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## Tracy Bergquist, PMP

ITH Federal, LLC

770-329-1745

[tracy@ithfederal.com](mailto:tracy@ithfederal.com)

### EXPERIENCE SUMMARY:

More than 35 years of experience in the execution of environmental investigation and remediation projects including successful program and project management of EPA and DoD Environmental Remediation and MMRP Programs. Manages major federal proposals and contract strategies for IDIQ and Task Order proposals to include team development. Prepares technical approaches for task orders with accurate and competitive cost estimating. Excellent client development capabilities including USACE, Army AEC, USEPA, US Navy and Air Force.

**Projects and Program Management.** Has managed cost reimbursable, time and materials, performance-based and firm fixed price remediation contracts with responsibility for more than 12 contracts valued between \$5M and \$155M, six of which were managed concurrently. Management of these programs has included extensive interaction with clients from the Contracting Officers to the on-site project managers, the management and mentoring of personnel to ensure contract quality and compliance and monitoring financial schedule status.

Experience using earned value management for cost and schedule control. Has ensured all activities are completed in accordance with Federal Acquisition Regulations (FAR) and is accustomed to working with multiple agencies and regulatory authorities concurrently in an effort to satisfy the requirements of the project, the client and other involved parties and stakeholders. Extensive knowledge of CERCLA and RCRA regulations and application of those to FUDS, BRAC, MMRP, and IRP sites nationwide.

**Proposal Development.** As a result of the experience in Project and Program Management, possesses unique operational qualifications that are used extensively in the preparation of IDIQ and Task Order proposals. Ability to strategize a technical approach to develop responsive and cost effective solutions to environmental and MMRP projects is extensive, having participated in and composed hundreds of proposals for EPA, the US Army (USACE and AEC), the US Navy, and the US Air Force.

This experience includes emergency response actions, time critical and non-time critical removal actions, RCRA Investigations, RI/FS's and other investigations under CERCLA, RCRA and MMRP while meeting local, state and federal regulatory requirements and complex community involvement activities. Ability to provide concise yet comprehensive written descriptions of the technical approach but also to ensure they are written in a manner designed to sell the project and to establish confidence in the approach and the project team. Extensive experience in assembling teams of subcontractors and in estimating costs. Estimating abilities are proven to be competitive and creating a winning proposal but also to ensure that the contractor is confident of covering costs and making a profit on the project. Part of this experience includes evaluating risk and developing strategies for mitigating that risk and conveying those strategies in the proposal to create confidence with clients.

**Red Team Support.** Exceptional contributions to Red Teams for both IDIQ and Task Order contracts. Critiques have identified fatal flaws and have created high quality and 100% compliant proposals. Due to expertise in operational aspects of the work, can identify where costs seem excessive or inadequate.

**Technical Writing.** Extensive experience in the preparation of compliant Work Plans, Quality Assurance Project Plans (QAPP), Community Relations Plan, Site Specific Health and Safety Plans (including Explosives Safety Submissions, Explosives Siting Plans, and Chemical Safety Submissions), Technical Project Planning (TPP), MRS Prioritization Protocols (MRS PP), and various reports including Remedial Investigations, Feasibility Studies, Proposed Plans, Decision Documents, and Site Specific Final Reports. This experience has been instrumental in creating documents with minimal comments to meet strict guidance and to meet often very tight budgetary constraints.

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## **SIGNIFICANT EXPERTISE AND ACCOMPLISHMENTS:**

- Managed a small-business federal programs growing this business line from less than 15% of total revenues to more than 80%.
- Provides a unique combination of
  - Client development/relations activities
  - Extensive knowledge of federal government contract strategies
  - Knowledgeable of federal and state regulations governing CERCLA, RCRA, MMRP and other programs for BRAC, FUDS, IRP and uncontrolled Superfund sites
  - Personnel and financial management capabilities
  - Extensive knowledge of field operations, both environmental and MMRP
  - Technical document preparation/proposal writing capabilities
  - Management of hundreds of programs and projects
- Key in the establishment of KEMRON's entire USEPA portfolio. Brought the knowledge, client relations and expertise to prepare and ultimately secure the first EPA contract for emergency and time-critical response in the company. This \$80M contract was the first of KEMRON's nationwide expansion into multiple regional contracts with more than \$188M in revenues.
- Established and cultivated KEMRON's performance-based contract experience by developing the technical strategy, composing the proposal and preparing the cost estimates for the first PBC at Fort Sheridan valued at \$17.1M. Follow-on contracts based on this experience have totaled more than \$150M and are the basis for 10 IDIQ contracts based on PBC requirements.

## **EMPLOYMENT HISTORY:**

### **Crawford Environmental Services, Inc. Federal Programs Director. 2016-2018**

Managed all major federal proposal efforts with support for federal programs and projects.

