, and reconstruction. Through his many years of local government consulting experience, Mr. McLendon is highly skilled in organizing project teams, contracting, project scheduling, cost estimation, logistics, and numerous other project management tasks.

Mr. McLendon has been involved in numerous large-scale program management efforts associated with a variety of disciplines, including capital projects reconstruction, water and sewer program renewal, disaster recovery, and solid waste master plan implementation.

Mr. McLendon is a recognized expert in disaster recovery efforts and the associated grant programs utilized to reimburse local governments. He has provided oversight for nearly 100 million cubic yards (CYs) of debris removal and has expertise in a number of specialty programs, including private property debris removal programs and debris contracting.

Mr. McLendon has overseen projects ranging from one of the largest utility system acquisitions in the State of Florida to managing the short- and long-term recovery efforts of numerous communities that have been affected by catastrophic natural disasters.

Professional Experience

Residential Demolition Program

City of New Orleans, Louisiana

Principal in Charge. Mr. McLendon oversaw the implementation of a complex residential demolition program for the City of New Orleans following the departure of the U.S. Army Corps of Engineers after Hurricane Katrina. Mr. McLendon was instrumental in organizing a complex process that complied with City of New Orleans nuisance abatement ordinances that allowed the City of New Orleans to lawfully demolish blighted properties damaged by Hurricane Katrina. Several thousand homes were surveyed for participation in the program and almost 2,000 were ultimately demolished.

Education

Florida State University
Bachelor of Science, Marketing, 1991

Key Expertise

- Debris Management
- Program Management
- FEMA PA Program Grant Administration
- Private Property Debris Removal Programs
- Contract Management and Debris Contractor Procurement
- Solid and Hazardous Waste Management

SAIC

Disaster Debris Program Management, Grant Management, and Training

Texas Department of Transportation (TxDOT)

Technical Advisor. Mr. McLendon provided senior guidance to Science Applications International Corporation (SAIC) staff in support of numerous projects for TxDOT. SAIC provided debris monitoring services to the Beaumont District of TxDOT following Hurricane Ike. Later, SAIC supported the Beaumont District and headquarters with various Federal Highway Administration (FHWA) Emergency Relief (ER) Program and Federal Emergency Management Agency (FEMA) Public Assistance (PA) Program grant management tasks. SAIC also developed and facilitated FHWA ER training workshops for local governments on behalf of TxDOT. Finally, SAIC supported TxDOT following the 2011 Bastrop Complex wildfire.

Disaster Debris Monitoring Services

City of Galveston, Texas

Principal in Charge and Project Manager. Following the landfall of Hurricane Ike on Galveston Island, Mr. McLendon oversaw emergency roadway clearance, right-of-way debris monitoring, debris management site operations, household hazardous waste debris removal, hazardous tree removal, and many other programs.

Disaster Debris Monitoring Services

City of Houston, Texas

Principal in Charge. Following Hurricane Ike, SAIC's operations in Houston included the recovery of more than 4.5 million CYs of debris.

Comprehensive Disaster Debris Program Management

Escambia County, Florida

Principal in Charge and Project Manager. Mr. McLendon directed efforts to provide comprehensive disaster debris program management services to Escambia County following Hurricane Ivan. He helped Escambia County collect and process more than 6 million CYs of vegetative debris, 1.5 million CYs of construction and demolition debris, and 1.5 million CYs of sand. He was also instrumental in helping Escambia County obtain approval from FEMA to remove debris from private property (as a reimbursable expense).

Debris Monitoring Services

City of New Orleans, Louisiana

Principal in Charge. Mr. McLendon provided senior oversight following the landfall of Hurricane Gustav in 2008. Mr. McLendon oversaw the execution of the project, including contract negotiations, hiring of local firms to meet the City of New Orleans's minority, woman-owned, disadvantaged business enterprise (M/W/DBE) participation goals, and meetings with the Sewerage and Water Board of New Orleans, Louisiana Department of Environmental Quality, and state and local historic preservation societies.

Kim Bowyer

Mr. Bowyer has extensive experience in disaster debris program management support under the Federal Emergency Management Agency's (FEMA) Public Assistance (PA) Grant Program. He has worked for numerous communities, from upstate New York to the southern tip of Texas, providing disaster recovery operations support. Mr. Bowyer has an intimate understanding of all aspects of emergency debris removal monitoring from both the contractor and monitoring perspective.

Mr. Bowyer is also experienced in all aspects of disaster planning and recovery, including mobilizing response teams, permitting debris management site (DMS) locations, public information, call center operations, private property right-of-entry (ROE) administration, waterway cleanup, and residential/commercial demolition. Mr. Bowyer has maintained appropriate staffing levels for efficient debris removal and disposal operations, implemented quality assurance and quality control measures, reviewed daily contractor activity, and supervised the submittal of invoices.

Professional Experience

Winter Storm Debris Removal Services

Connecticut Department of Transportation

Project Manager. Following the winter storms in 2011, Mr. Bowyer managed debris and hazardous tree removal operations involving 160 monitors and field staff. His territory totaled 1,800 miles of state routes and several interstate highways. Mr. Bowyer also maintained separate records for FEMA and Federal Highway Administration (FHWA) Emergency Relief (ER) routes to facilitate reimbursement for the State of Connecticut.

Hurricane Irene Debris Removal Services

Henrico County, Virginia

Project Manager. Following Hurricane Irene, Mr. Bowyer oversaw the removal of debris and hazardous trees from county-maintained roads. He also expanded the debris management program to include the removal of hazardous trees and branches from county parks.

Education

Thomas Edison State College
Bachelor of Science, Marketing, 2005

Crowder College
Associate of Arts, General Studies, 1988

Key Expertise

- FEMA IS-700 NIMS
- FEMA Compliance Monitoring
- Disaster Debris Management
- Field Monitoring
- Project Staffing
- Truck Certification
- Multiagency Coordination
- FEMA Reimbursement

SAIC

Demolitions

Terrebonne Parish, Louisiana

Project Manger. Following Hurricane Ike, Mr. Bowyer was responsible for managing and identifying submitted storm-damaged structures to FEMA for reimbursement. Mr. Bowyer walked all properties through the condemnation process that led to the ultimate demolition of over 350 properties.

Ice Storm Disaster Recovery Services

Arkansas Game and Fish Commission

Operations Manager. Following the ice storms in 2009, Mr. Bowyer was responsible for training monitors and certifying over 40 crew members for a fast-paced urgent hazardous tree removal in two wildlife management areas. He also assisted in FEMA validations for proper reimbursement.

Disaster Debris Program Management

Iberville Parish, Louisiana

Project Manager. Following Hurricane Gustav, Mr. Bowyer managed right-of-way (ROW) debris removal and the removal of hazardous branches and leaning trees on parish ROWs. He also managed the parish-wide private property debris removal program and the removal of storm-generated debris from several parish waterways and bayous.

Disaster Debris Program Management

Greene County, Missouri

Operations Manager. Following severe ice storms in the Midwest in 2007, Mr. Bowyer supervised and provided quality assurance checks for up to 60 monitors doing debris and tree removal.

Disaster Debris Program Management

City of Norman, Oklahoma

Operations Manager. Following severe winter storms in 2007, Mr. Bowyer supervised and provided quality assurance for monitors involved in ROW debris removal and the removal of hazardous branches and leaning trees. He also scheduled and reported on the progress made in 15 city parks in Oklahoma.

Phil Ivey

Mr. Ivey is a project manager for Science Applications International Corporation (SAIC). In this role, he provides Federal Emergency Management Agency (FEMA)-related guidance and public assistance (PA) administration during times of activation based on his extensive experience managing disaster recovery efforts. This includes debris collection and disposal, developing project worksheets to accurately record the data to ensure proper reimbursement, payment reconciliation, and guidance on adhering to local, state, and federal regulations and policies governing debris collection and disposal.

Mr. Ivey has oversaw recovery operations on some the of country's largest debris-generating disasters, including Hurricanes Katrina, Wilma, Dennis, and Ivan; the ice storms that hit the Buffalo, New York, area in October 2006; and the Groundhog Day tornadoes that swept through central Florida in February 2007. In the past two years, he has worked in communities stretching from the Gulf Coast region to upstate New York providing disaster recovery operations to ensure compliance with all FEMA and other reimbursement agency regulations.

Professional Experience

Waterway Cleanup Reimbursement Assistance

Collier County, Florida

Project Manager. Mr. Ivey and other key members of the project team provided Collier County with daily progress reports, including maps showing beginning global positioning system (GPS) coordinates with pre-photos, daily progress, ending GPS coordinates, and post-event photos. The daily reports included documentation supporting daily debris removal quantities and documentation of the proper disposal of that debris. These reports were discussed at a weekly meeting with representatives from the Natural Resources Conservation Service (NRCS) and Collier County. Mr. Ivey also instructed team members on how to accurately measure work completed in order to ensure maximum reimbursement.

Key Expertise

- Data Management
- FEMA Compliance Monitoring and Auditing Oversight
- Collection/Disposal Monitoring
- Private Property ROE Debris Removal Administration
- Field Operations and Logistics Support
- Public Assistance Administration

Trainings and Certifications

- FEMA IS-700 NIMS
- OSHA 510: 40-Hour Construction Safety
- OSHA 40-Hour HAZWOPER
- OSHA 7600 Disaster Site Worker
- OSHA 10-Hour Construction Safety

SAIC

Tornado Disaster Debris Monitoring

Volusia County, Florida

Project Manager. Mr. Ivey was responsible for overseeing the teams monitoring the collection and disposal of approximately 135,000 cubic yards (CYs) of debris. Mr. Ivey also coordinated the data management process to ensure maximum reimbursement from FEMA.

The unique demolition project required the identification and tracking of items with archeological significance to the surrounding area. Mr. Ivey's eye for detail for all aspects of the fast-paced demolition project ensured maximum reimbursement from FEMA for the City of New Orleans.

Ice Storm Management Program

City of Norman, Oklahoma

Project Manager. Following severe winter storms in December 2007, Mr. Ivey assisted with debris contractor procurement, overall program management, and overseeing the debris removal monitoring for the collection and disposal of approximately 750,000 CYs of debris. He was responsible for training nearly 120 monitors and supervisory personnel as well as holding daily safety and operational meetings with them. Mr. Ivey was able to add FEMA reimbursable projects for the city, which included the removal of hazardous trees, branches, and stumps from the right-of-way (ROW) and the removal of hazardous trees, stumps, and debris from over 40 city parks.

Comprehensive Ice Storm Management Program

Town of North Tonawanda, New York

Project Manager. Mr. Ivey was a member of the first response team and was deployed to the western portion of upstate New York following a devastating early season snowstorm that buried the Town of North Tonawanda under nearly two feet of snow. Mr. Ivey was responsible for truck certification, collection and disposal monitoring, and preparation of project worksheets to document eligible debris estimates for approximately 80,000 CYs of debris. He also provided fleet management services to ensure operations ran efficiently and effectively.

Disaster Debris Program Management

Henrico County, Virginia

Project Manager. Following Hurricane Irene, Mr. Ivey was responsible for supervising the debris and tower monitors, verifying truck certification, creating schedules for supervisors, and meeting with clients daily for updates on the progress of the debris management program.

Disaster Debris Program Management

City of Raleigh, North Carolina

Project Manager. Following the tornadoes in 2011, Mr. Ivey trained City of Raleigh staff members on debris removal, leaners and hangers, and truck certification. Mr. Ivey also tracked the work completed for FEMA eligibility and updated the client daily on training progress.

