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More than 30 years experience including 23 years managing staff, projects, and contracts with/for the Environmental Protection Agency (EPA), and for the Air Force Center for Engineering and the Environment (AFCEE); and 17 years experience in growing companies and developing business. Specialize in contract, project, and personnel management; Federal program analysis, management, implementation and evaluation; legislative and policy analysis; meeting facilitation; communication and outreach; hazardous waste site management and development; training; and environmental enforcement and compliance.

Experience Summary

SRA International, Inc - Senior Principal

2002 – 2007

Marasco Newton Group (MNG) - Vice President

1990 – 2002 (when SRA bought Marasco Newton Group)

For 17 years helped MNG, and later SRA, win contracts/task orders with EPA, the District of Columbia (DC), and AFCEE. Helped MNG grow from a company with annual revenues of \$30K to a company with annual revenues of \$300M. As a result of my contacts, experience, and business development efforts, MNG won its first Superfund scientific/technical task order for approximately \$200K. Used my client relationships, outstanding technical performance, excellent customer service, and proposal writing skills to help MNG win its first prime small business contract in EPA HQ's Superfund program office and, five years later, its first prime Superfund contract as a large business. Responsible for pre-proposal business development, including managing and writing portions of the proposal, for SRA's first contract with AFCEE, the Global Engineering, Integration, and Technical Assistance 2005 (GEITA05) contract.

Provided policy and programmatic management consulting services to AFCEE, EPA Headquarters and the Regions, and DC. Program Manager on six contracts with a value of over \$45 million or approximately \$10M annually, and managed more than 50 projects totaling over \$40 million. Led the SRA Department of Defense (DoD), EPA, and DC environmental, land contamination, and Brownfields/Base Realignment and Closure (BRAC) business areas (i.e., policy and regulatory support, program management, Brownfields, state/tribal support, enforcement, and applied sciences and engineering) with projects totaling \$30+ million and approximately 50 FTE across a range of disciplines.

Major contracts/projects included:

- Conducted business development activities, including writing proposals, for all DoD and military services (e.g., Air Force and Army) environmental programs/contracts; EPA hazardous waste and Superfund programs/contracts; EPA, US Department of Housing and Urban Development (HUD), and DC Brownfields-related programs/contracts; and DC emergency management activities. Met regularly with clients, attended industry days, conferences and meetings. Introduced SRA's environmental program management experience and expertise to clients. Established strategic relationships with other contractors and consultants performing environmental work for DoD and the military services, and mission support activities for EPA. Designed, developed, and wrote SRA's DoD and EPA marketing brochures and conference booths. Staffed the SRA booth at numerous DoD, Air Force, JSEM, EPA, and Society of American Military Engineers (SAME) functions.
- Served as Program Manager for the AFCEE GEITA05 contract. Responsibilities included: preparing proposals and cost plans and identifying appropriate staff to support Air Force requirements; meeting

with and marketing SRA services to AFCEE, Air Force Real Property Agency (AFRPA), Air Force Institute for Operational Health (AFIOH), AETC, and specific Air Force bases; identifying opportunities for the SRA Team to share its expertise in various environmental, emergency management, and conflict resolution areas with the Air Force staff; participating in Air Force and DoD conferences; identifying and developing relationships with small businesses with specialized expertise, and introducing those small businesses to AFCEE; pursuing a mentor/protégé relationship with our service-disabled veteran owned small business partner; developing and maintaining relationships with other AFCEE contractors; communicating and coordinating with the AFCEE Project Officer and Contracting Officer; managing scope, schedule, performance and risk associated with the contract; and overseeing work performed by the SRA team under task orders.