**KEMRON Environmental Services, Inc. / Kiber Environmental Services, Inc.,** Vice President / Federal Programs MMRP Manager, 1988 – 2016 (Kiber and KEMRON merged in June 2000, Ms. Bergquist was an owner of Kiber). Founder of Kiber Environmental Services, Inc. from 1988 until 2000 when the company was acquired by KEMRON. Kiber specialized in providing consulting services for environmental remediation of sites nationwide and included one of the nation's pre-eminent treatability laboratories. In 2000, after the acquisition by KEMRON, led KEMRON's Federal Programs and was instrumental in securing major contracts with EPA and DoD and building the federal market into one that encompassed more than 80% of revenue. After many successful years managing these contracts and developing new business with federal government agencies, assumed control of KEMRON's acquisition of UXB International in 2013 and managed the newly established MMRP program until 2016.

**HAZTECH, Inc,** Response/ Project Manager, 1984-88. Response Manager, under Emergency Response Contract Services (ERCS) US EPA Region IV (1984-1988). Qualified Response Manager under EPA guidelines and was tasked with responding to, managing, and organizing hundreds of response actions on behalf of EPA. This involvement included cost management; technical oversight; contract compliance issues, appropriation of personnel and equipment resources; and management of team subcontractors, analytical laboratories,

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transportation and disposal firms and others. Managed individual projects involving highly visible sites requiring the coordination of multiple regulatory officials and subcontractors, community and public involvement, widely varying and complex disposal requirements, on-site treatment, innovative technology applications, and diverse regulatory concerns.

**Ecology & Environment, Inc. / Roy F. Weston, Inc.,** Technical Assistance Team Member 1981-84. Acted as site remedial manager on hundreds of hazardous waste sites and major oil spills on behalf of USEPA Region 4. These projects have involved a wide array of disciplines ranging from building and industrial facility decontamination to lagoon closures. Experience in hazardous waste site remediation activities also includes, characterization and disposal of unknown containers, tank cleaning and dismantling, building decontamination, lagoon closure, neutralization of acid and caustic materials, solvent extraction, stabilization / solidification, water treatment, incineration, groundwater treatment, fuel oil spills, and sampling and characterization of site conditions. Many of these projects included EPA's most notable Superfund and NPL sites including; the Valley of the Drums (Shepardsville, KY), Times Beach dioxin incident (Times Beach, MO), the Hardin County Brickyard (Hardin County, KY), Smith Farm Landfill (Shepardsville, KY), Pepper Steel (Miami, FL), American Creosote (Pensacola, FL), Allied Brands Manufacturing (Newport, TN) and General Refining (Savannah, GA).

## **EDUCATION AND TRAINING:**

BS, Environmental Health Science, University of Georgia, 1981

### **Professional Registrations/Certifications:**

- Project Management Professional, No. 1390044, Nationwide, 2011
- Hazardous Materials Safety Response and Control Training - EPA Region 4, Atlanta, GA
- Hazardous Waste Site Investigation Training - E&E, Atlanta, GA
- OSHA 40-hour Safety Training with Annual Refresher Training, 8-hour Supervisor Training

## **OTHER AFFILIATIONS:**

- National Association of Ordnance Contractors (NAOC)
  - Society of American Military Engineers (SAME)
  - Board Member – One Love Learning Foundation – non-profit organization committed to the education of economically disadvantaged youth for sustainable organic agriculture
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## REPRESENTATIVE PROJECT/PROGRAM EXPERIENCE:

### **USAEC ACSIM and follow-on ERMA Performance Based Contract, Nationwide. \$20M. CR. 2004 to 2016.**

**Program Manager.** After acting as the lead in the proposal development, managed this ID/IQ contract for the US Army overseeing Performance-Based Contract Task Order awards at Fort Buchanan, Fort Meade, Joint Base Lewis-McChord (two); Joint Base Langley-Eustis and the former Oakland Army Base in California, representing more than \$20 million in contract value. Activities include removal actions, site characterization, RI/FS, and LTM.

### **Worldwide Environmental Remediation Services (WERS) Contract – USAESCH Huntsville. \$1.1B. FFP and CR. 2009 to 2016.**

**Program Manager.** Contributed extensively to the successful proposal development and then acted as Program Manager under this \$1.1B contract providing MEC removal actions, HTRW remediation and investigations on sites worldwide. The contract includes both HTRW and MMRP services. Managed all work performed on this contract, ensuring the resources are available to support this contract; that all activities were completed in accordance with the TO requirements; ensured that the TOs were on schedule and budget; and supported regulatory interaction with regulators. More than ten task orders totaling more than \$130M were awarded and managed under this contract.

### **EPA Region 4 ERRS Contract, USEPA Region 4 (GA, MS, TN, FL, AL, NC, SC and KY). \$155M. T&M, CR. 2002 to 2008.**

**Program Manager.** Instrumental in bringing the ERRS contract to KEMRON by using past experience, client relations, knowledge and expertise to develop a comprehensive management plan, technical approach and pricing strategy for this IDIQ contract. This experience was also critical in the development of the technical approaches for sample task designed to demonstrate the knowledge and experience of the contractor. Once the contract was awarded, established this new program including hiring new staff, procuring equipment, organizing the Defense Contract Audit Agency (DCAA)-compliant accounting system and managing the field services needed for the prime and four major subcontractors. These systems were established and tested in the first year of the contract when KEMRON responded to 13 time-critical and non-time critical responses at multiple locations. Using the extensive ERRS experience, responsible for ensuring the responses were conducted in accordance with contract requirements and for ensuring that the contract was staffed with the personnel required for a wide range of emergency response activities.