Disaster Debris Program Management

City of Cedar Rapids, Iowa

Field Supervisor. Following the flooding in 2010, Mr. Ivey was responsible for monitoring the daily operations of removing hazardous material from the Sinclair Plant.

Simon Carlyle

Mr. Carlyle has been directly involved in all phases of disaster recovery efforts, including debris management site (DMS) permitting, emergency push, right-of-way (ROW) collection monitoring, leaner/hanger/stump programs, ditch cleaning, marine operations, and numerous other disaster recovery programs. Through his disaster recovery experience, Mr. Carlyle has developed significant knowledge of federal, state, and local regulations pertaining to solid and hazardous waste management. He is also intimately familiar with the regulations, policies, and reimbursement processes of the Federal Emergency Management Agency (FEMA), the Federal Highway Administration (FHWA), the Natural Resources Conservation Service (NRCS), and other funding agencies. Mr. Carlyle has been responsible for providing program and project management in response to some of the largest debris-generating disasters in the nation, including Hurricanes Katrina, Rita, Wilma, Gustav, Ike, and Irene.

Professional Experience

Disaster Debris Program Management

State of North Carolina

Principal in Charge. Mr. Carlyle was in North Carolina working with and preparing our clients for Hurricane Irene days prior to impact. After the storm's impact, Mr. Carlyle served as principal in charge for all 16 of SAIC's North Carolina clients that were affected by Irene. Mr. Carlyle oversaw a variety of projects, including ROW debris removal and disposal, removal of dangerous hanging limbs and leaning trees, residential debris disposal, FHWA debris segregation, and FEMA reimbursement for the aforementioned projects.

Disaster Debris Program

State of Connecticut

Principal in Charge. Immediately following the historical impact of Winter Storm Alfred, Mr. Carlyle was mobilized to manage the arduous task of training 650 locally hired monitors and subsequently served as one of three principals in charge that SAIC activated to manage this statewide contact.

Education

Onondaga Community College
Associate of Arts, Radio and Television Production, 1996

Key Expertise

- Disaster Debris Management
- Private Property Programs
- Leaner/Hanger Programs
- FEMA Reimbursement
- Debris Site Permitting
- Public Information Campaigns

Grant Experience

- FEMA PA Grant Program
- FHWA ER Program

Training and Certifications

- FEMA IS-700 NIMS
- OSHA 510: 40-Hour Construction Safety
- OSHA 40-Hour HAZWOPER
- OSHA 7600 Disaster Site Worker
- OSHA 10-Hour Construction Safety
- IS-100: Introduction to ICS
- IS-120: Introduction to Exercises

SAIC

Comprehensive Wildfire Recovery

Bastrop County, Texas

Project Manager. Following the largest and most damaging wildfire in Texas history, Mr. Carlyle led our team of experts in initializing Bastrop County's recovery effort. Mr. Carlyle was integral in obtaining expedited project worksheets, coordinating with FEMA to develop disaster-specific documentation protocols, initiating a private property debris removal (PPDR) program, and orchestrating interlocal coordination with county municipalities, electrical co-ops, and regulatory agencies.

Ice Storm Disaster Debris Program Management

Arkansas Game and Wildlife Commission

Project Manager. As a result of an ice storm, SAIC was retained to provide disaster debris program management services. FEMA, for the first time in the agency's history, reimbursed for hazardous debris removal from hunting trails in a wildlife management area. Mr. Carlyle established protocols unique to this historic project and managed the safe removal of hundreds of thousands of hazardous trees and limbs blocking public hunting trails. Mr. Carlyle also trained and managed over 250 local employees, all hired within 96 hours of receiving a notice to proceed.

Disaster Debris Program Management

Terrebonne Parish, Louisiana

Project Manager. Immediately after Hurricane Gustav, Mr. Carlyle oversaw truck certification, monitor training, DMS permitting, ROW debris collection, removal of dangerous hanging limbs and leaning trees, and bayou debris removal.

Comprehensive Ice Storm Management Program

Town of North Tonawanda, New York

Reimbursement Specialist. Following a devastating early season snowstorm that buried the Town of North Tonawanda under nearly two feet of snow, Mr. Carlyle assisted with program management and debris monitoring services. He was also responsible for creating project worksheet versions to guarantee the Town of North Tonawanda would be eligible for the maximum reimbursement. Mr. Carlyle worked closely with town officials to facilitate FEMA category C–G reimbursement.

Winter Storm Disaster Management Program

City of Springfield, Missouri

Operations Manager. Following a devastating snowstorm in the South Ozarks region of Missouri, Mr. Carlyle oversaw the truck certification process, identification and permitting of DMS locations, all collection and disposal monitors, data entry, and contractor invoice reconciliation. Mr. Carlyle also provided support to the data management team and input for the daily e-mails sent to keep City of Springfield staff informed of key statistics.

Snowstorm Debris Monitoring

Genesee County, New York

Reimbursement Specialist. Following a crippling October 2006 snowstorm, Mr. Carlyle was responsible for mobilizing truck certification teams and temporary disposal site monitors throughout the county.

Anne Cabrera

Ms. Cabrera has worked on almost every major post-disaster contract since Hurricane Wilma in 2005, performing invoice reconciliation and other related tasks. She routinely serves as data manager, responsible for contractor invoice reconciliation, data exports, project worksheet allocation, project progress reports, and tracking systems. She has worked on behalf of cities and counties throughout the southeastern United States to prepare for, respond to, and recover from natural and human-caused disasters, including hurricanes, tornadoes, snowstorms, and ice storms.

Ms. Cabrera assisted with the invoice reconciliation of projects in Texas and Louisiana from Hurricanes Dolly, Gustav, and Ike. She was an integral part of updating the automated system that maintains field documentation. She has worked with teams to improve the quality control process to minimize discrepancies in field documents before tickets are sent to a data center. She has grown and mentored her staff to become experts in the reconciliation process. She has strong client relations and is a highly regarded expert in the debris management industry.

Most recently, Ms. Cabrera has assisted several communities in Virginia and North Carolina that were affected by Hurricane Irene. Ms. Cabrera has provided data management and contractor invoice reconciliation services.

Professional Experience

Disaster Recovery Services

City of Baytown, Texas

Invoice Analyst. Ms. Cabrera's primary responsibility was to support data management and contractor invoice reconciliation activities.

Disaster Recovery Services

St. John the Baptist Parish, Louisiana

Invoice Analyst. Following Hurricane Ike, Ms. Cabrera was part of the data management team for the parish's debris removal project. She worked closely with parish, debris contractor, and Federal Emergency Management Agency (FEMA) staff to provide regular updates on the quantities and types of debris collected.

Education

Florida Atlantic University
Master of Business Administration, International Business, 2011

Bachelor of Arts, Liberal Arts, 1999

Key Expertise

- Data Management
- Invoice Reconciliation
- FEMA Compliance Monitoring
- Reimbursement Policies and Procedures
- Database Systems
- Disaster Debris Management
- Project Staffing
- Multiagency Coordination
- FEMA Reimbursement

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Debris Removal Program Management

St. Landry Parish, Louisiana

Invoice Analyst. Ms. Cabrera oversaw the data entry, tabulation, and organization of collection and disposal data into FEMA-required formats.

Disaster Recovery Services

Terrebonne Parish, Louisiana

Invoice Analyst. Ms. Cabrera performed data management activities for Terrebonne Parish. This included designing and implementing quality assurance and quality control processes for the review and verification of field and debris contractor-provided data in support of invoices to ensure accurate invoice reconciliation.

Disaster Debris Program Management

City of Fort Lauderdale, Florida

Invoice Analyst. Ms. Cabrera supported data management activities associated with the debris collection effort. She helped install a debris management database to track the huge numbers of trucks and debris loads brought to the City of Fort Lauderdale's debris management site (DMS) locations.

Hurricane Ike, Hurricane Irene, and Tropical Storm Alfred Disaster Recovery Assistance

Ms. Cabrera was heavily involved in the firm's disaster recovery efforts during the 2008 and 2011 hurricane seasons, as well as ongoing projects related to the Texas severe drought and wildfires where she primarily provided data management activities associated with the debris collection effort. Listed below are a number of clients Ms. Cabrera supported:

- City of Bristol, Connecticut
- Connecticut Department of Transportation
- Connecticut, State of
- City of Hartford, Connecticut
- City of Manchester, Connecticut
- City of South Windsor, Connecticut
- City of Central, Louisiana
- Iberville Parish, Louisiana
- City of Beaufort, North Carolina
- Dare County, North Carolina
- Town of Duck, North Carolina
- Town of Kill Devil Hills, North Carolina
- Town of Kitty Hawk, North Carolina
- Lenoir County, North Carolina
- Town of Manteo, North Carolina
- Martin County, North Carolina
- Town of Nags Head, North Carolina
- Onslow County, North Carolina
- Town of Richlands, North Carolina
- Town of Southern Shores, North Carolina
- City of Alamo, Texas
- City of Alvin, Texas
- City of Angleton, Texas
- Bastrop County, Texas
- City of Bellaire, Texas
- Cameron County, Texas
- Fort Bend County, Texas
- Hardin County, Texas
- Harris County, Texas
- Hidalgo County, Texas
- City of Houston, Texas
- City of Galveston, Texas
- Galveston County, Texas
- City of Jamaica Beach, Texas
- City of La Marque, Texas
- City of Pasadena, Texas
- City of Seabrook, Texas
- City of Sugarland, Texas
- City of Weslaco, Texas
- City of West University Place, Texas
- Henrico County, Virginia
- Virginia Department of Transportation

Caryn Messer

Ms. Messer is a senior emergency management consultant with Science Applications International Corporation (SAIC). Ms. Messer also serves as a continuity of operations (COOP) steward and is responsible for developing and maintaining the firm's COOP planning standards of practice, staying abreast of changing regulations, and overseeing all work products developed by staff using the firm's COOP planning method. She has developed and facilitated COOP planning workshops nationally, and has provided expertise at planning conferences throughout the country.In addition, Ms. Messer applies her field experience in the development of emergency plans for clients, including COOP plans, comprehensive emergency management plans, and debris management plans. Ms. Messer also develops exercise programs specifically designed to facilitate implementation for the continuous maintenance of the plans.

Ms. Messer began her career in emergency management in 2005 with the Florida Division of Emergency Management, where she was responsible for compiling and updating hurricane evacuation clearance times, coastal high hazard zones, and vulnerable population information following the active 2004 and 2005 hurricane seasons. She then became a management analyst, where she assisted state agencies with the Federal Emergency Management Agency (FEMA) Public Assistance (PA) Grant Program, primarily with the National Environmental Policy Act (NEPA) review and project closeout processes. She worked with the FEMA Long-Term Recovery Office to move projects through FEMA's historic preservation and environmental queue by coordinating with applicants and contractors to obtain the documentation necessary to continue delayed projects. During activations she was responsible for developing and updating incident action plans in the state emergency operations center (EOC) as part of her response duties for Emergency Support Function #5 – Information and Planning. She was also mobilized to the field to assist with recovery efforts and debris management operations. Ms. Messer also actively participated in trainings and statewide exercises throughout the year as part of the division's ongoing effort to maintain disaster preparedness.

