



KATHLEEN O. GILL, PE
PRINCIPAL
THE DEXTRA GROUP INC

SUMMARY

Ms. Gill's entire career has been focused on environmental services to the industrial sector. Her experience and interests are centered in environmental program enhancement, including both business-driven program and compliance-driven components. On a program level, her practice involves the use of interactive tools and group facilitation to provide clients the means to solve business problems, plan and implement cost-effective environmental programs and build the teams necessary to meet company and department mission and goals. She has worked with large multi-national as well as smaller regional companies in the metal products, automotive, aerospace, electronics, high tech, chemical, and power industries, among others. She founded The Dextra Group in 1998 in order to focus on creating measurable and sustainable value for and with her clients and bringing competitive advantage to their environmental activities.

EXPERIENCE

1998-Present **The Dextra Group Inc.** Homosassa, Florida
Atlanta, Georgia

President/Principal

- Responsible for overall vision, direction and day-to-day operation of the company.
- Serving as project manager/technical director for an assortment of industrial environmental projects, including site remediation, wastewater system analysis, design and permitting, landfill closure, and EHS compliance management and auditing.
- Providing strategic planning and EHS program support services, including strategic and annual plan development, benchmarking studies, training, program needs analysis, program risk evaluation, Six Sigma participation, group facilitation.

1987–1998 **Camp Dresser & McKee Inc** Atlanta, Georgia

Senior Vice President/Global Market Director – Industrial Services (96-98)

Senior Vice President/South Regional Manager – Industrial Services (93-96)

Vice President/Senior Area Officer – Georgia and Alabama (91-93)

Group Manager – Environmental Management Services (87-91)

- Started industrial services group in Atlanta office servicing clients in southeastern states; provided remedial services to public sector clients

- Managed assortment of industrial EHS projects for clients located across the southeastern US

1982–1987 **Harris Corporation-GSS** Palm Bay, Florida
Facilities Manager (86-87)

- Responsible for design/execution of all sector architectural, electrical, and HVAC upgrades for one million sq feet of office and manufacturing space, in addition to environmental program management

Manager, Environmental Programs (82-86)

- Managed comprehensive environmental program, including permitting, operation of 180K gpd wastewater treatment plant, chemical/waste tracking and disposal, air emission monitoring, groundwater remediation and production of ultrapure water
- Responsible for tracking and interpreting environmental regulations on federal, state and local level, and implementing programs to maintain compliance.

1979-1981 **University of Central Florida** Orlando, Florida
Environmental Engineering Laboratory Project Supervisor

- Oversight of treatability studies and associated analytical procedures for variety of wastewater projects

EDUCATION

M.S. Environmental Engineering, University of Central Florida
M.S. Science Education, Florida State University
B.S. Biology, Florida Southern College

REGISTRATION

Professional Engineer: Florida, Texas

MEMBERSHIPS AND AWARDS

Past Chair, Editorial Advisory Board, Industrial Wastewater Magazine

Diplomate, American Academy of Environmental Engineers

Water Environment Federation

Past Member – Industrial Wastewater Committee

Past Member – Program Committee (Industrial Wastewater Symposia)

Outstanding Alumna Award, UCF Engineering School, 1997

Hedgpeth Award, Florida Pollution Control Association for outstanding operation of an industrial wastewater treatment facility, 1986

PUBLICATIONS

Gill, K.O. 2000. Strategic Environmental Outsourcing. Published in Industrial Wastewater Magazine, January/February 2000.

Gill, K.O. 1999. Best-in-Class Environmental Business Relationships: Strategies for Maximizing the Value of Environmental Service Providers. Presented at Water Environment Federation/Purdue University Industrial Wastes Technical Conference, Indianapolis, Indiana, June 28, 1999.

Gill, K.O. 1999. Environmental Management: The Case for the Long View. Published in Industrial Wastewater Magazine, May/June 1999

Gill, K.O. 1995. The CERCLA Feasibility Study Process. Graduate level course lecture at Massachusetts Institute of Technology (MIT).

Gill, K.O. and Randi Kim, 1993. Environmental Master Planning. Published in Industrial Wastewater Magazine, October/November 1993

Gill, K.O. and T. Gianella, 1992. Developing an Industrial Toxics Management Program. Presented at American Society of Civil Engineers National Conference in Baltimore, Maryland. August 1992.

Gill, K.O., 1989. Toxicity Reduction for the Industrial Discharger. Florida Pollution Control Association Pretreatment Seminar, Amelia Island, Florida.

Gill, K.O., 1989. The Remedial Design Process. CERCLA seminar, Georgia Pollution Control Association, Atlanta, Georgia.

Gill, K.O. 1987. Wastewater Treatment: Optimizing an Existing System. Eighth AESF/EPA Conference on Pollution Control for the Metal Finishing Industry, San Diego, California.

Gill, K.O. 1984. Achieving Low Level Discharges of Heavy Metals: A Captive Shop Perspective. AES/EPA Fifth Conference on Pollution Control, Orlando, Florida.

Gill, K.O. 1981. Selective Removal of Color, Organic Carbon, and Trihalomethane Precursors from a Highly Colored Recycled Magnesium Sludge using Granular Activated Carbon. Master's Thesis.