- Served as Program Manager or Deputy Program Manager/QA Officer for two consecutive EPA Superfund Management and Analytical Support contracts, two consecutive EPA Superfund Management and Analytical Support subcontracts, two consecutive EPA National Priorities List contracts, and two EPA enforcement contracts/subcontracts. Responsibilities included: writing the proposals that won the contracts; client relations; identifying and marketing new work under the contract; assigning personnel to specific work assignments/task orders; managing scope, schedule, performance and risk associated with the contract; communicating and coordinating with EPA Project Officer, Contracting Officer, and project managers; providing quality assurance review of critical deliverables; analyzing and evaluating project costs and contractual average hourly rates; resolving contractual issues; and coordinating and managing the SRA project managers.
- Worked with senior management to develop annual plans, goals and objectives for my business area, including identifying revenue goals for each of the contracts in my business area and target clients for new and expanded business, and developing operating budgets. Created strategic plans for each of my senior managers that reflected the goals for the business area and measured progress against those plans.
- Performed comprehensive analyses of all aspects of the Superfund program, including programs; policies, accomplishments, implementation strategies, budgets, cleanup remedies, costs, durations, sites, site contaminants, issues and impediments to success, and enforcement approaches; developed data collection surveys; performed nationwide data collection efforts; analyzed responses to surveys; and prepared numerous reports for EPA management and Congress summarizing the analyses.
- Assisted EPA in developing major Superfund technical and programmatic guidance documents issued between 1990 and 2004. Tasks included analyzing current and emerging policies, science, and technologies; drafting the documents for EPA, other Federal agency, and public review; analyzing comments and assisting EPA in determining how to respond to comments; preparing responsiveness summaries that document EPA's decisions; and finalizing the document for EPA distribution.
- Developed and implemented EPA's action agenda for asbestos; analyzed Federal and State regulations; drafted policy directives on asbestos removals and the risk levels for asbestos; reviewed and summarized methodologies for sampling and analyzing asbestos; facilitated four multi-day conferences on asbestos, including the health effects of asbestos, the mechanisms of asbestos toxicity, and asbestos site evaluation, communication and cleanup; developed a national communication strategy; wrote fact sheets on asbestos and asbestos-contaminated sites; developed and conducted a training course; and prepared a handbook for site managers.
- Led the development, analyses, and implementation of the EPA Brownfields and Superfund Redevelopment Programs. Researched, analyzed, and evaluated EPA and other Federal agencies' policies, procedures, and regulations on site reuse; identified issues and analyzed remedies at sites in reuse; developed reuse policy documents; prepared design guides for reusing Superfund sites as parking lots and recreational fields, and a fact sheet on the reuse of containment sites; drafted measures of success, identified and developed data reporting requirements, and prepared guidance on reporting reuse accomplishments; developed training courses; facilitated and provided logistical

support for conferences; and developed communication strategies and outreach documents on sites in reuse.

- Facilitated three, 3-day conferences for EPA and DoD that focused on environmental issues faced by the military and approaches for accelerating environmental restoration at closing military bases. Mediated discussions among EPA, state and military site managers to identify and measure the effectiveness of different initiatives in accelerating cleanup at closing installations. Developed and produced briefings on initiatives and issues; and presented the briefings to top EPA and DoD officials on the final day of the conferences. Over 100 people attended each conference.
- Facilitated two, 3-day DoD conferences on environmental issues. Worked with DoD, EPA, the military services, and the states to identify issues and solutions to the environmental problems faced by the military. Over 300 people attended each conference.
- Facilitated strategic planning retreats for a number of EPA offices. Assisted EPA staff in identifying and scheduling achievements of “desired states” for environmental restoration of military facilities scheduled for closure under BRAC.
- Managed the peer review process for numerous documents associated with the cleanup of a hazardous waste site in MA; selected and managed subcontractors and peer reviewers/ consultants and SRA personnel; managed scope, schedule, budget and performance; communicated and coordinated with the client and subcontractors/consultants; and provided technical expertise for the peer review activities.
- Assisted DC in analyzing, reviewing, and revising their emergency response processes and procedures. Analyzed existing procedures and made recommendations for changes that would increase efficiency and avoid duplication of efforts; identified gaps in procedures; facilitated weekly meetings of a multi-agency task force; assisted in drafting the new procedures for review by DC public officials.
- Conducted programmatic reviews of cleanup decision documents. Reviewed the reports for clarity and consistency with EPA guidance; extracted remedy and financial data; provided logistical support for two 2-day meetings of HQ and Regional personnel; and led the development of the surveys used during the reviews and the two summary reports of findings
- Oversaw support for revisions to 40 CFR Part 35, Subpart O regulations addressing state grants and cooperative agreements; managed an analysis of enforcement and compliance procedures relating to state VCP programs and institutional controls; evaluated state capabilities and assisted state agencies in developing their capabilities in hazardous waste programs and enforcement approaches.