Professional Experience

Debris Management Planning (March–July 2010)

New York-New Jersey-Connecticut-Pennsylvania Regional Catastrophic Planning Team (RCPT)

Project Manager. The New York-New Jersey-Connecticut-Pennsylvania RCPT is comprised of stakeholders in 22 counties in the 4 state area

Education

Florida State University
Bachelor of Science,
Political Science, 2005

Key Expertise

- Catastrophic Emergency Preparedness Planning
- COOP Planning
- Debris Management Planning
- Federal Grant Programs
- Training and Exercises Programs

Training and Certifications

- HSEEP Trained
- FEMA Professional Development Series Certification
- FEMA ICS Training including IS 547: Introduction to Continuity of Operations

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including and surrounding New York City. The region received a grant from the U.S. Department of Homeland Security (DHS) to develop several regional catastrophic plans. Ms. Messer developed a custom scope of services to develop the region's debris management plan considering the complex municipal solid waste management system in the area. The RCPT selected SAIC to facilitate the project, for which Ms. Messer served as the lead consultant. Her responsibilities included interfacing with the client, compiling debris management related information from each of the 22 participating counties, and developing a detailed findings report based on the data collected. The project was delivered on an accelerated time line to meet the grant requirements.

Disaster Debris Management Workshops (May 2012–Ongoing)

Houston-Galveston Area Council (H-GAC), Texas

Project Manager. Ms. Messer developed a debris management workshop series that was hosted by H-GAC and provided to a multitude of municipalities in the area. The workshops focused on the lessons learned from recent disasters, available federal grant programs for emergency preparedness and disaster recovery, and the state and federal coordinating agencies involved emergency operations. Ms. Messer worked closely with the council to develop the customized workshops. She is also in the process of assisting H-GAC with procurement assistance to update their cooperative purchasing program for debris removal service vendors.

Continuity of Operations Plan

Nevada Department of Transportation (DOT)

Subject Matter Expert/Technical Review. SAIC was recently selected by the Nevada DOT to develop an all hazards COOP plan. Ms. Messer provided a subject matter review to ensure the plan meets current industry standards and best practices for COOP planning. She also provided technical assistance to develop a plan customized for Nevada DOT. In addition, Ms. Messer supported the project team with the development of interim deliverables and the COOP plan district annexes. After plan development, SAIC worked with Nevada DOT to design and conduct onsite presentations/training with each of the three Nevada DOT districts. These trainings included a discussion of each district's roles and responsibilities within the COOP plan.

Regional Evacuation and Exercise Program

Metro Atlanta Urban Area Strategic Initiative (UASI)

Ms. Messer served as the lead planner for the Metro Atlanta Urban Area Strategic Initiative (UASI) Regional Evacuation Exercise Program in 2011. Ms. Messer developed the exercise materials for the region's evacuation functional exercise. The exercise included a ten county area and the City of Atlanta, Georgia Emergency Management Agency and the Federal Emergency Management Agency. Ms Messer served as the lead evaluator during the exercise where 11 emergency operations centers participated in the exercise. She develop the after action report which highlighted the strengths and weaknesses of the exercise. She also developed the improvement plan which identified corrective actions to continue building the region's emergency preparedness posture.

Following the exercise, Ms Messer co-facilitated half-day workshops with each of the 10 counties to introduce senior leaders to the plan and review the findings of the exercise. Ms Messer is currently serving as the deputy project manager and lead planner for MARTA's multi-year planning, training and exercise program. The program includes updating the MARTA COOP and implementing more training and exercise programs to maintain the plan.

Conrad King

Mr. King is an experienced operations manager and project manager with Science Applications International Corporation (SAIC). Mr. King has extensive knowledge of right-of-way (ROW) debris monitoring, debris site and tower monitoring, asbestos segregation, and Federal Emergency Management Agency (FEMA) guidelines.

Professional Experience

Disaster Debris Program Management

St John the Baptist Parish, Louisiana

Operations Manager. Mr. King was critical in the application of an Automated Debris Management System (ADMS) in St. John the Baptist Parish following Hurricane Isaac. Mr. King's daily responsibilities included training, deploying, and supervising monitors as well as coordinating resource and equipment management. As operations manager, Mr. King provided critical field information to the project manager to assist in overall project management.

Disaster Debris Program Management

Newport News, Virginia, and the Virginia Department of Transportation

Project Manager. After Hurricane Irene made landfall in 2011, Mr. King trained operations monitors on debris site tower monitoring, ROW debris monitoring, leaner and hanger removal, stump removal, and truck certification. He also regularly met with Newport News officials to give updates on plan operations, and met with contractor management personnel to coordinate operations and FEMA guidelines. Mr. King worked closely with the data processing department to acquire feedback on ticket accuracy and to correct any issues in the field with monitors.

Disaster Debris Program Management

Lafayette Parish, Louisiana

Operations Manager. Following Hurricane Gustav in 2008, Mr. King assisted the project manager and hired and trained monitors on ROW vegetative debris cleanup, ROW construction and demolition cleanup, and leaner and hanger removal. He also worked with city officials to coordinate recovery efforts in Lafayette Parrish, where he directed contractors and crews to specific areas of operations and duties, coordinated the areas in which various subcontractors would be

Key Expertise

- Project Management
- Disposal Site Management
- Interlocal coordination
- FEMA Grant Administration
- Project Staffing
- Data Management
- Project Closeout

Training and Certifications

- FEMA IS-700 NIMS
- USACE Construction Quality Management
- Red Cross CPR Instructor

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operating, and worked with city parks management personnel to coordinate recovery efforts in city parks.

Disaster Debris Program Management

Orange County and Palm Beach County, Florida

Field Monitor. Following Hurricane Charley in August 2004, Mr. King monitored crews as they collected ROW vegetative debris for Orange County. Within weeks of Hurricane Charley, Florida was struck by Hurricane Francis and Hurricane Jeanne in September 2004. Mr. King served as a field monitor for both hurricanes, where he monitored crews that were collecting ROW vegetative debris, monitored trucks entering the debris disposal site, and checked tickets for errors. He also supervised the debris site and debris tower operations, supervised personnel, trained field and tower monitors, and worked with city officials to coordinate recovery efforts.

Disaster Debris Program Management

Collier County, Florida

Operations Manager. After Hurricane Wilma struck Collier County in October 2005, Mr. King trained and supervised ROW monitors and tower monitors, assisted the project manager, and investigated reports of damage caused to residential and city property by contractor crews.

Dennis Dukes, P.E.

Mr. Dukes has over 10 years of successful experience in commercial construction, operations management, project management, estimating, and executive leadership in the closing of negotiations in both commercial and residential construction. He has extensive knowledge in Federal Emergency Management Agency (FEMA) regulations and Public Assistance (PA) Program Assistance serving as a Technical Assistance Contractor (TAC). Mr. Dukes also has widespread knowledge and experience in FEMA-PA categories A-G, FEMA Cost Estimating Format (CEF), field personnel management, and quality control and quality assurance.

Professional Experience

DR-4031-NY and DR-4020-NY (03/2012-04/2012)

FEMA

Project Specialist. Mr. Dukes served on the Critical Infrastructure/ Building Assessment Team.

DR-4012-MO Flooding (10/2011-02/2012)

FEMA

Project Specialist. Mr. Dukes worked on the Levee Team as a Project Specialist and gained valuable knowledge as to how FEMA PA awards disaster recovery aid to various types of Levee Districts and Associations. Overall, Mr. Dukes completed 22 sub-grant applications categories A, B, C, D, and E with an estimated funding amount of $1.3 million.

DR-1980-MO Severe Storms, Tornadoes, and Flooding (06/2010-10/2011)

FEMA

Project Specialist. Mr. Dukes served as Project Specialist for Scott County and completed their FEMA disaster damage sub-grant applications. Mr. Dukes completed 43 sub-grant applications categories A, B, and C with an estimated funding amount of $750,000.

DR-1930-IA Severe Storms, Flooding, and Tornadoes (08/2010-01/2011)

FEMA

Project Specialist. Mr. Dukes worked on the Iowa State University team that completed approximately $36 million worth of sub-grant

Education

Texas Tech University
Bachelor of Science, Civil Engineering, 2004

Key Expertise

- Project Management
- Estimating
- Commercial and residential construction
- Project management
- FEMA regulations
- FEMA PA Program Assistance

Training and Certifications

- Registered Professional Engineer in the State of Texas (PE#104611)
- Operations 1 Certification
- FEMA TAC

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applications. Mr. Dukes performed site visits and project formulation for over 100 flood damaged buildings, completing 11 sub-grant applications categories A, B, D, E, and G with an estimated funding amount of $10 million and a $7.2 million campus wide emergency protective measures sub-grant application.

DR-1825-WA Severe Winter Storm and Record and Near Record Snow (03/2009-07/2009)

FEMA

Project Specialist. Mr. Dukes completed 43 sub-grant applications categories A, B, C, D, E, and G with an estimated funding amount of $1.1 million.

DR-1561-FL, DR-1545-FL, & DR-1539-FL Hurricane Charlie and Tropical Storm Bonnie, Hurricane Frances, & Hurricane Jeanne (010/2004-08/2005)

FEMA

Project Specialist. Mr. Dukes completed 73 sub-grant applications categories A, B, C, E, and G with an estimated funding amount of $1.2 million.

Employment History

- AECOM, Technical Assistance Contractor (2004-2012)
- Star City Sealants, Construction Project Manager (2009-2012)
- Longaro and Clarke, LP, Land Development Engineer III (2007-2009)
- Kimley Horn & Associates, Inc, Land Development Engineer II (2006-2007)
- AECOM, Public Works Engineer I

Erin Hays

Ms. Hays is an emergency management consultant. She helps develop emergency plans, including continuity of operations (COOP) plans, emergency operations plans/comprehensive emergency management plans (CEMPs), logistics plans, hazard mitigation plans (HMPs), and debris management plans. As a Homeland Security Exercise and Evaluation Program (HSEEP) trained controller/evaluator, she also helps develop exercise materials used to support field exercises nationally. Ms. Hays has worked extensively with local governments to develop plans that reflect state and federal standards.

Prior to joining the firm, Ms. Hays was the State Citizen Corps/Community Emergency Response Team (CERT) coordinator for the Florida Division of Emergency Management. In her state-level position, Ms. Hays participated in the creation and revision of significant components of the state's continuity of government and COOP plans. In addition, she administered and budgeted over $4.3 million in state and federal funds, which were allocated to local governments to improve their emergency preparedness and disaster response and recovery plans.

Ms. Hays also served as a CERT train-the-trainer instructor and a liaison between CERT coordinators across the state and the Division of Emergency Management and Department of Homeland Security. Ms. Hays also has an in-depth understanding of the financial aspects of emergency management and has worked to secure funding by writing effective grant applications. During activations of the State Emergency Operations Center (EOC), Ms. Hays also served as the deputy human services branch director, coordinating the efforts of several emergency support functions (ESFs) to provide food, water, shelter, and essential services to disaster victims.

While with Hernando County Emergency Management, Ms. Hays also developed a revised evacuation and reentry policy for Hernando County residents and assisted in the required annual revisions to the county's CEMP and local mitigation strategy.

Ms. Hays currently serves as the debris management planning steward for the firm, ensuring the firm's methodology reflects industry standards.