Gill, K.O. 1981. Magnesium Recovery Using Carbonation and Activated Carbon. Florida Academy of Sciences, Vol. 44.

SELECTED PROJECT EXPERIENCE – FACILITATING PROGRAM IMPROVEMENT

Environmental Strategic Planning. Supported initial program planning beginning in the 2001-2002 timeframe by facilitating staff planning meetings focused on reaching agreement first on a corporate remediation philosophy and program mission, and annually on the development of meaningful annual program goals; progress was then tracked throughout the year. By 2004, this support had evolved into the creation of a five-year plan, and in 2006, the effort was further developed into collaboratively developed Vision, Mission and 5-year plan, all presented on attractive and accessible one-page electronic table for easy progress tracking.

Remediation Site Prioritization Tool. Developed this decision-making tool to address client's need for a methodology for ranking his company's remediation sites, relative to one another, so that resources could be better focuses and to communicate program effectiveness over time to senior executives. Sites are scored based on several client-specific risk factors and relative scores are used to generate a "bubble diagram", allowing relative risk to be viewed graphically; based on scores, sites fall into one of three "tiers" and site progress can be observed over time.

Site Remedy Selection Process. Led the development of a structured facilitated decision-making process for use in remedy selection, which involves carefully selected and issue-specific industry experts; the process is now considered "best practice" company-wide. Planned and facilitated the process for approximately 30 projects/remedies over a fifteen-year period for this aerospace client.

Site Management and Exit Strategy Process. Developed a half-day structured process for engaging site stakeholders in agreeing on long-term site management and/or exit strategies that are rooted in a site's regulatory environment, remedial status and corporate business requirements and culture. Developed client-specific guidance documents for the process and successfully planned and facilitated over 45 SMS sessions over the last twenty years.

Closure Progress Metric. Developed the closure progress "scoring" tool as a method to quantitatively track the progress of individual sites toward ultimate closure for its remediation sites to support realistic annual goal-setting and to demonstrate overall portfolio progress to executive management. The tool was institutionalized by the client as one of its primary environmental remediation metrics.

Remediation Unit Cost Reference. Worked with client's project managers to develop a reference document to be used for forecasting remediation costs. The reference was intended to be an informal "living document" that compiled actual or competitively priced remediation costs in an assortment of categories and transformed those costs into easy-to-use unit costs. The resulting unit costs could then be used in generating required remediation forecasts and in justifying those costs in the event of a financial audit.

Benchmarking Study. On behalf of this automotive company, led a team whose mission was to use the benchmarking process to focus on the topic of remediation cost reduction among peer companies. The overall goal was to identify and implement practices that could result in an

increase in the internal business value of the company's corporate remediation program – either through reduced costs or expedited progress toward goals, or both.

Benchmarking Planning and Facilitation. Supported this client in initiating and planning for an aerospace benchmarking initiative for the practice of environmental remediation. The work included goal-setting, identification of benchmarking partners, initial interviews, and meeting planning. Facilitated three consecutive one-day benchmarking workshops.

Program Documentation. Worked with a number of clients in achieving standardization of critical program components and approaches by developing topic-specific protocols, including cost forecasting, conceptual site model development, record-keeping and filing, and compliance with federal and state regulations, as well as organizational role descriptions.

Project Management Guidebook. Led development of a Project Manager's Guidebook – a compendium of practices and procedures that the client's project managers need to follow in order to effectively manage assigned remediation projects and satisfy internal requirements for project controls, quality assurance and progress. Developed a similar guidebook for use by the client's consultants to ensure relative consistency across the portfolio of sites in project administration and quality assurance.

Remediation Cost Tracker: Developed this cost tracking and control tool for a project manager's use in forecasting, managing and tracking site expenditures. It allows creation of detailed annual budgets, by work breakdown structure elements, by supplier and by month, invoice and payment tracking against budget by month; perhaps most importantly, it affords a relatively instantaneous "snapshot" look at spending projections through year-end. Conducted an on-line training session on its use.

Remediation Compliance Audit Program Development. Developed an EHS compliance program customized to remediation sites. The program included a site-screening tool to identify the need for an auditor site visit, customized audit checklists and a tracking process.

EHS Compliance Audit Training. Developed and implemented an environmental compliance audit program for this pipe manufacturing company, including training, preparation of an audit protocol, a pilot program and oversight of full-scale implementation.

Outsourced Remediation Project Management. Managed all site activities related to obtaining closure of eight contaminated sites for large defense contractor for a over a decade. The sites were located in Texas, Pennsylvania, and New Jersey and include the direction of assigned consulting firms in remedy evaluation and selection, groundwater treatment system operation and upgrades, LNAPL and DNAPL measurement and removal, design and implementation of saturated soil excavation project, regulatory negotiations and permitting, groundwater monitoring programs, and semi-annual monitoring and O&M reports to state agencies. Closed one site that had been operating since the mid-1800s and successfully moved two others to long-term operation and maintenance status for monitored natural attenuation remedies. Currently managing similar site activities at three sites (Kentucky and Texas) for another client.