

# Paul Gruber

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## ***Summary of Qualifications***

- Over 30 years of professional services consulting leadership managing annual profit and loss (P&L), strategic planning, operations, and human resources for multi-office professional services firms.
- Leadership and management: Region President (Florida and Caribbean) and CEO of ERM-South, Inc.; Director of Federal Civilian Agencies for Shaw Environmental and Infrastructure; Senior Associate at Booz Allen Hamilton, Environment and Energy Practice.
- Broad strategic planning success developing and transforming environmental and energy professional services/management consulting organizations by crystallizing direction, addressing emergent concerns, and successfully executing tactical action plans to improve and enhance performance.
- National and international program management leadership for inter-disciplinary teams in multiple industry sectors for projects (up to \$50 million in annual fees) focused on natural and water resources management, environmental assessment and restoration, emergency response and recovery, sustainability, and energy and transportation infrastructure services for federal, state, and private sector clients.
- Not-for-Profit leadership: Board Chair, The Environmental Leadership Program; founding member of the ERM Group Charitable Foundation; Chair, Ground Water Protection & Management Subcommittee, the National Ground Water Association (NGWA); Member, Government Affairs Committee NGWA; and Technical Advisor to the Legal Environmental Assistance Foundation (LEAF).

## **Professional Experience**

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### *Executive Leadership*

- Successfully grew two “Greenfield” environmental engineering/management consulting organizations to annual revenue exceeding \$12 million in professional fees over a five-year period, identifying leading-edge service offerings and creating associated management structure and team to pursue growth opportunities.
- Managed Federal environmental and energy portfolio of contracts in excess of \$125 million in annual revenue.
- Expanded new Federal agency accounts for US Environmental Protection Agency (EPA), Millennium Challenge Corporation (MCC), Department of Energy (DOE), US Postal Service (USPS), Department of State (DoS), and multiple Department of Defense (DoD) programs for military services and the intelligence community.
- Identified and led successful strategic sales captures for federal procurements up to \$7.4 billion in infrastructure, information technology, and intelligence.
- Led corporate expansion into the Caribbean and South America, by developing strategic partnerships, identifying acquisitions, completing due diligence, and smoothly integrating new acquisitions within existing operational frameworks, ensuring successful international growth.
- Member of the Boards of ERM-North America, ERM-Latin America and Caribbean, and ERM-South, Inc., the ERM Group Charitable Foundation, and Tampa’s Museum of Science and Industry (MOSI).

### *Management & Administration*

- Set and implemented annual business plan and strategy, consistently meeting annual company performance targets over a 10-year period, achieving double-digit pretax, pre-bonus net profit each year.
- Extensive operational management, organizational development and office expansion, finance, and human resources management (supervised up to 100 staff and a team of 6 senior managers) creating an environment recognizing and rewarding performance while fostering a cohesive workplace, developing and motivating employees and managers.
- Technical Practice Lead for multidisciplinary projects focused in natural and water resources and restoration.
- Identified, mentored, and managed staff, developed senior leadership, and succession planning in multiple for profit and not-for-profit organizations.
- Provides public-policy support and liaises with Congressional and Senate Offices, multiple federal agencies, and collaborates with other professional societies, and the academic community on behalf of the National Ground Water Association and its membership.
- Created a positive work environment reducing annual employee turnover to less than 10% in a highly volatile and rapidly growing market by improving human capital, professional development, and reward systems.

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## Employment History

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**Senior Consultant****12/2008 – Present****AOC Key Solutions Inc. (KSI), Chantilly, VA**

*KSI is a business development and strategic planning firm providing proposal and business development consulting services to federal contractors.* In this role, I lead client capture and proposal development efforts for new federal procurements in a variety of industry sectors for opportunities ranging from \$25 million to \$7.4 billion by developing win strategies, ensuring compliance with Federal Acquisition Requirements (FAR), and managing day-to-day team performance, often under tight deadlines. On a day-to-day basis, I successfully coordinate, marshal, and manage project workflow, corporate and partner team resources responding to agency requests for technical, administrative, and contractual support, meeting all requirements for procurements in infrastructure (Information Technology, Global Intelligence, Water and Natural Resources, Emergency Management, Energy, and Transportation), research, and scientific and engineering support contracts.

Since 2009 successfully managed and won new business for Single Award Task Orders in excess of \$1.787 billion and \$9.085 billion in Multiple Award Indefinite Delivery/Indefinite Quantity (IDIQ) awards.