Education

Florida State University
Bachelor of Science,
Social Science, 2006

Key Expertise

- Logistics Planning
- Debris Management Planning
- Hazard Mitigation Planning
- Grant Funding
- CEMP Development
- Continuity of Government/COOP Planning

Training and Certifications

- HSEEP-Certified
- IS-100: Intro to ICS
- IS-200: ICS for Single Resources and Initial Action Incidents
- ICS-300: Intermediate ICS for Expanding Incidents
- ICS-400: Advanced ICS Command and General Staff – Complex Incidents
- IS-700: NIMS
- IS-800: National Response Plan
- G-317: CERT Train-the-Trainer

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Professional Experience

Disaster Debris Management Planning

Project Manager/Lead Consultant. Ms. Hays has served as project manager and lead consultant on several disaster debris management plans. In this role, she was charged with locating and assessing debris management sites, factoring in what type of debris the sites could accommodate, ingress and egress capabilities, environmental issues, and challenges specific sites would present to the community. Ms. Hays also contributed to the development of a model based on historical disaster data and the United States Army Corps of Engineers (USACE) debris generation model to estimate the volume of debris that could be generated by an event. Throughout the planning process, Ms. Hays works diligently with government leadership to establish and define roles and responsibilities for debris-generating events. Ms. Hays has also developed a sample memorandum of agreement for jurisdictions to adapt and use when entering into agreements to secure privately-owned land for debris management sites. Ms. Hays has completed disaster debris management plans for the following jurisdictions:

- Brazoria County, Texas
- Denton County, Texas
- City of Grand Prairie, Texas
- City of Lewisville, Texas
- City of Mansfield, Texas
- City of Mobile, Alabama
- City of Norman, Oklahoma
- City of South Daytona, Florida
- City of Winter Springs, Florida
- Gwinnett County, Georgia
- Parker County, Texas
- Polk County, Florida

Regional Functional Emergency Operations Center Exercise (March–April 2008)

Indiana Homeland Security District 6

Consultant. Ms. Hays was as a member of the exercise evaluation team. Working in conjunction with district staff, SAIC followed FEMA's guide for developing an Exercise Plan (*Emergency Management Institute, IS-139, Exercise Design*) and HSEEP guidelines to design and implement an exercise to test the effectiveness of regional plans and to identify gaps and the ability of the regional EOCs to effectively communicate and coordinate during an event that affects any jurisdiction in the district.

Regional Catastrophic Planning (November 2009–August 2010)

Hampton Roads, Virginia

Consultant. As a consultant on the Hampton Roads Regional Catastrophic Planning project, Ms. Hays served as the lead in reviewing jurisdictional plans related to commodities, resources, and volunteer management in order to assess their viability in a catastrophic event. Each jurisdiction received a detailed report of comments on their planning initiatives. This report also identified strengths and noted areas for improvement, and recommendations for incorporating improvement strategies. Ms. Hays also contributed to the project as one of the lead developers of the Regional Commodities, Resources, and Volunteer Management Framework. This framework incorporates identified best practices for the distribution of resources on a regional basis and also details volunteer and donations management processes and procedures.

Gary Santini, Ph.D.

Mr. Santini has a Ph.D. in Biochemistry and nearly 40 years of experience in operations, logistics, business management, construction, project management, environmental health and safety, waste and wastewater engineering and management, training, field supervision, environmental-related research, and regulatory development. He has a strong technical and field experience background in chemical manufacturing and environmental operations. Mr. Santini has been deployed to four FEMA-PA assignments as a Project Specialist in Texas and Missouri, a Water and Wastewater Specialist in Tennessee, and a Project Assistance Coordinator in South Dakota. Following Hurricane Ike in Texas, Mr. Santini worked out of the Houston FEMA Area Field Office (AFO) developing almost 100 project worksheets (PWs) for Harris County and several independent school districts. He prepared PWs for small and large projects and cost estimating formats (CEFs) for CAT A, B, C, E, F work and prepared amendments to the expedited CAT B PWs for Harris County. He generated Cat F PW's for a flooded wastewater treatment plant and wastewater lift stations in Texas and Missouri. As a Water and Wastewater Specialist in Tennessee, he generated 50 PWs for flooded and primarily submerged water and wastewater lift stations, package treatment systems and municipal facilities up to 70 MGD. Mr. Santini has also designed and installed packaged wastewater treatment systems for industrial clients.

Professional Experience

1984-DR-SD

FEMA

Project Assistance Coordinator. Mr. Santini addressed the effects of widespread flooding and damage to primarily gravel roads, embankments and culverts.

1909-DR-TN

FEMA

Project Specialist. Mr. Santini served as Water and Wastewater Specialist generating over 50 PWs for flooded and primarily submerged water and wastewater lift stations, package treatment systems and municipal facilities up to 70 MGD.

Education

West Virginia University
Ph.D., Biochemistry, 1972

Key Expertise

- Project Management
- Estimating
- Commercial and residential construction
- Project management
- FEMA regulations
- FEMA PA Program Assistance

Training and Certifications

- Bio-Space Technology Training Program, NASA/University of Virginia
- Water Pollution Control Technology, University of Missouri
- Fermentation Technology, MIT
- Financial and Management Courses, Westinghouse and Allied Chemical

SAIC

1847-DR-MO

FEMA

Project Specialist. Mr. Santini generated PW's for Cat A ,B, C, E, and F projects related to damage from high winds and floods. His work was concentrated in Cat B and C (roads) PW's.

1791-DR-TX

FEMA

Project Specialist. Mr. Santini generated 100 hundred PWs, primarily Cat E, but also Cat B, F and G related to Hurricane Ike.

Selected Employment History

- Golder Associates, FEMA-TAC, 2008-2012
- Self-employed, 2004-2008
- NetGain Corporation, Chief Operating Officer, 2002-2004
- Safety and Ecology Corporation, Program Manager, 1999-2002
- East Tennessee Environmental Business Association, Business Development Association, 1997-1999

Gregory Tracey, Ph.D.

Dr. Tracey is an experienced principal investigator with 30 years experience in conducting numerous multidisciplinary studies addressing environmental impacts in aquatic environments, including 30 years of technical experience and 24 years of continuous program management experience with USACE and U.S. Navy contracts. He has served as principal ecological risk assessor for conduct of ecological risks assessments at NPL, CERCLA and BRAC sites to address contaminated sediments. He is a recognized expert in use of chemical, hydrographic, and ecological exposure models to assess pollution impacts on the aquatic environment and avian community. Dr. Tracey routinely makes highly effective presentations to DOD agencies, regulatory community and the public.

He is an expert in conducting risk assessments of dredged material disposal activities on human and ecological resources. As a program manager he oversees project deliverables; manages budget; supervises quality and safety related tasks; oversees technical staff and subcontractors; interacts with the client as well as state and federal regulatory agencies to facilitate project planning. Dr. Tracey is also the East Coast section manager for SAIC's 160-member Marine and Water Resources Division, with annual revenues exceeding $8M.

Professional Experience

Fort Monroe Remedial Investigation

USACE-Louisville District

PI for preparation of conceptual site model and transport and fate sections of the aquatic ecological risk assessment for historic sediments within the Fort Monroe moat. Assisted in design of a comprehensive site characterization including collection and analysis of sediment, surface water, aquatic biota macroinvertebrate sampling and fish.

Cleanup and Abatement Order Support

California Navy SPAWAR

PM/PI for preparation of study to assess potential Navy source contributions to the NASCCO San Diego Shipyard sediments in support of the Navy's Apportionment of Liability. Prepared chemical fingerprint analysis, evaluated transport and fate models and assessed historical contaminant sources in relation to Navy waterfront utilization activities.

Education

University of Rhode Island, Graduate School of Oceanography
Ph.D., Biological Oceanography

University of Michigan, College of Engineering
Bachelor of Science, Atmospheric and Oceanic Science

Key Expertise

- Environmental Impact Studies
- Program Management
- Ecological Risk Assessments

Training and Certifications

- Professional Membership: Society of Environmental Toxicology and Chemistry
- Training: 40hr HAZWOPER, Site Supervisor and DOT Shipping

SAIC®

NRB Shoreline Stabilization

Former Nansemond Ordnance Depot, USACE Norfolk District

PM/PI for "living" shoreline stabilization design and implementation for 200' frontage of the Nansemond River Beachfront several Area of Concern (AOC) at FNOD, including onshore topographic mapping, LIDAR and aerial imagery survey, offshore bathymetry and habitat evaluation. Prepared remedial design and oversaw subcontract construction of novel breakwall and vegetated beachfront run-up to stabilize shoreline while providing habitat enhancement.

Piscataway Creek Environmental Restoration

Air Force Center for Environmental Excellence (AFCEE)

For a Task Order to ECC's AFCEE WERC Contract, Dr./ Tracey is leading SAIC's preparation of the feasibility study, remedial design and post remediation monitoring plan to address identified ecological risk on benthic communities occupying the northern mainstem of Piscataway Creek, located below the flight line for Andrews AFB.

Reactive Cap Mat Technology Development

Naval Facilities Engineering Service Center (NFESC- Pt. Hueneme)

PM/PI for collaborative $1.1M effort for the development of an underwater sediment remediation technology to cover bedded sediment with a chemically reactive barrier so as sequester chemical fluxes yet allow groundwater fluxes.

East Harbor Sediment Evaluation

City/County of San Francisco, California

PM/PI for preparation of RI/FS to address 120,000 cy of PAH contaminated sediment in harbor located in the Presidio. For additional studies supporting Remedial Design for upland as well as construction of an in-harbor confined aquatic disposal cell.

Remedial Investigation/Feasibility Studies (RI/FS)

Appomattox River Channel, USACE Norfolk District

PM/PI for several task orders supporting development of Feasibility Study for remediation of 350,000 cy of PAH contaminated sediment in the Appomattox River navigation channel at Petersburg, VA. Conducted environmental assessments to develop necessary data (sediment chemistry, fish elutriate tests) to support USACE CDF design in-river sediment cap design and post-dredging residual ecological impacts. Oversaw preparation of 2-D and 3-D PAH distribution modeling and preparation of bathymetric cross-sections to support detailed design. Developed dredge sequencing alternatives for optimal removal and management of sediments for beneficial reuse. Performed GIS and historical photo analyses to evaluate upland source control measures and requirements. Evaluated Virginia Joint Permit Application requirements for compliance with USACE Section 404 and Section 401 permit requirements. Provided substantial assistance to USACE for verification of ERDC CDF effluent toxicity assessment and site-specific data requirements.

John G. Carlton, P.E., BCEE

Mr. Carlton, P.E., BCEE, GBB Vice President, has more than 22 years of solid waste management experience as a consultant and in executive positions for public-sector authorities. Prior to joining GBB, he most recently served as project director and project manager for landfill baseliner and closure designs, landfill and composting operator procurements, solid waste management plan development, waste-to-energy, and landfill photovoltaic projects for a national consulting, engineering, construction and operations firm. Mr. Carlton also has experience with environmental site assessments, environmental permitting, energy audits, energy conservation retrofit measures, and water conservation and wastewater planning. Early in his career, he was an engineer, with Killam Associates Consulting Engineers where he planned, designed, permitted and evaluated industrial and solid waste management facilities.

He also has over 12 years of experience in positions as Executive Director of the Pollution Control Financing Authority of Warren County, in Oxford, NJ, and as Director, Division of Solid Waste and Recycling Services, of the Hunterdon County Utilities Authority, in Flemington, NJ. He successfully administered annual budgets of $15 million, and oversaw a waste-to-energy facility, transfer station, landfill, recycling programs, household hazardous waste and electronics collection programs, educational programs, and enforcement programs.

Professional Experience

- Project Manager for the Madera County, CA, Solid Waste Management Strategic Planning and Operator Procurements.
- Staff Engineer for the Prince George's County, MD, Business Plan for Solid Waste Disposal Capacity.
- Project Director for the Southampton, NY, Solid Waste Management Plan update.
- Staff Engineer for the Philadelphia, PA, Solid Waste Management Plan development.
- Project Manager for the Rockingham County, NC, Landfill Evaluation.
- Project Manager for the Calvert County, MD, Landfill Closure & Post-Closure Care Cost Analysis.