Private Consultant 1988 – 1990

Senior consultant to EPA in the management and implementation of the Superfund program. Activities performed included the following:

- Analyzed practices and procedures employed by EPA and the States in performing hazardous waste clean up activities; and compiled and analyzed information on cost and pricing factors, duration, procurement approach, and clean up methodologies.
- Supported EPA in the implementation of the Superfund planning, budgeting, and accomplishment reporting processes, including developing the primary Superfund implementation guidance; preparing information for the annual and mid-year work planning process; developing specifications and select logic for planning and accomplishment reports; interacting with the Regional offices on budgeting, planning, and accomplishment reporting issues; and providing logistical support for the annual meetings.
- Developed lesson plans, and instructors’ and students’ manuals for five Superfund program management courses. Taught at six sessions of the Superfund Basic Training Academy and in four Regions; wrote lesson plans, and manuals for Regional work assignment managers on effective and

efficient management of contractors; and trained Superfund personnel in five Regional offices and HQ.

**U.S. Environmental Protection Agency, Regions 6 and 5
1976 – 1988**

Chief of the Superfund State Programs Section (1984-1988, Region 6). Supervised and managed 12 professionals engaged in Superfund program activities, including policy analysis and development, community relations, state relations and technical assistance, and state grant and contract administration. Analyzed state capabilities; negotiated and managed annual performance measures, budget, and manpower requirements; and evaluated State performance.

- Developed and managed the Region 6 annual budget; negotiated annual targets; reported accomplishments; and evaluated regional performance against plan.
- Co-chaired an EPA workgroup formed during Superfund authorization to review major provisions of the proposed law. Presented regional opinions on the impacts of the provisions, facilitated discussions among the Regions and between the Regions and HQ, and helped identify areas where regional guidance would be needed.
- Represented Region 6 on a workgroup formed to identify and work through issues and develop language for revisions to the National Contingency Plan
- Chaired EPA public meetings and technical conferences to inform and receive community input on Superfund site activities and decisions. Developed strategies for informing and involving communities in Superfund activities in their area.

Superfund Remedial Project Manager (1982-1984, Region 6).

- Developed strategic goals for site cleanup and oversaw and controlled the technical and regulatory aspects of cleanup activities at Federal and non-Federal Superfund National Priorities List sites. Identified short and long-term funding needs; developed schedules for site activities; reviewed work plans; oversaw field sampling and reviewed sampling results; reviewed site investigation reports; evaluated the risk to human health and the environment; evaluated remedial alternatives and assisted in the selection of the cleanup technology; reviewed plans and specification for the selected remedy and oversaw construction. Negotiated settlements with Potentially Responsible Parties (PRPs) for response and cost recovery; monitored PRP compliance with settlement documents; reviewed and approved technical and legal documents submitted by the PRPs; prepared administrative records; attended settlement conferences with the PRPs, Department of Justice, state representatives and federal judges; and prepared bankruptcy cases and negotiated settlements at bankruptcy hearings.
- Developed sampling plans, managed field sampling, reviewed sampling results, and prepared and reviewed Superfund Preliminary Assessment/Site Inspection reports and Hazard Ranking System packages. Supported response to comments on the ranking packages.
- Oversaw State and the Navaho Tribal site assessment program. Identified sites to be assessed, responded to technical and programmatic questions, conducted training, interpreted EPA's policy and guidance, and ensured the quality of site assessment activities conducted by the agencies.

Water Quality Program Manager (1977-1982, Region 6). Negotiated annual performance goals and associated budgets with the States of Arkansas and Texas and evaluated State performance relative to those goals. Reviewed technical reports on the development of treatment and control strategies for the abatement of point and non-point sources of water pollution; reviewed plans for proposed sewage treatment plants to ensure they met water quality requirements; and managed grants and provided technical assistance to state and local government agencies.

Water Supply Program Analyst (1976–1977, Region 5). Analyzed information, including sampling data, on public water supplies. Worked with rural water districts to implement a sampling program under the Safe Drinking Water Act.

Education

B.S. Environmental Engineering, 1976

References available upon request