**Director, Federal Civilian Agencies****9/2007 – 11/2008****Shaw Environment and Infrastructure, Inc., Alexandria, VA**

*A global Fortune 500 company providing vertically integrated environmental, engineering, design, construction and manufacturing support to the Federal government, power, environmental, infrastructure, and energy and chemical industries.* Led a full-service team of 15 account and program managers for the firm's Federal Civilian Agencies generating annual revenue exceeded \$125 million. Managed federal sector business expansion for the firm in multiple program areas that included new assignments in multiple disciplines: infrastructure (water and energy); emergency response; environmental science and technology; solid and hazardous waste disposal; climate change and sustainability programs. Agencies include: DOE, USEPA, USPS, USAID, DHS/FEMA, Department of State, Department of the Interior, USDA, and the MCC. Within the first 9 months of employment, I increased federal civilian agency sector sales by nearly 15%.

Established account management reporting and sales management programs with client/program managers to manage project progress, status, and risks, developing strategies to mitigate performance problems and reduce project risks for senior management. Maintained open lines of communication with clients to foster improved working relationships with agency management and staff. Monitored regulatory affairs and legislative activity for multiple federal agencies for the firm to keep management abreast of policy, legislation, and regulations that have the potential to impact corporate business activities.

**Senior Associate, Environment and Energy Team****05/2005 – 08/2007****Booz Allen Hamilton, McLean, VA**

*A global technology, management, and strategy consulting company with over 18,000 employees providing services to both the commercial and government markets.* I provided program management for multiple clients in the water, transport, and energy sectors, nationally and internationally. Working collaboratively with European and Middle East partners and staff I completed multiple international assignments focused on water utility restructuring in Eastern Europe, the Middle East and North Africa. With other team members, I developed the firm's environmental management system and sustainability offerings to federal sector clients, managing client programs and staff.

- As a member of the firm's USEPA, USPS, USAID, DOI, DOE, and USDA account planning teams I was responsible for program and project management and direction of a variety of energy, roadways (transportation) and environmental projects and deliverables, with annual fees in excess of \$20 million.
- Managed and mentored a team of 20 staff professionals ensuring alignment of career development and professional growth opportunities with the firm's and their personal development goals.
- Managed multi-sector, multi-disciplinary (energy, water, transport, and agriculture) international development projects and led field teams for USAID and the MCC.
- Managed and grew the firm's global water business, from zero-base to \$1million within 18 months.

**Managing Member****01/2000–05/2005****Palma Ceia Partners, LLC, Tampa, FL**

*Engineering/environmental consulting, project development for energy, pollution control, and other utility related projects.*

- Managed and developed the overall design, permitting, and licensing of a 15-megawatt (MW) renewable energy (waste wood-to-energy) facility for one of the country's largest municipally owned utilities. Developed a project team of engineering, design, and construction professionals and coordinated all phases of work securing a site in an economic development empowerment zone, identified and procure equipment, negotiated all environmental permits required by local and state regulators, including financing (\$25 million), and secured long-term waste wood supply contracts to ensure project viability. Developed community outreach programs during the permitting and licensing program encouraging public participation to integrate all stakeholders' input in to the project.
- Prepared the business plan/proforma, including marketing and sales strategy, for a start-up Environmental Health & Safety Compliance Environmental Information Management System (EIMS), application service provider (ASP) enabling this company to secure \$1 million in venture capital funding.

**Region President and Chief Executive Officer, ERM Group Florida Operations  
Environmental Resources Management-South, Inc., Tampa, FL**

**12/1989 – 12/1999**

*The ERM Group is a \$600 million Global Management Consulting/Environmental Engineering Company with 2700 employees located in 125 offices worldwide.* I directed the development, growth, administration, and management of the ERM Group's Florida & Caribbean operations that grew from zero-base to \$10M+ in annual revenue in a five-year period. In 1990, I assumed direct responsibility for annual strategic planning, budgeting, and Profit and Loss Management for the firm. Identified, mentored, and trained new partners and leaders, ensuring sustainability of the organization. Chaired monthly partner meetings to monitor company performance and adjust strategy by constantly monitoring and evaluating the internal and external trends, as appropriate, to meet business goals as established by the Board of Directors. Developed, managed, and administered company and individual performance management system using the "Balanced Scorecard" approach ensuring annual individual and company performance goals were achieved. Led and managed company and division sales growth; developed successful regional growth plans for new business sector opportunities; implemented proposal/report development and delivery system; managed project delivery and oversight to meet client requirements.