Education

Duke University
B.S. Civil and Environmental Engineering, 1089

Key Expertise

- Recycling
- Solid Waste Management Planning
- Landfill Evaluation and Operations
- Waste Composition
- Transfer Station Site Planning
- Organics
- Feasibility Studies

Training and Certifications

- Registered P.E. in New Jersey
- American Academy of Environmental Engineers Board Certification in Solid Waste Management

GBB
SOLID WASTE MANAGEMENT CONSULTANTS

- Project Manager for Brookfield Avenue Landfill, NY, closure and remediation design.
- Project Manager the Delaware Solid Waste Authority, DE, 60-acre landfill cell design for the Central Solid Waste Management Center.
- Project Manager for the Burlington County, NJ, landfill operator procurement.
- Project Manager for the Burlington County, NJ, failure evaluation and repair recommendation for an exposed geomembrane landfill cap ballast system.
- Project Director for the Lancaster County Solid Waste Management Authority, PA, leachate treatment evaluation.
- Project Director for the Hackensack Meadowlands Development Commission, NJ, Phase 1 Landfill Closure Monitoring.
- Construction Quality Assurance Certifying Engineer for the Middlesex County Utilities Authority, NJ, Phase II Landfill Expansion.
- Construction Quality Assurance Certifying Engineer for the Sussex County Municipal Utilities Authority, NJ, Phase 2B Landfill Expansion.
- Project Director for the Burlington County, NJ, landfill database management.
- Project Director for the Chester County Solid Waste Management Authority, PA, landfill database management.
- Project Director for the Lancaster County Solid Waste Management Authority, PA, landfill database management.
- Project Director for the Burlington County, NJ, landfill Title V permitting.
- Project Director for the York County Solid Waste Authority, PA, annual budget review.
- Project Director for a confidential client, NJ, waste composition study.
- Staff Engineer for the Middlesex County Utilities Authority, NJ, four-season waste composition study.
- Staff Engineer for the Somerset County, NJ, four-season waste composition study.
- Staff Engineer for the Mercer County Improvement Authority, NJ, four-season waste composition study.
- Staff Engineer for the Bergen County Utilities Authority, NJ, waste composition study.
- Staff Engineer for a confidential client, WV, waste composition study.
- Waste Management Feasibility Study.
- Project Manager for the Burlington County, NJ, co-composting facility operator procurement.
- Project Engineer for the Somerset County, NJ, municipal solid waste composting design, build, and operate procurement.
- Project Engineer for the Washington Borough, NJ, leaf composting facility design and permitting.

Lemuel Malcom

Mr. Malcom has extensive knowledge and understanding of the Federal Emergency Management Agency (FEMA) Public Assistance (PA) Program, protocols, and processes required to secure maximum recovery of costs associated with disaster response. He has worked response and recovery aspects of major disasters including severe winter/ice storms, severe flooding, hurricanes, and wildfires. Mr. Malcom's experience includes numerous presidential disasters in at least five different states.

Professional Experience

Public Assistance (2005-2011)

States of New York, New Jersey, North Dakota, South Dakota, Florida

Public Assistance Coordinator/Closeout Specialist. As a FEMA Public Assistance Coordinator (PAC), Mr. Malcom delivered technical support for use in public venues for state officials, claimants, and sub-grantees in compliance with standardized grant program procedures. Mr. Malcom compiled and recorded data from vendor invoices and additional supporting documents for verification and accuracy of billing procedures. He also consulted with state and sub-grantees for conciliation of expedient processes for a more accelerated return of disaster relief funding.

FEMA Long Term Recovery (2005-2006)

States of New York, New Jersey, North Dakota, South Dakota, Florida

Long Term Recovery Specialist. Mr. Malcom supported special projects for FEMA involving the analysis, advancement, appraisals, and progression of long term recovery in conformance with the Public Law Act. He coordinated operational assistance in the application process of federal funding to ensure optimal long-term plan compatibility with federal and state policy.

Employment History

- FEMA, Public Assistance Coordinator , 2004-2011
- NEC Keystone Inc., Director of Business Development, 2002-2004

Education

Phoenix University
Masters, Business Administration

Livingstone College
Bachelor of Science, Political Science

Key Expertise

- FEMA Public Assistance (PA) Grant Management
- Damage Assessments (FEMA)
- Debris Management (FEMA)
- Project Closeout (FEMA)
- Program Administration and Management

Training and Certifications

- Professional Engineer Chemical: CA, TX, MO ("Side Bullets" style)

SAIC

Marcus Holmes

Mr. Holmes is a project manager for Science Applications International Corporation (SAIC). In this role, he provides Federal Emergency Management Agency (FEMA)-related guidance and public assistance administration during times of activation based on his extensive experience managing disaster recovery efforts. Mr. Holmes has extensive experience in hurricane recovery operations and FEMA compliance. Mr. Holmes has an intimate understanding of all aspects of emergency debris removal monitoring work activities from both the contractor and monitoring perspective. Mr. Holmes has allocated and directed staff and equipment in a cohesive manner to accomplish assigned tasks and interfaced with federal and local governmental entities. Mr. Holmes is experienced in all aspects of disaster planning and recovery, including mobilizing response teams, permitting debris management site (DMS) locations, public information, call center operations, private property right-of-entry (ROE) administration, waterway cleanup, and residential/commercial demolition.

Most recently, Mr. Holmes managed project closeout operations for the State of North Carolina following Hurricane Irene, and the State of Connecticut following a historic ice storm in the fall of 2011.

Professional Experience

Disaster Debris Monitoring

Onslow County, North Carolina

Project Manager. Following the landfall of Hurricane Irene in 2011, Mr. Holmes was responsible for hiring and training field monitors, coordinating with Onslow County and FEMA on field issues, and resolving data management issues as they arose.

Disaster Debris Monitoring

City of Friendswood, Texas

Project Manager. Mr. Holmes was responsible for all aspects of debris monitoring for the City of Friendswood following Hurricane Ike in 2008. He oversaw truck certification, DMS operations, right-of-way (ROW) collection operations, data management, and numerous other aspects of the project.

Key Expertise

- Project Management
- Disposal Site Management
- Interlocal coordination
- FEMA/FHWA Grant Administration
- Project Staffing
- Data Management
- Project Closeout

Training and Certifications

- FEMA IS-700 NIMS
- USACE Construction Quality Management
- OSHA Construction Safety and Health 30-Hour
- 40- Hour HAZWOPER
- Red Cross CPR Instructor

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Disaster Debris Monitoring

Connecticut Department of Transportation (CONNDOT)

Regional Program Manager. Mr. Holmes is overseeing SAIC closeout activities with CONNDOT following the devastating snowstorm that struck the state in late 2011. He oversaw the conclusion of ROW operations and hazardous tree removal for CONNDOT. He also led daily training sessions with field monitors and data personnel.

Disaster Debris Monitoring

City of Cedar Rapids, Iowa

Project Manager. Mr. Holmes managed the day-to-day operations of commercial demolitions following one of the worst floods in United States history.

Disaster Debris Monitoring

U.S. Army Corps of Engineers (USACE)

Crew Leader. Mr. Holmes worked on several projects for the USACE following Hurricanes Katrina and Rita in Louisiana and Texas. For Hurricane Rita, Mr. Holmes opened and ran the ROE program for Calcasieu Parish, Louisiana, which assisted citizens with debris removal from private property.

J. Mike Nunley

Mr. Nunley currently manages a multi-disciplined staff at Eglin Air Force Base (AFB) Natural Resources and is Principle Investigator (PI) for Air Force and U.S. Fish and Wildlife Service (USFWS) projects totaling $1.5 Million annually. Mr. Nunley has over 14 (10 with SAIC) years of scientific research and monitoring, natural resources management, marine ecology, and diving experience which have focused on the development of Department of Defense (DoD) regulatory documents dealing with underwater noise and potential impacts to protected species. Current job responsibilities focus on the expeditious development of Biological Assessments (BAs), Integrated Natural Resource Management Plans (INRMPs), INRMP component plans, Environmental Assessments (EAs), Overseas Environmental Assessments (OEAs), Environmental Impact Statements (EISs), Overseas Environmental Impact Statements (OEISs), Marine Mammal Protection Act (MMPA) permits such as Incidental Harassment Authorizations (IHAs) and Letters of Authorizations (LOAs), and Section 7 of the Endangered Species Act (ESA) consultation documents for the DoD. These documents are meant to maximize mission use, avoid mission delay, and provide environmental protection to sensitive species and habitats. An understanding of current environmental laws and regulations coupled with an in-depth knowledge of Navy and Air Force missions, procedures, and politics has provided Mr. Nunley the opportunity to work directly on several significant programs involving NEPA, Executive Order 12114, ESA, and MMPA compliance including: Eglin AFB BRAC IPT team, Eglin AFB BRAC EIS, SEIS, and BA, Military Family Housing Privatization at Eglin AFB EIS, Seawall and Sand Dune Construction EA/BA, Landmass Reconstruction (beach renourishment) on Santa Rosa Island. Naval Surface Warfare Center Panama City (NSWCPC) Environmental Impact Statement/Overseas Environmental Impact Statement (EIS/OEIS) (large scale EIS dealing with sonar and underwater detonation issues), Precision Strike Weapons (300 pound underwater detonations), Navy EOD school training (numerous 5 pound underwater detonations), and Eglin Gulf Test and Training Range (multiple air-to-surface underwater detonations), and numerous other projects. Mr. Nunley has managed a large project for the USFWS dealing with the Natural Resource Damage Assessment (NRDA) Gulf sturgeon telemetry network and associated studies associated with the MISSISSIPPI CANYON 252 (MC 252) INCIDENT.

Education

Middle Tennessee State University
Master of Science, Marine Ecology

University of Louisville
Bachelor of Arts, Biology

Key Expertise

- Scientific Research and Monitoring
- Natural Resources Management
- Marine Ecology

Training and Certifications

- Secret Clearance

SAIC

SAIC constructed and deployed 135 data receivers to track Gulf sturgeon movements in the Gulf of Mexico from the Pearl River in Louisiana, along the near shore environment of Mississippi, Alabama, and Florida to just east of the Suwanee River, Florida. SAIC teams maintained all receivers and download all receivers every 6 weeks. The project is ongoing.

Mr. Nunley manages a range of tasks at Eglin AFB Natural Resources including: production and management of INRMPs and associated component plans, Biological Assessments (BA) (>10 per year) and Coastal Zone Management Act (CZMA) consistency determinations (>30 per year), providing input to Eglin's environmental impact analysis program (813/EIAP process) for natural resources, and assisting endangered species biologists with numerous projects to facilitate mission schedule while maintaining maximum protection of protected species. Each of the tasks involve significant customer coordination and working with many agencies including USFWS, NMFS, USACE, and Florida Department of Environmental Protection (FDEP). Mr. Nunley has developed new initiatives for more proactive approaches towards military compliance with binding terms and conditions from Section 7 consultations by managing the development of the Terms and Conditions database. Mr. Nunley has managed Environmental Assessments and Natural Resources AFCEE T&M contracts. Also, providing technical expertise to a variety of clients for environmental compliance including:

- PI / Program Manager: SAIC Team at Eglin Natural Resources Section – Front line supervisor for 6 onsite individuals and one offsite individual
- PI / Project Manager: Natural Resources Program Support at Eglin AFB
- PI / Project Manager: Gulf sturgeon telemetry network and associated studies associated with the MISSISSIPPI CANYON 252 (MC 252) INCIDENT
- PI / Project Manager: Eglin AFB INRMP
- PI / Project Manager: Eglin AFB Natural Resources Component Plans (Threatened and Endangered Species Management Plan, Forestry Management Plan, Ecological Monitoring Plan, Fire Management Plan, Erosion Control Plan, Outdoor Recreation Plan)
- PI / Project Manager: Long-term Vegetation Control at Eglin AFB EA
- PI / Project Manager: Airborne Littoral Reconnaissance Technologies (ALRT) EA at Eglin AFB EA

Millisa Danner

Ms. Danner has extensive knowledge of local, state, and federal laws and regulations regarding emergency management and the National Response Framework. She possesses over 23 years of emergency management experience and has a thorough understanding of emergency operations planning, continuity of operations (COOP) planning, access and functional needs planning, and training and exercises. In fact, Ms. Danner has led the development of over 40 exercise initiatives, including the development of 3 multiyear/multijurisdictional exercise plans for local governments. Ms. Danner also has extensive knowledge of radio and telephone communications systems and their operations and implementations in emergency response.