### **Fort Ord MEC Removal Action for USACE SPK District. \$85M. FFP and CR. 2014 to 2016.**

**Program Manager.** Managed both the proposal effort and the kick-off of this five-year, \$85M cost-reimbursable contract for MEC removal on a 7,000 acre impact area at Fort Ord. This contract includes extensive community relations efforts, controlled burns site-wide for vegetation removal, geophysical investigations (including applying innovative Advanced Classification techniques), and safe handling and disposal of various munitions items including stokes mortars, 2.36” rockets, 1,000 pound bombs, etc. Tasked with establishing KEMRON’s earned value management system and helping to establish a DCAA-approved accounting system to be maintained throughout the contract Period of Performance with extensive reporting requirements.

### **Camp Gordon Johnston, Franklin County, FL. USAESCH Huntsville under WERS Contract. \$5.5M. FFP and CR. September 2011 to 2016.**

**Project/Program Manager.** Prepared the successful proposal including development of the technical approach and then managed this performance-based contract that includes the RI/FS through Decision Document for 13 munitions response sites (MRSs) located at a former WWII Amphibious Training Facility near Carrabelle, FL. The RI/FS includes characterization of the nature and extent of munitions and explosives of concern (MEC) and

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environmental sampling of soils, surface water, sediment and groundwater for munitions constituents (MC). The performance of the work includes the use of land and marine geophysical surveys and required coordination between the USACE (Huntsville), USACE Jacksonville (SAJ), the Florida Department of Environmental Protection (FDEP), and local community Stakeholders.

**Deseret Chemical Depot, Utah USAESCH Huntsville under WERS Contract. \$13M. CR, FFP. 2009 to 2016.**

*Project/Program Manager.* This CWM/MEC site included a removal action at a burial pit site where it was suspected that both CWM and conventional munitions were buried more than 60 years ago. Although no CWM was discovered, procedures consistent with CWM operations were mandated “just in case”. The teams assembled by Ms. Bergquist and her team were consistent with these requirements and throughout the multi-year contract, no incidences were reported and all items within the pit were recovered and disposed of in accordance with strict CWM requirements. M69 cluster bombs, tear gas grenades and other items were uncovered. Cluster bombs required on-site burn operations in burn pans designed to withstand detonations of varying intensity. The project required extensive coordination with the Utah regulators to ensure conformance with very stringent air emissions restrictions.

**Fort Sheridan Performance Based Remediation, IL. \$17.1M. Guaranteed FFP. 2001 to 2008.**

*Project / Program Manager.* One of the nation’s first federal cost cap contracts and, at the time, KEMRON’s largest single award contract, researched the contractual requirements, developed the technical approach, composed the technical proposal, and estimated the firm-fixed price task with performance based requirements all while negotiating with AIG, the cost cap provider. Although KEMRON was a small business, the proposal and costs were developed for this contract that was solicited on an unrestricted basis. After award of the contract, acted as Project Manager including day to day involvement to ensure that contract compliance was maintained and to establish a local office. Remained in that position until a permanent staff was hired on-site. Then acted as Program Manager to oversee this contract that was completed within the budget and on-time despite repeated regulatory delays. The BRAC office has provided consistently exceptional reviews of the work performed at Fort Sheridan.

**US Army Reserve Command Contract (USARC) Guaranteed Fixed Price Remediation (GFPR), Nationwide, \$14M. May 2006 to 2013.**

*Project/Program Manager.* Acted as the technical lead in the development of both the technical and cost proposal for this multi-installation contract solicited by the USAEC on an unrestricted basis for remediation at Reserve installations nationwide from Maine to Tacoma. Negotiated directly with the US Army AEC which resulted in an award. After award, assembled a team of four individual project managers assigned regionally and contracted the multiple subcontractors. The complex contract necessitated coordination between AEC, numerous installation personnel, nationwide regulatory agencies, and community members. The project was executed to the full satisfaction of the client.

**Fort Meade, MD Performance Based Investigation and Remediation. \$7.5M. FFP, PBC. 2005 to 2012.**

*Project/Program Manager.* Managed this \$7.5M PBC involving multiple sites for investigation and remediation of contaminated soil and groundwater. Involved the preparation of Remedial Investigation / Feasibility Study (RI/FS), ecological and human health risk assessment (ERA and HHRA), Proposed Plans (PP) and Record of Decision (ROD) for eight sites and the remediation of an additional three sites. At one of the sites, risk assessment data coupled with land-use controls were used to expedite the schedule for closure and minimize costs, all while protecting human health and the environment.

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