- Led company expansion into new international territories for the ERM Group by forming strategic partnerships, identifying acquisitions, completing due diligence, and integrating new acquisitions.
- Developed marketing, sales planning, and tools for tracking, planning and reporting sales growth, increasing overall capture success rate from less than 25% to over 60%.
- Maximized and expanded repeat business opportunities with existing clients at ERM from less than 30% to over 70% of annual sales goal.
- Member of the Boards of ERM-South, Inc., ERM-North America, and ERM-Latin America and Caribbean.

**Founding Partner/Principal****8/1983 – 11/1989****Environmental Resources Management-South, Inc., Tampa, FL**

Led and managed start-up operations for the ERM Group, Inc. in Florida, the only "Greenfield" start-up in the organization's 40+ years of operations.

- Developed and managed the implementation of the company's regional growth establishing five (5) new regional office locations in Florida.
- Expanded operations into the Caribbean and Puerto Rico
- Identified and implemented technical services offerings in a variety of industry sectors (energy, natural and water resources, municipal services (solid waste and wastewater), and solid and hazardous waste management), managing multi-disciplinary professionals in response to market demands and new client development resulting in an annual compound growth rate of 15% per year over a seven-year period.

**Adjunct Professor/Lecturer, University of South Florida, Tampa, FL, Department of Geology, 1998-2002**

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## Education and Licenses

University of Georgia, Athens, GA, M.S., Geology, 1981, *recipient Oak Ridge Associated Universities Fellowship*  
 Old Dominion University, Norfolk, VA, B.S., Geology, 1974  
 Columbia University, School of Engineering and Applied Sciences, New York, NY, Applied Geophysics, BS,  
 Geophysics, 1972, *recipient Columbia University School of Mines, Henry Krumb Scholarship, New York State Regents Scholarship, and New York State Regents Incentive Award*

**Licensed Professional Geologist** in Florida (#345) and Georgia (#583)

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## Volunteer and Community Service

Outstanding community service for 20+ years;

Board Trustee and Board Chair, *Environmental Leadership Program*, 2007 - present

Chair, *Ground Water Protection and Management Subcommittee, National Ground Water Association*, 2011-present

Member, *Government Affairs Committee, National Ground Water Association*, 2011-present

*Water Policy Institute* (Hunton and Williams), Member, 2008 - present

Member, *Subcommittee on Ground Water, Agency Coordination for Water Information (ACWI)*, 2007 – present

Member, *ACWI, Water Resources Adaptation to Climate Change Workgroup*, 2012-present

*Government Affairs & Sustainable Water Resources Committee, National Ground Water Association*, 2005 -2011

*Environmental & Water Resources Systems Committee, Environment & Water Resources Institute of the American Society of Civil Engineers (ASCE)*, 2003 - 2006

Board Member, *Tampa's Museum of Science and Industry*, 1993 - 2005

Chair, *Technology Committee, Museum of Science and Industry*, 2000 - 2005

Advisory Board Member, *ProcessMap.com*, 2000 - 2002

Principal Lobbyist and Legislative Affairs Director, *Florida Section of the American Institute Association of Professional Geologists (AIPG)*, coordinating outreach and education efforts for AIPG with the state legislature and other professional organizations to develop and pass legislation for the licensure of Professional Geologists in Florida, one of the first states in the United States to license geologists, 1983-1985.

Member, *Editorial Board, Ground Water*, technical Journal of the National Ground Water Association, 1983-1986.

*Technical Advisory Board, Legal Environmental Assistance Foundation*, 1985 – 2000

Member, *Inter-American Water Resources Network*, 1990-1996

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## Publications and Presentations

Extensive experience, developing numerous presentations and reports prepared for technical and professional/trade organizations - listings available upon request.

Member, Editorial Board of "Ground Water Journal," National Ground Water Association's (NGWA) Association of Ground Water Scientists and Engineers (AGWSE), 1987 to 1991.

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## Professional Development

Geraldine R. Dodge Foundation, Board Leadership Training, 2010

Advanced Multi-Party Negotiation of Environmental Disputes, US Institute for Environmental Conflict Resolution, Morris K. Udall Foundation, 2005

Mediation and Conflict Resolution, Florida Conflict Resolution Consortium, Florida State University. 1996

Negotiating Environmental Agreements, Massachusetts Institute of Technology, 1995

Total Quality Management, Phillip Crosby and Associates, 1992

Leadership Tampa, Tampa Chamber of Commerce, 1991

Technical Skill Development – attended numerous technical proficiency-training programs (list available upon request)

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## Professional Affiliations & Memberships

National Ground Water Association, Scientists and Engineers Division

American Bar Association, Environmental Law Section, Associate Member

American Geophysical Union, Hydrology Division

Association for Conflict Resolution

Young Presidents Organization