In addition, Ms. Danner has extensive experience developing hazard mitigation plans (HMPs), including enhanced plans for some of the country's largest urban areas. She serves as the firm's hazard mitigation planning steward, keeping staff informed of the evolving industry standards and best practices.

Ms. Danner is a certified Emergency Management Accreditation Program (EMAP) assessor and has conducted assessments for the State of New Hampshire and San Diego County, California.

Professional Experience

Continuity of Operations Planning Program Development (November 2007–August 2010)

South Carolina Emergency Management Division

Project Manager. Ms. Danner was responsible for working with the State of South Carolina to guide, develop, and implement continuity planning efforts and to develop a comprehensive COOP/continuity of government (COG) program for the South Carolina Emergency Management Division (SCEMD), Office of the Adjutant General, and its 20 ESFs, which include the services of 12 agencies, departments, boards, and commissions. The goal of the project was to help South Carolina achieve EMAP certification, which it attained in October 2008. These COOP plans provide a framework for continuing vital government functions and public services in the event of a large-scale emergency. The comprehensive COOP plan for SCEMD addresses resumption of the division's essential functions following a disruption to normal

Education

Caldwell Community College and Technical Institute
Associate of Arts, Emergency Preparedness Technology, 2003

Key Expertise

- Emergency Management and Response
- COOP Planning
- EMAP Assessments
- National Preparedness Goal
- Emergency Operations Planning
- Hazard Mitigation
- Terrorism-Based Exercise Design
- Special Needs Planning
- Radio and Telephone Communications Systems

Training and Certifications

- Certified EMAP Assessor
- U.S. Department of Homeland Security (DHS) National Incident Management System (NIMS) and Incident Command System (ICS) Instructor
- International Association of Arson Investigators (IAAI) National Certified Fire Investigator

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operations or during activation of the South Carolina EOP. The COOP plan also addresses continuation of operations by the lead agencies for South Carolina's ESFs. Ms. Danner was also responsible for developing the training and exercise strategy to test the COOP plan's effectiveness.

Emergency Management Accreditation Mentoring Services (February–June 2008)

North Carolina Division of Emergency Management

Consultant. Ms. Danner was part of the team that worked with the North Carolina Division of Emergency Management (NCEM) to assess the state's emergency management program against the 63 EMAP standards to prepare NCEM for an assessment by an EMAP accreditation team. Ms. Danner was responsible for gathering and validating documentation, following up with obtaining the necessary documentation, and logging proofs of compliance into the firm's EMAP online assessment tool. Ms. Danner spent two days conducting a mock assessment and a half-day reviewing the mock assessment report with the accreditation manager to ensure the documentation was ready for the final EMAP accreditation team review. NCEM passed on all 63 standards during the assessment, and the EMAP Commission notified NCEM of its accreditation in October 2008.

Mass Care and Shelter Planning (March 2012–March 2013)

Commonwealth of Massachusetts

Project Manager. Ms. Danner is currently serving as project manager for the Commonwealth of Massachusetts Mass Care and Shelter Project. The project consists of the development of a statewide mass care and shelter coordination plan, regional plan templates, local plan templates, and a toolkit for local jurisdictions to use in their local planning efforts for access and functional needs populations across the Commonwealth.

Emergency Operations Plan Development (June 2006–July 2008)

West Virginia Department of Military Affairs and Public Safety

Lead Consultant. Ms. Danner worked with the various departments within the State of West Virginia to revise and update the state's EOP to achieve compliance with industry standards, including NIMS and the National Response Framework (NRF), and to put it into ESF format.

Emergency Management Program Assessment (September–March 2012)

The Pennsylvania State University

Project Manager. Ms. Danner served as the project manager for the Pennsylvania State University Emergency Management Campus Based Emergency Management Planning project Ms. Danner worked with the 21 campuses within The Pennsylvania State University (Penn State) to collect data and documents to evaluate the EOPs and business continuity plans (BCPs) at each campus against industry standards, including NIMS, EMAP, NRF, and Disaster Resistant University (DRU). Ms. Danner also oversaw the development of EOP and BCP templates for each campus and then further development of each template into a complete EOP and BCP for each campus. The project also included developing and conducting workshops at each campus to evaluate the campus's EOP and BCP. The project also included developing and conducting workshops at each campus to evaluate the emergency operations plans and business continuity plans at each campus.

Monica Stillman

Ms. Stillman joined SAIC in April 2002, and uses her multidisciplinary technical and regulatory background for projects pertaining to NEPA, regulatory compliance, wetlands, terrestrial and coastal environmental issues, contaminated sediments, remediation, and habitat restoration. Ms. Stillman has had key involvement in support of environmental assessments (EA, EIS, SEIS, PEA/PEIS), remediation projects, risk assessments, dredged material management programs, ecosystem restoration initiatives, and Department of Defense security projects and training operations.

Ms. Stillman comes to SAIC following a lengthy career with USACE New England District, where she served as a Senior Project Manager, was involved in complex and controversial policy issues including State Program General Permits (initial development, 5-year assessments, and reissuance with revisions), mitigation and compliance monitoring (including project-specific monitoring, long-term assessment, and development of general guidance), and dredged material testing and disposal site monitoring. In these roles Ms. Stillman developed a sound understanding of the regulatory framework and developed highly effective working relationships with federal and state regulatory agencies.

Professional Experience

Bay Delta Conservation Plan

Sacramento-San Joaquin Delta, California

Ms. Stillman is assisting with technical evaluations for development of the Bay Delta Conservation Plan, which consists of a plan to divert water supply in the major tributaries to San Francisco Bay to accommodate drinking water supply, agricultural uses, and habitat requirements for federally protected species. The project will include restoration of 65,000 acres of estuarine habitats including salt marsh and floodplain. Ms. Stillman is assisting with evaluations of plan effects on inputs of toxics to the Delta ecosystem, including mercury/methylmercury, copper, pesticides, endocrine disrupting compounds, and ammonia. This includes evaluation of current and estimated (post-project) contaminant loads for 10- and 40-year time-frames, with and without effects of climate change, determined with hydraulic modeling for river inputs and based on changes in land use patterns associated with habitat restoration (e.g., conversion of agricultural land to tidal habitats and

Education

University of New Hampshire
Master of Science, Earth Science/Oceanography

Boston College
Bachelor of Science, Geology

Key Expertise

- Regulatory Compliance
- Environmental Issues
- Environmental Assessments
- Risk Assessments

Training and Certifications

- Professional Wetland Scientist Certification, Society of Wetlands Scientists
- Society of Wetland Scientists: Member

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floodplain). Ms. Stillman is assisting with using hydrodynamic modeling outputs to characterize toxics, temperature, dissolved oxygen, and salinity for a range of alternative for various Delta subregions, including determining time-periods when critical thresholds for various fish species/life stages would be exceeded.

Programmatic Environmental Assessment (PEA) for Smoke Obscurant Testing

U.S. Army Fielding Installations

Ms. Stillman is assisting with preparation of a Programmatic Environmental Assessment to evaluate potential environmental impacts from use of smoke obscurants at training sites throughout the U.S. This was initially started as an assessment of use of carbon fiber smoke obscurants, and has been expanded to include other obscurant materials typically used in training, fog oil and graphite flake. Ms. Stillman is assisting with evaluation of impacts on air quality and potential impacts of obscurant deposition on wildlife, soil, and aquatic resources. SAIC conducted air dispersion modeling and field studies to measure air concentrations and deposition rates. USACE conducted a series of toxicity tests to assess impacts of obscurants on wildlife. Ms. Stillman is assisting with reviewing results of these complex, technical investigations and providing succinct summary conclusions in the PEA. The PEA will be used by individual fielding installations to determine if site-specific NEPA analysis is required for obscurant training; the PEA includes a review check-list to assist installations in identifying critical evaluation issues.

Dredging Specifications Plan for Appomattox River Navigation Dredging/Sediment Remediation

USACE Baltimore District

Ms. Stillman is assisting with preparation of a Dredging Specifications Plan for restoring a portion of the Appomattox River Federal navigation channel that has not been dredged since the 1990's and has become substantially filled. SAIC's Dredging Specifications Plan describes site conditions, including contaminant concentrations and identification of post-dredging substrates that warrant containment with placement of cap material, and details of the disposal option, transport to a land-based processing facility. Ms. Stillman's contributions to the plan include providing summaries of modeling approaches used to evaluate dissolved oxygen and suspended sediment concentrations in the channel during dredging under various hydrodynamic conditions (with and without storm flow contributions, and during wet and dry seasons). Ms. Stillman also prepared the summary of regulatory requirements for dredging, capping, and disposal activities.

Oliver Yao

As a data manager, Mr. Yao is responsible for contractor invoice reconciliation, client data exports, project worksheet allocation, project progress reports and tracking systems, and disaster debris management plans. Mr. Yao has been responsible for providing data management and reimbursement support in response to some of the largest debris-generating disasters to hit the United States, including Hurricanes Katrina and Ike.

At the peak of operations following Hurricane Ike, Mr. Yao and his team processed over 25,000 load tickets per day with operations running 24 hours a day, seven days a week in 4 locations across the southeast United States. Mr. Yao was responsible for the two data centers in Orlando while coordinating with teams in Tampa, Pensacola, and Houston. Mr. Yao continues to work on the Federal Emergency Management Agency (FEMA) Public Assistance (PA) Grant Program closeout and audit process by providing backup documentation for debris removal. He has also been an integral part of Science Applications International Corporation's (SAIC) internal improvement process following storms by significantly contributing to the enhancement of the SAIC Training Program. Mr. Yao has mentored staff to build a team of expert data quality specialists.

Professional Experience

Disaster Response Assistance and Invoice Reconciliation

Henrico County, Virginia

Data Manager. Mr. Yao assisted Henrico County with FEMA compliance and reimbursement for more than 22,500 tons of disaster debris; 109 hazardous tree removals; and 13,227 hazardous hanger removals in response to Hurricane Irene. Compliance documentation consisted of correlating scale weight tickets to load tickets, managing hazardous tree and hanger photo documentation, and developing a final data export of all documentation.

Disaster Response Assistance and Invoice Reconciliation

Dare County, North Carolina

Data Manager. In response to Hurricane Irene, Mr. Yao oversaw the data entry, tabulation, and organization of collection and disposal data into FEMA-required formats for Dare County. He also assisted Dare County with contractor invoice reconciliation efforts, which required the

Education

Rollins College, Crummer School of Business
Master of Business Administration, 2006

Rollins College
Bachelor of Arts, Economics, 2003

Key Expertise

- Data Management
- FEMA Reimbursement Support
- Contractor Invoice Reconciliation
- FEMA-Compliant Disaster Planning
- FHWA Data Management Policies

Grant Experience

- FEMA PA Grant Program
- FHWA Emergency Relief (ER) Program

Training and Certifications

- FEMA IS-00546: Continuity of Operations (COOP) Awareness Course
- FEMA IS-00547: Introduction to COOP
- FEMA ICS 120: An Introduction to Exercises
- Homeland Security Exercise and Evaluation Program (HSEEP)-Certified

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separation of tickets by funding source (FHWA ER Program versus FEMA PA Grant Program).

