

April 3, 2017

Congress of the United States
Committee on Oversight and Government Reform
2157 Rayburn House Office Building
Washington, D.C. 20515-6143

Re: Oversight of FEMA's Response to the Baton Rouge Flood Disaster;
Testimony of Rear Admiral David M. Boone, USN (Ret), President, CB&I Federal
Services LLC

Chairman Chaffetz, Ranking Member Cummings, Congressman Graves, and Congressman
Richmond, and members of the Committee:

I appreciate the invitation to be with you today to discuss CB&I's role in the Baton Rouge
flood disaster recovery. I ask that my full statement be made part of the record.

PERSONAL

My name is David Boone and I am the President of CB&I Federal Services.

Prior to joining CB&I in December of 2013, I served for 30 years in the United States
Navy. I was a Civil Engineer Corps Officer and a Seabee and retired as a Rear Admiral. Those
30 years provided me with an exceedingly rich source of perspective.

My transition from a military officer to President of CB&I Federal Services has turned
out to be a very natural continuation of my career as both demand the highest level of dedication
to the American tax payer. During my Navy career, I participated in many disaster response
missions. When we received this Task Order from FEMA, I was very anxious and determined
that our organization respond well in the performance of its mission to provide relief to the
victims from the misery of the disaster. We provided a focus of resources and leadership to
ensure success of our mission. I believe our team was highly successful in this endeavor.

CB&I

Whether CB&I Federal Services is providing Base Operations and Support for a military
facility, remediating an environmental hazard, providing construction engineering or
maintenance services for any military branch or U.S. Government agency, or assisting FEMA
with the very difficult task of post-disaster recovery, the role of my company is one of service.

We serve the U.S. Government. We serve those who the U.S. Government serves, and in
this particular case, we faithfully assisted and continue to assist victims of one of the worst flood
events in the history of our country.

We are proud of our work. But make no mistake – this is difficult work and it is, at
times, heart-breaking work.

Our company has provided disaster relief assistance to FEMA since 2005 and we have successfully completed over 100 task orders.

After Hurricane Katrina and Rita we de-watered New Orleans, patched roofs, and set up many thousands of housing units for citizens who had nowhere to live.

On May 8, 2009, FEMA awarded CB&I Federal Services a contract to provide disaster recovery services on Task Orders to be issued as needed over the life of the contract. CB&I Federal Services was evaluated and awarded this contract because it was deemed the best value of all the competing contractors. That, in turn, resulted in FEMA assigning CB&I Federal Services to the Southeast region, which is the most disaster prone region in the U.S. CB&I was determined to be the most qualified emergency response contractor and its rates were determined to be fair and reasonable to the U.S. Government.

BATON ROUGE

When the Baton Rouge area flooded in August of last year, FEMA tasked CB&I Federal Services to immediately mobilize and begin the vitally important work of providing temporary shelters to displaced residents.

Baton Rouge is not just a jobsite for CB&I Federal Services. It is our home as well. We have several office locations in the Baton Rouge area. We have employees who have lost everything and those that were spared. We are members of this community and while we would have provided the same high quality services should this have happened anywhere in the U.S., for much of our staff, this is home and it is personal to us. For example, our Director of Human Resources was forced to evacuate her home in the middle of the night by boat (while 9 months pregnant with two other small children) as rising water inundated her house. Our Quality Manager lost her home and most of her personal belongings; one of our subcontract administrator's lost his home. We are not just a contractor that came to this area in response to the flood. Many of our employees live and work in Baton Rouge and personally suffered as a result of the flooding.

This contract was more than a business proposition to me and to my company. CB&I has hundreds of employees in the Baton Rouge area and many of them had some disaster impact ranging to include total devastation. I personally walked those neighborhoods, I saw the piled up personal belongings, I held and cried with employees. This was personal to us. I'm also proud to say that many of our employees responded to help others as volunteers and our company gave them the opportunity to continue working as volunteers. A number of our employees were part of what became known as the Cajun Navy serving to rescue people with their personal water craft. So when we knew that there was a potential for our company to receive this TO to do this work, our employees were motivated to do the best possible job, to make a difference and help those devastated by disaster. It amazed me that we had employees that lost everything, back at work within days striving to help others get back on their feet and support others

The Installation Process

CB&I Federal Services was assigned a Task Order under the contract and began work in Baton Rouge on August 23, 2016.

Under this Task Order, FEMA contracted with CB&I Federal Services to transport, install, and maintain mobile housing units for approved disaster victims.

CB&I Federal Services receives a Work Order from FEMA for delivery of government owned MHUs to specific locations.

Our subcontractor is dispatched to a FEMA controlled lot, where FEMA stores MHUs.

MHUs are picked up by our subcontractor and delivered to FEMA-directed location.

Once on site, we are responsible for installing the MHU according to FEMA specifications. The exact specifications are contained in the contract documents we have provided to the Committee for their review.

Each MHU is placed in a FEMA-approved location. It is blocked, made level and secured to the ground with heavy duty straps. We then run power and water to the unit and ensure that sewerage is hooked up as appropriate for that location.

Once the MHU is installed, we jointly inspect with FEMA the work pursuant to a FEMA-provided inspection list to certify that the MHU is properly installed and that the trailer's systems functioning properly.

We then sign off on FEMA's "Ready for Occupancy" document and our installation task is fully complete.

CB&I Federal Services does not choose who will be assigned the MHU.

CB&I Federal Services does not participate in the walk-through and orientation process with the applicant assigned the MHU. CB&I cannot install a MHU without a specific work order from FEMA.

Maintenance

Once an MHU is occupied, CB&I is responsible for maintaining the MHU.

Our contract calls for us to provide a 24/7 help line and provide regular inspections.

We do this through a small disadvantaged veteran owned subcontractor.

Our helpline is staffed congruent to the number of units occupied. As you would expect, as recovery efforts grew in Baton Rouge, more MHUs were installed and our team grew to meet the growing demand.

We are required to respond to non-emergency calls within 48 hours and emergency calls within 2 hours.

We have provided our call logs to the Committee for their review.

In addition to the help line, we routinely perform preventive maintenance inspections on every occupied unit.

Fundamentally, the scope of work for this task order is covered by the hauling, installation and Maintenance requirements.

Mr. Wilson

We share our deepest sympathies with the Wilson family.

We learned on October 28, 2016 that the occupant of the MHU at Lot #15 had died. I want to state clearly that we have no records of calls into the CB&I help line about his MHU.

Some days after Mr. Wilson's death, we were asked by FEMA to replace the thermostat at Lot # 15, but we never performed the work. We will continue to work with local authorities in their investigation.

Summation

I thank you Chairman Chaffetz and Ranking Member Cummings for the invitation to be here today.

Currently, we have zero work in backlog related to installation under this task order. We have received only positive comments and glowing accolades from FEMA at all levels about our performance under this task.

Congressman Graves and Congressman Richmond, we will stay in your districts until the job is done. We are your constituents and together we will help our friends and neighbors get back on their feet.

As I said at the outset of my testimony, I take the task of serving my fellow Americans very seriously. And I ensure that everyone who works for and with me does as well.

I stand ready to answer any questions you may have.

Thank you