Disaster Response Assistance and Invoice Reconciliation

City of Houston, Texas

Data Manager. Mr. Yao was responsible for supporting all data management activities associated with the debris collection effort following Hurricane Ike. He helped install a debris management database to track the huge numbers of trucks and debris loads brought to the City of Houston's temporary debris storage and recovery sites.

Disaster Recovery Program Management and Public Assistance

Harris County, Texas

Data Manager. To assist Harris County with response and recovery efforts following Hurricane Ike, Mr. Yao managed contractor invoice reconciliation and data management activities related to public assistance eligible work. He also provided Harris County with audit support during the Texas Division of Emergency Management audit.

Disaster Recovery Program Management

City of Galveston, Texas.

Data Manager. On September 13, 2008, Hurricane Ike made a direct hit on the City of Galveston as a top-end Category 2 hurricane with 110 mile-per-hour winds. As a result of Ike's 12–14 foot storm surge and damaging winds, thousands of homes and businesses were destroyed, producing more than 1.2 million cubic yards of debris. As the database specialist, Mr. Yao provided data management and reimbursement support.

FEMA-Compliant Disaster Debris Management Plan

Escambia County, Florida

Data Manager. When Mr. Yao is not supporting response and program management activities, he assists in the development of FEMA-compliant disaster debris management plans (DDMP). He was part of the project team that helped develop the first Florida FEMA-approved DDMP for Escambia County.

Patrick Beekman

Mr. Beekman is a seasoned homeland security and emergency management professional with over 30 years of experience. As the former director of homeland security for Union County, North Carolina, he was responsible for managing all budgets, programs, capital improvement projects, studies, and policies for nine departments: Emergency Management; Emergency Communications/E-9-1-1; Emergency Medical Services (EMS); Fire Marshal's Office; Sheriff's Office; Health Department; Department of Social Services; Veteran's Affairs; and Transportation.

During his tenure, Mr. Beekman oversaw the reorganization of the Emergency Communications/E-9-1-1 department, including a rewrite of all of their policies, procedures, and protocols; led the passage to build a new, fully-interoperable 800-mghz communication system and a $7.2 million state-of-the-art emergency operations center (EOC)/E-9-1-1 center; and oversaw the complete rewrite of the county's emergency operations plan (EOP), mitigation plan, continuity of operations (COOP)/continuity of government (COG) plan, pandemic influenza plan, and numerous emergency response plans, all in accordance with the Incident Command System (ICS), which is an integral part of the National Incident Management System (NIMS).

In addition, Mr. Beekman served in line positions as a rifle platoon leader, rifle company commander, infantry battalion commander, and executive officer of a regiment during his career with the Marine Corps. He also served as a senior planner in Saudi Arabia during the Gulf War and in Somalia during that conflict. Mr. Beekman is a School of Advanced Warfighting graduate, the Marine Corps' preeminent school for training critical thinkers and operational planners. As an instructor in the Marine Air Ground Task Force Staff Training Program, Mr. Beekman trained generals and their staffs in planning and coordinating military and humanitarian operations. These activities included developing over 50 instructional programs, participating in the design of six multimillion-dollar computer-driven training exercises, and teaching more than 100 instructional programs to groups ranging from three-star generals to captains. Mr. Beekman also co-authored the Marine Corps Planning Process while at the Marine Air Ground Task Force Staff Training Program.

Education

Miami University
Bachelor of Arts, Political Science, 1980

Key Expertise

- State Homeland Security Strategies
- National Planning Scenarios
- Investment Justification Process
- Emergency Management
- Homeland Security
- Training and Exercise Development
- Urban Areas Security Initiative (UASI) Compliance
- Target Capabilities Assessments

Training and Certifications

- Federal Emergency Management Agency (FEMA)-Certified Instructor of Homeland Security for Local Governments and WMD Awareness Course
- Certified Instructor of ICS 100 and ICS 200
- HSEEP-Certified
- HAZMAT Operations Level

SAIC

Throughout his career, Mr. Beekman has undergone extensive emergency management training. He completed 36 North Carolina Emergency Management courses, 27 FEMA Independent Study courses, the FEMA-certified instructor for Homeland Security for Local Governments course and the Weapons of Mass Destruction Awareness course, and the Homeland Security Exercise and Evaluation Program (HSEEP). Mr. Beekman is a state-certified instructor of ICS 100 and ICS 200.

Besides his 20 years of military operational experience, Mr. Beekman was deployed as part of an incident management team to augment sister counties devastated by Hurricanes Isabel and Frances, and was deployed to Incident Command Post Mobile, Alabama, to help with the hurricane response planning for the Deepwater Horizon oil spill.

Professional Experience

Tactical Interoperability Communications Planning (April 2011–January 2012)

State of North Carolina Department of Crime Control and Public Safety, Office of Interoperability

Project Manager. This project involved developing tactical interoperable communication plans (TICPs) for North Carolina domestic preparedness regions (DPRs) 1–6 and reviewing or updating existing TICPs for DPRS 7–9. Mr. Beekman oversaw the delivery of these services, and gave a presentation to the North Carolina Interoperability Symposium on the lessons learned from the project. Finally, Mr. Beekman met with the deputy director of North Carolina Emergency Management to give an end-of-project assessment.

Tactical Operations Annex (January 2011–February 2012)

Metro Atlanta Urban Area Security Initiative (UASI), Georgia

Lead Consultant and Subject Matter Expert. Mr. Beekman was the lead consultant and subject matter expert on the development of the Tactical Operations Annex to the Regional Evacuation Coordination Plan. The annex focused on developing evacuation procedures for the metro Atlanta region. The annex includes emergency evacuation operations, communications interoperability, traffic management, and special needs components for the Metro Atlanta UASI. Mr. Beekman provided subject matter expertise at critical junctures of the project, and conducted training and outreach seminars for each jurisdiction before the functional exercise. He also developed and was the senior controller for the evacuation functional exercise to validate strengths and identify areas for improvement. Mr. Beekman facilitated a senior leadership seminar for the region's senior elected officials and their staffs. Mr. Beekman also facilitated a senior leadership seminar for each county and its municipalities to introduce the evacuation annex and to inform elected officials about their roles and responsibilities during a regional evacuation operation.

Evacuation Planning Tabletop Exercise (October–November 2010)

Virginia Department of Emergency Management Region 1, Tri-Cities Sub-Region

Facilitator. This workshop focused on incoming evacuee management to provide the state with an opportunity to present its current evacuation plans for the Hampton Roads region, allow the subregion to interact/work with state planners on incoming evacuee issues, and conduct working group sessions to develop a draft incoming evacuee management plan. Mr. Beekman facilitated the Transportation ESF breakout session.

Paul Donaldson

Mr. Donaldson has worked in a various aspects of the marine field for over 20 years. As operations manager and lead hydrographer at SAIC, oversees all aspects of data collection, survey scheduling, logging daily events and reporting survey status to the project manager. He also serves as a real time watch stander performing quality assurance and quality control checks on the data collection process. Mr. Donaldson is also lead equipment technician during the survey, performing routine maintenance, service, troubleshooting and repairs of all survey equipment. Mr. Donaldson is also responsible for the mobilization of the Surveyor, Platforms and the operation and maintenance of survey equipment and data quality. Mr. Donaldson has been involved in cable and pipeline route surveys, desktop studies for transoceanic fiber optic cables, and hydrographic surveys. While supporting hydrographic surveys Mr. Donaldson has gained experience in a variety of survey systems including side scan sonars, multibeam and singlebeam sonars, navigation and positioning systems, sound velocity profilers, and sampling devices. Mr. Donaldson was instrumental in introducing interferometric sonar capabilities into the survey capabilities of SAIC. He over saw the installation, calibration, and use of GeoAcoustic's GeoSwath Plus interferometric sonar system used in the shallow waters of Lake Borgne, LA. In October of 2001, NOAA recognized Mr. Donaldson as a lead hydrographer in support of hydrographic surveys conducted under NOAA contracts. Since then he has served as the lead hydrographer in support of NOAA contracts as well as other hydrographic survey efforts conducted by SAIC. Since January 2003, Mr. Donaldson has signed off on data products delivered to NOAA to be used in the production of updated nautical charts. In February 2007, Mr. Donaldson passed the American Congress of Charting and Survey exam to become an ACSM certified hydrographer.

Education

University of North Carolina at Wilmington
Master of Science, Marine Biology

Lenoir-Rhyne College
Bachelor of Science, Biology

Key Expertise

- SONAR
- Marine Biology
- Data Collection
- Surveying

Training and Certifications

- Secret Clearance

SAIC

Royce Woodruff, CFM

Mr. Woodruff is a results-oriented emergency manager with 10 years of experience. He has managed budgets up to $1.4 billion dollars as a grants manager for Federal Emergency Management Agency (FEMA) Public Assistance (PA) and Hazard Mitigation Assistance (HMA). Mr. Woodruff has extensive experience in supervising and leading large teams. He has knowledge and experience in all four phases of emergency management: preparedness, response, recovery and mitigation. Mr. Woodruff has developed hazard mitigation plans, emergency operations plans, conducted hazard vulnerability analysis and risk assessments. He has participated in table top exercises, functional exercises (FE) and full-scale exercises (FSE). He is currently doing research work in warning systems, disaster resiliency and disaster policy.

Professional Experience

University of Texas Mitigation Branch (01/2010-07/2011)

City of Galveston, Texas; City of Houston, Texas

Emergency Management Specialist. Mr. Woodruff served as a liaison for the client between the Texas Department of Emergency Management and FEMA. Mr. Woodruff managed concurrent mitigation projects with budgets of $22 million dollars for the City Houston and $326 million dollars for the University of Texas Medical Branch. He provided technical assistance which included grant management, benefit-cost analysis, conducted site visits with federal and state counterparts, and developed mitigation proposals.

FEMA Technical Assistance (10/2008 - 12/2009)

City of New Orleans, Louisiana

Emergency Management Specialist. Mr. Woodruff worked on behalf of FEMA as a contractor. He provided technical assistance to the state of Louisiana and local jurisdictions state wide. Mr. Woodruff met with construction contractors, local government officials and administrators to advise of various rebuilding options and determined potential project eligibility. He developed and wrote hazard mitigation proposals for state and local jurisdictions and ran benefit costs analysis to determine the financial effectiveness of proposed projects.

Governor's Office of Homeland Security and Emergency Preparedness (5/2006 - 10/2008)

Education

Jacksonville State University
D. Sc., Emergency Management, In Progress

Jacksonville State University
Masters, Public Administration, 2004

Jacksonville State University
B.S., Sociology, 2004

Key Expertise

- Project Management
- FEMA-HMA
- Debris Management

Training and Certifications

- Certified Floodplain Manager
- IS-1 Emergency Manager
- IS-230- Principles of Emergency Management
- IS-100- Introduction to the Incident Command System
- IS-300 - Intermediate Incident Command System
- IS-400 - Advanced Incident Command System
- IS- 630- Introduction to the Public Assistance Process
- IS-631- Public Assistance Operations I

SAIC

Baton Rouge, Louisiana

Deputy Director of Mitigation. Mr. Woodruff managed a staff of 86 contractors and state employees. He developed and wrote local and state hazard mitigation plans, conducted meetings, workshops and trainings with multiple agencies that included: Nursing Home Associations, Hospitals, State Agencies, Universities, non-profits and faith based organizations. Mr. Woodruff developed training programs and material for state staff and local governments and served as a liaison to FEMA and local jurisdictions on the behalf of the state of Louisiana.

Hazard Mitigation (9/2004 - 5/2006)

FEMA

Grant Program Specialist. Mr. Woodruff provided technical assistance to the state of Georgia and their sub-Grantees. He conducted site visits to provide technical assistance and review for the state and local governments. Mr. Woodruff reviewed and approved proposed mitigation projects and plans for state and local governments, provided training to state and local governments on benefit-costs analysis, application development, federal policies, rules and regulations.

Additional Certifications and Trainings

- IS-00800 - National Response Framework, An Introduction
- IS-00700 - National Incident Management System (NIMS), An Introduction
- IS-120 - Introduction to Exercises
- IS-139 - Exercise Design
- IS-235 - Emergency Planning
- IS-242 - Effective Communication
- IS-244 - Developing and Managing Volunteers
- IS-120 - An Introduction to Exercises
- Public Assistance Operations I, II
- Hazard Mitigation (406)

Employment History

- FEMA, Emergency Management Specialist, Lead, 2008-2011
- Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP), Deputy Director of Mitigation, 2006-2008
- FEMA, Grant Program Specialist, 2004-2006

Steven Fruchtman

Mr. Fruchtman, a former fire chief and emergency management director, is the firm's senior subject matter expert in homeland security and emergency preparedness planning compliance. With 25 years of practical emergency management experience, Mr. Fruchtman has worked with emergency management agencies across the country in plan review and development, capabilities assessments, Urban Area Security Initiative (UASI) investment justifications, emergency operations center training, and comprehensive exercise development. Mr. Fruchtman also served as the chief in charge of operations for a regional hazardous materials (hazmat) response team that encompassed a 350-square-mile response district.

Mr. Fruchtman has extensive emergency planning and training experience, having served as the vice president of the Response and Emergency Management Division of a national consulting firm. The majority of this work was in support of the DHS Office of Grants and Training and included associated work with federal, state, and local agencies. In this position, Mr. Fruchtman oversaw the Transportation Security Administration (TSA) PortStep Exercise contract and the Public Health Preparedness Group. He also oversaw the federal/state/local exercise work involving seven exercise teams in the design, development, and execution of comprehensive exercises covering prevention, response, and recovery components for a variety of scenarios, including all-hazards; weapons of mass destruction (WMD); chemical, biological, radiological, nuclear, and explosives; and terrorism.

Professional Experience

State Energy Assurance Plan and Exercise Development (February 2011–Ongoing)

Multiple States

Project Manager. Mr. Fruchtman is the project manager for multiple energy assurance planning projects, including Massachusetts Department of Energy Resources; Virginia Department of Mines, Minerals, and Energy; and New York State Energy Research and Development Authority.

EAPs build on ongoing efforts at the federal, state, and local level to enhance energy resiliency. They are based on the guidelines from the National Association of State Energy Officials and the numerous

Education

Johns Hopkins University
Master of Science, Management, Fire/EMS Executive Leadership, 2007

Widener University
Bachelor of Science, Business Administration, 1986

New Hampshire Technical College
Associate of Science, Fire Protection, 1997

National Fire Academy
Executive Fire Officer

Key Expertise

- Homeland Security
- Incident/Unified Command
- Hazmat Response
- Exercise Design/ Development
- Emergency Management
- Emergency Response
- Regional Response

Training and Certifications

- Project Management Professional (PMP)
- Certified Business Continuity Professional (CBCP)
- Secret Clearance
- Protected Critical Infrastructure Information Certification

SAIC

reference documents made available by the DOE Office of Electricity Delivery & Energy Reliability (OE). EAPs provide energy stakeholders with a guide to understand, communicate, and coordinate major energy deficiencies and disruptions. They contain information about major energy sectors, interdependencies, vulnerabilities, and the consequences of disruptions. Furthermore, they summarize information about how energy stakeholders address energy disruptions and shortages. EAPs also suggest mitigation measures that states might apply to various types and levels of shortages.

Statewide Exercise Support Services (February 2010–Ongoing)

Virginia Department of Emergency Management

Principal in Charge. Mr. Fruchtman is the principal in charge of the Commonwealth of Virginia Statewide Exercise Program. SAIC was selected as one of two contractors to provide Homeland Security Exercise and Evaluation Program (HSEEP)-compliant exercises across the commonwealth. In addition to serving as the principal in charge, Mr. Fruchtman has served as lead facilitator for evacuation preparation TTXs, fire/hazmat controller for a multijurisdictional full-scale exercise, and facilitator for multiple planning sessions.

Hurricane Ike After Action Report (October 2008–January 2009)

Harris County, Texas

Interoperable Communications Facilitator. Mr. Fruchtman provided facilitation and subject matter expertise to a group of local responders to aid their discussion of the comprehensive hurricane response by all agencies. The goal of the session was to identify corrective actions to be included in an overall Harris County after action report.

Comprehensive Operational Plan for Family Assistance/Reunification and Resource Center Annex (March–June 2009)

Arlington County, Virginia

Program Manager. Mr. Fruchtman was the program manager for the development of a comprehensive operational plan for the Family Assistance/Reunification and Resource Center Annex, which was incorporated in the Arlington County Emergency Operations Plan. The plan complies with National Incident Management System (NIMS), Incident Command System (ICS), Emergency Management Accreditation Program (EMAP), and National Response Framework (NRF) standards. Project components included the Family Assistance/Reunification and Resource Center Annex to the Arlington County Emergency Operations Plan, Logistics Annex, Family Assistance/Reunification and Resource Center standard operating procedures, and job action sheets.

Continuity of Operations Planning (December 2008–April 2009)

Wicomico County, Maryland

Project Manager. Mr. Fruchtman served as project manager for Wicomico County and eight municipalities. This project incorporates the State of Maryland COOP planning guidance, Federal Continuity Directive 1, National Fire Protection Association (NFPA) 1600, and industry best practices. The final COOP plan includes more than 80 county departments and more than 50 individual municipal departments.

Thomas Alter

Mr. Alter is a geographic information system (GIS) analyst with four years of experience in the development of GIS maps. Mr. Alter is experienced in creating 3D maps using LIDAR (elevation) imagery and has significant experience in utilizing GIS programs for disaster recovery projects including damage assessments and debris management plans. Mr. Alter frequently uses GIS technology to develop zone and routing maps for disaster recovery projects and for Federal Highway Administration (FHWA) reporting.

Mr. Alter has produced standard operating procedures and training documentation for junior department staff. He has also provided front-end coding and graphics design for multiple corporate clients.

Professional Experience

Disaster Management Support Services

Connecticut Department of Transportation

GIS Analyst. Hurricane Irene struck the State of Connecticut in late August 2011, causing extensive damage to the greater part of the state. SAIC conducted damage assessments and monitored the removal of debris from over 30 locations throughout the state. Mr. Alter assisted in plotting the locations of load tickets to determine whether each load was eligible for FHWA-Emergency Relief (FHWA-ER) or Federal Emergency Management Agency (FEMA) Public Assistance (PA) reimbursement.

Disaster Debris Program Management

Virginia Department of Transportation (VDOT) – Hampton Roads District

GIS Analyst. Hurricane Irene caused extensive wind and flood damage in the State of Virginia. The VDOT Hampton Roads region experienced significant damage requiring between 6,000 to 8,000 eligible roads miles to be surveyed for emergency push clearance and debris removal. Mr. Alter assisted with mapping debris removal progress by using GIS software and plotting the locations of load tickets for FHWA and FEMA reimbursement purposes.

George Mason University

Bachelor of Science, Information Technology

Concentration in Web Development and Graphics Design

Key Expertise

- Lidar/Elevation Data Extraction
- Cartography
- ArcGIS, ArcCatalog, ArcView
- GeoWeb3d
- HTML, JavaScript/jQuery
- Flash, ASP.NET, HTML5
- Adobe Creative Suite
- Microsoft Sharepoint

SAIC

Walter James McKee

Mr. McKee has 27 years of experience in freshwater, estuarine and marine applications involving environmental assessments and impact statements, culture of fish and invertebrates, and toxicity studies. Since 1995 Mr. McKee has conducted National Environmental Policy Act (NEPA) analysis on threatened and endangered species, wetlands and floodplains, water and soil quality, in-air and underwater noise, air quality impacts and effects of habitat alteration on Department of Defense actions. Field and lab experience includes water quality analysis, acute and chronic bioassays, microbiological analysis, biological diversity surveys and oceanographic surveys and sampling. Mr. McKee has logged several hundred hours conducting marine mammal surveys in the Gulf of Mexico and the Atlantic offshore and coastal areas. Mr. McKee is certified in Corps of Engineers methods for wetland delineation. As an SAIC employee, Mr. McKee has managed and authored several NEPA driven environmental analysis documents examining Department of Defense test and training mission effects on terrestrial and aquatic environments, including those for classified actions.

Mr. McKee is experienced with ESRI ArcGIS and Microstation GIS applications and data analysis. In 2010 Mr. McKee worked with a Navy client and a SAIC GIS expert in the development of an ESRI ARCMap-based personal data assistant (PDA) graphic interface for the purpose of monitoring marine species during NSWC PCD sonar and detonation testing in the Gulf of Mexico. The design of the interface employs drop down menus for recording test information, observer names, environmental conditions, survey times, number and type of species sighted and notifies observers when one of their sightings falls within a noise impact area. The monitoring is a mitigation requirement developed through the process of preparing the NSWC PCD Programmatic Environmental Impact Statement, signed in 2010, and authored by SAIC. Mr. McKee led the training of over 40 Navy employees in the utilization of the PDA which included a classroom session and field exercises.

Mr. McKee is currently project manager for National Environmental Policy Act (NEPA) or similar documents examining military mission impacts to land and water test ranges.

Education

University of West Florida
Bachelor of Science,
Marine Biology

Key Expertise

- Environmental Assessments and Impact Statements
- ESRI ArcGIS and Microstation GIS Applications and Data Analysis

Training and Certifications

- Secret Clearance

SAIC

Mr. McKee writes and submits proposals for conducting environmental assessments for CONUS and OCONUS Air Force bases, and in 2009 led a successful effort to secure a $10 million contract from the Mobile Corps of Engineers.

From 1999 to 2003, Mr. McKee represented SAIC and the Air Force in cetacean surveys in the Atlantic and Gulf of Mexico. As part of the visual observer team, Mr. McKee sighted and recorded occurrences of cetaceans using NMFS approved scientific methods. The surveys were conducted in support of Marine Mammal Protection Act and Endangered Species Act requirements for federal agencies, sponsored in part by the Minerals Management Service, Office of Naval Research and petroleum industry. A multi-national team of scientists coordinated the primary objectives of the cruises which were to obtain cetacean population information, satellite track movements of endangered sperm whales, determine effects of seismic exploration on sperm whales and assess sperm whale habitat.

While working with the U.S. Fish and Wildlife Service and NOAA Fisheries, Mr. McKee planned and executed the logistics for a major field effort in the Gulf of Mexico to support the U.S. Fish and Wildlife Service and NOAA Fisheries. The project, currently in its second year, came about as a result of the 2010 British Petroleum oil spill, involved securing two 25-foot vessels to deploy 150 telemetry buoys over a 400 mile long study area for the purpose of tracking a protected species, the Gulf sturgeon. Mr. McKee helps to manage the two field teams, equipment and finances of the project.